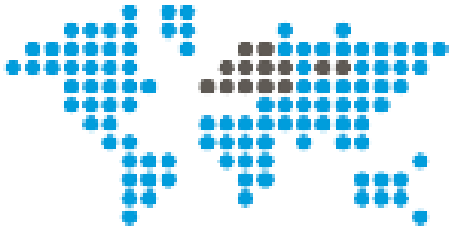


SYNTHESIS REPORT APPENDIX

REGIONAL EVALUATION OF UN WOMEN'S SUPPORT
FOR CAPACITY DEVELOPMENT OF PARTNERS TO
RESPOND TO THE NEEDS OF WOMEN AND GIRLS IN
EUROPE AND CENTRAL ASIA



INDEPENDENT EVALUATION AND AUDIT SERVICES (IEAS)

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Contents

APPENDIX 1: CASE STUDIES	3
1.UN Women Georgia Country Office’s Support to Capacity Development of Partners	3
2.UN Women Türkiye Country Office’s Support to Capacity Development of Partners.....	45
3.UN Women Ukraine Country Office’s Support to Capacity Development of Partners	67
4.UN Women Moldova Country Office’s Support to Capacity Development of Partners	76

APPENDIX 1: CASE STUDIES

1.UN Women Georgia Country Office's Support to Capacity Development of Partners

Overview of capacity development in Georgia Country Office

The evaluation period of 2018-2022 covers two Strategic Notes for the Georgia country office. The 2016-2020 SN and 2021-2025. They focus on the following impact areas of UN Women Strategic Plan:

- Impact 1: SP Outcome 2: Women lead, participate in and benefit equally from governance systems,
- Impact 2: SP Outcome 3: Women have income security, decent work and economic autonomy,
- Impact 3: SP Outcome 4: All women and girls live a life free from all forms of violence, and
- Impact 4: SP Outcome 5: Women and girls contribute and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters, conflicts and humanitarian action.

Capacity development is a major strategy at UN Women in achieving the goals set. Seven out of ten outputs in the first Strategic note and eight out of ten in the second focus on or integrate capacity development interventions. Analysis of annual budget plans for the 2018-2022 period showed 47.2% of the total CO budget (USD 13,317,102 for capacity development out of a budget of USD 28,188,639) was planned for capacity development activities. Women's Economic Empowerment is the impact area with greatest investment in capacity development (44% of the capacity development related budgets planned), followed by Ending Violence Against Women, Women, Peace and Security and Leadership and Governance.

Georgia Country Office observes capacity development comprehensively as a cycle starting with participatory needs assessments, followed by joint planning and design with partners and tailored implementation. Monitoring and measurement of results also got more attention in the recent years. Capacity development interventions all start with needs assessment done in line with some of the widely accepted methodologies or standards (participatory gender audits developed by International Labour Organisation, Women's Empowerment Principles related gender gap assessment, gender and regulatory impact assessments). This is followed by development of the action plans to eliminate identified gaps, including by capacity development. Major focus is on the work with the Government and its agencies and business sector and women entrepreneurs, while capacity development for civil society (CSOs) is very limited.

Main partners supported by the capacity development interventions are Government ministries and agencies (Ministry of Internal Affairs, Ministry of Defence, Civil Service Bureau, General Prosecutor's Office of Georgia, State Inspectorate of Georgia, Enterprise Georgia, Georgian Innovation and Technology Agency, Maritime Transport agency of Georgia, Ministry of Economy, Rural Development Agency, Ministry of Internally Displaced Persons from the Occupied Territories, Labour Health and Social Affairs, National Agency of Public Registry of Ministry of Justice of Georgia, Georgian National Tourism Administration, Ministry of Education, Science, Culture and Sport of Georgia, Geostat – National Statistics Office), but some economic empowerment work extends to Armenia and Azerbaijan, and cooperate with partners in those countries. Numerous business entities are supported with capacity development as well. Work with CSOs is mostly reflected through engagement of responsible parties (implementing partners), but they seem to be beneficiaries of capacity development to limited extent, as the overall corporate approach to capacity development of CSOs is insufficiently developed. Rather capacities of grassroots women groups are built through CSOs.

The main donors supporting Georgia Country Office during the period covered by the evaluation have been: Swiss Agency for Development Cooperation; Government of Norway; European Union; Multi Donor Trust Fund; Austrian Development Agency; Government of United Kingdom; Swiss Department of Foreign Affairs; Food and Agriculture Organisation.

Focus of the case study

The case study followed the overall objectives of the Regional Evaluation of UN Women's Support for Capacity Development of Partners to Respond to the Needs of Women and Girls in Europe and Central Asia (on evaluating

effectiveness and efficiency, identification of good practices) and particularly focused on standardisation of the capacity development approach taken by the UN Women Georgia Country Office, across its portfolio. It presents key conclusions and recommendations, based on the collected data, as well as a table with illustrative overview of some of the capacity development interventions.

1. Findings

CRITERIA	FINDINGS
DIAGNOSIS	<p>Over the years UN Women Georgia Country Office has built a standardised capacity needs assessment methodology, based on the voluntary and participatory approach with national partners. This makes capacity development interventions linked to national priorities and reform agenda and highly relevant to national partners and end beneficiaries. Diagnosis is done through several formal needs assessments, such as Participatory Gender Audits (PGA), regulatory and programme gender impact assessments in public sector, gap assessments related to women empowerment principles in business sector or standard UN Women risk-based capacity assessments of civil society organisations.</p>
<i>How does UN Women assess the partner's capacity needs to ensure relevance of its capacity development interventions?</i>	<p>UN Women Georgia Country Office's capacity development work is mostly focused on support to public and private sectors, while support to civil society is limited, and relation with them is usually in a role of responsible parties. The Country Office now uses standardised approach to capacity needs assessment across its portfolio.</p> <p>In support to Government partners, participatory gender audit (PGA) methodology¹ developed by the International Labour Organisation (ILO) is used, while in support to businesses the Country Office aligns with Women's Empowerment Principles (WEPs)² against which the needs and gaps are assessed.</p> <p>For smooth application of PGA, over the period 2013-2021 UN Women financed the training of 19 PGA facilitators from Georgia and 3 from Armenia at ILO³. PGA focuses on gender assessment of internal practices and related support systems and identifies gaps and challenges, setting up a baseline for future UN Women support. It is a voluntary and confidential process and according to respondents from both UN Women and institutions, this is important for having institutional and senior management buy-in and support to action planning to address the challenges. In UN Women Georgia partner institutions PGA process usually lasted between 6 and 8 months until the findings are endorsed and a multi-year action plan is developed. It included an extensive desk review, interviews, qualitative and quantitative surveys, report writing and validation. According to interviewed institutions, this was an appropriate time for everyone in the institution to understand the purpose of the process, strengths and gaps identified and be more supportive in the action planning to address the gaps. PGA is conducted by a group of external facilitators, while the Country Office takes on support to action planning. More than 20 PGAs have been conducted by now, 13 in the period 2018-2022 (including the ministries of defence, internal affairs, economy, internally displaced persons and a number of state agencies). In some institutions, upon implementation of the action plan, GA has been conducted for the second time (Ministry of Defence and Ministry of Internal Affairs). PGA reports are confidential and therefore were not accessible to the evaluation team. According to key informants, most attention in capacity development is at first paid to normative gaps. Along that process, as well as in operational planning that follows, organisational awareness on how gaps affect the programmes and commitment is being built. For example, in case of Enterprise Georgia and Rural Development Agency, interventions were focused on engendering entrepreneurship programmes and support to farmers.</p>

¹ https://www.ilo.org/gender/Informationresources/WCMS_187411/lang--en/index.htm

² https://www.unglobalcompact.org/take-action/action/womens-principles/weps_tool

³ Training was partly co-financed by auditors as well as certain amount against the cost of the training was deducted from their initial contracts with UN Women for PGAs.

Part of capacity development support to institutions is also based on regulatory or gender impact assessments (RIA and GIA, 13 impact assessments of laws and programmes conducted in the observed period⁴), lessons learnt from the programmes or global and regional trends and standards in gender mainstreaming in policy work. Gender-responsive budgeting capacity development efforts have been aligned with overall UN Women approach to that theme in the region, but also linked to national fiscal reforms. Important groundwork for institutionalizing gender responsive budgeting has been laid, in Georgia by the Ministry of Finance acceptance to conduct a Gender-Responsive Public Finance Management (GRPFM) assessment as a part of the Public Expenditure and Financial Accountability (PEFA) assessment, supported by UN Women and the World Bank. Findings and recommendations of the assessment will inform the formulation of Georgia's new Public Finance Management strategy.

Although PGA and R/GIA are perceived as costly processes, UN Women aims for long term and holistic support to government partners based on PGA and there is overall consent among the informants to this evaluation that it is worth the investment (most PGAs ranging between USD 10,000 and 13,000, with some being above USD 30,000, while an average cost of RIAs and GIAs was about USD 16,000).

With regards to work with **business entities**, UN Women aligns its work with WEPs as guidance to businesses on how to promote gender equality and women's empowerment in the workplace, marketplace and community. After the chief executive officer of a company endorses WEP, UN Women supports the companies in gap assessment and with capacity development to address the gaps, providing advisory support or training related to internal policy documents, anti-sexual harassment measures or on communication of successes of women in business or agriculture. Capacities of 20 experts in WEP were built to ensure in country knowledge resource for continued support to companies and scaling up in future.

In its work with grassroot organisations and individual women in the field, the needs are identified through learnings from previous programmes, ad hoc surveys or direct contact with them. Focus group with end beneficiaries confirmed the capacity needs assessment efforts and relevance of the programmes designed and delivered.

CSOs are usually engaged as responsible parties and capacity assessment is done when UN Women enters partnership with them. Capacity development, mostly advisory support, relates to compliance to UN Women procedures in implementing projects and results-based management trainings as a part of the regional community of practice facilitated by the Regional Office. There is not much other capacity development intervention to CSOs and those delivered are done ad hoc. According to UN Women Georgia Country Office, UN Women's corporate approach to cooperation and capacity development of civil society, is not structured. Existing cooperation mechanisms such as Civil Society Advisory Group (CSAG) proved to be inefficient in Georgia, but in other countries too, and therefore discontinued. According to the Country Office, there is little space for expectations of CSOs to be met. Ongoing CSOs influence on UN Women's Strategy is not effective, as they are consulted in the early development of the Strategic Note, but it is largely shaped by the corporate Plan, then at the country level influenced by UN Development Assistance Framework, CEDAW and Universal Periodic Review Recommendations and by specific programmes and projects further influenced by the donors. On the other hand UN Women does not have a defined capacity development approach for civil society. Some space is open thanks to the new Small Grants Policy which for the first time allows 8% of the budget to CSOs to be allocated for organisational

⁴ Including Gender Impact Assessment (GIA) - The State Programme "Plant the Future", Regulatory Impact Assessment - C189 - Domestic Workers Convention, Gender Impact Assessment (GIA) - Self-employment Promotion Grant Programme and Vocational Education Support Programme of LEPL on IDPs, Eco-Migrants and Livelihood Provision Agency, Regulatory Impact Assessment - C182 - Maternity Protection, Regulatory Impact Assessment - C156 - Workers with family responsibilities, GIA of MOESD Strategy on Small and Medium Business Development, Gender Analysis of the Labor Code, Equal Pay Review Mechanism, Regulatory Impact Assessment - C156 - Workers with family responsibilities, Regulatory Impact Assessment - C182 - Maternity Protection - Armenia Regulatory Impact Assessment - C189 - Domestic Workers Convention – Armenia, Gender Impact Assessment (GIA) - draft legislative amendment to the Law of Georgia on the Public Registry, Gender Impact Assessment for Selected Employability Programs of the Ministry of Labour and Social Affairs of RA

capacity development. Until there is a more comprehensive corporate guidance and enabling environment for capacity development of CSOs, UN Women Country Office Georgia has outlined its strategic approach⁵ adjusted to the given framework, that inter alia focuses on capacity development for policy advocacy and related partnerships.

According to external key informants to this evaluation, capacity development by UN Women is always needs-based, based on evidence from the thorough needs assessment to some extent demand driven as institutions look for support in EU and Euro-Atlantic integration processes or demand support at the time they become aware of gaps and inequalities they need to address. On the other hand several informants from institutions, as well as consultants, perceive that UN Women brings universal human rights and international standards to the agenda much sooner, than it would come if institutions would do it on their own.

DESIGN

Design and content of capacity development interventions was largely suited to participants needs and priorities, thanks to extensive and participatory process of capacity needs assessments, which is followed by participatory action planning of addressing gender equality gaps. Capacity development is never a sole intervention but is combined with policy work, financial support and awareness raising.

Approach tailored to the needs of each of different stakeholder groups was applied, also involving senior management of partners as well as practitioners. In case of end beneficiaries of economic empowerment programme, the design included various aspects of business management and leadership skills as well as networking into cooperatives to ensure sustainability. Still, the beneficiaries face harsh market environment and competition and would appreciate longer-term support.

Sustainability issue was addressed within a broader programme design, as capacity development was always embedded in a wider programme and complemented with policy, implementation and awareness raising support by UN Women.

During COVID-19 pandemic, on-line work was introduced in the capacity development design, with additional support provided to those lacking equipment or digital skills. While there is overall opinion in person work is more appropriate for networking and exchange, stakeholders saw benefits of on-line work in reaching the wider number of partners and beneficiaries and reaching those in distant mountainous regions, which otherwise would not be involved.

To what extent is the design of UN Women's capacity development interventions aligned with the needs identified and objectives set at diagnosis stage?

UN Women Georgia Country Office applies holistic approach to design of capacity development interventions, starting with needs assessment and followed by training, continuous technical assistance and wider support with systemic policy measures in institutions or organisations, financial support to implementation and awareness raising.

All stakeholders reported that the **design of capacity development interventions was tailored to the needs identified**, thanks to participatory needs assessment and development of individual and organisational understanding of gender and inequalities and how policies and programmes affect women and men. Action plans developed entailed clear objectives, including those related to capacity development. UN Women links capacity development strongly to policy development and implementation processes and legislation reform is also influencing the design and updating of the capacity development support.

Capacity development involves diversity of approaches, among which advisory support/technical assistance (either by embedded personnel in the institutions, external consultants or directly by UN Women) is most represented and appreciated by evaluation interviewees. Other welcomed formats were trainings and workshops, as well as by sharing of methodologies, tools and guides and in some cases study visits. Some institutions were also provided embedded UN Women consultants, half

⁵ UN Women Georgia Country Office: Strategic Engagement with the Civil Society Organizations, 2020.

time or on a limited number of days basis, so they were at disposal to the governments to provide continuous expertise and advisory support.

The key advantage that the government partners interviewed emphasise is that UN Women is strong in contextualisation of the capacity development work, combined with integration of international standards and practical tools into the design. Additionally, evaluation of a UN Women/EU project “Unite Against Violence Against Women” (Unite) identified capacity building and training across government departments focused not just on the legislation but also on what the behaviours mean - for victims, children, and the society were supportive to inform a more proactive, compassionate response by training beneficiaries.

In the work with grass-root organisations and women in the field, comprehensive social mobilisation approach is used across the portfolio. This includes development of social skills, including confidence building, leadership and networking, as well as advocacy skills. Business development and management trainings are also included across portfolios, be it a part of overall approach in women’s economic empowerment area, or a specific action supporting internally displaced women or survivors of gender-based violence. Still, end beneficiaries would appreciate longer term mentoring support as they face challenges in marketing and competition in sales of their products.

Key informants appreciated participatory approach in the first stages of capacity development cycle in order to tailor the process to their needs. Examples were identified where design of a specific assignment was further tailored and jointly designed, such as in support to anti sexual harassment interventions with the institutions of Ombudsman or Ministry of Interior and Ministry of Defence and gender mainstreaming in economic empowerment programmes of Enterprise Georgia and Rural Development Agency.

In addition to participatory design, application of internationally accepted approaches and tools with their tailoring to the Georgian context seems to have been supportive to the partners’ commitment to engage. Aforementioned evaluation of a Unite Project also identified that the participatory format and trying innovations (for example in data collection, police response, and rehabilitation for perpetrators) “elevated government technical and policy input in adapting international best practice to the Georgian context” as well as “commitment and even pride in the process that had helped to shape the new approach”.

Further, training and orientation for municipal and national public servants and political representatives served to build capacity and even empathy around the issue of domestic violence, which strengthened the enabling environment.

Sustainability perspective is integrated in capacity development design, in three ways:

- All partners develop a strategy or action plan after the gaps are identified in order to ensure written organizational commitment to sustainability;
- In parallel with capacity development, policy support is done in order to create environment in which capacities built can be applied;
- UN Women keeps continuous link with senior management in partners to facilitate application.

According to interviewed consultants and UN Women personnel, this was also important to create a positive environment for attitudinal and behavioural change in the institutions.

All stakeholders interviewed had experience of being involved with both **in person and online capacity development**, particularly after COVID-19 outbreak. While in-person work is still preferred because of the opportunities for more detailed and practical content, networking and exchange, many stakeholders interviewed, including UN Women, practitioners in the institutions and end beneficiaries recognise the benefits of online work.

The early days challenges with technical issues and unfamiliarity with online platforms were quickly overcome. Benefits identified are in reaching wider groups, including those in distant mountain regions (police officers, women farmers), it is possible to quickly share large amount of information and tools and quickly organise advisory follow-up. It also turned to be efficient in reaching large number of people through publicly available general courses on gender and equality sexual

harassment. For example, with UN Women support, the Public Defender's Office launched three online courses in Georgian: "On Gender Equality", "Preventing Sexual Harassment" and "Women's Empowerment Principles".

In 2020, 2,567 users were registered in the first online course on prevention and response to sexual harassment, of which 784 received online certificates. In the second course, 1,195 users completed the online course, whereas the total registrations reached 1,525. Online training module on the Women's Empowerment Principles (WEPs) for private sector companies was launched in 2021.

UN Women's engagement on capacity development at the grass-root level was particularly highlighted during COVID-19 pandemic. UN Women responded to the immediate needs of internally displaced and conflict-affected women enabling their access to Information and Communications Technology (ICT) and digital participation in decision-making processes. This included trainings in IT skills, cyber-security, data protection and privacy rights, fake news surfing, cyber-violence and harassment, familiarizing women with online meeting tools (such as Zoom, MS Teams, Skype and other communication platforms) and ensuring their informed participation in decision-making spaces. Seven trainings were organised involving 93 women from Shida Kartli, Imereti, Samegrelo-Zemo Svaneti, Racha-Lechkhumi and Kvemo Svaneti regions of Georgia. Some of the reported results were use of the skills in getting information and access to services for gender-based violence and domestic violence, online banking and to support their children during online-schooling. Out of these trainees most vulnerable 50 women were provided with cell phones and internet access; Additional 25 women entrepreneurs were provided with unlimited internet access by a private company Silknet as a part of their WEPs efforts. Most of the women at grassroots level at that time engaged virtually, due to epidemiological measures or lack of transportation services. Additionally, in the first days of pandemic, one of the UN Women partners (a private company) piloted an e-commerce platform for women entrepreneurs in Georgia that showcased the products of 38 women in nine categories (bywomen.ge). The aim of the catalogue was twofold: to identify the needs of women entrepreneurs for accessing and selling via e-commerce platforms; and to promote the products produced by women to private sector companies and the public in general. During COVID-19 pandemic, the platform was actively used to link women entrepreneurs to buyers, especially private sector companies. Apart from Bywomen.ge, women entrepreneurs were linked to other online platforms, which, for the period of pandemic, was in most cases the only source of their income.

Overall, online work was particularly well accepted by business sector. Training curricula for all the groups was redesigned for online format, usually into shorter, up to 3 or 4 hours, interactive workshops focused on practical aspects.

Still, most key informants agree that for buy in meetings and events with senior management, in person work should be prioritised. On-line work is well accepted for the purpose of advisory consultations and meetings.

DELIVERY

The quality of the capacity development was very good and key informants to the evaluation particularly emphasise benefits of participatory learning methodologies, provision of responses to practical questions and dilemmas and offering practical tools that can be applied in the real context.

To what extent did the delivery provide an adequate learning environment / environment for change?

Capacity development is usually delivered by national and international consultants, sometimes by national CSOs. UN Women opts for national consultants whenever there is an appropriate expertise in Georgia, which was appreciated by the partners. However, the country office raised the issue of limited number of consultants in the market, particularly in economic empowerment area and some specific areas of gender-based violence, such as sexual harassment. International consultants or organisations are also invited when new areas of work are opened, such as prevention and combating sexual harassment or new tools are deployed, for example United States based non-profit organisation Global Rights for Women developed the risk assessment tool for potential re-abuse in domestic violence cases and built capacities of law enforcement agencies, judiciary and other gender-based violence protection services to apply it.

UN Women's role in the capacity development cycle is more related to diagnosis and design stages, when the interventions are conceptualised and contextualised and Terms of Reference defined. At the delivery stage, UN Women acts as a convener, facilitator of communication and provides advisory support in continuous contact with national partners.

Overall, stakeholders interviewed **expressed satisfaction with the quality of delivery**, particularly emphasising participatory learning methodologies, provision of responses to practical questions and dilemmas and offering practical tools that can be applied in the real context. According to them, design is also left flexible for inputs and adjustments along the way.

Several respondents from both UN Women and its partners flagged the importance of selection of quality trainers/consultants who possess both theoretic and practical knowledge of the subject matter, including the practitioners from legal or justice sector, which was the case. Some respondents from both UN Women and partners mentioned it is sometimes difficult to involve senior management in capacity development interventions and UN Women's participatory approach and continuous contact with the institution is helpful in that.

SYNERGIES AND FOLLOW UP

Over the years and with standardising its approach to capacity development, follow-up to support partners and end-beneficiaries of capacity development interventions strengthened. As capacity development is in most cases integrated in wider institutional and organisational action plans to address gender gaps, this provides UN Women with opportunity for synergies of capacity development with other approaches, such as policy work, research and awareness raising as well as with opportunity to monitor results of how knowledge and skills were applied. Follow up and measurement of results is systematically done at output and lower outcome levels, with space for strengthening of evaluation of higher-level outcomes and impacts. Internal synergies between portfolios and vertical synergies with the Regional Office efforts, and external with UN organisations are established, with further space for strengthening the role of the Regional Office in knowledge transfer.

To what extent did the capacity building intervention provide continuous follow-up support and link with other relevant UN Women or external interventions?

Due to the overall strategic approach in which capacity development is aligned to national policies and international gender equality standards, and usually further integrated into a wider gender action plan of a partner institution, there is a continuous follow up of UN Women to capacity development of partners, more precisely follow up to implementation of the action plans.

In the period observed by the evaluation, capacity development has been aligned with key national action plans such as NAP on Women, Peace and Security; the NAP on the Measures to be Implemented for Combating Violence against Women and Domestic Violence and Protection of Victims/Survivors; and the gender equality chapter of the broader Human Rights NAP and UN Women took an active part in providing technical support in development of all of them. Beyond that UN Women supported legislative reform, inter alia on criminal and labour legislation, which is strongly connected with capacity development for implementation of those laws for public service and judicial institutions.

Further synergy was ensured by integrating it into institutional gender plans, developed after participatory gender audits or gender gap analyses. This way initial knowledge and skills transfer was also supported by mentoring and advisory support, internal policy development support to create enabling environment for application of knowledge and skills and awareness raising campaigns and communication. Follow up support to institutions was also provided through UN Women consultants working part time for partner institutions.

Examples of good practice were identified with the Rural Development Agency and Enterprise Georgia, where UN Women engaged gender advisors (one in each entity) who provide follow up support to the institutions in practical application of knowledge. UN Women also plans to further follow up the effects on beneficiaries of their programmes. UN Women supported the national Statistic Office of Georgia – Geostat in trainings, but also expertise, that contributed to conducting major statistical research, such as annual statistical publication –Women and Men in Georgia⁶,

⁶ <https://www.geostat.ge/en/single-news/2165/women-and-men-in-georgia-2020>

gender pay gap research, national survey on violence against women⁷ (2017 and the new one launched in the second half of 2022) and the first-ever time use survey of Georgia⁸. UN Women supported the partner with methodology development and along data collection. The Office was also supported to conduct a users' satisfaction survey⁹ about gender statistics among close to 600 users. The survey showed between 76 and 80% of users are satisfied or mostly satisfied with available gender statistics. Statistics is mostly used for research and obtaining information, while around 25% of respondents used the statistics for programme planning, implementation and monitoring or education. Users also provided some recommendations for improvement, primarily providing data sources labels with graphs and tables, definitions and interpretations for users not proficient in statistics and further strengthening of disaggregation by adding more variables (e.g. region, settlement type, disability status, ethnicity, IDPs etc.) where feasible as well as adding more indicators on crime and violence against women. Several respondents emphasised significance of the financial support to implementation was an important part, particularly in more costly nationwide efforts such as national surveys on violence against women. Evaluation interviews also confirmed long-term engagement of UN Women Country Office in strengthening of gender statistics in the country and bringing in up to date gender statistic expertise.

Overall, UN Women measures capacity development results at the output (learning level) in all cases with entry and exit tests and evaluation questionnaires, as well as wider outcome indicators that capacity development contributed to are monitored (e.g., contribution of capacity development to policy reforms, performance of prosecutors in addressing domestic violence, performance of companies adhering WEP principles etc.) Results for end beneficiaries are measured over duration of the project and there are attempts to reach out to them and check their status post-project, which still needs to be strengthened. UN Women Country Office closely follows the national statistics for overall trends in advancement of gender equality and searches for links between capacity development interventions with those. Showcasing on programme contribution to overall trends can be further strengthened.

The Country Office reported useful assistance by the ECA Regional office and the Headquarters particularly from conceptual and methodological point of view when studies are conducted. The Country Office perceives there is knowledge generated at the higher level from the different contexts, but there is still space to improve the exchange. The Office benefited from the knowledge resources on gender responsive budgeting, Global Programme "Making Every Woman and Girl Count" (through the ECA Regional Office). In terms of the exchange within the region, UN Women Georgia is rather seen as a source of expertise and knowledge, than the recipient. The Country office sees benefits of regional efforts in facilitating results-based management community of practice, communities of practice generated through regional programmes such as Gender Responsive Budgeting and Gender Equality Facility. Still, there is an overall perception in the office the Regional Office needs to engage thematic advisors and take systematic approach in knowledge generation and sharing across the region. In terms of UN interventions synergy, UN Women Georgia Country Office cooperates with other UN agencies, such as ILO, FAO, UNDP, UNICEF, UNFPA. The case study didn't focus on UN coordination and synergies, but available data show successful initiatives on application of participatory gender audits (ILO methodology), online courses on gender equality and sexual harassment with Public Defender's Office, labour legislation reform with ILO, capacity development of women in rural areas with FAO, a joint Programme on Gender Equality with UNDP and UNFPA and Joint COVID-19 Impact Assessment on Healthcare Workers¹⁰ implemented with UNFPA and coordinated by Administration of the Government of Georgia. Research on other aspects of COVID-19 and gender, such as in crisis management and the effects on human rights have also been implemented in order to serve for future advocacy and technical assistance.

⁷ https://georgia.un.org/sites/default/files/2020-05/national_vaw_study_report_eng.pdf

⁸ <https://georgia.unwomen.org/en/digital-library/publications/2022/12/time-use-survey-in-georgia-2020-2021>

⁹ <https://www.geostat.ge/pdf/User-Satisfaction-with-Gender-Statistics-Study-Report.pdf>

¹⁰ <https://georgia.unwomen.org/en/digital-library/publications/2020/12/assessment-of-covid-19s-impact-on-women-employed-in-the-health-care-sector-in-georgia>

Overall finding is that in the interventions where UN Women’s capacities and comparative advantages were clearly recognised there seems to be better coherence of efforts, while in the Joint Programmes each organisation was usually in charge of a specific component of the project and there is a space for strengthening of synergies. Still, as reported by final evaluation reports of the Joint Programme there was an improvement of ‘jointness’ in the second phase of the Programme in several areas, including capacity development where stakeholders mapping and targeting were done jointly¹¹. UN Women convening power was particularly emphasised as contributing to UN coherence.

HUMAN RIGHTS AND GENDER EQUALITY

Capacity development interventions are well aligned with human and women’s rights national and international frameworks. UN Women Georgia Country Office purposefully targets women from vulnerable groups in its programmes, which is evidenced by disaggregation of indicators in its Strategic Notes and project documents. Intersectionality is addressed and major focus is on women living in rural areas, women living in poverty, internally displaced persons, survivors of gender-based violence and women with disabilities.

To what extent did the capacity development intervention address underlying causes of gender inequality and the needs of vulnerable groups?

