

UNICEF Gender Action Plan, 2018-2021, draft for review
June 29, 2017

I. Introduction

A. UNICEF's commitment to and mandate on gender equality

1. The Gender Action Plan 2018-2021 specifies how UNICEF will promote gender equality across the organization's work, in alignment with the UNICEF Strategic Plan 2018-2021. It elaborates the gender dimensions of the programmatic results across the five goal areas of the Strategic Plan, as well as the steps to strengthen gender across change strategies and institutional systems and processes.
2. UNICEF's work on gender equality and the empowerment of girls and women is grounded in the Convention on the Rights of the Child (CRC), the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), the Convention on the Rights of Persons with Disabilities (CRPD), and anchored in the landmark Beijing Declaration and Platform for Action. Advancing gender equality and the rights of women and girls is essential to realizing the rights of all children. Children's rights and well-being are often dependent on women's rights and well-being, and childhood investments in gender equality contribute to life-long positive outcomes for children and their communities.
3. This GAP is UNICEF's roadmap for supporting the achievement of gender equality goals as outlined in Agenda 2030 and the Sustainable Development Goals (SDGs) during the 2018-2021 period. It articulates the organizational emphasis on equity as it relates to gender-based inequalities, especially as the deprivations women and girls face due to gender inequality increase multifold when they are also disadvantaged by poverty, ethnic identity, location, disability, and/or fragile and crisis conditions. UNICEF builds on the learning from implementing the GAP 2014-2017 at the global, regional, and country levels, sustaining and strengthening the most effective elements, while also making adjustments to address gaps and challenges.

B. Global context: opportunities and challenges

4. Gender equality means that women and men, girls and boys, enjoy the same rights, resources, opportunities and protections. Because power structures in societies across the world mostly privilege boys and men, advancing gender equality requires both addressing disadvantage faced by girls and women and promoting the engagement of men and boys. Gender inequality pervades personal, family and social relationships and institutions, affecting women, men, girls, and boys. Shifts in gender equality are not only a matter of awareness and actions, but require changes in the fundamental power dynamics that define gender norms and relationships.
5. Even as progress was made on gender equality following the Beijing Platform for Action and under the Millennium Development Goals (MDGs), women and girls continue to face disadvantages in many spheres--including health, education, political participation, and economic opportunity--in all parts of the world. Moreover, even as there has been movement toward more equitable roles for men and women in many societies, in others gender norms and power differentials have become more intensified.

6. Over 300,000 of women and girls per year still continue to die in the process of giving life--from complications in pregnancy and child birth¹--in part because their lives are not of enough value for families and/or systems to prioritize improved maternal care. Fifteen million girls are married each year, and 61 million are out of school at the primary and lower secondary level due to a combination of poverty, gender norms, and lack of services and viable alternatives. Worldwide, women and girls continue to bear the bulk of the responsibility for unpaid care work. In all societies, especially in humanitarian situations, women and girls are at risk of gender-based violence, with devastating consequences. Associations of violence with masculinity put large numbers of boys at risk of harm, while millions grow up internalizing and perpetuating the culture of violence in family, social, and political life.
7. It is in recognition of these challenges and the importance of addressing the persistent nature of gender-based inequalities for overall global progress that the Sustainable Development Goals feature gender equality prominently, both as a standalone goal (Goal 5), and in targets across all the other 16 goals. The centrality of gender equality in the SDGs is accompanied by increased recognition by a range of governments, private sector entities, and civil society actors that global progress cannot be achieved by leaving half of humanity behind. A growing number of stakeholders are no longer asking why gender equality is important, but rather what they can do to support its achievement.

II. The Gender Action Plan: From 2014-2017 to 2018-2021

8. The GAP 2018-2021 has been developed concurrently with the Strategic Plan 2018-2021, through an iterative process of mutual strengthening. UNICEF's Strategic Plan integrates gender equality in results across all five goals, with relevance to both development and humanitarian contexts. It also integrates gender in the programme strategies and the underlying systems and processes that enable the achievement of results.

A. Lessoned learned under GAP 2014-2017

9. UNICEF has made progress in mainstreaming gender and is moving in the right direction, even as challenges remain and successful efforts need to be further strengthened. An important contributor to progress has been the marked visibility of gender in the Strategic Plan, accompanied by management's commitment to resources, leadership, and accountability. The role of the Executive-level Steering Committee in providing oversight and guidance has been especially important.
10. The four targeted priorities in the GAP brought attention to the intense and interlinked forms of gender inequality faced by adolescent girls, helping UNICEF and partners to catalyze global and local investment and action on issues such as child marriage and girls' secondary education. Targeted priorities also deepened country-level analysis and ownership of gender results. Not all targeted priorities have shown equal progress, however, with the theme of gender-responsive adolescent

¹ WHO (2016) <http://www.who.int/mediacentre/factsheets/fs348/en/>

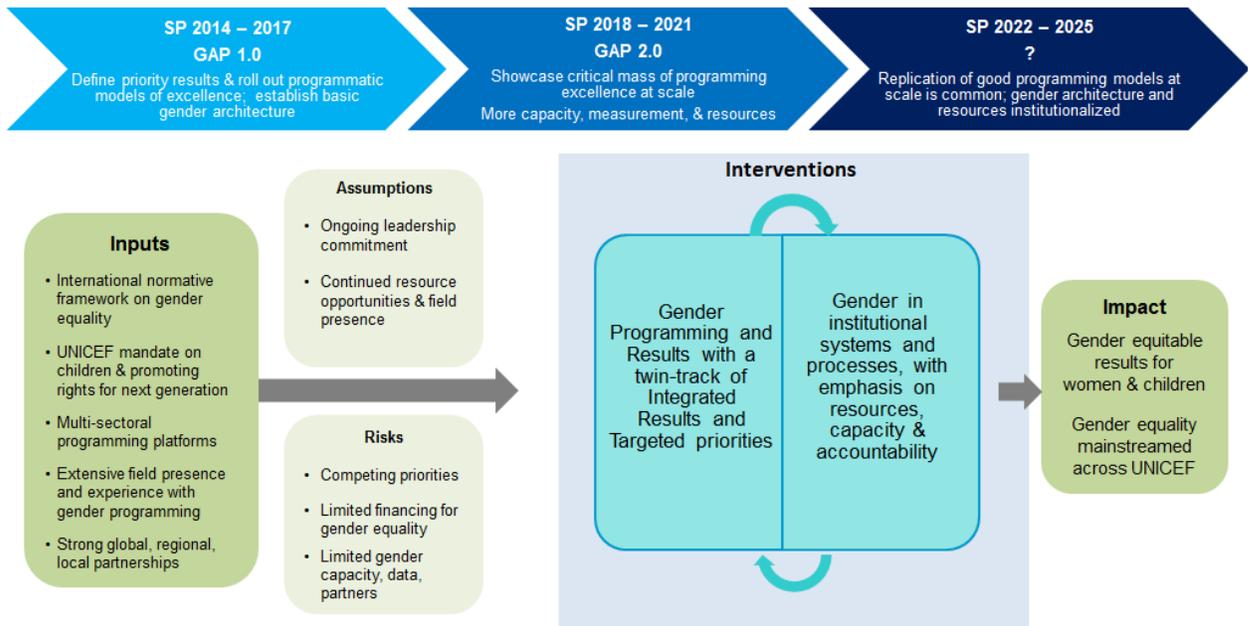
health requiring greater specification within UNICEF programming in order to translate the growing global commitments in this area into results.

