

# GENDER EQUALITY

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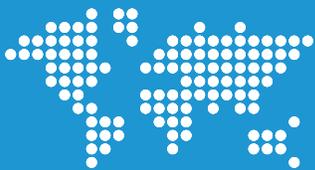
# CAPACITY ASSESSMENT

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# TOOL

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**Tool for assessment of capacity in promoting gender equality and the empowerment of women for the UN System and other partners**



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Produced by the UN Women Training Centre

# Gender Equality Capacity Assessment Tool

**Tool for assessment of capacity in promoting gender equality and the empowerment of women for the UN System and other partners**



**UN WOMEN TRAINING CENTRE**

May 2014

# ACKNOWLEDGEMENTS

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# TABLE OF CONTENTS

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1	Introduction	6
---	--------------	---

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2	Gender Equality Capacity Assessment Questionnaire	8
---	---	---

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3	How to implement this gender equality capacity assessment tool	15
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4	Additional Resources	18
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# INTRODUCTION

Within the UN system, UN Women is mandated to lead, promote and coordinate efforts to advance the full realization of women's rights and opportunities. The UN General Assembly has called on all parts of the UN system to promote gender equality and the empowerment of women within their mandates, and to ensure that commitments on paper lead to progress on the ground.

In 2012, the United Nations agreed on the landmark UN System-wide Action Plan on Gender Equality and the Empowerment of Women, or UN-SWAP, to implement the gender equality policy of its highest executive body, the UN Chief Executives Board, chaired by the Secretary-General. Spearheaded by UN Women, the UN-SWAP for the first time assigns common performance standards for the gender-related work of all UN entities, ensuring greater coherence and accountability.

One of the UN-SWAP indicators within capacity development is the implementation of capacity assessment. In line with UN Women's mandate to coordinate and support the UN System in achieving gender equality, the UN Women Training Centre has developed this easy to use tool for all agencies in carrying out gender equality capacity assessments.

## What is gender equality capacity assessment?

Gender equality capacity assessment is a means of assessing the understanding, knowledge and skills that a given organization and individuals have on gender equality and the empowerment of women, and on the organization's gender architecture and gender policy. Capacity assessment refers to the process through which the information is gathered and analyzed and also 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.

When assessing the capacity of individuals, attention is paid to the knowledge, skills and attitudes that each person has regarding gender equality and the empowerment of women and the integration of these to their daily work. The information that will be gathered entails how much they know and understand about particular concepts (for example, gender equality, women's empowerment, etc.),

policies (such as organizational gender strategy, gender mainstreaming strategy) and procedures (how gender equality should be reflected in procurement or recruitment processes, among others), as well as how capable they are of implementing all these and other processes.

To assess the capacity of individuals some commonly used tools are questionnaires and surveys, individual tests, focus groups, and interviews.

Capacity assessment at an organizational level evaluates what policies, strategies and procedures are in place to ensure that gender equality and the empowerment of women can adequately be included in the agency's mandate. The Participatory Gender Audit, a methodology developed by the ILO, is a systematic, participatory and gender-sensitive methodology for analyzing how gender is mainstreamed within an organization or a part of it.

### BOX 1

**CAPACITY** is the “ability of people, organizations and society as a whole to manage their affairs successfully”.

**CAPACITY DEVELOPMENT** is commonly used to refer to “the process whereby people, organizations and society as a whole unleash, strengthen, create, adapt and maintain capacity over time.”

Triennial comprehensive policy review of operational activities of the United Nations development system: conclusions and recommendations Report of the Secretary-General (13 August 2007). A/62/253

<http://daccess-dds-ny.un.org/doc/UNDOC/GEN/N07/457/79/PDF/N0745779.pdf?OpenElement>

**TRAINING FOR GENDER EQUALITY** is a specific activity that aims to promote a transformative process to provide knowledge, techniques and tools to develop skills and changes in attitudes and behaviours with the objective of creating an aware, competent and gender equitable society. <http://www.unwomen.org/en/how-we-work/capacity-development-and-training>

## What is the UN Women Training Centre Gender Equality Capacity Assessment Tool? Who is this tool for?

The UN Women Training Centre has developed and is making available to all agencies a simple and easy to use questionnaire to assess the capacity of individuals i.e., staff. To make it easier to implement within large organizations, the questionnaire is general. However, it can and should be adapted according to the context and mandate of each agency.

The Capacity Assessment Tool is meant to support Gender and Human Resources specialists in each organization and contains guidelines for implementation, gathering of information, consolidation and analysis of data, development of reports and follow up.

As previously mentioned, this questionnaire is only one tool or means of taking stock of individual staff capacity. The information gathered with this tool can be complemented with more qualitative methods such as interviews, focus groups, and systematic observation.

