




PERFORMANCE INDICATOR 15

CAPACITY DEVELOPMENT



15. Performance Indicator: Capacity Development

 Approaches requirements	 Meets requirements	 Exceeds requirements
<p>15a. Working towards ongoing mandatory training for all levels of entity staff at HQ, regional and country offices</p>	<p>15b. Ongoing mandatory training for all levels of entity staff at HQ, regional and country offices</p>	<p>15ci Ongoing mandatory training for all levels of entity staff at HQ, regional and country offices</p> <p>and</p> <p>15cii. Senior managers receive tailored training during orientation</p>



What is the Capacity Development indicator?

Capacity development is essential not only for achieving developmental goals, but also for maintaining and sustaining progress. In the UN-SWAP the minimum requirement for capacity development calls for all staff to acquire the capacities necessary to promote gender equality and women's empowerment in their work; for instance through introductory gender training for non-gender specialists, and tailored training for gender focal points and gender specialists. To exceed requirements for this performance indicator senior managers would receive tailored training during their orientation.

Entities with an ongoing mandatory training for all staff, including senior managers, meet or exceed 50 per cent more UN-SWAP performance indicators than entities which do not have the above in place. This points to the foundational role of adequate gender related capacities at all levels to drive progress across all UN-SWAP indicators, beyond Performance Indicator 15. Entities aiming to improve their overall performance should therefore target capacity development as a lever for progress.



Evidence base

Examples of documents to attach to substantiate reporting:

- Document stating that gender training is mandatory for all staff
- Tracking/monitoring data
- Training outline for senior management

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

Additional questions:

Meeting or exceeding requirements: Please indicate if the "[I Know Gender](#)" course is the mandatory training on GEEW: (Yes/ No)

Approaching requirements: Please indicate whether there is a plan in place to implement/adopt the "I Know Gender" course as a mandatory training on GEEW: (Yes/ No)



How to approach requirements

To approach requirements for this indicator, the entity should demonstrate that they are working towards implementing ongoing mandatory training for all levels of entity staff at HQ, regional and country offices.



How to meet requirements

To meet this indicator, all relevant staff should receive **stand-alone** training on how to promote gender equality and the empowerment of women. This does not preclude training on gender equality and the empowerment of women being mainstreamed into other entity training. Training should be adapted by staff member type (ex. non-gender specialist should receive introductory gender training similar to UN Women's I Know Gender e-course). The following constitutes an adequate level of entity-wide training:

- Training on gender equality and the empowerment of women takes place for all relevant staff - at least one day of training for new staff during the first year, minimum of one day of training once every two years after this.
- Gender specialists and gender focal points receive specific, tailored training - minimum two days of training a year on gender equality and women's empowerment.

Entities should determine which training courses, from the number of courses available, are most relevant for their staff.



How to exceed requirements

In order to exceed requirements for the indicator entities should organize in-depth training for managers at the P5 and above level, including: background on key Conventions (in particular CEDAW, CRC and CRPD); results of international meetings (e.g. the Beijing Platform for Action); relevant entity policies and documents on gender equality and the empowerment of women (e.g. gender equality and equal representation of women policy; operational manual; Head of Entity Directives); the ways in which the entity intends to promote gender equality and the empowerment of women; and responsibilities for promotion of gender equality and the empowerment of women.



Example: Meeting Requirements

The United Nations Educational, Scientific and Cultural Organization (UNESCO) requires mandatory gender equality training for all staff. In 2020, UNESCO launched its the new mandatory [e-learning course](#) on Gender Equality. The 8 modules that compose the training have been developed by the Division for Gender Equality in cooperation with the Human Resources Office to enhance the capacity of UNESCO staff in gender mainstreaming. Through this training, participants will get familiar with the key terms and concepts used in the area of Gender Equality and will learn how to use the main tools available to ensure successful Gender Mainstreaming in their daily work. The training includes concrete examples to help understand what all personnel should do to uphold the Organization's Global Priority Gender Equality.



Example: Exceeding Requirements

The **Department of Political and Peacebuilding Affairs (DPPA) of the UN Secretariat** has developed and conducts on an annual basis a series of training programmes to cover the broad range of Gender/ Women, Peace and Security (WPS) issues: 1) Twice yearly mandatory WPS training for all DPA staff, including staff in Special Political Missions, on gender mainstreaming and WPS issues, ii) Gender and Mediation training for mediators, especially UN envoys and Special Representatives of the Secretary General, and select senior staff, and iii) Addressing Sexual Violence in Conflict in response to Security Council Resolutions 1820/1888/1960/2106. Gender is also included in DPPA induction courses for new staff as well as for Peace and Development Advisors.

