

Progress on implementation of Management Response to the Gender Policy Evaluation

Executive Board

Informal Briefing, 29 April 2010

unite for
children

unicef 

Follow-up to Gender Evaluation

Recommendations were taken forward through Management Response and One Year organization-wide Action plan, monitored and guided by Gender Equality Taskforce

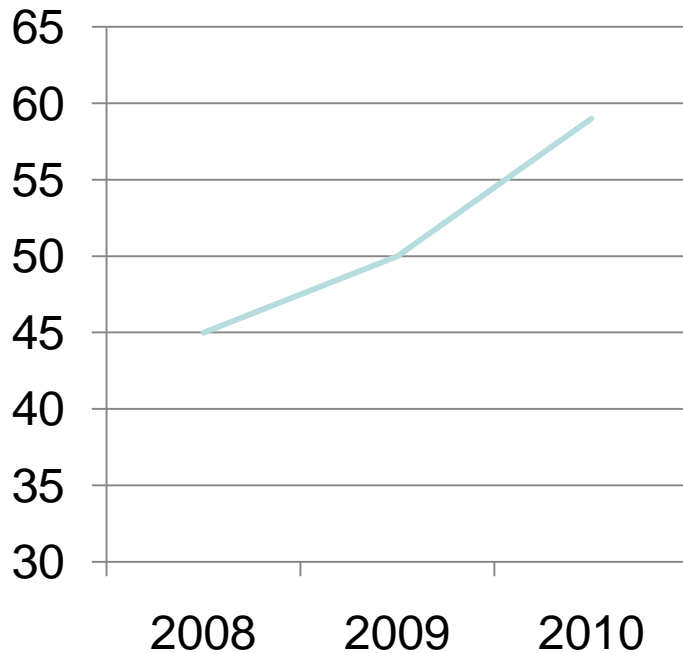
- 1 • **Policy**
- 2 • **Strategy**
- 3 • **Accountability**
- 4 • **Staffing and gender expertise**
- 5 • **Capacity-building and training**
- 6 • **Development programming**
- 7 • **Integrating gender in an emergency context**
- 8 • **Financing gender mainstreaming**
- 9 • **United Nations coherence**
- 10 • **Engagement with partners**

2009: An empowering and enabling working environment

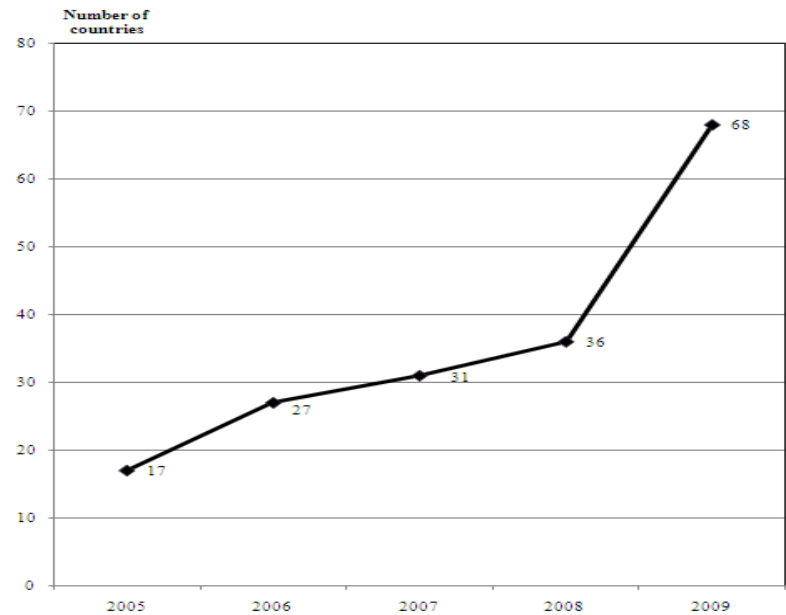
- Anchored in participatory process
- Recognizing and encouraging research, knowledge exchange
- Encouraging risk taking and initiatives
- Funded and staffed
- Providing basis for change, progress and organizational transformation

Impact 2009

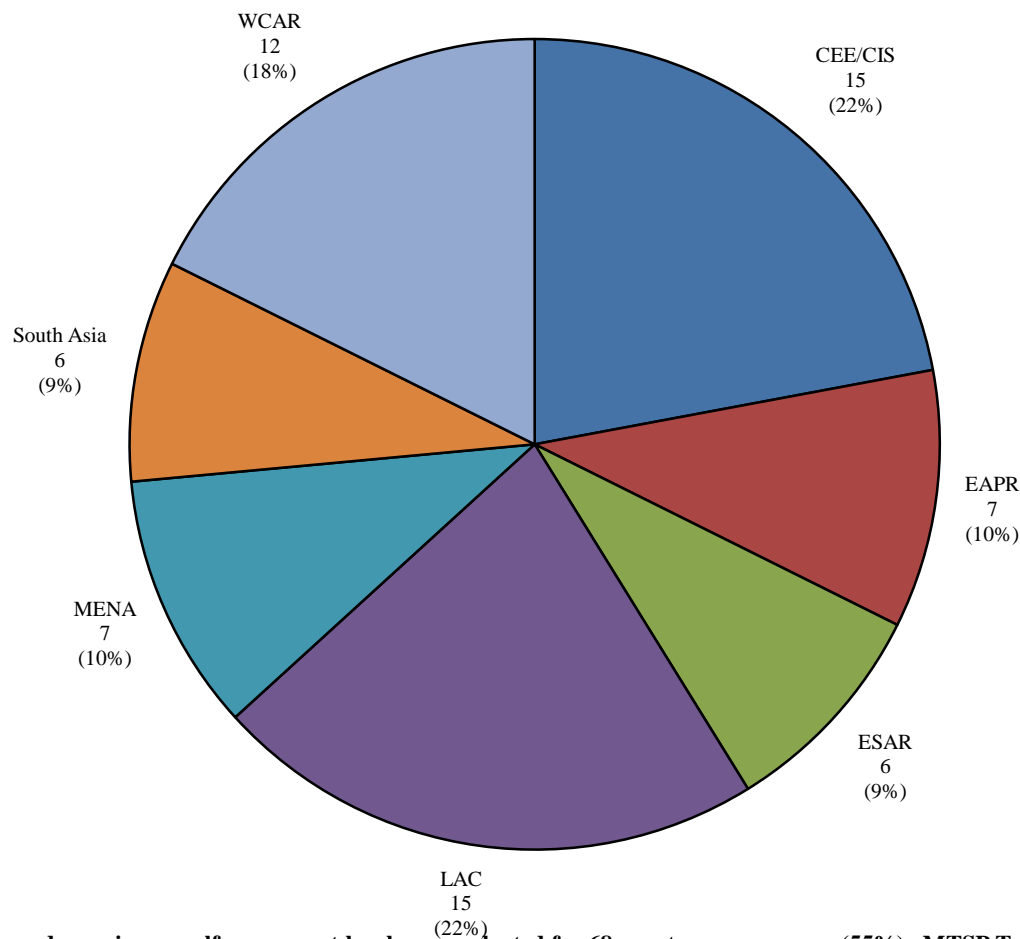
Number of CPDs meeting QA standards for Gender Equality (based on KPI data)