UN Women Georgia Country Office work, including its capacity development interventions, are strongly aligned with international framework and linked to harmonisation of national legislation or programmes with international standards. This is confirmed by reviewed evaluation reports of the Country Office’s programmes as well as through the case study interviews. Integration of vulnerable groups is planned at the strategic note development stage and continued in project planning stage (groups explicitly mentioned in the results-based frameworks are: women living in poverty, socially excluded women, internally displaced persons, survivors of gender based violence). Based on the responses from the Country Office, the most efficient way to ensure LNOB is addressed is to embed specific results indicators as early as possible in the Strategic Note and project documents. The Country Office reaches the most vulnerable women through the local CSOs.

Some of the examples of capacity development support to vulnerable groups identified in the review of the Country Office’s annual reports of women are:

- capacity development of women with disabilities and activists working on disability and gender equality, on the topics of gender and disability, advocacy and research;
- economic empowerment of women living in rural areas (some activities extend to Azerbaijan and Armenia);
- capacity development of women in areas adjacent conflict-affected Administrative Boundary Lines to Abkhazia, Georgia and the Tskhinvali region/South Ossetia, Georgia on political participation and women, peace and security agenda;
- capacity development of internally displaced women, including young women on digital skills and cybersecurity following the COVID-19 outbreak.

The interventions usually reach between 50 and 500 women from vulnerable groups per year, with economic empowerment programmes having the biggest coverage. In partnership with UNFPA and UNICEF, UN Women mobilized a network of CSOs to effectively monitor and lobby for the implementation of the Convention on the Rights of Persons with Disabilities. A network of 30 organisations was established, and a needs assessment of member organizations was conducted and training provided on lobbying for the rights of women and girls with disabilities.

UN Women further supported inclusion of rights and interests of women and girls with disabilities in the COVID-19 preparedness and recovery efforts by establishing the Women’s COVID-19 Rapid Response Facility in partnership with CSO Women’s Fund in Georgia; and by providing four small grants supporting women with disabilities to overcome the impacts of COVID-19, focusing on the reduction of stress and access to health-care services and psychosocial support.

¹¹ Other areas are research on gender roles and stereotypes, advocacy and policy advice: specifically for the establishment of institutional mechanism on gender equality in the executive branch and technical assistance to government on GEEW policy, and the establishment of functional mechanisms for monitoring and evaluation and communication and campaigns.

In addition to direct capacity development of end beneficiaries, UN Women Georgia supported gender mainstreaming in the government’s economic development programmes, in particular with Enterprise Georgia (Small and Medium Enterprise Agency) and Rural Development Agency, introducing affirmative measures for female applicants, women living in rural areas, youth and persons with disabilities.

The Country Office has presence in Abkhazia, Georgia, with three employees, supporting ending violence against women and confidence building measures in that region. According to UN Women, women from the region are more likely to participate in locally organized or international events and this is the approach used by the Office..

In regards to LGBTIQ rights, UN Women has supported the Public Defender’s Office to develop the first-ever special report on the [human rights situation of the LGBTIQ community in Georgia](#) and conducted a [national study on the perceptions and attitudes towards LGBTIQ in Georgia](#). Together with its CSO partners, UN Women integrated sexual orientation and gender identities’ perspective in the training courses provided to public sector, inter alia to police, prosecutors, judges and lawyers as part of their continuous professional training. Still, there is a perception at UN Women, LGBTQ rights require more attention of the Office.

CHANGE AT INDIVIDUAL, ORGANIZATIONAL AND SYSTEMIC LEVEL

Evidence of change exists at all three levels, with most comprehensive picture at individual and organisational level. Individual level results are usually measured through pre- and post-testing which became a standard practice at UN Women. Examples of individual level results – better understanding of provided concepts, how gender inequalities affect different areas of life and ability to apply presented tools (examples from Geostat, Prosecutorial Office, Rural Development Agency, Enterprise Georgia) as well as at grassroot level – empowerment and agency of women in advocacy initiatives through social mobilisation interventions or empowerment with business skills, business registration or improvement and income generation. At the organisational level – introduction of new internal policies and procedures, engendering the programmes in institutions and companies, more efficient functioning of protection services for survivors of violence. At systemic level, capacity development contributed to development of supportive legal and policy framework. UN Women also addresses general awareness, but data on results are limited beyond quantitative presentation of reach of different campaigns and social media activities.

To what extent did the capacity development support bring change at individual, organizational and systemic level?

At **individual level**, UN Women Country Office programmes resulted in greater knowledge and skills on gender equality, leadership, advocacy, as well as in application of specific tools and processes, such as gender analysis, gender responsive budgeting, gender sensitive statistical research. UN Women measures that progress through pre- and post- testing at the trainings, but the results are confirmed by reviewed evaluation reports and interviews and survey deployed within this evaluation. At the grass root level, by social mobilisation strategies and capacity development, women’s self-confidence, agency and leadership skills advanced which resulted in their candidature in elections, employment or networking for advocacy for solution of community problems (evidenced by external evaluation reports, this evaluation interviews and UN Women internal reporting). UN Women’s economic empowerment team followed the performance of women supported through business development programmes (starting a business, strategic and innovative thinking, planning and product distribution, financial documentation, investment proposals, marketing and analysis etc) and reported capacity development and additional business development grants resulted in further 900.000 USD mobilised from different resources for their businesses. Focus group with women farmers supported by UN Women and its partner TASO Foundation, reported on advancement of their self-confidence, technical skills related to agricultural production, business management skills, including marketing. All participants are confident the support will help them in increasing of their household income, however are also concerned about the overall economic trends in the country and market competition as they aim for costly organic production.

In the interviews, several institutions confirmed that initial audits and assessments followed by continuous exposure to various capacity development on gender equality influenced changed in their attitudes and made them able to see gender gaps and think of inequalities while designing the

programmes. This, together with motivation and follow-up support with UN Women led to **organisational level** changes reflected in engendered internal policies and programmes. For example, capacity development (training and advisory support) on sexual harassment, prevention and countering measures, plus advocacy contributed to 17 public institutions and 46 private entities adopting anti-sexual harassment procedures and mechanisms since 2019. In 2021, CRRC-Georgia in cooperation with Civil Service Bureau and UN Women conducted a study on [Workplace Sexual Harassment in the Civil Service In Georgia](#). As a further result of those efforts, other Government's institutions are requiring the same support. Support to Enterprise Georgia led to gender responsive grant mechanisms thanks to which share of female recipients of grants reportedly increased from 30 to 50%. Similarly in Rural Development Agency pilot programme of support to rural women has been launched and the results are yet to be measured. In Geostat, there is more awareness and focus on gender disaggregation and interpretation of data. There are expectations by both UN Women and partner institutions that organisational results are solid foundation for further systemic changes for women and girls affected by gender responsive programmes and policies if they become sustainable in long-terms.

At the **systemic level**, the results are mostly based on combination of technical assistance and advocacy and reflected in the policy development domain, such as previously mentioned national action plans for gender equality, national and internal Geostat strategy for advancement of gender statistics, or a National Guideline for Development of Municipal Gender Action Plans in cooperation with the National Association of Local Authorities that has been implemented in all 64 Georgian municipalities. The Sexual Violence Investigation Manual, aligned with the Istanbul Convention, was developed to improve the response and legislation related to sexual violence crimes. Based on the manual, the specialization of prosecutors and investigators on sexual violence crimes is underway with the support of UN Women and only specialized prosecutors and investigators are mandated to prosecute this type of crimes. As reported by UN Women, capacity development efforts contributed to strengthening of systemic response to domestic violence, and number of criminal prosecutions, restraining orders and number of women using crisis centres' services is on continuous rise (based on Ministry of Interior and Prosecutor's Office Reports¹²). However, attribution of results and sustainability of the results at systemic level are to be continuously followed and further evidenced.

In the observed period, UN Women Georgia Country Office provided technical support to the Government to finalize its submissions to CEDAW (sixth periodic report) and to GREVIO (initial submission) in 2020. Simultaneously, a coalition of 29 women's civil society organizations was supported in developing the [CEDAW alternative report](#) as well as developing of Georgia's first CSO thematic [alternative CEDAW report on the rights of women and girls with disabilities](#), both submitted initially in 2021. It is expected by interviewed stakeholders, quality systemic reporting on human and women's rights is to sustain.

Effectiveness of UN Women's capacity development support is also challenged by a number of factors. Primarily, those are turnover of staff due to which capacity development initiatives need to be often repeated or are stalled until the new management structure embrace the started approach. Pandemic of COVID-19 initially caused a pause in the interventions, however work was quickly adjusted and continued by both, UN Women and its partners.

In terms of enabling factors, European and Euro Atlantic integration reforms that integrate gender equality aspect are a strong push factor. Champions in the institutions, their commitment and quality of relationships with partners were important as well.

EFFICIENCY

UN Women managed to standardise its approach to capacity development to partners and gather quality data on interventions provided, including number of partners and beneficiaries reached. Human resources are assessed as adequate and skilled for the scope of support interventions. Financial resources and organisational capacities seem to be adequate for the work at the national level and UN Women extends its work to the local level usually through

¹² For more information see: [Country Gender Equality Profile Georgia, 2021](#)

partners. There is no full-time personnel dedicated to capacity development, but the work is done by programme managers and data collection supported by monitoring and evaluation personnel.

To what extent are UN Women's organizational processes and structures, and its human, financial and technical resources, adequate to provide capacity development support to partners?

UN Women progressed, particularly over the last decade, in systematising and standardising its approach to capacity development and moving from one-off training support to holistic comprehensive interventions. There is no full-time personnel dedicated solely to capacity development, but the work is done by programme managers and data collection supported by monitoring and evaluation personnel. There is overall awareness in the office of the necessity of such approach. Human and financial capacities at UN Women seem to be adequate for systemic support to capacity development of partners at national level, while the interventions at the local level are implemented in collaboration with either CSO or national partners.

Overall, partners and end beneficiaries are satisfied with efficiency of UN Women. The institutional partners, perceive UN Women as more flexible and easier to work with than other partners and donors they cooperate with. This was mentioned in respect to accessibility/responsiveness in time of need, procurement, and flexibility to adjust work to the changing needs during implementation. Some challenges identified, include inflexible bureaucratic processes, due to which grass root organisations with limited experience cannot be supported, neither one contract can cover organisational support and programme implementation at the same CSO.

All interviewed stakeholders report that communication with the UN Women personnel is open and constructive and reflect true partnership. Interviewed donor organisation is satisfied with efficient and quality reporting.

SUSTAINABILITY

UN Women Georgia Country Office integrated strong sustainability perspective into its overall programming, which contributed to sustainability of capacity development results. Sustainability is ensured by linking the programmes with national agenda and priorities and ensuring participatory approach in programming as well as continuous follow-up by UN Women to address any emerging obstacle during implementation. Still, sustainability is continuously challenged by high turnover of staff in partner institutions and insufficient funding to support all the processes and results introduced.

How sustainable are the results from UN Women's support for capacity development?

There is solid evidence from the case study interviews and previous project evaluations about good sustainability perspectives of the capacity development interventions provided to national partners and end beneficiaries. Key factors that support sustainability are:

- holistic approach in programme implementation which embeds capacity development in a wider reform support (together with policy advocacy, building enabling environment and awareness raising);
- strong link to international commitments (international human rights and women's rights conventions, EU integration reforms) and national reform agenda, including contribution to development and implementation of national policies;
- participatory needs assessment, planning and design of capacity development interventions and national commitment to implementation of agreed agenda;
- in addition to training and knowledge products, hand in hand implementation through advisory support, mentoring and coaching;
- developing of the exit strategies of institutions to take over financing and implementation of the processes introduced and provision of continuous gender related capacity development (through the Civil Service Agency or internal capacity development structures at the Ministry of Defence and judicial and prosecutorial institutions).

Interviews with UN Women national partners confirmed there is a strong commitment of institutions to sustain results and that those results that were embedded in laws, regulations and programmes will be maintained even after project implementation. Available evaluation reports from the period 2018-2022 also confirmed strong sustainability perspective of UN Women Georgia Country Office programmes. For example, evaluation of the programme Unite to Fight Violence Against Women

(2019) identified high level of national ownership, engendered new legal framework, budgetary commitments made to specific departmental responses to violence against women and maintaining interagency coordination mechanisms and support services to survivors beyond life cycle of the project, as well as empathy for the survivors and combating violence among wide number of municipal and national public servants whose capacities were built through the programme.

The Final Evaluation of the Joint UN Women, UNDP and UNFPA Project “A Joint Action for Women’s Economic Empowerment in Georgia” (2021) found UN Women and the project partners were able to ensure national ownership of most of the project results, with the further need for strong support to promotion of WEP principles further in the private sector. According to the evaluation report, the project was able to achieve a high level of national ownership of the project outputs mostly due to the participatory approach and successful identification of partners and stakeholders who are able to disseminate further the results achieved by the project. There is a certain level of assurance that WEPs companies will continue integrating and promoting gender equality and women’s empowerment that is based on the availability of action plans and eagerness WEPs work will be sustained through implementation of the 2018-2020 National Human Rights Action Plan to which UN Women contributed by participating in drafting the business and human rights chapter where 4 out of 28 objectives made direct reference to the WEPs and women’s economic empowerment. By signing a Memorandum of Understanding with the LEPL Enterprise Georgia UN Women secured the agency’s commitment to mainstreaming gender into all relevant programmes of Enterprise Georgia.

One of the main obstacles to sustainability seems to be high dependence of results on individual leaders in the institutions, and high turnover of leadership and staff, due to which continuous effort needs to be invested in close contacts with the institutions, buy in with the new leadership and capacity development of the newcomer staff. Several interview respondents emphasise awareness and behavioural change is also starting to take place with regards to addressing the issues of sexual harassment in the institutions and efficient response to violence against women in justice sector and protection institutions, however this still requires continuous maintenance of the issue on the political agenda and support through the programmes.

One of the strong UN Women assets according to the interviews is that UN Women continuously engages and advocate with the institutions beyond the formal capacity development events. Another contribution to sustainability is provision of capacity development interventions through existing national platforms for capacity development of public officials, judiciary lawyers, such as cooperation with Civil Service Bureau, High School of Justice, Bar Association or Public Defender’s Office.

Although the Government partners take over the financial responsibilities for sustaining the results (such as supporting the institutional mechanisms established, institutionalised capacity development on gender equality, engendered grants for business development), taking over of more costly processes (such as extensive statistical gender sensitive research or financing of gender advisors that are now embedded in the institutions thanks to UN Women financing) is still not guaranteed.

Ownership over women’s economic empowerment results in the business sector is also being built, but both evaluation interviews and previous evaluations confirm scaling up is needed. While end beneficiaries of economic empowerment programmes report being able to secure self or wage employment, they are still vulnerable to overall economic trends in the country.

2. Conclusion

The Georgia Country Office provides highly relevant and good quality capacity development to its national partners, aligning it to international standards, EU related and other national reform processes and needs identified through specific assessments with each partner. Capacity development approach of the Country Office includes all aspects of capacity development cycle. There seems to be a strong link of the participatory approach taken in the initial stages of the cycle (diagnosis, design and delivery) and effectiveness, i.e. further commitment of the partners to apply learnt knowledge and skills in practice. In addition to work from bellow in building capacities and knowledge, effectiveness

is further supported by policy work for transformation of policy and institutional framework for enabling environment for application. Continuity of engagement of UN Women and maintaining gender issues on the agenda proved to be significant supporting factor as well.

Results from capacity development are found at all, individual, organizational and systemic level, with substantial results at first two and emerging results at the latter. There is space for further strengthening of follow up and evaluation of systemic impact level changes and further fine-tuning of interventions based on lessons learnt to ensure stronger evidence of that result level. Participatory approach and continuous engagement and support also contribute to sustainability of the efforts, with persistent risk of financial challenges to maintain the results achieved through capacity development.

Areas with space for improvement are further strengthening of already established processes and synergies with other UN and development organisations' interventions and investment in evaluation of contribution of capacity development interventions to higher level outcomes and learning from them.

3. Recommendations

Diagnosis

The Country Office should continue to implement standardised approach to capacity needs assessments (PGAs, gap assessments, RIA and GIA). Information collected by this evaluation showed this approach contributed to effectiveness and sustainability of the capacity development interventions, but further efforts should be invested in assessing the long-term effectiveness of this approach, particularly in cases where institutions passed two or more cycles of the assessment over longer period of time. More attention should be paid to identification of capacity needs in CSOs, which is currently largely focused on organisational capacities to implement projects, and not necessarily on strengthening services and advocacy programmes.

Follow up, monitoring and synergies

While there is a standardised approach to measure participants' reaction and progress in knowledge of capacity development interventions and some efforts to link the capacity development support with improving trends in gender equality, periodic impact assessment of selected capacity development interventions and follow-up initiatives is recommended to provide further evidence on attribution, identify enablers and constraints that participants face in application of knowledge and skills and strengthen future planning of capacity development interventions. This would also contribute to more relevant follow up support in elimination of identified challenges and barriers in application of knowledge and skills and support changes at systemic levels.

Follow up with partner institutions and provision of advisory support practice should be continued, as well as long-term contact with the end beneficiaries (e.g. in women's economic empowerment programmes), to be able to respond to potential challenges they face in later application of knowledge and skills.

Effects of the standardised capacity development processes and interventions in Georgia should be systematised and shared and discussed with the Regional Office and other country offices in the region, in order to identify elements for standardisation of approach to capacity development as well as for replication and adjustments of similar approaches where relevant.

Human rights and gender equality

Setting targets related to inclusion and capacity development support to vulnerable groups should be continued and expanded across the Country Office portfolio, to strengthen their inclusion in the implementation of programmes.

Sustainability

Long term cooperation with the institutions, based on their gender action plans as well as strengthening capacities of the national training institutions (civil servant academies) should be continued.

Potentially recommendation about building the national consultant's capacities (which can include CSOs) to strengthen availability of the knowledge in the market?

This evaluation did not focus on synergies with other UN agencies, however based on available reports, there is space for further strengthening of cooperation with other UN agencies (not only dependent on UN Women, but on the other agencies and their openness to collaboration), particularly when there is evidence on effectiveness of the support and the need for scaling up of successful capacity development intervention.

Capacity Development Interventions in Georgia¹³

Impact area / Format & Topic	Year or Timeframe of implementation	Implemented by (e.g. consultant, consulting company, partner CSO, Government Training Institution)	Target group	No. of participants	Project	Details and/or (if any, result (any result on individual, organisational or systemic level that can be linked to capacity development intervention))	Effects on vulnerable groups	Source of information (KIIs, annual reports, project reports, implementing partner reports evaluation reports etc.)
Women in Leadership and Governance								
Trainings for public servants outreach by gender mainstreaming capacity development interventions	2019		Public servants			In 2019 UN Women undertook a series of consultations with government and development partners and as a result, secured political commitment from the GoG to accelerate work on gender mainstreaming, including via targeted trainings on gender mainstreaming to public servants. Under the GG4GEG project funded by the Ministry of Foreign Affairs of Norway, UN Women will roll out the capacity development trainings on gender mainstreaming in 2020.		
Knowledge sharing - Training on data collection, analysis, dissemination methods (GEOSTAT trainings)	2019		GEOSTAT			capacity of the National Statistics Office of Georgia (GEOSTAT) has been strengthened on data collection methods and concepts for the Time Use Survey (TUS) via provision of comprehensive 4-day training on Time		

¹³ The list is not comprehensive, neither the evaluation team aimed to capture each capacity development intervention in the observed period. The table rather serves to illustrate thematic areas, approach and results of various UN Women's initiative.

						Use Survey to 3 representatives of GEOSTAT. The first ever in Georgia Time Use Survey will be implemented jointly by UN Women and GEOSTAT under the GG4GEG project and the UN Women's Global Flagship Programme on Gender Data "making every Women and Girl Count" in 2020-2021.		
Provision of training to public servants	2020			95	GG4GEG	95 public servants were outreached by gender mainstreaming capacity development interventions under the Good Governance for Gender Equality in Georgia (GG4GEG) project. Out of these, 60 were representatives of local governments and 35 represented line ministries and state agencies engaged at the central level		
Training on TUS operations etc	2020			107		capacity of the National Statistics Office of Georgia (GEOSTAT) has been strengthened on data collection methods and concepts for the Time Use Survey (TUS) via provision of online training and coaching sessions by UN Women international consultant for GEOSTAT representatives. Namely, 90 GEOSTAT interviewers and supervisors attended a three-day comprehensive training on TUS survey operations, 8		

						coders underwent the TUS data coding training and 9 representatives of GEOSTAT increased their capacity TUS sampling, questionnaire development, sampling, survey operations and analysis via weekly online meetings with TUS expert.		
Gender Responsive Budgeting Online training module	2021	The Academy of the Ministry of Finance (MoFA) UN Women	Public servants (Central and local Government representatives)		GG4GEG/The Government of Norway	Online training module on GRB will be developed in cooperation with MoFA for public servants.		
Gender Responsive Budgeting Face to Face training module (3 days)	2021	UN Women/MoFA	Public servants (Central and local Government representatives)		GG4GEG/The Government of Norway	Face to face training module on GRB will be developed in cooperation with MoFA for public servants.		
MIA Academy capacity development on course curricula - Training modules/sessions on GE will be improved with the Academy of the MIA	2021	UN Women/the Academy of the MIA	The Academy of the MIA instructors		WPS/UK CSSF	Gender and Security Toolkit to be introduced and integrated		
MoD Academy capacity development on course curricula - Training modules to be improved in cooperation with the MoD -	2021	The Academy of the MoD/ UNW	The Academy of the MoD instructors; MoD HR staff		WPS/UK CSSF	Gender and Security Toolkit to be introduced and integrated		
Trainings on GRB	2021	MoFA				2 training modules (face-to-face training module and online module) on GRB		

						<p>were finalized in English and in Georgian. Additionally, the Academy of the Ministry of Finance conducted comprehensive GRB training of 15 trainers (out of which 9 were women – 60%) in April. In May, an additional ToT was conducted for trainers focusing on advanced training techniques and methodologies. Out of 15 capacitated trainers, based on a competitive selection, 6 trainers (5 women and 1 man) were selected to become a part of the GRB public servants roll-out training programme to be implemented by MoFA in 2021-2022.</p>		
Supported CSOs for GRB	2021			5 CSOs 5 CBOs		<p>5 women's CSOs and 5 women's CBOs capacities to advocate for gender-responsive budgets.</p>		
	2021					<p>The Public Defender's Office, in partnership with UN Women, carried out the first Review of Georgia's Gender Mainstreaming Obligations and their Fulfilment Status. The report is the first of its kind to assess Georgia's progress towards implementing its gender mainstreaming commitments and puts forward a set of recommendations for the Government of Georgia on institutionalizing gender mainstreaming in the governance system at</p>		

						all levels. The presentation of the report was attended by more than 45 representatives of the legislative and executive branches, development partners and civil society organizations.		
						520 public servants (62% female and 38% male) increased capacity on the prevention and response to sexual harassment, 50 public servants (45% female and 55% male) at the local level strengthened capacity on gender equality and gender mainstreaming and 45 public servants (60% female and 40% male) strengthened capacity on gender mainstreaming and gender budgeting with UN Women support (615 in total).		
strengthened capacities in the collection, analysis and use of gender statistics, including in improving Tier I and Tier II gender related SDGs indicators	2021					3 representatives of GEOSTAT and one representative of the women's national machinery (Parliamentary Gender Equality Council) strengthened their capacity on the TUS by participating in the four-day "Regional Workshop on the Time Use Survey: Data Collection, Methods and Concepts" held in Istanbul, Turkey from 26 to 29 November 2019. 6 GEOSTAT representatives strengthened their capacity on the TUS via online capacity development sessions facilitated by the		2021 Annual Report

						<p>international TUS expert throughout 2020-2021 (source-zoom recordings)</p> <p>90 interviewers and supervisors have been trained in TUS fieldwork procedures</p> <p>12 representatives of GEOSTAT were training in coding TUS data.</p> <p>10 representatives of the government, academia, CSOs and UN agencies participated in reference group meeting held on 06.18.2020.</p>		
Women's Economic Empowerment								
Strengthened capacities and skills to participate in economy, including as entrepreneurs, with UN Women support	2018		Rural women	275		<p>154 women increased their capacities to participate in the economy through joining trainings or participating in other skills building activities of self-help groups organized by UN Women's Responsible Party TASO Foundation. Out of them 104 developed their CVs, 18 took part in the intensive 2-month training organized by Schwarzkopf for hairdressers (14 of them currently employed) and 6 women participated in business management school organized by the WEPs signatory company Crystal. In addition, 50 women entrepreneurs received various trainings by UN Women's another Responsible Party Georgian Farmers'</p>		

					<p>Association, and some 15 of them took part in the wine-making and agribusiness study tour to Italy organized at the end of 2018. 21 more women entrepreneurs started receiving one-to-one business mentoring from private sector, public sector and civil society representatives with experience in business management. Altogether, including the baseline (50), in 2018 the number of women with strengthened skills reached 275.</p>		
	2018		Rural women	109	<p>UN Women Responsible Party Taso Foundation helped some 65 women to develop project proposals and apply to the state-owned Enterprise Georgia grant competition (only 3 won, but important lessons have been learned for the future). In addition, mobilized women's groups received 21 small grants in the frameworks of UN Women and Norway's Joint Action for Women's Empowerment from Taso Foundation. Further, UN Women responsible party Georgian Farmers' Association through a competitive process identified 26 best applications that were awarded with small grants to expand their businesses (with the total budget for grants making GEL 151, 650). In 2018,</p>		

						including the baseline (60), the number of rural women supported in terms of grants reached 110.		
			Private sector	75		UN Women alongside its Responsible Parties NGO Civil Development Agency (CiDA) and the Public Defender's Office in the frameworks of Norway Supported Joint Action for Women's Empowerment (JAWE) project launched a series of information and capacity development initiatives aimed at expanding the network of private companies committed to advancing gender equality in the workplace, marketplace and community - as a result 18 new companies have joined the WEPs. The total number of the private companies that have joined the WEPs movement in Georgia with UN Women and NGO CiDA's facilitation starting from 2016 equals to 26.		
Training to promote gender equality in companies			Private sector	75		29 new companies received UN Women's technical assistance/trainings to promote gender equality. Out of them, 14 companies received technical assistance and 27 companies participated in one or more out of the six trainings that were organized. The		

					<p>technical assistance focused on the development and implementation of Women's Empowerment Principles (WEPs) Action Plans, gender mainstreaming in policy documents and tackling sexual harassment through sexual harassment complaint mechanisms. The trainings were on gender equality and diversity, WEPs reporting, sexual harassment mechanisms, gender-based discrimination and violence against women. All work with the companies was implemented in collaboration with UN Women's Responsible Parties Civil Development Agency and the Public Defender's Office. UN Women's Memorandum of Understanding (MoU) partners Maritime Transport Agency and the Women's International Shipping and Trading Association (WISTA) supported the work by facilitating 10 maritime sector companies' training participation. The number of companies that have received support from UN Women to promote gender equality since 2016 totals 75.</p>		
<p>Training, internships, mentoring to empower female entrepreneurs</p>	<p>2018</p>		<p>Private sector</p>	<p>50</p>	<p>two women received internships at the WEPs signee company ACT; 12 female entrepreneurs started receiving mentoring support from private sector</p>		

					business owners/directors; 18 female employees started receiving mentoring at their own private sector workplace; and 18 women received scholarships (cost-free 2-month hair stylist certification training) from Schwarzkopf.		
	2019				Through social mobilization, in close cooperation with the TASO Foundation, the Kakheti Regional Development Foundation (KRDF) and CARE, UN Women reached out to diverse groups of socially excluded women (e.g. rural, IDP, conflict-affected, migrant, refugee and ethnic minority women) to provide information, develop their capacities, improve their access to various services, improve their skills and employability, and provide small resources to start their own business or improve their livelihoods. Altogether, 511 women from these groups were reached in 2019. This approach has been applied across all thematic areas of the Strategic Note (EVAW, WPS and WEE) as a priority to ensure that all women, especially those facing intersectional discrimination, benefit from UN Women-led initiatives equally.		
Trainings and courses provided to	2019	Teamed up with UNHCR	Refugee women and girls		UN Women teamed up with UNHCR to raise awareness about		

refugee women and girls					<p>the influx of refugees, asylum seekers and stateless women residing in Georgia. UN Women with UNHCR supported their integration into host communities by providing information on existing services for women experiencing violence/DV. They also provided information, trainings and grants to economically empower 37 refugee women from Egypt, Eritrea, Iraq, Palestine, Somalia, Sudan, Syria, Ukraine and Yemen, in addition to four refugees and nine naturalized refugee women from Chechnya, Russia and the ethnic minority Kist women living in the Pankisi Gorge, Georgia. All of the women were trained in the course “How to Start up a Business”, and 23 of them have received small grants to launch their businesses.</p>		
	2019				<p>During the course of the year, 656 women, including the most vulnerable in rural regions and women entrepreneurs, increased their capacities to participate in the economy through targeted trainings, internship placements and other skills-building interventions. This number includes 109 women from western Georgia who were supported through a skills-building training programme</p>		

