

簽 於 通識教育學院

日期：106年6月30日

速別：普通件

密等及解密條件或保密期限：

主旨：有關教育部檢送財團法人婦女權益促進發展基金會提供
聯合國婦女權能署培訓中心（UN Women Training
Center）「女性領導力」相關資料，以及「女性公共治理
人才」課程講師推薦名單各1份，擬於學院網站公告周
知，請核示。

說明：

- 一、文轉院內各中心知悉，並於電子公佈欄公告周知，請有
意願者逕依規定辦理。
- 二、陳閱後文存查。

第二層決行		
承辦單位	會辦單位	決行
教育部基金運用 行政組員 王郁宜 0630 0948 通識教育學院 院長 劉柏宏 0630 1153		



檔 號：

保存年限：

教育部 函

機關地址：10051臺北市中山南路5號

聯絡人：江曼華

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受文者：國立勤益科技大學

發文日期：中華民國106年6月29日

發文字號：臺教技(四)字第1060088469號

速別：普通件

密等及解密條件或保密期限：

附件：聯合國婦女權能署培訓中心女性領導力計畫參考資料2、聯合國婦女權能署培訓中心女性領導力計畫參考資料1、女性公共治理人才課程講師推薦名單(附件一 1060088469_Attach1.pdf、附件二 1060088469_Attach2.pdf、附件三 1060088469_Attach3.docx)

主旨：檢送財團法人婦女權益促進發展基金會提供聯合國婦女權能署培訓中心（UN Women Training Center）「女性領導力」相關資料，以及「女性公共治理人才」課程講師推薦名單各1份，請依說明辦理，請查照。

說明：

- 一、依據外交部106年5月18日外民援字第10693506500號函送該部106年4月26日召開行政院性別平等會國際及公共參與組第14次會議紀錄報告案第二案第4點決議：「另請教育部參考聯合國婦女權能署培訓中心『女性領導力計畫』辦理相關課程。」辦理。
- 二、旨揭資料提供貴校開設培育女性公共治理人才相關課程之參考。

正本：各公私立技專校院

副本：本部技術及職業教育司



國立勤益科技大學



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國際重要組織

性別平等的轉化培訓：聯合國婦女署訓練中心

UN Women Training Center

顏詩怡（婦權基金會研究員）

「聯合國婦女署訓練中心」（以下簡稱UNW TC）的前身為UN INSTRAW，2011年，隨UN INSTRAW整併至UN Women，其所承擔的培訓功能轉由聯合國婦女署訓練中心UN Women Training Center，（以下簡稱UNW TC）負責。UNW TC的組織任務在於透過轉化式（transformative）的培訓，協助聯合國體系各單位、各國政府、公民社會組織及其他利害關係人實現其在性別平等、女性賦權與女性權益上的承諾。

轉化式培訓

有別於單向的知識或技術傳授，UNW TC特別強調性別平等的訓練是一種「轉化式培訓」——透過意識覺醒、賦權學習、知識建構與技能發展等**持續、長期**的過程方式，讓個人和集體發展出**態度與行為上技能及改變**。依循CEDAW、BPfA等國際性平規範以及上

述理念，UNW TC提出五項培訓的核心原則：所有人的人權；個人轉變是社會轉變的一部分；參與式、非階層、權力共享的學習；對多元的涵容和尊重；革新與創意。具體來說，則是透過專家人才庫的建置、分眾及多元的課程設計與定期評估、組織夥伴關係的建立等不同面向的工作，打造自身成為全球性別主流化培訓領航機構的願景。

受限於篇幅，本文聚焦於介紹UNW TC細緻化的課程，下表以三大培訓目標為分類，簡要呈現其近三年持續開設的特色課程，如何針對差異化的對象而設計；下節則以其在2015年與聯合國訓練研究所（United Nations Institute for Training and Research，以下簡稱UNITAR）合作的「女性領導力計畫」（The Women's Leadership Programme, WLP）為例，說明UNW TC如何透過參與式的課程設計，協助學員達成自

