



The lessons in this leaflet have been extracted from the following evaluations:

- ◆ South Africa (2015) Final Evaluation of the Pro-Poor Governance, Gender Equality & Women’s Empowerment from a Human Rights Perspective in Namibia
- ◆ Kenya (2013): Final Evaluation of Gender & Governance Programme GGPIII 2011—2013
- ◆ Kenya (2012): Mid-Term Evaluation Joint Programme on Gender Equality and Women’s Empowerment
- ◆ South Africa (2011) Evaluation of UN Women Capacity Development Activities in Southern Africa (2009-2010)
- ◆ Zimbabwe (2013): Final Evaluation of The Gender Support Programme (GSP)
- ◆ Sudan & South Sudan (2012): Building Capacities for Gender Equality in Governance & Protection of Women’s Rights in Sudan 2008—2011
- ◆ Zimbabwe (2010): Mid-Term Evaluation of the National Gender and Women’s Empowerment Strategy & Action Plan and the Gender Support Programme (GSP)
- ◆ Kenya (2014) Government of Kenya (GoK)/UN Joint Programme on Gender Equality and Women’s Empowerment (JP GEWE)
- ◆ Uganda (2013): Mid-Term Evaluation of the JP on Gender Equality (UNJPGE)
- ◆ Sudan (2011): Final Evaluation: Defending and securing the human rights of women and girls in the humanitarian crisis, South Darfur, Sudan, July 2008 - July 2010
- ◆ Kenya (2012): Final Evaluation of Gender, Human Rights & Governance Programme 2007-2011

All UN Women evaluations are available on GATE (www.gate.unwomen.org) & the Gender Equality Evaluation Portal (<http://genderevaluation.unwomen.org/en>)

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**EASTERN & SOUTHERN AFRICA
EVALUATION KNOWLEDGE MANAGEMENT**



United Nations Entity for Gender Equality and the Empowerment of Women



Lessons Learned from Evaluations: Capacity Development in Governance & National Planning programmes

UN Women: Governance & National Planning

National plans, policies, institutions and budgets reflect how governments translate commitments to gender equality into results for women. However, and too often, there is a gap between policy and practice.

UN Women has helped bridge disconnects between national development strategies and gender equality plans. This includes steps such as cultivating the capacities of public officials to integrate gender equality measures in plans and budgets, and select performance indicators for oversight. UN Women advocates for transparent and adequate public financing for gender equality, including through the adoption of gender responsive budgets. Engagement with gender equality advocates helps strengthen their skills to influence public decision-making and hold governments accountable.

1. WHY is capacity development on Governance & National Planning important?

1 WHY is it important to focus on Capacity Development?

Address delays in implementation:

Gaps in capacity and expertise among implementing partners are the main causes for delays in implementation of activities and inadequate quality of monitoring, coordination and reporting.

Delays in receiving reports from IPs have a negative impact on the ability of UN Women to disburse funds and generate donor reports in a timely manner.

Realize Results:

Success depends on partners having adequate capacity to carry out the joint work. Every link and joint in the chain must be strong. Expecting results through partners requires investing in their capacity.

Sustainability:

Failing to link capacity development with a sustainable strategy poses risk of producing only short-term and small-scale results. The importance of “sowing the seeds” for future work is a great investment that can change women’s lives.

3. HOW can UN Women better focus its capacity development initiatives?



WHAT do we know?

Lessons on 'Capacity Development' from UN Women programmes across the region

Experiences at the Local Level: Since 2009, UN Women has supported local governments to improve women's access to services and resources across Eastern & Southern Africa, including in Mozambique, Rwanda and Tanzania.

The application of gender-responsive planning and budgeting has resulted in increasing women's representation and participation in decision-making and in better access to services for women and girls.

1. In Tanzania, women identified development of water resources as one of their main priorities. In response, the Morogoro district put in place improved water infrastructure, resulting in water delivery for 7,500 new users in the district.
2. In Mozambique, with UN Women's support, the Muembe district saw a 15 per cent increase from 2010 to 2011 in women's participation in decision-making. The overall rate of women's participation exceeded the 30 per cent quota set by the national law on decentralization. As a result, pressing priorities identified by women were addressed by local government, such as the organization of a first-ever civic registration campaign for women.

In line with this, the Final Evaluation on Pro Poor Governance, Gender Equality and Women's Empowerment from a Human Right's Perspective in Namibia noted that developing sector specific case studies and adapting training materials on GRB accordingly to work with various national ministries, as well as technical handholding to ensure trained staff implement skills accordingly is crucial.