						<p>on social media marketing and website development. Less than six months after the trainings, 42 per cent of the participants report increased incomes, with an average increase of GEL 400 (USD 139) per month. The support was provided directly by UN Women in partnership with the responsible parties TASO Foundation and Georgian Farmers' Association, as well as a multi-agency coalition led by the Innovative Education Foundation.</p>		
Provision of trainings, skills courses	2019		Private sector	1060	"A Joint Action for Women's Economic Empowerment in Georgia"	<p>UN Women Georgia CO's project "A Joint Action for Women's Economic Empowerment in Georgia" (JAWE) and Women's Economic Empowerment in the South Caucasus (WEESC) trained in total 443 (162 JAWE and 281 WEESC) women of self-help groups in CV writing, business proposal development, leadership and other relevant skills for income generation in partnership with TASO Foundation and Kakheti Regional Development Foundation. In addition, in partnership with the Ministry of Finance Training Academy, 130 more women entrepreneurs successfully completed certified business management trainings. 109 more women completed</p>		

					social media marketing and/or website development trainings (out of which, 97 completed both) organized with the support of a consortium led by the Contractor Innovative Education Foundation and 102 more women entrepreneurs received needs-based trainings on business modelling, proposal development, WEPs and other relevant business topics organized in collaboration with the Business Leader's Federation Women for Tomorrow.		
			Private sector	115	40 new companies in Georgia received technical assistance or trainings to promote gender equality. Out of these, 24 received technical support to develop a WEPs action plan for their companies and 28 companies participated in at least one of the following private sector-targeted trainings/workshops: WEPs Training for Resource Persons in Lopota on 16-19 April; Women on Boards and in Business Leadership Workshop in Tbilisi on 23-24 April; and WEPs training Kachreti on 25-26 July. At the end of 2018, the indicator value was 75. After adding the new companies supported in 2019, the value reached is 115.		
2020				244	Women's Economic	UN Women Georgia CO's project "A Joint	

					<p>Empowerment in the South Caucasus - "A Joint Action for Women's Economic Empowerment in Georgia"</p> <p>Action for Women's Economic Empowerment in Georgia" provided business grants for 55 women. Out of these, 20 grants were for entrepreneurs supported in partnership with the Responsible Party Georgian Farmers' Association and 35 grants were for members of self-help groups of vulnerable groups formed with the Responsible Party TASO Foundation.</p> <p>UN Women Georgia CO's project "Women's Economic Empowerment in the South Caucasus" provided 57 women with business grants. Grants were supported through the consortium led by Kakheti Regional Development Foundation.</p> <p>Under UN Women and UNHCR's joint project Support to Refugee Women's Integration in Georgia, 23 female refugees were provided with grants to establish business.</p>	
Training on business and technical skills WEE	2018-2020		Rural women, private sector	505	Of the 401 women entrepreneurs counted here, all have received trainings to develop their relevant technical and business skills, 20 have received mentoring from trained business mentors and 181 received grants during the 2018-2020 period.	Annual Report 2020
Technical support, guidance	2020		Private sector		80 private companies have signed up to WEPs and have taken some of the	

					actions to implement it.		
Technical support, trainings	2020		Private sector	147	101 companies (+ the baseline 46) received technical assistance or trainings to promote gender equality, 64 companies received both technical assistance and trainings		
Mentoring			Private sector	573	573 women participated in internships or mentorship programmes or received grants or scholarships by private businesses.		
	2021		Vulnerable rural women	420 rural women in Georgia, 390 women in Armenia and 348 women in Azerbaijan	vulnerable rural women in economic empowerment activities; throughout the year, some 420 rural women in Georgia, 390 women in Armenia and 348 women in Azerbaijan improved their skills and opportunities to start/develop their businesses or find sustainable employment.		
	2021		Private sector		The state agency “Enterprise Georgia” has approved its internal Gender Equality Strategy and a three-year action plan developed with UN Women technical support and as an outcome of Participatory Gender Audit conducted in the entity by UN Women in 2020. The Strategy upholds the Agency’s commitment to develop, implement and monitor the agency’s policy on the basis of gender mainstreaming. The three-year strategy and action plan place a special focus on the prevention and elimination of		

					discrimination and sexual harassment. As a part of these commitments, 22 staff members from “Enterprise Georgia” attended the training organized by UN Women on non-discriminatory policies and procedures at the workplace.		
	2021		Rural women		UN Women continued to engage vulnerable rural women in economic empowerment activities; throughout the year, some 420 rural women in Georgia, 390 women in Armenia and 348 women in Azerbaijan improved their skills and opportunities to start/develop their businesses or find sustainable employment.		
	2021	CARE and UN Women			in partnership with CARE Caucasus organized a series of online knowledge-sharing exchanges for women entrepreneurs from Georgia and Azerbaijan and Georgia and Armenia with the purpose of strengthening regional networks and allowing for exchange of good practices among entrepreneurs. The regional exchange offered a platform where women could interact, learn from one another, and get new knowledge and inspiration for their own businesses. Overall, 261 women from the three counties participated in various sessions in the scope of the regional event. The 2021 regional		

					exchange focused on strategic planning and resilience building as key concepts following the COVID-19 pandemic and the subsequent long-term changes to the markets. Women entrepreneurs were invited to explore new approaches and strategies to ensure viability and generate profit despite the obstacles imposed by the pandemic-related restrictions. The themes explored in the scope of the event included opportunities provided by the digital solutions, marketing and sales strategies to apply in service industry, and financial planning and ideas for savings to ensure sustainability of the businesses in the times of scarcity.		
	2021		Private sector		20 women entrepreneurs from Georgia participated in virtual regional Women's Entrepreneurship Expo, organized by the UN Women ECA Regional office and funded by the Government of Japan. The event was online for three days from 27 to 29 April. The aim of the first virtual expo was to ensure women's economic security, empowerment, entrepreneurship development and business inclusion in Covid-19 response and recovery. Also, the event aimed to support women entrepreneurs' activities and		

					<p>opportunities and to help them find new contacts and investments. The event brought together more than 500 participants from 50 countries, including Georgia. Six Georgian WEPs signatory companies and chambers, Loialte, Kant's Academy, GPI Holding, Crystal, PricewaterhouseCoopers Georgia and Georgian Chamber of Commerce and Industry also joined around this important cause to support women entrepreneurs. Their representatives gave lectures on branding, marketing, e-commerce and investing, as well as spoke about their practice of involving more women entrepreneurs in value chains that can create greater profitability for women entrepreneurs.</p>		
	2021		Private sector		<p>UN Women trained 157 women beneficiaries on marketing and branding by UN Women partner Care International. In addition, in April, a one-day online training was conducted for Telavi, Akhmeta, Lagodekhi and Tetrtskaro beneficiary women that covered several topics such as: small businesses, entrepreneurship, marketing, branding and social media marketing. In total, 39 women attended this training (Akhmeta -7; Telavi</p>		

					<p>– 13; Lagodekhi – 11; Tetrtskaro - 8). In May, trainings on tax liabilities and business registration were conducted by an invited expert for the women grantees from different target municipalities. The women were introduced to the process of business registration, regulations and liabilities. They were also provided with advice on what type of businesses they could register considering their size, profit, and options. In total, 71 women attended: 14 women from Akhmeta, 11 women from Akhalkalaki, 9 women from Aspindza, 7 women from Lagodekhi, 3 from Akhaltsikhe, 3 from Marneuli, 17 from Telavi and 7 from Tetrtskaro municipalities.</p>		
	2021		Private sector, entrepreneurs	35	<p>UN Women, Mashav - Israel's Agency for International Development Cooperation and Mashav Carmel Training Centre (MCTC), a special online training for entrepreneur women “Innovative strategies and digital transformation for women entrepreneurs” took place in February 2021. In total 35 entrepreneur women, selected through a competitive process attended the online training, which helped participants with skills and knowledge on areas such as innovation strategies, brand</p>		

					building, team building, creativity and digital transformational tools. The initiative will help the women entrepreneurs to develop innovative strategies to use business instruments and methodologies for increasing productivity and adaptation to the digital ecosystem.		
	2021		Private sector	102	The Adjara Group successfully employs women who have overcome the problem of domestic violence and facilitates their rehabilitation according to the signed memorandum of understanding with the Agency for State Care and Assistance for the Victims of Human Trafficking, while MBC, in addition to awareness-raising trainings within the organization, buys the products it needs from women victims of domestic violence and provides them with legal, psychological and economic assistance, thereby empowering them.		
	2021			1158	UN Women continued to engage vulnerable rural women in economic empowerment activities; throughout the year, some 420 rural women in Georgia, 390 women in Armenia and 348 women in Azerbaijan improved their skills and opportunities to start/develop their businesses or find sustainable employment.		

	2021		Rural women	153	“Fostering economic empowerment of women farmers by supporting homemade dairy production through the Farmer Field Schools (FFS) approach”,	engage vulnerable grassroots women in economic activities through the project and implemented jointly with FAO and funded by the Swiss Development Cooperation. 15 farming schools were established in the reporting period in Samegrelo and Abkhazia, with a total number of 153 women participating in FFS.		
Ending Violence Against Women								
	2018					The Responsible Party NGO Women’s Initiatives Supporting Group (WISG) was selected to ensure mainstreaming of LGBTI issues in all interventions aimed at capacity development of public servants under the UN Women-led component of the programme (EVAWG thematic area). This cooperation has been highly strategic, resulting in the mainstreaming of LGBTI issues in the training course offered to police, prosecutors, judges and lawyers as part of their continuous learning and/or on-the-job training courses on the prevention of VAW/DV. The partner further developed a package of legislative amendments to ensure improved protection of LGBTI rights that was shared with the UN Independent Expert on Sexual Orientation and Gender Identity		

						during his official visit in fall 2018 and was reflected in his exit report for the country		
Provision of training (face-to-face) also virtual – Access to justice	2020			Total 439 - 207 police officers, 196 lawyers and 36 judges		207 police officers, 196 lawyers and 36 judges have been trained based on these training programmes. Even though due to COVID-19 related movement and gathering restrictions challenges emerged in terms of holding face-to-face training sessions, all targets have been met mainly through virtual training.		
Online training on gender equality and sexual harassment (with ILO and Public Defender's Office)	2020					2 courses, in total, 2,567 users were registered in the first online course, but only 784 of them completed and received online certificates. In the second course, only 1,195 users completed the online course, whereas the total registrations reached 1,525. PDO had developed promotional videos for the courses to generate even greater interest in the courses. The PDO also developed an online training module on the Women's Empowerment Principles (WEPs) for private sector companies that consists of two parts: "Introduction to the Women's Empowerment Principles" and "Equal Pay and Gender-Sensitive Procurement". The course is the mutual product of UN Women and the International		

						Training Centre of the ILO. The e-course will be launched on the PDO's website in early 2021.			
	2021					Women's Information Centre (WIC), UN Women CSO partner actively carried out up to 29 sessions for 486 participants (349 women and 137 men) based on the Georgian adaptation of the innovative toolkit In Her Shoes. In Her Shoes is an interactive roleplay that enables the participants to share the experiences of victims/survivors of violence and thus stimulate zero tolerance to violence against women / domestic violence. The participants of the sessions varied between local government staff, women, youth, people with disabilities, teachers, students and educators.			
	2021					403 individuals (including community members, community police officers, focal points, teachers, youth representatives, social and parasocial workers, and CSO representatives) benefited from the awareness-raising meetings, discussions and training on Gender-Based Violence prevention and response.			
Women Peace and Security and Humanitarian Action									
Hosting and supporting meetings focusing on NAO 1325	2018					UN Women Georgia CO hosted the delegations from the Republic of Moldova and Ukraine		Annual Report 2018	

implementation						composed of government, civil society and UN Women colleagues working on WPS issues from these countries from 14 to 17 May. During the visit, they met with their counterparts from almost every ministry as well as the Public Defender's Office and CSOs. The meetings focused mainly on NAP 1325 implementation, including issues of women's participation in peacebuilding and confidence-building processes; integration of issues related to UNSCR 1325 and the WPS agenda in continuous learning and capacity development interventions of security sector institutions; and alternative monitoring of NAP 1325 implementation by CSOs and the Public Defender's Office		
Justice and security sector institutions benefiting from UN Women field office's technical or capacity-building support demonstrated strengthened capacities to mainstream gender perspectives and promote the rights of women and girls in conflict, post-conflict and				3		3 state institutions have strengthened capacities to mainstream gender and WPS agenda in their work: 1. The Ministry of Defence, which adopted its internal complaints mechanism on sexual harassment and discrimination, trained all staff on prevention of sexual harassment using a UN Women developed on-line training module on the topic and established internal institutional structures on gender. 2. The Ministry of		

other crisis countries						Internal Affairs, which embarked on the development of an internal complaints' mechanism for sexual harassment, established a standing structure / department on Human Rights and enhanced the capacity of its criminal police (through UN Women rendered-training) on UN SCR 1325 and other resolutions on Women, Peace and Security. 3. UN Women launched a series of capacity development trainings for Legal Aid Service (LAS) lawyers in responding to LAS' commitments under WPS NAP, namely in providing legal services to the conflict affected population and informing them on the causes and consequences of SGBV.		
Strengthened the capacity of Public Defender's Office to undertake independent monitoring of the implementation of the 1325 NAP, that is done towards the end of the NAP implementation to inform the design process of the next cycle of the NAP. There has been also included specific section on	2018		Public Defender's Office					

monitoring in the adopted NAP.								
Sharing knowledge on WPS – NAP 1325	2018			2		Hosted government and civil society partners from Ukraine and Moldova to exchange good practices and lessons learned from the implementation of National Action Plans on UN Security Council Resolution 1325 (NAP 1325) and its subsequent resolutions on Women, Peace and Security; Engaged women's rights NGO from Armenia in capacity development support to women's NGOs working in Abkhazia, Georgia;		
Multiple forms of CD	2019	UN Women				UN Women partnered with a coalition of three women's NGOs (the IDP Women's Association "Consent", the Women's Information Centre and the Cultural Humanitarian Fund "Sukhumi") to support the localization of the 2018-2020 WPS NAP. The goal of the initiative was to strengthen the capacities of 10 targeted regional and local administrations in the implementation process of the WPS NAP, as well as enhance the dialogue and participation of IDP and conflict-affected women in these processes at the local level. In 8 of the 10 municipalities, amendments were issued to the local action plans on gender equality in		

					<p>relation to the rights of IDP and conflict-affected women and girls. Further, the project contributed to the improved coordination between the central government and the municipalities, as well as amplified the voices, dialogue and participation of IDP and conflict-affected women in local decision-making processes.</p> <p>In 2019, four State institutions strengthened their capacities to mainstream gender and the WPS agenda in their work. (1) The Ministry of Defence trained staff, including key and senior leadership, and a potential pool of gender advisers/focal points on UN SCR 1325 and other WPS resolutions; it also improved its sex-disaggregated data collection and analysis systems. (2) The Ministry of Internal Affairs has developed its capacities on internal complaints mechanisms and is planning to adopt said mechanisms at the beginning of 2020. (3) UN Women engaged the State Security Service in a series of trainings on gender mainstreaming in the security sector with a focus on UN SCR 1325 and other WPS resolutions. (4) The Ministry of Foreign Affairs and its LEPL Levan Mikeladze Diplomatic Training</p>		
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						and Research Institute will introduce a training course on gender and inclusive peace processes and offer it to public servants once a year.		
Training staff to mainstream gender into their work	2019			30		strengthened capacities to mainstream gender and WPS agenda in their work; 1. the Ministry of Defence has trained staff, including key and senior leadership, and potential pool of gender advisers/gender focal points on UN SCR 1325 and other resolutions on Women, Peace and Security; as well as improved sex-disaggregated data collection and analysis systems. 2. Ministry of Internal Affairs has developed capacities on internal complaints' mechanisms and is planning on adopting one in the beginning of 2020. 3. UN Women engaged State Security Service in series of trainings on gender mainstreaming in security sector with a focus on UN SCR 1325 and other resolutions on Women, Peace and Security. 4. Ministry of Foreign Affairs and its LEPL Levan Mikeladze Diplomatic Training and Research Institute will introduce the training course on Gender and Inclusive Peace Process and offer it to public servants once in a year.		
	2019					UN Women regularly engages from 25 to		

						40 women's NGOs and peace-coalitions / networks in quarterly consultation meetings with the Georgian participants of Geneva International Discussion and Incident Prevention and Response Mechanisms. In addition, these organizations as well as about 30 more grassroots IDP and conflict affected women are regularly invited to the above consultation meetings as well as to the annual Open Day on WPS.		
Training course on Inclusive Peace Process, Negotiations and Gender Perspective - MFA/LEPL Levan Mikeladze Diplomatic Training and Research Institute	2021	UN Women and MFA/LEPL Levan Mikeladze Diplomatic Training and Research Institute	public servants		WPS/UK CSSF	To be improved based on the experiences from local context		
DCAF - UN Women capacity building of security sector institutions on gender mainstreaming - Gender mainstreaming in security sector	2021	MoD, MIA, SSS, NSC, NIS (Partners)	Security sector representatives		WPS/UK CSSF			

2.UN Women Türkiye Country Office’s Support to Capacity Development of Partners

Overview of capacity development in Türkiye Country Office

The evaluation period of 2018-2022 covers two Strategic Notes (SN) for the Turkey country office. The 2018-2021 SN (originally intended to run until 2022, but shortened) focuses on the following impact areas:

- Impact 1 SP Outcome 2 : Women lead, participate in and benefit equally from governance systems

- Impact 3 SP Outcome 4 : All women and girls live a life free from all forms of violence
- Impact 4 SP Outcome 5 : Women and girls contribute and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and from humanitarian action.
- Impact 6 SP Outcome 1: A comprehensive and dynamic set of global norms, policies and standards on gender equality and the empowerment of all women and girls is strengthened and implemented

The current strategic notes runs from 2022-2025 and focuses on the following impact and outcomes:

- Impact 1 Women and girls including, those at greatest risk of being left behind, fully exercise their human rights; enjoy a life free from violence and discrimination, and lead, influence and benefit from sustainable and inclusive socio-economic development towards the advancement of gender equality in Turkey.
- Outcome 1.1 Women and girls have improved and equal access to resources, opportunities and rights, and enjoy a life without violence and discrimination
- Outcome 1.2 By 2025, Persons under the Law on Foreigners and International Protection are supported towards self-reliance.
- Outcome 1.3 By 2025, governance systems are more transparent, accountable, inclusive and rights-based with the participation of civil society, and quality of judicial services is improved.

There is a strong emphasis on CD within both the previous and current SNs, as well as annual work plans (AWP) for this period. Indeed, 73% of outputs in the Strategic Notes Development Results Frameworks focused on capacity development. The Turkey CO's approach to CD can be seen across different thematic areas, particularly in projects related to women's leadership and GRB, refugee response, EAW, and support to strengthen civil society. The Turkey CO has also collaborated with the RO on CD, for example jointly organizing a Gender and Refugee Response Training Series.

The main partners and beneficiaries of CD initiatives by the Turkey CO during the period covered by the evaluation have been ILO, ASAM, CSOs, municipalities, private sector, government agencies, organizations including Fenerbahçe Club, UNDP, UNHCR, migrant women and girls, refugee women and girls, young people, women and girls in vulnerable situations.

The main funders of CD work by the Turkey CO during the period covered by the evaluation have been: Swedish Development Cooperation, European Commission, European Union, Government of Iceland, Government of Japan.

4. Focus of the case study

This case study focused specifically on two CD interventions by the Turkey CO.

The Refugee Response Programme (RRP) began in 2017 and continues to be implemented. The aim of the programme is to strengthen the resilience of Syrian women and girls and host communities and to increase their access to opportunities, rights, and services with a gender-sensitive approach. The programme works towards to ensure that women, girls, and their communities are resilient to conflict, displacement, and other crises. Specifically, the programme:

- provides protection, livelihood services and social cohesion support to refugee and local women and girls, including through supporting women's centres in both Gaziantep and Izmir.
- collaborates with government institutions, local authorities, UN Agencies and civil society organizations (CSOs) to enhance the capacities of front-line responders for a more gender-sensitive approach to better take into account the different needs of girls, boys, women, and men.
- supports women-led and other relevant organizations for their active participation in relevant fora to ensure that their voice is heard by national and international authorities.
- contributes to strengthening the gender responsiveness of the inter-agency coordination mechanism for the Turkey Refugee Resilience Plan (3RP).

The RRP has been funded by the European Union, Government of Japan, Government of Iceland and Government of Norway, with these donors supporting different projects and initiatives within the overall programme. The RRP

programme initially came under the wider regional Madad programme, which worked in Turkey, Syria and Jordan to enable women’s empowerment and promote a culture of peace and coexistence and was funded by the European Union Regional Trust Fund. RRP worked so far in partnership with a range of stakeholders including: Southeastern Anatolia Project Regional Development Administration, Gaziantep Metropolitan Municipality, International Labour Organization, Association for Solidarity with Asylum Seekers and Migrants (ASAM), Refugee Support Center (MUDEM), Habitat Association, RET International, Foundation for the Support of Women's Work (KEDV), Reach Alternatives (REALS) and a number of local CSOs such as Tomorrow's Women Committee and Havva Women Committee.

The Strengthening Civil Society Capacities and Multi-Stakeholder Partnerships to Advance Women’s Rights and Gender Equality in Turkey project began in 2021 and will run until 2024. Its total budget is 4,455,957.25 Euros and it is funded by the European Union.

The project will help women’s rights groups, women-led CSOs and other relevant rights-based CSOs improve their capacity to influence national and local women’s rights and gender equality agendas. Working with civil society actors as knowledge partners, implementing partners and advocates, UN Women Turkey will help enhance their access to capacity development opportunities and resources, including through technical assistance and grants for networking, knowledge and experience sharing, capacity development, data- and evidence-based advocacy and for empowering partnerships with public institutions, local authorities and academic institutions.

The project seeks to achieve the following results:

- CSOs will have increased resources and capacities to advance the rights of women and girls in three thematic areas:
eliminating violence against women and girls, increasing women’s access to justice and human rights mechanisms,
and advancing women’s economic empowerment
- UN Women Turkey will increase CSO’s access to and expertise in gender-responsive research and data generation
for use in programming and evidence-based advocacy.
- For gender equality advocates that represent diverse groups -particularly youth and those in marginalized and vulnerable positions, the project will support and increase opportunities to share knowledge, network, partner and jointly advocate for gender equality and women’s empowerment at the local, national, regional and global levels.

The case study involved document review, interviews with 30 stakeholders, and a focus group discussion (FGD).

5. Findings

CRITERIA	FINDINGS
DIAGNOSIS	<p>CD interventions are highly relevant to current priorities and challenges in Turkey, with this relevance informed by the CO’s deep understanding of context and strong relationships with local actors.</p> <p>UN Women is widely recognized as bringing unique added value in the area of CD, because of its specialist expertise, credibility and neutrality, strong relationships at multiple levels, and convening power.</p> <p>Diagnosis for CD programming is done through a combination of formal needs assessments and data gathering, informal discussions with stakeholders, and pragmatic identification of opportunities and entry points. Different weight is given to these various elements within different CD interventions.</p>

How does UN Women assess the partner's capacity needs to ensure relevance of its capacity development interventions?

Both the RRP and CSO strengthening project are **highly relevant to the national context** and were developed to respond to emerging challenges. In the case of the RRP, the arrival of almost 4m Syrian refugees since 2014 led to a proliferation of actors and interventions focused on responding to the refugee situation, many in ways that were not gender sensitive. The RRP addressed this by providing capacity development on gender sensitive refugee responses at multiple levels and with a wide range of stakeholders. While the integration of gender issues into refugee responses has improved significantly, further improvement is still required and continuing demand for training from partners at multiple levels (UN agencies, CSOs), demonstrates that the programme remains relevant.

The CSO strengthening project is a response to the changing political situation, roll back on gender equality commitments, and closing civil society space in Turkey in recent years, a context in which CSOs require flexible and core support to continue to operate and advance gender equality agendas. The project is also a response to the current challenging economic environment for civil society, particularly following the pandemic, in which CSOs are struggling to find financing. Financing is especially difficult for small grassroots CSOs that lack capacity and access to gain international funding. The CSO strengthening project responds directly to this situation by strengthening the capacity of small CSOs to operate effectively in the current challenging political and economic environment and to raise funds to ensure their sustainability. There are also long-term funding opportunities for national and more corporate CSOs to conduct programmatic initiatives, which include but are not necessarily limited to CD support). In addition to responding to immediate challenges, the CSO strengthening project is also relevant in offering training on critical issues that are currently not given sufficient priority within the women's movement in Turkey, such as gender and climate, in order to bring these up the agenda.

UN Women's added value in the areas of CD is widely recognized by stakeholders. This added value includes unique gender expertise, ability to bring international perspectives to the Turkish context, credibility with the Turkish authorities which makes the organization well placed for mediation and advocacy, ability to work at multiple levels, ability to convene a wide variety of stakeholders, and openness to learning and experimenting. A range of stakeholders also stressed that UN Women staff have a deep understanding of the Turkish context, including at field level, as compared with other UN agencies. In relation to the CSO strengthening project in particular, EU funders reported that UN Women was best placed to deliver this project because its credibility, neutrality and status given the organization a bit more space to operate in the current political context as compared with other Turkish and international actors. In relation to the RRP, a 2021 evaluation of the Madad programme across Turkey, Jordan and Syria¹⁴ found that UN Women's unique contribution lay in its ability to use its expertise to provide relevant training for humanitarian staff (UN, NGO and government) and advance gender awareness and mainstreaming within humanitarian coordination structures. RRP partners in Gaziantep reported that a key added value for them was UN Women's willingness to work with local authorities, when many actors involved in the refugee response were bypassing them, as well as to act as a bridge between local authorities and civil society actors.

The process of **diagnosing the problem and identifying a particular CD solution happened in a variety of different ways** both across and within the programmes reviewed, drawing on UN Women staff's own detailed understanding of the context, the information that came from relationships and discussions with partners, and formal assessments of gaps and needs.

The diagnosis process for the RRP demonstrates a mixture of rigorous evidence gathering, pragmatism and seizing of opportunities, as well as ongoing assessment and flexibility to continue adapting to meet shifting needs. The overall RRP was developed based on a number of data sources. Working with national partners, UN Women conducted a comprehensive assessment to identify gender specific needs and issues for Syrian women and girls, including across different sectors. In addition to this needs assessment, further gaps and priorities were also identified through discussions within UN coordination meetings and in sector specific trainings that UN Women conducted in partnership with

¹⁴ UN Women 2021. Strengthening the Resilience of Syrian Women and Girls and Host Communities programme: Final Evaluation.

other agencies, as well as by drawing on studies undertaken by other agencies (e.g., WFP. Although the RRP was therefore built on a strong evidence base, interviewees involved in the design processes stressed that some elements of the programme also emerged in a more pragmatic way, in response to emerging opportunities. For example, the cooperation with ILO came from a recognition that ILO was undertaking interesting work that UN Women could partner with, while the work in Gaziantep was developed so extensively because of the openness of the Gaziantep municipal authorities. In terms of specific trainings that UN Women has run in recent years under the RRP, each training is informed by a combination of needs assessment and consultation with stakeholders.

The CSO strengthening project demonstrates a more informal approach to diagnosing a problem and assessing needs, based on relationships and information sharing. Through its wider work UN Women staff were aware of the challenges faced by CSOs and the extent to which they were struggling to survive and maintain their activities, and it was this knowledge, combined with the opportunity provided by the EU's interest in strengthening support for civil society, that informed the development of the project. CO staff reported that understanding the needs of CSOs in this programme is largely done through informal discussions, rather than formal assessments, and that choices such as organizing ad hoc training for all CSO grantees or supporting activists to attend events are based on such informal discussions. It was widely reported that UN Women's strong relationship with CSOs means that they understand CSO concerns very well.

In terms of the diagnosis involved in administering the small grants to CSOs. The grantees identify their own CD needs, and the inputs and budget required to meet these needs, and apply to UN Women for funding. In most cases these needs relate to technical and operational training or equipment such as computers. The CSO partners independently identify and contract the services they have identified (for example, buying equipment or contracting a trainer), although in some cases UN Women staff provide advice on this. UN Women is adopting a strategy to enable CSOs identify their own needs and formulate the applications accordingly rather than limiting their options and repertoire of actions.. CSO partners report that they are happy with this model as they are best placed to diagnose their own needs. However, under the CSO strengthening project UN Women brings the CSO partners together at various intervals for collective training on specific issues and to support networking. For these collective training events, assessment surveys are conducted with participants to understand their level of knowledge and their CD needs.