11. The practical application of gender mainstreaming and gender integration as concepts that apply to UNICEF's work needs further specification. Tools and guidance such as the Gender Programmatic Review, developed under GAP 2014-2017, have provided a methodology for gender analysis, making concepts more concrete for field-based staff and partners. These tools now need to support a broader range of countries, even as they undergo revision and refinement adaptation.
12. Equally important, the pathways for the engagement of boys and men need to be better articulated within UNICEF's programme priorities, as do the specific pathways for advancing UNICEF's work on gender equality and children's rights in fragile and humanitarian contexts.
13. The focus on robust data and evidence for effectively planning, implementing and monitoring gender results is seen by UNICEF staff as one of the most "value add" features of the GAP, generating both credibility and demand for sex-disaggregated data, and also for going beyond it. Support for innovative strategies and technologies for better programming on gender and for engaging both girls and boys and women and men has also created enthusiasm among a number of country offices and partners.
14. Perhaps the most critical contributing factor to progress under the GAP has been the investment in senior-level gender expertise. Senior gender staff, especially in regions, have been essential to improving the quality and scope of gender programming, building gender capacity, establishing internal and external gender networks and partnerships, fostering learning, knowledge-sharing, communications and advocacy, and supporting more effective measurement and accountability. Adequate gender expertise at the country level and within sectors at all levels of the organization, however, remains a challenge that will be a priority under GAP 2018-2021.

B. GAP theory of change

15. UNICEF advances gender mainstreaming as envisioned in the Beijing Platform of Action as both a "bottom-up" and "top-down" endeavor. The power of a decentralized organization such as UNICEF can best be tapped by fostering field-level models of good gender programming through targeted and integrated efforts, which eventually accumulate to a critical mass that triggers shifts in organizational systems and processes. At the same time, "top-down" efforts in the form of steady leadership commitment, investment of resources, capacity development and articulation of accountabilities are also necessary to support excellence in gender programming, providing direction, consistency, and legitimacy to the endeavor within the organization's hierarchy.
16. As shown in Figure 1, UNICEF's mainstreaming strategy includes a mutually reinforcing integration of gender in both programmatic results and in institutional systems and processes. The GAP programmatic framework defines a twin track for the 1) integration of gender equality outcomes across all programme areas, and 2) specification of "targeted gender priorities" focused on empowering adolescent girls. Together, these two approaches put UNICEF on a strong trajectory toward strengthened gender results.

Gender Action Plan: Theory of Change



- The vision for the first phase of the GAP has been to establish a basic gender architecture of staffing and capacity, and to define a fundamental set of priority programming results, with accompanying strengthening of systems and resources for implementing and measuring them. As a result, in some programmatic areas, field-based models of excellence have taken shape, others are more effectively crystalizing critical gender dimensions, and in yet others sound approaches to gender integration are becoming better appreciated and documented.
- With GAP 2.0, the task for the next four years is twofold. First, it is important to accelerate good gender programming so that it covers a broader range of issues and contexts, producing not only greater depth and breadth of gender-equitable results, but also starting to deliver them at scale. Second, it is necessary to intensify gender integration in institutional systems and processes by expanding gender capacity and expertise; strengthening gender analysis, data and tools; documenting and sharing best practices; and bolstering the allocation and utilization of resources to achieve gender results.

III. Gender in Programmatic Results

- In the Strategic Plan 2018-2021, gender equality is integrated in all five goals, covering the broadest range of results for women and children that UNICEF has prioritized. Results for both programmatic tracks - integrating gender equality in all programme areas and the five targeted priorities on empowering adolescent girls - are mapped in Figure 2 against the goal areas of the Strategic Plan.

Gender Results in the Strategic Plan 2018-2021



A. Integrating gender equality in all programme results

20. GAP 2018-2021 articulates two substantive themes to make the integration of gender within programmatic results more tangible and actionable. These themes are central to UNICEF's work, resonating with and reflective of the close intersection of gender equality and children's rights. They also emerge from gender-related work that UNICEF country offices are doing, providing them a practical pathway for prioritizing the gender-responsive results for children most relevant to their context.

21. The first theme focuses on equality between girls and boys, and the second on gender equality in women's and men's roles in the care and support for children. Eight results are specified as "anchors", or strong demonstration models for gender integration within these themes across the five goal areas. All results are embedded in the Strategic Plan and the Results Framework.

1. Gender equality for girls and boys

22. The first theme provides the pathway for prioritizing results on equality for girls and boys from birth through adolescence. It addresses the gender-specific disadvantages and discrimination that girls generally, but also boys, face from the time they are born till they become adults. The theme guides country offices to analyze and address the nature and extent of gender inequality in key life outcomes for girls and boys in health and nutrition, education, protection against violence and exploitation, and also in roles, responsibilities and socialization at different stages of childhood. The aim is to level the playing field for girls and boys.

23. The four results serving as anchors in this theme include:
- a. Gender equitable health care and nutrition for girls and boys
 - b. Gender equality in access, retention and learning for girls and boys
 - c. Gender-based prevention and response to violence against girls and boys
 - d. Non-gender discriminatory roles, expectations, and practices for girls and boys

2. Gender equality in care and support for all children

24. The second theme addresses the support that all children—irrespective of age or sex—require from women in particular, but also from men, to survive, thrive, and prosper. The theme guides country offices to consider the intimate link between care for women and care for children, not just in health, but also nutrition, learning, or social protection. The link between violence against women and against children is well-established. All these connections are especially visible in fragile and humanitarian contexts.
25. Care and support for children can be significantly improved by fostering gender equality among women and men, by engaging men—especially fathers—and by simultaneously improving support for women and children in the family, community, and other key systems with which UNICEF as an institution engages most closely, such as health, education, protection, and WASH.
26. The four results serving as anchors in this theme are:
- a. Quality maternal care
 - b. Gender equality in community health systems
 - c. Gender equality in teaching and education systems
 - d. Gender responsive WASH systems
27. Further elaboration on the eight anchor results is provided in Annex A, while some of the key programming strategies for effectively integrating gender equality in not just these, but all results, are provided below. Aiming for a broader range of high quality gender responsive programmes operating at scale in four years, UNICEF will tap the most effective, evidence-based strategies to address gender-related barriers and foster national and local efforts supportive of gender equality and children's rights at the family, community, and institutional levels.
28. **Strengthening local and national systems** in health, education, WASH, social and child protection to be gender-responsive is key to this endeavor. Technical and strategic inputs to gender-related policies, action plans, analysis of budgets and financing in conjunction with gender budgeting, improved data and monitoring systems, as well as enhancing the gender capacity of administrators and service providers are some of the key interventions for systems strengthening. For example, a focus on gender equality in health systems strengthening is important for sustainable efforts to improve maternal and newborn health, but also for building a quality community health workforce that includes women as professionals.
29. **Community engagement** is a traditional strength at UNICEF which will be mobilized for addressing gender attitudes, behaviors and norms and for bringing male and female community members to be catalysts of gender equitable social change. For example, in its efforts to shift traditional roles, responsibilities and norms that constrain girls or boys, UNICEF will work with community leaders, teachers, health workers, parents and girls and boys themselves, through direct messaging and dialogue, mass media, social media and U-Report.