### BOX 2

#### Why do a gender equality capacity assessment?

- It provides information on the capacity that an organization or its staff has to include gender equality in its programmes and operations. It is the first step and provides key information for planning a larger capacity development strategy that features training for gender equality as one of its components.
- It will result in a baseline against which future capacity development efforts, including training for gender equality, can be measured.
- All UN System staff and agencies are mandated to enhance their capacity to advance gender equality and the empowerment of women. Knowing where the strengths, weaknesses and needs lie is the first step towards improving the overall UN System capacity to advance gender equality and the empowerment of women.

# GENDER EQUALITY CAPACITY ASSESSMENT QUESTIONNAIRE

Dear colleague/staff,

Thanks so much for taking the time to complete the Gender Equality Capacity Assessment Survey. Questionnaire responses are anonymous and confidential and will gather important information to take stock of individual capacity related to gender equality and the empowerment of women within the agency. Your responses will provide very useful information which will be used to determine future training activities. The information gathered through this survey will only be used for this purpose. We thank you for responding honestly and in the most complete way possible.

You will have an opportunity to include your comments and suggestions at the end of the questionnaire but you can also send comments to xyz.

## Section 1: General information

The objective of this section is to collect general information from all respondents that will help analyze the results.

1. Please, fill in the following table.

<b>Organization/Agency</b>	
<b>Unit/Department</b>	
<b>Duty station</b>	
<b>Functional title</b>	
<b>Level</b>	
<b>Age</b>	
<b>Sex</b>	
<b>Nationality</b>	

Note for designer:!  
Include a drop down menu with option to make it easier to respond

## Section 2: Educational background and previous experiences in training for gender equality

The objective of this section is to gather information on the educational background and previous training for gender equality experiences of respondents

2. For each educational level completed, please specify year, area or topic:

<b>Educational level</b>	<b>Year</b>	<b>Topic</b>
<b>Secondary school</b>		
<b>Bachelor/undergraduate</b>		
<b>Post graduate level (please specify): _____</b>		
<b>Other, please specify:</b> _____		

3. Have you received an introductory training or orientation on gender issues?

Yes

No

Not applicable

4. Have you taken gender related training or courses in the last two years? Are you taking any courses on gender now? Please, include trainings where gender was included but not the main topic of the training.

Yes

No

Not applicable

5. If yes, please, include information of the trainings taken. (Note for designer: question 5 should be optional)

<b>Course name</b>	<b>Topic</b>	<b>Date/Duration</b>	<b>Type of training (face to face, online, etc.)</b>	<b>Organized/ Provided by</b>	<b>Are you satisfied with the course/ training?</b>
					<b>Yes/No</b>

6. Have you received support from the gender unit or gender focal point in your organization for your work on gender (mentoring, coaching, detailed assignment, etc.)?

Yes. Please, specify: \_\_\_\_\_

No.

Not applicable

### Section 3: Knowledge on gender equality and women's empowerment

The objective of this section is to assess the level of knowledge of gender equality and how to include gender equality in programme and operations activities.

7. To what extent do gender concerns influence your everyday work?

<b>Not at all</b>	
<b>To a limited extent</b>	
<b>To a significant extent</b>	
<b>The whole focus is on gender</b>	
<b>Not applicable</b>	

8. How relevant is gender to the mandate of your agency/organization?

<b>Not relevant at all</b>	
<b>Relevant to a limited degree</b>	
<b>Very relevant</b>	
<b>Gender is the main focus</b>	
<b>Not applicable</b>	

9. Is gender relevant to the work of your division/unit?

<b>Not relevant at all</b>	
<b>Relevant to a limited degree</b>	
<b>Very relevant</b>	
<b>Gender is the main focus</b>	
<b>Not applicable</b>	

10. How familiar are you with international conventions on Gender Equality and the Empowerment of Women?

<b>Not at all familiar</b>	
<b>Quite familiar</b>	
<b>Very familiar</b>	
<b>I use these in my everyday work</b>	
<b>Not applicable</b>	

11. Are you clear about the difference between gender mainstreaming and equal representation of women?

Yes

No

Not applicable

12. For the following skills and processes, please indicate your level of knowledge and proficiency by ticking the appropriate box.