DESIGN

Design and content of CD was largely suited to participants needs and priorities, and there was a substantial focus on participatory design and consultation.

Designing CD interventions that are appropriate for different levels of knowledge and different types of stakeholders was a challenge. There is a trade-off between CD that closely targets the needs of a niche group, versus bringing together a diverse group for experience sharing.

Sustainability was not always given sufficient focus in design stage, with an assumption that knowledge transfer is inherently sustainable.

There were significant benefits to online CD in terms of outreach, cost, and equal opportunities for participation, but drawbacks in terms of quality of participation, reduced networking, and inappropriateness for addressing sensitive issues.

To what extent is the design of UN Women's capacity development interventions aligned with the needs identified and

Most stakeholders reported that the **design of CD initiatives was suited to their needs, learning objectives were clear, and content was relevant.** Under the RRP there was an emphasis on participatory design processes for CD interventions. For example, in Gaziantep UN Women undertook consultation meetings to discuss and shape the training and took on board the inputs of local actors and beneficiaries. Likewise, CO staff reported that CSO's receiving training were asked to reflect on what should be the focus of each upcoming module based on what they had learned so far and where capacity gaps remained. One particularly strong example of participatory design under the RRP, was the training provided to CSOs by UN Women's partner Reach Alternatives. This involved surveys and interviews with all participating CSOs to understand their needs, expectations and priorities, and

objectives set at diagnosis stage?

sharing training plans and curricula with participants for feedback. One participant reported “This is the first time we have participated in designing a workshop, usually we are just invited and told what the agenda will be”. It was also noted that geographical coverage of the RRP project is based on an analysis of needs in different locations, working in multiple sites close to the border with Syria as well as in Ankara and Istanbul where there are many refugees.

For the CSO strengthening project, as each small grantee identified and organized their own CD inputs there was no standardized approach to this. While some CSOs reported that UN Women staff provided guidance, for example in identifying trainers or developing training content, others designed their CD entirely independently. Although it is empowering for CSOs take the lead in their own CD, this also implies limited oversight of UN Women in ensuring that it is supporting high quality CD design and inputs, UN Women staff are conscious of this dilemma and are seeking handle it carefully. For the thematic trainings that brought together multiple CSOs, the design was based on a needs assessments conducted by the consultant leading the training.

One challenge that did emerge was **designing training that is relevant for different types of participants with different levels of knowledge**. This was raised by multiple stakeholders involved in the RRP. For example, UN agencies, INGOs and CSOs brought together for training all had very different starting points in terms of knowledge on gender equality and it was hard to identify the right level for the training. Likewise, with training conducted by Reach Alternatives on SCR 1325, some participants were new to this framework and required a basic introduction, while others were already working with the framework and were frustrated that the training did not take a more advanced approach. Similarly, one trainer reported that in some training sessions younger participants wanted to talk about LGBTI issues, while older participants found this issue uncomfortable.

The issue of differing needs also emerged to a lesser extent in the CSO strengthening project. Representatives from Syrian women’s CSOs reported that training given to all the CSO grantees did not sufficiently address the distinct situation of Syrian women, while other CSO representatives reported that training provided on GRB had not been relevant for their organization and they needed CD on more practical matters.

However, stakeholders also noted that there is a tradeoff between (a) tailored training designed to respond to the needs of a niche group and (b) training that brings together a more diverse group and is not always so relevant for everyone, but provides significant benefit in terms of exposing participants to different perspectives and building wider networks.

Stakeholders reflected that **sustainability was not given sufficient focus in the design** of CD initiatives under the RRP, and that there was an underlying assumption during the design phase that transferring knowledge is innately sustainable and people will continue to use this knowledge after the end of the programme. However, some elements of the design do lend themselves to sustainability, notably the development of manuals and guidance that can be used as a basis for future training and programming, as well as the cascading of training in which CSO staff who had received training went on to train colleagues, beneficiaries and the wider communities that they work with. For example, Reach Alternatives provided support to CSOs to conduct such cascaded training.

Sustainability is central to the design of the CSO strengthening project. The project is explicitly conceived to increase the resources and capacities of CSOs to enable them strengthen and sustain their work. The project has a strong emphasis on enhancing the ability of CSOs to raise funds from a wider range of sources in future, with CSOs using small grants to build the operational and technical capacity required to access funding, and UN Women providing online training to small grantees in areas such as reporting and communications. Likewise, thematic trainings for CSOs focus on emerging issues such as climate that these CSOs will need to work on in the future in order to remain relevant. In addition, the focus on networking within the project is intended to help CSOs build alliances for more effective and sustainable work. Stakeholders involved in both the RRP and CSO strengthening project reported that if UN Women were to provide regular training for CSO partners on core issues such as VAW or gender and humanitarian action this would help build sustainability.

All stakeholders interviewed had experience of being involved with both **in person and online CD and common themes emerged regarding the benefits and drawbacks of each**. Online CD was

reported as being able to reach those who would otherwise not have been able to travel to participate. In this regard it was particularly useful as a means to provide training to small grantees under the CSO strengthening project, as they are based around the country. Online training was also valued as being able to reach more people, at lower cost, and with less logistic burden for staff. Interestingly a number of staff from small CSOs reported that the move to online engagement that resulted from the pandemic gave them more equal entry and participation in meetings and networking spaces, which when done in person had been dominated by larger NGOs. It also prompted them to become more tech-savvy in all their work, which has been beneficial to their organizations more broadly.

On the other hand, there was overwhelming agreement among stakeholders that online CD resulted in participants being less engaged and more easily distracted, often turning off cameras and participating little. Likewise, that while online CD can work for providing information, it is not a good format for discussion. Critically it was reported that the relationship building and networking that takes place in face-to-face training courses cannot be replicated online. Also, that when CD was addressing sensitive issues such as SRHR or GBV, participants had no private space to speak about this when participating online from their homes, without the risk of family members overhearing. Moreover, some grassroots actors lack the skills or technology to participate online, something that was a big problem at the beginning of the pandemic but has lessened over time. Some CO staff reflected that given these challenges, wherever there was a budget for in person training, they would always prioritize that over online CD.

Interestingly, some CSO stakeholders suggested that UN Women should integrate issues related to online engagement into the CD support it provides to CSO partners. They noted that CSOs frequently have a knowledge and capacity gap on issues such as online safety, data protection and management, online privacy, and the gender implications of these. It was suggested that UN Women is well placed to help to fill this gap.

DELIVERY

Selection of beneficiaries was done in different ways for different CD interventions, with greater or lesser focus on inclusion. There were concerns that UN Women’s requirements could exclude the most grassroots beneficiaries.

The quality of CD delivery was generally good and involved a strong focus on participatory methods, experience sharing and network building. There were some concerns about the quality of CD delivery under the small grants for CSOs.

While the quality of trainers was largely good, there were concerns that some trainers did not sufficiently understand local context and were unable to effectively bridge theory and practice. There were also concerns about the inefficiency of continually recruiting new trainers.

Where translation was used this significantly reduced the quality of delivery and participant engagement.

To what extent did the delivery provide an adequate learning environment / environment for change?

Selection of beneficiaries was done in a variety of ways, even within the same programme. For example, under the RRP there were trainings where beneficiaries were chosen based on mappings of actors working in this space and UN Women and partners knowledge about the work of these actors. There were also training that were open to all CSOs, with UN Women undertaking outreach to encourage as many CSOs as possible to participate. One consultant involved in delivering training under the RRP reported that there was a very inclusive approach, with CSO staff in support roles participating alongside technical and programme staff, something that was important given the need for the whole organization to be involved in developing gender sensitive responses.

Under the CSO strengthening project, beneficiaries of CD are those CSOs that have successfully applied for small grants. However, some concerns were raised about how accessible the small grants process is to the most grassroots of organizations as applications for and reporting on small grants has to be done in English and involve a significant bureaucratic burden for the grantee. Indeed, some small grantees reported that undertaking the application process in English was a big challenge for their organization, while others reported that they are using grant money to hire people who can do the necessary reporting in English or that the Representative of the CSO must do the paperwork themselves. Clearly such challenges may mean that this CD opportunity is inaccessible to some of the

smaller CSOs with limited English skills or administrative capacity. It was also suggested that UN Women could do more to ensure that such small organizations are made aware of the small grants programme and how to apply.

Overall stakeholders **expressed satisfaction with the quality of delivery**, noting in particular that UN Women's CD support was well organized, that communication was very smooth, and that UN Women collaboration with partners was excellent. Under the RRP there was a strong focus on participatory training methods, which was appreciated by beneficiaries. Moreover, the 2021 Madad evaluation found that CD took place not just through formal training, "but also through less visible but equally important day-to-day guidance, support and capacity building taking place during the interactions with national and local partners as part of the ongoing implementation of the programme".

Under the CSO strengthening project there is a strong emphasis from UN Women on methods that promote network building, supporting CSOs to come together as much as possible, to build alliances and to overcome existing challenges of scattered and isolated working among the women's movement in Turkey. However, concerns were raised that as small grantees lead on delivery of their own CD using the grant provided, weaknesses within these CSOs were undermining the effective implementation of CD under the small grants scheme. For example, with CSOs attempting to take on too many activities given their limited staffing and systems.

There were **mixed reflections on the way in which consultants and trainers were used and the quality of these experts**. Most stakeholders involved in implementing or participating in training under these programmes reported that both national and international trainers had been of good quality, with relevant expertise and skills. CO staff reported that they had also been happy with the trainers used and that these people had provided valuable inputs throughout the process of design, delivery and follow up. However, a couple of stakeholders involved in the RRP from the outset reflected that international experts brought in to provide training did not always sufficiently understand local context, and while they were well suited to engaging with the UN and INGO actors, they were not able to engage so effectively with government. Likewise, that it was difficult to find trainers that offer both theoretical and practical knowledge, and that are able to respond to sector specific needs and offer context relevant examples.

Some stakeholders pointed to the inefficiency of different UN Women COs continually recruiting new consultants for CD work. They suggested it would be useful for UN Women to build a team of trainers that can be drawn on by all CO's, in order to ensure consistency in quality and approach and reduce the burden of constant recruitments.

The most problematic aspect of delivery appears to be translation. A number of stakeholders involved in the RRP reported that where translation was used (between English, Turkish and Arabic) this did not work well, significantly slowed down the process resulting in people losing concentration, and hindered discussion among participants. These stakeholders reflected that in future it would be better to ensure that all participants and the trainer speak the same language, even if that means having separate training for Arabic and Turkish speaking participants or using English as a common language where appropriate. Similarly, CSOs stressed that UN Women should provide information and knowledge products in Turkish rather than English, to be more widely accessible.

SYNERGIES AND FOLLOW UP

Follow up to support participants of CD interventions has been mixed, but appears to have improved over time. Ongoing mentorship and guidance were particularly valued by participants.

Monitoring of results is overly focused on outputs and lower-level outcomes, with insufficient tracking of longer-term impacts. There is some evidence of ongoing monitoring being used to adapt and strengthening implementation.

There has been some development of internal synergies with the RO and across thematic areas within the CO, although this could be strengthened. Strong external synergies have been developed with the wider UN system and the Turkish women's movement.

To what extent did the capacity building intervention provide continuous follow-up support and link with other relevant UN Women or external interventions?

The **extent to which CD interventions include follow up support to participants varies, as does the nature of such support.** For the RRP there is a mixed picture. In early stages of the programme limited follow up was provided to support participants to implement the new knowledge and skills that they had acquired. Some stakeholders identified this as one of the flaws in the initial design of the programme. However, there are examples of substantial follow up being included in more recent CD activities under the programme. These include ongoing mentoring being provided to CSOs by a consultant contracted for this purpose. Likewise, UN Women's implementing partner, Reach Alternatives, have provided ongoing support and advice for participants who attended their trainings, including supporting them to cascade this training to others, thereby reaching a much larger group of people.

Under the CSO strengthening project it was identified that CSO small grantees needed ongoing support, so three (now reduced to two) consultants were contracted to act as mentors and provide support and advice to the CSOs. This mentorship was not something that was not originally planned in the project design but was adopted when the need became apparent. It was reported by the CSO grantees as being very useful. In addition to this, CO staff follow up at regular intervals with small grantees through online meetings as well as some in-person visits.

Monitoring of results is patchy and focused very much on short term outputs and lower-level outcomes rather than long term impact. Stakeholders involved in the RRP reported that monitoring of CD activities under the programme primarily takes the form of pre- and post-tests and of satisfaction surveys. This provides information regarding new knowledge or skills participants have gained and their perspectives on the quality of the CD provide. However, there was little evidence of monitoring that seeks to capture how participants have used this knowledge and skills over time to create impact for women and girls, a gap which was reported as resulting from limited human and financial resources for such impact monitoring. However, it is important to note that a new strategy is being developed for the RRP and that this will include different ways of assessing the impact of the programme. The 2021 Madad evaluation found that programme activities and achievements were generally well monitored and evaluated, but that evaluation of the programme's baseline, midline and endline survey led to some concerns about the robustness of data.

For the CSO strengthening project UN Women undertakes monitoring meetings and visits to the CSO small grantees, while the consultants acting as mentors also help to assess results. Findings from ongoing monitoring are used to inform and, where necessary, adapt project delivery. For example, based on monitoring and feedback the project both contracted mentors and developed joint training for the CSO small grantees, actions which was not originally planned but emerged as a need. In addition, the CO communications team works with grantees to develop stories to be publicized, a process which helps to capture and make visible the impact of the grants.

There is **evidence of CD work building on synergies within UN Women and as well as with wider actors and processes.** In terms of internal synergies and collaboration, the RO has been strongly involved in the RRP from the start, and there has also been significant engagement with UN Women's humanitarian team in Geneva. However, some interviewees reported disappointment that the RRP had not been able to engage more with other thematic work within the CO, notably EAW, citing this a missed opportunity. The RRP also engaged strongly and built on synergies with other UN agencies notably UNHCR, UNDP and ILO. In addition, UN Women has supported international exchanges under the umbrella of this project, including supporting actors from Gaziantep to participate in meetings outside Turkey to share their experience of providing support to refugees.

The CSO strengthening project does not have much engagement from the RO, although staff believe this could enrich the project. This is in part because of limited staff time and intense delivery pressure, which limits the possibilities for interaction with either the RO or other COs to identify and build on synergies. However, this project is building on synergies within the CO, notably by drawing on the well-established GRB workstream to deliver GRB training to project beneficiaries. This project has also developed strong synergies and connections with other initiatives funded by the EU, such as the civil society capacity development centre, keeping in regular communication with these actors,

sharing information and attending each other's events. Notably, the CSO strengthening project refers CSOs that it is unable to fund to other EU projects that provide support to civil society. Critically, the CSO strengthening project is developing synergies with the wider women's civil society movement by engaging with their agenda and seeking different ways to support them. An example of this is UN Women support for an annual gathering of a platform that includes around 100 women's CSOs.

HUMAN RIGHTS AND GENDER EQUALITY

CD interventions are clearly situated within women's rights frameworks and contain a strong focus on the underlying causes of gender inequality, although work with men and on norms could be strengthened.

The extent to which CD interventions apply LNOB principles is mixed. There are some excellent efforts to reach the most vulnerable, but some populations and intersectionalities are overlooked. UN Women's bureaucratic requirements can unintentionally exclude more marginalized groups from support.

To what extent did the capacity development intervention address underlying causes of gender inequality and the needs of vulnerable groups?

CD interventions had a **strong focus on the underlying causes of gender inequality**. Within training provided to different partners and at multiple levels under the RRP there was a consistent focus on understanding and addressing the structural causes of gender inequality within the local context. This included addressing issues of masculinity and the role of Islam in shaping gender relations. While beneficiaries reported that this focus was valuable, some suggested it could have done further. For example, one participant reported that the training by Reach Alternatives strongly situated VAW experienced by Syrian refugee women in terms of conflict and displacement, overlooking how such violence is related to norms and values within Syrian culture and Islamic discourse. Likewise, the 2021 Madad evaluation found that the programme's efforts aimed at gender awareness for men were relatively limited both in scope and in effect.

Beyond addressing causes of gender inequality within the training content, the programme also involved outreach with community leaders, and wider members of the community to create a more enabling environment for women and girls' empowerment, including through advocating for particular cases such as persuading fathers to allow their daughters to attend school. Notably the 2021 Madad evaluation found that the women-only centres were particularly appropriate considering the severity of the structural barriers to women's empowerment in the contexts of both host and refugee communities.

Stakeholders involved in the CSO strengthening project reported that the whole project has its roots in CEDAW and international norms related to advancing women's rights, voice and participation. The CO ensures that those CSOs selected to participate have a good understanding of the structural aspects of gender inequalities and are working to support transformation. This is particularly the case for CSOs for whom gender equality is not the main focus of their work. For example, one youth organization that applied for a grant initially did not demonstrate an understanding of gender inequality from a structural perspective, but during the capacity assessment by UN Women it emerged that the organization did in fact have this perspective, so they were asked to add it into their proposal. CO staff noted that given the current situation in Turkey, addressing or even speaking about gender equalities is problematic, making this focus important but challenging.

The **extent to which CD interventions include the most marginalized and left behind is mixed**, with some clear gaps. Indeed, a number of stakeholders reported that this remains a weak area for UN Women, for example noting that the organization has a strong tendency to work with women leaders, that LNOB is often mentioned in CD project proposals and documents but not implemented in practice, and that while some intersectionalities are addressed in CD programming, others such as a class and poverty are consistently overlooked.

The CSO strengthening project includes support for CSOs working with refugees, associations of Syrian women, and CSOs working in rural areas. Staff identified that an important gap is LGBTQI+ organizations, which are eligible for small grants but have not applied as the grants' relevance to their

work was not made sufficiently clear. Overcoming this gap and explicitly engaging LGBTQI+ organisations is challenging given closing civil society space and current anti-LGBTQI+ and anti-gender equality narratives. One major issue with the CSO strengthening programme is the fact that small grant applications must be made in English and require a significant level of capacity to complete, which inevitably excludes some of the most grassroots organizations working with marginalized women.

The RRP is addressed directly at a particularly marginalized group of women, Syrian refugees, and the content of CD under this programme includes a focus on reaching the most vulnerable among this already vulnerable population. The SADA centre provides a strong example of service provision to marginalized women. For example, the 2021 Madad evaluation found that a clear strength of the programme was the ability of the women-only centres to reach and support the most vulnerable women.

CHANGE AT INDIVIDUAL, ORGANIZATIONAL AND SYSTEMIC LEVEL

The strongest evidence of change was found at organizational level, with significant change also at individual level.

The substantial results at organizational level are in line with the strong focus on developing the capacity of a range of organizations to advance gender equality across different sectors and spaces.

There was very limited evidence of change at systemic level. The exception to this was advancing for a strong women’s movement at systemic level.

Key factors that supported impact were strong context knowledge and partnerships. Impact was hindered by internal factors such as weak monitoring and burdensome bureaucracy, as well as external political and economic challenges.

To what extent did the capacity development support bring change at individual, organizational and systemic level?

At **individual level**, the RRP resulted in greater knowledge and skills on gender equality among staff within humanitarian agencies, government partners, INGOs and CSOs. For women refugees who were beneficiaries on the ground, CD interventions contributed to social empowerment, including through improved self-confidence; stronger networks; new knowledge and skills; increased ability to participate in daily life (for example to take a bus); and increased ability to exercise voice and participate in decision making at household and community level. CSOs also reported that as a result of the CD women were coming forward more to report GBV and male family members were more aware of gender issues.

A number of stakeholders questioned the extent to which the CD on livelihoods under the RRP contributed to economic empowerment. In particular, it was reported that the livelihoods training generally did not result in women entering the labour market, because these women were low skilled and the training had not been well matched to their existing skills and experience; the labour market was highly competitive; and the women faced constraints in terms of childcare and domestic responsibilities. In particular, it was stressed that to have the desired impact the training should have been based on a stronger assessment of both the women’s skills and labour market opportunities. Many of these women had never worked or else had agricultural backgrounds and would have been more suited agricultural cooperatives, rather than cooperatives that, for example, produced shoes and bags that were not good enough quality to compete in market. Echoing these points, the 2021 Madad evaluation describes how the programme was effective in improving the economic situation for women beneficiaries during the period in which they participated in the livelihoods-related activities, but that there was little evidence of outcome level effectiveness on longer term economic empowerment, recommending that UN Women should focus on the ‘missing link’ between training and longer-term employment or income-generation.

Under the CSO strengthening project, individual staff within the participating CSOs strengthened their knowledge and skills across a range of areas, both technical areas related to gender equality, and more operational areas such as communications or reporting. They also reported increased self-confidence.

Across both the RRP and CSO strengthening project **the vast majority of change was found at organizational level**. In particular, there was substantial evidence of organizations using increased knowledge and skills to strengthen their existing work or adopt new activities and approaches. However, there was very limited evidence regarding any wider impact for women and girls from these organizations strengthening their work or adopting new approaches. In the case of the RRP this lack of evidence is largely because longer term outcome data was not monitored, while in the case of the CSO strengthening project it may be too early to see such longer-term impacts.

The RRP strengthened the capacity of the UN system within Turkey to integrate gender issues into different aspects of its work on refugee response. It was reported that this CD directly influenced how UN agencies developed their work on refugee response and also led some agencies to seek further CD and support from UN Women. Training under the RRP also resulted in government authorities having stronger knowledge on gender equality aspects of refugee response, with the 2021 Madad evaluation finding that the capacities of national authorities were strengthened.

However, it is with CSOs that the biggest organizational level change can be seen. As a result of both the RRP CD work with CSOs and the CSO strengthening project, a wide variety of CSOs have had their knowledge, skills and operational capacity strengthened in a number of ways. This has led them to become more professional organizations and to undertaking changed or improved practices. Some examples of changes that were attributed directly to CD from UN Women include:

- CSOs effectively using new communication skills to get publicity for particular issues
- CSOs putting in place new policies, such as human resources, finance, or PSEA policies
- CSOs more effectively conducting analysis, undertaking M&E, and reporting on results
- CSOs applying for grants that previously they could not previously have accessed because of weak operational capacity
- CSOs using technology, online communication and social media to improve their internal efficiency and external communications.
- CSOs using the SCR 1325 framework to link their peacebuilding and protection work
- LGBTI CSO integrating gender into its training for new volunteers
- CSOs understand and able to conduct advocacy on legal frameworks related to gender equality
- CSOs conducting training for media on gender equality language
- Some CSOs are now requesting more advanced level training, as they have developed some basic knowledge and skills and now want to address more complicated and technical issues

In addition, many CSO beneficiaries reported that they gained significant legitimacy and access just from partnering with UN Women. In particular, that being seen as a partner of UN Women resulted in them being invited to events, being listened to by authorities, and being able to convene a range of actors on gender equality issues. Meanwhile, UN Women staff reported that they have stronger networks with and understanding of CSOs as a result of this CD work, and that this in itself is an important result.

Some stakeholders raised concerns about the depth and breadth of organizational level impact from the CSO strengthening project. They stressed that because the CSO grantees each identify and organize their own CD inputs, this means that the results are disparate and varied in quality and do not add up to a coherent strengthening of civil society's ability to engage on gender equality. Some interviewees suggested that a programmatic approach to building CSO's capacity would be more effective than providing financial support through small grants.

The evaluation found **very little evidence of systemic level change**. Indeed, this was recognized as a problem by CO staff, who reported that it is a challenge to assess the results of their CD interventions in terms higher level outcomes such as increased social cohesion. While indicators show that participants knowledge increases as a result of CD, the CO is not currently gathering evidence regarding whether this knowledge is being applied and making a difference on the ground. This is in large part because of lack of expertise and resources to undertake such detailed and longer-term monitoring. This weakness was also identified in the 2021 Madad evaluation, which reported that while the RRP had a specific outcome target to strengthen the role of women and girls in social

cohesion and co-existence across the refugee and host communities, and while and targets for related outputs were met (e.g., number of women’s CSOs supported), there were no indicators enabling monitoring of how these outputs contributed to the desired outcome.

Despite this, there were some areas where it appeared that CD interventions might be supporting more systemic change. One of these is support for the development of a strong, well networked, diverse and nationally representative women’s movement that can contribute to advancing gender equality across multiple spaces. The strong focus within the CSO strengthening project on connecting and networking CSOs, bringing together organizations working on gender equality from different perspectives and from different parts of the country, and fostering collaboration, can potentially contribute to systemic level change in this way.

SADA women’s centre as best practice model

A potential contribution to broader change, beyond shifts in individual and organizational capacity, can come through piloting, modeling and advocating best practice. The SADA women’s centre offers a model of global best practice in providing comprehensive services in a women-only centre to a highly vulnerable group of women with complex needs. This model could inform more effective gender sensitive responses to refugee situations around the world. Indeed the 2021 Madad evaluation found that “the model of women-only centres providing comprehensive services under one roof... is an example of best practice in supporting the resilience and empowerment of women” and suggested that UN Women should continue to build on and advance this model in the region and beyond.

A number of factors emerged as supporting or hindering the impact of CD interventions. Key among supporting factors were the strong understanding of context by UN Women staff that enabled them to develop relevant interventions and to identify and work with key partners. The quality of relationships that UN Women developed with partners and the nature of the partnerships was also critical, resulting in collaborative working and continuous feedback to strengthen programming and address emerging challenges and gaps. Indeed the 2021 Madad evaluation found that “partnerships were key to the results and successes of the programme”. The credibility and convening power of UN Women was a key factor in bringing together partners, gaining access, and supporting impact.

In terms of challenges to impact, both internal and external factors emerged. Chief among the internal factors was the high level of bureaucracy that slowed down or complicated partnerships and implementation in some cases. Likewise weak monitoring of higher-level outcomes and impact means that not only is it not possible to assess the impact of these specific CD interventions, but also that learning about ‘what works’ in developing capacity to advance gender equality in the Turkish context is not captured and fed back into programming in order to strengthen it.

In terms of external factors that hindered impact. The pandemic did cause some challenges in terms of slowing implementation and the various disadvantages of moving activities online (although there were also advantages). However, the most critical factors have been the economic situation, which has created significant pressure on CSOs and resulted in small grants being effectively worth less because of price rises, and the political situation which has curtailed space for civil society action and advocacy on gender equality, thereby making the work of UN Women and its partners far more challenging.

EFFICIENCY

Major challenges to efficiency included inadequate human resources and inflexible bureaucratic processes. Financial resources were adequate although not sustainable.

Overall partners and beneficiaries were satisfied with the efficiency of CD interventions, although concerns were raised about slow and burdensome processes.

CD interventions demonstrated a strong and consistent focus on strengthening operational capacity of partners.

To what extent are UN Women's organizational processes and structures, and its human, financial and technical resources, adequate to provide capacity development support to partners?

Inadequate **human resources** emerged as particularly challenging for delivering good quality CD interventions. It was reported that because of the small size of the team the RRP staff are unable to attend the training sessions being provided, or to oversee implementation and monitor results, and are dependent on feedback from consultants and participants for this information. Likewise, it was reported that it has often been difficult to get agreement and budget to extend the contracts of consultants working on the RRP, despite this being important to ensure ongoing human resourcing of activities. Likewise, it was reported that staffing for the CSO strengthening project was inadequate, with less staff working on the project than was envisaged and staff turnover (including project manager) causing disruption.

In terms of **financial resources**, staff working on the RRP programme expressed concern that while the budget (under the Madad programme) had been substantial, the project now has a lot less funding and there is a shrinking pot of funds available for humanitarian work on the Syrian refugee crisis. While some elements of the RRP - notably the women only centres - were expensive and complicated to run, the 2021 Madad evaluation found that as these provided a global model of best practice, they could be considered value for money. Meanwhile, the CSO strengthening project reported to have sufficient funds, and had been able to expand the number of grantees beyond the number originally planned as the Turkish currency fell against the Euro.

A major efficiency challenge appears to be **overly centralized and inflexible organizational procedures**. This was illustrated in a number of ways by the CSO strengthening programme. For example, when the need for an ad hoc training to fill a particularly capacity gap was identified this required CO staff to go through slow bureaucratic procedures for approval. There were a range of challenges posed by the small grants policy itself, which does not seem well suited to countries facing political and economic instability. This policy restricts eligibility to CSOs that have been registered at least three years, although in Turkey this is difficult, with political challenges meaning that CSOs may have to close down and then open again under a different name. Likewise, within the small grants programme it is stipulated that each grant must be paid in two parts with less than 50% for the first payment, which is not useful for buying equipment such as a computer where the payment cannot be divided. Moreover, when the Turkish currency fell rapidly and prices rose, the grants that CSO grantees had applied for often were no longer sufficient to cover the CD inputs that they were seeking (e.g., a computer). Yet it required approval of UN Women's Executive Director to increase these grants to enable the CSOs to purchase the planned CD input at the higher price, which took some months. Another major challenge with the small grants policy is that applications and reporting must be done in English, which not only excludes some organizations (as discussed earlier) but means that grantees sign agreements that they do not understand and use their funding to hire translators to work on reporting, which is clearly not efficient.