Gender/Women Peace and Security (WPS) is integrated into the UN Senior Leadership Programme (SLP), including a stand-alone WPS module, delivered virtually since December 2020.

In 2021, blended learning journeys were rolled out for **United Nations Development Programme's (UNDP)** new cohorts of Resident Representatives (RRs) and Deputy Resident Representatives (DRRs). The new learning journeys for RRs and DRRs were launched in 2021 as part of the new 'Leaders for 2030' initiative.

In response to the recommendations of the Gender Steering and Implementation Committee in 2021 a new Certificate course for RRs called Leadership for Gender Equality has been designed with Gender at Work (India) and SOAS (University of London) to be launched with a cohort of 42 RRs in January 2022. The primary goal of the programme is to develop RRs to better advocate, negotiate, build effective coalitions and partnerships and lead internal and externally on gender equality. The certificate will also support RRs whose Country Offices (CO) are taking part in the UNDP Gender Equality Seal Initiative.

Senior managers receive tailored training as evidenced by the Gender Equality Seal benchmarks and results from gold and silver offices. Sample benchmarks include: CO has planned and implemented strategic actions for capacity-building on gender: A positive score should be supported by (i) agenda and process reports (including feedback from participants) of at least two all-staff perspective building sessions carried out during the last year", and "The CO has planned and implemented specific capacity building for programme managers".



Additional Information

Details of UN System-wide training courses can be found on the [UN Women Training for Gender Equality Community of Practice \(CoP\) platform](#)⁵. UN Women has also produced a [Compendium of Good Practices for Training in Gender Equality](#).

Blended Course for UN System Gender Focal Points: The UN Women Training Centre holds training for UN System Gender Focal Points. It is a collaborative effort between UN Women Training Centre and ITC-ILO and is only open to UN System GFPs. It includes an online phase followed by a one week-long residential phase. The training focuses on the UN Gender architecture and explores strategies and tools for addressing women's empowerment and gender equality within the UN. It examines gender mainstreaming tools (such as gender markers and the UN System Wide Approach on Gender Equality)

⁵ The Training for Gender Equality CoP is a global online community for knowledge sharing on Training for Gender Equality. It includes a calendar of trainings and a clearinghouse of training resources.

and their concrete application, as well as tackling gender equality issues within substantive areas. The course also aims to build a community of practice within UN GFPs to foster discussion and sharing of good practices. Participation in this course would meet the requirements for the tailored training of Gender Focal Points component of this Performance Indicator.

Introductory Online Gender Course “I Know Gender”:

Launched in 2014, UN Women’s Training Centre has developed the [I Know Gender](#), an introductory, interactive and self-paced e-course on gender that is offered to all staff across the United Nations System.

The **overall objective** of I Know Gender is to develop and/or strengthen understanding and awareness of basic concepts of gender equality and women’s empowerment for all staff at HQ, regional and country level and promote a first step towards behavioral change and integration of a gender perspective in everyday work.

The course:

- Is a contribution of UN Women to the UN System and can be used as needed by each entity. It complements and include references, when possible, to other existing UN courses.
- Does not replace the mandatory existing courses required by different agencies.
- Provides a background of general knowledge and information about gender equality and women’s empowerment.
- Is not a technical course per se, as it does not aim to provide technical skills on gender analysis and mainstreaming methods and techniques important to users and practitioners.
- Is self-paced and takes approximately 2.5 hrs. It has 3 mandatory modules and 13 optional modules, as well as a “how to” series with 5 modules and more under development.

Several entities, including the Secretariat, have made the introductory modules of I Know Gender mandatory for all staff. In 2021, roughly 89,555 participants took the I Know Gender course through the eLearning Campus and other platforms.

EMERGE Programme for Women Leaders

EMERGE is a joint initiative by 11 UN entities (**ILO, ITU, OCHA, OHCHR, UNAIDS, UNHCR, UNICEF, UNOG, UNSSC, WHO and WIPO**), designed to help high-potential mid-level female staff optimize performance and take on greater responsibilities EMERGE constitutes a 9-month programme that contributes to women’s empowerment and reaching gender parity in the UN system.