

PERFORMANCE INDICATOR 12

CAPACITY DEVELOPMENT



12. Performance Indicator: Capacity Development³¹

	Approaches requirements		Meets requirements		Exceeds requirements
	<p>12ai. Ongoing mandatory training on gender equality and the empowerment of women provided for all levels of entity personnel at HQ, regional and country offices</p>		<p>12bi. Ongoing mandatory training on gender equality and the empowerment of women provided for all levels of entity personnel at HQ, regional and country offices</p>		<p>12ci. Ongoing mandatory training on gender equality and the empowerment of women provided for all levels of entity personnel at HQ, regional and country offices</p>
	and		and		and
	<p>12aai. A capacity assessment in gender equality and the empowerment of women is carried out</p>		<p>12bii. A capacity assessment in gender equality and the empowerment of women is carried out</p>		<p>12cii. A capacity assessment in gender equality and the empowerment of women is carried out</p>
	and		and		and
	<p>12aiii. A costed capacity development plan to support the acquisition of relevant skills and knowledge on gender equality and the empowerment of women is developed</p>		<p>12biii. A costed entity-wide capacity development plan to support the acquisition of relevant skills and knowledge on gender equality and the empowerment of women implemented</p>		<p>12ciii. A costed entity-wide capacity development plan to support the acquisition of relevant skills and knowledge on gender equality and the empowerment of women is evaluated</p>
			and		and
		<p>12biv. Capacity-building initiatives to develop skills and knowledge on gender equality and the empowerment of women are undertaken by personnel in specific roles and functions</p>		<p>12civ. The effective use of skills and knowledge on gender equality and the empowerment of women, acquired through capacity development by personnel in specific roles and functions is demonstrated</p>	
		and		and	
		<p>12bv. Unconscious bias training rolled out starting with senior leadership</p>		<p>12cv. Unconscious bias training rolled out for all staff</p>	

³¹ UN-SWAP 2.0 PI14 (Capacity Assessment) and PI15 (Capacity Development) have now merged into one indicator



What is the Capacity Development for gender equality?

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

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

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

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

UN Women has developed [a capacity assessment tool](#) which entities can use as a basis to develop their own capacity assessment plans.

What is capacity development for gender equality?³²

- ✔ **Capacity:** the ability of people, organizations and society as a whole to manage their affairs successfully.
- ✔ **Capacity Development:** the process whereby people, organizations and society as a whole unleash, strengthen, create, adapt and maintain capacity over time.
- ✔ **Training for Gender Equality:** a specific activity that aims to promote a transformative process to provide knowledge, techniques and tools to develop skills and changes in attitudes and behaviours with the objective of creating an aware, competent and gender equitable society.
- ✔ **Gender equality capacity assessment:** a means of assessing the understanding, knowledge and skills that a given organization and individuals have on gender equality and the empowerment of women, and on the organization's gender architecture and gender policy. Capacity assessment refers to the process through which the information is gathered and analyzed and also to the results of this analysis.

How can entities mainstream gender equality within capacity development?

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 GEEW 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.