All stakeholders reported that **communication with the CO team was excellent**, and that UN Women staff were professional, expert, responsive, helpful and available to respond to questions or concerns. Various stakeholders reported that UN Women is the most efficient UN agency to work with, while others said that the Turkey CO is the most efficient UN Women CO that they have engaged with.

Funders reported being very pleased with the efficiency of UN Women's CD. They reported that implementation, particularly for the CSO strengthening project, was moving rapidly and efficiently and that this was in large part due to the quality of UN Women staff. It was also reported that the fact that the UN Women CO staff are familiar with EU procedures was very helpful as it meant that their things went smoothly in terms of implementing in line with EU rules and reporting to EU standards, which can be complicated. While funders noted that the operational costs of UN Women CD were high, they also said these costs were fair.

Implementing partners were mostly positive but did raise some concerns about efficiency. In particular, with the RRP programme one implementing partner reported that contract completion had

taken so long for one project, that implementation was very rushed with no time for proper follow up. Another partner reported that the process of establishing the SADA centre was very inefficient to begin with, with unnecessary delays until action on this finally began. Interestingly some partners reported that the pandemic and move to working more online had made UN Women more efficient.

The stakeholders that reported the **greatest concerns related to efficiency were the beneficiaries of the small grants**. This was largely because the processes involved were not well suited to these organizations. Not only were applications processes in English, but these involved a high burden of bureaucracy for such small organizations, as mentioned earlier. Grantees reported that they were not clear on the paperwork they needed to submit at different stages and that there was no check list on this, although taking into account feedback from grantees, UN Women did then provide a checklist in the second round of the call. Also, that the paperwork for very small activities was unnecessarily complex, for example submitting quotes from three different caterers in order to provide sandwiches for an event. The grantees reported that UN Women staff recognized and were sympathetic to this problem, but unable to do anything given that these were corporate rules. Some grantees reported that this if they had known the extent of bureaucracy required for such a small grant they would not have applied.

There is a strong and consistent emphasis on the development of operational capacity. This is a clear aim of the CSO strengthening project and CO staff reported that around one third of the small grantees are using their grant to develop operational capacity, while the others are using it to develop technical capacity. This focus on operational capacity is intended to help the CSOs become more able to access funds from institutions such as UN agencies and embassies, and therefore more able to sustain their work in the current difficult environment. Within the RRP there is also a significant emphasis on supporting the operational and administrative capacity of women's organizations. The need for this was recognized in the design stage, during which it was recognized that only a tiny fraction of humanitarian funding goes to women's organizations and that this needs to be improved.

SUSTAINABILITY

Some elements of CD programming had a strong focus on sustainability, notably embedding new practices within systems, supporting the development of more sustainable organizations and networks, and institutionalizing future CD work.

Sustainability was undermined by lack of follow up to trainings and developing capacity in organizations that were unlikely to be viable in the long term.

A range of internal and external factors emerged as key to sustainability, including stable financing and human resourcing, and an enabling political and economic environment.

How sustainable are the results from UN Women's support for capacity development?

There was a **mixed picture regarding the extent to which CD initiatives promote ownership and sustainability**, with the more recently established CSO strengthening project having a clearer emphasis on sustainability than the RRP. There was a widespread recognition among interviewees that providing knowledge and skills alone does not lead to sustainable change, and that other factors are required for sustainability including follow up to support participants to apply these knowledge and skills over time; networking participants so they can work together to use knowledge and skills for change; and supporting cascaded training to spread knowledge and skills more widely. Critically, ensuring financial support so that organizations that have been trained continue to exist was also raised as important for sustainability, as is embedding CD processes within existing institutions.

The CSO strengthening project demonstrated a solid focus on sustainability and included quite a few of these factors. For example, it included a strong focus on networking CSOs for collaborative working; on strengthening CSO capacity to access future funding from a variety of sources; on building CSO knowledge and skills in emerging areas; and on putting in place organizational systems and procedures within CSOs (such as information management, policies and training) that will help them to be sustainable over time and avoid capacity being lost with staff turnover. There are also plans under the CSO strengthening project to set up a Gender Academy, embedded within a

well-established university, that can provide training on gender equality in the long term, a good example of institutionalizing CD on gender.

More concerns related to sustainability emerged in relation to the RRP programme. Notably that there was often little or no follow up to trainings, so people were given new knowledge and skills but were not supported to apply them. Moreover, in some cases the CSOs trained under this programme were highly dependent on one donor and lacked capacity to raise funds elsewhere and some even ceased to exist. Stakeholders had different perspectives on the sustainability of the women's centres. While some expressed disappointment that this is a completely unsustainable model, others pointed out that the SADA centre in Gaziantep is a best practice that can inform future work with women refugees, while others stressed that the sustainability of these centres should be assessed in terms of the long-lasting impact for beneficiaries and communities rather than the continued existence of the centre as this was always going to be limited by funding. Concerns were raised about whether providing stipends for participation in activities undermined ownership and sustainability, by resulting in women participating just for stipend but no longer engaging once the stipend finished.

However, it is important to note that the 2021 Madad evaluation was positive about sustainability of UN Women's support for gender sensitive humanitarian action. It found that "UN Women's ongoing work to support gender-sensitive and gender mainstreamed humanitarian action has become well integrated into coordination mechanisms at regional and national levels and its results and influence in these mechanisms is likely to continue. The capacity building of local CSOs will likely have a lasting impact"

A number of **factors emerged that can enable or hinder sustainability** of CD interventions. In terms of factors relating to the nature of the intervention itself, particularly critical was the importance of providing both theoretical knowledge and practical approaches to apply that knowledge, as well as providing ongoing follow up to support participants to apply what they have learned. Likewise, addressing issues of long-term funding is important (for example by building participants capacity to access funding, or connecting them to new partnerships and funding opportunities) otherwise there is a risk that they will be unable to continue working and hence any impact from CD will be lost. Staff turnover was also repeatedly mentioned as a challenge for sustainability, both UN Women staff moving on and institutional memory and relationships being lost, and staff among partner organizations moving, particularly CSO staff moving to INGOs and UN agencies, resulting in capacity that has been built within partner organizations being lost as trained people move on.

Stakeholders stressed a number of external factors that are particularly challenging for sustainability in the Turkish context. Notably the political situation, in which NGOs face harassment and closure, there is little space to speak openly about gender equality and government permission is required for many types of activities. Some stressed that given this context, UN Women has a particularly important role to play in sustaining the women's movement and advocacy for gender equality issues through its support to civil society. Likewise, the economic context in Turkey has been a challenge to sustainability, because of the lack of funds for civil society and for gender equality work, and because of the sharply rising prices faced by UN Women's partners that makes it difficult to sustain activities.

6. Conclusion

The Turkey CO provides highly relevant and good quality CD that directly responds to national gender equality challenges and priorities and is widely appreciated by stakeholders. While all aspects of the CD cycle are taken into account, there is a stronger emphasis on the first elements of the cycle (diagnosis, design, delivery), with significantly less human and financial resources dedicated to follow up, monitoring, or indeed ensuring ownership and sustainability. This weakness is recognized by CO staff and reflects wider weaknesses across UN Women's work on CD.

Most results from CD are found at organizational level, with substantial results also at individual level, and very limited results at systemic level. However, the results that are currently captured are largely outputs and lower-level outcomes, and there is a little evidence regarding how CD interventions contribute to higher level outcomes and impact. Again, this reflects broader organization-wide challenges in tracking impact of CD work. There are significant questions over the sustainability of some results from CD support, although the evaluation also found some strong examples of more sustainable approaches.

Key factors that contribute to the success of CD interventions are the strong understanding of context among CO staff; excellent relationships and communication with partners; participatory and consultative approaches to all stages of the CD cycle; a strong focus on convening and network building; and UN Women's credibility, recognized expertise and added value in the eyes of most stakeholders.

Areas that require improvement include consistent follow up in order to support beneficiaries to apply new learning over time; working more substantively at systemic level, including on underlying norms and attitudes that drive gender inequality; articulating and monitoring the contribution of CD interventions to higher level outcomes; addressing inefficiencies and constraints related to UN Women's policies and procedures; and developing approaches that can promote ownership, sustainability and scale.

7. Recommendations

Diagnosis

- Diagnosis based on a combination of formal needs assessment, knowledge of context and engagement with partners is useful for triangulation and should be continued. This requires ensuring staff have time to invest in relationship building and context analysis, and avoiding too much turnover of staff through which relationships and knowledge are lost.
- In some cases, a more robust needs assessment is required to avoid mismatch between the focus of the CD initiative and either (a) existing interest, knowledge and skills of participants, or (b) external factors such as economic context, funding opportunities or labour market opportunities.

Design

- The strong focus on meaningful participatory design found in some elements of CD programming (e.g., programming by partner Reach Alternatives under RRP) should be expanded to all CD interventions wherever possible.
- Tradeoffs between focusing highly targeted CD on a niche group and bringing together a wider group for more general learning and exchange should be considered in light of the aims of each CD intervention. Options such as bringing some participants together for a 'basic' training, before other more knowledgeable participants join the group should be considered.
- A stronger and more consistent focus should be given to ownership, sustainability and scale in the design phase. For example, building in robust follow up mechanisms, developing cascaded training, or embedding CD within existing institutions and processes. There are some promising examples of this.

Delivery

- It is important to ensure that UN Women procedures and policies do not pose a barrier to small and grassroots organizations accessing CD opportunities. This is a broader issue that has also emerged at corporate level and needs to be addressed corporately.
- For delivery of CD inputs under the small grants scheme, greater support and oversight could be provided to CSO grantees to ensure quality delivery (e.g., high quality trainers and training, realistic ambitions and activities given existing capacity and available resources, effective monitoring of impact etc.)
- It would be useful to build up a group of expert trainers at regional level who are familiar with the contexts and focus of UN Women's CD work and can be called on to provide trainings. This could improve efficiency and ensure consistency of approach. The ability to understand and engage with local context and stakeholders should be prioritized in identifying trainers.

- The use of participatory training methods, as well as training methods that focus on sharing experiences, building collaboration and networking, have proved valuable and should be expanded where possible.
- Translation should be avoided where possible, given that this significantly undermines the quality of delivery. Using local instead of international trainers, or running different training sessions for different language speakers (Arabic, Turkish, English) should be considered as alternatives to translation where realistic.

Follow up, monitoring and synergies

- All CD initiatives should be accompanied by structured follow up activities to support participants to apply their learning in practice and to maintain motivation. This should be built into design, rather than happen in an ad hoc way.
- Stronger monitoring of results is required, particularly tracking and documenting how outputs contribute to outcomes and impact over time. This is valuable not just to understand the impact of existing programmes, but to inform future CD programming. Doing this requires robust ToCs against which contributions to change can be mapped; adequate human and financial resources to undertake such monitoring; and long-term engagement beyond the end of a given intervention.
- There is scope to develop stronger synergies on CD between different thematic areas within the CO, as well as to build synergies on CD with other COs within the ECA region. However, this requires prioritization by management and dedication of staff time. Greater support from the RO could be valuable in sharing best practices and developing synergies.

Human rights and gender equality

- CD interventions would benefit from a greater focus on underlying norms and attitudes that drive gender inequality and on work with men.
- In order to take better account of LNOB principles the CO can examine how existing practices may exclude participation of the most marginalized in CD opportunities; take into account a wider set of intersectionalities (e.g., class, poverty) when identifying beneficiaries and designing CD interventions; and more proactively reach out to marginalized groups with whom there has so far been limited engagement (e.g. LGBTQI+ groups)

Change at multiple levels

- A much stronger focus is required on capturing, understanding and documenting changes resulting from CD over time and at multiple levels. This requires investment in monitoring and learning, as discussed above.
- It would be useful to integrate a stronger focus on ensuring that results from different CD interventions build on and enhance each other. For example, this could involve working across multiple levels – individual, organizational, systemic – with multiple partners over time towards a particular goal.
- There is a need for more CD work at systemic level. While it is currently difficult to work on formal systemic drivers of gender inequality (formal rules and policies) given resistance from the government, work can be done to build capacity to address informal systemic drivers of gender inequality such as discriminatory social norms and practices.

Efficiency

- Many of the challenges to efficiency result from corporate rules and procedures and are difficult for the CO to address in isolation. However, attempts can be made to mitigate the impact of these where possible, for example through the provision of clear information to partners on UN Women’s requirements and processes.
- Issues of inadequate human resources or staff turnover should be addressed, as these are making it difficult for CO staff to adequately engage with and monitor the CD programmes reviewed. This important accompaniment work is instead being done by consultants or insufficiently addressed.

Sustainability

- Some good work is being done to improve sustainability of CD interventions, but much more is needed in this area. In particular, sustainability should be purposefully integrated into initial analysis and design processes for CD.
- In relation to CD support for CSOs, it is crucial to address issues such as accessing sustained funding, avoiding staff turnover, and putting in place systems for knowledge management and institutional memory, in order that capacity that is developed is not subsequently lost.

List of main CD initiatives by Turkey CO during evaluation period

Impact area / Format & Topic	Timeframe of implementation	Target group	No. of participants	Project-details
Women in Leadership and Governance				
GRB training and awareness raising activities	2018-2019	Parliamentary staff, recruiting staff in the Secretariat of the Parliament, Turkish Grand National Assembly staff	115 + 100 + 40	<p>AWP Report</p> <p>Attachments: WorkshopReport_15052018.docx, 2019-2021 Dönemi Bütçe Hazirlik Pdf.pdf –</p> <p>Outcomes</p> <p>TUR_D_1.2 Women’s leadership and participation in politics is promoted by gender responsive measures (parliamentary mechanisms, processes and services)</p> <p>IP/RP: UN Women</p>
Training on gender mainstreaming in public policies and gender responsive budgeting, training of trainers (ToT)	2018-2019	Public officials in key line ministries and municipalities, trainers	163 + 15 (ToT)	<p>MoM_Meeting with Ankara Metropolitan Municipality on safe cities.pdf, TGNA gender orientation training program.pdf, Ankara MM e-mail on budget increase.pdf</p> <p>2019 AWP Report</p>
Skills development and leadership trainings	2018	CSOs	370	<p>370 women and girls have directly accessed skills development and leadership trainings in Mardin, Kilis and Gaziantep provided by UN Women’s CSO partners.</p> <p>Value: 6567</p> <p>Tags: None of the above</p> <p>Ratings: Some Progress</p> <p>Attachments: SADA Center Reports by ASAM and ILO.rar, Partner Reports for UN Women Supported Interventions in Sanliurfa and Izmir.rar</p>

				2019 AWP Report
Trainings on gender equality topics	2020	Municipalities, personnel from the Financial Services Department and the Women and Family Branch	35 + 14	“Gender Equality in Political Leadership and Participation in Turkey” funded by the Government of Sweden through Swedish International Development Cooperation Agency (SIDA)
Trainings supporting women’s political participation	2019	Women across political spectrum	84	AWP 2019 Details - local elections in Turkey took place on 31 March 2019 and on 7 May 2019 then it has been decided by the High Election Council to renew the metropolitan mayor elections in Istanbul. On 23 June 2019, the elections were renewed. In order to strengthen the capacity of women candidates for local elections UN Women Turkey organized local policy and experience sharing workshops. 84 women candidates and members of civil society organizations improved their knowledge and skills on gender awareness, transformative leadership, running for office as a woman, political parties, communication and social media, public speaking, violence against women in politics, funding and campaign management.
Technical assistance to the development of the social risk mapping – GRB training	2019	AMM Staff		Partnership with TESEV
GRB training seminars	2020	NGO staff	43 staff from 26 NGOs	
GRB awareness raising seminars, trainings, peer learning	2021	Public officials, municipal staff, members of the Committee on the Equal Opportunity for Women and Men	260 + 126 + 113	GRB Seminars Report - Government Institutions.pdf cited in AWP 2021 Report under Output TUR_D_1.1.1 Key line ministries, parliament and local governments have enhanced awareness and capacity to develop and apply Gender – Responsive Budgeting (GRB) tools in planning and budgeting
Mentorship program, workshop on gender sensitive policies	2021-2022	CSOs benefiting from 10 CSOs project		UN Women supported women-led organizations, women’s networks and CSO’s working in the field of refugee response with tailored trainings and mentoring activities on issues like gender mainstreaming, advocacy, GBV and leadership to foster their active roles in their communities. In this regard, 10 CSOs were provided training on Ending Violence Against Women and Girls, PSEA and Gender Sensitive Disaster Risk Reduction by a

				partner INGO, Reach Alternatives. Two women's committee, Havva Women's Committee and Tomorrow Women's Committee were received mentoring on advocacy and leadership.
Women's Economic Empowerment				
Guidance on childcare	2018	Private sector companies	17	
EVAW				
Workshops to raise awareness about the impact of gender discriminatory working in local media	2018	Local journalists, CSOs	30	WSA partnership
Trainings on provision of legal support to VAW survivors	2021	Women lawyers, CSOs	+100 women lawyers, 9 CSOs	KAGIDER, KAGED and Foundation for Women's Solidarity, the Resident Coordinator's Office
Workshops and training to support women CSOs adopt and apply the standards and provisions in Istanbul Convention	2019-2020	CSOs and local service providers	141 CSOs + 167 local service providers	Sweden-funded UN Joint Programme on Preventing CEFM
Training program to increase community awareness and response on the role of men in prevention of gender discrimination and violence against women.	2019-2020	Fathers with children aged 3-11	1000	The Father Support Program ran by ACEV
tailor-made gender equality trainings	2019	Different audiences including Fenerbahce employees, sports people, and technical staff	24 volunteer internal trainers – total: 877 Fenerbahce employees and sports people. 123 volunteer trainers were reached through local planning and assessment meetings. 642 men were reached through 15 raising awareness workshop and 5 seminars. 510 men attended to the activities that were conducted by the local platforms consist of volunteer trained fathers. The total number of men who were reached through	Fenerbahçe SK – HeforShe collaboration

			activities of ACEV is 2479.	
Increasing knowledge on prevention and protection services related to VAWG & CEFM through awareness raising, lobbying capacity among others	2021	Women survivors of violence	168	Izmir Women Solidarity Foundation (IKDD) received a grant through single source small grant modality to further strengthen their system and to continue monitoring and providing support to survivors of VAW.
Prevention of Sexual Exploitation and Abuse: Corrective Actions/Investigation Webinar	2021	CSOs	8 CSOs -1 participant per CSO- participated	Strengthening civil society capacities and multi-stakeholder partnerships to advance women's rights and gender equality in Turkey' project
Capacity building programme on Applying Behavioural Science to reduce VAW in the Western Balkans and Turkey	2021	CSOs	2	EU funded UN Women regional programme "Implementing Norms, Changing Minds" on EVAW
Women Peace and Security and Humanitarian Action				
Skills training and other capacity building opportunities	2018 - 2019	Refugee women and girls	1002 + 577 + 463	Provided at the SADA Women's Empowerment and Solidarity Center established in Gaziantep/Turkey in partnership with UN Women's partners Gaziantep Metropolitan Municipality, ILO and ASAM - Association for Solidarity with Migrants and Asylum Seekers.
Trainings on monitoring, NAPs	2018	Women organizations	65	Supporting the Turkish Women's Union, under the Turkish component of the EVAW Programme - in partnership with GREVIO, Turkish Women's Union
Knowledge sharing - primarily in the context of the Gender in Humanitarian Action Training, based on the IASC Gender Handbook	2018	Multiple		RET Turkey, Refugee Support Center (MUDEM), Association for Solidarity with Asylum Seekers and Migrants, Habitat Association, Mavi Kalem Association, International Supporting Woman Association
Provision of funding, training, technical support, to organizations, institutions that play a role in humanitarian response and recovery	2019 - 2020	CSOs	3 + 5 + 7	SADA Women's Cooperative funding resources and building technical capacity, ILO and ASAM
Capacity building trainings and mentorship programmes	2019	CSOs	17	UN Women partnered with 5 out of the 17 CSOs through project cooperation agreements and provided financial support and technical oversight for implementing social cohesion activities.
Provision of training courses supporting vulnerable community members, including women, reporting increased access to income generating opportunities	2020	Vulnerable community members	1809	'Strengthening the Resilience of Syrian Women and Girls and Host Communities in Turkey, Iraq and Jordan' project

Trainings, mentorship, and provision of technical oversight to CSOs – social cohesion activities	2020	CSOs	18	18 local and national CSOs working on strengthening social cohesion benefitted from the capacity building trainings and one-on-one mentoring delivered by UN Women. In the reporting period, UN Women brokered new partnership with 4 out of the 18 CSOs through project cooperation agreements under the Small Grant Scheme
Provision of expertise on gender equality to the coordination mechanism through technical support and capacity building with the objective of increasing the gender responsiveness of the 3RP design and implementation.	2021	Humanitarian organisations	60	Regional Refugee and Resilience Plan (3RP) framework Turkey Country Chapter – ILO, ASAM
Provision of training, skills development programmes including language courses, digital skills courses etc.	2021	Refugee women and girls	7447	Regional Refugee and Resilience Plan (3RP) framework Turkey Country Chapter
Trainings to refugee women to support their access to income generating activities	2021	Refugee women and girls	2485	Regional Refugee and Resilience Plan (3RP) framework Turkey Country Chapter
Training and mentoring activities on a wide range of issues including gender mainstreaming, advocacy among others	2021	CSOs, women’s networks	12	Partnership with Association for Solidarity with Refugees and Asylum Seekers, Refugee Support Center MUDEM, Habitat Association, RET International, Foundation for Support to Women’s Work KEDV
Accountability to Affected Populations (AAP) PSEA training was conducted - UN Women provided the GAM training in Programing session.	2021	Participants from UN Agencies, appealing partners, and other members of the coordination platforms	150	Regional Refugee and Resilience Plan (3RP) framework Turkey Country Chapter

3.UN Women Ukraine Country Office’s Support to Capacity Development of Partners

Overview of capacity development in Ukraine Country Office

The evaluation period of 2018-2022 is aligned with UN Women Ukraine Country Office’s Strategic Note covering the same period: The Strategic Note focuses on the following impact areas of UN Women Strategic Plan:

- Impact 1: SP Outcome 2: Women lead, participate in and benefit equally from governance systems
- Impact 3: SP Outcome 4: All women and girls live a life free from all forms of violence
- Impact 4: SP Outcome 5: Women and girls contribute and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters, conflicts and humanitarian action.

Six out of seven Strategic Note outputs integrate capacity development interventions and capacity development is a major strategy in UN Women Country Office’s efforts to achieve its strategic goals. Analysis of annual budget plans for the 2018-2022 period also showed high planned allocations for capacity development, reaching 58.8% of the total planned budgets for the evaluated period (USD 18,327,241 for capacity development out of a total budget of USD 31,129,301). Taking into account conflicts in Ukraine since 2014 and ongoing invasion of Russia, Women’s Peace and Security is the impact area with the largest amount invested in capacity development (43% of the capacity development related budgets planned), followed by Leadership and Governance and Ending Violence Against Women.

Prior to the invasion in February 2022, Ukraine Country Office mostly aligned its capacity development efforts to major reform processes in the country, to the results of thematic research and learning from programme implementation and tailored capacity assessments. In the most recent period, initiated by the Programme Analyst, efforts were made to standardise the approach to capacity development and set all the processes from needs assessment to monitoring and evaluation. According to UN Women Country Office reports, following the invasion, women and children faced multiple challenges including humanitarian crisis, multiple forms of gender-based violence, including intimate partner violence, sexual exploitation and abuse, sexual harassment, conflict-related sexual violence and economic abuse. Women and children make 90% of refugees fleeing Ukraine and women girls on the move have been at a particularly high risk of becoming victims of violence and abuse. Protection is challenging, due to stretched capacities and engagement of protection services in defense and humanitarian response. In such an environment and with worsening of the conflict in the country, the Country Office focused on responding on the most pressing immediate demands from the national partners, including support in engendering humanitarian response and protection, capacity development of national partners for prevention and protection from gender-based violence and conflict related sexual violence. Any possible approach has been applied, including distance learning, advisory support, sharing resources and templates online or organizing short training sessions, often cut by air raid alerts. Still, the Government and Parliament stayed on track in advancing normative framework and building capacities in line with the international norms and standards, and UN Women was providing expertise and inputs.

Main partners supported by the capacity development in the period covered by evaluation are the Government ministries and agencies (national gender machinery, Ukrainian Parliament, Ministry of Foreign Affairs, Ministry of Interior, Ministry of Social Policy, Ministry of Temporarily Occupied Territories, National Agency for Civil Service, regional administrations, city councils, media, as well as a large number of civil society organisations, including organisations of vulnerable groups such as displaced women, women living with HIV, rural women and others).

The main donors supporting the Ukraine Country Office during the period covered by the evaluation have been: governments of Canada, Denmark, Norway, Sweden, Germany, Finland National Committee, European Union, UN Women’s Peace and Humanitarian Fund and Multi-Partner Trust Fund.

1. Focus of the case study

The case study in Ukraine was conducted based on the request of the Country Office to capture the developments of the capacity development approach as well to identify UN Women response to the needs of the national partners in the situation of conflict and refugee crises. Due to worsening situation in the field, the evaluation team conducted only short remote interviews with limited number of national stakeholders and the UN Women employees in the field. Interviews were focused on the partners’ needs and results in post-invasion period. All the findings related to the period before 2022, are based on the secondary sources of information, mainly desk review of the available UN Women reports and independent evaluations and therefore are not comprehensive.

2. Findings

CRITERIA	FINDINGS
DIAGNOSIS	Prior to the invasion, Ukraine Country Office mostly designed its capacity development efforts in line with the major normative processes in the country, followed by thematic research and learning from programme implementation and in some cases capacity assessments tailored to the specific interventions. However, after the invasion and in the situation of worsening conflict in the country, the Country Office focused on responding to the most pressing demands from the national partners.

How does UN Women assess the partner's capacity needs to ensure relevance of its capacity development interventions?

UN Women Ukraine Country Office's capacity development work is mostly focused on support to public sector and grass-root women's organisations and the local communities. The needs for support to the Government was usually based on the international commitments related to EU association and on women's rights and gender equality and the Government's demands. In particular those are: The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), The Beijing Declaration and Platform for Action, United Nations Security Council Resolution 1325 on Women, Peace and Security (UNSCR 1325), Sustainable Development Goals, the G7 Biarritz Partnership for Gender Equality and was shaped around processes of development and implementation of the national normative framework.

The most recent examples are providing international and national expertise to integration of protection and prevention of conflict related sexual violence into key national policies following the worsening situation in the field, or aligning of Ukraine's legislation with the Istanbul Convention, ratified in June 2022, by support to the working groups drafting the legislative amendments.

Earlier evaluations identified that the capacity development support, particularly with the Government stakeholders, was usually demand driven and flexible to gain commitment and ownership from the national stakeholders, which on the other hand led to engagement with extensive number of national stakeholders even beyond original plans¹⁵. This was assessed positive by the national stakeholders, but also stretched organisational capacities. Capacity needs assessments were reported by UN Women and several external evaluations¹⁶ with the Ministry of Interior and the Ministry of Community and Territorial Development, a study on understanding of masculinities in the security and defence sector based on the International Men and Gender Equality Survey (IMAGES) methodology; and a audits were conducted with the Ministry of Foreign Affairs and State Emergency Service to inform future cooperation, including their capacity development plans and normative improvement.

On the other hand tailored capacity needs assessments are identified with regards to civil society and grassroot organisations and stakeholders on lower levels of government, including for example capacity assessments among regional and local authorities on gender equality, gender analysis and gender-responsive budgeting, women, peace and security; capacity needs assessment among patrol, district police and juvenile prevention; needs assessment of community women prior to establishing community mobilisation groups and strengthening grass-root women's political participation. Community gender profiles (gender passports) were developed in local communities within the support to implementation of decentralisation laws, that provided guidance for policy advocacy and capacity development at the local level and post Russian invasion to guide response and recovery efforts.

In the context of COVID-19 crisis, Rapid Gender Assessment of the Situation and Needs of Women in the Context of COVID-19 in Ukraine was conducted and used over time to tailor the support to gender mainstreaming of the national response to COVID-19, country level UN Socio-Economic Response and Recovery Plan and inform the capacity development support to women in the local communities.

