

ANALYTICAL REPORT

CAPACITY NEEDS
ASSESSMENT OF WOMEN'S
GROUPS AND CSOS
ADVOCATING FOR GENDER
EQUALITY AND WOMEN'S
RIGHTS IN UKRAINE

2020



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ABBREVIATIONS

CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CSO/s	Civil Society Organisation/s
DPM	Deputy Prime Minister for European and Euro Atlantic Integration
GBV	Gender-based violence
GEWE	Gender Equality and Women's Empowerment
IDP/s	Internally displaced persons
HDR/s	United Nations Human Development Reports
LGBTQI	Lesbian, Gay, Bisexual, Transgender, Queer, Intersex
NAP	National Action Plan
SDG/s	Sustainable Development Goals
UAH	Ukrainian Hryvna
UN	United Nations
UNDP	United Nations Development Programme
UN Women	United Nations Entity for Gender Equality and Women's Empowerment
UWF	Ukrainian Women's Fund

EXECUTIVE SUMMARY

Civil society is one of UN Women's most important constituencies to lead, promote and coordinate efforts to advance the full realization of women's rights and opportunities.¹ Civil society organisations (CSOs) and women's groups are also essential partners in implementing UN Women programmes across all areas of work. UN Women also engages with civil society to increase their effectiveness, such as by sharing knowledge on women's rights and successful advocacy practices. UN Women provides support in amplifying the voices of women and girls and their organisations, building communication, leadership and other skills to influence political and governance processes. Being guided by the Leave No One Behind Principle of the Sustainable Development Agenda and the multiple human rights normative frameworks, UN Women Ukraine pays particular attention to its partnership and work with the women facing multiple forms of discrimination, which underpins the UN Women Ukraine Country Strategy for 2018-2022.

Civil society is a dynamic source of ideas and policy perspectives, partnerships, and support. Founded on the 2030 Sustainable Development Agenda and its principle of Leaving No One Behind, the Convention on Elimination of All Forms of Discrimination against Women (CEDAW) and the reality that women and girls are not only the victims of the of intersectional discrimination based on their gender, race, class, ethnicity, age, but also the frontrunners of resistance against inequality, this study aims to explore the capacity needs of the civil society organisations in Ukraine, and accelerate the efforts at strengthening the civil society

Objectives of the study

In line with the overarching aims outlined above, this study has two constituent objectives. The first, which is the content of this report, is to analyse the challenges and deficits in capacity building, skills and knowledge (e.g. in advocacy, monitoring of the CEDAW principles of state obligations, demanding for accountability) and other capabilities, such as resource mobilization, and organisational development amongst women's groups and CSOs in Ukraine. It also examines the opportunities for working with Government

voices, actions, and influence based on the finding on the assessment.

Women's movements have driven global and Ukrainian national action on gender equality. In Ukraine, advocates often have the greatest understanding of the challenges that women and girls face, and essential knowledge of how to advance their rights. To better understand the capacity of the civil society organisations and its staff to include gender equality in its programmes and operations is the first step for planning a larger capacity development strategy that features training for gender equality as one of its components. This capacity needs assessment of the women's groups and CSOs is designed to create a baseline against which future capacity development efforts, including training for gender equality, can be designed; knowing where the strengths, weaknesses and needs to improve the overall capacity of the women's groups and CSOs in Ukraine to advance gender equality and the empowerment of women.

The primary target audience of the assessment are the civil society organisations and women's groups, national gender machinery, and the donor community who support the women's movement in Ukraine. The findings of this assessment will be used by the civil society, the government stakeholders and the donor community in their planning, coordination and civil society capacity building initiatives. Following the gender equality and women's human rights movements' demand for 'nothing about us, with us', this study is undertaken to better understand where the civil society can be assisted to ensure inclusive policies and their implementation.

and State actors and how these opportunities can be increased.

The second objective is to use the above findings to develop recommendations on the capacity building strategic roadmap and methodology for supporting women's groups and CSOs in Ukraine to address the challenges and deficits they face and ensure that they are equipped with the required knowledge, skills and tools for effective advocacy and monitoring and reporting on implementation

¹ https://trainingcentre.unwomen.org/RESOURCES_LIBRARY/Resources_Centre/2_Manual_Gender_Equality_Capacity_EN.pdf, page 10, last accessed on 8 September 2019

of Ukraine's national, regional and international gender equality commitments in reforms, plans and budgets for gender equality and women's rights proportion.

In following these objectives, this study aims to provide a guidance on building capacity of women's groups and CSOs to affect transformative social change on gender equality and women's rights.

The study was designed keeping in view the two levels of capacity assessment: institutional and individual. As the capacity needs for the individual vary according to the roles

and level of responsibility that individual plays within the organisation, and therefore, the assessment was devised in three categories, (i) senior management/ executive leadership, (ii) middle managers, (iii) volunteers. When assessing the capacity of individuals, attention is paid to the knowledge, skills and attitudes that each person has regarding gender equality and the empowerment of women and the integration of these into their work². Capacity assessment at an organisational level assessed what strategies and procedures are in place to ensure that gender equality and the empowerment of women be included in the organisation's mandate.

Background

Ukraine has signed up several key international human rights treaties and agreements related to gender equality and women's human rights. The Ukrainian Constitution, policy and legal frameworks guarantee equality for men and women in Ukraine in all sectors. However, despite progress in several important areas, Ukraine still has some way to go. The ongoing armed conflict, economic crisis and unstable political situation put additional barriers to the promotion of gender equality and women's rights. The Maidan revolution (the Revolution of Dignity) in 2014 created unprecedented levels of civic activism and aspirations for a more transparent, responsive and accountable government. Maidan revolution clearly marked the start of a new wave of civic enthusiasm for change, but also a demand for more meaningful participation and accountability, where women played active and equal role. The protests provided women with the space and opportunity to adopt and assert new gender roles and showcased women as political actors³. Women's groups and CSOs in Ukraine represent a potentially critical social movement for addressing and overcoming many of the gender-based inequalities prevalent in the country.

For civil society organisations and women's groups to achieve meaningful change, it is essential that they are equipped with the necessary knowledge, skills and capacity to challenge patriarchal societal norms on gender equality and effectively monitor and hold the Ukrainian government to account on international, regional and national commitments on

gender equality and women's empowerment. Moreover, Government and State actors may take important steps towards working with women's groups and CSOs to advance gender equality that they have committed to, to represent diverse women's experiences, needs, and expectations through their direct involvement in the policy making and reforms, implementation and monitoring. To support women's groups and CSOs and groups to fulfil their role as catalysts for social change, the UN Women Ukraine project 'Gender Equality in the Centre of Reforms, Peace and Security Project in Ukraine', funded by the Government of Sweden, commissioned this study to better understand: (i) the current knowledge of Ukrainian women's groups and CSOs and groups of key international human rights and gender equality normative frameworks; (ii) their ability and capacity to advocate for gender equality and women's empowerment and; (iii) their ability and capacity to effectively monitor the implementation of the Ukrainian state obligations, as well as the national policy and legal frameworks, as well as report on the status of women in the Ukraine (as a part of the accountability). The demand side of accountability, i.e. the rights holders, is generally considered weak in Ukraine⁴. Human rights awareness particularly among women and men in vulnerable groups remains low. The rights-holder capacity needs comprehensive assessment, and capacity building interventions – so that vulnerable groups can claim their rights effectively in the course of decentralization reform – have not been comprehensively implemented so far.

² https://trainingcentre.unwomen.org/RESOURCES_LIBRARY/Resources_Centre/2_Manual_Gender_Equality_Capacity_EN.pdf, page 11, last accessed on 8 September 2019

³ Voices from Ukraine: Strengthening the Role and Contribution of Ukrainian Women in Conflict Prevention, Resolution, Peacebuilding and Reconciliation, Women's International League for Peace and Freedom, September 2014.

⁴ The Vulnerability Analysis (VA) of women and men in the context of the decentralization reform in the conflict-affected areas of Donetsk and Luhansk oblasts, 2017, p.65. Available from: <https://eca.unwomen.org/en/digital-library/publications/2017/12/analysis-of-vulnerabilities-of-women-and-men-decentralization-in-the-conflict-affected-areas-ukraine>

Methodology

The assessment is linked with the UN Women guideline on gender equality capacity assessment tool.⁵ The civil society capacity assessment tool identifies the methodology and gender core capacities, inter alia (i) gender analysis and strategic planning, (ii) gender responsive programming, budgeting and implementation, (iii) knowledge management, communication and gender responsive monitoring and evaluation (M&E), (iv) effective partnerships and advocacy on promoting gender equality, (v) gender and leadership, (vi) innovation in gender transformative approaches. The Knowledge, Attitudes and Skills (KAS) model⁶ was used to understand the capacity assessment at the individual as well as organisational level.

This study involved qualitative and quantitative methodology. The five research questions based on which the assessment was conducted are: (i) what are the key characteristics of women's groups and CSOs in Ukraine?; (ii) what are their main priorities and activities?; (iii) what are the main skills and knowledge areas possessed by women's groups and CSOs?; (iv) what do these organisations identify as priorities for future training and capacity building?; (v) what are the key challenges and barriers these organisations face in addressing gender equality? The study also included responses from individuals who may not identify themselves

with any organisation and operate as individual activists for women's rights and gender equality.

The quantitative element of the study involved a structured electronic survey (e-survey) which was distributed to a wide range of women's groups and CSOs in Ukraine, between November 2018 and May 2019. The e-survey received 117 responses. Following this, a series of 5 focus groups (with 21 respondents) were conducted across different oblasts in Ukraine, with representatives of women's groups and CSOs. A series of interviews were concurrently conducted with representatives of local and national Government, which were done to identify routes through which greater cooperation and communication may be established between Government actors and women's groups and CSOs. The qualitative and quantitative data were analysed together to develop a series of recommendations and inform the capacity building roadmap. The respondents were categorized as per their level of responsibility within the organization, i.e. the senior management/ senior leadership positions, project managers/ middle management, and volunteers who are unpaid contributors to the organisations. Ninety-nine respondents (87.6%) identified their organisation as women's rights or gender equality centric organisation.

Key findings

The key findings of the assessment are categorized as per the UN Women Capacity assessment tool's six core capacities in the organisation. As stated above, it is essential to note that these findings are based on self-assessment and further investigation is warranted to validate these findings.

Gender analysis and strategic planning

- The areas of focus of the respondents show a diverse range of thematic areas, the highest concentration of work related to women's and girls' education at sixty percent of all the respondents. Other priority areas of work (reported by 40%-47% of all respondents) included economic empowerment, political empowerment and gender equality in politics, addressing violence against

women and girls and 'Women, Peace and Security' agenda. About one-third of the respondents work on business leadership, law reforms and policy advocacy for gender equality, poverty reduction, and rights of women with disabilities, while one-fourth organisation cover sexual health and reproductive rights, and gender equality in science, technology, engineering and mathematics. Only from nine to fifteen percent of the respondents reported about activities related to the rights of Roma women, working on LGBTIQ rights, women and environment, and women and the media. This shows that while the respondents' self-assessment of the recognition of the inter-sectional approach to gender equality and discriminated groups is high, there are very few organisations actually working on the issue.

⁵ <https://www.unwomen.org/en/digital-library/publications/2014/6/gender-equality-capacity-assessment-tool>, second edition as on May 2016

⁶ The Knowledge, Attitudes and skills model was designed by Benjamin S. Bloom, *Taxonomy of Educational Objectives* (1956). Published by Allyn and Bacon, Boston, MA. Copyright (c) 1984 by Pearson Education. The model examines the knowledge, skills and attitudes of the individuals that contribute towards the organisation building. More details related to this can be found at <https://www.unwomen.org/en/digital-library/publications/2014/6/gender-equality-capacity-assessment-tool>, second edition as on May 2016

- Respondents reported a general lack of evidence and evidence-based understanding amongst the public, Government and their own organisations of how international gender equality frameworks could be applied in practice. This was reaffirmed through the qualitative interviews and focus group discussions. Conversely, fewer respondents reported interest in knowledge of international frameworks concerning gender equality. This could reflect the lack of activities undertaken in this regard.
- Organisations with higher numbers of unpaid volunteers demonstrated the strongest preference for support on knowledge of integrating international normative frameworks relating gender equality and women's human rights and its usage in strategic planning, compared to those with fewer volunteers, suggesting the strong correlation between the small funding of the organisations, the limited scope to engage and pay to the substantive experts within the organisations due to the resource shortage and the corresponding need for building the unpaid volunteers' knowledge of international normative standards and learn practical skills to monitor the State obligations of the normative standards. This would particularly also be useful to build the volunteers' skills and knowledge on the international normative frameworks and the national implementation of the same.
- Respondents from women's groups and CSOs generally rated their skills and knowledge of gender analysis and gender impact assessment of the reforms depending on their substantive area of engagement as 'high'. However, this knowledge and understanding was not objectively verified in the research. With only 30 percent CSOs mentioning that they are at some level engaged in monitoring of policies and programmes related to gender equality and women's empowerment, this requires further enquiry and verification to ascertain the level of engagement of the CSOs and its subsequent use for advocacy for the gender equality and women's empowerment.
- Respondents from women's groups and CSOs rated their ability to produce qualitative evidence of the status of women and gender equality as 'high'.
- Respondents from women's groups and CSOs rated their statistics analysis and research related skills to generate

evidence base on the status of women and gender equality lower than other knowledge areas such as monitoring the implementation of State obligation, but still moderately high. Again, however, it is important to note that these are self-assessment and this knowledge and understanding was not tested in the research.

Gender responsive programming, budgeting and implementation

- The areas of capacity building needs based on the core capacity areas were particularly for the following, (i) knowledge of international frameworks related to Gender Equality and Women's Rights', (ii) support, training or education on advocacy and lobbying with diverse stakeholders, particularly the government, (iii) support, training or education in techniques for assessing the impact of different policies and decisions on gender equality and women's empowerment, (iv) support, training or education on how to present arguments in a compelling way to the public and engage with media, and, (v) support, training or education on managing projects or programmes so that they promote gender equality.
- Most respondents reported that they already have a good understanding of gender-responsive budgeting and gender mainstreaming as the strategies and tools for monitoring and implementation of the gender equality normative commitments; however, this knowledge and understanding was not objectively tested in the research.
- Many respondents from different respondents' groups identified a need to improve the capacity and ability of women's groups and CSOs to collect gender-sensitive statistics and sex-disaggregated data, to develop a formal system for the monitoring of gender equality progress and to improve communication and cooperation with Government on how best to collect evidence and data.
- Government respondents suggested that there was a lack of skills and specialist expertise amongst women's groups and CSOs such that would provide Government with useful insight in designing and developing policies related to gender equality and gender mainstreaming in the sectoral policies. This view, which would seem to diverge from women's groups and CSOs' self-assessment as having high level skills in policy and

⁷ <https://www.ifes.org/news/ukraine-gender-assessment-2014>, last accessed on 22 September 2019

analysis skills such as gender analysis. Therefore, promoting systematic gender analysis, for example, the study conducted by International Foundation for Electoral Systems (IFES), in 2014⁷; gender analysis of think tanks in Ukraine⁸, conducted in 2018 by Think Tank Fund of the Open Society Initiative for Europe (OSIFE) may be strengthened through targeted trainings with the women's groups and CSOs sector. It is essential to note that despite the respondents sharing the skills of gender analysis and gender impact assessment as 'high', they are mostly used by the international organisations and not by the national civil society.

- While the study found that the low finances availability has little effect on the distribution of thematic priorities of the organisations, the question remains about the best use of available resources, which was reaffirmed in the qualitative research. Majority of the respondents in the qualitative data collection mentioned that prioritizing thematic focus would help in strengthening organisations' advocacy efforts.
- Regarding the questions related to gender responsive programming, the two most important areas identified by the respondents were the training and capacity building on resource mobilisation and influencing the decision makers through the lobbying and advocacy. Almost half of the respondents identified resource mobilisation support as a priority, while one third respondents identified the lobbying and advocacy skills to influence decision makers as the priority need.
- With regards to previous trainings on gender equality and women's empowerment, highest percentage of the respondents mentioned having received training on gender mainstreaming as a methodology, and the least area of training was identified as training on how to engage with media.

Knowledge management, communication and media engagement

- Insufficient interaction between women's groups and CSOs and government was identified by both women's groups and CSOs and Government respondents as negatively impacting the ability of women's groups and CSOs to monitor and hold the government to account

on its state obligations on gender equality.

- The respondents rated their personal skills and knowledge in the domain of media engagement much higher than they did for their organisation as a whole. This indicates that while there are existing individual skills and know-how within the organisations, they are not harnessed for organisational advancement. The use of social media is found high among the respondents at ninety-eight percent actively using social media platforms to spread information or messages about gender equality and women's empowerment in Ukraine. While Facebook is the most popular social network (used by 65% of all respondents), Instagram and YouTube were used by 23% and 26% respectively. Correlating this finding with the qualitative responses, it is identified that while the social media is widely used tool, the larger media engagement still remains a challenge to break the stereotypes being projected in mass media. Moreover, this finding does not correspond to what may be expected given reported activities organisations are involved with. For example, a large number of organisations reported being involved in awareness raising activities, yet their rating of skills concerning working with the media is comparatively low. This could suggest that organisations are most critical of skills which they deploy in action, possibly because they have sufficient experience to make this appraisal.
- Upon asking the question about the strategies used by the organisations for capacity building and advocacy, the largest proportion of the organisations, i.e. 86.6 per cent of the respondents reported awareness raising, and 81.3 % work on influencing public opinion of men and women on gender equality issues. The least frequently mentioned strategy reported by the respondents was maintaining an online platform, blog or website, which is used by 28.6 % of the respondents. This indicates the under-utilization of the online platforms, especially given that 63% of the Ukraine population uses internet.⁹
- Fifty percent of the respondents consider social media as an important platform for sharing views and knowledge, and for raising awareness of women's rights and gender equality. Though, a smaller number of respondents shared feeling confident to speak with media or to be interviewed by media on women's rights

⁸ http://ekmair.ukma.edu.ua/bitstream/handle/123456789/14600/Gender_Analysis_of_Think_Tanks_in_Ukraine.pdf?sequence=1&isAllowed=y, Gender Analysis of Think Tanks in Ukraine, Think Tank Fund of the Open Society Initiative for Europe (OSIFE), 2018

⁹ <https://en.interfax.com.ua/news/economic/546018.html>, last accessed on 21 September 2019

related issues. Less than 2.5 % respondents responded being intimidated by the risk of cyber threats and being targeted.

- Respondents, overall, rated their organisations' abilities of engaging with media as moderately high, with a mean average rating across all questions of 3.5 out of 5 (5 being the highest). However, the lowest capacity was attributed to organisations' ability to gain the support of the media. This is important given the high number of respondents who previously stated that public perceptions of gender equality and women's rights were a concern for their organisation and for which effective media engagement is an effective strategy. This also indicates that the media organisations need to be engaged as partners in the gender equality movement.

Effective partnerships and advocacy on promoting gender equality

- Women's groups and CSOs were found to be engaged in diverse set of actions and thematic priorities. This diversity suggests plurality of issues and priorities, and diversity of perspectives to represent the voices of marginalized communities. While the wide range of engagement demonstrates the scale of issues, it also indicates a potential lack of specialisation across the sector, a finding corroborated by qualitative data.
- The two most important challenges identified by the 20.8 percent of the respondents are 'lack of political support for gender equality' and 16.4 percent identified 'lack of public support for gender equality and women's rights' as second biggest challenge. These challenges also correspond to the finding where the respondents at the senior executive positions have indicated the capacity building need on partnership building and advocacy with the government and other stakeholders such as private sector and media. Contacts with the national parliament or national government institutions were infrequently reported, while the contacts with the local women's groups and CSOs or gender equality organisations in respondents' own areas of operation were reported as the biggest collaborators. This indicates an opportunity to build solidarity and information sharing between the local organisations to team up for joint advocacy and lobbying with the government.
- Most respondents from women's groups and CSOs

rated their organisation's partnership and advocacy skills and abilities as moderately high, however, respondents from organisations with higher numbers of volunteers gave lower ratings for skills and ability. This indicates the need for increasing the focus on building the capacity of the leadership position holding individuals and creating avenues for their increased involvement in the women's movement of Ukraine.

- There is an interest amongst women's groups and CSO respondents for support on how to work with the media to improve public perceptions of gender equality and influence the debate.
- There was also appetite amongst women's groups and CSO respondents for support to improve cooperation between the women's groups and CSOs sector and the Government. As the study found, currently, there is a limited interaction between the government actors and women's groups and CSOs, particularly at the national level. This would be in the form of physical and virtual platforms for sharing ideas and knowledge between the two. This also indicates a significant willingness to engage and collaborate with the government for the implementation of the national and international commitments and create shared spaces for dialogue with the government and duty-bearers.
- Both Government and women's groups and CSOs respondents expressed a strong willingness to cooperate and work with each other to create and enhance inter-agency cooperation. This implies that there is a need for improving the professionalism (e.g. through leadership development), specialisation (e.g. by enhanced coordination of actions between organisations for joint capacity building) and expertise (e.g. by directing resources to organisations with the most pre-existing knowledge of an activity or area) of the women's groups and CSOs sector.

Gender and leadership

- The findings of the assessment suggest that the organisations are able to maintain a high level of diversity despite being poorly resourced. Forty-six per cent of the organisations reported receiving annual income under UAH 150,000, which is significantly low, and corresponds to the global analysis that the women's rights work remains highly under-resourced. Nearly 50 per cent of the organisations operate only through volunteers, not paid staff members. While not

having sufficient financial resources poses a challenge to attracting experienced professionals, the high level of volunteerism identified in these respondent organisations demonstrate the burgeoning women's movement in Ukraine, which opens an opportunity for engaging women and men in the women's movement and gender equality.

- In the domain of leadership, the middle-level managers, i.e. the respondents self-identified as project staff, and the senior executive, i.e. the heads of organisations, assessed their knowledge and skills in advocacy and lobbying at the similar level. However, as this is self-assessment, prior to designing the capacity development plans and strategies, it is recommended to conduct a detailed knowledge and skills assessment on advocacy. Also, the highest percentile of the respondents self-identifying as effective leaders were the middle managers, followed by the senior executives, and the lowest being the assistants and volunteers. It is important to note that respondents' self-rating does not necessarily mean that they are reflective of actual skills. However, this finding indicates a high level of self-esteem independent of the actual ability or experience, and this could be harnessed through providing more opportunities to hone the leadership abilities of the middle managers.