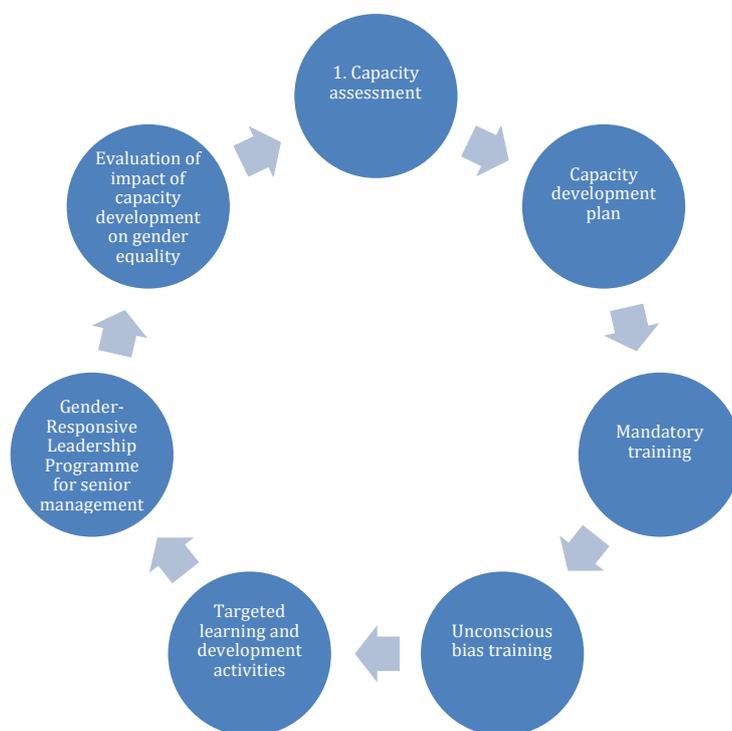
Entities with an ongoing mandatory training for all staff, including senior managers, meet or exceed 50 per cent more UN-SWAP performance indicators than entities which do not have the above in place. This points to the foundational role of adequate gender related capacities at all levels to drive progress

³² Source: UN Women Training Centre (2016) [Gender Equality Capacity Assessment Tool](#)

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.

The diagram below sets out the different stages involved in capacity development. These are explained in more detail below.

Figure 1: The capacity development process in UN-SWAP 3.0



Who is the Business Owner for this indicator?

- Human Resources, Learning and Development Departments/ Sections.
- The Capacity assessment can be conducted with the support of the Gender function.
- The Capacity development plan needs to be by the aforementioned, with the endorsement of senior management to ensure up, and form part of corporate learning and development strategy.

What are the specific requirements for this indicator?

There are **five key requirements** for this indicator that entities are asked to **progressively achieve progress** on during the UN-SWAP 3.0 period:

Requirement 1: Ongoing mandatory training on gender equality and the empowerment of women provided for all levels of entity personnel at HQ, regional and country offices.

Requirement 2: A capacity assessment in gender equality and the empowerment of women is carried out.

Requirement 3: A costed capacity development plan to support the acquisition of relevant skills and knowledge on gender equality and the empowerment of women is developed, implemented and carried-out.

Requirement 4: Entities should ensure that **personnel in specific roles and functions undertake capacity-building initiatives** to develop skills and knowledge on gender equality and the empowerment of women (*meets requirements*), and **demonstrate how the skills and knowledge** on gender equality and the empowerment of women, **acquired through capacity development by personnel, are effectively utilized** (*exceeds requirements*).

Requirement 5: Entities should **roll out unconscious bias training**, starting with **senior leadership** (*meets requirements*), and eventually extending it to **all staff** (*exceeds requirements*).

A more in-depth explanation of each requirement is provided below, clearly indicating what is required to select each rating. These explanations are accompanied by additional sections containing **useful resources, examples** and a **step-by-step checklist** to support you to determine your entity’s rating. The checklist includes information on the **reporting questions for each rating** you will encounter in the UN-SWAP 3.0 reporting platform, as well as suggestions of the **types of documents that can be uploaded** to support your rating. Finally, you will find the **template for the indicator action plan** following the checklist for ease of reference to complete.

Requirement 1: Ongoing mandatory training

Approaches requirements	12ai. Ongoing mandatory training on gender equality and the empowerment of women provided for all levels of entity personnel at HQ, regional and country offices.
Meets requirements	12bi. Ongoing mandatory training on gender equality and the empowerment of women provided for all levels of entity personnel at HQ, regional and country offices.
Exceeds requirements	12ci. Ongoing mandatory training on gender equality and the empowerment of women provided for all levels of entity personnel at HQ, regional and country offices.

Capacity development is essential not only for achieving developmental goals, but also for maintaining and sustaining progress. This requirement for all personnel to acquire the capacities necessary to promote GEWE in their work; for instance, through introductory gender training for non-gender specialists, and tailored training for gender focal points and gender specialists.

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 12. Entities aiming to improve their overall performance should therefore target capacity development as a lever for progress.