After the 2022 invasion, in a context of massive destruction and displacement of more than 6.5 million people, humanitarian support and protection of women were prioritised by both national partners and UN Women. UN Women invested efforts in advisory support in engendering humanitarian aid programming, budgeting and distribution. Partner's priorities refocused on defence and support to displaced persons, but there was a demand for UN Women's expertise in capacity development in gender responsive humanitarian aid, conflict related gender-based violence and

¹⁵ Mid-term Evaluation of "Enhancing Accountability for Gender Equality and Women's Empowerment in National Reforms Peace and Security", 2019.

¹⁶ Mid-term Evaluation of "Enhancing Accountability for Gender Equality and Women's Empowerment in National Reforms Peace and Security", 2019 and Gender-Responsive Cluster Evaluation of the UN Women Ukraine 2021 (covering two projects "Building Democratic, Peaceful and Gender-Equal Society in Ukraine" (2017-2021), funded by the Government of Norway and "Decentralization and Law Enforcement Reforms: Transformative Approaches to Gender Equality and Women's Empowerment in Ukraine" (2018-2022), funded by the Government of Denmark.

sexual violence, including how to report it and support the survivors. In addition to demands, in March, UN Women and CARE International also conducted a Rapid Gender Analysis of the humanitarian situation and drew out recommendations on how to improve humanitarian responses and ensure women’s participation in humanitarian response as well as that their needs are met. In October, in cooperation with Internews Ukraine another research was conducted on challenges encountered by young women affected by war in Ukraine to gather evidence on needs and priorities of young women affected by war and to be used for empowerment of young women to voice their concerns and demands. As reported by both UN Women and their national partners, long-term bonds and cooperation with partners and beneficiaries were of key importance to promptly gather the information on the needs from the field and tailor capacity development support. Still, the Government and Parliament stayed on track in advancing in normative framework and building capacities in line with the international norms and standards, and UN Women was providing expertise and inputs. These in particular included ratification of the Council of Europe Convention on preventing and combating violence against women and domestic violence (Istanbul Convention) and signing a Framework of Cooperation between the Government of Ukraine and the United Nations on the prevention and response to conflict related sexual violence. Measures to prevent and protect from sexual violence were introduced into the revised National Action Plan on UNSCR 1325 on Women, Peace and Security and the newly approved State Strategy on Equal Rights and Opportunities of Women and Men (EROW&M) by 2030 and the operational action plan on its implementation in 2022–2024, while UN Women provided expert support to process of alignment of the relevant national legislation to Istanbul Convention.

Based on the evaluation interviews and reviewed recent assessment of UN Women’s project in 2022¹⁷, UN Women remains a key partner and resource on gender equality in capacity-building for the public sector, in particular security, civil society and grass-root groups and local communities.

DESIGN AND DELIVERY

Design and content of capacity development interventions was largely suited to partners needs and expectations, thanks to either close long-term collaboration or participatory capacity needs assessments which helped to better tailor the interventions. It ranged from direct technical assistance provided by UN Women and national and international consultants to trainings and follow-up advisory support. Sustainability issue was addressed to different extent across programmes. In community mobilisation programmes, some space for strengthening the relevance of the capacity development to final beneficiaries was identified. Most recently, after the invasion and deterioration of security and humanitarian situation, UN Women managed to design and deliver advisory support and trainings on gender in humanitarian action, on gender based violence and conflict related sexual violence.

To what extent is the design of UN Women’s capacity development interventions aligned with the needs identified and objectives set at diagnosis stage?

As previously mentioned, prior to 2022, UN Women Country Office Ukraine designed its capacity development support primarily aligning it to key national reforms and based on the demand of its partners. In cooperation with the public sector institutions, direct technical assistance by embedded personnel financed by UN Women or part-time consultants was extensively used. For example, Mid-term Evaluation of “Enhancing Accountability for Gender Equality and Women’s Empowerment in National Reforms Peace and Security” in 2019 identified engagement of 15 full time national consultants embedded within 10 partner government institutions. This was further supported by capacity development trainings and technical assistance in coordination, monitoring and data collection related to implementation of relevant policies. Such design and delivery of the capacity development support was highly appreciated by the national partners, but on the other hand raised the issue of sustainability of the results relying on embedded personnel. Final evaluation of the same project also raised concerns about different level of institutionalisation of gender advisors and inconsistent capacities across the Government following the UN Women’s project support ranging from systemic effective changes to those not having capacity or power to influence and advance gender equality and women’s empowerment.

To what extent did the delivery provide an adequate learning environment / environment for change?

¹⁷ Project Assessment: Decentralisation and Law Enforcement Reforms: Transformative Approaches to Gender Equality and Women’s Empowerment in Ukraine, 2022.

Still, sustainability perspective was given due attention in the design of capacity development interventions and UN Women Country Office ensured all capacity development is conducted along the policy advocacy and in cooperation with the institutions mandated for capacity development of civil servants (such as the National Agency for Civil Service, pre- and in- service police training institutions and National Academy for State Border Service) and consequently integrated in their formal curricula.

The key advantages of UN Women capacity development support identified by the Government representatives was that UN Women was open and flexible to demands and it brought high level expertise and the models of practical implementation of the international standards in its capacity development support and contextualised it well in Ukraine.

With regards to the work with grassroots women, in the Eastern conflict-affected communities design integrated community mobilisation for empowerment approach closely linked with empowerment for policy advocacy at the local levels. This methodology involved establishment of self-help groups in the local communities, conducting community profiles, capacity building of the groups, identifying priority needs and follow-up support to facilitate interaction and advocacy with the authorities and ultimately monitoring and evaluation. The cluster evaluation found the methodology highly relevant for the aspect of empowerment and political participation of women, however suggested design of the intervention could have been more aligned with the beneficiaries needs. Specifically, stronger emphasis was placed on women, peace and security agenda (which was the primary objective of the project), but not on economic empowerment (which was identified as a priority by the beneficiaries). Still, the design of community mobilisation approach turned to be highly relevant for women's empowerment and agency as well as for their long-term bonding and leadership in crisis situations, including COVID and the most recent conflict and humanitarian crisis.

Capacity development design after the Russian invasion, was conditioned by the security situation in the field, but also aligned with the continued Government's dedication to policy reforms related to international and European Union standards and commitments. This usually involved engagement of international and national expertise to share knowledge in policy reforms, demand based online advisory support, delivery of knowledge products/briefs and tools and templates. In some cases live trainings were also possible, usually in brief sessions due to the air raids (for example trainings for police and civil society organisations on gender-based violence and conflict related sexual violence). With the support of international consultant on conflict related sexual violence, capacity development was provided to survivor support centres and practical handbook on survivor centred approach and working with victims was delivered. Training of trainers was used to support further dissemination of knowledge throughout Ukraine to police and protection services.

SYNERGIES AND FOLLOW UP

Capacity development provided by the UN Women Ukraine Country Office is usually a part of larger programmes aiming at institutional strengthening and community empowerment, therefore it was closely connected to other interventions such as policy work, research and awareness raising. There is space for further strengthening of systematic follow up and measurement of results, which was initiated prior to the most recent conflict escalation and therefore put on hold. Internal and external coherence of interventions, including capacity development support, was confirmed by all reviewed evaluation reports.

To what extent did the capacity building intervention provide continuous follow-up support and link with other relevant UN Women or external interventions?

Capacity development provided by the UN Women Ukraine Country Office has usually been planned and closely linked to other interventions such as policy work, research and awareness raising. This enables the Country Office to monitor progress and identify potential challenges and gaps in capacities and timely address them. The evaluation identified it was linked to the processes of development and/or implementation of the Law on Ensuring Equal Rights and Opportunities of Women and Men, National Human Rights Strategy 2021-2023 and its Action Plan, Social Programme on Ensuring Equal Rights and Opportunities for Women and Men, National Action Plan for the Implementation of the Recommendations set forth in the Concluding Observations of CEDAW for the period up to 2021, National Action Plans to Implement UN Security Council Resolution 1325 "Women, Peace and Security" until 2020 and until 2025, State Social Programme on Preventing and Combating Domestic Violence and Gender-Based Violence by 2025. UN Women

was recognised by the national partners, particularly in defence and security sector, as a unique international organisation with expertise in women, peace and security thematic area and the main partner for technical assistance and capacity development on gender equality and women's empowerment.

Internal and external coherence of interventions, including capacity development support, was confirmed by all reviewed evaluation reports. Internally, communication among the project teams was efficient, while Cluster evaluation identified the projects sometimes used the same staff or organised joint review and planning events in the field (related to community mobilization).

Externally, the evaluation reports identified UN Women Country Office's cooperation with the United Nations Development Programme (UNDP), United Nations High Commissioner for Refugees (UNHCR) on conflict-related sexual violence, the North Atlantic Treaty Organization (NATO), the Council of Europe, the United Nations Population Fund (UNFPA), the Organisation for Security and Co-operation in Europe (OSCE). The information on external cooperation's effects on capacity development is limited to cooperation with UNDP, which also uses community mobilization approach and where UN Women contributes by bringing in gender perspective.

While UN Women monitors capacity development results at the output level, the higher-level results are usually measured by external evaluations. There is space for further strengthening of systematic measurement of results, which was recognised by the Country Office and actions were initiated to strengthen this aspect prior to the most recent conflict escalation. More recent capacity development initiatives integrated capacity needs assessments and baselines, tool to measure progress in knowledge (pre- and post-tests) and follow-up interviews to capture the application of knowledge and skills, including beyond the scope of the project. However, due to escalation of conflict those processes were put on hold.

HUMAN RIGHTS AND GENDER EQUALITY

Capacity development interventions are clearly linked to women's rights international frameworks. Perspective of the most vulnerable groups of women is integrated in the programme management from its design phase.

To what extent did the capacity development intervention address underlying causes of gender inequality and the needs of vulnerable groups?

As previously mentioned, UN Women Ukraine Country Office work, including its capacity development interventions, is strongly aligned with international framework and linked to harmonisation of national legislation or programmes with international standards. With Ukraine being affected with conflict since 2014, the Country Office has integrated capacity development support to displaced persons in all its interventions. Integration of other vulnerable groups' needs and perspectives was also ensured and mentioned in the results-based frameworks, including support to women living with HIV, women veterans, survivors of gender based violence, women with disabilities, women - single heads of households. Issue of conflict related sexual violence was highly prioritised by both UN Women Country Office and the national partners.

CHANGE AT INDIVIDUAL, ORGANIZATIONAL AND SYSTEMIC LEVEL

Capacity development support to partners results in changes at all three levels, with most evidence for changes at individual and organisational level. While at systemic levels, there is strong evidence of capacity development resulting in improvement of the legal framework on gender equality and women's empowerment, there is a disproportion of investment and effects on the side of the budgeting and implementation of the laws.

To what extent did the capacity development support bring change at individual, organizational and systemic level?

Technical assistance and trainings to the government counterparts contributed to development of a number of gender equality and women's empowerment policies. Those are inter alia: the most recent ratification of the Istanbul Convention, development of the National Action Plans 1325 and the recent revision to strengthen measures related to gender based violence, human trafficking, conflict related sexual violence and monitoring and evaluation., approval of the State Social Programme on Ensuring Equal Rights and Opportunities for Women and Men until 2021, introduction of the gender equality targets in the Government Annual work Plans, The Roma Strategy and Action Plan, the National List of Indicators for Gender Equality Monitoring, the Methodological Recommendations on Gender Impact Assessment of Sectoral Reforms, the Methodological Recommendations on the Amendment of Collective Agreements with Provisions to Ensure Equal Rights, the Law on

Amendments to Legislative Acts of Ukraine to Ensure Equal Opportunities for Mothers and Fathers in Child Care (introducing paid paternity leave), Amendments to Legislative Acts of Ukraine on the Implementation of Provisions of International Criminal Law and Humanitarian Law (strengthening prevention and the protection of women who experience conflict-related sexual violence) etc. However, available evaluation reports raised question of disbalance of investments into capacity development for policy development and capacity development for their budgeting and implementation, with recommendation for the latter to be strengthened. In 2022, UN Women supported capacity development on conflict-related sexual violence international frameworks, national regulations and referral pathways and available services for CRSV survivors in key public institutions. This included training of 145 public officials (126 women, 19 men) from the National Police, Ministry of Social Policy, Ministry of Internal Affairs, Ombudsperson’s Office and regional administrations.

The community mobilisation for empowerment approach involved more than 700 women from Eastern Ukraine and led to establishment of close to 90 self-help groups. Women involved in the programme have improved their self-confidence, awareness on their rights and priorities, learnt how to develop projects and advocacy actions and built their policy advocacy skills. At the systemic level, the evaluation reports demonstrate significant increase of women’s participation in decision-making in the targeted local communities. Evaluations also found attitudes of men and decision-makers towards women’s participation have changed and their actions are considered welcome. However, the evaluations also found a disconnect between the number of self-help groups recommendations identified and the number that was adopted by authorities. From close to 380 recommendations, only 34 were adopted by the local governments, which implies further need for long term support in building enabling environment for results. UN Women gathered additional information that the capacities of many of the trained women sustained over time and in the most recent crisis they took leadership in evacuations, distributing humanitarian aid and organising shelters. Additionally, in the most recent conflict, UN Women supported mobilisation of 420 women from war-affected regions (Zaporizhzhia, Chernihiv, Sumy and Kirovohrad) into women’s community groups and provided them trainings on human rights, gender equality and the women, peace and security agenda, who started to address the urgent needs of women and girls in their communities and engage with the local governments in humanitarian action and implementation of local gender action plans.

At the social-norms level, UN Women has worked with the media to change how gender equality and women are portrayed in the regional and local media and how they address gender-based violence. Based on the external reviews and UN Women reports, media capacity development reached 206 media professionals and resulted with increased awareness and strengthened skills for gender responsive reporting. The results were shown even after the Russian invasion, with professional coverage related to women who suffered from war, women’s leadership in the institutions and communities.

While the capacity development support in 2022 raised awareness on women’s rights and gender issues in the situation of war and humanitarian crisis, it is too early to capture any results in terms of application of knowledge and skills.

EFFICIENCY

Reviewed documentation confirms high level of efficiency of UN Women’s work on capacity development, with some challenges in management of large number of consultants in technical assistance processes. Partners and beneficiaries are satisfied with efficiency, openness, flexibility and responsiveness of UN Women Country Office. Gaps in capacities in gender and humanitarian actions were addressed by support of other UN Women country offices and Country Office team’s own learning.

To what extent are UN Women’s organizational processes and structures, and its human, financial and

Overall, the evaluation interviews and review of available documents showed partners and end beneficiaries were satisfied with the collaboration with UN Women, including its efficiency, flexibility, openness and responsiveness. While UN Women presence at the central level was found strong, Cluster evaluation found there was a need for expanded field offices with additional specialist staff to provide sufficient and stronger technical assistance to partners.

technical resources, adequate to provide capacity development support to partners?

While not explicit on capacity development, all evaluation reports confirm effective project management, reaching of outputs and efficiency in financial management and funding allocation. The final evaluation of the Project “Enhancing Accountability for Gender Equality and Women’s Empowerment in National Reforms Peace and Security” mentions challenges in management of the large number of national consultants embedded in the ministries due to overload of the project manager with policy, operational and administrative tasks and lack of monitoring and evaluation support. There is no full-time personnel dedicated to capacity development, but it is managed by the programme managers.

The Country Office also reported operational limitations with no modality to provide small grants to grassroots civil society organisations to support them in application of knowledge and skills gained. The issue was raised multiple times but addressed only recently through Small Grants Policy.

At the onset of Russian invasion, UN Women Ukraine Country Office lacked technical expertise on gender in humanitarian action and support from UN Women Country Offices in Jordan, Afghanistan and Myanmar was provided as well as learnings from the Headquarters.

SUSTAINABILITY

UN Women Ukraine Country Office integrated sustainability perspective into its overall programming, investing efforts in technical assistance to the Government in development of the enabling legal framework, aligned with international standards, adjustment of institutions’ internal procedures and systematization of jobs and strengthening of capacities of public officials for gender mainstreaming in their work. This was done often in partnership with National Agency for Civil Service and other institutional training mechanisms and gender education was integrated into their curricula. Still, sustainability was continuously challenged by high turnover of staff in partner institutions and insufficient funding to support implementation of the developed policies. Sustainability is also evident at the grassroots level in developed women’s leadership and networks.

How sustainable are the results from UN Women’s support for capacity development?

The most recent war and humanitarian crisis, proved sustainability of strong bonds and relationships built between UN Women and its partners at national and local levels. National partner’s commitment for gender equality remained high. It is too early to provide any forecast of sustainability of the current UN Women support to partners in Ukraine, due to unpredictable and constantly changing situation.

Prior to 2022, sustainability perspective had been integrated into overall design of the Strategic Note and projects of the Country Office. Strong elements are:

- holistic approach in programme design and implementation which embeds capacity development in a wider reform support (together with policy advocacy, building enabling environment and awareness raising);
- strong link to international commitments (international human rights and women’s rights conventions, EU integration reforms) and national reform agenda, including contribution to development and implementation of national policies.

Participatory approach to needs assessment has been recognised and initiated but interrupted by the most recent conflict, while the aspect of policy implementation (with related processes of mentoring and coaching) still need to be strengthened. Gender and human rights knowledge has been maintained in the national institutions, particularly National Agency for Civil Service which is capacitated to replicate trainings.

Evaluation reports also indicate strengthening of communication and networking, particularly at the regional and local level among gender based violence protection services, including the police; as well as among grass-root organisations, women leaders and the local decision-makers.

Still, evaluation reports see frequent turnover of staff in public sector, particularly among senior decision makers and changes in government budget allocation priorities and unequally developed capacities across the public sector and at its local levels as threats to long term sustainability.

3. Conclusion

Even in the current war and humanitarian crisis situation, the capacity development provided by Ukraine Country Office maintained its relevance and the organisation continued to be a primary partner to the Government and civil society when gender equality and human rights are concerned. Thanks to adaptive and flexible programming, UN Women managed to adjust to the war context and respond to the capacity development demands, providing trainings, advisory support, knowledge products, engaging national and international expertise in areas of reforms related to alignment of the national legislation to international commitments, revision of the women, peace and security policies in the context of war, gender in humanitarian action and prevention and protection from conflict related sexual violence. However, it is too early to make any conclusion of the results.

Prior to the latest conflict, Ukraine Country Office has started to standardise and strengthen its approach to capacity development recognising the importance of participatory design, support to policy development but also implementation, support to networking and agency of women at the local level and long-term follow-up and measurement of the results, but those efforts needed to be placed on hold. Results from capacity development in Ukraine are found at all observed levels, individual, organizational and systemic level, with substantial results at first two and normative results in the latter.

There is space for further strengthening of support to implementation of laws, policies and action plans and support to partners, including grass-root organisations in application of their knowledge and skills. There is also space for strengthening follow up and evaluation of systemic impact level changes and further fine-tuning of interventions based on lessons learnt to ensure stronger evidence of that result level.

4. Recommendations

Diagnosis

Continue efforts to standardise approach to capacity needs assessment. In addition to alignment with international commitments and national priorities, the Country Office should continue and strengthen research, capacity needs assessments, institutional audits, as much as the context allows. Still, in rapidly changing context and needs, flexibility in programming and response to the demands of the major partners was welcome and needs to be continued.

Design

Continue flexible approach in the design taken since the invasion, combining on-line, hybrid events, continuous advisory support, timely provision of information and knowledge products. As many of the results identified in the evaluation are of normative nature, the design should plan the follow-up and hands on support to partners in implementation of the new knowledge and skills.

Follow up, monitoring and synergies

Monitoring and evaluation of capacity development interventions should be strengthened for stronger evidence on how the knowledge is applied, what the challenges are and if they are caused by the lack of capacities or a complex environment. This will also provide learning on to what extent sustainability has been built with the institutions and civil society and help better tailor future capacity development support or other actions. Synergies of capacity development with policy advocacy and awareness raising should be continued and continuously strengthened.

Efficiency

Due to the severe conflict and rapidly changing working environment, continue to prioritise safety of personnel and consultants engaged on providing capacity development, ensuring their capacities for work in emergency situation are further build, they are aware of security, safety and evacuation plans and procedures, as well as empowered and provided psychological support.

Sustainability

Within the scope of monitoring and evaluation, strengthen the assessment of effectiveness of embedded or long-term consultants supporting the partner institutions and the extent to which their knowledge and skills are filling the capacity gaps within the institution or have rather influenced the capacity strengthening in those institutions.

4.UN Women Moldova Country Office’s Support to Capacity Development of Partners

***Purpose:** To assess effectiveness of the UN Women Moldova Country Office support to capacity development of national stakeholders and efforts to create enabling environment for partners and beneficiaries to apply learnt knowledge and skills*

At a Glance

Capacity development is an essential part of UN Women Moldova Country Office Strategic Note 2018-2022 and its Theory of Change across all three impact areas – Women in Leadership and Governance, Women’s Economic Empowerment and Ending Violence Against Women. This involves capacity development efforts of a wide range of national stakeholders: the government in translation of international standards on gender equality into national gender responsive policies; empowerment of female politicians and aspirants at all levels; development of women’s business and entrepreneurship skills and increasing their employability; capacity development and networking of protection services in cases of gender-based violence; strengthening CSOs’ services and watchdog function, amongst others.

The Country Office follows all stages of capacity development management cycle, from needs assessment to design, delivery, implementation and evaluation, with stronger focus on the initial stages. Majority of results are achieved at individual level of the beneficiaries and reflects in advanced self-esteem, knowledge and skills, awareness raised, application of small-scale initiatives or beneficiaries’ position in the communities and, in some cases, new or better jobs and income generation. Results in institutional and organizational change are still limited, however, significant achievements have been made at the normative level and efforts are invested in implementation. There is however space for strengthening organizational evaluation and impact assessment efforts to collect evidence-based data on the results of specific interventions as well as on challenges that beneficiaries of capacity development initiatives face when they apply knowledge and skills in the real context.

This case study aims to capture key results of the capacity development interventions of the Moldova Country Office, flagging key strengths and areas for improvement.

Strengths	Weaknesses	Opportunities	Challenges
<ul style="list-style-type: none"> • Awareness and application of the entire capacity development management cycle • Research, needs assessment • Application of different types of capacity development interventions • Ability to provide quality expertise • Strong networks with institutions and organizations • National and local level interventions • Institutionalization of capacity development initiatives 	<ul style="list-style-type: none"> • Non-standardized quality assurance mechanisms • Lack of strategies for wider scale replication 	<ul style="list-style-type: none"> • Coherence with other UN and development partner’s initiatives • Further engagement with private sector • Stronger follow-up (evaluation and impact assessment) • E-learning approach become more and more relevant • Development of corporate UN Women and UN training modules 	<ul style="list-style-type: none"> • Insufficient ownership in national stakeholders over results of capacity development • Turnover of government officials • Lack of financial resources in the beneficiary institutions to sustain implementation • Lack of resources for adjustment of existing e-modules to the local needs

8. Capacity Building in Moldova Country Office Strategic Note

The most widely accepted definition of ‘capacity’¹⁸ is ‘the ability of people, organizations and society as a whole to manage their affairs successfully’¹⁹. Capacity development is defined as ‘the process whereby people, organizations and society as a whole unleash, strengthen, create, adapt and maintain capacity over time’²⁰. In the context of this case study this relates specifically to strengthening UN Women national partners’ capacities in support of results in gender equality and women’s empowerment²¹. The intention of capacity development is not for increased knowledge per se but for acquiring knowledge to do things differently and modify habits and practices and facilitate lasting and systemic change over longer periods of time.

Capacity development is a prevailing strategy of UN Women Moldova Country Office in its Strategic Note 2018-2022 and the Theory of Change across all three thematic areas. All 10 outputs in its Development Results Framework are focused on building the capacities and knowledge of different target groups. 10 out of 21 output indicators clearly refer to the number of different groups with built capacities and knowledge and envisage several thousands of beneficiaries capacitated over the Strategic Note period.

Review of annual budgets showed that in the period 2018-2022, close to 38% of the total budget or 80% of Development Results Framework, was planned for capacity development related activities²².

The evaluated Strategic Note 2018-2022 includes Theories of Change for each impact area which all suggest that one of the key preconditions for change is that the national stakeholders have the capacities to assess the needs, analyze and improve legislation related to political participation, gender responsive governance, development and care economy and prevention and protection from all forms of violence. It envisages change on individual, organizational/institutional and systemic level, to create enabling environments for all women and girls to enjoy their rights.

Therefore, this case study aims to assess capacity development efforts of the Moldova Country Office, including reflecting on:

- how needs were assessed
- what capacity development strategies were applied
- how capacity development was tailored to the beneficiaries’ needs
- how end beneficiaries reacted to assistance provided
- to what extent it enabled learning, attitude/behavior change
- application of knowledge and organizational and institutional changes

Since 2018, the UN Women Moldova Country Office has implemented various capacity building initiatives focused on government officials, parliamentarians and local councilors, female political candidates, media, civil society organizations and individuals belonging to the vulnerable groups. Capacity development efforts mostly materialized on training and technical assistance, but in some cases was supported by creation of enabling environment or provision of financial support to apply learnt knowledge and skills.

Table 1 Overview of capacity development interventions by UN Women Moldova Country Office in the period 2018-2021 that supported capacity development of up to 4000 persons per year:

Impact area / Topic	Format	Target group
1.1 Women in Leadership and Governance		

¹⁸ This case study uses definitions outlined by the ongoing corporate formative evaluation on capacity development: Inception Report: Corporate Formative Evaluation of UN Women’s Support for Capacity Development of Partners to Respond to the Needs of Women and Girls at National Level, 2021.

¹⁹ OECD DAC, 2006, The Challenge of Capacity Development - Working towards Good Practice

²⁰ Ibid.

²¹ Adapted from UN Women, 2021, Key Lessons Learned on Capacity Development

²² UN Women’s RMS system, accessed April 26th 2022. Calculation is based on the description of the activities in the annual work plan budgets.

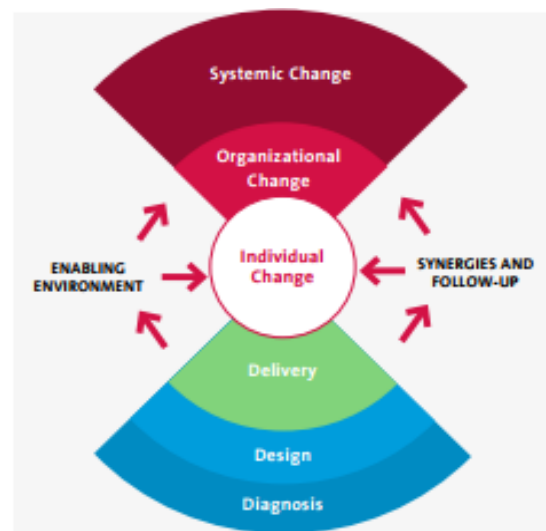
Gender mainstreaming in policymaking and budgeting (national and local level)	Training, mentoring, technical assistance, peer support	Public servants from local and central public authorities mayors, local councilors
Gender sensitive budget monitoring	Training	CSOs, public servants of the Ministry of Finance, Ministry of Labour and Social Policy
Political leadership, human rights, gender equality and active engagement in local decision making	Training, coaching	Women candidates in elections countrywide, women leaders, aspirant candidates from Gagauz minority
Leadership and local governance	Training, coaching, financial support to implement actions/local initiatives	Newly elected women mayors and councilors
Gender inclusive electoral process, combating sexism and violence in elections	Training	Members of Central Election Commission and main Apparatus, including team of trainers from the Centre for Continuous Electoral Training (CICDE) and members of Election Commission of ATU Gagauzia
Advancement of quality of services and policy advocacy for gender equality	Training, technical assistance	CSOs, including Platforms (including Transnistrian region and Gagauzia)
1.2 Women Peace and Security		
Localisation of Women, Peace and Security agenda	Training, technical assistance, peer exchange, financial support to implement actions	Ministries and agencies in security and defense, women's associations from defence and security sectors CSOs
Human Resource Management and NAP on UN SCR 1325	Training and technical assistance	Human Resource representatives at police inspectorates
2. Women's Economic Empowerment		
Business administration and financial education in COVID-19 context	Training and mentoring	Women entrepreneurs and business owners
Entrepreneurship, business management and application of Women's Economic Empowerment Principles (WEPs)	Training, mentoring, financial assistance	Women entrepreneurs and business owners, including from vulnerable groups ²³
Science, Technology, Engineering and Mathematics (STEM) and IT skills	Certified courses, scholarship, networking with employers	Young women and girls
Economy of care	Workshops on how to integrate gender equality and care into policy packages during the response and recovery from COVID-19	Public policy makers, civil society organizations and representatives, gender and women's human rights activists, trade unions, private sector actors, and interested academics
3. Ending Violence Against Women		
Multidisciplinary approach to ending violence against women and best practices in application of the law	Training of trainers, training, mentoring, study visits	Police, service providers from multidisciplinary teams, paralegals, CSOs
Economic empowerment	Advisory support, information on opportunities	Women survivors of violence
Gender equality, prevention and combating hate speech and sexism, LGBTIQ rights	Training, mentoring, financial support to implement actions	Youth in local communities
Harmonious relations in the family	Adaptation of existing curriculum, training	Teachers
COVID-19 psycho-social resilience and prevention/protection measures	Training	CSOs
Collecting administrative data on domestic violence	Training	Social Assistance Territorial Units
Gender dimensions of the HIV/AIDS and access to services	Training, mentoring	HIV affected population

²³ Women from rural areas, women with disabilities, single mothers, women migrants, survivors of violence, minorities.