- The largest proportion of organisations, i.e. fifty-two percent, reported that their organisation was operational for less than five years. This has implication on the leadership development and building second cadre of leadership. The high volume of relatively 'young' organisations indicate the need to invest in the leadership building in the organisations and supporting the leadership building amongst these emerging groups.
- More than ninety percent respondents strongly agreed that their organisations are working based on the understanding that women and men should have equal rights and entitlements, including the participation in the labour market, equal representation in the parliament and politics (both in number and decision-making authority), and share the responsibility of child care jointly. Ninety-two percent highlighted that women's rights and gender equality is a human rights issue, while ninety-one percent agreed that it is important to understand women's rights and gender equality in terms of how gender intersects with other identities and discrimination. A strong correlation is found between understanding of the intersectionality and attitudes to human rights-based approach to gender equality. However, only one-third of all respondents identified their work as feminist in nature.

Key recommendations

Recommendations for the CSOs and gender equality advocates:

- The diversity of CSOs identified in the study, yet low representation of the civil society to demand for the rights of the most marginalized groups of the society, for e.g. Roma women, rural women, women with disability, LGBTIQ, ethnic and linguistic minorities, demonstrates the need for the civil society actors to build understanding of inter-sectionality and build these in the advocacy efforts. The solidarity of the civil society organisations should be led from within the movement, and this could be initiated with stronger coordination and collaboration on the inter-sectional approaches to advocacy.
- The lack of strategic design for the training and capacity building within the CSOs recommends for conducting a review of the strengths and weaknesses at the organisation level, based on which, a strategic capacity

building plan, and communication plan could be designed. Given the high number of organisations with less than five years of operation, this will help in building an inter-generational cadre building for the women's rights and gender equality civil society. This will also be useful to have a network of these organisations to collectively undertake this exercise, thereby, harmonize the work of different organisations and capitalize on each other's strengths.

- A training and strategic planning for capacity building should be developed which targets specific job categories, as these each have specific needs. For example, based on the findings of the assessment, the senior managers and directors should be supported to with inter-organisation cooperation, strategic advocacy and cooperation with the government; project officers and middle managers should be encouraged to improve their skills and knowledge on national application of

the international normative frameworks, as well as organisational management skills where they display an appetite for promotion and self-improvement; volunteers should be supported to learn new skills to continue their engagement in the women's movement, build knowledge on the international and national frameworks, skills on use of communication media and issue based advocacy, and gender statistics.

- A capacity building strategy should consider the need for women's groups and CSOs to develop expertise in gaining knowledge of Government priorities in respect of gender equality and in gaining knowledge of international law on gender equality in order to hold Government to account over these. This may also be encouraged through improved networking between Government and CSOs using techniques such as policy round tables and seminars or establishment and institutionalization of the sustainable platforms for interactions between the civil society and the Government, its national mechanism on gender equality in particular. CSOs may learn from the exchange of international experience of effective advocacy and monitoring of the State's progress against the international commitments on gender equality and women's human rights.

Recommendations for the Government:

- A key aim for both the training programme and capacity building plan should be to facilitate cooperation and trust between the women's groups and CSOs sector and the government. This may be done, for example, through creating virtual and physical spaces for networking, and dialogues for effective policies and their implementation. The government as a duty-bearer, has the responsibility to include the voices and needs of women, men and communities in the policy implementation and planning.
- As CSOs have indicated low level of engagement in the monitoring of the government programmes, it is recommended that the government also invest in the capacity building of the civil society. Given that the CSOs are more regularly in touch with the local authorities, it is recommended that the government involves CSOs in the designing of the local programmes and monitoring of the policy implementation.
- As the study indicates low level of interface with the government, the government could think of

establishing open forums and platforms to seek the CSOs' inputs, and through them, the much-needed inputs from the communities for whom the policies are meant. Capacity building strategy should also address mechanisms for improving cooperation between women's groups and CSOs and groups and Government actors as well as between themselves, through providing physical and virtual opportunities and spaces for the two to meet and share ideas.

Recommendations for the international community:

- The study findings reveal the chronic under-resourced gender equality and women's human rights organisations. The international community, especially the donor community are therefore recommended to review their Official Development Assistance portfolio and ensure adequate financial and institutional support for the gender equality and women's human rights organisations operations and capacity building.
- CSOs should be systematically supported to invest in the capacity building of their staff and unpaid volunteers through support in systematic planning and financial resourcing, such as staff training strategies, organisational development, volunteer support and training, identifying opportunities for networking both between CSOs and with Government. This support should address both individual organisation's needs and by looking at the sector as a whole, so that the sector may be more efficient through directing its talent and resources.
- Transformational leadership building amongst the gender equality and women's rights organisation is important for a more impactful women's human rights and gender equality movement and influence all the identified needs of capacity building, and support the inter-generational feminist movement. This requires moving away from 'project-based assistance' to investing in the leadership building amongst the civil society advocates as a component of larger organisation development.

INTRODUCTION



Women's groups and civil society organisations have played a critical role in advocating for social change and strengthening the voice and agency of the most marginalized sections of society across the world, and in Ukraine. Civil society have played a significant role to promote democracy and build a constructive dialogue between the government and civil society organisations which is based on citizen participation at all levels in Ukraine. Women's groups and CSOs make valuable contributions to women's rights work in Ukraine and were recognised as 'the driving force behind gender transformation' by the Committee on CEDAW (2015). In its concluding observations of the eighth periodic report of Ukraine, the CEDAW Committee advised the Ukrainian Government to improve its collaboration with women's groups and CSOs, including engaging with them to contribute to the peace process in Eastern Ukraine and assisting with the collection of monitoring and impact data on the effectiveness of actions towards gender equality. Thus, women's groups and CSOs have an important role to play in providing oversight, monitoring and advocating for the implementation of Ukraine's gender equality commitments.

However, despite the critical role that the CSOs and women's rights groups play, they remain under-resourced, ad-hoc and limited in its interaction with and influence over the State. This situation is not unique for Ukraine. For instance, there is limited financing and organisational development support to address issues affecting the sustainability of their initiatives, particularly advocacy efforts, which take time to develop, and substantive engagement across all levels of the organisation, from grass-roots to decision-makers. Therefore, to improve the

success of advocacy efforts, it is essential that the CSOs are supported to build the capacity of their substantive / technical and organisational management.

Several reports have recently highlighted the need for improvement and support for women's groups and CSOs to fulfil their potential with regards to advocacy. For example, the Ukrainian Women's Fund reported in 2017 that women's groups and CSOs need support to build capacity to engage in joint planning, fundraising or capacity building. In light of studies which find that the success of women's movements requires, not just funding, but capacity building support, this present study was commissioned to identify the specific capacity building, knowledge and skill needs of women's groups and CSOs in the Ukrainian context, so that these organisations can be better supported to advocate for and monitor actions pertaining to women's rights.

Considering the crucial role of CSOs and women's groups in providing civilian oversight and in monitoring and advocating for the implementation of Ukraine's gender equality commitments, UN Women aims to support the capacity-building of these important actors. The initiative looks to enhance the skills of women's groups and CSOs to demand accountability and transparency of decision-making and spending for gender equality and women, peace and security commitments, including CEDAW and other UN human rights treaties, recommendations of the Universal Periodic Review (UPR), the SDGs, UNSCRs on Women, Peace and Security, the Beijing Platform for Action (BPfA), as well as regional human rights instruments, including those of the Council of Europe.

Objectives of the Study

The study sets out to examine the skills and capacity of women's groups and CSOs in Ukraine in respect of their advocacy skills for greater accountability for gender equality and women's human rights; understanding of the international normative frameworks and its domestic use

for monitoring country's international commitments and state obligations.

This study has two constituent objectives. The first, which is the content of this report, is to analyse the challenges

¹⁰ Committee on the Elimination of Discrimination Against Women (CEDAW) (2015) Consideration of reports submitted by States parties under article 18 of the Convention

¹¹ https://www.awid.org/sites/default/files/atoms/files/WTL_Starving_Roots.pdf, AWID, 2014, page 24

¹² <https://www.uwf.org.ua/en/publications>

¹³ FRIDA. (2016). *Brave, Creative and Resilient: The State of Young Feminist Organizing* (pp. 1–90).

Retrieved from AWID website: <https://www.awid.org/publications/brave-creative-and-resilient-state-young-feminist-organizing>

¹⁴ Arutyunova, A., & Clark, C. (2013). *Watering the Leaves, Starving the Roots: The Status of Financing for Women's Rights and Organizing Gender Equality* (p. 140). Toronto, Canada: Association for Women's Rights and Development.

and deficits in capacity building, skills, knowledge and other capabilities amongst women's groups and CSOs in Ukraine – those which are necessary to ensure progress is being made against the implementation of Ukraine's national, regional and international gender equality commitments to reforms, plans and budgets.

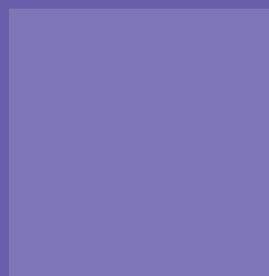
The second part of this study is development of recommendations on the capacity building plan and methodology for supporting women's groups and CSOs in Ukraine to address the challenges and capacity deficits they face, based on the findings from this study.

The overall purpose of this work is to build on the strengths and opportunities provided by women's groups and CSOs in Ukraine to ensure that they are equipped knowledge, skills and tools for effective advocacy and monitoring and reporting on implementation of Ukraine's national, regional and international gender equality commitments in reforms, plans and budgets for gender equality is progressed and women's rights are protected.

The report is divided into the following sections:

- Country context,
- Summary of the methodology for the primary research,
- Findings of the study:
 - Quantitative findings from the e-survey,
 - Qualitative findings from focus groups with women's groups and CSOs, and interviews with government respondents,
- Conclusions and recommendations for capacity building activities,
- Findings from the Literature Review in Appendix 1.

COUNTRY CONTEXT



2.1. Legal and Institutional Framework

Ukraine has joined the key human rights treaties and international agreements that uphold the commitment to gender equality and women's human rights, including **the Convention on Elimination of All Forms of Discrimination against Women (CEDAW)**¹⁵, **the Beijing Declaration and the Platform for Action (BPfA)**¹⁶, **United Nations Security Council Resolution 1325 on Women, Peace and Security (UNSCR1325)** and its subsequent resolutions¹⁷ and **the Sustainable Development Goals (SDGs)**.¹⁸ In 2014, **the Ukraine-EU Association Agreement**¹⁹ was signed, entailing a commitment to ensure equal opportunities for women and men in employment, education, training, the economy, and in society and decision-making.

At the national level, Ukraine has implemented a number of policies and laws to promote women's rights. **The Law of Ukraine 'On Ensuring Equal Rights and Opportunities for Women and Men'** was adopted in 2005 to achieve equal position of women and men in all spheres of public life. In compliance with the Law, a number of the state programmes on promoting gender equality have been developed, including **the State Social Programme on Equal Rights and Opportunities of Women and Men until 2021**.²⁰ Important recent developments were related to the adoption of strategic institutional frameworks targeted at eliminating gender-based discrimination and inequalities, such as **the National Strategy on Human Rights and the Action Plan (2016-2020)**,²¹ **the National Action Plan for the Implementation of the Recommendations Set Out in the Concluding Observations of the UN Committee on the Elimination of Discrimination against Women**²², and the localized SDGs in the baseline Ukraine National Report in 2017²³.

Since 2014, Ukraine has experienced armed conflict, which is intensified by large-scale internal displacement of the population. According to the Ministry of Social Policy,

women constitute about 60% of almost 1.5 million internally displaced persons (IDPs) and they are particularly vulnerable in the conflict setting. In order to address the emerging challenges, the Government launched the first **National Action Plan for Implementation of UN Security Council Resolution 1325 on Women, Peace and Security for 2016-2020**²⁴ to promote women's participation in peacebuilding and provide protection to women and girls affected by the conflict. The National Action Plan was revised in 2018, based on the mid-term evaluation led by the Deputy Prime-Minister for European and Euro-Atlantic Integration for Ukraine.

The new **Law of Ukraine 'On Preventing and Combating Domestic Violence'**²⁵ was adopted in 2017 to determine the key targets in response to domestic violence. This Law was an important departure from previous legislation as it introduces new concepts and mechanisms for protecting survivors. Importantly, it provides the guidelines for coordination of activities of all stakeholders engaged in the prevention-and-response activities, including CSOs, in order to provide the efficient support to those who need it. To follow the Law, **the Concept of the State Programme on Preventing and Combating Domestic and Gender-Based Violence up to 2023**²⁶ was adopted in 2018.

Ukraine also succeeded in development of the institutional framework for enhancing gender equality. In line with the Beijing Platform for Action (BPfA), in 2017, the Government took significant measures to strengthen the national gender machinery by assigning the Deputy Prime Minister for European and Euro Atlantic Integration (DPM) with the functions and responsibilities for coordination of state gender equality policy²⁷ at the executive level and establishing the position of the Government Commissioner on Gender Equality Policy.²⁸ The Ministry of Social Policy (MoSP) is the main central executive body, responsible for

¹⁵ <http://www.un.org/womenwatch/daw/cedaw/>

¹⁶ <http://www.un.org/womenwatch/daw/beijing/pdf/BDPfA%20E.pdf>

¹⁷ United Nations Security Council has adopted nine resolutions on Women, Peace and Security, i.e. 1325 (2000); 1820 (2009); 1888 (2009); 1889 (2010); 1960 (2011); 2106 (2013); 2122 (2013); 2242 (2015), and 2467 (2019)

¹⁸ <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>

¹⁹ <https://www.kmu.gov.ua/en/yevropejska-integraciya/ugoda-pro-asociacyu>

²⁰ <https://www.kmu.gov.ua/en/news/uryadom-zatverdzheno-derzhavnu-socialnu-programu-zabezpechennya-rivnih-prav-ta-mozhlivostej-zhinok-i-cholovikiv-na-period-do-2021-roku>

²¹ <http://hro.org.ua/index.php?id=1488449514>

²² <https://www.kmu.gov.ua/ua/npas/pro-go-planu-dij-z-vikonannya-rekomo-zhinok-do-vosmoyi-periodichnoyi-dopovidi-ukrayini-pro-vikonannya-konvencyiyi-pro-likvidaciyu-vsih-form-diskriminaciyi-shchodo-zhinok-na-period-do-2021-roku>

²³ Sustainable Development Goals: Ukraine. National Report – 2017 / Ministry of Economic Development and Trade, 2017: 174.

²⁴ <https://www.kmu.gov.ua/ua/npas/248861725>

²⁵ <https://zakon.rada.gov.ua/laws/show/2229-19>.

²⁶ <https://zakon.rada.gov.ua/laws/show/728-2018-%D1%80>.

²⁷ Ukraine, Decree of the Cabinet of Ministers of Ukraine #296, dated 18 April 2016, with amendments introduced on 1 March 2017. Available from: <http://zakon3.rada.gov.ua/laws/show/296-2016-%D0%BF>

²⁸ Ukraine, Resolution of the Cabinet of Ministers of Ukraine about Government Commissioner for Gender Equality Policy, #390 on 7 July 2017. Available from: <http://zakon2.rada.gov.ua/laws/show/390-2017-%D0%BF>

development, implementation and coordination of gender policies in Ukraine. The upgrade of the NWM began to yield results with the integration of gender equality as a goal in the 2018 Government Annual Action Plan for the first time and in key laws, policies and programmes related to the reforms²⁹. In the 2019 Action Plan, the Government also targeted gender equality in the process of reforms, including public administration and public finance management, decentralization, social and rehabilitation services at the level of territorial communities, secondary education, security and defence, and strategic communications³⁰.

Nonetheless, some important gaps in the country's gender equality policy and legal agenda remain. For example, despite the persistent advocacy from women's groups and CSOs in

Ukraine, Ukraine's Parliament is yet to ratify the Council of Europe Convention on Preventing and Combating Violence against Women and Domestic Violence. Commonly known as the Istanbul Convention, this is the only binding treaty that criminalizes violence against women and domestic violence. Arguments opposing ratification of the Convention centred around rejection of incorporating the terms 'gender', 'gender identity', 'gender sensitivity', and 'sexual orientation' into Ukrainian legislation, on the basis that they distort the fundamental aim of achieving equal rights for men and women and pose a threat to the 'traditional family'³¹. In general, the ratification of the Istanbul Convention poses a major challenge to Ukrainian society, although it is a necessary step to ensure comprehensive reforms to combating the gender-based violence take place.

2.2. Gender (In)equality in Ukraine

Gender equality is perceived as an important issue in Ukraine. According to the 'National Survey on Equality between Men and Women in Ukraine' conducted in 2018 by the National Democratic Institute in Ukraine and commissioned by the Office of the Deputy Prime Minister for European and Euro-Atlantic Integration of Ukraine, 81% of women and 73% of men in Ukraine reported that gender equality is important for them³². Despite public support for gender equality, significant challenges remain for women, compared to men, while adverse social norms, and gender stereotypes on different social roles of women and men persist in the country.

Since 2010, United Nations Human Development Reports (HDR) has included a Gender Inequality Index (GII) value for each country³³. At a GII value of 0.285, Ukraine was ranked at 61 out of a total of 160 countries included in the 2017 index. In 2018, a slow progress was observed, as Ukraine had a GII value of 0.284, ranking it 60 out of 162 countries³⁴.

As a result of 2019 elections, a proportion of women in the Parliament has unprecedentedly grown: there were 88 women among 423 Members of Parliament (21%) in the end

of 2019³⁵. As to the Cabinet of Ministers of Ukraine, there were 6 women (33.3%) and 12 men (66.7%) out of 18 members. However, women's participation in decision making level remain low. Women from the most vulnerable groups are not involved in the decision-making processes and are almost excluded from the process of planning and allocation of budgetary and economic resources.

Women's participation in the labour force was also found to be significantly less than that of men. According to 2017 data, women's participation in the labour market was 55.7%, compared to 69.0% for men³⁶. As a result of gender-based occupational segregation and women's lower access to top managerial positions, the average gender gap in wages was 21% in 2017³⁷. Despite narrowing its gender gap in estimated earned income and legislators, senior officials and managers, in 2018, Ukraine saw itself overtaken by a number of faster-rising countries³⁸.

Gender-based violence remains another pressing issue. According to the UN Global Database on violence against women, 13% of women in Ukraine have experienced physical

²⁹ Ukraine, Resolution of the Cabinet of Ministers of Ukraine about Approving of the Priority Action Plan of the Government for 2018, #244-p on 28 March 2018. Available from: <https://www.kmu.gov.ua/ua/npas/pro-zatverdzhennya-planu-prioritetnih-dij-uryadu-na-2018-rik>.

³⁰ Approved by the Resolution of the Government of Ukraine dated 18.12.18 No. 1106-p.

³¹ <http://www.europarl.europa.eu/sides/getDoc.do?pubRef=-//EP//TEXT+CRE+20180312+ITEM-016+DOC+XML+V0//EN&language=en&query=INTERV&detail=1-136-000>

³² <https://www.kmu.gov.ua/storage/app/media/17-presentation-2018/29.22.2018Klimpush/Ukraine%20National%20Survey%20on%20Equality%20between%20Men%20and%20Women%20July%202018.pdf>

³³ This GII value is composed of measures of gender-based inequality in three dimensions (reproductive health, empowerment, and economic activity), resulting in a composite score that can be compared with other nations.

³⁴ http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/UKR.pdf

³⁵ http://w1.c1.rada.gov.ua/pls/site2/p_deputat_list

³⁶ UN Data 2018. <http://ukrstat.gov.ua/>

³⁷ Statistical Booklet 'Labour in Ukraine-2017', State Statistics Office of Ukraine, retrieved from: http://ukrstat.gov.ua/druk/publicat/kat_u/2018/zb/07/zb_pu2017_.pdf

³⁸ http://www3.weforum.org/docs/WEF_GGGR_2018.pdf, World Economic Forum, 2018, page 22

and/or sexual violence by an intimate partner; 10% reported experiencing this within the previous 12 months³⁹. While the public system of prevention and response to GBV is being gradually developed in Ukraine, many crucial advocacy efforts to achieve the changes were provided by CSOs and women's groups.

Ukraine faces unprecedented challenges affecting the exercise of equal opportunities and rights by women in general, and those facing multiple forms of discrimination in particular. The roots can be found in patriarchal attitudes and stereotypes, but also in deeply rooted systemic gaps which have not been addressed. Certain groups of women, in addition to suffering from discrimination directed against them as women, also suffer from multiple forms of discrimination based on additional grounds such as ethnic identity, disability, age, internally displaced person (IDP) status, sexuality and other factors. Such discrimination affects these groups comprised primarily of women or affects women to a different degree or in a different way from men. Continuing exclusion of women facing multiple discrimination from the policy making and reform processes tend to remain left behind. Such groups include, but not limited to (in varying degrees): women living below the poverty line, women with disabilities, rural women, young women, older women, ethnic minorities, particularly Roma, women IDPs and others. For instance, almost 48% of women living in rural areas do not have access to medical services in their area; another 36% of rural women do not participate in decision-making in their communities and 67% of rural women do not have access to the Internet at home.⁴⁰ Social stereotypes and stigmatization double the pressure on women living with HIV,⁴¹ as do poor access to quality psychological care and medical services, and challenges in accessing social and legal protection. Roma women

face discrimination based on their gender and ethnicity, as a result of which, they have higher levels of illiteracy and lower education rates, often in conjunction with higher rates of early marriage (only 59% attend secondary school⁴²); a lack of identification documents prevents Roma women from claiming their social and economic rights; high unemployment rates and poor employment opportunities hinder full social inclusion and integration. These groups are rarely included in decision making at any level, their needs and priorities are largely overlooked in reforms and development planning, and they are excluded from policy making, legal changes and reforms.

In 2015, the Committee on the implementation of CEDAW made a number of observations about the Ukrainian Government's progress and areas for improvement in gender equality and the advancement of women's rights. These included, inter alia, lack of unified structures, finance and authority within Government to oversee the direction of work on gender equality and human rights; lack of information and sex-disaggregated data about violence against women; concern over anti-gender equality campaigns organised by outside forces and anti-gender equality propaganda; lack of public awareness of anti-discrimination legislation in Ukraine including of laws concerning domestic violence; inadequate responses by state agencies such as the police to victims of domestic violence; a need to improve the number of women within Ukraine's parliament to strengthen gender equality work; and lack of sanctions against acts of discrimination committed by institutions, whether public or commercial. Overall, gender equality and women's rights were considered to be of low priority for policy-makers both at the national and local level.⁴³

2.3. Women's Groups and CSOs in Ukraine

Women's groups and CSOs in Ukraine represent a powerful force in efforts to overcome gender-based inequalities. The potential for Civil Society Organisations to become key enablers of this change has also been recognised by the

State Social Programme on Equal Rights and Opportunities of Women and Men.⁴⁴ Women's groups and CSOs have long been a part of the infrastructure of political activism in Ukraine. The National Council of Women of Ukraine was

³⁹ Ukrainian Center for Social Reforms (UCSR), State Statistical Committee (SSC) [Ukraine], Ministry of Health (MOH) [Ukraine], and Macro International Inc., 2008. Ukraine Demographic and Health Survey 2007. Calverton, Maryland, USA: UCSR and Macro International.