培訓目標	課程名稱	課程重點	課程對象
增進基本性別概念與相關國際架構的認知	我瞭解性別：給聯合國員工的性別平等入門課	- 發展並強化學員對於促進性別平等與女性賦權的概念、國際架構與工作方法等的理解 - 使學員將性別與工作、教育、政治參與、危難、和平安全、性與生殖健康、性別多樣與人權、對女性的暴力等特定議題的連結	UN體系員工
	看個透徹：瞭解男子氣概以及對婦女與女童的暴力	透過分析男子氣概，促使參與者反思權力不對等、性別不平等、特權以及對女性的暴力。參與者將被要求挑戰有害的陽剛規範與社會實踐，批判性地檢視自身受性別社會化的程度，並找出蛻變為更平等關係的方法。	UN體系員工及相關計畫成員
強化聯合國婦女權能署重點議題領域相關知識與技能	為何我們關心照顧議題：照顧經濟的線上課程	- 提供照顧工作及照顧經濟的全球化觀點 - 協助學員了解照顧工作在國家發展中占據的重要地位 - 提供技能及分析工具，以識別國家政策是否提供公平正義的社會照顧制度，去提升人類發展、性別平等以及女性賦權	經濟賦權與性別平等相關領域的實務工作者、研究者及政策制定者
	性別、遷移與發展：權利這回事	激發學員從性別與權利面向思考遷移並付諸行動，使其理解第一線移民的照顧、將照顧近用權放入發展議程的重要性，以及女性移民的權利。參與者將增加對輸出國、輸入國移民權相關計畫與政策的知識和設計能力。	- 處理移民事務的政府官員 - 勞工組織、移民組織、國際發展機構、工會等組織工作者 - 地區性經濟社群 - 研究機構人員
強化性別平等課責機制的知識與能力	賦權聯合國體系性別聯絡人	- 強化聯合國體系各機構之性別聯絡人對於提升別平等的能力 - 建立一個促進討論與經驗分享的平臺	聯合國體系性別聯絡人
	從性別觀點看援助的有效性	- 提供理解援助政策及影響所需的知識 - 透過實作練習，理解如何在組織中運用援助有效性原則來促進性別平等、如何對援助資金的流動進行有意義的性別分析、如何編列有性別敏感度的援助預算，以及如何發展組織的倡議策略	公民社會及學界

連翊、顏詩怡 | 整理製表



身的轉化。

女性領導力計畫

為了回應永續發展目標第5項目標「達成性別平等」，以及針對聯合國各項多邊決策會議中，與會國家代表性別不平衡的問題採取行動，2015年5月，UNW TC與UNITAR共同啟動了「婦女領導力計畫」，因為「更多的女人處於領導位置，將發展出更能夠回應性別的政策，並以新的方法達成共識，促成良善的治理」。計畫首先在「世界氣象組織大會」（WMO Congress）中，舉辦了「外交中的女性：女性在氣象與氣候領域的領導角色」（Women in Diplomacy: The Leading Role of Women in Weather and Climate Contexts）高層級論壇，討論如何強化女性在各項國際協商與會議中的發言；隨後，又透過為期一天的「女性領導工作坊」（Women's Leadership Workshop），帶領者以對話、互動的方式，促成來自各國的外交官或高層與會女性代表討論如何彼此看待女性領導的特質與應具備的能力，並分享各自在職涯和領導上的優勢、遭遇的挑戰及對應的方法；會後，兩個主辦單位更建立了學員的聯繫網絡，讓參與者可以持續保持連結。

WMO女性領導工作坊所獲得的熱烈迴響，¹促使UNW TC與UNITAR循此模式，在當年7月的「永續發展高層級政治論壇」（High Level Political Forum on Sustainable Development）、11月的「世界無線電通信大會」（World Radiocommunication Conference）各舉辦了一場工作坊，讓不同專業領域的決策女性都有機會相互看見、分享特定領域的心得，進而強化其所需的能力與信心，成為未來職涯上的助力。同時，WLP計畫也在10月底首次在日內瓦舉辦開放給公私部門、學界的工作坊，將計畫影響範圍擴大到全球各部門領導位子的女性。在此基礎上，2016到2017年，WLP設定的目標是將培訓與意識覺醒活動，觸及全球各國至少500個女性政府官員，透過線上或實體課程，建構其協商、主持及有效溝通等領導能力。

聯絡資訊

- ◆ 網址：<https://trainingcentre.unwomen.org/>
- ◆ 地址：Av. César Nicolás Penson, #102A, La Esperilla Santo Domingo, Dominican Republic 10108
- ◆ 電話：+1 829 954-0000



TRAINING COURSE
TRANSFORMATIVE LEADERSHIP
FOR GENDER EQUALITY
AND WOMEN'S RIGHTS





COURSE OBJECTIVE

The Training Course directs and empowers leaders and managers to advance gender equality, women's empowerment and women's rights agendas within their organizational contexts. The course empowers leaders and managers use of gender inclusion and transformative leadership principles and practices to address institutional gender biases and promote commitments to gender equality and women's rights.