30. **Evidence-based communication and advocacy** for legislative and policy shifts, and especially for increased domestic financing, are important for appreciating the leveraging power of simultaneously advancing gender equality and children’s well-being and rights. For example UNICEF is supporting both research as well as national and regional advocacy showing the intimate connection between child marriage and early pregnancies, lack of education for girls, as well as child survival and stunting.
31. **Scale and sustainability** are critical for gender programming to have the reach and impact required. Viable solutions need to be fully owned by local governments and partners in order to be sustained over time. Instead of “projectizing” gender-responsive interventions, UNICEF offices are asked to consider options for scale-up and sustainability from the very beginning of programme design – including by integrating interventions into existing systems and tapping partners with large reach.
32. **Innovation** in gender programming is capturing the imagination of an increasing number of UNICEF staff who are exploring new products, delivery mechanisms, and data-generation opportunities to catalyze change in some of the most stubborn gender challenges. UNICEF will also use its convening power to shape innovative strategies and support the deployment of domestic financing and capacity to move the needle on gender-equitable results. For example, part of UNICEF’s strategy to combat GBV in emergencies is to pilot data technologies to map GBV risks, collect feedback on services, and facilitate participation and decision-making of women and girls in all humanitarian efforts.

B. Adolescent girls’ well-being and empowerment: Five targeted priorities

33. A girl reaching puberty in many places is a signal for constraining her movements, schooling, friendships, sexuality, and life exposure, while the opposite is often true for boys. Simultaneously, the burden of domestic work, the expectation to be married or sexually active, the likelihood of pregnancy along with the experience of sexual and other types of violence increases for girls during adolescence. As a result, millions of adolescent girls across the world are denied their potential.
34. The five targeted priorities place a special focus on this group of children—disadvantaged adolescent girls—for whom investment in multiple interlinked areas has the potential to bring about transformative change in their lives, with continuing and multiplier effects for their families, communities, and especially the next generation. Within UNICEF’s mandate on advancing the rights of children, girls facing an intensification of deprivations as they become adolescents are both a special responsibility and opportunity for change.
35. The five targeted priorities span goals 1, 2, 3, and 4 in the Strategic Plan, and are a concern in both humanitarian and development settings:
 1. Promoting adolescent girls’ nutrition, pregnancy care, & prevention from HIV/AIDS and HPV;
 2. Advancing adolescent girls’ secondary education, learning and skills including STEM;
 3. Preventing and responding to child marriage and early unions;
 4. Preventing and responding to gender-based violence in emergencies;
 5. Facilitating accessible and dignified menstrual hygiene management.
36. These priorities mirror, but are also in slight variation from the four targeted priorities in the current GAP. Gender-responsive adolescent health is streamlined and focused more on disadvantages particular to girls. Menstrual hygiene management is specified as a separate targeted priority, as it covers issues beyond health, including schooling and water, sanitation, and hygiene (WASH).

37. A gender focus across sectoral efforts to address these issues facilitates collaboration and efficiencies that simultaneously improve more than one outcome. For example, girls' schooling is preventative for child marriage and early unions, which is closely linked to adolescent pregnancy and HIV risk, as well as the experience of violence. Lack of nutrition for adolescent girls impacts their ability to learn and survive child birth. Conflict and emergency situations not only increase girls' exposure to gender-based violence, but also increase their health risks, diminish their educational opportunities, and expose them to coping mechanism such as child marriage and early unions.

1. Promoting adolescent girls' nutrition, pregnancy care, & prevention from HIV/AIDS and HPV

38. While adolescence carries new health risks for both girls and boys, millions of girls face gender-specific vulnerabilities, with lifelong consequences: pregnancy, higher risks of HIV, risk of human papillomavirus (HPV) and cervical cancer, and inadequate nutrition. 73 UNICEF country offices currently focus on the Gender-Responsive Adolescent Health targeted priority, working with governments and partners to promote an integrated approach to sexual and reproductive health as a cornerstone to girls' wellbeing and empowerment.

39. From 2018-2021, UNICEF will build on this progress, leveraging its work across sectors to improve age- and sex-specific quality, integrated health services and shape more gender-equitable policy and social environments to reduce girls' health risks and negative outcomes. UNICEF will work in collaboration with UNFPA and WHO to leverage their expertise and work in family planning and adolescent health.

40. **Nutrition:** The combination of poverty and gender norms can circumscribe girls' access to nutritious foods, putting them at higher risk of malnutrition at a time when the biological transitions of puberty, and in many cases, pregnancy, child birth and lactation, render girls' bodies more vulnerable to poor health. There is a growing global effort underway, with resonance in national agendas, to address the nutritional needs of adolescents at scale, with a particular focus on girls. Currently, UNICEF supports governments to reach 40 million adolescents annually, about half of whom are girls, with nutrition services.

41. By 2021, UNICEF will expand its impact by accelerating and scaling up efforts to deliver integrated, gender-responsive packages of interventions to address malnutrition among 70 million adolescent girls annually, reaching girls both in and out of school. In the context of major global movements such as the Scaling Up Nutrition Movement (SUN), UNICEF will collaborate with other development and humanitarian partners to advocate for and generate evidence on which scalable, integrated nutrition and education packages work to transform girls' lives, as well as address widespread data gaps on gender-specific adolescent nutrition.

42. **Pregnancy:** When compared to older age groups, pregnancy during adolescence puts girls and their newborns at greater risk of complications and death. In humanitarian crises, the risk of pregnancy-related death is twice as high for girls aged 15 to 19 and five times higher for girls aged 10 to 14, compared to women in their twenties. Girls may also be at higher risk for pregnancy in emergency conditions, because of sexual violence and/or child marriage, used by some families as a coping mechanism for survival.

43. From 2018-2021, UNICEF will build on its strong track record of partnering effectively to reach adolescent girls with critical ante- and post-natal care and skilled birth attendance to uphold the

safety and dignity of young mothers and help more children get a healthy start in life. UNICEF will also continue its partnership with UNFPA in supporting pregnancy prevention for girls through efforts to end child marriage and early unions, by improving knowledge around sexual and reproductive health for adolescent girls and boys and supporting the delivery of integrated adolescent health services.