⁴⁰ UNDP Report, 2015

⁴¹ Research by the All-Ukrainian Charitable Foundation "Positive Women: Sexual and reproductive health, Gender Equality and Human Rights, Gender Violence, Economic and Political Opportunities of Women Living with HIV in Ukraine. March 2016"

⁴² Written Comments Concerning Ukraine for Consideration by the Committee on the Elimination of All Forms of Discrimination against Women at its 66th session by the European Roma Rights Centre and the International Charitable Organisation Roma Women Fund "Chiricli", 2016

⁴³ Committee on CEDAW: Consideration of reports submitted by States parties under article 18 of the Convention, <https://www.refworld.org/publisher,CEDAW,STATEPARTIESREP,UKR,56e7c44a4,0.html>

⁴⁴ <https://www.kmu.gov.ua/en>

the leading voice in the history of women's movement, dating back to 1919, under the leadership of Sofia Rusova, one of the pioneers in the Ukrainian feminist movement. The Council was re-established in 1999 as an All Ukrainian Voluntary Association, led by Maria Drach, Atena Pashko, Maria Orlyk, Olga Kobets, Alina Komarova, and Tatiana Kondratyuk. The women's movement in Ukraine therefore, has a vibrant history of demanding women's rights and gender equality in Ukraine. During the independence movement of the late 1980s and early 1990s, women's groups such as Zhinocha Hromada (Women's Brigade), Soiuz Ukrainiok (Union of Ukrainian Women), Spilka Zhinok Ukrainy (Union of Women of Ukraine), and Women's Community were active in supporting nationhood.

The Orange revolution in 2004-2005, and the Maidan movement in 2013-2014, saw women and women's groups and CSOs playing important political roles. In addition, volunteer work, donations and civic activism have increased in response to the humanitarian crisis and the armed conflict in Eastern Ukraine.⁴⁵ The Maidan revolution in 2013-2014 created unprecedented levels of civic activism and aspirations for a more transparent, responsive and accountable government. Maidan clearly marked the start of a new wave of civic enthusiasm for change, but also a demand for more meaningful participation and accountability. Women played an active and equal role in the Maidan protests, demanding reforms and an accountable government. The protests provided women with the space and opportunity to adopt and assert new gender roles and showcased women as political actors.⁴⁶

New forms of women's groups and CSOs have developed to protect the rights of displaced people, to promote women's access to the military service, and to assist the combatants in re-integrating to society. Furthermore, CSOs working to support IDPs and Ukrainian service personnel are often run by women.⁴⁷ Grassroots civil initiatives, often led by women, have focused on restoring normal life for the population in Donetsk and Luhansk through activities that have included, for example, art exhibitions and debates.

Whilst the women's rights and gender equality agenda has continued to advance over the last thirty years in Ukraine, with the introduction of various academic centres and NGOs working in this field, as with women's movements elsewhere, the movement has been heterogenous in its priorities and goals and debates within the movement about these have continued. Contested issues within the movement include conceptions of family, and in particular distinctions between traditionalist or 'neo-familist' views of family and motherhood as central sites for women's power, and more liberal feminist views that seek to liberate women from traditionalist expectations and valuations of women as wives and mothers.^{48,49,50} Just like in other countries of Central and Eastern Europe, a multitude of different local initiatives strongly promote tradition over equality in Ukraine, and are thus often classified as anti-gender movements.⁵¹

The influx of international organisations after independence brought a step-change in funding for women's rights activities. The Ukrainian Women's Fund (UWF) is a key source of support for civil society organisations (CSOs), and particularly women's groups and CSOs, and provides funding, as well as supporting the women's movement to a range of women's groups and CSOs in their efforts to achieve gender equality and progress democratisation.⁵² The UWF (along with other groups) has been particularly influential in promoting women's contributions to peace-building and conflict-prevention processes by supporting development, implementation and monitoring of local action plans on UN Security Council Resolution 1325 on women and peace and security.

Women's NGOs are not evenly represented across the country as a whole, they are also often underdeveloped and lack the capacity and experience to implement projects or to work closely with the government.⁵³ The latest self-assessment of the women's movement in Ukraine conducted by the Ukrainian Women's Fund, using the methodology of the Global Fund for Women, identified the following weaknesses: organisations within the movement do not closely cooperate and there is no effective mechanism for making joint decisions; women's civil society organisations (CSOs) do not have the capacity to engage in joint planning;

⁴⁵ Worschech S. (2017). New Civic Activism in Ukraine: Building Society from Scratch? In: Kyiv-Mohyla Law and Politics Journal 3 (2017): 23–45.

⁴⁶ Voices from Ukraine: Strengthening the Role and Contribution of Ukrainian Women in Conflict Prevention, Resolution, Peacebuilding and Reconciliation, Women's International League for Peace and Freedom, September 2014.

⁴⁷ OSCE (2015). Gender Dimensions of SMM's Monitoring: One Year of Progress. Organisation for Security and Co-operation in Europe. Retrieved from <http://www.osce.org/ukraine-smm/165806>

⁴⁸ Phillips, S. (2008). Women's Social Activism in the New Ukraine, Indiana: Indiana University Press

⁴⁹ Phillips, S. (2005). "Civil Society and Healing: Theorizing Women's Social Activism in Post-Soviet Ukraine", in *Ethnos*, 70.4: 489–514

⁵⁰ Zhurzhenko, T. (2001). "Free Market Ideology and New Women's Identities in Post-Socialist Ukraine", in *The European Journal of Women's Studies*, 8.1: 29-49

⁵¹ Martsenyuk, T. (2015). Gender Issues in Ukraine and EuroMaidan Protests: Patriarchal or Egalitarian Notions? Anti-Gender Movements on the Rise? Strategising for Gender Equality in Central and Eastern Europe, Ed. by the Heinrich Böll Foundation, Vol. 38 of the Publication Series on Democracy, p. 73-81.

⁵² <https://www.uwf.org.ua/en/>

very few organisations or coalitions provide sufficient support for capacity-building of small organisations and there is no close interaction with and support from other movements.⁵⁴

In general, women's groups and CSOs have become important actors in gender mainstreaming at the national level. They are also very active internationally, presenting the interests of vulnerable population groups and launching the initiatives on independent monitoring of the international commitments of Ukraine in the form of alternative reports⁵⁵.

The role of non-governmental organisations (NGOs) has been especially crucial in advancing national gender equality policy despite frequent changes in the government and lack of awareness or interest in gender commitments among many State officials. The adoption of state policy on gender equality and specific action plans is attributed to the consistent lobbying efforts of NGOs⁵⁶. Along with international organisations, NGOs “undertake numerous capacity building activities, draft and distribute educational materials, connect Ukraine with the international gender equality networks and conduct advocacy work.”⁵⁷ In fact, in many spheres, “the civil society component of [the] gender movement in Ukraine is more active than the state” and women's NGOs frequently “perform the functions of (and sometimes replace) government agencies.”⁵⁸ There are many positive examples of cooperation between women's NGOs and specific government agencies, and a number of authorities are open to working with civil society actors. However, according to USAID, the government as a whole lacks trust in the expertise of women's groups and CSOs and tends to look to the donor community for advice related to gender equality goals, neglecting the opportunity to build on the many years of experience on gender issues in Ukraine that women's groups and CSOs have acquired. The weak links between civil society and the government may reflect an overall lack of support by society for women's NGOs⁵⁹.

At the same time, women's civil society activism is dynamic and changing, and the recent experience of Ukraine's review

by the CEDAW Committee in February 2017 is an example of diverse women's groups and CSOs coordinating their efforts with a positive impact. Women's NGOs submitted 14 alternative reports to the official State party report, covering all topics of the Convention, and provided a unified oral statement of their priority concerns to the Committee. The CEDAW Committee in its Concluding Observations of the eighth periodic report of Ukraine encouraged the State party to enhance its collaboration with women's associations that could assist in the collection of accurate and sex-disaggregated data necessary to assess the impact and effectiveness of policies and programmes aimed at mainstreaming gender equality and enhancing women's enjoyment of their human rights⁶⁰. The Committee also advised the State party to “provide opportunities for women and civil society organisations to contribute to the peace process as active participants by establishing effective channels of communication, coordination and joint initiatives for the inclusion of women's priorities”.

An important development for women's movements internationally as well as in Ukraine is the growing and changing role of digital media within women's groups and CSOs and public awareness of debates on gender more generally⁶¹. Whilst there is a plethora of feminist online action (within popular social media platforms such as Facebook) in Ukraine, this has not (yet) translated to greater leverage by women's groups and CSOs of formal power structures. This is related to a wider concern about the women's movement in Ukraine: that whilst there is certainly support for gender equality amongst the public, the sector has encountered obstacles in translating that support into an effective, influential political force. To overcome these barriers, the sector must understand and address deficits in capacity and skills that are needed to achieve concrete progress against these deficits in terms of women's groups and CSOs advocacy skills, understanding and use of international legislation and frameworks and monitoring of Government action on gender equality. This is the objective of the present study.

⁵³ USAID/Ukraine (2017). Gender Analysis Report: pp. 53-54, <https://www.usaid.gov/ukraine/fact-sheets/gender-equality-and-womens-empowerment>

⁵⁴ Self-assessment of the women's movement in Ukraine made by the Ukrainian Women's Fund (using the Global Fund for Women's methodology), <https://www.uwf.org.ua/publications>

⁵⁵ Alternative Report on Ukraine's Implementation of Convention on the Elimination of All Forms of Discrimination against Women (VIII periodic report): http://www.ua.undp.org/content/ukraine/en/home/library/womens_empowerment/alternative_report_CEDAW.html

⁵⁶ USAID/Ukraine (2017). Gender Analysis Report: p. 53, <https://www.usaid.gov/ukraine/fact-sheets/gender-equality-and-womens-empowerment>

⁵⁷ Yuliya Galustian, “Analytical Report on the Results of Interviews Conducted with Experts in the Area of Gender Policy “Functioning of the National Gender Machinery,” Surveys, Conducted in the Framework of Preparation of the Eighth Periodic Report on the Implementation in Ukraine of the CEDAW, (Kyiv: UNFPA, 2014), 13.

⁵⁸ Ibid, 20.

⁵⁹ USAID/Ukraine (2017). Gender Analysis Report: p. 53, <https://www.usaid.gov/ukraine/fact-sheets/gender-equality-and-womens-empowerment>

⁶⁰ Concluding Observations of the Committee on the Elimination of Discrimination against Women on the eighth periodic report of Ukraine, https://digitallibrary.un.org/record/1286284/files/CEDAW_C_UKR_CO_8-EN.pdf

⁶¹ OpCit Research (2016). Mapping of NGOs Working for Women's Rights in Selected Member States, Report for the European Parliament Committee for Women's Rights and Gender Equality, available from: [http://www.europarl.europa.eu/thinktank/en/document.html?reference=IPOL_STU\(2016\)556932](http://www.europarl.europa.eu/thinktank/en/document.html?reference=IPOL_STU(2016)556932)

METHODOLOGY OF THE STUDY



3.1. Methodology and Tools Used

This study involved qualitative and quantitative elements and included desk review, electronic survey, focus group discussions and interviews to triangulate and validate the findings. Four workshops (in Kharkiv, Lviv, Zhytomyr and Kherson cities) were conducted to cover 160 representatives of the civil society across the regions in collaboration with the Ukrainian Women's Fund to validate the findings of the study and develop the capacity building plan in collaboration with and led by civil society themselves.

The UN Women guideline on gender equality capacity assessment tool anchors the assessment, both for the individual assessment of the capacities as well as the organisational assessment of the capacity⁶². The civil society capacity assessment tool identifies the methodology and gender core capacities, inter alia (i) gender analysis and strategic planning, (ii) gender responsive programming, budgeting and implementation, (iii) knowledge management, communication and gender responsive monitoring and evaluation (M&E), (iv) effective partnerships and advocacy on promoting gender equality, (v) gender and leadership, (vi) innovation in gender transformative approaches. The Knowledge, Attitudes and Skills (KAS) model⁶³ was used to understand the capacity assessment at the individual as well as organisational level.

First, a review of international evidence on good practices, norms, effectiveness and enablers to effective women's groups and CSOs was conducted. The results of the desk review are in Appendix 1 of this report. This informed research tools used during the qualitative and quantitative data-gathering phase.

Following this, primary research was conducted. This included an electronic survey (e-survey) distributed across a wide network of individuals and organisations that had previously identified as women's groups or CSOs. The questionnaire was shared with gender equality and women's rights organisations listed in the contact lists of the Ukrainian Women's Fund (UWF) and UN Women, urging them to share the survey within their own networks. This included 447 individuals, from 286 separate organisations involving representatives of different regions of Ukraine

and including women's groups and CSOs working on a variety of issues related to gender equality and women's human rights, including women facing multiple forms of discriminations, such as Roma women, rural women, displaced women, women ex-combatants, women living with HIV, LBTQI women, women with disabilities, etc. In addition to the lists, the survey was distributed yet more widely through a 'snowballing' method, which involved requesting all respondents to distribute a link to the e-survey to their colleagues. In addition, information about and a link to the e-survey were posted to several social media sites including Twitter and Facebook, and internet forums with content relating to women's rights and gender equality. As a result, 117 responses were collected by the e-survey.

In addition to the e-survey, five focus groups were conducted in different areas in Ukraine with representatives of women's groups and CSOs including established 'organisations' and individuals working alone. These were conducted using 'Chatham House' rules, which means all participants' contributions were treated as anonymous and confidential. The focus groups were conducted in the following areas:

- Kharkiv (x2)
- Kyiv (x1)
- Lviv (x1)
- A semi-rural area in central Ukraine (x1)

Twenty-one people participated in the focus groups from a variety of women's groups and CSOs as well as one independent gender equality researcher. The purpose of the focus groups was to draw out, in greater detail than provided in e-survey responses, the experiences, views, challenges and opportunities perceived by those who are engaged in women's groups and CSOs. It was a valuable opportunity to test ideas about what types of support is desired by and necessary for respondents to ensure that government commitments to gender equality and women's rights are implemented effectively.

⁶² <https://www.unwomen.org/en/digital-library/publications/2014/6/gender-equality-capacity-assessment-tool>, second edition as on May 2016

⁶³ The Knowledge, Attitudes and skills model was designed by Benjamin S. Bloom, Taxonomy of Educational Objectives (1956). Published by Allyn and Bacon, Boston, MA. Copyright (c) 1984 by Pearson Education. The model examines the knowledge, skills and attitudes of the individuals that contribute towards the organisation building. More details related to this can be found at: <https://www.unwomen.org/en/digital-library/publications/2014/6/gender-equality-capacity-assessment-tool>, second edition as on May 2016

In addition to the focus groups, interviews were conducted with 3 respondents from local/municipal (n=1) or central (n=2) Government. The purpose of these confidential and anonymous interviews was to validate and compare views from focus groups and surveys about working with Government. The interviews were also a valuable opportunity to learn about challenges and opportunities from a Government perspective for women's groups and CSOs to coordinate with Government actions and activities to promote gender equality and women's rights.

All data from the qualitative elements of the research were analysed using thematic analysis techniques. These were

designed to identify common themes and observations made by multiple respondents from across interviews and focus groups. Data from the e-survey were analysed using descriptive statistics and non-parametric correlation analyses to determine relationships between response variables, using specialist statistical software (SPSS). All data were analysed to provide an overall description of the respondent group and organisations that they work with as well as cross-sectional analysis of the data to identify a 'typology' of women's groups and CSOs so that capacity building activities may be targeted to specific audiences for better effect.

3.2. Definitions Used in This Report

Women's Groups and CSOs

The phrase 'women's groups and CSOs' is used throughout this report. However, the study is careful not to exclude relevant groups or individuals who contribute to the gender equality and women's rights movement in their individual capacity and not as organisation. Therefore, a wide definition of 'women's groups and CSOs' was used to recruit participants to the study. This ensured that a) those who work alone or informally, for example, an individual who runs a blog or online forum, without the support of a formal organisation, would not be excluded from this study and b) that organisations or individuals who do not self-identify exclusively as a 'women's group' or 'women's groups and CSOs' yet are concerned with gender equality and advancing women's rights are not excluded from the study. Likewise, some organisations and individuals may not explicitly self-identify as 'feminist', although they work to promote gender equality and women's rights. This broad inclusion strategy was taken because, particularly in the recent history of the women's movement, activists and influencers may make the choice to avoid labels such as 'feminist' or 'women's' due to a need to avoid widely-held negative sentiment or a backlash against such labels.⁶⁴

Capacity

The UNDP, Practice Note on Capacity Development, New York: 2007, defines capacity as, "the ability of a

society, group or sector to continue to develop necessary skills, behaviours, networks and institutions that enable communities and organisations to adapt and become resilient."

Adapting this, UN Women Guidance Note elaborates in the case of gender equality, capacity implies the necessary skills, behaviours, networks and institutions that enable communities and organisations to effectively implement commitments towards gender equality and women's empowerment.⁶⁵

Capacity Needs Assessment

A capacity needs assessment (CNA) is an analysis of current capacities against desired future capacities, which generates an understanding of capacity assets and needs, which in turn leads to the formulation of capacity development strategies, among which training for gender equality is included.

Capacity building

In this report, the term 'capacity building' refers to processes through which individuals and organisations obtain, strengthen and maintain the capabilities to set and achieve their own objectives over time⁶⁶. It includes the teaching of skills and techniques and it can also include the strengthening of institutions and networks.

⁶⁴ See Opcit Research (2016) at: [http://www.europarl.europa.eu/RegData/etudes/STUD/2016/556932/IPOL_STU\(2016\)556932_EN.pdf](http://www.europarl.europa.eu/RegData/etudes/STUD/2016/556932/IPOL_STU(2016)556932_EN.pdf)

⁶⁵ https://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2014/capacity%20assessmenttool_may2014_seconddraft%20pdf.pdf?la=en, Second Edition 2016

⁶⁶ For example see UNDP (2009) https://www.undp.org/content/dam/aplaws/publication/en/publications/capacity-development/capacity-development-a-undp-primer/CDG_PrimerReport_final_web.pdf

Skills

In this report 'skills' refers to specific techniques, tools and approaches to achieving specific objectives. Skills may refer to 'hard' skills such as those relating to specific tools or equipment as well as 'softer' skills or those that are less tangible such as the ability to listen or persuade.

Knowledge

In this report, the term knowledge refers to individuals' and organisations' understanding and experience for example of social systems, political histories, policies, and concepts⁶⁷.

Attitudes

In this report the term 'attitude' refers to characteristics of individuals or organisations, which define operational style, values or approach. Examples of attitude may include 'leadership', 'integrity', 'pragmatism' or 'tenacity'⁶⁸.

3.3. Limitations and Challenges of the Study

An important limitation for the study relates to respondent sample sizes and the ability to draw conclusions that relate to the totality of women's groups and CSOs and CSOs from the data gathered. The total number of responses to the e-survey was 117, however 4 were incomplete responses. As the size of the total population of women's groups and CSOs is unknown and a wide recruitment strategy was used, the overall response rate (the percentage of the total population of potential respondents who did respond) is unknown. Despite this, the number of respondents compares favourably to the size of organisations listed on the database of UN Women in Ukraine and the Ukrainian Women's Fund: a total response rate of 26%. This reduces the effect of a non-response bias within the final data set as a significant proportion of non-responses were likely due to changed or wrong contact details and lack of motivation to respond. This allows the results to be interpreted with a high degree of confidence that they are representative of the total potential population group as a whole (women's groups and CSOs).⁶⁹

The total number of participants in the focus groups was 21. However, this included a lower turnout for the focus group in a semi-rural area, meaning higher participation rates in the other areas. The focus group conducted in a semi-rural area was organised to ensure that there was participation

from those who may, otherwise, be difficult to engage in research due to either lack of internet connection or lack of local networks and contacts. Overall, focus group respondents represented a range of organisations including older, more established organisations, newer, informal organisations, and individuals working largely alone. It is important to note that focus groups are not intended to represent a statistically significant sample of whole populations. They are intended to provide insight and reflection, in this case, to understand the findings of the e-survey in greater depth and develop recommendations and solutions to challenges that have been identified. Furthermore, analysis of qualitative data such as focus group data is designed to draw out common or repeated themes, suggestions and insights. Where more than one respondent has independently stated the same detailed opinion or suggestion, this has been highlighted as significant.

As this study involves self-assessment, and not third party-assessment of capacities, several areas of the study require a validation and in-depth assessment to gauge the difference between the perception and actual capacities. Therefore, this study should not be read as an assessment of capacities, but a self-analysis of the capacity needs as presented by the civil society members themselves.

⁶⁷ The definition of 'knowledge' is subject to centuries of debate and philosophical exploration. In this context we use the term in a quotidian sense, and, in the context of this study, knowledge of interest will be based around social and economic phenomenon that impacts upon women and gender equality.

⁶⁸ See for example, OpCit Research's study on the NHS Leadership Qualities Framework which analyses different clinicians Leadership 'qualities' www.opcitresearch.com

⁶⁹ Radics, Robert & Sudipta, Dasmohapatra & Kelley, Stephen (2014). Manage sample and population differences by weighting - using SPSS raking algorithm

QUANTITATIVE STUDY: FINDINGS FROM THE E-SURVEY



The e-survey was designed to gather data to better understand the key characteristics, priorities, skills, knowledge, and training and capacity building priorities of women's groups and CSOs in Ukraine to identify the level of their advocacy skills, understanding of the key human rights and gender equality frameworks and Ukrainian national obligations, as well as their abilities to effectively monitor and produce evidence-based reporting on the status of women in Ukraine and the implementation of Ukrainian commitments.

As such, the e-survey was focused on answering the following research questions:

1. What are the key characteristics of women's groups and CSOs in the Ukraine, in terms of: (i) size; (ii) length of time in operation and; (iii) number of paid employees and volunteers?
2. What are the main priorities and activities of women's groups and CSOs in Ukraine?
3. What are the main skills and knowledge areas possessed by these organisations?
4. What are the main priorities for the future training and capacity building of these organisations?

Data analysis focused first on identifying the key characteristics of the participating organisations. These results were then used to investigate whether there was any relationship between these results and other organisational characteristics. A series of data analyses further identified correlations between the key variables of organisational characteristics, priorities and actions. A key line of enquiry, which further emerged from this analysis, was understanding the relationship between differences in the 'professionalism' (defined in terms of the size of their paid workforce and their overall size) of organisations the

other key variables (e.g. training priorities).

