

*“ A bolder approach is needed to meet the challenges of the future”
– UNICEF GAP Evaluation, 2019*

Realizing our potential: Management response to the GAP Evaluation

Lauren Rumble, PhD
Principal Adviser, Gender Equality

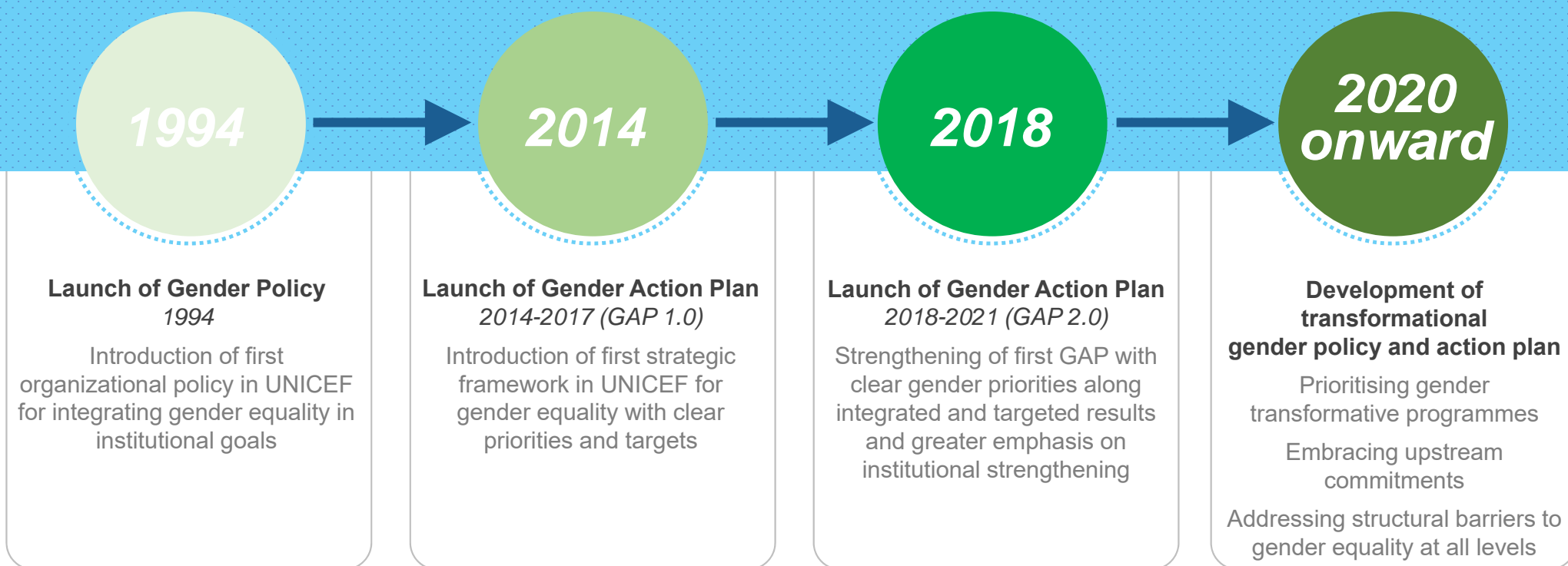
UNICEF Executive Board

Informal briefing – 19 June 2020

Item 8 - Management response to the evaluation of the UNICEF Gender Action Plan

Reference document: [E/ICEF/2020/15](#)

ACTION 1: BOLD AND AMBITIOUS “UNICEF GENDER EQUALITY POLICY 2030”



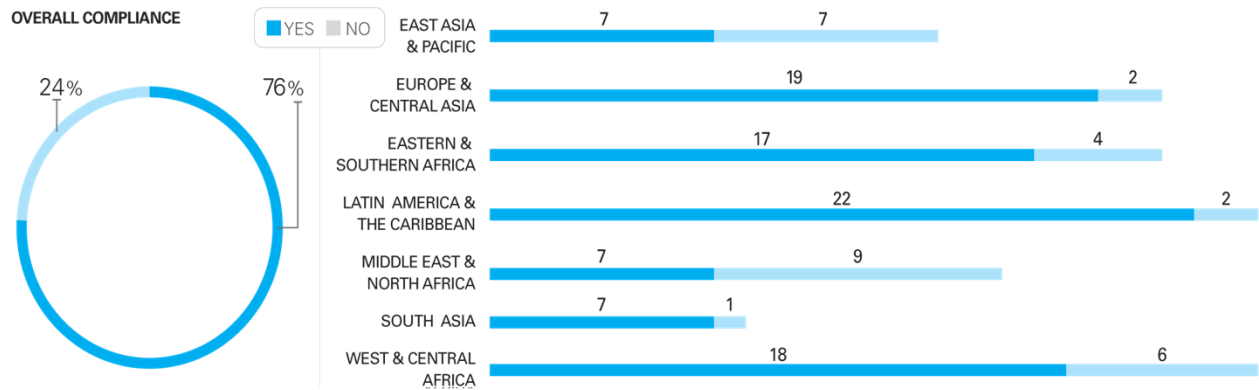
Informal briefing – 19 June 2020

Item 8 - Management response to the evaluation of the UNICEF Gender Action Plan

ACTION 2: VALUES-BASED CAPACITY DEVELOPMENT AT ALL LEVELS, SUPPORTED BY GENDER EXPERTISE

-  **Leadership** coaching, training and peer learning
-  **All staff** awareness-raising and training through onboarding & mandatory courses
-  Specialized training for **sector professionals** and greater investments in **sectoral gender expertise**
-  **UN coordination** for joint efforts in training and staffing (e.g. gender analysis for CCA)

