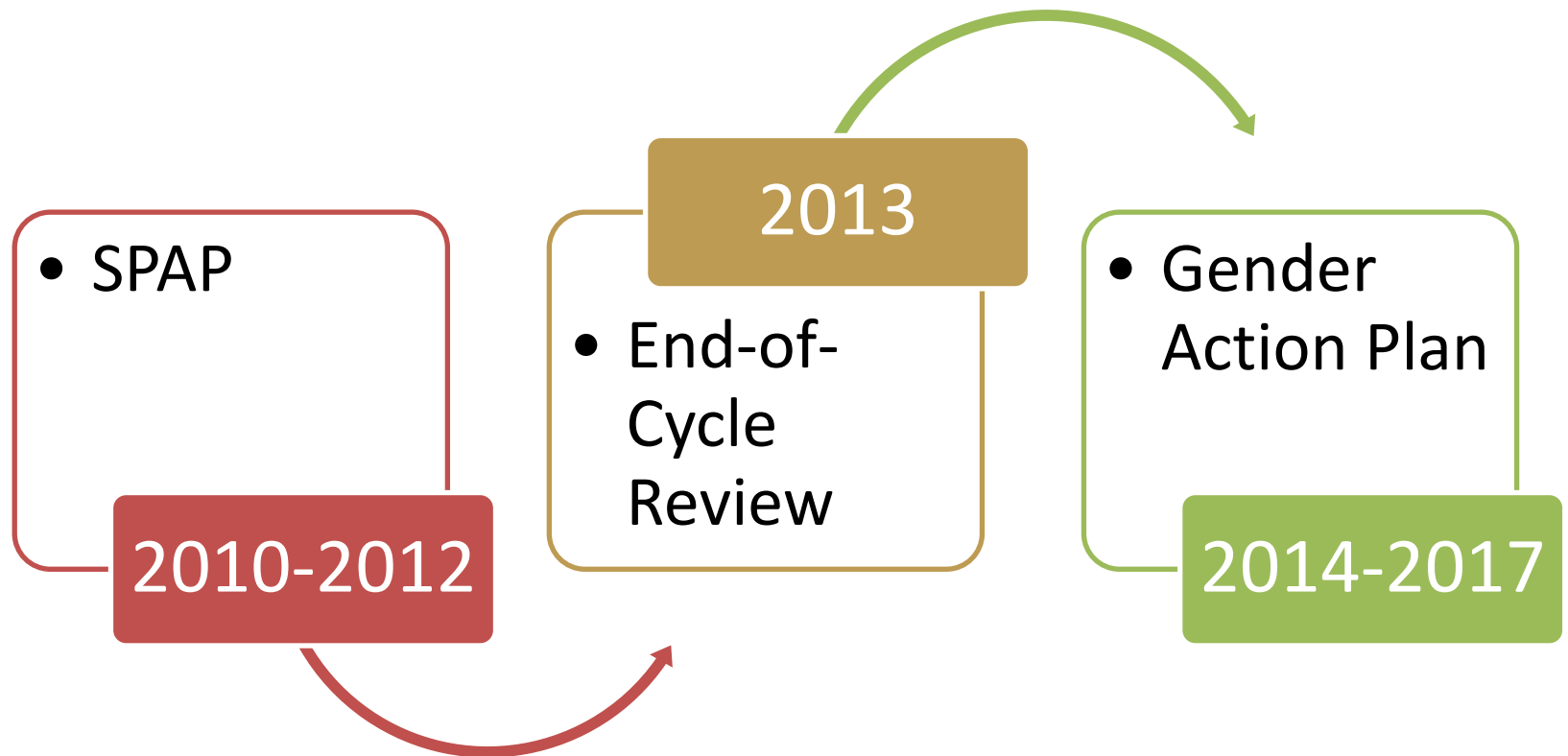





Progress on gender
equality work

Background



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

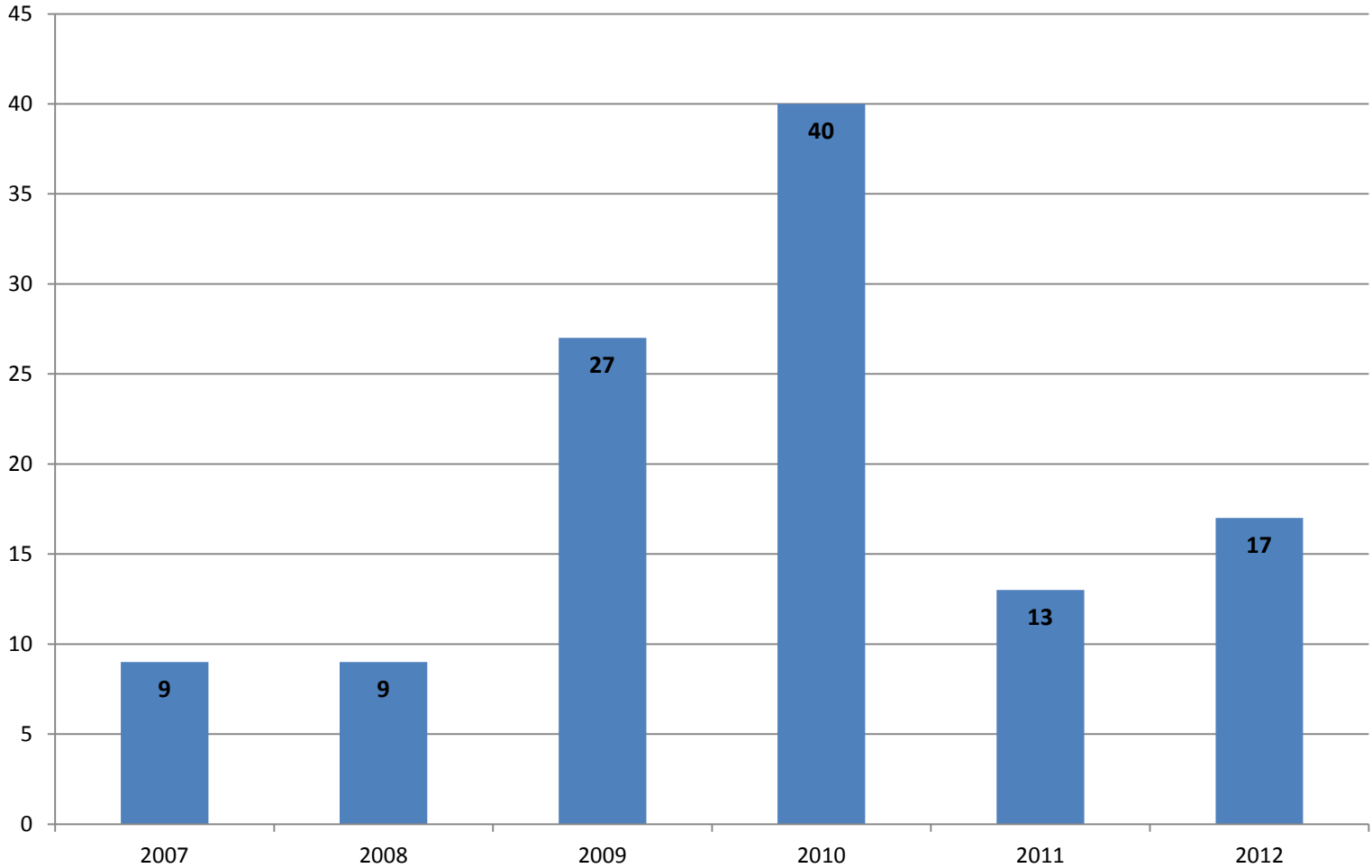