The electronic survey (e-survey) was distributed between 30th November 2018 and 1st May 2019. The survey, attached as Annex 3, included 36 questions, including sub-questions that were organised, in the large majority, in a 'structured' format. This means that respondents had to select from answer options that were already set. There were also some limited opportunities for one-line open text responses where necessary, for example, for respondents to describe what they meant if and when they selected the 'other' option to the pre-programmed answers. The e-survey was structured in this way to allow for cross-respondent comparison and statistical analysis. The e-survey was structured into the following main sections:

- 4.1 Basic information about an individual respondent; basic information about the organisation the respondent works for or with;
- 4.2 Educational background on gender (trainings attended)
- 4.3 Current level of skills and knowledge held by the respondent's organisation;
- 4.4 Training and capacity building priorities for skills and knowledge building on gender equality and women's rights of the respondent's organisation; obstacles identified in order to perform effectively towards gender equality;
- 4.5 Partnerships and networks of respondent's organization;
- 4.6 Respondent's personal skills, attitudes and knowledge.

Based on these six sections, the executive summary collates the capacity needs as per the core gender capacities identified through the survey and complemented by the focus group discussions and interviews.

4.1. Basic information about respondents and their organisations

The basic information about the respondents and their organisations are part of the section 1 and 2 of the questionnaires. Correlation analysis was conducted wherever the findings provided the opportunity to be analysed further.

GENERAL INFORMATION ABOUT THE RESPONDENTS AND THEIR ORGANISATIONS

A total of 117 responses were received to the electronic survey (e-survey). 4 responses were incomplete.

The most common **age category of respondents was 25-45**, and of those detailing their age (112 people), 46 (41%) were above 45 and 66 (59%) were below 45. 109 respondents (95.6%) defined themselves as female, 5 (4.3%) as male. No respondent identified as 'other' or stated that they prefer not to say.

FIGURE 1

Age of respondent by job title and level of responsibility

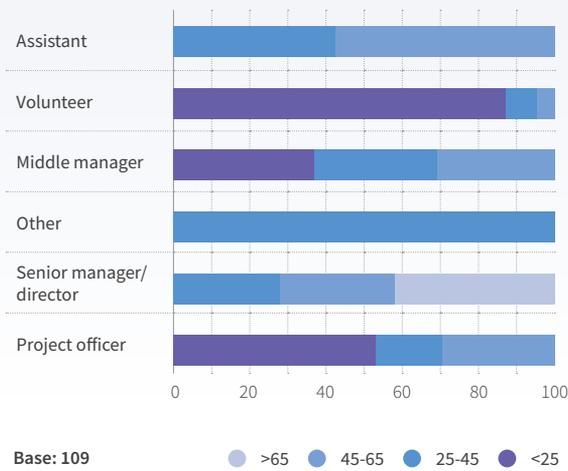
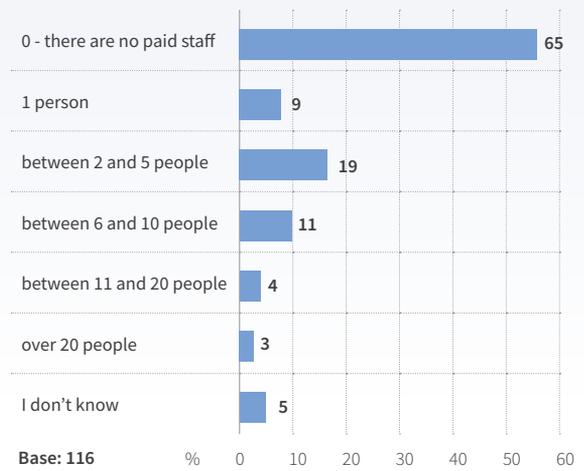


FIGURE 2

Number of employees per organisation (% and number)



The respondents represented **102 individually named organisations** (7 respondents did not name their organisation). Ninety-nine respondents (87.6%) stated either that the organisation they work for or their personal work explicitly addresses women’s rights and gender equality. Four respondents (3.4%) did not respond to this question.

The vast majority of respondents (87.6%) are either employed by, or volunteer for, an organisation, with only 8% working on their own initiative (for example running a blog or online forum). In terms of respondents’ roles in their organization, the **majority (73) reported that they are senior managers/directors (65.2%)**, whilst 20% reported as ‘middle managers’ (15 respondents). Eight respondents (7.1%) are project officers, 9 are volunteers (8%), and 2 described themselves as assistants (1.8%). Therefore, the sample was weighted towards those with a relatively high degree of seniority within their organisation.

The age range of respondents followed a pattern that is, arguably, predictable, with older respondents reporting higher levels of seniority, compared to younger respondents. Figure 1 explores the age to job title relationship amongst respondents.

The largest proportion of respondents (n=61 (52%)) reported that their organisation had been in operation for less than five years. This figure is roughly three times as many as those organisations in operation for between 5 – 10, and 11 – 20 years (21% and 23% respectively). Six

respondents (5%) reported that their organisations had been in operation for more than 20 years. This finding may suggest that, there has been an upsurge in the number of civil society organisations in Ukraine recently, although this cannot be verified in absence of existing data related to the organisations operating across country.

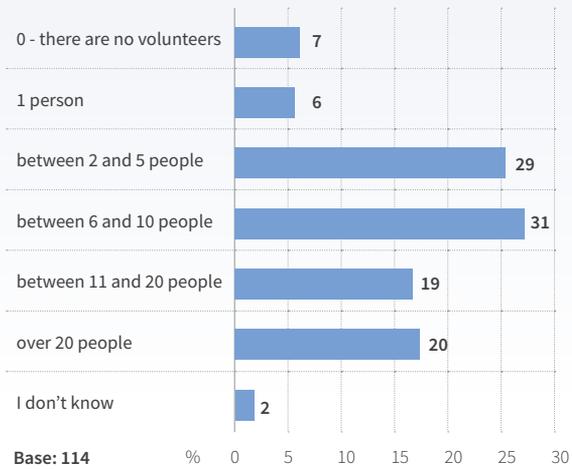
SIZE AND STRUCTURE OF THE ORGANISATION AND ITS RELATIONSHIP WITH THE ABILITY TO EMPLOY IN-HOUSE GENDER EXPERTISE

To understand the size and structure of the organisations represented by respondents and its impact on the organisational ability to attract professional staff, a question was posed about how many people were in paid employment by their organisation as well as how many volunteers were aligned to the organisation. The largest proportion of respondents (n=65) reported that there were no paid employees, and this was followed by ‘between 2 and 5 people’ and then ‘1 person’. Respondents reported that larger proportions of volunteers were engaged by their organisations, than paid employees, with the majority reporting that their organisation has between 6 and 10 volunteers.

Figures 2 and 3 reveal a picture of the women’s groups and CSOs as being largely staffed by volunteers and with relatively few professional paid staff. This is in line with previous research on women’s groups and CSOs, which find that such organisations rely heavily on volunteers and lower paid staff to operate, often due to a lack of institutional

FIGURE 3

Number of volunteers per organisation (% and actual)



funding and long-term support^{70, 71}. This is also revealed in the e-survey data, which shows a paucity of funding is accessed by the organisations included (see figure 4 below).

The relationship between the numbers of paid staff within organisations and their funding status is explored in Figure 4 below. This shows that, whilst the

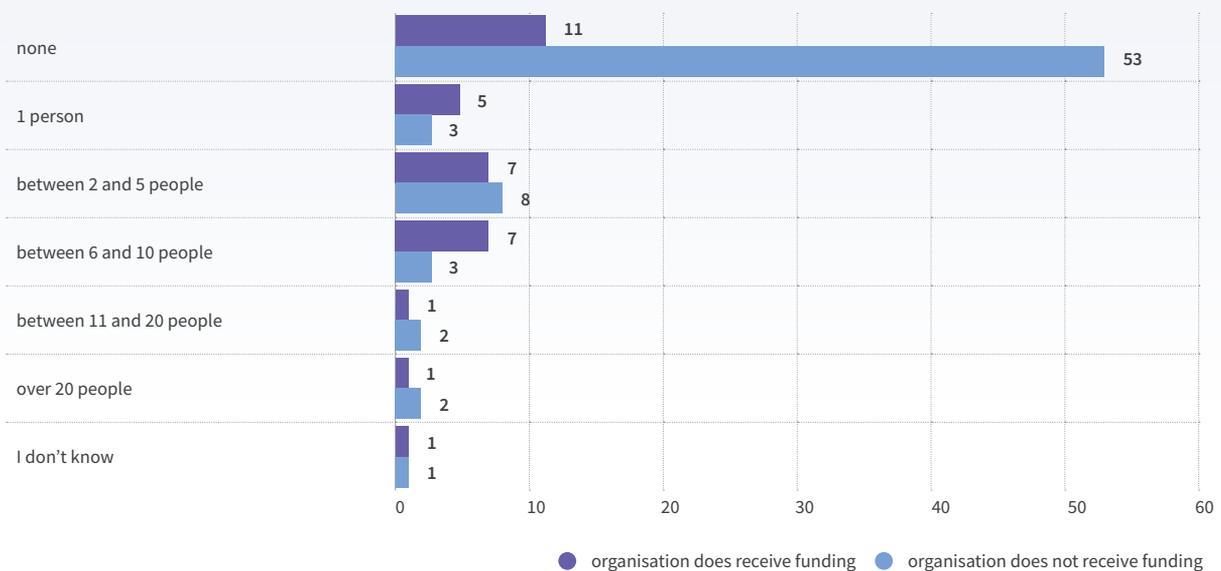
absence of funding is not a linear predictor of the level of paid employees, it certainly has a bearing. The number of organisations without any funding reporting that there are no paid employees is far greater than those with funding or income. However, a number of organisations that do not receive any income also report having some paid employees. It is not clear how these employees are paid for in these cases. While it is known that advocacy and normative works are usually time and resource intensive endeavours, lack of paid staff is likely to pose a challenge for the organisations to recruit experienced professionals to lead the normative mandates and sustainability of the advocacy initiatives.

FINANCIAL STATUS OF THE ORGANISATION, AND SOURCE OF THE SUPPORT TO THE WOMEN'S GROUPS AND CSOS AND CSOS

The majority of respondents reported not receiving an **income** of any kind (n=72 (64.3%)) although a significant minority reported that their organisation did receive an income (n=33 (29.5%)). For those organisations that were reported as receiving an income, the largest proportion of these received less than 150,000 UAH per year. Figure 5 below provides further detail of the levels of income received, amongst those that received any at all.

FIGURE 4

Numbers of paid employees analysed by whether or not organisation is in receipt of funding.

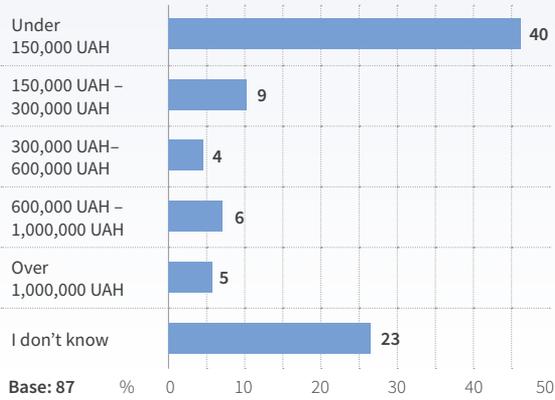


⁷⁰ Arutyunova, A., & Clark, C. (2013). Watering the Leaves, Starving the Roots: The Status of Financing for Women's Rights and Organizing Gender Equality (p. 140). Toronto, Canada: Association for Women's Rights and Development.

⁷¹ FRIDA. (2016). Brave, Creative and Resilient: The State of Young Feminist Organizing (pp. 1-90). Retrieved from AWID website: <https://www.awid.org/publications/brave-creative-and-resilient-state-young-feminist-organizing>

FIGURE 5

Levels of income received by respondents' organisations per year (number of respondents (%))



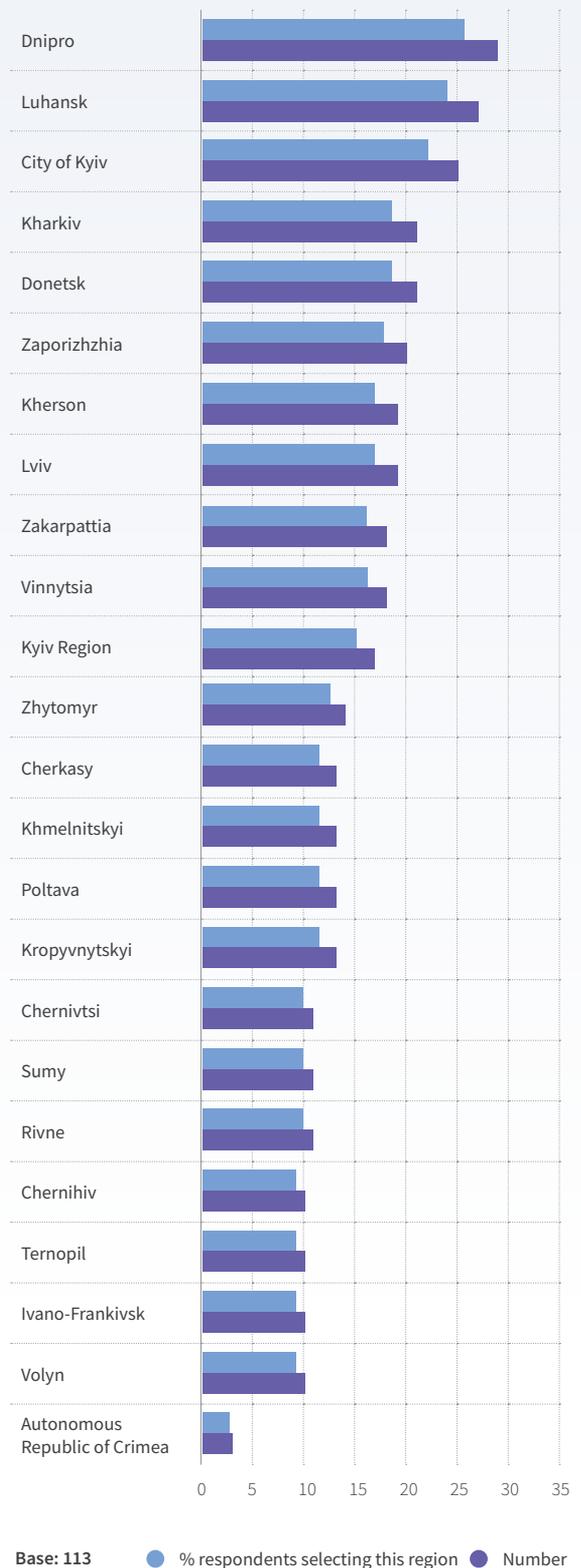
Respondents were asked about **the source of their income or funding**. The largest proportion of respondents reported that funding came from international organisations (n=61 (68.5%)), followed by public donations (n=26 (29.2%)), with only 3 respondents (3.4%) reporting that funding came from the Government. That only a small proportion of funding comes from the Government is, perhaps, a symptom and cause of the lack of networking and interaction reported between Government and women's groups and CSOs respondents (see qualitative findings below).

REGIONAL VARIATIONS AMONGST THE WOMEN'S GROUPS AND CSOS

Respondents were asked in **which oblasts their organisations operate**. Figure 6 below provides the findings. This shows that respondents' work takes place across a widely distributed area in Ukraine, however, notably, there are relatively lower levels of activity in the Autonomous Republic of Crimea, where only 3 respondents stated they have activities (2.9% of all responses). There also appears to be a higher concentration of activity in the East of the country and in Kyiv.

FIGURE 6

Oblasts where organisations operate



4.2 Respondents' educational and training background on gender

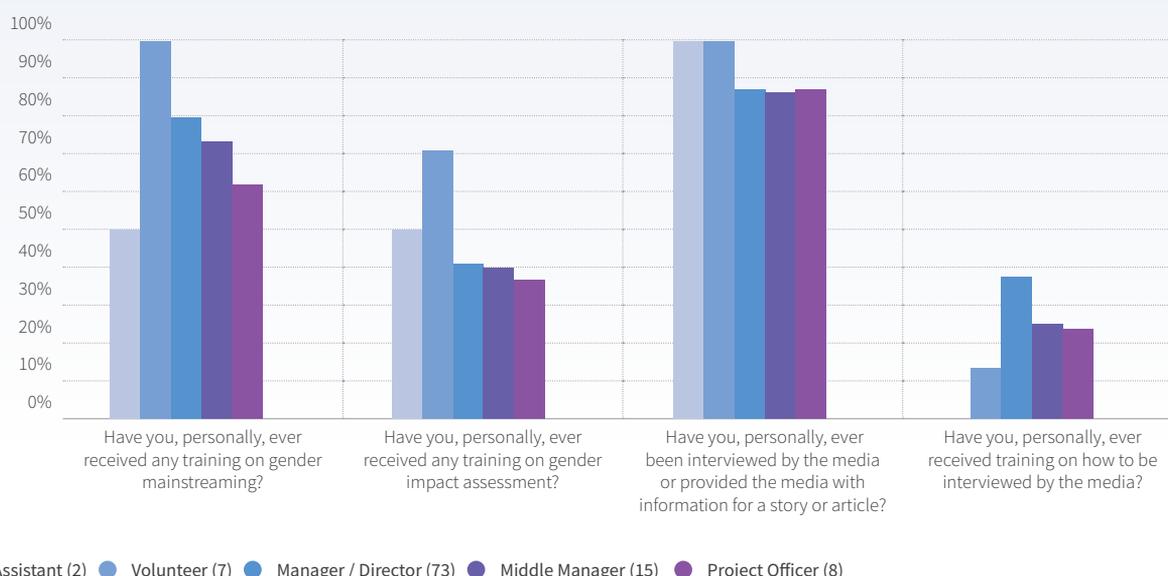
Respondents were asked a series of follow up questions about **the kinds of training or support they have received so far, if any**. There was a fairly even distribution of rates of training received across Directors/Managers, middle managers and project officer. These findings indicate that historically, *all staff levels have received similar types of training to each other*. It is not possible to indicate, however, the quantity or quality of the training each respondent received.

Figure 7 below illustrates the findings, that shows some interesting patterns. The lowest proportions of respondents reported having received training on how to be interviewed

by the media; highest proportions, overall, reported that they had been interviewed by the media or had provided information to the media with information for a story or article. The discrepancy between rates of training in, and experience of engaging with, the media means that many respondents may have engaged with the media with little preparation. Relatively high rates of received training were reported by volunteers across the domains, including gender analysis, gender impact assessment, gender mainstreaming. This data however, needs to be verified as there are very few examples of gender analysis, and gender impact assessments led by the civil society organisations that could be found during the desk review.

FIGURE 7

Training received by job title



4.3. Current level of skills and knowledge held by the respondent's organisation

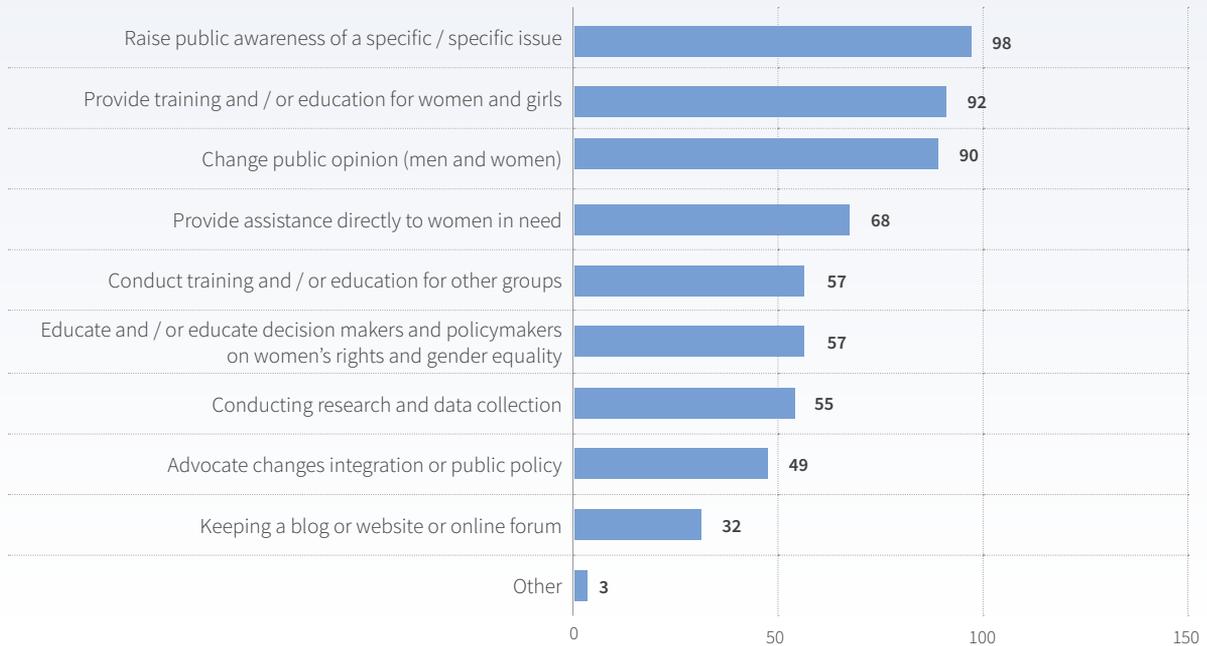
THE ORGANISATIONS' AREAS OF WORK ON GENDER EQUALITY AND WOMEN'S RIGHTS

The respondents' thematic areas of focus shows a diverse range of thematic areas, the highest concentration of work related to women's and girls' education at 60 % of all the respondents. Other priority areas of work (reported by 40 to 47 % of all respondents) included economic empowerment (such as gender equality in business leadership, women's access to labour market), political empowerment and gender equality in politics, addressing violence against

women and girls and 'Women, Peace and Security' agenda). About one-third of the respondents work on business leadership, law reforms and policy advocacy for gender equality, poverty reduction, and rights of women with disabilities, while one-fourth of organisations cover sexual health and reproductive rights, and gender equality in science, technology, engineering and mathematics. **Only 15% of the respondents reported working on LGBTIQ issues, working on women and environment, and women and media respectively, while the lowest only 9% working with Roma women.** This data was

FIGURE 8

Activities and actions that respondents' organisations are engaged with, number of respondents



triangulated with respondents' self-assessment of the recognition of the inter-sectional approach to gender equality and discriminated groups, which shows that while the recognition of the need for intersectional approach is high, there are fewer organisations working with the most marginalized groups.

STRATEGIES/ TOOLS USED BY THE ORGANISATIONS

Respondents were asked to list, as multiple-choice question, what activities their organisation or their work is primarily engaged with. Respondents were able to select as many activities as were relevant. Figure 8 below details the responses.

The most frequently mentioned (86.6% of all responses) was **'to raise awareness in the public of a certain or specific thematic issue'**. This was followed closely by **'to provide training and/or education to women and girls'** (81.3% of all responses); followed closely by **'to change public opinion through direct dialogues (men and women)'** (79.5% of all responses). The least frequently reported activity was *'running a blog or a website or online forum'* (28.6% of all responses).