<b>Processes</b>	<b>N/A</b>	<b>I don't know about this</b>	<b>I know about this</b>	<b>I am confident enough to use this in my everyday work</b>	<b>I am confident enough to lead work on this</b>
<b>Gender analysis for strategic planning</b>					
<b>Collection and analysis of sex-disaggregated data</b>					
<b>Integration of gender into strategic planning processes including results statements and indicators</b>					
<b>Gender-responsive monitoring and evaluation</b>					
<b>Gender-responsive budgeting and tracking of resources</b>					
<b>Gender-responsive planning (e.g. development of project or programme documents)</b>					
<b>Gender-specific programming (e.g. inclusion of gender in planning documents such as country programme reports)</b>					

Processes	N/A	I don't know about this	I know about this	I am confident enough to use this in my everyday work	I am confident enough to lead work on this
Training/capacity development for gender equality					
Gender-responsive audit					
Gender-sensitive communications (images, publications, language)					
Inclusion of gender into policies, administrative instructions and other directives on finance/procurement/IT/Human Resources/management services/security					
Inclusion of gender into administrative/operations documents (ToRs, vacancy announcements, action plans, reports, etc.).					
Policies and plans for the equal representation of women					
Others. Please, specify:					
Not applicable					

13. Are you aware of any gender policies, strategies, and/or gender focal points or networks in place in your organization?

Yes.

Please, specify which ones: \_\_\_\_\_

No.

Not applicable

## Section 4: Learning styles and needs

The objective of this section is to gather information on the training needs and preferences from the respondent's perspective.

14. Which trainings on gender equality would you like to take or receive to improve your work? Select as many options as needed.

Introduction to gender equality

Gender in programming

Gender in operations

Agency/Organization gender policies and strategies

None

Other, please specify:

Not applicable

15. What tools and/or sources of information do you use to support your knowledge of and/or the inclusion of gender equality issues in your work? Tick as many options as applicable.

Help desk. Please, specify which one.

Thematic specific knowledge center. Please, specify which one.

Agency's Intranet

Agency's website

Agency's publications

Agency's/unit Gender Focal Point

Agency's/unit Gender Adviser/specialist

16. What are the top three ways in which you prefer to learn? Please select your top three options:

<b>Ways of learning</b>	
<b>Face to face training and courses</b>	
<b>Face to face workshops</b>	
<b>Self-paced online courses</b>	
<b>Moderated online courses with a tutor</b>	
<b>Blended trainings (online moderated with a tutor and face to face workshops)</b>	
<b>Detailed assignments</b>	
<b>Coaching</b>	
<b>On the job/learning by doing with follow up by specialist</b>	
<b>Conferences</b>	
<b>Other, please explain:</b>	

17. Please share any thoughts or comments that you think might be useful.

Note for designer: Create text box for open answer with predetermined maximum number of characters.

**Thanks again for your collaboration. You will have access to the consolidated results very soon!**

# HOW TO IMPLEMENT THIS GENDER EQUALITY CAPACITY ASSESSMENT TOOL

In this section, you will find an outline of the questionnaire and how information gathered in each section contributes to the capacity assessment. You will also find recommendations for implementation. A Word document version of the tool is also available to be adapted to your own organization needs.

## **BOX 4**

### **Outline of the capacity assessment tool**

In the figure below, you will find an outline of the main sections of the questionnaire with the objectives and main contents of each.

#### **Section 1: General Information**

##### **Objective**

Gather basic information about staff that can help create profiles of respondents to better understand the results of the capacity and needs assessment. Help plan capacity development and training strategies that are more detailed and respond better to each group and their learning needs. Help organize and coordinate logistical details, making training more cost effective.

##### **Content**

Organization/Agency  
Unit/Department/Duty station  
Functional title/Level  
Age/Sex/Nationality

This information can be complemented by basic demographic data of the organizations: distribution of staff by post level, sex, age and country/region of origin.

#### **Section 2: Educational background and previous experiences training for gender equality**

##### **Objective**

Identify the educational background of each respondent and the type and content of training for gender equality received. Identify the need to refresh basic concepts, tackle others in more depth and avoid unnecessary repetition that can be frustrating and demotivating

**Content**

Educational background

Courses, trainings, workshops previously taken in training for gender equality

**Section 3: Educational background and previous experiences training for gender equality****Objective**

Evaluate staff capacity and knowledge on gender equality and women’s empowerment and identify staff perception of their own capacity. Knowledge of the agency’s mandate regarding gender equality and the empowerment of women is a basic part of this knowledge.

**Content**

Knowledge of specific substantive areas

Knowledge, skills and processes for integrating gender equality and women’s empowerment in each one’s work

Knowledge of organizational Gender Policy and Architecture

**Section 4: Learning styles and needs****Objective**

Identify information on interests, motivations and learning preferences of the target group to make training more effective.

**Content**

Staff training needs

Preferred learning modalities

## Guidelines and useful tips for implementation

In this section you will find some tips to bear in mind when preparing and sending out the questionnaire, analyzing the information gathered and preparing the report.

### Make sure everybody knows about the capacity assessment

Before sending the questionnaire, it is important to send a general e-mail to all staff informing that a capacity assessment will be undertaken and explaining its objectives, the methodology and how the results will be used. Be clear in communicating that the information gathered will not have any impacts on staff assessment and that they will be used solely to guide training and capacity assessment. This will help in improving the quality of responses as well as the response rate.