2 WHAT do we know about effective capacity development in UN Women programmes?

- ◆ **Map gaps:** Conduct capacity needs assessment early to identify gaps and address them at the beginning of the project/programme by
- ◆ **Plan:** develop an explicit capacity development strategy for IPs. UN Women should include a component on institutional capacity strengthening in cooperation agreements with partners – to ensure accountability and sustainability and so that CD strategies are integrated into the programme as a mainstream activity.
- ◆ **Be strategic:** UN Women must specify in greater detail what particular aspects of institutional capacity or accountability mechanisms a programme sets out to affect, and thereafter invest strategically in partner and staff capacity development related to these areas.
- ◆ **Relevance:** Reassess the type of capacity support provided as the project dynamics evolve.
- ◆ **Monitor:** Keep records on which staff have completed what trainings, and what the overall expectations in regards to trainings are.
- ◆ **Provide demand-driven support:** Ideally, a UN Women partner organization would own and lead the process of assessing its existing capacity, identifying areas for improvement, and would sketch out a mid to long-term plan for addressing the key gaps.



- ◆ **Work at multiple levels; national & community:** work at the *national level* to improve the enabling environment and building the capacities of duty bearers – this will involve targeting and working to develop the capacity of country governments as duty bearers. Continued engagement of technical staff working in the institutions to bring change on gender is crucial.
- ◆ **Direct support to relevant ministries:** to help strengthen coordination in the gender sector. The Government as a whole, along with specifically targeted ministries, must be strongly involved in the planning and implementation of gender programmes as they are responsible for providing policy direction to the gender sector in-country. Finding allies within the government and building their capacity to locate the issues and to understand the array of possible interventions will be very helpful.
- ◆ Additionally, direct work at the *community level* to empower community structures and women (as rights holders), focusing on innovative approaches that can be scaled up. Focus interventions at community level on institutional capacity building of community structures and supporting innovative approaches with potential to generate good practice for replication and scale-up.
- ◆ **Ensure linkage and complementarity** between national/county level and community level interventions .



3 HOW can UN Women better focus its capacity development initiatives?

- ◆ **Focused capacity building initiatives:** systematic and structured training programmes on issues such as gender-responsive budgeting should be included as key project components. Such interventions can be targeted at relevant national ministries to strengthen their capacity for engineering line ministries plans, policies and activities.
- ◆ **Target women in parliament:** consider developing a broader programme to provide continuous training of women parliamentarians on core themes on Gender Equity in Governance & National Planning. Aid them to represent, engage and lobby on these issues.
- ◆ **Advocacy:** Train women on advocacy to claim their rights, and to rights holders to respond. UN Women advocacy support has demonstrated to be instrumental in building capacities of partners to enhance their influence in incorporating strong gender equality dimensions in national laws, policies and strategies, and adoption of new constitutions. Capacities of community groups can be strengthened to recognize and demand for human rights. Such training may also support women's organizations to be able to advocate for government passing of gender-sensitive bills and policies.

TIP! INCLUDE COMPONENTS ON INSTITUTIONAL STRENGTHENING

UN Women should consider including a capacity development component on institutional strengthening for partners in their cooperation agreements/project proposals with partners

When working with national partners and institutions there is a need to capacitate service providers and policy makers, including urban and rural local authorities, on gender mainstreaming issues as well as introducing and strengthening gender sensitive budgeting.

Continuous engagement of decision makers in key institutions and providing training on gender mainstreaming to support technocrats who are working in institutions to bring about systemic changes on gender has been identified as essential.

When working with National Ministries, UN Women should conduct a capacity assessment to clarify human resources required to lead gendered policy analysis, planning and turning resolutions into action.

HOW can we improve our approach to capacity development?

- ◆ **Coordination:** UN Women to support coordination of women's organizations into harmonized national structures to enhance their ability to engage with government and deliver a comprehensive agenda .
- ◆ Within the UN itself, attention should also be paid to strengthening coordination capacity of output lead UN agencies working on Governance & National Planning.
- ◆ **Programme & financial management:** for both staff and implementing partners. The project or programme overall will face challenges if there is a lack of capacity around financial management and programmatic implementation amongst partners.
- ◆ **Proposal writing:** improving skills of partners in this area would be beneficial both to the donor/fund manager and implementing partners
- ◆ **Results-based management:** to move away from reporting on activities and focus reporting on results .
- ◆ **Reporting:** this is beneficial both to the donor/fund manager and implementing partners.
- ◆ **Develop guidance materials:** develop guidelines, tool kits and materials to support gender analysis, gender mapping, disaggregated data and gender frameworks for implementation by partners.
- ◆ Finally, evaluations shows that with regard to the **sustainability** of the results, those pertaining to a strengthening in the competencies of individual participants are likely to be sustained. Training of trainers to further build capacity is also encouraged.