This shows that **majority of the respondents are engaged in awareness raising activities, provide training and education to women directly, and influence public opinion**. The chart also demonstrates a relative lack of activity

concerning direct interaction with Government actors and in the collection of data and conducting research.

These responses were subsequently cross-tabulated with information on the number of paid employees engaged by respondents' organisations, as this is a useful indication of organisations' professionalism. This was done in order to explore if a relationship exists between organisations' levels of paid-professional resources and their ability to carry out activities. However, no clear patterns emerged based on this analysis. The lack of clear pattern was also observed across organisations with different sizes of the volunteer workforce. Thus, we can conclude that *the activity frequencies are fairly evenly distributed – they are similar - across organisations with different levels of human resources. These findings suggest that women's groups and CSOs are able to maintain a high level of activity and diversity, despite being poorly resourced*. However, the effect or quality of these activities is not known.

ACTIVITIES OF THE ORGANISATIONS AND ITS CORRELATION WITH FINANCIAL RESOURCES AVAILABILITY

In order to gauge whether funding arrangements had an impact on activities and actions of respondents' organisations, all reported activities and actions were cross-

tabulated with data on organisations' funding. Figure 9 below shows the results. This demonstrates that **whether or not organisations are in receipt of funding has little effect on the distribution of activity or action type. This reaffirms a picture of women's groups and CSOs as stretching limited resources across a wide variety of actions and activities.** The question as to whether this is the best use of resources is explored through qualitative data, in later sections of this report.

ON THE COMPETENCIES AND ATTITUDES OF THEIR ORGANISATIONS AND OF THEMSELVES

Correlations between certain organisation characteristics and the attitudes, priorities and behaviours of respondents and their organisations were examined, in order to determine what, if any, segments exist amongst the respondent group. This is important for determining how to target and design a capacity building and support programme for the sector.

Respondents were asked to what extent they agree or disagree with a series of statements concerning their organisations' overall competencies, knowledge, skills and capacity. Figure 10 below provides the overall responses to this set of questions.

This illustrates that respondents, overall, rated their organisations' abilities as moderately high, with a mean average rating across all questions of 3.5 out of 5. The highest ratings were given for skills and knowledge of gender analysis and gender impact assessment, followed by the ability to produce qualitative evidence. The lowest ratings were given for organisations' ability to work with and gain the support of the media. This is important given the high number of respondents who previously stated that public perceptions of gender equality and women's rights were a concern for their organisation and for which effective media engagement and strategy is an effective remedy (see section on international evidence).

Moreover, these findings do not follow what may be expected given reported activities organisations are involved with. For example, a large number of organisations reported being involved in awareness raising activities, yet their rating of skills concerning working with the media is comparatively low. This could suggest that organisations are most critical of skills which they deploy in action, possibly because they have sufficient experience to make this appraisal.

FIGURE 9

Types of organisation activities and actions analysed by whether in receipt of funding or not (% of total responses within either category of 'funding' or 'no funding').

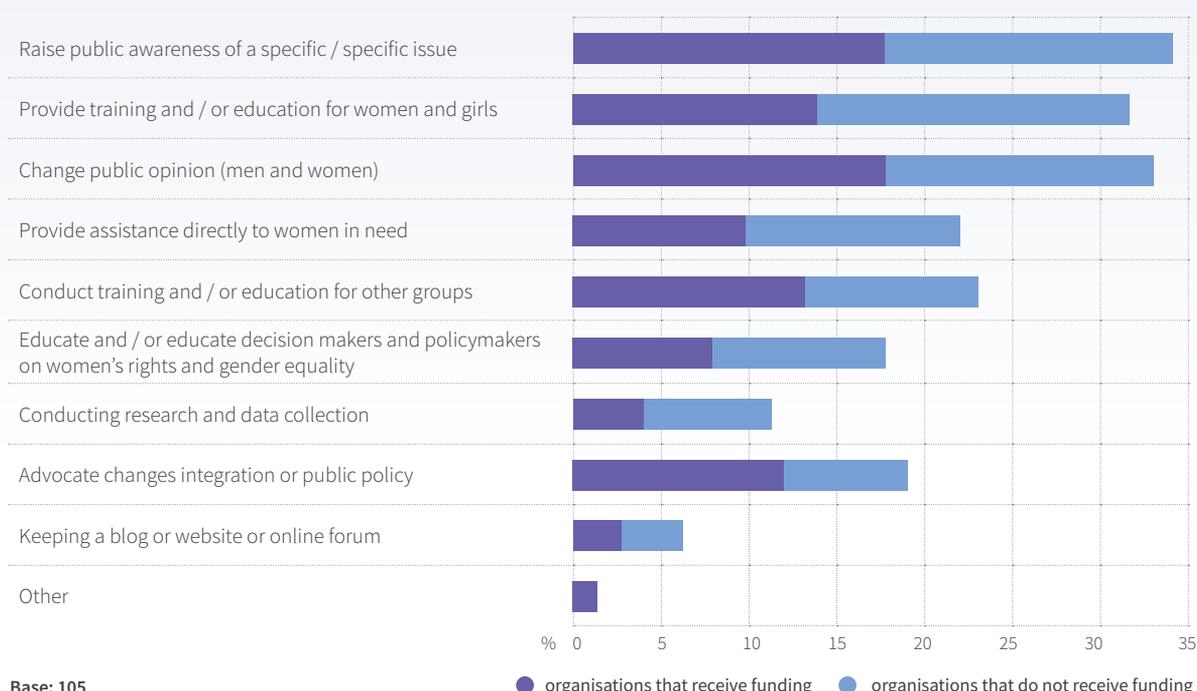
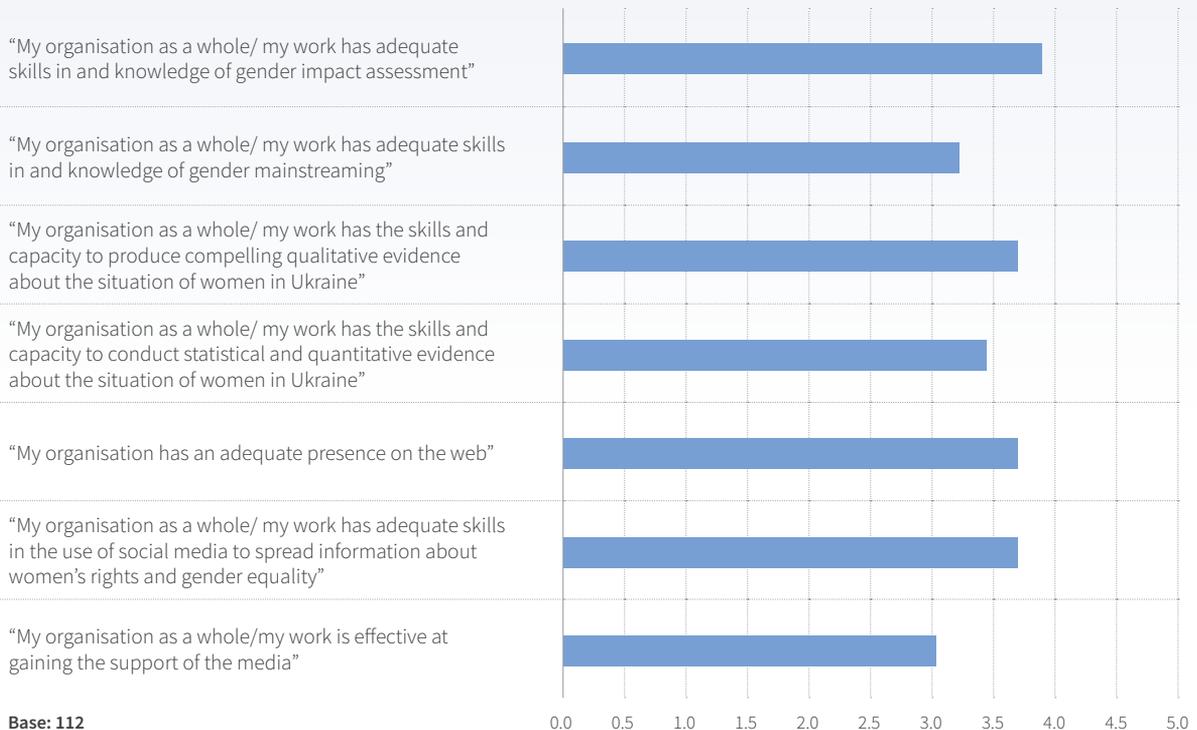


FIGURE 10

To what extent would you agree or disagree with the following statements concerning your organisation's skills and abilities. Please rate your answers 1 = completely disagree to 5 = completely agree.



COMMUNICATION AND MEDIA ENGAGEMENT

To probe this issue of media strategy and engagement capacity further, respondents were asked a series of related questions about their **views on media**. Figure 11 below provides the overall responses. This reiterates the finding that media engagement and strategy is an important field of activity for respondents' organisations, with the most support being given to statements which support the view that both social media and media generally are important tools. Interestingly, **respondents rated their personal skills and knowledge in the domain of media engagement much higher than they did for their organisations as a whole**. This is likely to reflect that a high number of respondents hold senior positions within their organisations, suggesting further that skills deficits in this domain are an issue for staff and volunteers with less experience. Alternatively, whilst individuals may have reasonable skills in this regard, their organisation lacks a systemic, organisational approach to communication and advocacy. Either way, these findings would suggest organisation-wide capacity building of these skills would be beneficial.

CORRELATION BETWEEN RATING OF ORGANISATION'S SKILLS AND ABILITIES AND THE EXISTENCE OF PROFESSIONAL STAFF

In order to identify if any clear relationship exists in **how respondents rate their organisations' skills and abilities** (based on a 7 skills and abilities enquired into), and the existence of in-house staff, correlational analyses were undertaken between these two domains. These reveal a widely distributed pattern of responses in relation to the number of employees engaged by organisations. This suggests that, even amongst organisations with a higher number of professional staff, confidence in skills and abilities was tempered. Moreover, respondents from organisations with higher numbers of volunteers tended to rate abilities lower, compared with organisations with higher numbers of employees (Figure 12).

We can conclude from this that *the higher the number of volunteers, the greater is the perceived need for support; however, there is still a strongly indicated need for*

FIGURE 11

To what extent would you agree with the following statements concerning media engagement and strategy. 1 = strongly disagree and 5 = strongly agree.

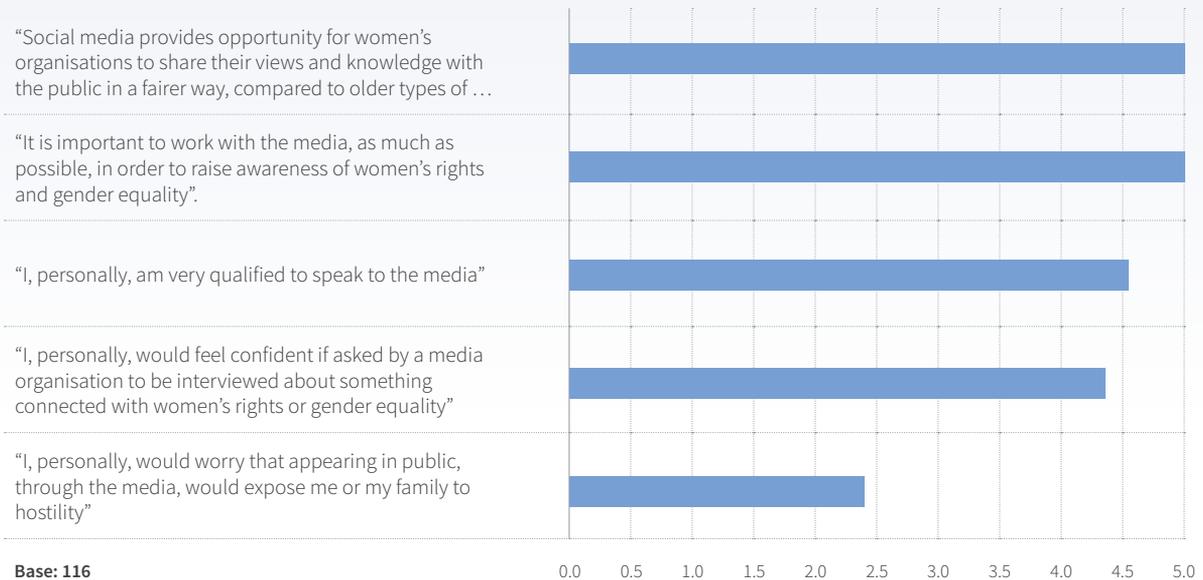
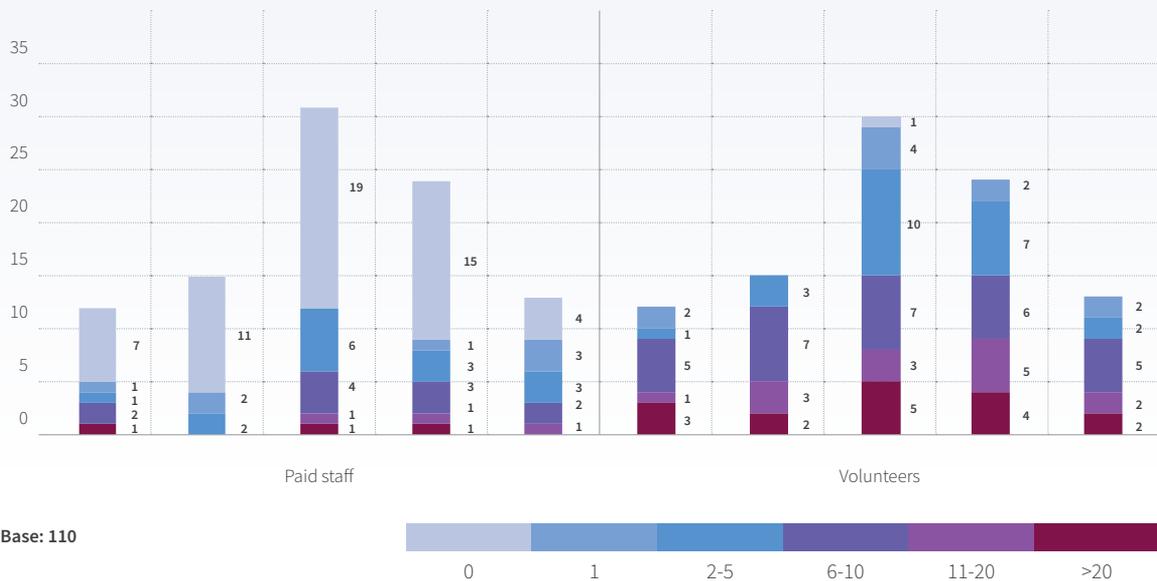


FIGURE 12

To what extent would you agree or disagree with the following statements about your organisation’s skills and competence. 1= completely disagree to 5 = completely agree. Analysed by organisation size/professionalism. EXAMPLE: ‘gaining the support of the media’.

“My organization as a whole/my work is effective at gaining the support of the media”



4.4. Training and capacity building priorities for skills and knowledge building on gender equality and women's rights of the respondent's organisation; obstacles identified in order to perform effectively towards gender equality

GENDER TRAINING NEEDS FOR SPECIFIC KNOWLEDGE AND SKILLS

Respondents were asked to reflect further on what would be their **priorities for support and capacity building** in order to address the two most important issues facing women and girls in Ukraine that they had identified earlier in the e-survey. They were asked 'Of the TWO most important issues you selected previously, which of the following, if any, training, support and information may help your organisation/your work to address them?' Each respondent rated a series of pre-selected options between 1 and 5, 1 being 'not at all helpful' and 5 being 'extremely helpful.'

Figure 14 below provides the overall results. This illustrates that the distribution between the support priorities was fairly even and respondents generally rated a preference for each support type as high, with the exception of 'knowledge of the history of women's rights and gender equality movement'. This suggests, generally, a strong appetite for all types of capacity building support listed, regardless of what was considered the most important issues facing women and girls in Ukraine.

Despite limited distribution between training preferences, support was strongest, numerically, for 'support training or education on how to create campaigns to change public attitudes', 'support, training or education on managing projects or programmes so that they promote gender equality' and 'support, training or education on resource mobilisation. Given that 'lack of political support' and 'lack of public support' for gender equality and women's rights' were most frequently indicated as the most important issues facing gender equality in Ukraine, these training options would seem logical selections for priorities.

Conversely, fewer respondents reported interest in knowledge of international frameworks concerning gender equality. Correlating this with the desk review and the findings from the qualitative survey, this could reflect the lack of activities undertaken in this regard. For those concerned with increasing the amount of monitoring of international frameworks on gender equality done by women's groups

and CSOs, it is important to note that interest and activities may be mutually supportive: the greater the activity, the more likely the level of interest in the subject of that activity. So, to increase the activity, first interest may have to be generated through communication and persuasion, and awareness raising on Ukraine's international commitments and its national application, linking them with the advocacy activities of the CSOs.

gender analysis, gender impact assessment, gender mainstreaming. This data however, needs to be verified as there are very few examples of gender analysis, and gender impact assessments led by the civil society organisations that could be found during the desk review.

CORRELATION BETWEEN THE ORGANISATION WITH PAID STAFF VS. VOLUNTEERS AND CAPACITY BUILDING PRIORITIES

The effect of organisations with paid staff on the above support priorities was analysed. For this, the number of employees and number of volunteers were used as proxy measures for organisation size and professionalism. This was done to determine if there were segments, delineated by organisation size/professionalism, within the respondent group compared to respondents overall. The analyses revealed very little impact of the number of paid staff/employees on support priority rating. However, overall, respondents from organisations with higher numbers of volunteers tended to rate the need for all support types higher, compared to those with higher numbers of employees. See Figure 15 below, which is an example of the analyses undertaken, in this case, for the support option 'improve knowledge of international frameworks related to gender equality and women's rights'. This pattern – higher ratings amongst organisations with higher volunteer numbers – was replicated for all the support types tested. The patterns suggest that **where there are higher volunteer numbers, there is a greater demand for support of all capacity building actions, and below are the common capacity building areas for more experienced organisations as well as relatively young organisations and the organisations with more volunteers:**

FIGURE 14

Support priorities: of the TWO most important issues facing women and girls in Ukraine, which of the following, if any, may help your organisation to address them? (% of total responses)

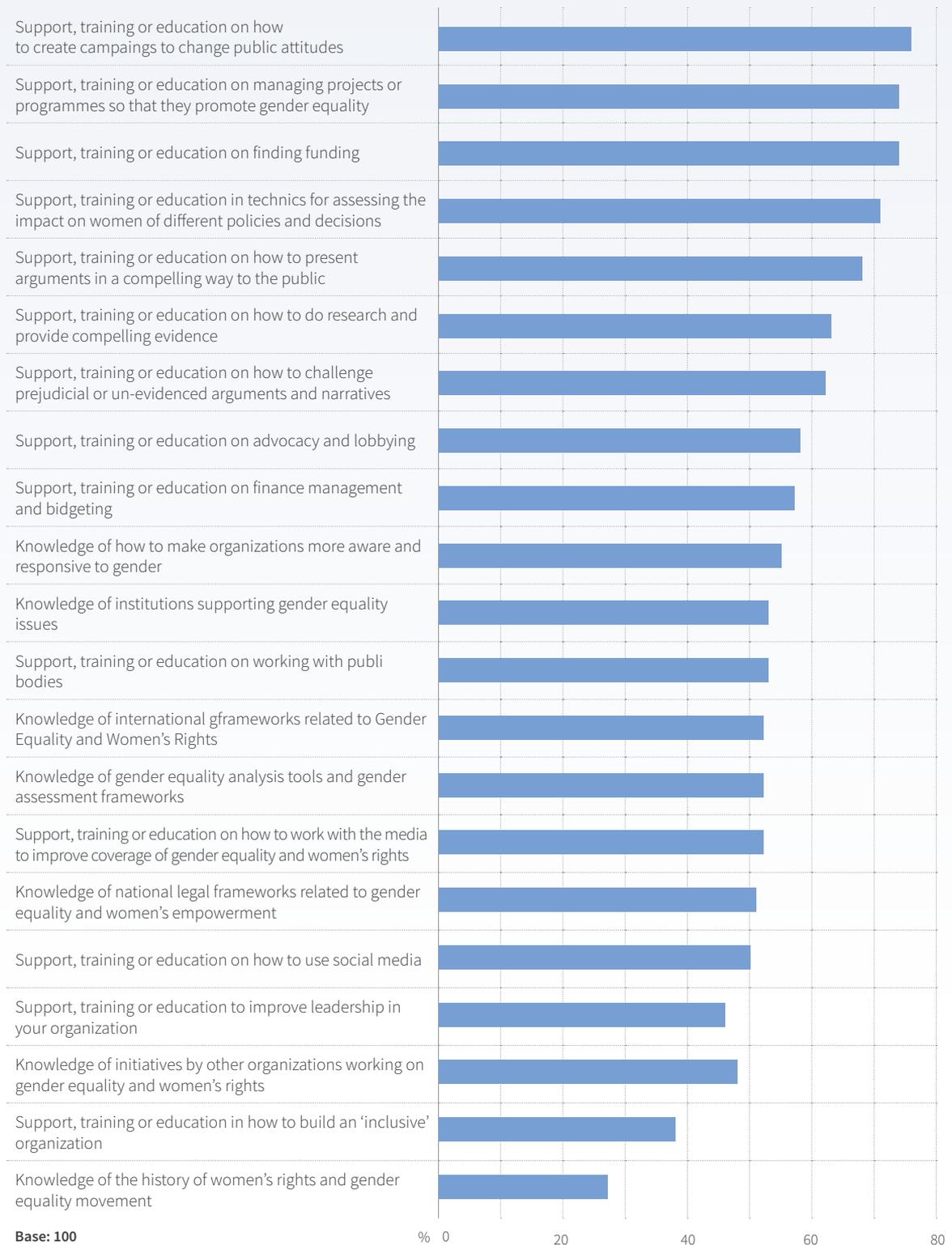
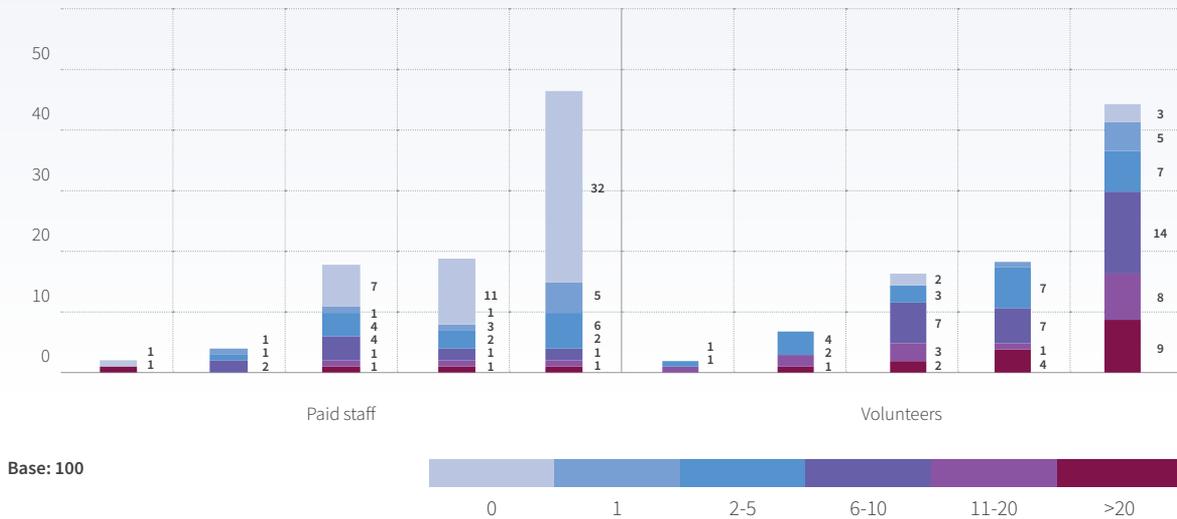


FIGURE 15

How helpful would you find the following support, information or training? (1= not at all helpful; 5=extremely helpful). EXAMPLE case: ‘Knowledge of international frameworks related to Gender Equality and Women’s Rights’



- Knowledge of international frameworks related to Gender Equality and Women’s Rights’
- Support, training or education on advocacy and lobbying
- Support, training or education in techniques for assessing the impact of different policies and decisions on gender equality and women’s empowerment
- Support, training or education on how to present arguments in a compelling way to the public
- Support, training or education on managing projects or programmes so that they promote gender equality

Respondents were asked to rate an additional set of 10 (plus ‘other’) training and capacity building options from a list of options (1 being least important and 10 being most important). Respondents were asked to conclude which should, practically, be included in a training and support package, in order to triangulate with training and support preferences previously expressed. The intention was, further, to encourage respondents to state practical measures of support as opposed to abstract skills and knowledge preferences. The 10 options were determined from evidence from research literature and included in the e-survey to ensure that a broad range of training and support options have been investigated. Figure 16 below illustrates the overall scores for each of the 10 options. This shows that respondents rated all

the training and support options with scores at the higher end. This demonstrates a strong appetite, overall, for training and support across all domains, with no strongly discernable preferences, except that ‘support to obtain funding’, ‘influence decision makers’ and ‘influence the public’ were all provided similarly high scores.