### Ensure institutional endorsement

Ensure that the capacity assessment is seen as part of the organizational policy rather than the initiative of a unit or group of individuals.

Gender equality policies, as other policies, need to be seen as part of the organizational policies oriented towards becoming more successful. In the case of a capacity assessment, this could mean a higher response rate to the questionnaire and better quality responses. You can achieve this by asking the corresponding senior manager to send the initial explanatory email and the email with the tool, as well as a friendly reminder, if needed.

### Adapt and prepare the questionnaire to be completed

This is a general questionnaire that can be adapted to the particular needs of each agency. Please make reference to specific mandates, names of policies, strategies, units and web portals and intranet if necessary. Start the questionnaire with an introduction which explains the objectives of the capacity assessment and how the information will be used. Use this opportunity to motivate staff to complete the questionnaire and thank them for their time. Don’t forget to provide information on the

follow up process: how the information will be consolidated and analyzed. This will promote involvement and ownership of staff.

Within this booklet you will find the questionnaire with explanations about each part. You will also find a Word Document version in Annex 1. You can use this version to adapt it to your own needs and to create an online questionnaire using systems such as Survey Monkey. These systems can help you consolidate and analyze the data. In certain cases, responding to an online questionnaire might be more difficult. In these cases you will need to send questionnaires in PDF format to be printed, completed and returned in a more traditional way. The results of these questionnaires will need to be introduced manually to your database.

### **Send the questionnaire to staff**

Send the questionnaire to all staff and advise them on the deadlines for completion. This period should not be longer than 1.5 or 2 months. Extending this period too long could make the information less reliable.

### **Follow up to completion**

Send periodic friendly reminders and monitor the response rate to ensure a high response rate within the allotted time. Be creative and positive in motivating staff to complete the questionnaire.

### **Consolidating the results**

After the questionnaire has been completed, the results need to be consolidated in a database. Survey Monkey can help you analyze the results as well.

You will see that questions are numbered continually throughout all the sections of the questionnaire. This might seem odd but it makes it much easier to consolidate and analyze the information afterwards.

### **Analyze the results**

The results of the questionnaire can be complemented by basic demographic data of the organization: number of male and female staff, age and positions held.

### **Prepare the report**

Use the data to prepare a report. This should be short and easy to read. It should highlight strengths, achievements but also mention weaknesses. It should also outline ways forward and remedial actions that can be included in a capacity development or training strategy.

### **Disseminate the report**

Ensure that the results of the capacity assessment are known by all respondents (this will contribute to higher response rates on future occasions) and that a follow up capacity development or training plan is drafted, discussed and implemented. This plan should include monitoring and evaluation. The capacity assessment presents a baseline for measuring progress.

# ADDITIONAL RESOURCES

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- Training for Gender Equality Community of Practice  
<http://gtcop.unwomen.org/>
- ILO Participatory Gender Audit Manual.  
English: [http://www.ilo.org/wcmsp5/groups/public/-ddgreports/---gender/documents/publication/wcms\\_187411.pdf](http://www.ilo.org/wcmsp5/groups/public/-ddgreports/---gender/documents/publication/wcms_187411.pdf)  
Spanish: [http://www.ilo.org/wcmsp5/groups/public/@dgreports/@dcomm/@publ/documents/publication/wcms\\_093426.pdf](http://www.ilo.org/wcmsp5/groups/public/@dgreports/@dcomm/@publ/documents/publication/wcms_093426.pdf)
- Australian Red Cross Organisational Gender Assessment Tool. [http://www.redcross.org.au/files/Organisational\\_Gender\\_Assessment.pdf](http://www.redcross.org.au/files/Organisational_Gender_Assessment.pdf)
- WHO. Gender mainstreaming in WHO: where are wnow? Report of the Baseline Assessment of the WHO Gender Strategy. [http://whqlibdoc.who.int/publications/2011/9789241500135\\_eng.pdf](http://whqlibdoc.who.int/publications/2011/9789241500135_eng.pdf)



UN WOMEN IS THE UN ORGANIZATION  
DEDICATED TO GENDER EQUALITY  
AND THE EMPOWERMENT OF WOMEN. A  
GLOBAL CHAMPION FOR WOMEN AND  
GIRLS, UN WOMEN WAS ESTABLISHED  
TO ACCELERATE PROGRESS ON  
MEETING THEIR NEEDS WORLDWIDE.

The UN Women Training Centre (TC) is dedicated to supporting the UN and other stakeholders to realize commitments to gender equality, women's empowerment and women's rights through transformative training and learning. It aims to become the leading UN centre that contributes, through training for gender equality, to building a society that respects and promotes human rights for all women and men.



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