44. UNICEF will strengthen pregnancy care services for adolescent girls through health centres and community outreach, in partnership with governments, UN agencies and key global alliances such as Every Women Every Child. UNICEF will support governments to equip mainstream public health systems to be responsive to the needs of pregnant girls, and implement standards for adolescent-friendly health services within quality of care initiatives for MCH.
45. **HIV and AIDS:** Despite global progress in slowing the spread of HIV, new infections are rising disproportionately among adolescent girls, and they are the only group for whom AIDS-related deaths are increasing.² Through the *All In!* initiative, UNICEF supports the development and implementation of evidence-driven country plans and investments in adolescent HIV prevention in 25 focus countries, in partnership with UN agencies, governments and the Global Fund to Fight AIDS, Tuberculosis and Malaria, among others.
46. In 2018-2021, UNICEF and partners will accelerate and scale-up existing HIV interventions for adolescent girls in high-prevalence settings - supporting governments to strengthen data-driven advocacy and subnational and local data collection disaggregated by sex, gender and key populations. It will also support the development and delivery of targeted packages of combination prevention interventions tailored to the sex-specific needs of adolescent girls, including small cash grants, links to social protection schemes, psychosocial support, risk-reduction counselling, and education to increase knowledge and demand for testing.
47. **HPV:** Inoculation against the sexually transmitted virus that causes cervical cancer is a critical strategy to protect the health of adolescent girls, but restrictive norms around gender and sexuality too often prevent girls from this safe, lifesaving procedure. In the last three years, UNICEF has been a key partner with the United Nations Joint Global Programme for Prevention and Control of Cervical Cancer, GAVI, the Vaccine Alliance, and WHO in bringing HPV vaccines to adolescent girls in developing countries through both research and service delivery.
48. From 2018-2021, UNICEF and partners will provide technical support to countries interested in introducing the HPV vaccination. UNICEF will facilitate roll-out and scale-up of the vaccine as a procurer of vaccines and as a main partner in the Expanded Programme of Immunization (EPI). UNICEF will also lead the development and implementation of gender-sensitive communication strategies that seek to educate and overcome resistance to empowering and protecting girls and increase demand and uptake of the HPV vaccine.

2. Advancing adolescent girls' secondary education, learning and skills development, including STEM

49. Evidence shows that advancing girls' secondary education is one of the most transformative development strategies the world can invest in. Completion of secondary education brings the most significant positive benefits to girls and societies--from dramatically increased lifetime earnings and

² UN Secretary-General (2015) *Women, the girl child and HIV and AIDS*, Report to the 60th Commission on the Status of Women
http://www.un.org/ga/search/view_doc.asp?symbol=E/CN.6/2016/9

GDPs to reductions in fertility and child and maternal mortality rates. It is estimated that if all girls had a secondary education in Sub-Saharan Africa and South and West Asia, 64% fewer girls would get married as children.

50. Girls continue to have lower levels of access to and completion of secondary education compared to boys in a majority of low-income countries, while in many middle-income countries, girls who are poor, ethnic or linguistic minorities, and/or residents of rural areas or urban slums, are disadvantaged. Even in high-income countries, secondary education for girls often reinforces traditional gender expectations, depriving girls of critical knowledge and skills around confidence, assertion, and innovation as well as competitiveness in the job market.
51. In 2016, 60 UNICEF country programmes prioritized girls' secondary education as a targeted priority. Through 2021, UNICEF will build on this work to support disadvantaged adolescent girls to transition to and complete secondary education and improve skills, including in STEM. UNICEF will strengthen gender-equitable education systems and reduce gendered social, cultural, and financial barriers to improved education for adolescent girls.
52. UNICEF will work with key partners, including UNGEI, the Global Partnership for Education (GPE), UNESCO, the World Bank and others to support investment in addressing distance-related barriers to education, re-entry policies for young mothers, and menstrual hygiene management in schools. Social protection measures, including cash transfers, will be a focus for girls' transition to and retention in secondary school.
53. UNICEF will support girls' skills development at secondary level through at-scale models that can be embedded in national systems, developing capabilities in girls for both personal and social advancement as well as employment, especially in fields underrepresented by women. School-related gender-based violence is a key barrier to girls' attendance and academic success, and in partnership with UNGEI and others UNICEF will support development and implementation of prevention and response mechanisms at national and school level.

3. Preventing and responding to child marriage and early unions

54. There are 750 million women and girls alive today who were married before their 18th birthday. Child marriage robs girls of their childhood and constrains their life options, lowering education levels, increasing adolescent pregnancy and domestic violence rates. In many crisis settings, child marriage becomes a coping mechanism for families under desperate conditions. During GAP 2014-2017, UNICEF and partners, including UNFPA, UN Women, Girls Not Brides and many governments, have worked together to place child marriage high on the international development agenda, as a target under SDG 5. As the custodian for the indicator to track progress on this target, UNICEF continues to advance the collection and utilization of data and evidence on child marriage.
55. By 2016, 60 UNICEF country offices across all regions focused on preventing child marriage and early unions, as well as supporting girls already in marriage or union. Over the next four years, UNICEF will work within the framework of the Global Programme to Accelerate Action to End Child Marriage, which it coordinates with UNFPA, to support the 12 countries covered by the Programme, and also to expand the learning on successful interventions to the broader range of countries already working on the issue, including those in conflict and emergency settings. This will mean accelerating the programming to address child marriage in regions where both prevalence rates and burden of child

marriage are high, as for example, South Asia, West and East Africa, while supporting countries across regions with knowledge-sharing and dissemination of tools and guidance, helping to foster a robust global community of practice.

56. UNICEF will continue to support the development, budgeting, and implementation of national action plans on child marriage and engage in advocacy towards legislative shifts in conjunction with local civil society organizations and governments. A critical task will be to consolidate and embed in national systems scalable models of interventions to advance girls' agency, school retention and an enabling environment in schools and legal systems, while also strengthening health systems to facilitate adolescent girl-responsive sexual and reproductive health information and services. Similarly, successful models that can reach and engage mothers, fathers, boys, communities and other influential actors at scale will be consolidated and replicated to expand efforts to change gender norms and invest in the development and empowerment of adolescent girls. By 2021, UNICEF-supported programmes aim to reach at least 6 million adolescent girls with prevention and care interventions to address child marriage.