Progress

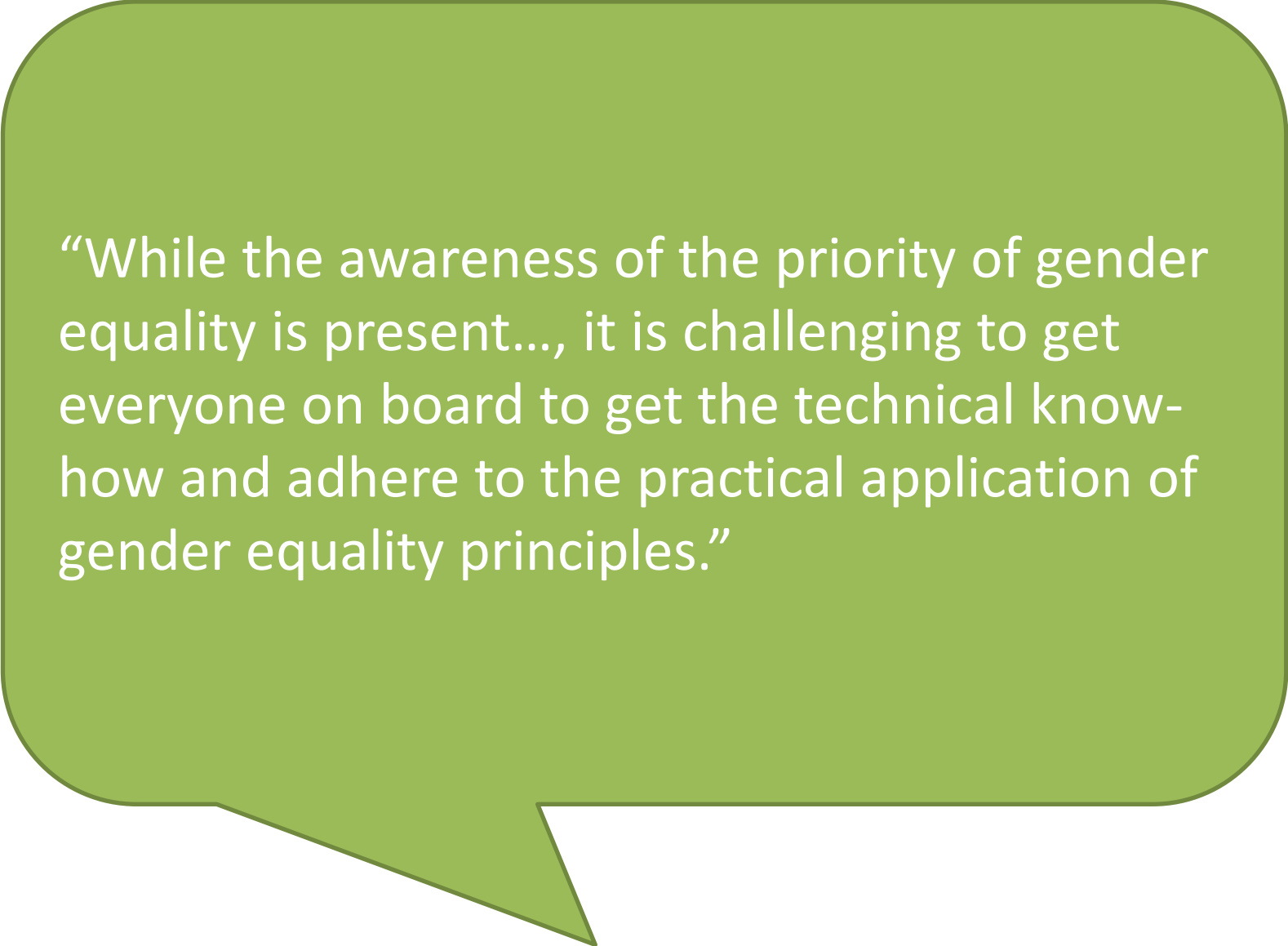
- Issuance of revised Gender Policy
- Adoption of gender strategies and plans at RO/CO level
- Increase in gender reviews

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



A green speech bubble with a white border and rounded corners, pointing downwards and to the left. It contains a quote in white text.

