Progress on gender equality work

UNICEF Executive Board, Informal Session, 31 May 2013
Background

- SPAP 2010-2012
- End-of-Cycle Review 2013
- Gender Action Plan 2014-2017
Overview

- SPAP focused primarily on systems and processes, which were strengthened
- Ambitious, but difficult to implement and track progress
- Progress made on leadership commitment, inter-agency partnerships, planning and reporting processes, ownership by regional & country offices
- More challenging to address substance, results, expertise
Strategic Priority Action Plan (2010-2012)

Eight areas of change

- Accountability and strategic framework
- Financial resources
- Capacity and knowledge
- Leadership, influence and advocacy
- Partnership
- Programming
- Doing what we advocate
- Communications
Accountability, strategic framework and resources

Progress

- Issuance of revised Gender Policy
- Adoption of gender strategies and plans at RO/CO level
- Increase in gender reviews

Challenges

- Lack of dedicated resources and especially, staff time in sectoral structure
- Everybody’s responsibility can become nobody’s responsibility
Number of gender reviews by year

- 2007: 9
- 2008: 9
- 2009: 27
- 2010: 40
- 2011: 13
- 2012: 17
“While the awareness of the priority of gender equality is present..., it is challenging to get everyone on board to get the technical know-how and adhere to the practical application of gender equality principles.”
Capacity, expertise and knowledge management

**Progress**
- Attempt at strengthening focal points & developing task forces
- Specific efforts at deploying dedicated gender expertise
- Multiple efforts at gender training
- Gender Equality Task Force facilitating information sharing

**Challenges**
- Focal point system posing continued limitations
- Defining needed gender expertise within UNICEF context
- Making trainings meaningful and sustainable
- No platform for systematic exchange of information
“I would attribute the catalyst for improvements to gender-responsiveness in our cluster to the deployment by our agency of dedicated gender-in-emergency support....This full-time embedded support helped make gender a more regular issue for us and gave us the human resources to do some of the thinking and analysis we had not been able to do.”
Leadership and partnerships

**Progress**
- Senior level commitment and expertise in gender
- Active role in inter-agency and global partnerships
- Moving gender unit to the Programme Division

**Challenges**
- Inter-agency/civil society partnerships a challenge in some regions
- Partners not screened for gender capacity/expertise
- Implications of gender mandate, link with equity, and programmatic work not clearly understood
“The large volume of policy documents circulating through country offices and competing priorities ... have, in some cases, contributed to gender issues being relegated to the background. Further work is needed to align the gender and equity agendas within the UNICEF results framework. Even more basically, there are varying understandings of what gender mainstreaming means at the practical level.”
Programming

Progress

- Better data collection and availability
- Gender Equality Marker to track expenditures in place
- Tools and guidance developed to integrate gender in country programme processes

Challenges

- Data not always analyzed and presented from a gender perspective
- Work on gender not always presented and reported as such
- A substantive framework for planning, implementing, and tracking effective programming to achieve gender equitable results is lacking
GEM expenditures in 2012

Regional variations

Benchmark: 75%

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Work environment and communications

Progress

• High level commitment to achieving gender parity in senior level posts
• Commitment to use of flexible working arrangements

Challenges

• Progress slow on gender parity in senior posts
• Benchmarks on communications could not be operationalized
Moving Forward: a focus on results

SPAP – focus has been here

GAP – to focus here

Input  Output  Outcome  Impact
Working backwards from results to define Strategies, Expertise, Resources
New Strategic Plan provides substantive framework for results

- Gender equitable resource & policy environment
- Gender equity in survival; maternal mortality
- Maternal & adolescent nutrition
- HIV reduction in adolescent boys & girls; gender equity in care
- Ending child marriage, FGM/C; GBV; child labour
- Water & sanitation in home; WASH MHM in schools
- Gender equity in quality & secondary education
Next step: Flesh out actionable programmatic framework

- Highlight synergies, efficiencies, & potential for innovation across sectors
- Consolidate and amplify gender equitable results; define priority issues, barriers
- Specify expertise, accountability options that can enhance programmatic effectiveness
- Define core features of gender inequality as cross-cutting disadvantage in equity agenda
GAP development process

- Engagement with Board and external stakeholders
- EOC review
- Strategic and technical consultations
- Draft and finalize GAP

Timeline:
- 2013 Q1 & Q2
- 2013 Q3
- 2013 Q4
- 2014 Q1
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Month Year

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