4. Preventing and responding to gender-based violence in emergencies

57. Gender-based violence is one of the most pervasive violations of human rights across the world. Conflict situations, disasters and displacement can intensify the various forms of GBV that girls and women endure in times of peace and stability, while also limiting the availability of health and other services to support survivors. The increasing scale of humanitarian crises has called upon UNICEF to step up its preparedness and response to GBV in emergencies (GBViE). In 2016, UNICEF provided 4.6 million women, girls and boys in humanitarian situations across 53 countries with a package of GBViE prevention and response services.
58. In partnership with local women' groups, UNFPA, UNHCR, WFP, the International Rescue Committee and others, UNICEF will continue to leverage its work across the education, health, nutrition, WASH and protection sectors to prevent and respond to GBViE, and build prevention and mitigation into the efforts of all UNICEF-led clusters. This entails continued delivery of GBViE Response Packages covering coordinated life-saving response services for sexual violence survivors; building girls' and women's safety through distribution of dignity kits; accessible and relevant safe-space programming and safety planning with communities; strengthening social work, social protection and health systems; addressing negative gender norms and practices; and promoting supportive legislative and policy frameworks.
59. UNICEF will also reinforce staff capacity across programme sectors to address GBViE, including through trainings on the UNICEF GBViE Programme Resource Pack and the 2015 IASC GBV Guidelines. It will contribute to the global ecosystem of learning and innovation related to GBViE, including piloting data technologies to map GBV risks, collect feedback on services, and facilitate participation and decision-making of women and girls in all humanitarian efforts. To support learning and improved interventions to meet the evolving needs of girls and women in emergencies, UNICEF will measure the country-level impact of implementing the UNICEF Minimum GBViE Response Package, and increase visibility and diffusion of successful practices.

5. Facilitating accessible and dignified menstrual hygiene management (MHM)

60. The ability for adolescent girls to safely manage their monthly menstrual cycle in privacy and with dignity is fundamental to their health, psychosocial welling and mobility. Millions of girls in low-resource and emergency contexts without access to adequate MHM facilities and supplies experience stigma and social exclusion while also forgoing important educational, social, and economic opportunities. Girls who live in camps, who are internally displaced, or live in poor communities experience particular hardships due to lack of adequate facilities and materials. Delivering quality MHM resources and information is important for building the confidence and freedom of girls during adolescence; it is also a gateway for other gender transformative interventions, such as life skills, sexual and reproductive health, and community-level support to adolescent girls.
61. In 2016, UNICEF supported girls to better manage their menstruation in 45 countries, as a growing component of its WASH in schools programming, and reached nearly one million girls and women in humanitarian emergencies with menstrual hygiene supplies. UNICEF has also played a critical role in raising the profile of MHM globally, convening partners through fora such as the MHM Virtual Conference and MHM in Ten Meeting, in partnership with civil society, governments, academics, women’s groups, and health, education and WASH experts.
62. From 2018-2021, UNICEF will work with these and other partners, including WHO, UNESCO, WaterAid, and the private sector partners to expand its work on MHM by designing and implementing a scalable multisectoral programming package to cover essential MHM information, support, services, and facilities for adolescent girls in low-resource settings, building upon the recently completed research in 14 countries. This package will be tested and integrated into platforms that are poised to take it to scale, covering adolescent girls both in and out of school, taking into account the specific needs of girls with disabilities and girls in conflict and disaster settings.

IV. Gender in Programme Strategies and Institutional Systems

63. Improving UNICEF strategies and systems to be more gender-responsive is a core objective for achieving programmatic results and for meeting organizational commitments under the QCPR 2016 and UN-SWAP. As reflected in the Strategic Plan, UNICEF will mainstream gender equality in A) the strategies necessary for designing and implementing quality programmes at scale and B) the capacity and accountability in institutional systems to effectively execute those strategies.

A. Gender equality in quality programming at scale

64. In order to foster high quality, gender-responsive programme design and implementation, UNICEF will continue improvement and standardization of tools, technical assistance and guidance for country programmes to undertake a robust gender analysis and to prioritize evidence-based, effective change strategies that are most suited to UNICEF’s comparative strength and advantage. Key features of the approach are discussed below and elaborated in Annex B.

1. Generation and use of gender data and evidence

65. Gender data and evidence are the backbone of good gender programming. To fully identify which children are disadvantaged, to what extent and in what manner, disaggregation of data by sex is essential, but often in combination with other forms of disadvantage (e.g. age, poverty, disability). To

the extent possible, UNICEF will prioritize the collection and analysis of disaggregated data as well as on more sophisticated measures of gender inequality, beyond gender parity.

66. In partnership with UN Women, UNFPA and others, UNICEF will support improvements in the collection and analysis girl-related and sex-disaggregated SDG data for Tier 1 indicators, including by building capacity in regions and countries. UNICEF will work with these partners to integrate improved gender measures in the MICS, DHS, country surveys, censuses, as well as in administrative data for education, health, WASH and humanitarian monitoring systems. UNICEF's role on the Interagency Expert Group on Gender Statistics also provides an opportunity to collaborate with UN agencies in providing support to national statistical agencies and shape tangible improvements in gender statistics for monitoring gender-related targets in the SDGs.
67. UNICEF is also working on improving participatory and qualitative data sources on gender equality, along with tapping innovative data opportunities from social media and other platforms. Equally important is showcasing existing and new gender data in innovative and user-friendly ways, including via UNICEF external and internal web-based platforms, coordinating also with other United Nations gender-related initiatives to link gender data portals, such as with the UN Women's SDG Data flagship programme.
68. Similarly, the evidence base on effective gender-responsive and transformative interventions and the implementation science on what works is increasingly providing UNICEF and partners with both the basis for more informed programming, as well as an opportunity to contribute to this body of work.

2. Gender analysis for effective programme design and implementation

69. UNICEF's work to advance gender equality must be grounded in high quality gender analysis that illuminates the nature and scale of gender inequalities that contribute to suboptimal outcomes for children. Through 2021, the aim will be to further strengthen the Gender Programmatic Review tool that encapsulates this analysis and standardize its use across countries and programme areas as an organic and routine part of the situation analysis, planning and design during the country programme development or review process.
70. A **Causal Framework** is provided for integrating gender analysis into the situation analysis for a country programme, mapping gender-related outcomes for children, the intermediate determinants, and structural or root causes that are most relevant for the given context. For example, In South and East Asia, and increasingly in CEE-CIS, son preference is the root cause of the neglect of daughters in health care and treatment. In East and Southern Africa, health differentials result from a different gender dynamic: high HIV/AIDS risk for adolescent girls is driven by poverty and cross-generational sex, while the low uptake of services by adolescent boys is driven by treatment being tied to antenatal clinics.
71. The aim is also to integrate an assessment of **gendered bottlenecks and barriers** as an integral part of the analysis for prioritizing where, how, and which interventions will be most effective and feasible given the drivers and context of the result to be achieved. Gendered barriers range from women's and girls' lack of resources, safety, mobility, knowledge, decision-making and the male-female division of labor and gender norms, all of which tend to have negative outcomes for children. A single gendered barrier—as for example, mother's lack of mobility, either because of prohibitive norms or

lack of transportation—constrains the achievement of results on immunization, pneumonia care, stunting, birth registration and other child outcomes.