Global Gender Action Plan Staffing Compliance in 2019



ACTION 3: GREATER INVESTMENTS IN GENDER TRANSFORMATIVE PROGRAMMING



- ✓ Gender-responsive **social protection**
- ✓ **Family friendly policy agenda** for employers
- ✓ Addressing **gender-based violence** in all settings
- ✓ Positive **gender social norms** and socialization, especially in the home
- ✓ **Adolescent girls** skills, voice & agency

FOCUS ON CHAMPION COUNTRIES: CHANGE FROM THE INSIDE OUT

- ✓ Recognition, mentoring and other incentives for sector and **country leadership**
- ✓ **Catalytic funds** for programmatic actions + institutional benchmarks
- ✓ Emphasis on **real-time feedback, monitoring and evaluation** opportunities
- ✓ Focused **technical support** for documentation and global learning



UNICEF Afghanistan has an active gender strategy, prioritizing girls' education and agency across the office. A Gender Task force, coordinated by senior management, oversees integration efforts and helps ensure funding allocations and reporting.

Informal briefing – 19 June 2020

Item 8 - Management response to the evaluation of the UNICEF Gender Action Plan

ACTION 4: ADVANCE GENDER EQUALITY IN HUMANITARIAN ACTION



Dedicated gender equality benchmarks

in revised Core Commitments for Children in Humanitarian Action (CCCs)



Translating commitments into action

through capacity building, analysis tools, partnerships and innovative solutions – COVID-19 context



Translating revised CCCs into action in the COVID-19 response: UNICEF Mozambique is scaling up support to survivors of GBV through the Spotlight Initiative with other UN partners, including support to hotlines and equipping teams in the health, police, justice and social protection sectors

ACTION 5: INCREASING MOMENTUM TO MAKE UNICEF A MORE GENDER RESPONSIVE ORGANIZATION

Challenges:

- **Culture change** requires long term, consistent efforts
- **Parity gaps** persist at all levels, especially P5.
- Inconsistent application of organizational commitments to **family friendly policies, including flexible work**, across all settings – especially in COVID-19 context
- Insufficient **awareness** amongst all staff to promote positive workplaces and what these look like
- Lack of clarity around **recruitment and talent management processes** reported female staff*

Opportunities – EDGE Action Plan:

- Continually promote a values-based work environment, **with zero tolerance** for all forms of abuse, harassment, discrimination at all levels
- Dedicated **P5 parity strategy**
 - Expand **mentoring** programmes for female staff
 - Update **gender parity targets to include national and other staff modalities beyond IPs**
 - Build female **talent pipeline**
 - **Specific measures** for some functions (e.g. WASH)
- **Fairness and transparency** of recruitment and career progression must be communicated widely with all staff; unconscious bias training for managers
- Accelerated, consistent application of **flexible work**, building on lessons from COVID-19 experience

REPOSITIONING UNICEF'S GENDER ARCHITECTURE: A FIELD-FOCUSED & FORWARD LOOKING LEARNING LAB

"Gender Advisors help us ask the right questions" – UNICEF Representative, India



WHAT

Gender Action Plan

- Adolescent girls targeted priorities
- Integrated gender equality results
- Making UNICEF a gender-responsive organization



UNICEF A SIGNIFICANT GLOBAL VOICE FOR GENDER EQUALITY



WHO

7 regions + >120 country offices + Headquarters

- 7 Regional Gender Advisors
- 10 Global Gender Specialists and Advisors
- >100 gender focal points and >30 gender specialists across country offices



HIGH QUALITY PROGRAMME RESULTS



HOW

Learning Hub

- Evidence and good practice hub
- Catalytic funding
- Thought partnership
- Analysis, tracking and reporting
- Technical assistance and accompaniment



PARTNERSHIPS FOR IMPACT



ROAD MAP FOR A NEW GENDER POLICY AND PLAN



Gender Policy and Action Plan 2022

- ✓ Forward looking Gender Policy
- ✓ Dual focus on programming and institutional reforms
- ✓ Advance transformative programming models at scale
- ✓ Inspired and skilled workforce, with focus on country and sector leadership and dedicated technical expertise
- ✓ Reposition HQ Gender Section and strengthen gender architecture

Informal briefing – 19 June 2020

Item 8 - Management response to the evaluation of the UNICEF Gender Action Plan



unicef  | for every child

**Thank you for joining the conversation
on gender equality with UNICEF**

Informal briefing – 19 June 2020
Item 8 - Management response to the evaluation of the UNICEF Gender Action Plan