

PERFORMANCE INDICATOR 14

CAPACITY ASSESSMENT



14. Performance Indicator: Capacity Assessment

 Approaches requirements	 Meets requirements	 Exceeds requirements
<p>14a. Assessment of capacity in gender equality and women's empowerment for individuals in entity is carried out</p>	<p>14bi. Entity-wide assessment of capacity of all relevant entity staff at HQ, regional and country levels in gender equality and women's empowerment is carried out</p> <p>and</p> <p>14bii. A capacity development plan is established or updated at least every five years</p>	<p>14ci. Entity-wide assessment of capacity of all relevant entity staff at HQ, regional and country levels in gender equality and women's empowerment is carried out</p> <p>and</p> <p>14cii. A capacity development plan is established or updated at least every three years</p>



What is the Capacity Assessment indicator?

ECOSOC Resolution E/2011/6 (see Annex; Mandates) notes the need for assessment of staff vis-à-vis gender equality and the empowerment of women. This performance indicator was developed based on [UN Development Group guidance on capacity development](#). While the UN Development Group does not cover the whole UN system, the methodologies that it has developed for capacity assessment and development are relevant across the system.

UN staff need the capacity to fulfil the UN's gender mandate. A capacity assessment comprises the first step to enhancing capacity.

A gender equality capacity assessment is a way to determine the understanding, knowledge, and skills that a given entity and its staff possess on GEEW, and on the entity's gender architecture and gender policy. Capacity assessment refers to the process by which information is gathered and analysed, and to the results of this analysis. These results are conveyed in a report that outlines the ways forward for a training or capacity development strategy or action plan.

A capacity assessment can be based on the entity's core values and competencies on GEEW. The assessment can be conducted as part of performance reviews or other ongoing staff assessments, or alternatively, as a self-administered online questionnaire.

UN Women has developed [a capacity assessment tool](#) which entities can use as a basis to develop their own capacity assessment plans.



Evidence base

Examples of documents to attach to substantiate reporting:

- Capacity assessment survey
- Capacity assessment survey outcome
- Capacity development plan

Note: Please identify a self-explanatory title for the documents uploaded onto the platform, particularly for those shared to the UN-SWAP Knowledge Hub.



How to approach requirements

To approach the requirements of this indicator, the entity should carry out an assessment of staff capacities in GEEW for individuals.



How to meet requirements

To meet this performance indicator, the entity should carry out a capacity assessment of all relevant staff and use the findings to establish a capacity development plan, with resources and timelines outlined, to meet capacity gaps at all levels at least every five years. Carrying out a capacity assessment at least every five years will allow entities to determine if their capacity development strategy is working.



How to exceed requirements

To exceed the indicator, the capacity development plan should be established or updated at least every three years.



Example: Meeting Requirements

The **International Atomic Energy Agency (IAEA)** undertook its first ever survey on gender equality in 2018. This included an assessment of staff's knowledge and skills in relation to gender equality and most specifically on gender mainstreaming. The results of the survey were disseminated to all staff. The basis of the survey results served as an important input into the revised Gender Action Plan of the Agency. The Gender Action Plan, along with its Implementation Matrix clearly outlines the tasks, milestones and responsible party to achieve the objectives outlines.

The **United Nations Office for Disarmament Affairs (ODA)** conducted an **entity-wide gender equality capacity assessment** in 2020 through Google Forms. It was built on a similar ODA survey in 2015. The main purpose was to assess capacity on gender equality among staff and inform the update of the gender mainstreaming action plan including a gender capacity development plan. The survey

included questions on knowledge and proficiency for different skills, concepts, gender agendas, what areas respondents want to learn more about, preferred way of learning and more. The survey was also built on gender equality capacity assessment guidance by UN Women. The results were presented at a global Town Hall meeting and discussed with gender focal points in a workshop in September 2020.



Example: Exceeding Requirements

Following the 2020 capacity assessment, the **International Trade Centre's (ITC)** created an organization-wide 2021/2022 capacity development plan. The plan was further informed by first insights generated through ITC's '100 Coffees for Inclusion' initiative, during which members of the ITC Inclusion Group and selected senior leaders met for individual, 30-minute coffee conversations with 100 employees across the organization to discuss their take on ITC's organizational culture and direction related to GEEW, Diversity and Inclusion.

The capacity development plan covers a two-year period and outlines six critical outputs and related activities:

1. Ensuring all employees have solid, foundational knowledge of basic GEEW concepts and of the intersectional nature of diversity and inclusion.
2. Enhancing knowledge and skills of and confidence in applying technical tools/methods to promote gender mainstreaming across ITC's projects
3. Enhancing knowledge and skills of and confidence in applying HR-related tools/ methods to promote gender equality at ITC internally
4. Increasing awareness of established policies and mechanisms to support the creation of an enabling work environment, as well as awareness of individual support options; and
5. Promoting an inclusive organizational culture with zero tolerance for discrimination and harassment.

In 2020, the **United Nations Children's Fund (UNICEF)** commissioned a strategic review of its gender capacity-building and credentialing initiatives across the organizational levels. This independent review engaged programme staff, senior leadership, and UNICEF partners – UN Agencies, research institutions, and NGOs. The objectives of the review were (a) to assess the current gender capacity-building efforts, identifying key gaps and highlighting concrete opportunities to strengthen key initiatives; and (b) to recommend cost-effective strategies and platforms for capacity-building that UNICEF should consider adopting, testing, and monitoring. Five elements of UNICEF's gender capacity were assessed: gender capacity-building strategy; the enabling environment for capacity building; onboarding; learning platforms; and credentialing. The review collected primary data (online survey results, key-informant interviews and focus groups) from a variety of sources across 71 countries. Based on findings from the strategic review of its gender capacity-building and credentialing initiatives, UNICEF drafted a new Organization Learning Plan for Gender Equality (2021-2025).

In line with UN Women guidelines, the **United Nations Economic and Social Commission for Western Asia (ESCWA)** designed and conducted the fourth capacity development assessment survey in 2021. It comprised five main sections. Section I provides information on respondent's profiles; section II provides information on the sources where gender knowledge was acquired; section III assesses the knowledge of respondents on gender equality and the empowerment of women; section IV examines gender mainstreaming efforts within ESCWA; and section V provides a space for respondents to share their views on the way to improve the current knowledge, skills and attitudes in relevance to gender issues. The survey was approved by the ESCWA Executive Secretary. The assessment followed a mixed quantitative and qualitative methodology approach, in addition to a brief desk review. The

qualitative part took the form of focus group discussions (FGD) that aimed at: validating/challenging the quantitative findings; providing details on some of quantitative findings; providing recommendations from staff and GFPs. Moreover, desktop review included among others the Second Participatory Gender Audit Report and the terms of reference of GFPs. The staff capacity assessment report provided a set of key recommendations to further strengthen staff members abilities in mainstreaming gender.