Examples of mandatory trainings include [I Know Gender](#) 1-2-3, or other entity-specific mandatory trainings. Please note that mandatory training on diversity and inclusion in the workplace does not meet the criteria for this indicator. The training needs to be focussed on all aspects of gender equality and women’s empowerment, with a focus on both operational and programmatic aspects.

Requirement 2: Capacity assessment carried out

Approaches requirements	12a.ii., 12b.ii., 12c.ii. A capacity assessment in gender equality and the empowerment of women is carried out
Meets requirements	
Exceeds requirements	

Capacity assessment is the baseline requirement for this indicator. In order to approach requirements for this indicator UN entities are expected to assess the capacity of entity personnel to deliver results for gender equality and women's empowerment.

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

There are several distinct steps to follow when conducting the capacity assessment.



Considerations at the Beginning of the Process

- Before starting the capacity assessment, it's important to take the following into account:
 - **Previous Efforts:** What has already been accomplished regarding staff surveys and capacity assessments? Does the entity have a gender policy? If so, how does this exercise complement or enhance that policy?
 - **Strategic Alignment:** How does this capacity assessment relate to the entity's strategic planning cycle? How does it fit into the budgeting cycle?
 - **Integration with Gender Mainstreaming:** In what ways can the capacity assessment be linked to other aspects of the gender mainstreaming process or SWAP reporting to maximize its effectiveness and impact?

Securing Support³³

It is crucial to secure senior management support for the capacity assessment. Consider who will distribute the questionnaire, as this can significantly impact the response rate and staff motivation to complete the survey.

Producing the Capacity Assessment Report³⁴

Once the responses have been collected, a capacity assessment report should be prepared. The report must include the following elements:

- **Broader Mandates:** Reference broader mandates for capacity development related to gender equality within the UN system.
- **Specific Needs:** Establish a clear connection to the specific needs and mandate of the entity.
- **Narrative and Importance:** Provide a compelling narrative that illustrates the significance of the findings and their implications for the entity.
- **Recommendations:** Include clear recommendations, highlighting 2-3 key action points that feed into the capacity development plan.

The capacity assessment report feeds into the **capacity development plan**.

Requirement 3: Costed capacity development plan

Approaches requirements	12a.iii. A costed capacity development plan to support the acquisition of relevant skills and knowledge on gender equality and the empowerment of women is developed
Meets requirements	12a.iii. A costed capacity development plan to support the acquisition of relevant skills and knowledge on gender equality and the empowerment of women is implemented
Exceeds requirements	12a.iii. A costed capacity development plan to support the acquisition of relevant skills and knowledge on gender equality and the empowerment of women is evaluated

To **meet and exceed requirements**, a corporate capacity development plan should be designed, costed, and implemented to support personnel in delivering results for gender equality and the empowerment of women. In order to **exceed requirements**, in addition to the above, the plan should be evaluated to assess its impact on institutional gender equality outcomes, ensuring continuous improvement and greater effectiveness.

To effectively implement this, the UN entity needs to consider several key factors.

- The development plan should be tailored to the specific needs and context of the personnel, ensuring that it includes comprehensive training and capacity-building activities focused on gender equality and women's empowerment.
- The plan should be costed appropriately, with a clear budget allocation for its execution.
- The entity should put in place a robust monitoring and evaluation mechanisms to assess the effectiveness of the plan, ensuring that it delivers measurable improvements in gender equality outcomes, in relation to the entity's mandated areas of work and context.

It is important to consider including the following aspects in the capacity development plan:

- Commitment to an institutional learning environment.
- Type and number of staff/ personnel to be reached by the intervention/training programme.
- Costs of activity (if to be delivered by Gender Unit, this should be highlighted as a cost, rather than considered "free of charge").

³³ For assistance in developing the capacity assessment questionnaire, please refer to ANNEX: Updated Capacity Assessment Template.

³⁴ For more details on the report structure, please see ANNEX: Draft Structure Capacity Assessment Report.