2017年，UN Women Training Center將舉辦「性別平等與女性權益的轉化式領導」課程。

¹ 參與者的回饋可見：https://www.unitar.org/mdp/sites/unitar.org/mdp/files/uploads/womens_leadership_programme_flyer4.pdf



TRAINING COURSE TRANSFORMATIVE LEADERSHIP FOR GENDER EQUALITY AND WOMEN'S RIGHTS



COURSE OBJECTIVE

The Training Course aims to strengthen capacity and knowledge of leaders and managers to advance gender equality, women's empowerment, and women's rights agendas within their organizational contexts. The course seeks to strengthen leaders' and managers' use of gender-inclusive and transformative leadership principles and practices to address institutional gender biases and promote commitments to gender equality and women's rights.

CONTENT

The course is divided into the following modules:

- Module 1: Purpose, Principles and Power as a gender-inclusive transformative leader with vision for change
- Module 2: Inspiring and Enabling Others to Act to transform teams/organizations to be gender-inclusive and advance gender justice and equality
- Module 3: Priorities for Transformative Action on Gender Equality in planning for context specific actionable ideas to build stronger organizational cultures, programs and strategies

DATE AND LOCATION

Option 1

03 - 07 July 2017

Geneva, Switzerland

Register by 19 May 2017

Option 2

04 - 08 September 2017

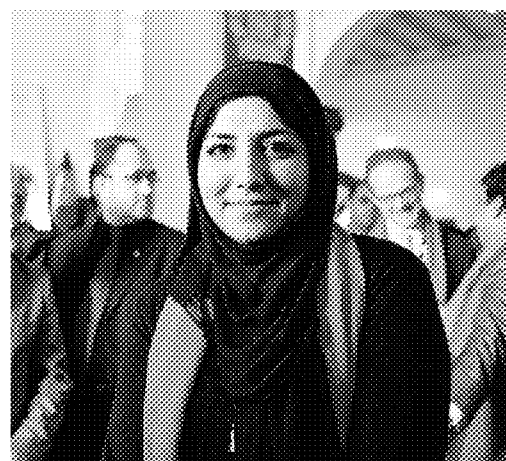
Nairobi, Kenya

Register by 14 July 2017

COURSE FEE

USD 2,500

Kindly note that this fee does not include the travel-related and accommodation costs for participating in this training. Costs associated with attendance at this course will be covered by the participants.



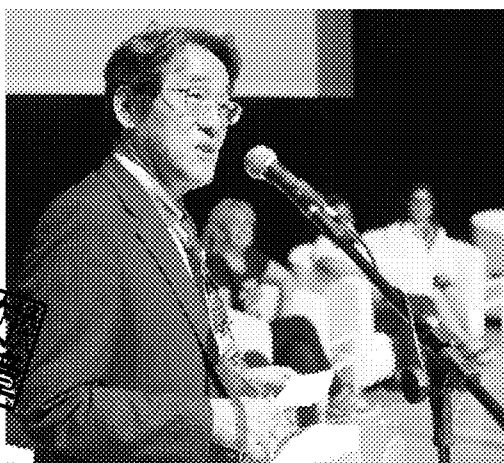
TRANSFORMATIVE LEADERSHIP FOR GENDER EQUALITY AND WOMEN'S RIGHTS



AUDIENCE

The course is geared, primarily, to senior managers who work in private and public sector organizations that have a commitment to gender equality. It is designed for those with managerial roles and responsibilities, and/or with functions to provide strategic or visionary guidance to their offices/ organisations.

Participants can be team leaders responsible for a substantive area committed to incorporating gender equality across all actions; gender team leaders with a specific mandate to catalyze or support colleagues to improve their performance on gender equality; or senior managers in decision-making positions, including communications, evaluation, knowledge management or human resources teams with a cross-cutting function to include the gender equality dimensions in their work.



METHODOLOGY

The course is learner-centered and tailored to build on the needs and interests of the specific cohort of participants in each workshop. It builds on the considerable work undertaken by many feminist and gender equality thinkers and practitioners over many years. The design is based on principles of adult learning and the specific training activities and approaches are participatory, adaptive, and experiential. It demands well-timed and managed group processes, shaped to achieve clearly defined learning outcomes with ample time for reflection and discussion.



LANGUAGE

English

REGISTRATION

For a registration, please click [here](#).

Your registration is completed once you have paid the programme fee.

Please register before **19 May 2017 for Option 1**, and before **14 July 2017 for Option 2**.