Training and support priorities were further analysed for correlations with measures for organisation size and availability of the paid staff to identify, what, if any, separate segments exist within the respondent group. This analysis revealed a greater degree of reticence about priorities amongst organisations with higher volunteer numbers, compared to those with higher paid employee numbers. For example, Figure 18 below illustrates responses by organisation size and professionalism using the example of the training priority ‘developing strategies for using the media effectively’. These findings show that there is a wider distribution across ratings provided by organisations with greater numbers of volunteers, indicating less enthusiasm for the different support and training priorities. However, this finding should be treated in conjunction with another central finding. Given that respondents from organisations with higher volunteer numbers also tended to rate their organisations’ skills and abilities lower, it is possible to conclude that the purported lack of enthusiasm is likely to be due to reticence about how to improve, rather than

a perception that such support is not needed at all. This would indicate that, prior to organising a training and support package aimed at organisations with high volunteer numbers,

or targeted at volunteers, general interest in the package and its benefits should be carefully shared with the organisations, in order to overcome such reticence.

FIGURE 16

Please rank, in order of priority, what should be included in a training and support programme for your organisation/your work as a whole? Please number the following in order of priority (1=least important; 10=most important). Mean average score.

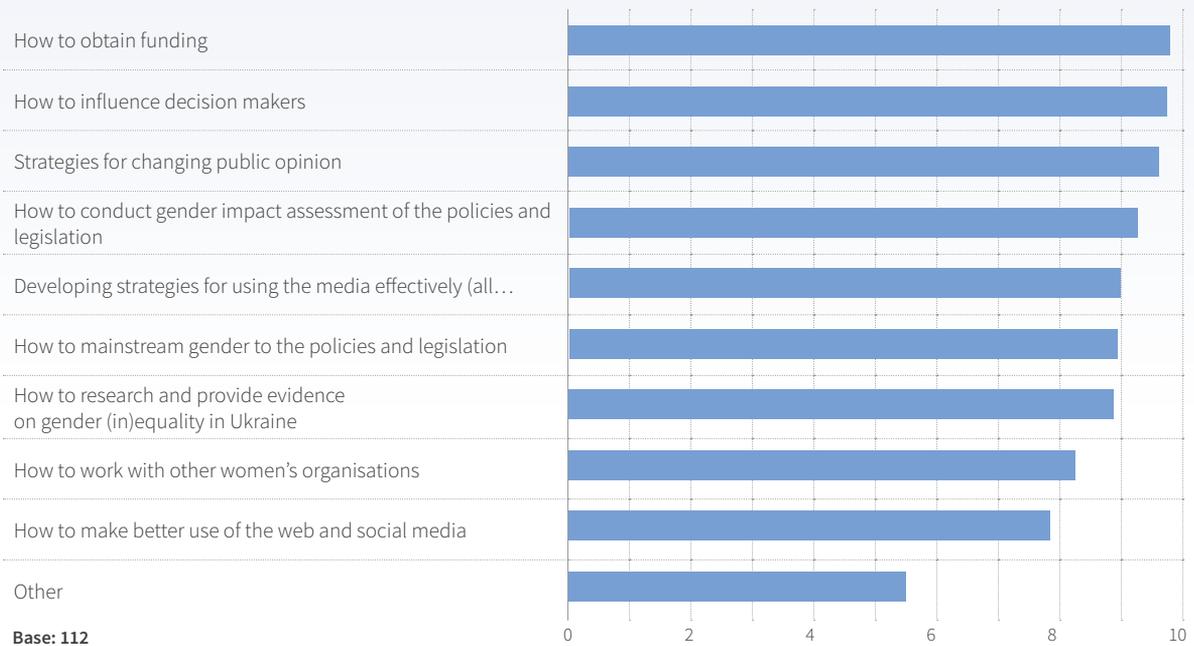


FIGURE 18

Please rank, in order of priority, what should be included in a training and support programme for your organisation. (1=least important; 10=most important). Average score per item. Analysed by organisation size and staff. EXAMPLE. Based on 'developing strategies for using the media effectively'.



4.5 Ability for partnerships and networking with the stakeholders

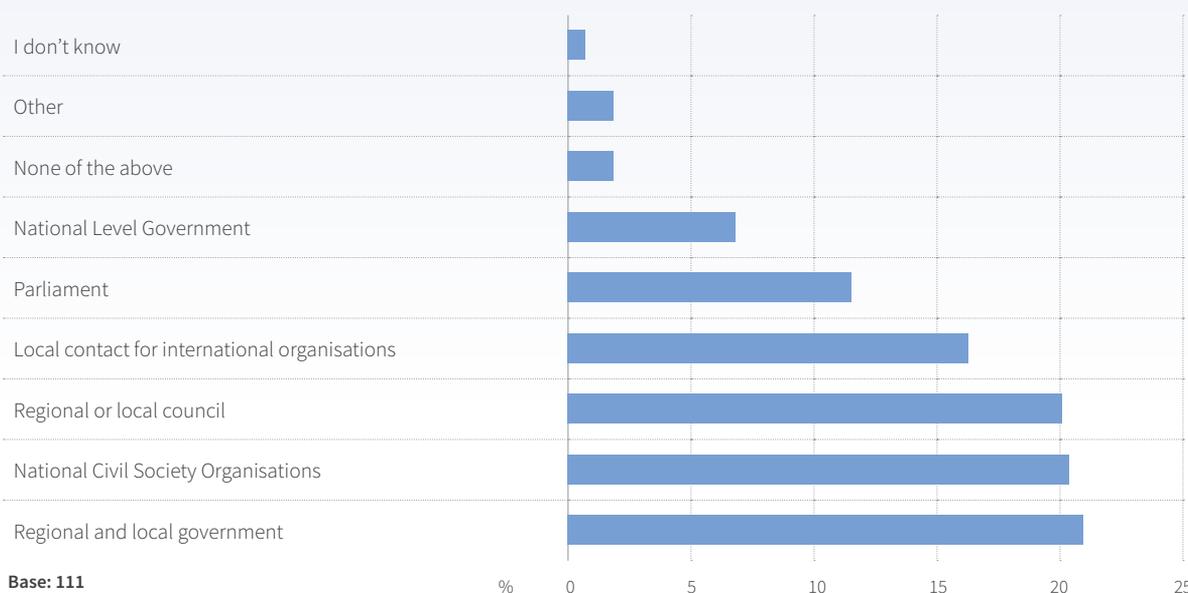
PARTNERSHIP STAKEHOLDERS AND THE FREQUENCY OF COMMUNICATION

Respondents were probed about the extent to which they network and liaise with various other organisations and institutions including other women’s groups and CSOs and Government institutions. This was done to explore respondents’ abilities of networking and influencing - a key component, identified in research, of an effective women’s movement. First, respondents were asked to select organisations or individuals that they had ever had ‘meaningful contact with’ about women’s rights and gender equality. A definition of ‘meaningful contact’ was provided as follows: ‘For example, this might mean having

an arranged meeting with them in person or having an email conversation with them’. Figure 20 below illustrates the responses to this question, overall. This demonstrates that the most frequent contact amongst respondents is with either local or regional Government institutions or civil society organisations. **Contact with national Parliament or National Government institutions was relatively infrequently reported.** This also points to the existing gap in civil society’s role in monitoring and upholding accountability of the government to meet its national legal and international normative commitments. The limited interaction between the civil society and government therefore emerges as a need to be addressed, particularly at the national level.

FIGURE 20

Which of the following organisations/people, if any, have you, or someone in your organisation, ever had “meaningful contact” with about women’s rights or gender equality? (% of total responses)

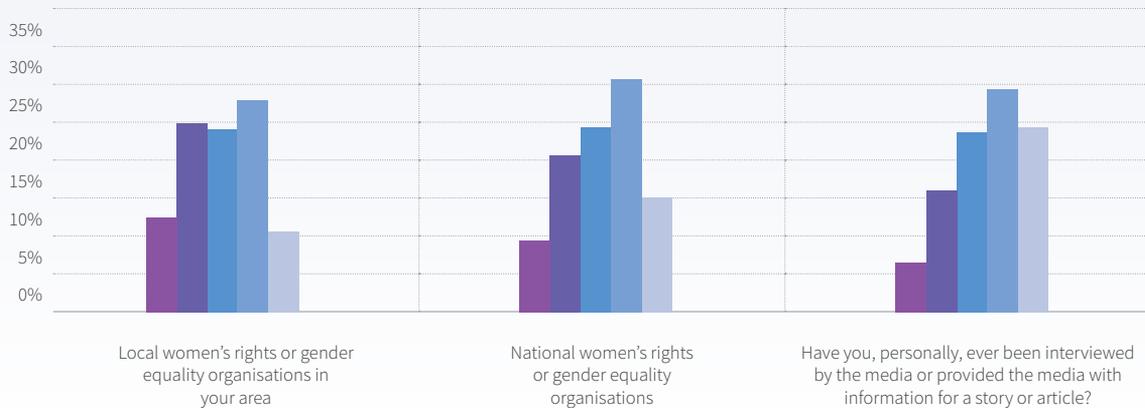


Respondents were then asked to rate how often, if at all, they, personally, talk to or email a range of other women’s groups and CSOs and CSOs. Chart 21 below provides the findings. This shows that local women’s rights or gender equality organisations in respondents’ areas are most

frequently contacted, with fewer respondents stating they ‘never’ contact these, compared to the other organisation types, and a largest proportion of respondents stating they contact these ‘every week’.

FIGURE 21

How often, if at all, do you, personally, talk to or email a range of other women's groups and CSOs (% of all responses)



Base: 107

● Every week ● on average, once per month ● less than once per month ● between 1 and 2 times per month ● never

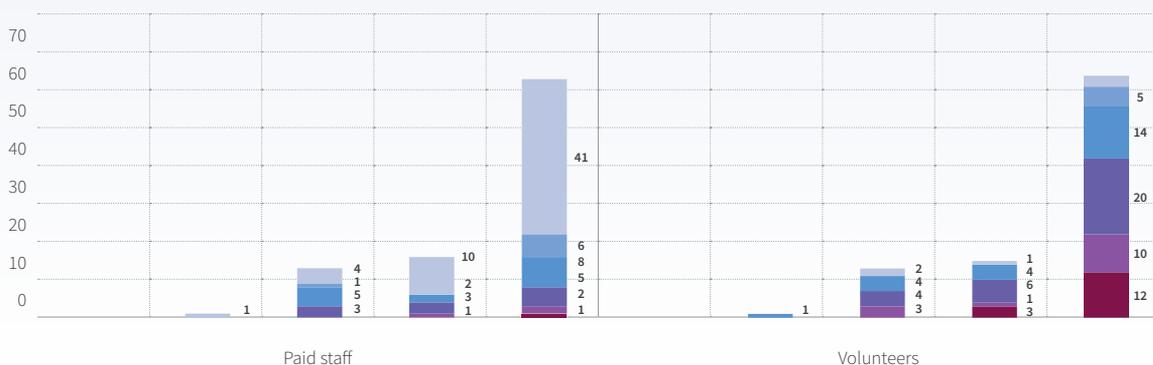
TRAINING AND CAPACITY BUILDING SUPPORT ON PARTNERSHIP AND NETWORKING

To follow up this line of questioning, respondents were asked the extent to which they agreed or disagreed with the following statement: 'My organisation would find it useful to get support, information and encouragement to connect

with other organisations working on gender equality and women's empowerment'. Responses to this question were correlated with measures of respondents' organisations' employee and volunteer numbers as proxy measures for size and professionalism. Figure 22 below provides the findings. This demonstrates high levels of interest in support of this kind.

FIGURE 22

To what extent would you disagree with the statement 'My organisation would find it useful to get support, information and encouragement to connect with other organisations working on gender equality and women's empowerment'. 1= totally disagree; 5=totally agree.



Base: 111



4.6. Respondent's personal skills, attitudes and knowledge

A number of questions were asked to respondents that examined their personal skills, knowledge and the individual capacity building needs. These questions were posed to triangulate data on respondents' views of their organisations' behaviours, performance and training priorities, to identify commonalities and differences.

Respondents were asked to rate their agreement with a number of statements about their personal skills, knowledge and capabilities between 1 and 5 (1 = 'strongly disagree'; 5 = 'strongly agree'). Figure 23 below provides the findings.

It is notable that the respondents show more confidence in the 'knowledge' domain, compared to 'skills' domain. The skills to conduct lobbying and advocacy, the skills to challenge the prejudicial or un-evidenced arguments that further gender stereotypes, and the skills to ensure that gender is integrated in decision making across the organisation.

This also shows a number of patterns, i.e. the middle managers and Managers/Directors rate their skills and knowledge at similar levels across the 13 domains; volunteers and Assistants rate their skills and knowledge at similar levels across the 13 domains; volunteers rated their skills and abilities in advocacy and lobbying much lower than all other respondents (average 1.7 compared to 2.7 overall), including Assistants; Project Officers tended to rate their skills and knowledge the highest overall, across the 13 domains, and Assistants rate their skills in 'managing finance' and 'advocacy and lobbying' relatively high.

Interestingly, there appears to be a disconnection between certain job titles and roles and the skills and abilities ratings self-assessed. Most notably, Project Officers rate their skills highest as 'an effective leader', including compared to Managers/Directors. This last finding could potentially be due to respondents expressing their ambition rather than their proven and tested ability. It suggests an appetite for further professional development amongst the most junior staff and volunteers. Therefore, given the high level of 'self-assessment' amongst the mid and entry level staff, it is important to **provide opportunities for feminist transformative leadership building among the project officers and assistants**. Even though this is a subjective

self-assessment, it demonstrates the high potential of investing in building the next cadre of leaders within the civil society organisations.

It is important to note that respondents' self-rating of skills and ability does not imply that these are reflective of their actual skill level. Taken together, these findings suggest that, *when designing training or capacity building activities, care should be taken not to alienate potential participants by pitching the events either 'too low' or 'too high', in terms of skills and knowledge levels, noting that participants will have varied levels of self-esteem, independent of actual ability or experience.*

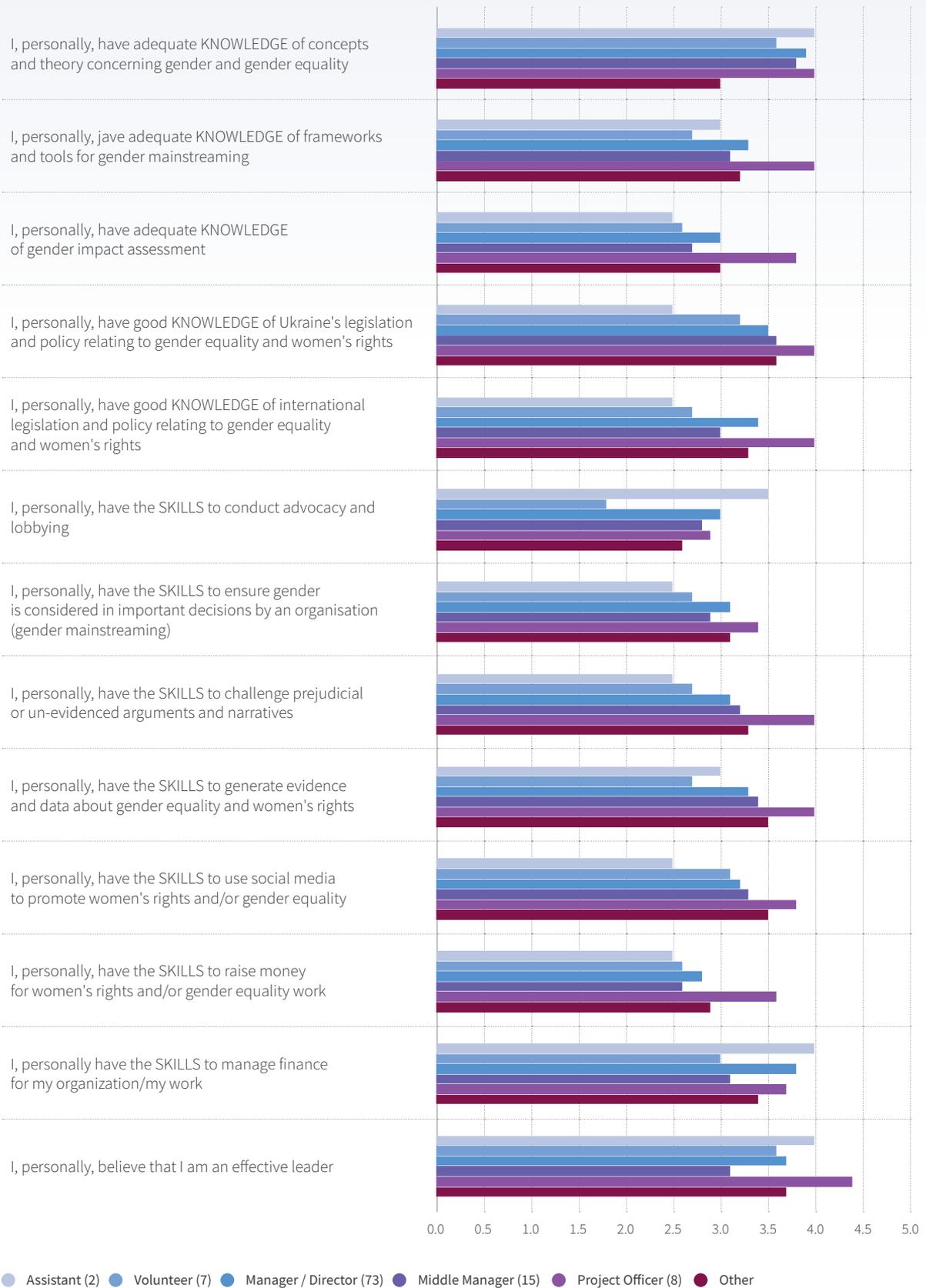
OBSTACLES FOR ORGANISATIONS IDENTIFIED IN ORDER TO PERFORM EFFECTIVELY TOWARDS GENDER EQUALITY

Respondents were asked to reflect on **which issues or concerns were most important for women and girls and gender equality in Ukraine**, from a list of potential issues. Respondents gave each issue a rating of between 1 and 5: 1 being 'not at all important' and 5 being 'extremely important'. This showed low variation between the ratings of different issues and that respondents generally rated each issue as having a high degree of importance. In order to explore respondents' views on this question more fully, they were asked to select two issues from the same list, which they considered to be the most important of those they had previously selected.

The responses show that **'lack of political support for gender equality and women's rights'** was most frequently selected as one of the two most important issues, with 47 (20.8% of all responses) respondents selecting this; this was followed by **'lack of public support for gender equality and women's rights'**, with 37 of respondents (16.4% of respondents) selecting this.

FIGURE 23

Rating of personal skills, knowledge and capabilities by job title



STUDY FINDINGS FROM
QUALITATIVE RESEARCH:
FOCUS GROUP DISCUSSIONS
AND INTERVIEWS



Focus group discussions and interviews were organized to explore further complex issues that are difficult to approach through an electronic survey, as well as triangulate and validate the findings. Focus group discussions covered different regions of Ukraine, involved diverse women's groups and CSOs and ensured diversity of the participants, when interviews engaged representatives from relevant national and regional governmental authorities from different regions of Ukraine. The anonymity of the focus group discussants is maintained through the standard practice of numbering the respondents rather than disclosing the names. This was done to ensure receiving open and transparent responses.

Five focus groups took place with 21 respondents including: an individual activist who works autonomously; representatives from NGOs working on women's health, civil rights, and support for veterans; a representative from a gender equality education organisation and a national gender studies researcher. In addition, three interviews took place with representatives of either local or national government.

For reference, the focus group names and labels within the text are below:

- Kharkiv = Focus Group 1
- Kharkiv = Focus Group 2
- Rural Group = Focus Group 3
- Kyiv = Focus Group 4
- Lviv = Focus Group 5

Participants' organisations employed between 4 and 15 employees and around 25% of organisations were described as being reliant on volunteers. However, organisation membership was also a very important source of support for participant organisations, which received both membership fees, and other direct support from members.

Approximately 25% of participants' organisations reported that they receive funding. In terms of geographical spread most participants represented organisations that worked across the whole of Ukraine. In these terms, participant organisations were similar in many ways to e-survey respondent organisations.