- Clear responsibility for resources allocated to each activity.
- Timeframe (e.g. Year 1, Year 2, Year 3)
- A gradual progression from Year 1 activities to Year 3 activities, to ensure a clear and consistent learning journey.

According to the Gender Equality Acceleration Plan (GEAP), it is the responsibility of the HR Director, along with the Directors of Planning and Budget, to allocate a dedicated portion of the budget for the development of the gender framework and capacity development across the system. This includes implementing gender training, starting with the next budget cycle. This can serve as an advocacy tool to secure the necessary resources for accurately funding the capacity development plan.

Requirement 4: Capacity-Building Initiatives

Approaches requirements	N/A
Meets requirements	12biv. Capacity-building initiatives to develop skills and knowledge on gender equality and the empowerment of women are undertaken by personnel in specific roles and functions
Exceeds requirements	12civ. The effective use of skills and knowledge on gender equality and the empowerment of women , acquired through capacity development by personnel in specific roles and functions is demonstrated

In line with the key findings of the capacity assessment and the priorities identified, specific personnel profiles should participate in learning and development activities to deliver results for gender equality and the empowerment of women.

Specifically, entities should ensure that personnel in specific roles and functions 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 personnel/ staff member type (ex. non-gender specialist should receive introductory gender training similar to UN Women’s I Know Gender e-course).

Moreover, the specific learning and development activities should be adapted to meet the needs of each entity. Nevertheless, it is expected that they will meet the established quality criteria in training for gender equality, and will follow feminist pedagogical principles.³⁵

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 GEEW.

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

The effective use of skills and knowledge on gender equality and the empowerment of women, acquired through capacity development, is demonstrated when personnel apply these competencies to their specific roles and functions. For example:

- **Designing Gender-Sensitive/ Responsive Policies:** Developing inclusive policies that address women and girl’s rights and gender equality, such as ensuring equal representation of women in leadership roles.

³⁵ For more information, see UN Women Training Centre (2019) Feminist Pedagogies in Training for Gender Equality and Quality in Training for Gender Equality.

- **Implementing Gender-Focused Programs:** Applying gender analysis to design and execute programs that address the specific needs of women, like maternal health or women’s economic empowerment.
- **Monitoring and Evaluation:** Using gender expertise to track and assess the impact of programs, ensuring that gender equality goals are met, such as evaluating women’s participation in job training programs.
- **Advocacy and Awareness Raising:** Leading efforts to advocate for gender equality issues, such as raising awareness about gender-based violence or promoting women’s political participation.

Requirement 5: Unconscious Bias Training

Approaches requirements	N/A
Meets requirements	12bv. Unconscious bias training rolled out starting with senior leadership
Exceeds requirements	12cv. Unconscious bias training rolled out for all staff

In addition to ongoing mandatory training for all staff, all leadership personnel must participate in unconscious bias training to meet requirements for this indicator. If all personnel participate in unconscious bias training, the entity will exceed requirements.

Unconscious bias might be based upon various criteria such as gender, age, weight, skin colour, physical disability, job title, level of education, sexuality, accent, social status and religion; and these criteria then influence our decision-making and behaviour. Gender stereotypes are deeply entrenched in belief systems and are still viewed as ‘social norms’. Promotion of gender equality is frequently seen as a ‘women’s issue’, whereas it is about men too. In the workplace, men too suffer from gender stereotypes with respect to professions considered ‘feminine’. Men therefore have a key role to play as champions of diversity and inclusion in support of gender-equal relations.

Unconscious bias persists in the workplace, including within the United Nations and this has had a direct impact upon recruitment and selection decisions. The lack of women and visible minorities in leadership positions is often connected to unconscious bias. We make assumptions about someone’s ability to contribute to a project or mission due to their age; we overlook someone that might have a different work history/life experience than we do. There are many ways unconscious bias can impact a team, unit, or organization.

The United Nations like any organization wants to make sure that personnel are doing the best work, and creating an environment where people work together efficiently, creatively, and collaboratively.



