

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

References:

- ◆ **Ethiopia (2014)** Ending Violence Against Women - Joint UN Women/UNFPA Programme (2010-2013)
- ◆ **Kenya (2014)** Government of Kenya (GoK)/UN Joint Programme on Gender Equality and Women's Empowerment (JP GEWE)
- ◆ **Zimbabwe (2013)** End of Project Evaluation: Gender Support Programme
- ◆ **Rwanda (2013)** Final Evaluation of Rwandan Government and ONE UN
- ◆ **Kenya (2012)** Mid-Term Evaluation: Joint Programme on Gender Equality and Women's Empowerment
- ◆ **South Africa (2011)** Evaluation of UN Women Capacity Development Activities in Southern Africa (2009-2010)
- ◆ **Sudan (2011)** Final Evaluation: Defending and securing the human rights of women and girls in the humanitarian crisis, South

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

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Issue: Capacity Development in EVAW



Lessons Learned from Evaluations: Capacity Development in E-VAW Programmes

UN Women: Ending Violence Against Women

UN Women partners with Governments, UN agencies, civil society organizations to:

- ⇒ advocate for gender equality, women's rights and ending violence
- ⇒ increase awareness of the causes and consequences of violence
- ⇒ build capacity of partners to prevent and respond to violence
- ⇒ promote the need for changing norms and behavior of men and boys
- ⇒ expand access to quality multi-sectoral responses for survivors
- ⇒ Develop policy guidance & national action plans

1. WHY do Capacity Development in E-VAW

2. HOW do Capacity Development in EVAW Programmes

3. WHAT should Capacity Development Initiatives focus on



1 WHY do Capacity Development?

Address delays in implementation:

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

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

Realize Results:

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

Sustainability:

Failing to link capacity development with a sustainable strategy poses risk of producing only short-term and small-scale results.

What do we know?

Lessons from UN Women programmes across the region

Example: Human Rights of Women and Girls in Darfur, Sudan

UN Women's work on 'defending and securing the human rights of women and girls in the humanitarian crisis in Darfur' focused on reducing women's vulnerability to GBV, increasing their enjoyment of human rights, and strengthening capacities of local institutions & mechanisms to secure and sustain the safety of women in Darfur. Key outcomes focused on increasing women's capacity to demand, protect & enjoy their rights through information & advocacy.

One example of the work under this programme is capacity development activities on building knowledge of human rights which enabled women to act against GBV and rights violations in families and communities. This knowledge will remain with them even when the UN is gone—it has enabled them to challenge violations and begin seeking help from women centers, women leaders, police, community policing volunteers and UNAMID as necessary.

Such an approach is a great investment for "sowing the seeds" for future work that could change women's lives.

However, one critical lesson learned is that simply raising awareness on issues is not enough to promote women rights without the strengthening of political will to address impunity—both these avenues should be pursued under programmes in a complimentary manner.



2 HOW do capacity development in E-VAW programmes:

- ◆ **Map gaps:** Conduct capacity needs assessment early to identify gaps and address them at the beginning of the project/programme by
- ◆ **Plan:** develop an explicit capacity development strategy for IPs. UN Women should include a component on institutional capacity strengthening in cooperation agreements with partners – to ensure accountability and sustainability and so that CD strategies are integrated into the programme as a mainstream activity.
- ◆ **Be strategic:** UN Women must specify in greater detail what particular aspects of institutional capacity or accountability mechanisms a programme sets out to affect, and thereafter invest strategically in partner and staff capacity development related to these areas.
- ◆ **Relevance:** Reassess the type of capacity support provided as the project dynamics evolve.
- ◆ **Monitor:** Keep records on which staff have completed what trainings, and what the overall expectations in regards to trainings are.
- ◆ **Provide demand-driven support:** Ideally, a UN Women partner organization would own and lead the process of assessing its existing capacity, identifying areas for improvement, and would sketch out a mid to long-term plan for addressing the key gaps.
- ◆ **Work at multiple levels; national & community:** work at the **national level** to improve the enabling environment and building the capacities of duty bearers – this will involve targeting and working to develop the capacity of country governments as duty bearers. Continued engagement of technical staff working in the institutions to bring change on gender is crucial.
- ◆ **Direct support to relevant ministries:** to help strengthen coordination in the gender sector. The Government as a whole, along with specifically targeted ministries, must be strongly involved in the planning and implementation of gender programmes as they are responsible for providing policy direction to the gender sector in-country. Finding allies within the government and building their capacity to locate the issues and to understand the array of possible interventions will be very helpful.
- ◆ Additionally, direct work at the **community level** to empower community structures and women (as rights holders), focusing on innovative approaches that can be scaled up. Focus interventions at community level on institutional capacity building of community structures and supporting innovative approaches with potential to generate good practice for replication and scale-up.
- ◆ **Ensure linkage and complementarity** between national/county level and community level interventions .



WHAT should we focus on?

3 WHAT should Capacity Development Initiatives focus on?

Overall, evidence shows that capacity development initiatives should be a comprehensive adoption of results-based approaches. Within this, evaluations conducted by UN Women show that the following areas should be particularly focused on:

- ◆ **Advocacy:** Train women on advocacy to claim their rights, and to rights holders to respond. Advocacy training is valuable to combat discriminatory cultural norms and tackle the social stigmatization which legitimizes and perpetuates the culture of silence and impunity around acts of GBV and VAW .
- ◆ UN Women advocacy support has demonstrated to be instrumental in building capacities of partners to enhance their influence in incorporating strong gender equality dimensions in national laws, policies and strategies, and adoption of new constitutions. Capacities of community groups can be strengthened to recognize and demand for human rights. Such training may also support women's organizations to be able to advocate for government passing of GBV-related bills.

TIP: Value For Money

An Evaluation of UN Women's Capacity Development activities across Southern Africa noted that "it is currently not evident whether and how UN Women SARO staff systematically addresses considerations about „best value for money" into its decisions related to CD initiatives."

Consideration must be given to the "best value for money" in decisions related to capacity development initiatives. Efficiency needs to be taken into account not only in view of each individual CD initiative or activity (e.g. in relation to the

respective choice of location or destination, the choice of facilitators and number and types of participants, the approach to CD, but also in view of UN Women's overall approach to CD (e.g. how efficient are many stand-alone activities with many different partners as compared to interrelated activities with fewer partners over a sustained period of time?).

- Evaluation of UN Women Capacity Development Activities in Southern Africa (2009-2010)

- ◆ **Coordination:** UN Women to support coordination of women's organizations into harmonized national structures to enhance their ability to engage with government and deliver a comprehensive agenda .
- ◆ Within the UN itself, attention should also be paid to strengthening coordination capacity of output lead UN agencies working on GBV.
- ◆ **Programme & financial management:** for both staff and implementing partners. The project or programme overall will face challenges if there is a lack of capacity around financial management and programmatic implementation amongst partners.
- ◆ **Proposal writing:** improving skills of partners in this area would be beneficial both to the donor/fund manager and implementing partners
- ◆ **Results-based management:** to move away from reporting on activities and focus reporting on results .
- ◆ **Reporting:** this is beneficial both to the donor/fund manager and implementing partners.

1 in 3 women worldwide have experienced physical or sexual violence — mostly by an intimate partner.