“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

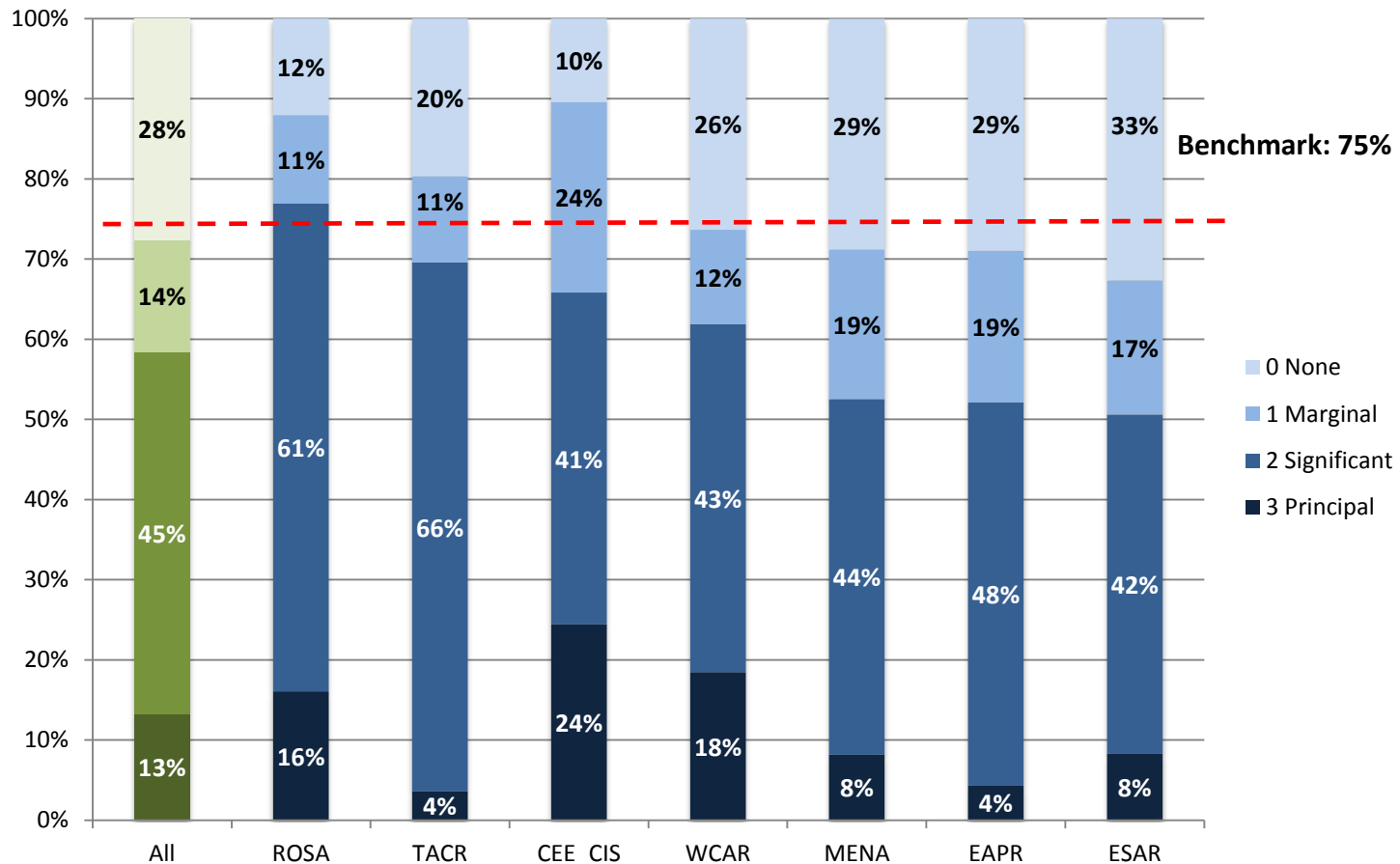
- Better data collection and availability
- Gender Equality Marker to track expenditures in place
- Tools and guidance developed to integrate gender in country programme processes