Evidence base

Examples of documents to attach to substantiate reporting:

- Capacity assessment survey and outcome
- Costed entity-wide capacity development plan
- Document stating that gender training is mandatory for all staff
- Tracking/monitoring data
- GRL Training outline for senior management
- Unconscious bias trainingssNote: Please identify a self-explanatory title for the documents uploaded onto the platform, particularly for those shared to the UN-SWAP Knowledge Hub.



Example: Meeting Requirements

Ongoing mandatory training

The **United Nations Development Programme (UNDP)** has adopted a new approach to compliance training, introducing two complementary course specializations, each to be completed by all personnel within specific timelines.

- **Mandatory Courses Specialization:** This includes courses with the most immediate impact on staff's security, safety, and well-being, such as prevention of sexual harassment and prevention of sexual exploitation. These courses must be completed within 30 days of assuming a role at UNDP.
- **Core Courses Specialization:** The gender course is now part of this specialization and must be completed within the first 3 months of assignment.

To further enhance UNDP staff and managers' understanding of gender equality and support the achievement of gender equality in the workplace, the mandatory **Gender Journey** course was updated and rolled out in 2021. The course covers:

- Understanding Gender
- Gender Equality in Development and Achieving the Sustainable Development Goals (SDGs)
- Individual Commitment to Gender Equality
- Gender Equality within UNDP
- Gender Mainstreaming and Gender Analysis in Programmes
- Becoming an Effective Leader for Gender Equality (targeted at managers)

As of November 15, 2023, 93% of UNDP staff have completed the **Gender Journey** course.

Capacity assessment carried out

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

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

In 2020, the **United Nations Children's Fund (UNICEF)** commissioned a strategic review of its gender capacity-building and credentialing initiatives across the organizational levels. This independent review engaged programme staff, senior leadership, and UNICEF partners – UN Agencies, research institutions, and NGOs. The objectives of the review were (a) to assess the current gender capacity-building efforts, identifying key gaps and highlighting concrete opportunities to strengthen key initiatives; and (b) to recommend cost-effective strategies and platforms for capacity-building that UNICEF should

consider adopting, testing, and monitoring. Five elements of UNICEF's gender capacity were assessed: gender capacity-building strategy; the enabling environment for capacity building; onboarding; learning platforms; and credentialing. The review collected primary data (online survey results, key-informant interviews and focus groups) from a variety of sources across 71 countries. Based on findings from the strategic review of its gender capacity-building and credentialing initiatives, UNICEF drafted a new Organization Learning Plan for Gender Equality (2021-2025).

In line with UN Women guidelines, the **United Nations Economic and Social Commission for Western Asia (ESCWA)** designed and conducted the fourth capacity development assessment survey in 2021. It comprised five main sections. Section I provides information on respondent's profiles; section II provides information on the sources where gender knowledge was acquired; section III assesses the knowledge of respondents on gender equality and the empowerment of women; section IV examines gender mainstreaming efforts within ESCWA; and section V provides a space for respondents to share their views on the way to improve the current knowledge, skills and attitudes in relevance to gender issues. The survey was approved by the ESCWA Executive Secretary. The assessment followed a mixed quantitative and qualitative methodology approach, in addition to a brief desk review. The qualitative part took the form of focus group discussions (FGD) that aimed at: validating/challenging the quantitative findings; providing details on some of quantitative findings; providing recommendations from staff and GFPs. Moreover, desktop review included among others the Second Participatory Gender Audit Report and the terms of reference of GFPs. The staff capacity assessment report provided a set of key recommendations to further strengthen staff members abilities in mainstreaming gender.

Capacity-Building Initiatives

Following the 2020 capacity assessment, the **International Trade Centre's (ITC)** created an organization-wide 2021/2022 capacity development plan. The plan was further informed by first insights generated through ITC's '100 Coffees for Inclusion' initiative, during which members of the ITC Inclusion Group and selected senior leaders met for individual, 30-minute coffee conversations with 100 employees across the organization to discuss their take on ITC's organizational culture and direction related to GEEW, Diversity and Inclusion.

