Realizing our potential: Management response to the GAP Evaluation

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Informal briefing – 19 June 2020
Item 8 - Management response to the evaluation of the UNICEF Gender Action Plan
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“A bolder approach is needed to meet the challenges of the future” – UNICEF GAP Evaluation, 2019
Launch of Gender Action Plan 2014-2017 (GAP 1.0)
Introduction of first strategic framework in UNICEF for gender equality with clear priorities and targets

Launch of Gender Action Plan 2018-2021 (GAP 2.0)
Strengthening of first GAP with clear gender priorities along integrated and targeted results and greater emphasis on institutional strengthening

Development of transformational gender policy and action plan
Prioritising gender transformative programmes
Embracing upstream commitments
Addressing structural barriers to gender equality at all levels

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

1994
Launch of Gender Policy
1994
Introduction of first organizational policy in UNICEF for integrating gender equality in institutional goals

2014
Launch of Gender Action Plan 2014-2017 (GAP 1.0)
Introduction of first strategic framework in UNICEF for gender equality with clear priorities and targets

2018
Launch of Gender Action Plan 2018-2021 (GAP 2.0)
Strengthening of first GAP with clear gender priorities along integrated and targeted results and greater emphasis on institutional strengthening

2020 onward
Development of transformational gender policy and action plan
Prioritising gender transformative programmes
Embracing upstream commitments
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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

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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

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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

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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.
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

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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

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*EDGE 2020 Report
REPOSITIONING UNICEF’S GENDER ARCHITECTURE: A FIELD-FOCUSED & FORWARD LOOKING LEARNING LAB

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

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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
Thank you for joining the conversation on gender equality with UNICEF

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