72. **Opportunities and options**, in contrast, signal a positive context for advancing gender results. They include supportive governments and/or the presence of local capacity, civil society and research organizations with a focus on gender. UNICEF's strong, longstanding relationships with governments present an opportunity for progress, especially with the Ministries of gender, or the Ministries of women and child welfare in countries where they serve as UNICEF's nodal ministry. Other government agencies or ministries favorably inclined to gender equality can also be important opportunities for progress, as for example, the interest in quality maternal care in a health ministry, or advancing girls' education in an education ministry.

3. Partnerships and Coherence

73. In the SDGs era, UNICEF will continue to leverage the close alliances it has forged with UN agencies and other global bodies to advance progress on gender equality. In particular, UNICEF's collaboration with UNFPA, UNDP and UN Women is explicit in the 2030 Agenda for work on five key SDG targets: violence against women and girls, women and girls economic empowerment, sexual and reproductive health including child marriage, and resources for gender equality programming. UNICEF's ongoing joint programmes with UNFPA on ending child marriage and FGM/C are prime examples of agencies with distinct but overlapping missions joining forces to strengthen programme quality and expand reach.
74. UNICEF maintains its role in the Inter-Agency Network on Women and Gender Equality (IANWGE), the undg Gender Task Team and the Inter-Agency Standing Committee (IASC) gender reference group, and the implementation of the UNSWAP. At the country level, UNICEF will continue to play a pivotal role in setting United Nations system-wide gender priorities through the UNDAF process. As part of the gender theme groups and other inter-agency initiatives, UNICEF will support the tracking of performance on the SDGs, CRC and CEDAW.
75. In addition to joint advocacy and commitment, UNICEF partnerships on gender equality with governments, civil society, research organizations and private sector partners foster new solutions and expand financing for gender equitable results for children.

4. Resources

76. The resources established under the GAP 2014-2017 have allowed UNICEF to build a core gender team, key to accelerating programmatic results at headquarters, regional and country level. The initial investment to develop this core expertise has been incorporated in UNICEF's institutional budget. The investment of catalytic resources will continue, including additional gender posts on data, evidence, and humanitarian work, especially in further strengthening capacity.
77. The overall expenditure on gender will be in line with the SWAP and the forthcoming QCPR. Efforts will continue around growing the gender thematic fund, while also integrating budgets for gender expertise, partners, and activities in broader resource mobilization within and across sectors.

A. Capacity & accountability on gender results

78. Enhanced gender expertise and capacity, as well as high-level leadership and accountability for mainstreaming gender equality have been two of the most critical factors contributing to progress under GAP 2014-2017. For 2018-2021, UNICEF will continue to rely on both of these enabling factors, strengthen them further and track organizational accountability through key performance indicators in the results framework of the Strategic Plan.

1. Capable and learning organization on gender equality

79. UNICEF will build on the strides made during GAP 2014-2017 in strengthening the core gender expertise within the organization by enhancing gender expertise and capacity at the country level, and within sectors. To this end, UNICEF has just launched the Gender Pro initiative, which aims to a) support more robust capacity around gender analysis, data and measurement and applied programming among gender focal points and all staff; and b) build a cadre of high quality gender specialists—especially within sectors—with a sophisticated understanding of applied programming and measurement in both gender and one or more sectors.

80. The capacity building programme for gender specialists will be rolled out not only within UNICEF, but also to interested partners in the development and humanitarian sectors, to contribute to expanding gender expertise in the field more broadly.

81. The capacity building effort is accompanied by the establishment of a gender credentialing system, providing standards that determine what high-quality gender skills are, as well as pathways for UNICEF staff to grow professionally. Countries, regions and headquarters will continue to be encouraged to deploy collaborative and matrix-managed mechanisms for the effective integration and ownership of gender mainstreaming efforts by all staff.

82. UNICEF will accelerate its effort to improve knowledge management systems and processes that keep staff abreast of trends and best practices in gender programming and organizational change, and will also expand the global and regional gender networks that have been established since 2014, systemizing annual meetings and information-sharing platforms. Staff more broadly will be supported through an evolved web platform for sharing resources, tools, case studies and other materials on gender equality developed not just by UNICEF but curated from or linked with gender resource portals across the UN agencies and other key partners.

83. Building on recent gains, UNICEF will continue to make strides in achieving gender parity at all staffing levels, with senior-level posts remaining a priority. The aim by 2021 is to move from 48% of all positions at the P-5 level being female, to full parity at 50%.

84. UNICEF aims to be a more gender-responsive workplace, supporting male and female staff to take advantage of family friendly policies such as maternity and paternity leave, and flex time. UNICEF will continue using the annual staff survey and other data to assess levels of satisfaction and concern among male and female staff, incorporating action within important management decisions. Senior level support will be provided for women's leadership initiatives, as well as the integration of discussions on gender in workplace in retreats, network and management meetings.

B. Organizational accountability for gender equality results

85. The accountability for implementing and achieving prioritized results on gender equality both as articulated in the GAP 2018-2021 and in the Strategic Plan will continue to fall under UNICEF management, in a chain from the Office of the Executive Director to Regional Directors to Country Representatives, the latter of whom are ultimately responsible for delivering results on the ground. The GAP Steering Committee will continue to be responsible for implementing and monitoring systems, capacity strengthening, resource allocation and regularly assessing progress on results. The committee will regularly assess country and divisional progress on programmatic results and key performance indicators, provide feedback, offer guidance and support to relevant divisions and regions and report progress on results to the Executive Director.
86. As the GAP is aligned with the UNICEF Strategic Plan 2018-2021, its results on programmatic and institutional performance are drawn from the Strategic Plan results framework. Progress toward achieving results will be measured against outcomes and outputs indicators included in the Strategic Plan.
87. Progress on programming excellence will be tracked through 4 Key Performance Indicators (KPIs) in the Strategic Plan: 1) Country offices undertaking robust gender analysis; 2) Country Programme Documents meeting or exceeding standards of excellence on gender equality; 3) Country offices meeting or exceeding standards on gender in programme implementation and accountability, and 4) Compliance with UN SWAP performance indicators. Learning from UNDP's use of the "Gender Seal," UNICEF will recognize and reward countries exceeding standards on KPIs 2 and 3, encouraging healthy emulation.
88. Three additional management indicators will track progress on enabling factors. These include: 1) Gender Parity in P5 posts and above; 2) Percent eligible staff completing gender training; 3) Percent of expenditures with a significant gender component and with gender as a 'principal objective'. The last of these is included as a QCPR indicator adopted by all Funds and Programmes.
89. UNICEF will continue its efforts to strengthen its evaluation functions to better integrate gender in programme evaluations. Following the lessons learned from the evaluation of UNICEF's humanitarian functions, a new plan is under development for training in country offices, and criteria are being set for programme evaluations to more effectively integrate and assess performance on gender equality results. UNICEF will undertake a full evaluation of its effectiveness on gender mainstreaming in 2019.