5.1. Overview of the Substantive Areas of Engagement and Strategies Used by the Organisations

Participants were asked to comment on the overall aim and substantive area of work of their organisation. The most frequently mentioned substantive areas include working on various forms of violence against women, including domestic violence and human trafficking. Education and training were the most frequently mentioned areas of activity and action, in particular within secondary and primary education,

and extra curriculum education of children as a means to introduce gender equality. This provided an additional insight to the e-survey finding that respondents primarily engaged in activities focused on raising public awareness of specific issues, although a large proportion also mentioned that they provide 'direct assistance' to women in need, which was not prominent in the e-survey.

5.2. Challenges Facing Women and Girls and Gender Equality in Ukraine

Participants were asked to reflect on what they felt were the most pressing issues facing women and girls and gender equality in Ukraine. The issue of negative stereotypes about the roles women and men should play in society, the domestic sphere and the workplace was raised in all focus groups, to which there was general agreement amongst participants. Three participants from separate focus groups highlighted the **role of the media, as well as the education system, in perpetuating these negative stereotypes**. It was reflected that gender norms and roles for women are frequently linked to the home and caring responsibilities. Further, concerns were raised about the growing number of potentially damaging memes and images being spread by the internet and through public advertising. Related concerns were expressed over the lack of education and intervention in education, to effectively tackle the influence of such messages.

“ *There is problem with our system of education, overall. This is when at school we are constantly talking about stereotypes regarding women and men... Also, the mass media. There is, in general, such a defeat over stereotyping that [women] experience fear. We are constantly on the Internet, there are sexist advertisements on TV, all this creates a big problem for gender equality.*

Respondent: Focus group 1

Two participants from different focus groups raised the issue of **division and lack of coordination within and between the women’s movement and equality movements**.

“ *The problematic of women is significantly wider than problems of the Lesbian Gay Bisexual Transgender (LGBT) community. [However] many thousands of people came for a gay parade, about one thousand came for a women’s march.*

Respondent: Focus group 2

This issue is linked to another raised by a different focus group respondent: **the manner in which women’s groups and CSOs frame their concerns as ‘gender-related’ was identified as problematic**. It was suggested that organisations that work on the needs of women and girls often have no awareness and deeper analysis of gender inequality, therefore, are unable to influence change:

“ *We have many ‘women’s’ organisations, however only gender-directed organisations are indeed understanding this problem and are working with (sic) it.*

Respondent: Focus group 5

It was suggested across a number of focus groups that support to encourage women’s groups and CSOs to communicate and work together to understand each other’s objectives and to coordinate messaging concerning gender equality would be welcome. Government respondents also supported this.

A large number of Focus Group participants indicated Ukrainian Government’s lack of focus and progress on gender equality as problematic. This was highlighted in relation to the Istanbul Convention not being ratified by Ukraine, the lack of attention to violence against women, and an insufficient number of women in decision-making positions in government.

“ *There is violence to such an extent [it] spreads the phenomenon that the law-enforcement bodies are simply not paying attention at this, no one is thinking about everyday violence. I am not talking about psychological, economic violence.*

Respondent: Focus group 3

However, Government respondents did not corroborate this view. As per the government’s view, Ukraine’s authorities are already pursuing a number of strategies and actions concerning gender equality. Moreover, they reported a need for women’s groups and CSOs to cooperate more fully with them in this space.

Both the focus group discussions and interviews with Government officials further explored how the two may better work together to make greater progress in this regard. Indeed, it was suggested by both Government and focus group respondents that **the creation of a common platform for discussion between the two sectors could help each to understand the other’s perspective and needs and facilitate better cooperation and trust**.

5.3. Barriers and Enabler Strategies to Tackle Gender Inequality and Women's Rights

When probed about what might be effective in combating challenges for women's rights and gender equality, a number of barriers and enablers were raised across all of the focus groups, although there was a diversity of opinion about the most significant of these. The discussions were guided to focus on actions that women's groups and CSOs can and do take themselves, rather than what should happen more widely.

Both focus group and government respondents widely advocated expanding education and training on gender equality with various sub groups of the general population (including children and adults, civil servants and representatives of mass media) through a number of means, inter alia: public exhibitions, training, seminars, online conferences, round table discussions, interactive communication, targeted campaigns for university and college students on gender topics.

Two respondents suggested that women's groups should provide direct education and training to government officials so that they better understand the impact of gender stereotypes. This opinion was shared by Government interviewees.

Such views, alongside the e-survey finding of limited communication between women's groups and CSOs and national government, indicates a potential need for dialogue platforms to close such communication gaps. This could include both physical spaces and opportunity to meet in person but also virtual spaces such as discussion forums and webinars.

Common across both focus group and Government interviews was the reported need to take advantage of the opportunities provided by social media to popularise the women's movement, with forums such as Facebook providing a broad base for grassroots activism and awareness-raising. Different focus group respondents frequently suggested that support and capacity building around these activities would be welcomed.

In addition, from a Government perspective, creating new communication platforms could facilitate discussing issues, problems and create effective legislation, it was suggested:

“ *It is important that an NGO is active and today there are countless opportunities to become part of all these bodies of power.*

Respondent: Government

Government respondents further suggested that women's groups and CSOs were best placed to promote gender equality and the women's rights agenda:

“ *Who else, if not civil [society] organisations, can inform women that women's role should not be limited to any separate role... This relates to the development of consciousness in a community.*

Respondent: Government

However, in order to fulfil this role, it was suggested by Government and some focus group respondents, that women's groups and CSOs should be supported and trained to better engage the public in debates concerning gender equality.

5.4. Respondents' Views on the Implementation of Government Actions and Obligations towards Gender Equality

In responding to questions about the Government's policy on gender equality (National Action Plan on implementing CEDAW; NAP on implementation of UN Security Council Resolution 1325 on Women, Peace and Security; State Programme on Equal Rights and Opportunities of Men and Women), focus group respondents shared a sense of disempowerment relating to current implementation. For example:

“ *At the level of legislation, it seems that everything is very nice on paper, however, in our society there is*

very strong opposition to the ideas of gender equality. Nowadays, there are religious movements, as well as nationalistic, who are taking up the idea that gender equality is not for Ukrainian society. Besides, there is no understanding what exactly gender equality is. It is often presumed that these are only LGBTQ rights. Therefore, we are explaining to people that gender equality is about people, about women and men.

Respondent: Focus group 4

In addition, a separate focus group discussion reflected that there was a lack of understanding and knowledge amongst the public and women's groups and CSOs about the Government's commitments to gender equality. It was felt that this prevented the effective implementation of gender equality commitments. This was corroborated by a Government respondent:

“...We need to work with society, as currently there has been legislation on the equality between men and women. This legislation will need to be implemented further in bylaws, to be introduced in the life of communities.

Respondent: Government

Here, the Government respondent continued to indicate

several potential areas for cooperation between women's groups and CSOs and Government, which could be supported by capacity building. Such cooperation would have the aim of enabling women's groups and CSOs to take part in public decision-making, strengthening women's participation in peace-building and tackling gender-based violence. These areas for cooperation included:

(i) Prioritising government policy to help women and girls who have experienced violence

(ii) Involving men in the debate on, and campaign for, gender equality

(iii) Encouraging NGOs to focus and specialise in specific issues

(iv) Engaging with international organisations and learning from European and international experience.

5.5. How Women's Groups and CSO and Government Can Better Work Together

Women's groups and CSOs respondents were encouraged to reflect on which Government actions, strategies and policies their organisation or their individual work is best aligned to support.

Five focus group respondents felt their organisation was well equipped to work with civil servants/ government employees to train and raise awareness:

“So that [civil servants] would achieve the competencies that are required to build up democratic civil society in Ukraine’

Respondent: Focus group 3

However, in order to achieve this, both focus group and Government respondents commented that women's groups and CSOs, as a sector, should be better supported, in particular through more structured platforms for cooperation with Government, funding and training, for example:

We are all the time proving that the things which we are doing, are not the actions of a guerrilla organisation. We are, above all, realising state gender politics. Therefore, we would like to indeed, have more systematic support.

Respondent: Focus group 1

A recurring issue, raised across three focus groups, was that NGOs could not support Government policies if these policies are not based on an evidence-based understanding

of the causes, as well as consequences of, gender inequality and problems faced by women:

“This first document (National Action Plan on CEDAW) does not have any impact. For example, the group at which this document is targeted are only officials. All the rest are not using it as guidelines.

Respondent: Focus group 4

“All of our interactions with the state are good only at the level of talks. Because there are no clearly written down mechanisms, how they need to be worked through. We have, for example, a working centre for women, who have experienced violence, however ... [how a woman has got there has not been understood]

Respondent: Focus group 2

A remedy for the lack of evidence-based understanding and how international frameworks can be applied in practice, as suggested by focus group respondents, would be additional support for both women's groups and CSOs and Government to help them understand how international frameworks such as CEDAW can be applied in the Ukrainian context.

This, for example, could draw upon concrete examples of how international frameworks have been applied in other countries, and the steps taken to do this. Here, useful lesson may be drawn from Scotland's use of the women's groups and CSOs sector in drawing up evidence to submit to the CEDAW committee on progress made by Government and other

agencies on gender equality and women's rights and the UK's use of its standing Human Rights and Equalities Commission in drawing up and submitting evidence to CEDAW. These examples show a two-way interaction between civil society

and Government: Government actively seeks CSO's views and CSOs are pro-active in collating research and evidence and in canvassing the opinion of their sector. In summary, these activities are organised and coordinated.

5.6. Networks and Influence

There was agreement—between focus group respondents and government officials—of the need for improved networking between them, with an aim of increasing cooperation between the two and for improving interaction with the media:

“ *We can reach the media and are friends with journalists. However, we need a system [for maximising impact]... for example. Constant interaction, constant headlines, for example, production of concrete materials, video, audio. This is, indeed, a resource. And it needs ability to be produced.*

Respondent: Focus group 2

The need for investment in human resources to facilitate such initiative was a common response from CSOs, as well as Government respondents. Building networks requires accommodation and mediation. One local Government

respondent noted the need for Government organisations to encourage contacts and space for communication amongst CSOs. Another Government respondent suggested establishing permanent communication platforms for engaging CSO experts who work on gender equality issues as advisors to heads of Governmental bodies. If these interactions were facilitated, it was suggested, then women's groups and CSOs could advise both local and central Government on the development of legislation.

However, not all Government respondents agreed with the view that the women's groups and CSOs sector needed support to improve their capacity in this regard:

“ *Nowadays, this is a very widespread practice of involvement of civil society, including expert opinion. I do not think that there is a problem here.*

Respondent: Government

5.7. Skills and Knowledge Capacity Needs

Multiple respondents highlighted the need for improved expertise and capacity amongst women's groups and CSOs in producing statistics and analysis. The particular needs identified here included the need for: (i) improved collection of statistics which are disaggregated by gender and other relevant indicators; (ii) the development of a system for monitoring of gender equality progress; (iii) improved communication and cooperation between Government and women's groups and CSOs on what and how to collect better evidence and data, and jointly work to put forth the voices of the communities.

“ *Everything needs to be adopted for Ukrainian reality. We would not be able to talk about the ratification of [legal documents], without taking into consideration the needs to the local communities. For example, we need to, first of all, prepare a strong background for research, so to understand, what to do and how to do it'*

Respondent: Focus Group 1

Further areas of expertise that should be improved amongst women's groups and CSOs were identified. These were: a) knowledge of Government priorities in respect of gender

equality; b) knowledge of international law on gender equality. These could usefully be incorporated into a capacity building strategy. In this respect, promoting interaction between women's groups and CSOs and relevant Government officials would improve understanding of the latter's policy agenda, this may be done through joint workshops, policy round-table discussions, seminars, webinars.

Two government respondents also commented on the need for increased stability and professionalism amongst women's groups and CSOs. It was reflected that many women's groups and CSOs are newly formed and yet to establish their expertise and experience base. In particular, women's groups and CSOs must develop better professional ties and behaviours, it was felt. This view was supported by several focus group participants.

Relatedly, the mode and style of communication adopted by some women's groups and CSOs when working with Government was another specific skill discussed, with one Government respondent noting that some CSOs adopt a communications and managerial approach that can be

alienating. They also indicated that some CSOs are better than others at creating projects that have the potential to achieve change for women and to be delivered effectively.

99 *For myself, I am separating organisations into two sectors: some of them are talking and criticising a lot, building utopian projects. There are organisations that*

receive grants and then disappear somewhere. However, there are such organisations, who, except for talks, are able to do something. It is this type of organisations that are interesting and needed by us.

Respondent: Government

5.8. Practices that Respondents Want to Replicate in Ukraine

Focus group and Government respondents were asked to reflect on practices that they were aware of in other countries, which they would like to replicate in Ukraine. Several focus group participants identified the education model and gender equality evident in Scandinavian countries as something they wished to emulate.

Specific practices emerged from these discussions, which would form the basis of a capacity building plan. These included: (i) how to improve legal regulation against human trafficking; (ii) learning from the Israeli model of eliminating prostitution and programmes of working with offenders and; (iii) learning from business incubators and specialist strategies for the rehabilitation of military veterans used in the United States. More broadly, the European and US regulation of the protection and rights of women was a common theme identified as desirable practice.

In order to replicate these models, several focus group responses highlighted the need for increased political will at

the local, regional and national level.

99 *Political will is about the fact that, indeed, the laws which are currently in place in Ukraine (they have been adopted well)... however for them to be realised on the ground, there is a need for people, who are taking decisions, to be ready to support specific initiatives. There is a need for people, who would be using laws, which are present [are seen] as an instrument. And so, in order to use them, there is a need of state support at least locally.*

Respondent: Focus group 2

Areas of agreement between Focus Group and Government respondents on desirable working practices included increased cooperation and exchange of experience, including mentoring and coaching by foreign specialists; both domestic and international. However, it was also noted that such external expertise must be able to apply their strategies and advice to the specific Ukrainian context.

5.9. Overall Priorities for Respondent's Organisations

By way of summarising and concluding the Focus Group discussions and Government interviews, participants were asked to reflect on their overall future priorities for women's groups and CSOs and relevant government agencies. Several women's groups and CSOs noted that strategic planning should be a priority, while a smaller number wanted practical support to help with procedural documents and funding.

Three focus group respondents separately noted the importance of financial independence, both in terms of their autonomy and sustainability. Gender budgeting/mainstreaming was largely already well understood, it was reported, so this was not discussed as a priority. It must be noted that actual levels of understanding of these techniques and skills was not tested. It may be that some form of training and capacity building in these areas is, indeed, required.

However, any such strategy concerning gender mainstreaming or budgeting should be predicated on testing the capacity within the sector on these skills.

Government and CSO respondents shared the priorities of improving networking, grassroots public education and advocacy programmes, as well as training for civil servants. Capacity building and training would usefully be focussed on these aspects.

Other priorities to note included: to build evidence of 'what works' to improve gender equality; to support peaceful methods of campaigning and resistance; recognition that there are multiple ways of influencing State authorities and; to acknowledge the specificity of different regions, as well as the Ukraine as a whole, when working with national and international partners.

CONCLUSIONS

Women's movements have driven global and Ukrainian national action on gender equality. In Ukraine, advocates often have the greatest understanding of the challenges that women and girls face, and essential knowledge of how to advance their rights. To better understand the capacity of the civil society organisations and its staff to include gender equality in its programmes and operations is the first step for planning a larger capacity development strategy that features training for gender equality as one of its components. The civil society capacity needs assessment in Ukraine was conducted to understand the current capacity levels of the women's

groups and CSOs, ascertain the capacity needs as per the six core capacities aggregated in the executive summary, and subsequently design the capacity building plans, to be led by the women's groups and CSOs themselves.

The data from the e-survey and qualitative work revealed current capacities of women's groups and CSOs, as well as areas for focusing future priorities. The study concludes the following individual and organisational capacity needs. Where relevant, these are juxtaposed with qualitative findings:

Capacities related to gender analysis and strategic planning

- While there is a diverse range of thematic areas that the women's groups and CSOs are engaged in, the highest concentration of work is related to women's and girls' education at 60% of all the respondents, while economic empowerment, political empowerment and gender equality in politics, addressing violence against women and girls and 'Women, Peace and Security' agenda stand between 40-47%. Only 9- 15% of the respondents reported about activities related to the rights of Roma women, working on LGBTIQ rights, women and environment, and women and the media. This shows that while the respondents' self-assessment of the recognition of the inter-sectional approach to gender equality and discriminated groups is high, there are very few organisations actually working on these issues,
- Respondents reported a general lack of evidence and evidence-based understanding amongst the public, Government and their own organisations of how international gender equality frameworks could be applied in practice. This was reaffirmed through the qualitative interviews and focus group discussions. Conversely, fewer respondents reported interest in knowledge of international frameworks concerning gender equality. This may reflect the lack of activities undertaken in this regard,
- Respondents from women's groups and CSOs generally rated their skills and knowledge of gender analysis and gender impact assessment of the reforms depending on their substantive area of engagement as 'high'. However, this knowledge and understanding was not objectively verified in the research. With only 30 percent CSOs mentioning that they are at some level engaged in monitoring of policies and programmes related to gender equality and women's empowerment, this requires further enquiry and verification to ascertain the level of engagement of the CSOs and its subsequent use for advocacy for the gender equality and women's empowerment.

Capacities related to gender responsive programming, budgeting and implementation

- At the individual level, the areas of capacity building needs were particularly for the following, (i) support, training or education on advocacy and lobbying with diverse stakeholders, particularly the government, (ii) support, training or education in techniques for assessing the impact of different policies and decisions on gender equality and women's empowerment, (iii) knowledge of international frameworks related to gender equality and women's rights, (iv) support, training or education on how to present arguments in a compelling way to the public and engage with media, and, (v) support, training or education on managing projects or programmes so that they promote gender equality,
- While most respondents reported that they already have a good understanding of gender-responsive budgeting and gender mainstreaming, such as strategies and tools for monitoring and implementation of the gender equality normative commitments, the limited policy advocacy work carried out using this demonstrates the need to objectively test this knowledge and understanding in the research,
- Improve the capacity and ability of women's groups and CSOs to collect gender-sensitive statistics and sex-disaggregated data, to develop a formal system for the monitoring of gender equality progress and to improve communication and cooperation with Government on how best to collect evidence and data,
- Government respondents suggested that there was a lack of skills and specialist expertise amongst women's groups and CSOs such that would provide Government with useful insight in designing and developing policies related to gender equality and gender mainstreaming in the sectoral policies. This view, which would seem to diverge from women's groups and CSOs' self-assessment as having high level skills in policy and analysis skills such as gender analysis,
- With regards to previous trainings on gender equality and women's empowerment, highest percentage of the respondents mentioned having received training on gender mainstreaming as a methodology, and the least area of training was identified as training on how to engage with media.

Knowledge management, communication and media engagement

- Insufficient interaction between women's groups and CSOs and government was identified by both women's groups and CSOs and Government respondents as negatively impacting the ability of women's groups and CSOs to monitor and hold the government to account on its state obligations on gender equality,
- The use of social media is found high among the respondents at 98 % actively using social media platforms to spread information or messages about gender equality and women's empowerment in Ukraine. A large number of organisations reported being involved in awareness raising activities, yet their rating of skills concerning working with the media is comparatively low. This could suggest that organisations are most critical of skills which they deploy in action, possibly because they have sufficient experience to make this appraisal,
- Upon asking the question about the strategies used by the organisations for capacity building and advocacy, the largest proportion of the organisations, i.e. 86.6 % of the respondents reported awareness raising, and 81.3 % work on influencing public opinion of men and women on gender equality issues. The least frequently reported strategy reported by the respondents was maintaining an online platform, blog or website, which is used by 28.6 % of the respondents. This indicates the under- utilization of the online platforms, especially given that 63% of the Ukraine population uses internet⁷²,
- Fifty percent of the respondents consider social media as an important platform for sharing views and knowledge, and for raising awareness of women's rights and gender equality. Though, a smaller number of respondents shared feeling confident to speak with media or to be interviewed by media on women's rights related issues. Less than 2.5 % of respondents responded being intimidated by the risk of cyber threats and being targeted,
- Respondents, overall, rated their organisations' abilities of engaging with media as moderately high, with a mean average rating across all questions of 3.5 out of 5 (5 being the highest). However, the lowest capacity was attributed to organisations' ability to gain the support of the media. This is important given the high number of respondents who previously stated that public perceptions of gender equality and women's rights were a concern for their organisation and for which effective media engagement is an effective strategy. This also indicates that the media organisations need to be engaged as partners in the gender equality movement.

⁷² <https://en.interfax.com.ua/news/economic/546018.html>, last accessed on 21 September 2019

Effective partnerships and advocacy on promoting gender equality

- The two most important challenges identified by the respondents are ‘lack of political support for gender equality’ (20.8%) and ‘lack of public support for gender equality and women’s rights’ (16.4%). These challenges also correspond to the finding where the respondents at the senior executive positions have indicated the capacity building need on partnership building and advocacy with the government and other stakeholders such as private sector and media. Contacts with the national parliament or national government institutions were infrequently reported, while the contacts with the local women’s groups and CSOs or gender equality organisations in respondents’ own areas of operation were reported as the biggest collaborators. This indicates an opportunity to build solidarity and information sharing between the local organisations to team up for joint advocacy and lobbying with the government,
- Most respondents from women’s groups and CSOs rated their organisation’s partnership and advocacy skills and abilities as moderately high, however, respondents from organisations with higher numbers of volunteers gave lower ratings for skills and ability. This indicates the need for increasing the focus on building the capacity of the leadership position holding individuals and creating avenues for their increased involvement in the women’s movement of Ukraine,
- Both Government and women’s groups and CSOs respondents expressed a strong willingness to cooperate and work with each other to create and enhance inter-agency cooperation. This implies that there is a need for improving the professionalism (e.g. through leadership development), specialisation (e.g. by enhanced coordination of actions between organisations for joint capacity building) and expertise (e.g. by directing resources to organisations with the most pre-existing knowledge of an activity or area) of the women’s groups and CSOs sector.

Gender and leadership

- The findings of the assessment suggest that the organisations are able to maintain a high level of diversity despite being poorly resourced. While not having sufficient financial resources poses a challenge to attracting experienced professionals, the high level of volunteerism identified in these respondent organisations demonstrate the burgeoning women’s movement in Ukraine, which opens an opportunity for engaging women and men in the women’s movement and gender equality,
- In the domain of leadership, the middle-level managers, i.e. the respondents self-identified as project staff assessed and the senior executive, i.e. the heads of organisations assessed their knowledge and skills in advocacy and lobbying at the similar level. However, as this is self-assessment, prior to designing the capacity development plans and strategies, it is recommended to conduct a detailed knowledge and skills assessment on advocacy,

- As the largest proportion of organisations, i.e. 52 %, reported that their organisation was operational for less than five years. This has implication on the leadership development and building second cadre of leadership. The high volume of relatively ‘young’ organisations indicate the need to invest in the leadership building in the organisations and supporting the leadership building amongst these emerging groups,
- More than 90% respondents strongly agreed that their organisations are working based on the understanding that women and men should have equal rights and entitlements, including the participation in the labour market, equal representation in the parliament and politics (both in number and decision-making authority), and share the responsibility of child care jointly. Ninety-two percent highlighted that women’s rights and gender equality is a human rights issue, while 91% agreed that it is important to understand women’s rights and gender equality in terms of how gender intersects with other identities and discrimination. A strong correlation is found between understanding of the intersectionality and attitudes to human rights-based approach to gender equality. However, only one-third of all respondents identified their work as feminist in nature.