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



Work environment and communications

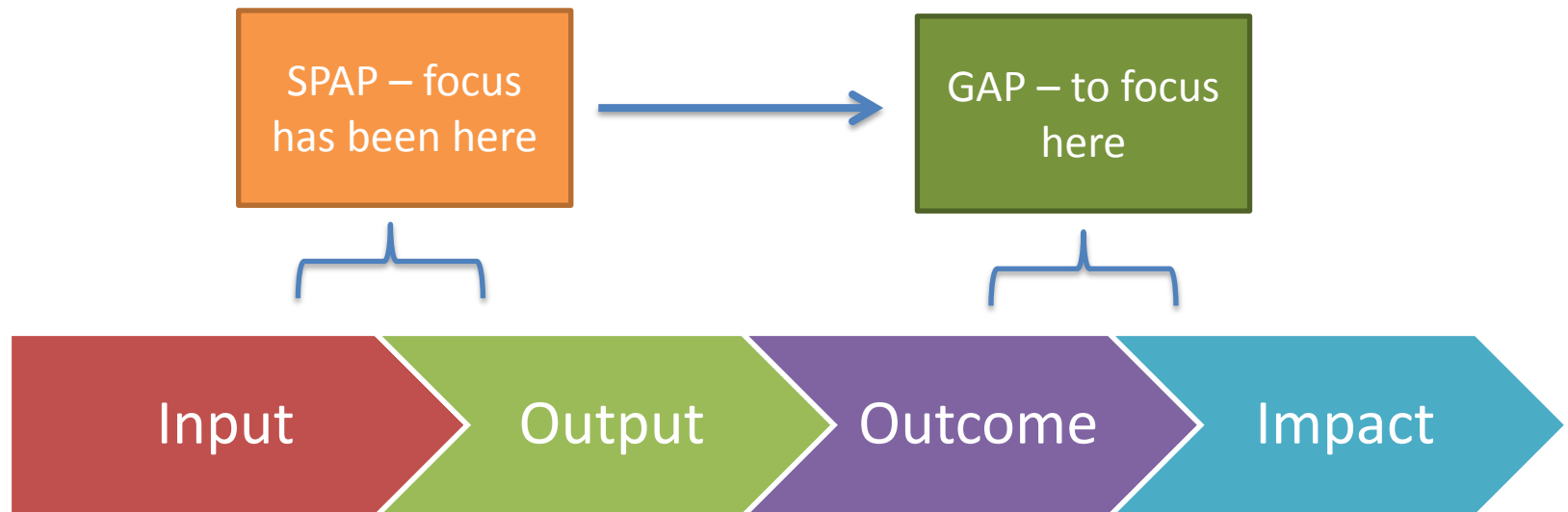
Progress

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