V. Conclusion

TBD

Annex A: Anchor Results for Gender Integration

1) Gender Equality for Girls and Boys

2) Gender Equality in Care and Support of all Children

Goal 1
<p>Gender equitable health care & nutrition for girls & boys</p> <p>Gender differences in nutrition, practices related to health seeking and treatment, and cultural and community norms such as son preference at birth all contribute to gender differentiated mortality and morbidity for boys and girls, impacting future generations. To address these issues, UNICEF will:</p> <ul style="list-style-type: none"> • Collect and analyze sex disaggregated data to inform tailored interventions; • Strengthen health facilities and community platforms to address gender inequalities in care and counseling services; • Develop relevant indicators to improve data and measurement, and test interventions to address the gender dimensions of adolescent mental health in low- and middle-income countries.
<p>Quality maternal care</p> <p>Lack of quality maternal care, especially during labour and delivery and in the immediate postnatal period, is a major factor in continued high maternal and neonatal morbidity and mortality rates.</p> <ul style="list-style-type: none"> • UNICEF will work with partners to strengthen national systems in priority countries to implement WHO maternal and neonatal health quality of care standards, including the treatment of women with respect and dignity; appropriate water, sanitation, energy and medical supplies in facilities; increasing women’s and family members’ knowledge and information regarding ante- and post-natal care, as well as breastfeeding options to empower women to make decisions that are manageable for their health and needs.
<p>Gender equality in community health systems</p> <p>The majority of community health workers (CHWs) are women who are often relatively low-skilled, voluntary or temporary workers, underpaid, overworked and underrepresented in supervisory and decision-making roles. This undermines the ability of the community health system to deliver quality services to children and families, and perpetuates gender-based power imbalances and professional disadvantages within the health system. UNICEF will:</p> <ul style="list-style-type: none"> • Promote the professionalization of CHWs by collecting and utilizing data on CHWs’ role and impact with a gender perspective; • Advocate for gender equitable national policies and financing for community health systems to train, pay and empower CHWs adequately and ensure a gender balance in this critical professional category.
Goal 2
<p>Gender equality in access, retention, and learning in education for girls and boys</p> <p>Gender norms underpin barriers for both girls and boys in accessing quality education. Barriers for girls include: child marriage; gender based violence; inadequate WASH facilities and a heavy burden of household chores. For boys, barriers range from pressure to earn money to stereotypes around masculinity that prize work or less productive, more harmful activities. UNICEF will:</p> <ul style="list-style-type: none"> • Work with governments and partners to develop national education sector plans addressing gendered socio-cultural and financial barriers to quality education, which will: prevent gender-based violence; promote measures such as cash transfers and school feeding; remove gender stereotypes in teaching materials; train teachers in gender-responsive pedagogy; and promote formal and non-formal learning opportunities, especially in humanitarian situations.
<p>Gender equality in teaching and education systems</p> <p>A gender-balanced supply of high quality teachers is essential to making education systems more gender-equitable and supportive of quality education for children, especially in improving learning outcomes. UNICEF will:</p>

- Work with governments to address teacher deployment so as to facilitate the placement of female teachers in safe spaces and support the development of gender responsive policies to advance teachers of both sexes;
- Promote gender responsive pre and in-service teacher training, and adequately equip teachers to ensure children’s safety in schools;
- Ensure that disadvantaged girls can access teaching to establish a pipeline of quality female teachers.

Goal 3

Gender based prevention and response of violence against girls & boys

The causes, risks, forms and implications of violence are often gender-differentiated. In addressing GBV against children, UNICEF will:

- Build the capacity and systems of multiple sectors to provide gender responsive service delivery;
- Promote social and behavioral change efforts within communities and institutions to shift attitudes and practices of violence;
- Build on the partner developed *INSPIRE* package to foster harmonized action in the development and implementation of roadmaps for action in 20 countries across all regions.

Goal 4

Gender responsiveness WASH systems

Women and girls are primarily responsible for collecting and using a household’s water. They are disproportionately affected by lack of sanitation and hygiene services, particularly in humanitarian situations. Despite this, they often are not included in the design and management of these resources and services. To counter this, UNICEF will:

- Assess whether current programming models, such as participatory community led total sanitation efforts, or emerging models such as market-based approaches, effectively support an economic and/or time saving empowering role for women.
- Strengthen gender-responsive measurement and monitoring systems of results of women’s roles in WASH, especially in emergencies, to inform more efficient programming and effective supplies such as dignity kits.

Goal 5

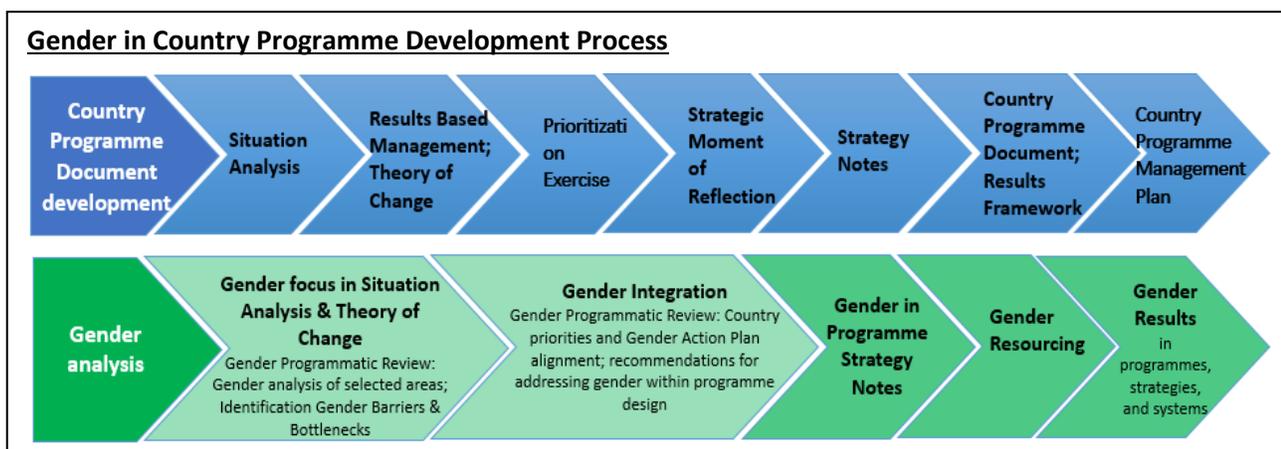
Non- gender discriminatory roles, expectations & practices for girls and boys

Gender discriminatory roles and practices consist of unwritten and written rules, behaviors, and expectations that differentiate between boys and girls and limit their rights, well-being, and opportunities. To address discriminatory policies as well as the socialization processes that define gender roles and practices, UNICEF will:

- Support communities to transform social narratives and promote behavior change through parenting, early childhood and adolescent empowerment programmes.
- Promote gender equitable and affordable child care that reduces women’s care burden, engages fathers and men in caring for children, and improves the skills and professional advancement of mostly female child care workers.
- Advance policy shifts and implementation through advocacy, data generation and use, and monitoring systems for non-gender discriminatory early childhood, extracurricular, training, sports, vocational, and mentorship policies for girls and boys.