The capacity development plan covers a two-year period and outlines six critical outputs and related activities:

1. Ensuring all employees have solid, foundational knowledge of basic GEEW concepts and of the intersectional nature of diversity and inclusion.
2. Enhancing knowledge and skills of and confidence in applying technical tools/methods to promote gender mainstreaming across ITC's projects
3. Enhancing knowledge and skills of and confidence in applying HR-related tools/ methods to promote gender equality at ITC internally
4. Increasing awareness of established policies and mechanisms to support the creation of an enabling work environment, as well as awareness of individual support options; and
5. Promoting an inclusive organizational culture with zero tolerance for discrimination and harassment.



Example: Exceeding Requirements

Unconscious Bias Training

Through the United Nations System Staff College (UNSSC) Blue Line online learning platform, the **International Trade Centre (ITC)** has made the '**Leveraging Diversity in the Workplace**' training

available to its personnel. This training aims to recognize, reflect on, and address both conscious and unconscious biases. Key components of the training include:

- **Intersectionality:** Exploring how overlapping identities and experiences shape individuals' perspectives, helping to understand the complexity of discrimination and privilege.
- **Positive Impact of Diversity:** Recognizing how diversity benefits organizations and encourages cognitive diversity within teams.
- **Psychological Safety:** Identifying actions to foster psychological safety and support the development of cognitively diverse teams.
- **Inclusive Leadership:** Advocating for leadership practices that align with the United Nations' 2030 Agenda, promoting inclusion and equity within the workplace.

In 2017, various agencies in Nairobi, comprising the **UN Office at Nairobi (UNON)**, **UN Environment (UNEP)**, **UN Habitat** and the **International Organization for Migration (IOM)**, targeted their senior managers (P-5 level and above) to attend a groundbreaking workshop on [Gender, Unconscious Bias and Inclusive Management](#)—the first-ever session on these issues for Senior Managers of the UN system in Nairobi, with an afternoon session dedicated to gender focal persons and middle managers. During the workshop, sSenior managers and staff members were instructed on how to address fight against unconscious bias within the workplace.



Additional Information

Details of UN System-wide training courses can be found on the [UN Women Training for Gender Equality Community of Practice \(CoP\) platform3F4F](#)³⁶. UN Women has also produced a [Compendium of Good Practices for Training in Gender Equality](#).

[United Nations Gender Focal Points capacity-building programme](#), collaboratively designed by the ITCILO and the UN Women Training Centre, will introduce GFPs to the UN gender architecture and the latest gender policies and frameworks. The programme includes a five-week online learning and action-planning phase. GFPs will explore strategies and tools for identifying and addressing obstacles to gender equality in their context. They will examine gender-mainstreaming tools relating to GEEW, and their concrete application. After the learning journey, the learners will be able to:

- Recognise gender inequalities within your organization especially after COVID-19
- Employ the international legal framework to strengthening gender equality and the empowerment of women within UN entities, supporting your organization in the achievement of the UN targets
- Manage and apply strategies and tools to efficiently mainstream gender equality and the empowerment of women within your UN organization in the new era post COVID-19
- Design an organizational strategy for change capable to overcome resistances
- Conceive an individual and concrete action plan aimed to strengthening gender equality and the empowerment of women to be immediately implemented in your organization.

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.

³⁶ 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.

The **overall objective** of I Know Gender is to develop and/or strengthen understanding and awareness of basic concepts of GEEW 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 GEEW.
- 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 June 2023, **UNDP (United Nations Development Programme)** published the [*2023 Gender Social Norms Index Report: Breaking down gender biases: Shifting social norms towards gender equality*](#).

Recognizing the importance of tackling biased gender social norms to achieve gender equality and the Sustainable Development Goals. The Gender Social Norms Index (GSNI) quantifies biases against women, capturing people’s attitudes on women’s roles along four key dimensions: political, educational, economic, and physical integrity. The index, covering 85 percent of the global population, reveals that close to 9 out of 10 men and women hold fundamental biases against women.