REGISTRATION

For further information, please contact us at leadingforge.to@unwomen.org

Please do not hesitate to contact us about group discounts and customized courses



OVERALL CONTEXT

Every country in the world has signed on to the Sustainable Development Goals (SDGs), which includes a global commitment to achieve gender equality and women's empowerment (GEWE) by 2030. To make this commitment worth more than the paper it's written on will require courageous leaders willing to transform power structures and discriminatory norms that hold gender inequality in place. The ideas and activities in this course are aimed at supporting this effort.

The numbers of organizations that are strengthening commitments to gender equality and women's rights seem to have grown exponentially. Large and influential organizations in the private sector, in the international development and finance sector, and in the private philanthropic sector are ramping up their investments and capacity to support different aspects of women and girls' empowerment, gender equality and women's rights and leadership. Organizational leaders have moved from asking 'why' this is important to asking 'what' are the most effective ways of moving forward and what strategies lead to systemic change.

There are no recipes nor fixed pathways to gender equality. What works depends on context, on timing, on partners and many other factors. This course is intended to create a space that can be molded to recognize and suit many contexts. Work on gender equality is complex, especially because it touches the public and private aspects of people's lives and belief systems. Senior managers need to recognize and manage this complexity as they inspire and encourage their teams to move forward on this agenda. The approaches and activities in this training are designed to assist them to articulate short-term, medium-term and long-term actionable strategies that they can track, assess and adjust as they go forward.

LEAD TRAINERS

Aruna Rao is a gender and institutional change expert with over 30 years' experience of addressing gender issues in a variety of development organizations. Dr. Rao is Director of Gender at Work, a knowledge and capacity building network focused on gender and institutional change. She served as Chair of the Board of Directors of CIVICUS and as President of the Association for Women's Rights in Development (AWID) from 1999-2001. She led a team that pioneered a new approach to gender and organizational change in BRAC in Bangladesh. Dr. Rao has consulted widely with UN organizations, academic institutions, and development NGOs both international and national on gender and development and organizational change issues and has published extensively.

Joanne Sandler has worked with international organizations, private foundations, academic institutions, and women's organizations and networks worldwide for the past 30 years. She was Deputy Executive Director of UNIFEM for 10 years, and has served on Boards of Directors and Advisory Boards of numerous organizations, from Breakthrough, to the Just Associates (JASS) and Women Win. Joanne supports multilateral, philanthropic and non-governmental organizations on leadership and strategy development, organizational change, capacity development, resource mobilization, and gender equality plans /policies.

COURSE COORDINATOR

Khamsavath Chanthavysouk is currently Training and Capacity Development Specialist with UN Women Training Centre. Kham has worked on capacity development to promote gender equality and justice since 2008. His technical areas of expertise include gender-based violence prevention and response, sexual and reproductive health and rights, community mobilization for social change, and men's engagement for gender equality. He was Coordinator of the Regional Learning Community (RLC) for Transforming Masculinities to Promote Gender Justice in East and Southeast Asia.

附件 3

財團法人婦女權益促進發展基金會

女性公共治理人才課程講師推薦名單

姓名	現職	專長
王秀芬	聯發科技股份有限公司公共事務處執行總監	性別議題之政府政策研擬與推動、 婦女就創業對社會、經濟之影響
林思伶	輔仁大學教育領導與發展研究所教授	教育領導與學校經營、組織溝通 著有〈愛、服務與幸福：把服務領導帶進全人教育提升教育幸福〉
林綠紅	彭婉如文教基金會副執行長	性別與公共政策、性別與法律、立法政策與實務
范 雲	臺灣大學社會學系副教授	性別政治、婦女運動、性別主流化 著有〈靜默中耕耘細節的婦運革命〉
彭淦雯	中山大學公共事務管理研究所副教授	性別與政治、性別與管理、社區發展 著有〈女性在陽剛職場內的樣板處境：以海巡與消防單位為例〉
黃長玲	臺灣大學政治學系教授	婦女參政、性別治理機制、比較政治 著有〈從婦女保障名額到性別比例原則：兩性共治的理論與實踐〉
楊芳婉	台灣婦女團體全國聯合會理事長	性別與法律、性別主流化、性別人權、 性別工作平等
潘慧玲	淡江大學教育政策與領導研究所教授	教育政策、教育領導、性別與教育 著有〈校長的學習領導：領導與踐行能力發展的初探〉
蔡素貞	臺北市松山社區大學校長	地方學、終身教育、社區營造 著有〈落實服務學習及學校社區化的社大協力角色〉