PERFORMANCE INDICATOR 14

CAPACITY ASSESSMENT
### 14. Performance Indicator: Capacity Assessment

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

**What is the Capacity Assessment indicator?**

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

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

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

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

UN Women has developed a capacity assessment tool which entities can use as a basis to develop their own capacity assessment plans.
**Evidence base**

Examples of documents to attach to substantiate reporting:
- Capacity assessment survey
- Capacity assessment survey outcome
- Capacity development plan

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

**How to approach requirements**

To approach the requirements of this indicator, the entity should carry out an assessment of staff capacities in gender equality and women’s empowerment for individuals.

**How to meet requirements**

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

**How to exceed requirements**

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

**Example: Meeting Requirements**

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

The **United Nations Office for Disarmament Affairs (ODA)** conducted an entity-wide gender equality capacity assessment in 2020. The survey was built on a previous survey conducted in 2015 and the gender equality capacity assessment guidance by UN Women and it was completed through Google Forms. The main purpose was to assess capacity on gender equality among staff and inform the update
of the gender mainstreaming action plan including a gender capacity development plan. The survey included questions on knowledge and proficiency for different skills, concepts, gender agendas, what areas respondents want to learn more about, preferred way of learning and more. The results were presented at a global Town Hall meeting and discussed with gender focal points in a workshop in September 2020.

Example: Exceeding Requirements

The International Trade Centre’s (ITC) Gender Unit team conducted an organization-wide survey to assess the capacities of ITC personnel related to gender equality and women’s empowerment (GEWE) in 2020. Results were analysed by division, staff category and duty station. Thorough evaluation and discussion of the capacity assessment results formed the basis for the creation of an organization-wide capacity development plan through the GU team. The plan was further informed by first insights generated through ITC’s ‘100 Coffees for Inclusion’ Initiative. The capacity development plan covers a two-year period and outlines six critical outputs and related activities. The capacity building plan has been reviewed by Chief HR, shared with the Office of the Executive Director and discussed with HR Learning and Development to clarify responsibilities and confirm timelines.

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