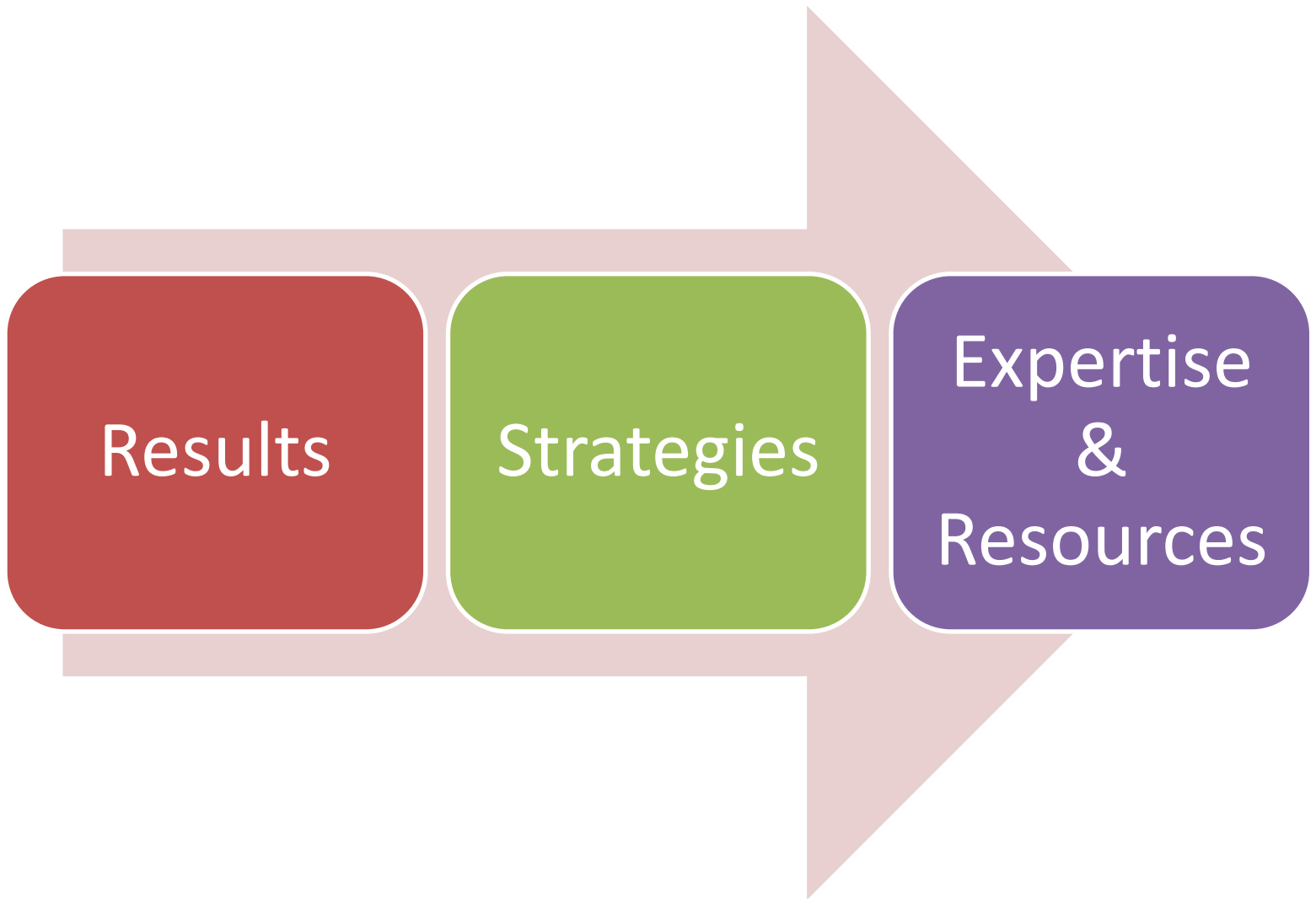
Challenges

- Progress slow on gender parity in senior posts
- Benchmarks on communications could not be operationalized