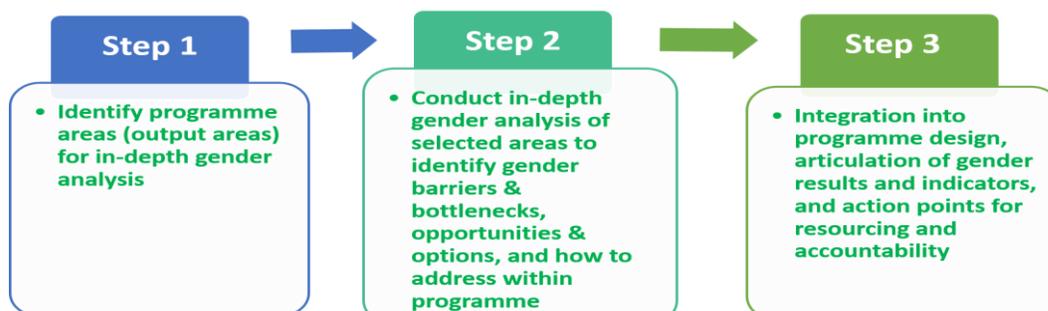
Annex B

Programme Excellence and Gender Programming at Scale: Key Elements of Gender Analysis



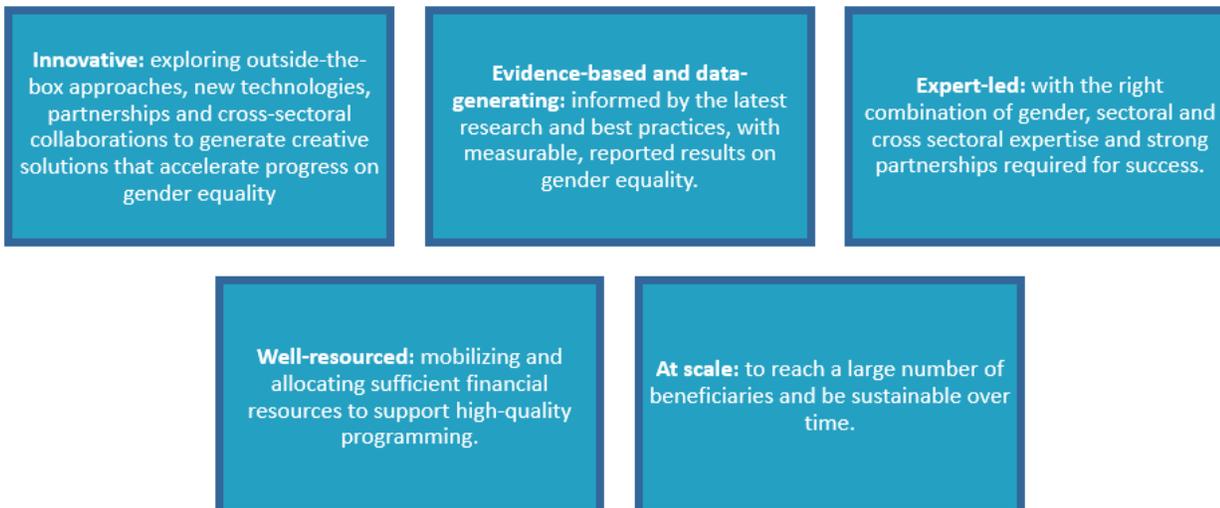
Gender Programmatic Review

For all UNICEF country offices, a Gender Review is mandatory at least once through the programme cycle. The Gender Programmatic Review (GPR) is a step-by-step tool that guides country offices to determine how to strengthen gender programming, in alignment with country priorities, the Strategic Plan and the Gender Action Plan. It is the key tool through which country offices ensure gender is considered at all stages of the Country Programme Document development process.



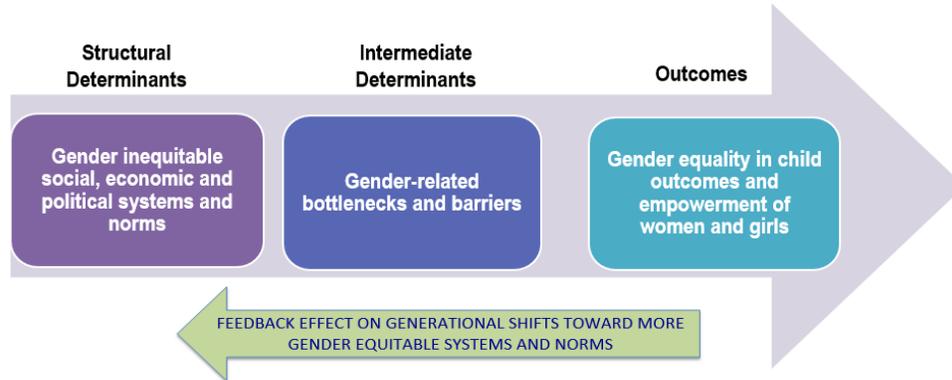
The Five GAP Principles for Gender Integration in Programming

For programmes to be effective, gender responsive or transformative, they should be:



GAP Causal Framework

The GAP Causal Framework is used to identify how and where gender inequalities affect child outcomes, in order to develop programmatic responses and determine means for tracking results. In particular, the Framework identifies how gender inequalities at the structural and intermediate determinants levels influence outcomes for children. Gender equitable outcomes in turn provide a feedback loop for generational shifts towards more gender equitable systems and norms.



Using Gender Data and Evidence

Data on gender outcomes for children may apply to both girls and boys (e.g. levels of education), or only girls (e.g. proportion of pregnant adolescent girls), or to mostly girls (e.g. percent experiencing child marriage) or mostly boys (e.g. percent child soldiers).

Sex Disaggregation is only a first step. Sex disaggregation should be done in combination with age, wealth, or other key measures. National data patterns may differ radically from global patterns. Some sex disaggregated data can be deceiving because of the measures used and should be triangulated.

Good sources of gender data are not limited to the DHS and MICS, but also health and education monitoring systems, national census and other statistics, real time data from humanitarian monitoring, and a range of qualitative and participatory data sources.

It is important to not just look at outcome data on gender, but also data on determinants. Gender Profiles, with national data on indicators that provide an overview of gender equality and the status of women, and girls and boys in the country are an important resource.

Gender Barriers and Bottlenecks, Options and Opportunities

Once gender inequalities that negatively impact child outcomes are identified, the Barriers and Bottlenecks and Options and Opportunities analyses are used to identify the options to address those disparities.

Gender Barriers



Opportunities