1. Capacity Development Evaluation Framework

The framework for this case study drew upon earlier UN Women evaluations and related capacity development case studies²⁴ as well as upon the approach presented in the Corporate Formative Evaluation of UN Women’s Support for Capacity Development of Partners to Respond to the Needs of Women and Girls at National Level²⁵. The approaches were inspired by: observing design and implementation of the intervention and changes caused at individual and organizational level, and the extent to which enabling environment was created for application and sustainability of the results; 3) [Kirkpatrick’s model](#)²⁶ exploring participant’s reaction to the training, learning of knowledge and skills, ability to apply them and cause impact and 4) [COM-B model](#)²⁷ emphasizing that behavioral change requires developing capabilities and existing opportunities and motivators.

Data was collected through desk review of UN Women reports, implementing partners’ reports and training records, evaluation interviews and a survey administered among the identified end beneficiaries of UN Women’s capacity development related interventions (150 / 30% of total 500 responded; 90% female, 9.3% male, 1 person didn’t want to respond).



Diagnosis	Was a capacity needs assessment completed and how? Were all relevant stakeholders including vulnerable groups involved? Have existing capacities and context been taken into account?
Design	To what extent does the capacity building intervention respond to identified capacity needs? Are the learning objectives clear and adult learning techniques used? To what extent does it identify strategies for ensuring sustainability?
Delivery	To what extent did the delivery provide adequate learning environment? Was there an appropriate selection of beneficiaries who will likely act as agents of change? Are beneficiaries satisfied with the quality of delivery?
Synergies and Follow-up	Does UN Women ensure synergies of its capacity development interventions and synergies with other compatible initiatives? Is beneficiaries’ success in application continuously assessed?

²⁴ For example [UN Women Pakistan Country Portfolio Evaluation + Audit \(2021\)](#), inspired by 1) UN Women’s evaluation framework used for Regional Evaluation on UN Women’s Capacity Development Initiatives in East and Southern Africa focusing on criteria of diagnosis of the problem to be addressed with the training, design and delivery of the training intervention and follow up to support application²⁴; 2) Capacity Development Evaluation Framework of the Food and Agricultural Organization²⁴

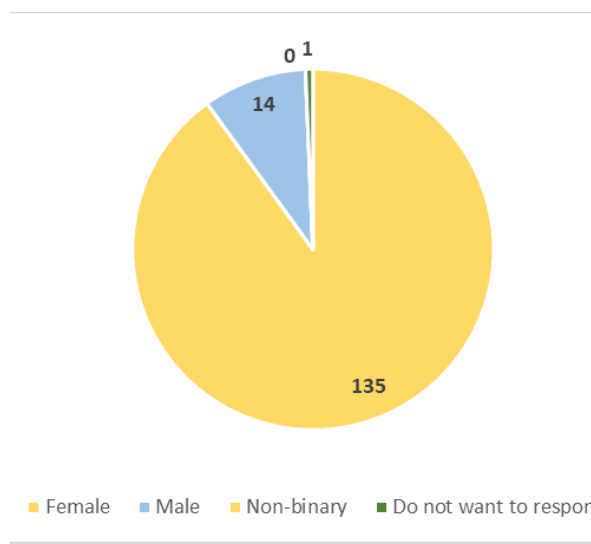
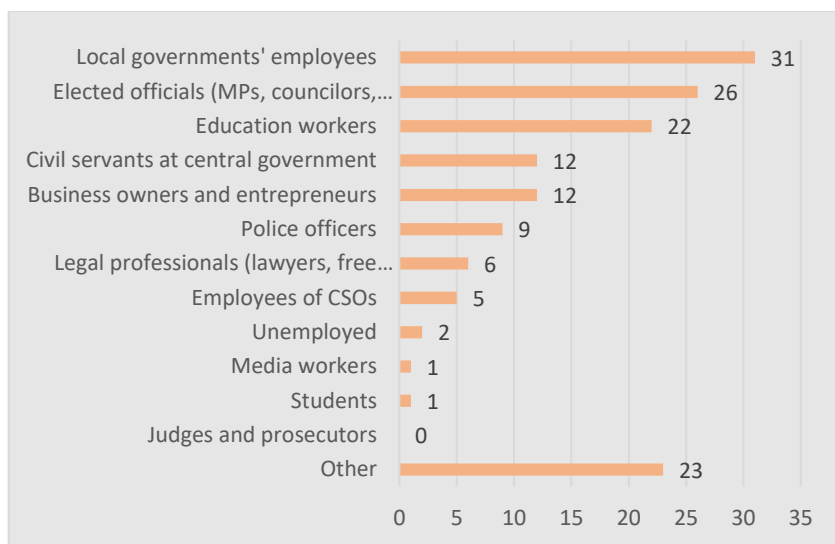
²⁵ Inspired by capacity development frameworks presented in [Capacity development: A report prepared for the United Nations Department of Economic and Social Affairs \(2016\)](#) for the 2016 Quadrennial Comprehensive Policy Review

²⁶ <https://www.kirkpatrickpartners.com/Our-Philosophy/The-Kirkpatrick-Model>

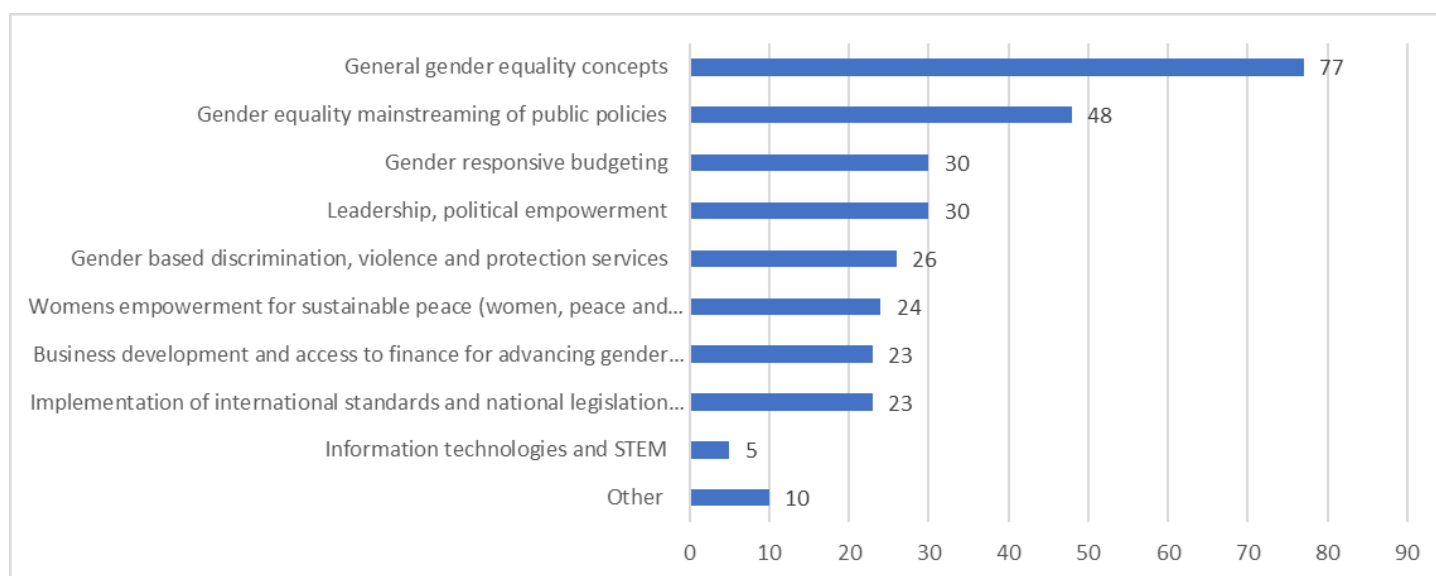
²⁷ <https://implementationscience.biomedcentral.com/articles/10.1186/1748-5908-6-42>

Enabling Environment	What were the enablers and barriers to application of learnt knowledge and skills and did the overall UN Women program address them?
Individual Change	To what extent did the intervention enhance beneficiaries' functional and technical skills and their knowledge? To what extent do they use gained knowledge and skills and what are the effects?
Organizational Change	To what extent did the intervention contribute to changes adopted by the organization or community? Did the capacity building contribute to adoption of: internal policies / strategies / framework / programs / curricula and allocated budgets, changes in internal organization, gender sensitive institutional response etc.
Systemic change	Did the capacity building intervention contribute to ownership and sustainability of the results, transformational change in addressing gender equality and women's empowerment and lasting positive effects on women's and girls needs and rights.

Figures 1 and 2: Respondents by professional group and gender identification



Figures 3: Primary thematic areas of capacity development intervention in which survey respondents participated



2. Key Findings

CRITERIA	FINDINGS
DIAGNOSIS	UN Women assesses capacities of beneficiary groups through research and earlier experience in cooperation with those groups and occasionally through tailored capacity needs assessment. In some of the interventions, perspectives of vulnerable groups were well integrated in the capacity needs assessment and helped to further tailoring the interventions (for example leadership for Roma women).

Was a capacity needs assessment completed? Were all

As per interviews with the Moldova Country Office and partner organizations, beneficiaries' needs in the context of capacity development related interventions are usually identified based on:

relevant stakeholders including vulnerable groups involved? Have existing capacities and context been taken into account?

- continuous research of UN Women and its partners (policy analyses in the area of electoral legislation, care economy, research on support services to survivors of gender-based violence, feasibility study on implementation of temporary special measures to promote gender equality in security and defense sectors etc.)
- learnings from previous implementation;
- consultations with the stakeholders before implementation and
- consultation with experts engaged for capacity development.

Tailored needs assessments linked to a specific capacity development intervention/training were occasionally applied by implementing partners through policy and institutional review and surveys:

- the Academy of Public Administration administered a survey and assessed normative framework²⁸ related to a series of trainings for public administration on gender mainstreaming of public policies, gender responsive budgeting and implementation of Women, Peace and Security Agenda;
- Contact Centre administered a survey in between the initial training and coaching and mentoring for councilors in the 1st mandate; as well as for initiatives for women leaders, aspirants and candidates and women entrepreneurs in Gagauzian Autonomous Territorial Unit;
- Needs for mentorship program of paralegals were identified based on their performance during the training that preceded the mentorship.

Most of the respondents among UN Women and key partners in the evaluation interviews were convinced the capacity needs were well assessed and 90% of surveyed beneficiaries agree or strongly agree that the capacity development was relevant for the work they do, while close to 10% were not sure and one person disagreed. However, it is important to note that, unless capacity development explicitly aimed at some target groups (for example development of political leadership skills for Roma and minority groups, women with disabilities, or economic empowerment of those groups and rural women) their perspective was either not involved or involved based on the background information available from research and experience.

DESIGN

UN Women understands capacity development as a synergetic process of various initiatives. In many cases, in addition to training, the strategy involved mentoring, coaching and technical assistance as a follow-up to facilitate application of learnt knowledge and skills and sustainability of results. Implementing partners' reports and end-of-training evaluations suggest design of capacity development initiatives mostly responded to the identified needs.

To what extent does the capacity building intervention respond to identified capacity needs? Are the learning objectives clear and adult learning techniques used? To what extent does it identify strategies for ensuring sustainability?

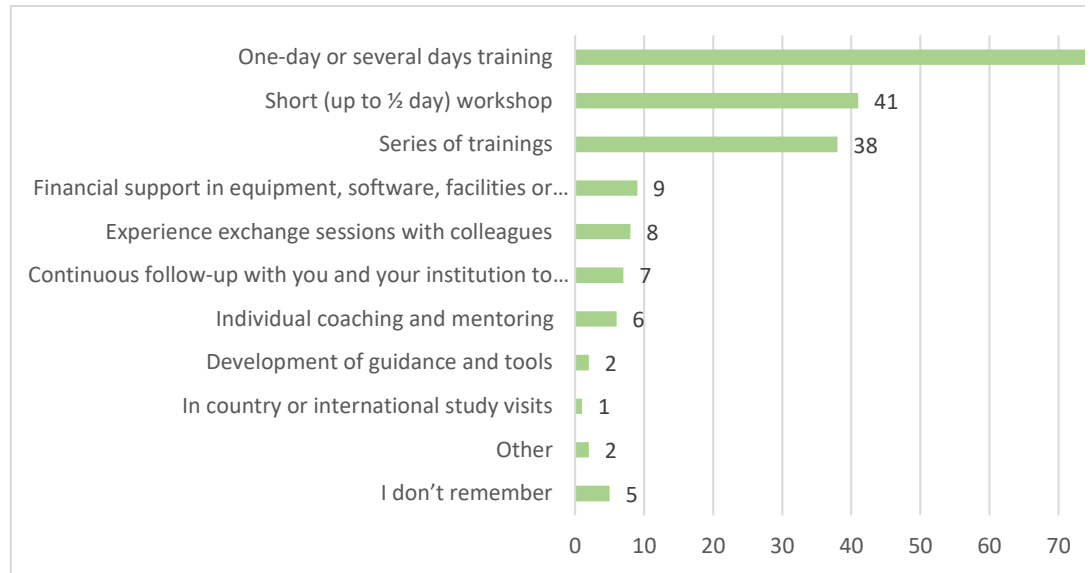
UN Women Moldova Country Office and its partners' capacity development interventions included different strategies, such as in person and virtual trainings (from ½ day awareness raising workshops to several days or weeks training programs), coaching and mentoring in gender mainstreaming of public policies and their implementation, and gender responsive budgeting. Some interventions went even beyond, financing small community actions/initiatives to support local female leadership and business plans implementation to support income generation of vulnerable women.

Satisfaction with the design of the capacity development interventions, was evaluated usually in trainings, through end-of-training evaluation questionnaires, which showed positive reflections on the training design (scores 4 on a 1-4 scale or score above 9 on a 1-10 scale used). Satisfaction with the design is usually linked to the application of interactive techniques, use of case studies and scenarios, videos and simulations to complement the theoretic framework presented.

In the evaluation interviews, several respondents recognize provision of combination of knowledge and skills-oriented training and other forms of capacity development that would support opportunity to apply knowledge and skills in practice.

Figure 4: Format of capacity development interventions in which survey respondents participated

²⁸ Report on the analysis of central and local governments institutional framework for gender mainstreaming, 2021



Mentorship and technical assistance and networking were often integrated in the design. On a wider scale, capacity development is also coherent with UN Women's wider normative efforts to create an enabling environment for change and facilitate institutional and systemic changes and allow for application of new knowledge and skills. Some of the training efforts also included institutionalization (for example courses designed and delivered by Public Administration Academy were approved and became a part of regular Academy's portfolio, while entrepreneurship, start-up and IT skills' support was integrated into already existing packages of ODIMM's or IT Alliance's capacity development programs).

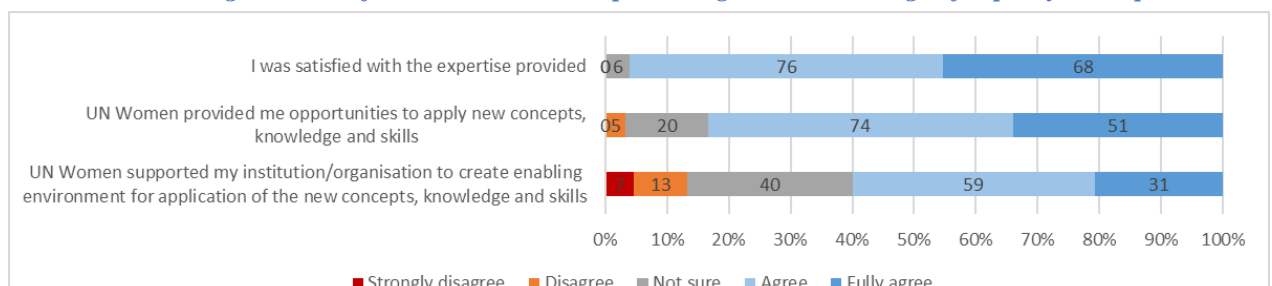
There is a mixed practice on how UN Women's implementing partners develop objectives of capacity development interventions. This could be seen particularly in the trainings. Sometimes the objectives are too general or too ambitious comparing them to the intervention provided (for more information see Annex 1 to the Case Study).

COVID-19 pandemic largely pushed capacity development support to on-line space, which according to beneficiaries, affected the effectiveness of this type of interventions. This is especially the case of public authorities officials, who had to combine their work, i.e. manage their daily agenda in parallel with participation in online events.

Due to the COVID-19 pandemics, most of the capacity development initiatives moved to on-line space. This challenge could not have been taken into account at the design stage of the interventions developed prior to pandemic. In some cases, the design was adjusted to the new environment and the daily duration of the course was shorter (for example training for paralegals on professional conduct in cases of violence against women, adjusted to 4 hours), while in some it remained a full day program (7-8 hours, for example in leadership trainings).

96% of respondents to the survey were satisfied with the expertise integrated into capacity development support. Training beneficiary survey showed that most of the trained participants perceive they were supported by UN Women in application of learnt concepts (more than 80%) and UN women supported their institution or organisation in creating enabling environment for application (60%).

Figure 5: Satisfaction with various aspects integrated in the design of capacity development



DELIVERY

Overall impression is that UN Women Moldova Country Office and its partners provided an adequate learning environment and delivery corresponded to what was envisaged by the design. COVID-19 pandemic partly affected delivery of capacity development initiatives and some challenges were reported by UN Women, implementing partners and end beneficiaries (lack of technical capacities of all participants to use provided technologies, in some cases limited interactivity of the sessions or limited interaction as participants didn't have or didn't use cameras during the sessions).

To what extent did the delivery provide adequate learning environment? Was there an appropriate selection of beneficiaries who will likely act as agents of change? Are beneficiaries satisfied with the quality of delivery?

Methods of delivery were largely affected by COVID-19 pandemic as most of the capacity development events were moved online. Key challenges were that the beneficiaries were not used to participation in online events, sometimes had difficulties to connect due to lack of equipment or stable connections. Due to lack of IT skills, no advanced on-line learning applications were used, however trainers used videos, power point presentations, scenarios, case studies and practical exercises. Some trainings and events were organized in-person. Across UN Women's portfolio, beneficiaries and partner reports confirmed that training agenda and delivery were consistent with the design and the knowledge products that were provided. Use of videos, case studies, scenarios, discussion of specific cases (particularly in WILG and EAW programs) and mentorship were emphasized as beneficial aspects of design and delivery. There is a high level of satisfaction with the capacity development delivery and experts engaged, based on end-of-training evaluation questionnaires. This was confirmed by the evaluation survey, where 97% agree or strongly agree that during the delivery experts provided clear instructions on how the new concepts, knowledge and skills can be applied.

To ensure appropriate selection of participants as envisaged by capacity development design, UN Women's strategy was to closely cooperate with well-established partners who already have good connections with the institutions and end beneficiaries or are mandated with professional development of target groups (for example Academy of Public Administration, Law Enforcement Training Center of the Ministry of Interior, ODIMM, Association of IT Companies, etc.), which turned to be efficient based on the representation of various groups in the events.

Based on the evaluation interviews and implementing partner reports, UN Women insisted on monitoring of participation of women from vulnerable groups in the capacity development interventions. Monitoring of capacity development initiatives is conducted within projects and provided for annual reporting. However, there is no overall comprehensive database with key information on all the capacity development interventions and disaggregated data on beneficiaries within the UN Women Moldova Country Office portfolio.

Measurement of knowledge, post training evaluation and reporting of implementing partners are not standardized and reviews and quality assurance rely mostly on implementing partners reports and less on the monitoring by UN Women employees.

SYNERGIES AND FOLLOW UP

UN Women Moldova applies a variety of capacity development strategies in synergy, providing opportunities to apply knowledge and skills and assisting beneficiaries in development of their knowledge and skills through practice. Monitoring of beneficiaries' progress is ensured for the duration of the programmes, while there is a space for long term follow-up and refresher actions. As UN Women has limited resources, it engages with national institutions and networks to increase the reach of its interventions and support

institutionalization and ownership. Potential synergies with other development partners could be further considered.

Does UN Women ensure synergies of its capacity development interventions and synergies with other compatible initiatives? Is beneficiaries' success in application continuously assessed?

UN Women Moldova CO and its partners and beneficiaries recognize efforts to provide synergy of various capacity development strategies to enhance the effectiveness of the intervention. This reflects in practice, for example in:

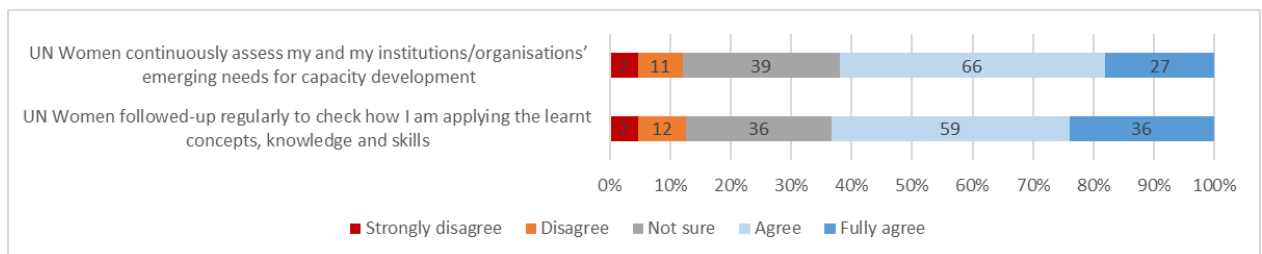
- gender responsive budgeting followed by technical assistance to improve budgets at the central and local government level;
- IT skills trainings business development activities were followed by small grants, career orientation sessions or networking with employers to support the sustainability;
- political leadership training for female councilors and mayors was followed up with grants to support small scale interventions in the communities related to improvement of services and infrastructure;
- trainings on the application of legal framework on violence against women were followed by mentorship and support to multidisciplinary teams at the local level;
- organization of refresher courses, meetings for exchange of best practices between different professionals (their upscale is suggested).

Documentation reviewed and evaluation interviews showed that synergies are ensured across UN Women's impact areas and that results achieved in Women in Leadership and Governance thematic area (stronger networks and capacitated female politicians) synergistically work with Women's Economic Empowerment and Ending Violence against Women thematic areas through support to normative and systemic changes. Some information was also provided on synergies with other UN agencies (UNAIDS, ILO, OHCHR, UNFPA, UNICEF) in capacity building efforts on human rights and gender equality, shadow reporting, gender and environment. There are also promising initiatives of cooperation with UNDP, UNICEF and UNFPA on building capacities of Women's Parliamentary Causus and the OSCE on confidence building program in Transnistrian region, where UN Women supports women's participation in dialogue between the central Government in Moldova and de-facto authorities in Transnistria over 13 thematic priorities.

Several respondents consulted during the evaluation mentioned UN Women does not have sufficient resources to financially support development interventions in the field or to replicate the results achieved on a wider scale. One of the strategies to mitigate this challenge is to engage with the national institutions and networks (see section on Delivery). Environment for replication of its good practices across UN system has not yet been built (due to challenging UN coordination environment and already stretched UN Women personnel).

UN Women Moldova Country Office monitors progress of its beneficiaries in the duration of the programmatic intervention or up to one year after the completion of the capacity development intervention, collecting data on delivered capacity development support, number and type of interventions and key immediate effects of the programs. This corresponds with the evaluation survey, where 62% of respondents confirmed UN Women followed-up regularly to check how they were applying the learnt concepts, knowledge and skills and 61% confirmed UN Women continuously assess their and their institutions/organisations' emerging needs for future capacity development.

Figure 6: Follow-up to capacity development interventions by UN Women



Establishment of the comprehensive data-base (excel table) elaborated before, could further facilitate follow-up to capacity development. Implementing partners' reports (including results measurement tools applied) vary in the format and quality of information provided, which can further challenge follow-up and there is a space for improvement of their consistency. There is also no information on use of learnings from capacity development interventions across UN Women Moldova Country Office impact areas.

ENABLING ENVIRONMENT

UN Women Moldova Country Office extensively engages in networking and coordination, normative support to the Government, which are considered by the Country Office, its implementing partners and beneficiaries key strategies that support enabling environment for engagement of developed capacities and building of ownership and sustainability of the results. While achieved normative results are significant, further technical and financial support to implementation is necessary as well as building of institutional ownership over promoted policies and practices.

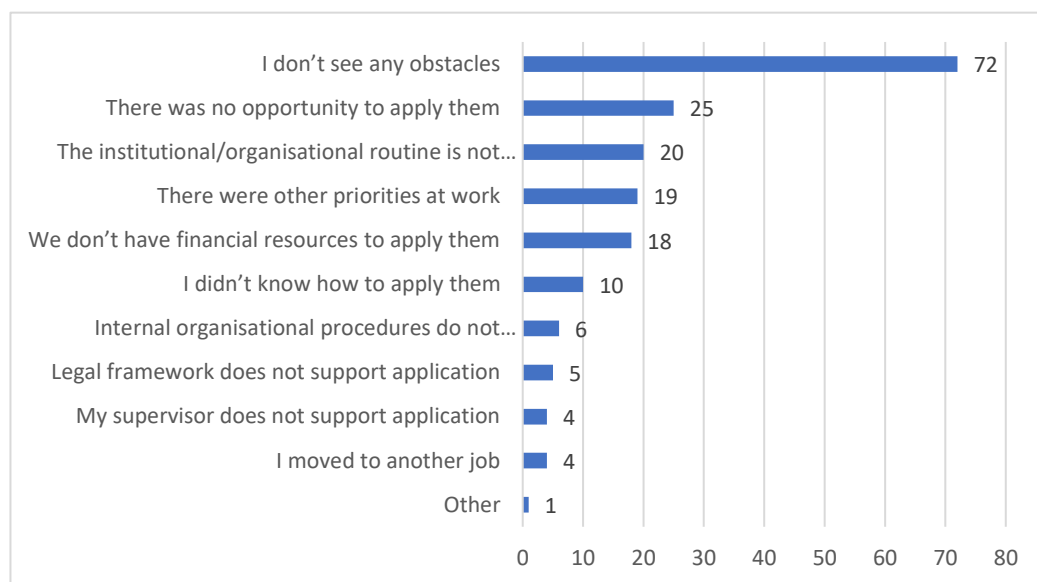
What were the enablers and barriers to application of learnt knowledge and skills and did the program address them?

UN Women engages in coordination and networking with the key government institutions as well as with parliamentarians (Women's Parliamentary Caucus) and local councilors. Two major women's CSOs platforms are consulted and actively engaged - National Platform for Gender Equality and Coalition for Life Without Violence and numerous individual organizations to ensure continuity in agency and sustained exchange of expertise. Continuous assessment of the legal framework has been conducted (for example assessment of the alignment of national legislation with Istanbul Convention, analysis of electoral legislation, labor related legislation etc.). Based on those, UN Women and its partners' advocacy efforts contributed to development or improvement of the national policy framework in all three impact areas, which is recognized by the partners as building of enabling environment for better application of knowledge and skills gained through capacity development. UN Women engages also in numerous coordination groups to support gender mainstreaming in development programs at the level of UN (UN Country Team, Results Groups, thematic groups) and development partner's community (Women's ambassadors groups, coordination with donors).

While supportive, all those actions are insufficient without a conducive environment being built in the national stakeholders' organizations and institutions too. Currently, evaluation interviews show there is an increased level of awareness on human rights and gender equality in the institutions and less resistance, however with exception of individual champions, ownership and agency has not yet been built. Some promising practices are involvement of senior officials in central institutions, mayors and heads of departments in local governments and getting their support to the programs. As previously mentioned, 60% of the respondents perceive UN Women supports their institutions/organizations to create enabling environment for application of learnt knowledge and skills.

While 48% of the respondents do not see any obstacle at their workplace to apply learnt knowledge and skills, 52% of respondents see obstacles to the application and the key challenges observed include mainly lack of opportunities to apply knowledge and skills (16.6% of respondents); institutional and organizational routines (13.3% of respondents); other priorities set up by the institution than those that the participants were trained for (12.6% of respondents); and lack of financial resources for application (12% of respondents). Other, less frequent obstacles, were insufficient knowledge for independent application, lack of support by supervisors and organizational policies, while some respondents perceive the legal framework is unsupportive as well.