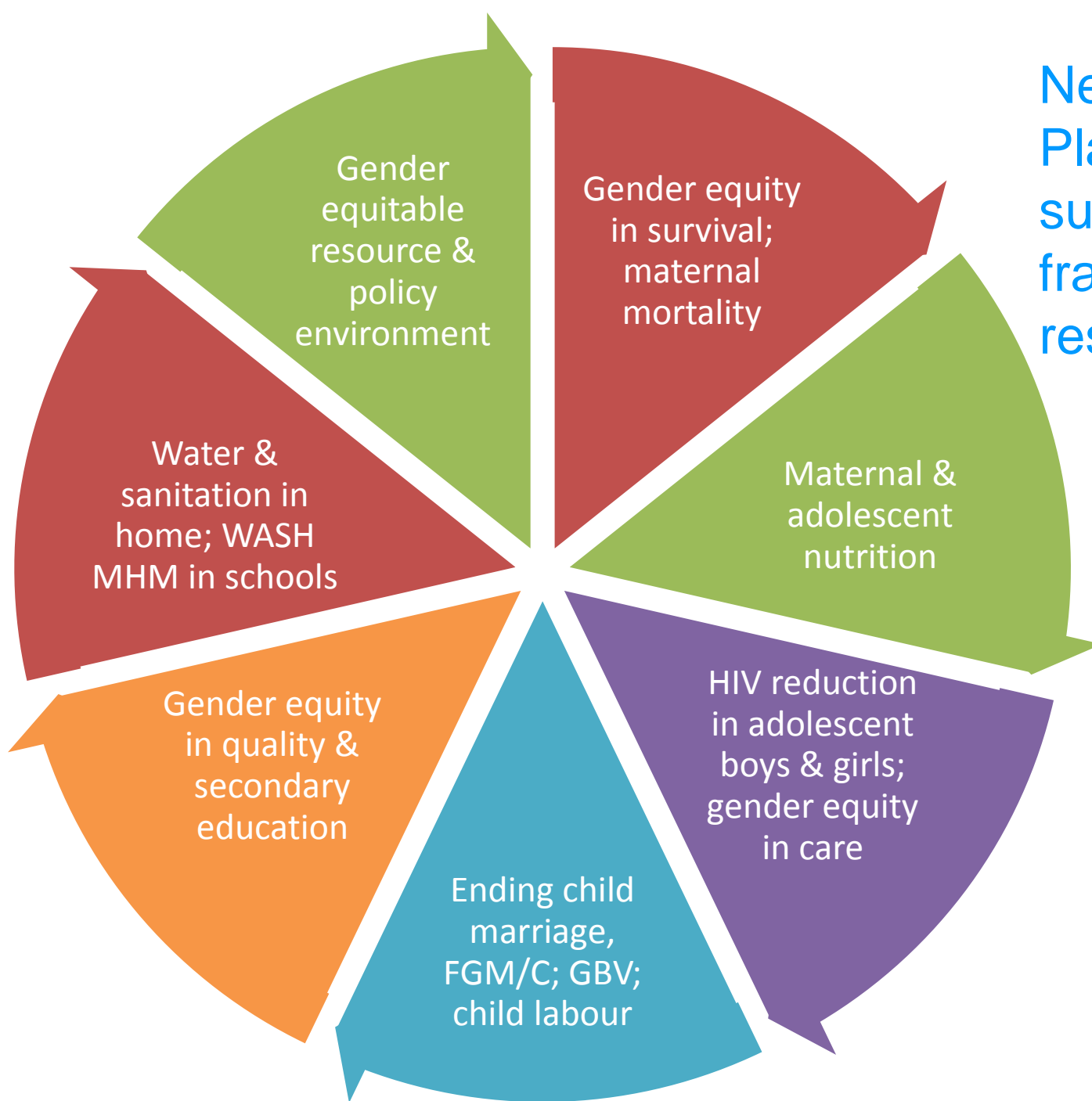
Moving Forward: a focus on results



Working backwards from results to define Strategies, Expertise, Resources



New Strategic Plan provides substantive framework for results



Next step: Flesh out actionable programmatic framework

Highlight synergies, efficiencies, & potential for innovation across sectors

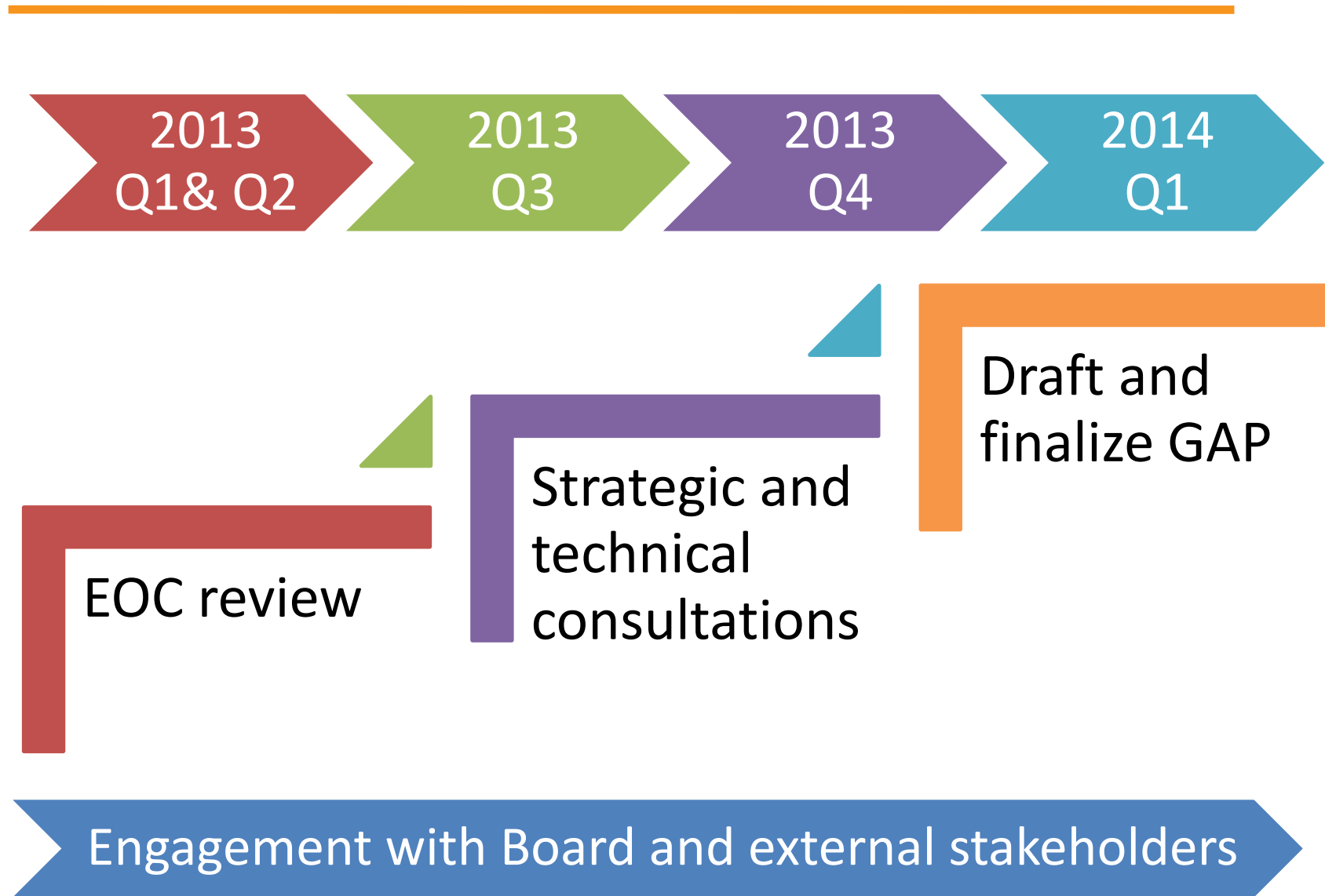
Consolidate and amplify gender equitable results; define priority issues, barriers

Gender Action Plan 2014-2017

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



For more information, please contact
Anju Malhotra
Principal Adviser, Gender and Rights
212-326-7018; anjumalhotra@unicef.org

United Nations Children's Fund
3 United Nations Plaza
New York, NY 10017, USA
Tel: 212-326-7000
www.unicef.org

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