RECOMMENDATIONS

A number of recommendations for a training and capacity building support flow directly from these findings and are separated, below, into key recommendations for development partners, women's groups and CSOs and the Government of Ukraine. The training and capacity building of women's groups and CSOs should be aimed at strengthening their advocacy skills, understanding of the key human rights and gender equality frameworks and Ukrainian national obligations, as well as their abilities to effectively monitor and produce evidence-based reporting on the status of women in Ukraine and the implementation of Ukrainian commitments.

**Development partners,
including UN Women**

The study findings reveal the chronic under-resourced gender equality and women's human rights organisations. The international community, especially the donor community, are therefore recommended to review their Official Development Assistance portfolio and ensure adequate financial and institutional support for the gender equality and women's human rights organisations operations and capacity building.

CSOs should be systematically supported to invest in the capacity building of their staff and unpaid volunteers through support in systematic planning and financial resourcing, such as staff training strategies, organisational development, volunteer support and training, identifying opportunities for networking both between CSOs and with Government. This support should address both individual organisation's needs and by looking at the sector as a whole, so that the sector may be more efficient through directing its talent and resources.

Transformational leadership building amongst the gender equality and women's rights organisation is important for a more impactful women's human rights and gender equality movement and influence all the identified needs of capacity building and support the inter-generational feminist movement. This requires moving away from 'project-based assistance' to investing in the leadership building amongst the civil society advocates as a component of larger organisation development.

**Civil society organisations and
gender equality advocates**

The diversity of CSOs identified in the study, yet low representation of the civil society to demand for the rights of the most marginalized groups of the society, for e.g. Roma women, rural women, women with disability, LGBTIQ, ethnic and linguistic minorities, demonstrates the need for the civil society actors to build understanding of inter-sectionality and build these in the advocacy efforts. The solidarity of CSOs should be led from within the movement, and this could be initiated with stronger coordination and collaboration on the inter-sectional approaches to advocacy.

The lack of strategic design for the training and capacity building within CSOs recommends for conducting a review of the strengths and weaknesses at the organisation level, based on which, a strategic capacity building plan, and communication plan could be designed. Given the high number of organisations with less than five years of operation, this will help in building an inter-generational cadre building for the women's rights and gender equality civil society. This will also be useful to have a network of these organisations to collectively undertake this exercise, thereby, harmonize the work of different organisations and capitalize on each other's strengths.

A training and strategic planning for capacity building should be developed which targets specific job categories, as these each have specific needs. For example, based on the findings of the assessment, the senior managers and directors should be supported to with inter-organisation cooperation, strategic advocacy and cooperation with the government; project officers and middle managers should be encouraged to improve their skills and knowledge on national application of the international normative frameworks, as well as organisational management skills where they display an appetite for promotion and self-improvement; volunteers should be supported to learn new skills to continue their engagement in the women's movement, build knowledge on the international and national frameworks, skills on use of communication media and issue based advocacy, and gender statistics.

A capacity building strategy should consider the need for women's groups and CSOs to develop expertise in gaining knowledge of Government priorities in respect of gender equality and in gaining knowledge of international law on gender equality in order to hold Government to account over these. This may also be encouraged through improved networking between Government and CSOs using techniques such as policy round tables and seminars or establishment and institutionalization of the sustainable platforms for interactions between the civil society and the Government, its national mechanism on gender equality in particular. CSOs may learn from the exchange of international experience of effective advocacy and monitoring of the State's progress against the international commitments on gender equality and women's human rights.

Government

A key aim for both the training programme and capacity building plan should be to facilitate cooperation and trust between the women's groups and CSOs sector and the government. This may be done, for example, through creating virtual and physical spaces for networking, and dialogues for effective policies and their implementation. The government as a duty-bearer, has the responsibility to include the voices and needs of women, men and communities in the policy implementation and planning.

As CSOs have indicated low level of engagement in the monitoring of the government programmes, it is recommended that the government also invest in the capacity building of the civil society. Given that CSOs are more regularly in touch with the local authorities, it is recommended that the government involves CSOs in the designing of the local programmes and monitoring of the policy implementation.

As the study indicates low level of interface with the government, the government could think of establishing open forums and platforms to seek the input of CSOs, and through them, the much-needed inputs from the communities for whom the policies are meant. Capacity building strategy should also address mechanisms for improving cooperation between women's groups and CSOs and groups and Government actors as well as between themselves, through providing physical and virtual opportunities and spaces for the two to meet and share ideas.

APPENDIX 1

REVIEW OF LITERATURE
ON EFFECTIVE WOMEN'S
MOVEMENTS

Introduction

Women's movements and organisations are critically important for the development of gender equality and women's empowerment in Ukraine. Although women's movements have already been key agents of social and political change, a critical issue is how such movements can continue to build their capacity to more effectively lobby the political elite and hold the Ukrainian government to account. To support women's movements in this effort, this report reviews relevant academic and semi-academic literature to uncover and detail activities, which are found to build the capacity of women's movements in this regard.

The first section of this review provides an overview of the key capacity building characteristics of effective women's movements, such as resource mobilisation and community building. Following this, it presents the importance of having formal monitoring systems in place to provide the evidence needed to effectively lobby the political elite. Finally, it details how: (i) strong leadership, enabled by leadership development training, (ii) gaining access to political networks, enabled by political and advocacy skills training and (iii) the effective communication of the movement's agenda, enabled by issue framing and social media training, is of specific benefit for capacity building in this context.

Characteristics of Effective Capacity Building

Capacity building can be thought of as "a process that increases the assets and attributes which a community is able to draw upon in order to improve their lives" [1]. It is a complex and multi-layered construct, which includes both processes and outcomes [2], meaning it can seek to both empower women and achieve an end-goal [1]. Research on the characteristics of effective women's movements highlight several key characteristics of capacity building². Namely, skills and knowledge, a sense of community, social structures, participation, leadership, community awareness and resource allocation [2]. In other words, capacity building needs to harness the key skills the movement already has, encourage knowledge transfer, foster a sense of community, develop network or organisational structures which connect women with diverse socioeconomic backgrounds, invest in and develop their leaders, engage with and foster links with their wider community and funding organisations and effectively mobilise their resources [1–4]. All of these aspects are important for capacity building and mutually support one another to build what Gibbon et al. [1] describe as a 'capable community'.

However, in addition to being aware of what builds capacity, it is also important to consider what may weaken capacity. In their review of effective women's movements, the Association for Women's Rights and Development (AWID) found that the 'NGO-isation' of women's movements, the reduction of major donor resources, restrictive policies of donors and taking a top-down approach in building a movement can all

constrain capacity building [5]. In particular, the reduction of resources and the policies of donors can be particularly debilitating for women's movements as it impacts the growth of an organisation and limits their control of capacity-building activities. Interestingly, Batliwala [5] found that most effective women's movements had innovative strategies for mobilising resources (e.g. membership fees) so that they could survive without any external funding. What can be taken from this is that, although links with external funding organisations are often essential to build capacity (see [4,6]), they can also inhibit movements because of the limiting structures they place on organisations, the direct say they can have on how resources are mobilised and their 'NGO' preoccupation with service delivery rather than movement-building [5]. Furthermore, failing to involve and mobilise women at the grass-roots level can be particularly damaging to the growth and capacity of a women's movements [5]. Similarly, as Connell [7] argues, 'men and boys are unavoidably involved in gender issues. Therefore, not seeking the involvement of men, who in current gender patterns control resources and have much of the political power, could limit the access of a women's movement to resources and thus constrain their capacity building efforts'. Nonetheless, as will be shown in the following sections, developing formal monitoring mechanisms and engaging in key training and development activities can support women's groups and CSOs in their capacity building efforts and ensure they are suitably equipped to lobby governments and engender change in society.

Monitoring

Monitoring, and the use of formal monitoring functions in particular, is a critical underlying building block for holding actors accountable [8]. Monitoring mechanisms enable

organisations to gather and hold the information needed to demonstrate when commitments are not being upheld [8]. In many instances this may require women's movements

to connect and collaborate with external organisations or state institutions. For instance, women's movements in Colombia identified the Defensoria del Pueblo as the most important state institution for increasing their involvement in the peace process [9]. This was because it was the state organisation responsible for recording and investigating human rights issues, which women's movements felt was a critical entry point for them to hold the government accountable and to justify their involvement in the peace process [9]. However, Barroso [8], in a discussion of increasing global accountability for women's health, argues

that monitoring and gathering data alone will not result in meaningful accountability. Rather, there is a need to use this monitoring information in conjunction with activities which build the capacity of civil society to ensure that such 'data is used for the adoption of equitable policies'[8]. In other words, actors in civil society, such as women's movements, need to have the capacity to use this information for change. As detailed in the following sections, developing leaders, enhancing political skills and training members in effective issue framing and social media skills can be critical in this regard.

Leadership Development to Build Strong Leadership

'The question is not whether we should have leaders, but how we develop all women as leaders. Leadership as a function of growth is also, then, the process of building confidence, not only so that others will follow, but also that others will attempt leadership themselves' (Flora Crater [10]).

Strong leadership at national, regional and local level is recognised as important for holding relevant actors (e.g. government, NGO's) to account [8]. As such, training and developing leaders is considered a key 'empowering ingredient' for building the capacity of women's movements [3,4,6]. Collective leadership and non-hierarchical leadership structures were a common theme of the women's movements reviewed in a study by the AWID [5]. Several organisations across the globe (e.g. India, Czech Republic, Philippines) note that facilitating leadership development across the different levels of their organisation (e.g. from grassroots to top level) and training them in skills specific to their movement (e.g. peace issues) is a key aspect of their overall strategy in lobbying for women's rights [5]. However, it is argued that generic leadership development frameworks, which are often influenced by patriarchal models, will not suffice [5]. Rather, there is a need for more tailored, feminist leadership training in this context.

Feminist leadership development is often oriented around the '4 P's' of power (i.e. understanding the power dynamic), principles (i.e. the implementation of values and principles), purpose (i.e. understanding the overall end-goal) and practice (i.e. the implementation of all the other 'P's) and how the 'self' transcends and interacts with this. Batliwala and Friedman [11] developed a toolkit for achieving transformational feminist leadership with these in mind. Here, they recommend starting with the 'self' (e.g. a person's history, identity, personality, social capital etc.) as this will influence the development of the other '4 P's'. A key aspect of leadership development here, is helping potential female leaders to recognise and overcome any underlying

or internalised dilemmas they have with holding authority [11]. This helps develop their confidence and reduce the discomfort many women feel about holding overt power. Indeed, Moser and Clark [9] found that increased self-esteem increased women's capacity to participate in the peace process in Colombia. Thus, starting with the 'self' and engaging in activities, such as identity reconstruction, which help women rebuild or increase their self-esteem is a critical first step, for not only leadership development but capacity building in general [9].

A second aspect of leadership development is supporting potential leaders to clarify their purpose (e.g. their social change goals) and their politics (e.g. their vision for a better social future). Having such clarity enables leaders and organisations to effectively communicate their vision (this will be discussed further in the next section) and provides them with 'yardsticks' when faced with challenges or a loss of direction [11]. Engaging the entire community is also essential at this stage of leadership development. Batliwala and Friedman [11] recommend the use of tools such as visualisation exercises and the collective development of mission or purpose statements to help leaders in this regard.

Once this clarity is achieved, the next step is to help leaders become aware of their principles, or values, as these influence their actions [11]. Being able to articulate these values and then translate them into meaningful actions, which will guide and empower others in the organisation, is an essential component of transformational leadership. In this regard, the toolkit developed by Batliwala and Friedman [11] recommends exercises which encourage leaders to envision the type of movement they want to create and work within, reflect on the type of organisational values which already exist and where they can be improved, and then involve others to create new positive norms and values for the movement. This ensures leaders create a shared sense of purpose throughout the organisation which, in turn, enhances capacity.

A final, critical component of leadership development is to address the role of power, in its different forms (i.e. individual, hidden, organisational), and how it should be operated in the organisation [11,12]. Addressing the role of power and its impact on leadership style and outcomes is quite complex. However, Batliwala and Friedman [11] recommend a combination of training which encourages individuals to address their relationship to and experiences of power at a personal level (e.g. feeling in control or subjected), along with mapping out the visible power evident in the organisation and uncovering its hidden power dynamics (e.g. who controls resources and how). The ‘Power Cube’ approach may also be a beneficial tool here. It is an approach which helps facilitate the analysis of the “spaces, places and dynamics of power” [13] and how they interact, along with how power is expressed and how power is used by actors to control and set agendas. It has been successfully applied in a variety of domains, including the building of civil society engagement, however, researchers caution that it should be used with care to ensure it is appropriately adapted to individual contexts and engenders a process of self-reflection [13].

Developing leaders to enhance the capacity of women’s movements is not a linear process. Rather, there is a need to look at the specifics of the individual organisation and

tailor leadership development to this. Women’s movements can have diverse memberships, attracting members from different social classes, ethnic backgrounds and different sexual orientations (amongst many others). Research has found that such aspects of identity (e.g. gender, race, social class) interact with the contexts and backgrounds of individuals, influencing the outcome of leadership development programmes [14] and consequently the type of leader an individual becomes [15]. Thus, it is important to consider the intersectionality of individual members and ensure leadership development programmes account for the layered and complex identities and experiences of such individuals. Similarly, numerous case studies of women’s movements argue that leadership development should not be focused on singular individuals but should be made available to all members of a community, whilst also fostering a participatory or collective approach to the development of its leaders [5,12]. Leadership development also needs to equip leaders with the specific skills they need to be effectual in the context of their organisation [4]. This may require specific skills-based training in areas such as negotiation, mediation and political processes (amongst many others). As Batliwala [12] argues, “there is little point in leadership development programs, if they do not equip women to deal with the messy, frightening, dangerous but exhilarating business of feminist social transformation”.

Political Skills Training to Enable Access to Political Networks

Getting monitoring or other information heard by the right people and in the right places is highly relevant for holding actors accountable on women’s rights. However, as in the Ukrainian context where it is often the government or other political elites who are the point of focus, it is important for women’s movements to build the capacity of their members to access political networks. In a study of organisational dynamics, Perrewé and Nelson [16] note that political skill is often in the form of tacit knowledge, gained overtime through experience. However, because women have not traditionally had access to such roles, they lack the appropriate mentors to pass on this knowledge and are thus at a disadvantage. Consequently, more focused political skills training may be necessary.

Political skill can be defined as ‘the ability to effectively understand others and to use such knowledge to influence others in ways that enhance one’s personal and/or organisational objectives’ [17]. Consequently, it is not an easy skill to teach as it is highly personal to an individual and their interpersonal sensitivities. Nevertheless, some research findings on effective political skills provide insights into areas where training could be targeted. For instance, politically skilled individuals are found to successfully

interpret and adapt to social environments, understand its social norms and thus, critically, calibrate their behaviour and actions to these social norms [17,18]. As such, training members of women’s movements in the social norms (i.e. the unwritten rules and expectations of political actors) would enable them to more seamlessly integrate and ingratiate themselves into such circles.

Interestingly, ingratiation (as opposed to assertiveness) is considered one of the most common and socially acceptable forms of influence behaviour [18]. Shaugnessy et al. [18] found that women in organisations were more likely to be promoted, due to higher liking ratings, when they had enough political skills to effectively use ingratiation as an influence tactic. The authors theorised that ingratiation was a suitable tactic because it conforms with societal expectations of female gender norms [18].

To further build political skill, Ferris et al. [19] recommends individuals focus on developing in the following four areas. First, social astuteness: individuals who are highly sensitive to others, very self-aware and aware of the behaviour of others in social situations. Second, interpersonal influence: individuals who are flexible and able to adapt

their behaviour in different contexts to enable different goals. Third, networking ability: individuals who are highly competent in developing and using diverse networks of people. Fourth, apparent sincerity: individuals who appear honest, open, forthright and possessing integrity. Research in this area finds that emotional intelligence and negotiation skills can moderate these factors [19], thus training and development in these specific areas may further bolster and enhance the political skill of such individuals and thus enhance the likelihood they may exert influence in political networks.

However, such political skill and influence tactics are of little use if women cannot gain access to such networks. Yet, there is no clear evidence for how best to achieve this. Nonetheless, Moser and Clark [9] find that conflict and war contexts often provide the space and impetus for women to become more aware of gender issues and, as a result, push for greater political participation. This raising of consciousness at the grass-roots level can then provide NGO's and women's movements greater capacity to introduce gender issues into the political context. Indeed, numerous research studies find that greater gender equality leads to greater conflict resolution [20]. For instance, Nilsson [21] found that including women's and civil society groups in peace negotiations meant they were 64% less likely to fail.

Issue Framing and Social Media Training for Effective Communication

As previously noted, monitoring is important for holding organisations accountable. However, this is of little use if it cannot be used in a way which ensures or pressures relevant social groups to adopt appropriate policies. Thus, how women's movements articulate and communicate their agenda in wider society can be a critical component of their success. As Irvine and Halterman [4] explain, it is important to ensure women's movements create an identity that resonates with their target audience and motivates desired behaviour. Central to this is the concept of issue, or message, framing.

Issue framing is the way in which a key issue is structured or conveyed in a communicating message (e.g. the words, phrases or images used). Framing is a powerful tool as it can influence how individuals interpret and understand a message and consequently, how they respond to it. For example, Terkildsen and Schnell [23] reviewed the coverage of women's movements in the U.S. media from the 1950s to 1990s, finding that messages conveyed through economic rights frames had a negative impact on subjective attitudes to gender equality, while a political rights frame positively impacted attitudes to gender equality. Of even greater relevance Brown and Moore [24] argue that accountability

However, women's involvement in peace processes globally remains low, due to limited access to political networks [22]. One exception is the case of the Philippines, where women made up an equal share of the government peace process negotiating team. O'Reilly et al. [22] found that such involvement of women was a result of women's active role in local and regional government, their traditional role as mediators in clan conflict, strong female leaders who continuously pushed for female inclusion in the peace process and official public consultations which women's groups supported through mass actions to counter any violence or resistance by spoiler groups. In addition, women were historically found to have greater involvement in political networks under an open political opportunity structure, where political elites were in need of the resources women offered (e.g. votes, members, and issues).

Thus, gaining access to political networks may require women's movements to raise consciousness in wider society and to demonstrate how addressing their issues can benefit the political elites and how their involvement can improve the success of peace processes (as evidenced by research). Issue framing and effective use of social media, as discussed in the following section, may be effective for doing this by disseminating the movement's agenda in a way that engenders interest in wider society and highlights their relevance to the political elite.

can be perceived as a process which enables the keeping of a specified promise, where that promise can have transformational and societal implications. Thus, framing issues of accountability in such a positive and socially relevant way may enable women's movements to more effectively engender interest in wider society.

Social media has made it much easier for women's rights movements to influence and control the issue or message frames associated with their agenda [25]. As such, harnessing the power and reach of social media, in conjunction with effective issue framing, is considered a proven method for "mobilising attention and accountability to women's rights and challenging discrimination and stereotypes" [26]. For instance, the 'Together for Yes' group effectively encouraged the repeal of anti-abortion laws in the Republic of Ireland through a strategy of cohesive and consistent communication and issue frames which made salient a caring, compassionate and positive message [27].

Thus, training members of women's movements in effective issue framing and mobilisation of social media may be an important contributor to capacity building, holding actors

accountable and demonstrating how their issues are of relevance to political elites. A key place to start would be first educating movement members on how message frames can influence perception. For instance, Meade [28] recommends taking a phrase (e.g. red tape) and then unpicking what you associate with it (e.g. overly restrictive processes) and what meaning such associations convey to you (e.g. less legislation is more effective). Such awareness highlights how seemingly straightforward words or phrases (e.g. women's rights) may be interpreted and how the associations an individual has with this interpretation can negatively impact their perceptions. To overcome this, effective issue frames are often those which limit the use of negative or threatening language, avoid jargon, demonstrate passion, engender curiosity and make change seem possible [28].

In regards to effectively harnessing social media, the Association for Progressive Communications (APC) recommends the use of digital storytelling, where members of movements tell their personal stories through a digital platform, as a powerful tool for advocacy [25]. Moreover, research by the OECD finds that training women's movements on how to effectively use hashtags, monitor impact, identify target audiences and develop strong messages (e.g. clear issue frames) can enhance the impact of their social media use [26]. Notably, this OECD research also argues that increasing female leadership in media organisations can further support online media campaigns advocating for

gender issues. Thus, investing in leadership development, as described in the previous section, gives women the confidence to pursue leadership roles in their workplace or wider community which in turn indirectly benefits the women's movement [4,5].

Involving a cross-section of society (e.g. men or non-traditional partners), collaborating with other women's movements and connecting social media campaigns with traditional media campaigns can also further enhance the efficacy of social media in this context [26]. Importantly, social media campaigns are also found to build capacity because of the role they play in building the collective identity of its members [29]. This is often thought to stem from how such collective sharing of information contributes to the collective action framing process [30]. In other words, how women within a movement frame and communicate their own personal stories interacts with and influences the movement's overall communication message, thus shaping a collective identity [29].

Social media campaigns, when combined with an understanding of issue framing and how this can be utilised to influence wider society, can be a powerful capacity building tool for women's movements [26,29]. As such, providing women with training in how to frame messages (e.g. positively) and organise a social media campaign (e.g. hashtag activism) is arguably imperative.

Conclusion

It is evident when reviewing literature on effective practice within women's groups and CSOs that taking a participative and collective approach, one that involves all the members of an organisation, is central to building the capacity of women's groups and CSOs. However, there is no 'one-size-fits-all' approach, as most women's groups and CSOs navigate capacity building in their own unique way and tailor their training and development to the specifics of their agenda and their community.

Thus, this review presented several capacity building activities more relevant to the needs of women's movements in Ukraine and their current political context. First and

foremost, formal monitoring processes are arguably an essential building block for holding political systems accountable. It is important women's groups and CSOs in Ukraine have the data and information to demonstrate when promises are broken. However, once this is known, such movements need the capacity to action and utilise this information effectively to actually hold the government to account. Thus, developing strong leadership, enhancing political skill, communicating information in an appropriate issue frame and harnessing the power of social media to ensure this information is seen, may help support women's movements in their endeavours to ensure the political system upholds its obligations to women.

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