Figure 7: Key barriers to application of knowledge and skills



Overall, UN Women is still seen as the engine to push the application of knowledge forward.

INDIVIDUAL CHANGE

At the individual level, the evaluation identified advancement of knowledge and skills and awareness raising (programmes across three impact areas), increased self-esteem and self-confidence and agency (leadership programs for female politicians and programs on countering gender-based stereotypes for youth). UN Women Moldova Country Office and its partners introduced helpful tools to monitor this level of changes, such as pre- and post-testing, evaluation questionnaires focused on change and follow up contact with beneficiaries.

To what extent did the intervention enhance beneficiaries' functional and technical skills and their knowledge?

Pre- and post- testing conducted by implementing partners showed improvement of knowledge and skills at a rate between 7% and 36% (depending on a program and baseline score in the pre-testing). Reports from ending violence against women training for police and paralegals, show that between 43 and 61% of participants had the "adequate" level of knowledge after the training. Evaluation questionnaires that integrated questions on advancement of knowledge and skills and readiness for independent application also showed somewhat lower scores than the satisfaction with the training. Therefore, decision of UN Women and its partners to design capacity development with other forms of interventions, such as coaching, mentoring and technical assistance was appropriate to provide hands-on support.

To what extent are the target beneficiaries implementing/using gained knowledge, technical skills and demonstrating changes and attitudes, behaviors and practices?

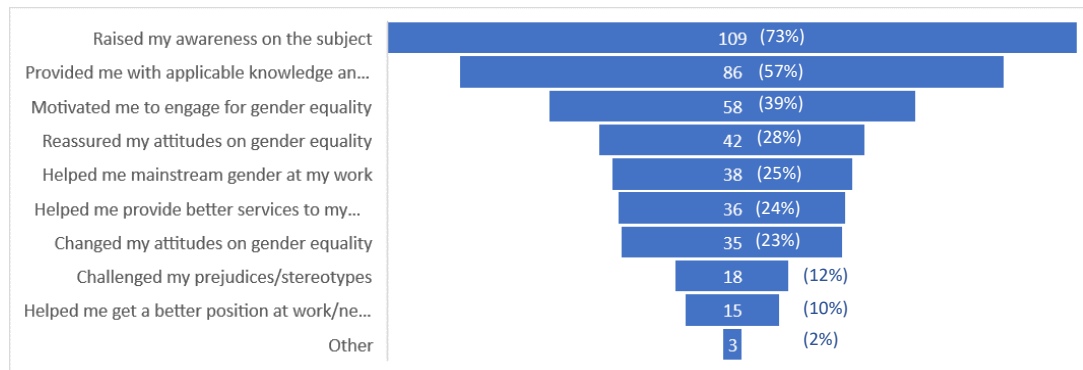
Government representatives and police officers consulted for the evaluation, reported improvement of knowledge and awareness on the issues presented in the trainings. Some of them mentioned this was beneficial in their work on policy planning, addressing domestic violence cases, and recognition of opportunities for advancement of position of women in police and security forces, but that further support and social norms change in the institutions are required to become more confident and more motivated for application. Local governments' representatives involved in leadership, local government management and mentoring programs also reported increased self-confidence and

empowerment to discuss and initiate local development initiatives. Female political candidates increased self-esteem and were empowered to participate in the campaign (examples of Roma women candidates and women with disabilities), while in addition to that elected councillors and mayors recognize the importance of small-scale initiatives that were provided through UN Women programmes to contribute to community development and increase their visibility.

In case of women’s economic empowerment related initiatives, the reports show that almost all women and girls who enrolled the IT skills development programme successfully passed the final exams, while the implementing partners reported that around 20% of those provided training remained active in IT sector, either continuing their education or starting independent work or getting employed. Business development activities also provided advancement of knowledge and skills to 400 women (of which 70% were from rural areas), 40 of which were provided additional technical assistance and financing and registered their business (leading to total of 80 new jobs created).

According to the survey, most respondents see the effect of the capacity development initiatives in awareness raising on gender equality (72.6%) and acquainting new applicable knowledge and skills (57.3%), followed by increased motivation to engage for gender equality (38.6%) and reassurance in the attitudes on gender equality (28%), ability to mainstream gender at work (25.3%) changed attitudes on gender equality and ability to provide better services to clients (23%). 15 respondents (10%) confirmed getting a new or better job position, thanks to the capacity development support provided by UN Women.

Figure 8: Key results of UN Women capacity development interventions at individual level



58.7% of respondents reported having applied learnt knowledge and skills often and 8.6% regularly. 18.6% reported applying them rarely, while 15.3% never apply them or were not sure about the frequency of application of knowledge and skills. Most of the examples mentioned in narrative responses relate to building self-esteem to engage in political life in the community, hold public speeches, do better research on gender and presentations, strengthened ability to analyze documents and policies from gender perspective all of which if consistently applied could lead to higher level results too.

ORGANISATIONAL CHANGE

Capacity building support seems to be effective in identifying and building champions in institutions who apply knowledge and skills in their work. Evidence of changes affecting organizations mostly are reflected in normative improvements and gender responsive budgeting.

To what extent did the intervention contribute to changes adopted by the organization or

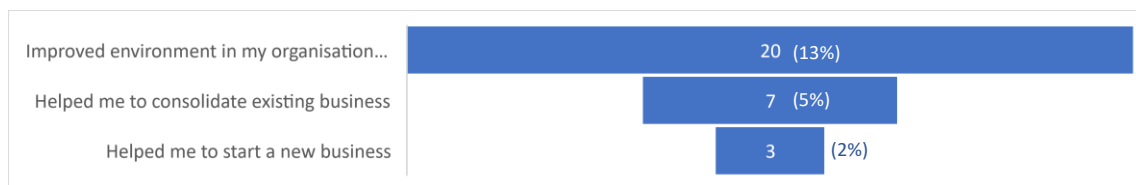
Evaluation interviews and survey confirm both UN Women and some beneficiaries’ efforts to initiate changes within their institutions and organizations. As reflected in reports, gender responsive budgeting initiatives were supported by UN Women in 22 localities from Cahul and Ungheni regions, which allocated 2% of their total budgets for year 2022 to implement actions on preventing and combatting violence against women. According to the UN Women’s implementing partners’

community in response to the capacity building efforts?

reports, 42 localities across the country, including 4 towns (Cahul, Ungheni, Cornesti and Cainari), embedded gender specific targets and performance indicators in 186 budgetary sub-programmes relevant to advancing gender equality at local level, such as culture, sports, street lightning, road infrastructure and education. For the first time these budgetary programmes reflect the different needs and priorities voiced by women and men during participatory processes, incorporate sex disaggregated data and gender indicators to measure progress towards advancing gender equality. With UN Women’s technical assistance, the Ministry of Defense and the Ministry of Interior introduced policies on prevention and combating sexual harassment, however results of the application are still not known. Development of similar policy framework is in progress in customs services and penitentiary institutions. Several businesses following UN Women’s capacity development conduct self-assessment and undertake measures to improve working conditions for women and exchange good practices.

As some examples of the results at the organisational level, surveyed beneficiaries identified improved environment for gender equality in their institutions/organisations; consolidation of existing business or establishment of a new business.

Figure 9: Key results of UN Women capacity development interventions at organizational level



Several respondents also mentioned in narrative replies in the survey administered to end beneficiaries, they used knowledge and skills and achieved results in gender responsive budgeting at the municipal level, gender mainstreaming of development strategies, better integration of human rights perspective in their work and building the legal case.

In the interviews conducted in the context of this evaluation, key identified obstacles that prevented organizational changes included lack of financial resources, lack of motivation among employees, high turnover of staff, other competing organizational priorities and usual organizational routines.

Table 2: Overview of results reported by UN Women Moldova Country Office in the period 2018-2022 across all three impact areas

Impact area / Intervention	Result	Effects on vulnerable groups
1.1 Women in Leadership and Governance		
Leadership and campaigning training and empowerment	Of 1,057 women trained, 748 ran for local elections as mayors or local councilors	Of the 38 Roma women trained, 14 ran for elections with 4 being elected Of 47 trained women with disabilities, 8 women with disabilities ran for local elections of which 6 were elected
27 elected local mayors and councilors developed community-based initiatives	Improvement of local services, cleaner environment; improving accessibility to public buildings, increasing safety in public spaces for women and girls.	Some projects involved improvement of accessibility projects for persons with disabilities
Online platform https://gender.monitor.md/ for reporting gender-based discrimination, violence, sexist speech and violence against women in elections (2020)	144 cases of gender-based discrimination and violence registered, out of which 65 related to violence against women, 79 to sexist speech; topics brought to public discourse and policy discussions	

Continued support to interactive e-portal for gender statistics in Moldova – Gender Pulse	Gender-disaggregated data accessible to decision-makers and the public	
2. Women’s Economic Empowerment		
42 investment projects co-financed by UN Women and the Government	80 new jobs created through 40 supported business ideas of young women	70% of projects implemented in rural areas
Business development programme	160 women of 600 enrolled in the business development programme started new business	
31 women-led IT start-ups provided technical and financial assistance (accelerator programme)	15 generated sales within one month of the trainings of approximately EUR 10,500 (USD 11,765) 8 reached product state	58% of the founders from vulnerable groups (rural, youth, unemployed, female headed households, survivors of domestic violence).
Support to digital promotion of businesses	Women from 17 companies digitized their businesses with websites and advertised their products on e-commerce platforms	
IT training	20 women, from 550 who received knowledge and skills, managed to get a job in ICT field or accomplish first successes in launching their own projects ²⁹	
IT bootcamps for youth	160 of 1143 girls and boys got guidance on the future career choice and essential skills for tech jobs	
Provided tool for private sector to assess their status and progress in application of the Women’s Empowerment Principles (WEP)		
3. Ending Violence Against Women		
Policy and capacity development, financial support to service providing CSOs. Video campaign: 17,000 women reached country wider; media campaign: cca. 920.000 of inhabitants were reached; virtual reality tool	Contribution to creation of supportive environment, improvement of quality of services and empowerment of women and girls to report violence. In 2021, the number of protection orders increased by 11,80% in comparison to previous year; reported cases in 2021 increased by 7,22% in comparison to the previous year	Survivors of violence supported, some empowered to provide peer to peer support sessions to other survivors.
Policy support and capacity development	Established first specialized service for victims of sexual violence	Survivors of sexual violence
Capacity development of cca 250 youth to combat gender stereotypes, old social norms and which are the available services in cases of gender-based violence	12 videos produced and promoted by participants, reflecting how to stop sexual harassment, how to identify the	Majority of youth involved from rural areas

²⁹ Implementing partners assessed the results are higher than at the time of the report and that around 20% of total number of capacity development beneficiaries stayed in some way connected and engaged by IT industry.

signs of sexual harassment, bullying, gender equality etc. 9 community-based initiatives and campaigns implemented on gender equality and anti-discrimination topics

SYSTEMIC CHANGE

Sustainable and systemic change has been initiated by normative efforts of UN Women and building of champions within targeted institutions and organizations. Still, further development of ownership and enabling environment is necessary to sustain the results.

To what extent has the capacity building intervention brought change to final beneficiaries, organizations and communities?

Through its capacity development, technical assistance and policy advocacy interventions, UN Women contributed to development or improvement of the national policy framework in all three impact areas prioritized in the Strategic Note 2018-2022, which is recognized by the partners as building of enabling environment for better application of knowledge and skills gained through capacity development.

List of major achievements over the Strategic Note 2018-2021 period included:

- Ratification of the Istanbul Convention (2021)
- Action plan for Implementation of Istanbul Convention 2021-2022 – included submission of the 2nd draft package of harmonized criminal legislation to Parliament and Intersectoral protocol on EVAW
- Regulation for the establishment of the first ever specialized service for victims of sexual violence at the District of Ungheni
- New Action Plan for EU accession, combating corruption, and reform of the justice includes specific goals for the advancement of gender equality (2020)
- The Law to align provisions applicable in civil legislation with the Istanbul Convention (2020)
- Regulations to prevent and combat sexual harassment in security and defense (2020)
- Gender mainstreamed local development strategies and gender responsive budget allocations in municipalities of Cahul and Ungheni (2020)
- Participatory development of the National Program on Prevention and control of HIV/AIDS and Sexually Transmitted Infections (2021-2025)
- Continued work on GRB in cooperation with the World Bank and Ministry of Finance for conducting the Assessment of the Public expenditure and Financial accountability framework (PEFA) (2020)
- Gender mainstreamed National Development Strategy „Moldova 2030“ (2019)
- Introduction of gender quota in the Electoral Code (2019)
- National Program on the Implementation of UN Security Council Resolution 1325 on Women, Peace and Security for 2018-2021 and the Action Plan on its implementation (2018)
- National Strategy on preventing and combating violence against women and domestic violence for 2018-2023, with an Action Plan, structured based on the four pillars of the CAHVIO (2018)
- Continued advocacy for Women Empowerment Principles, particularly equal pay and alternative child-care services, include Labor Code, the Law on security and health in work, the Law of pay etc. – on reflecting the realization of Women Empowerment Principles (WEPs)
- Government approval of the gender inclusive [Occupational Classificatory \(CORM 006-2021\)](#) which has over 80% out of 5600 occupations/positions with feminine equivalents attested in lexicographic sources

UN Women supports effective and efficient implementation of the aforementioned laws, building of the national ownership and sustained practices is still challenging. UN Women provided a contribution to systemic changes, through its support to gender sensitive statistics which can serve as a solid foundation for future reforms; support to multidisciplinary teams to better synchronize and respond to violence at the local level.

Impact assessment of capacity development interventions to identify how beneficiaries apply learnt knowledge and skills and to what extent it can be linked to any higher level organizational or systemic change are not conducted.

3. Conclusion

UN Women has applied its capacity development approach conscious of all stages of capacity development management cycle (needs assessment, design, delivery/implementation and monitoring and evaluation) and of the need to apply different capacity development strategies and ensure follow up support to end beneficiaries. The CO is still more focused on the first stages of the capacity development interventions with follow up and less in the evaluation of specific initiatives, but still manages to capture key results and collect human interest stories.

Capacity development as delivered by UN Women and its implementing partners provides most of the results at individual level of beneficiaries which is reflected in advanced knowledge and skills, self-esteem and confidence, awareness raised, application of small-scale initiatives or improvement of beneficiaries' position in the communities, in some cases new or better jobs and income generation. Results in institutional/organizational and systemic change are dominantly happening in the normative area of UN Women's work with some examples of emerging systemic practices or practices implemented by enthusiastic and committed champions in the institutions and organizations.

As capacity development represents the key part of UN Women's strategic note, there is a space for introduction of quality assurance mechanisms, standardization of the monitoring, progress measurement and reporting tools and templates across UN Women and its implementing partners to be able to better tailor the follow up support and better understand changes that are happening, and enablers and barriers that affect the beneficiaries of capacity development when they try to apply knowledge and skills.

4. Recommendations

As the Country Office demonstrated strong approach to capacity development, the recommendations are focused on more specific areas that can further enhance its effectiveness and efficiency.

Recommendation 1: NEEDS ASSESSMENT

Further standardization of the approach of capacity needs assessment and continuation of good practice of aligning with capacity needs assessment of the institutions in charge for professional development of public officials would be welcome in order to strengthen quality assurance at this stage. This can be operationalized as follows:

- Continue to follow and expand application of the corporate guidelines on capacity needs assessment³⁰;
- Depending on the importance and scope of the intervention, apply tailored needs assessment related to a specific capacity development programme or its component (e.g. training). Even with limited financial resources, this can be done at minimum through 1-2 focus groups with relevant stakeholders to fine tune the intervention;
- Capacity needs assessment, should also take into account cross-sectoral perspectives, including civil society perspective and perspective of end beneficiaries, including vulnerable groups. Needs identification based on learnings from research, previous programs and experiences should be continued.

Recommendation 2: DESIGN

Good practice of design of complex capacity development interventions integrating different types of support (mentorship, coaching, technical assistance) should be continued. It should be clearly distinguished in the design phase

³⁰ GENDER EQUALITY CAPACITY ASSESSMENT TOOL:

https://trainingcentre.unwomen.org/RESOURCES_LIBRARY/Resources_Centre/2_Manual_Gender_Equality_Capacity_EN.pdf

what is realistic to be achieved with the training, coaching and mentoring (realistic learning objectives) and clear plan for immediate follow up should be developed, whenever possible including financial incentives and building enabling environment for application of knowledge and skills and support institutional and systemic changes. Possibility to interact with programs of other UN agencies and development partners, particularly towards replication of successful models at a larger scale should also be explored. This can be operationalized as follows:

- Standardize formats through which UN Women and its implementing partners present the capacity development design, particularly around realistic and measurable learning objectives; capacity development strategies, risk assessment, measurement of results and reporting);
- Review learning objectives of the existing capacity development portfolio and check their validity;
- Identify opportunities for follow up, synergies at the design state and use them in the implementation;
- Integrate evaluation and impact assessment plan (if relevant) at the capacity development design stage. Impact assessment can be applied to selected complex capacity development interventions;
- Discuss the capacity development program with the UN and other development partners and national stakeholders at the very beginning of design and identify other programs which can support sustainability of results of UN Women's on capacity development and potentially provide replication of good models;

Recommendation 3: DELIVERY

Cooperation with trusted and proven partners in capacity development should be continued. Delivery techniques that were confirmed as success by beneficiaries, such as practical guidelines and tools, case studies, videos, virtual reality, follow up advisory support, coaching and mentoring should be used whenever possible. Digital gaps in capacity development providers and beneficiaries should be assessed and development of digital skills should be appropriately supported. Still, when possible in person events should be preserved. This could be operationalized as follows:

- Organize periodic capacity development reviews with long-term partners to support learning and improvement;
- If needed provide IT skills and training on use of new technologies and innovation in capacity development to implementing partners;
- Assist end beneficiaries with use of IT and new capacity development methods if needed;
- Continue synergies with existing partners active in the area of IT skills development;
- Strengthen cooperation with local partner local public authorities (LPAs), including community libraries which were previously equipped with computers and internet, including IT skills development of librarians³¹;

Recommendation 4: FOLLOW UP AND MEASURING CHANGE (MONITORING AND EVALUATION)

Practice of close follow up with end beneficiaries should be continued after the trainings so that application of knowledge and skills is monitored and adequately supported. Evaluation and impact assessments should be introduced in capacity development interventions in order to support UN Women's accountability as well as learning for future capacity development initiatives. This could be operationalized as follows:

- Establish an overall data base with key information on all the capacity development interventions and disaggregated data on beneficiaries within the UN Women Country Office Moldova Portfolio. Data base could be central and filled by project managers via collaboration platforms (e.g. sharepoint);
- Develop a Monitoring, Evaluation and Learning Plan for capacity development at CO level, focused on measuring change produced through implemented activities and projects and creating internal incentives for learning in course of implementation.
- Such internal knowledge should be used to strengthen internal coordination and communication between clusters / Strategic Note strategic areas;

³¹ <https://novateca.md/en/>

- Develop standardized tool for evaluation and reporting on interventions and apply by UN Women and implementing partners across organizational portfolio to enable comparative analysis;
- Use evidence from the above as quantitative and qualitative data for evidence-based decision making, advocacy work and a more consistent and strategic design of other programmes (including programmes developed in response to changing context). This can support sustainability of results of UN Women’s on capacity development, replication of good models and identification of the best (needs-based) interventions needed, and overall programmatic approach.

Annex 1

The evaluation team reviewed two training programmes and related implementing partners reports and did rapid assessment of their key features, including objectives, design, content, reported results and provided feedback on strong aspects and those that require UN Women Moldova Country Office’s attention.

<p>“Contact” Centre (Civil Society Organization): Newly Elected Women Councilors Empowerment Programme</p> <p>2 x 2 day trainings on communication and public presentation, leadership, budgeting at the local and regional level, conflict resolution and mediation;</p> <p>Satisfaction and knowledge measured: High level of satisfaction with content and trainers performance, Advanced knowledge on pre- and post- testing</p> <p>Follow-up: 27 developed initiatives benefiting 30.000 women and men in 27 communities (environment, local infrastructure, utility services, max. 29200 MDL / 1600 USD)</p> <p>Strong aspects: Strong alignment with capacity development theory - training + mentoring + action; measuring change at individual and community level;</p> <p>Requires attention: Sustainability and institutionalization</p>
<p>Academy for Public Administration: “Civil Servants and Public Officials for Gender Equality” – series of trainings on gender equality and gender mainstreaming</p> <p>Analysis conducted</p> <p>Series of trainings delivered: Gender Equality in Public Administration /2 day program/ 117 participants; Gender Sensitive Budgeting /1 day program/ 82 participants; Gender Sensitive Budgeting /2 day program/; Women Peace and Security /1/2 day program/; 106 participants on-discrimination and gender equality / 94 participants; Gender Equality in public administration – policy analysis /2 day program/ 77 participants; Gender Responsive Budgeting for Financial Divisions / 2 day program / 59 participants;</p> <p>Satisfaction and knowledge measured: High level of satisfaction with content; Advanced knowledge on pre- and post- testing</p> <p>Strong aspects: Followed capacity development cycle; institutionalization; reach to targeted audience; accredited trainers</p> <p>Requires attention: Learning objectives at the level of awareness, knowledge and attitudes – sometimes too ambitious and not in line with the approach and content provided</p>

Annex 2

List of capacity development interventions delivered by UN Women Moldova CO and its partners in the period 2018-2021³²:

Impact area / Format & Topic	Timeframe of implementation	Target group	No. of participants	Project
Women in Leadership and Governance				
Gender mainstreaming in policymaking and budgeting, and securing safe workplaces (2021)	2021	Public servants from local and central public authorities	More than 4000	Sida SN support. Overall WILG capacity development
Training, mentoring, technical assistance and peer support at local level and expert advise for engendering local governance and financing. (2021)	2021	Local government employees, mayors, local councillors	428 (409 F, incl. 30 mayors)	Sida SN support and EU -EVA Women in partnership with CALM, Contact Cahul and IVC, NGO AXA and Gender Centru
Training on gender mainstreaming in public policies and gender responsive budgeting	2018-2021	Public servants in central and local governments	626 (incl. 8 women with disabilities, 12 minorities, 36 youth) + 21 + 21 + 159 + 87 + 50	Sida SN Support in partnership with the Moldovan Congress of Local Authorities and Academy of Public Administration, Centre for Partnership and Development
Regional Gender Responsive Budgeting Training	2018	Ministry of Finance and the Ministry of Health, Social Protection and Family	2	Sida SN support. Organised by the International Monetary Fund and Joint Vienna Institute in Austria
Leadership, human rights, gender equality and active engagement in local decision making (2021)	2021	Women leaders / aspiring candidates from Gagauz minority	57	Sida SN support in partnership with CSO "Centrul-Contact"
Violence against women in elections (2021)	2021	Members of Central Election Commission of ATU Gagauzia	15 (10 F)	Sida SN support. UNW in partnership with CSO "Centrul-Contact"
Technical assistance and capacity development for advancement of quality of services and policy advocacy for gender equality	2021	CSOs (including Transnistrian region and Gagauzia)	18 large and 26 grassroots CSOs	Sweden SN support and EU – EVA
Gender inclusive electoral processes, combating sexism and gender-based political violence) (2021)	2021	Women from youth wings of political parties	70 (including 7 women with disabilities and 3 Roma)	Sida SN support. in partnership with Women's Democracy Network and Afina
Localisation of Women, Peace and Security agenda, 17 training sessions and mentorship	2018-2019	Ministry of Defence, Ministry of Internal Affairs, General Police Inspectorate, Customs Service, National Penitentiary Administration, Carabinieri General Inspectorate, General Inspectorate for Emergencies, National Public Security	177 (2018-2019)	Sida SN support. Includes the Agreement with Academy of Public Administration

³² Based on the UN Women annual and project reports and evaluation interviews. Not necessarily the evaluation team managed to capture information on all capacity development interventions and all the target groups reached.

		Inspectorate, General Inspectorate of Border Police		
Human Resource Management and NAP on UN SCR 1325		Human Resources representatives from the General Police Inspectorate and representatives from 18 regions	37 (20 F; 17 M)	Sida SN support. Conducted by Gender Centru
Localisation on Women, Peace and Security Agenda (financial support to CSOs to support peace processes) (2018-2021)	2018-2021	CSOs including National Association of Women from Internal Affairs System, National Army Women Association, Women Police Association, Resonance Center, Interaction, Gender-Centru and Gender Equality Platform	7 CSOs	Sida SN support. Conducted by a team of individual consultants
Political leadership and campaigning training, including coaching (2018-2021)	2018-2021	Women candidates in elections	1057 in training + 59 in coaching 38 Roma 47 women with disabilities	Sida SN support “Women4Leadership” Academy, and supported by the NGOs Contact Cahul and Institutum Virtutes Civilis in partnership with the NGO National Roma Centre and Association “Motivatie” of Moldova
Training for newly elected mayors (2018-2021)	2018-2021	Women mayors	32	Sida SN support “Women4Leadership” Academy
Gender Budget Monitoring and Watchdog Reporting (3 day training)	2019	CSOs	20 CSOs	Regional GRB III phase project
Women’s Economic Empowerment				
Business administration and financial education for business start-ups in a COVID-19 context (2021)	2021		600	Government of Japan funds - Responding to the urgent needs of women and girls in marginalized and vulnerable situation exacerbated by the Coronavirus Disease (COVID-19) in Europe and Central Asia.
Entrepreneurship and business management (starting and running business, social media management, personal financial management, challenging gender norms and stereotypes and improving self-esteem) 7 training modules (2021)	2021	Women from rural areas	400 / around 80 reported to have started new business	
IT skills (Front-End Development, CISCO, Java and SQL) and STEM education	2018-2020	Young women and girls	1143	Sida SN support UN Women in cooperation with Association of IT companies (ATIC) and CSO partner - Tekedu.
GirlsGoIT bootcamp education on robotics, web development and 3D printing (2 weeks)	2018	Young women and girls	142 (incl. 1 girl with disabilities and 3 minority women)	Sida SN support

Business Mentoring Program for WomenPon entrepreneurship skills and networking	2020	Members of Business Women Association of Moldova (AFAM) Women from vulnerable groups (Women with disabilities, single mothers, women migrants, women survivors of violence, minorities)	100	In partnership with AFAM Responding to the urgent needs of women and girls in marginalized and vulnerable situation exacerbated by the Coronavirus Disease (COVID-19) in Europe and Central Asia. Government of Japan
EVAW				
Training (comprehensive 5- and 2-day modules) and mentoring sessions	2021	Police, service providers from multidisciplinary teams, paralegals	344 police officers (132 F, 212 M); 82 service providers; 268 police officers from the criminal investigative and 129 from public security division; including 21 paralegals (17 women and 4 men), including 14 women service providers	SIDA SN support, under Partner Agreement with Women Law Center
Advisory support and information on opportunities for economic empowerment through the newly established 15 CSO led women's club in Cahul and Ungheni regions.	2021	Women survivors of violence	207	EVA, EU supported project
Training and mentoring of youth on gender equality, prevention and combating hate speech and sexism, LGBTQI rights and available support services resulting in 9 community-based initiatives	2021	Youth	25 (22 F; 3 M)	SIDA SN support, Program "Youth for Gender Equality" conducted by Informational Center "GENDERDOC-M" and Women for Women NGO
Piloting of adapted of curricula of the educational course "Harmonious relations in the family" for gymnasium classes and piloting in educational institutions	2021-2022	Teachers	11	SIDA SN support, within project "Young generation advancing favourable social norms that prevent VAWG", under Partner Agreement with "La Strada"
Training on COVID-19 psycho-social resilience and prevention/protection measures (6 training sessions)	2020	CSOs	58 CSOs countrywide including from both banks of the Nistru river	MPTF. In collaboration with OHCHR, 51 NGOs

Mentoring program for CSOs to support the empowerment of women survivors of violence	2020	CSO, women survivors of violence		SIDA SN support
Study visits to Serbia and Spain - good practices on the assistance and the protection of women from sexual violence	2019	Service providers, lawyers and civil society representatives	11	Sida SN support
Collecting administrative data on domestic violence	2019-2020	Social Assistance Territorial Units	161 (124 F, 17 M)	Sida SN support
Gender dimensions of the HIV/AIDS training and mentoring to access services	2019		58 community members affected by HIV / AIDS (42 F; people living with HIV, sex workers, drug users, men who have sex with men)	UN Women within the UBRAF project.
UN Capacity Development				
Gender mainstreaming in programming and RBM, gender related indicators and gender marker coding to support the new UNSDCF 2023-2026 (5 half-day online trainings)	2021	UNCT, GTG, RGs	40	Sida SN support. Organized and delivered jointly by UN Women Training Center, UN Women ECARO and UN Women as chair of GTG (with UNFPA co-chair)