Number of gender reviews / assessments / audits



Impact of 2009 initiatives



In total, a gender review or self-assessment has been conducted for 68 country programmes (55%) MTSP Target is 87 country programmes (70% by 2013)

Source: UNICEF country offices, 2009.

Impact 2009

Community of Practice on Gender

A **Community of Practice on Gender** was launched in December 2009 as a joint UNICEF/UNDP initiative.

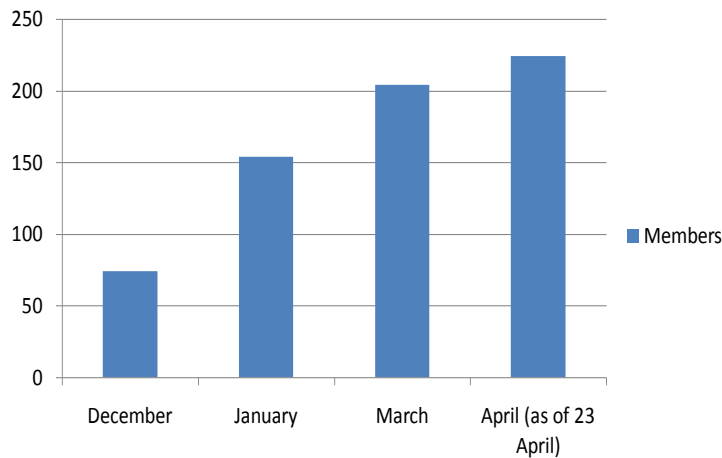
The screenshot shows the homepage of the 'Community of Practice on Gender' website. The header includes the UNICEF logo and navigation tabs for 'Members', 'Blogs', 'Discussions', 'Documents', 'Events', and 'Communities Home'. The main content area features a central illustration of two people interacting, with one holding a globe and the other a document. To the left, there are sections for 'My Activity', 'Invite A Friend', 'Founders', 'Facilitators', and 'Recently Updated Profiles'. Below these are buttons for 'E-Mail Alert Preference' and 'Leave Community'. The right sidebar contains a search bar, a 'People Finder' button, a calendar for January 2010, and a 'Quick Links' section with links to 'Adolescent Development & Participation', 'Communication for Development', 'Gender Equality and Empowerment of Women and Girls', 'Human Rights-Based Approach to Programming', and 'Gender Equality in Humanitarian Action CoP'. A welcome message from Elizabeth Gibbons is displayed at the bottom of the main content area.

Objectives:

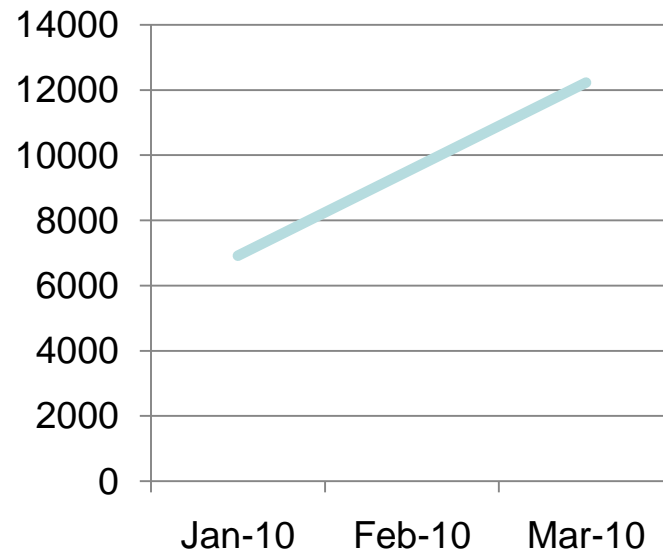
- Facilitate the exchange and acquisition of knowledge on gender equality and mainstreaming within and outside UNICEF;
- Promote knowledge sharing, use and re-use to support UNICEF work in addressing gender inequalities and promoting children's rights;
- Increase the quality and effectiveness of UNICEF assistance to partners.

Impact 2009: Community of Practice Summary Statistics, January – March 2010

UNICEF Staff Membership



Staff members' Hits (page views)



	January	March
Number of Staff member generated discussions	7	18

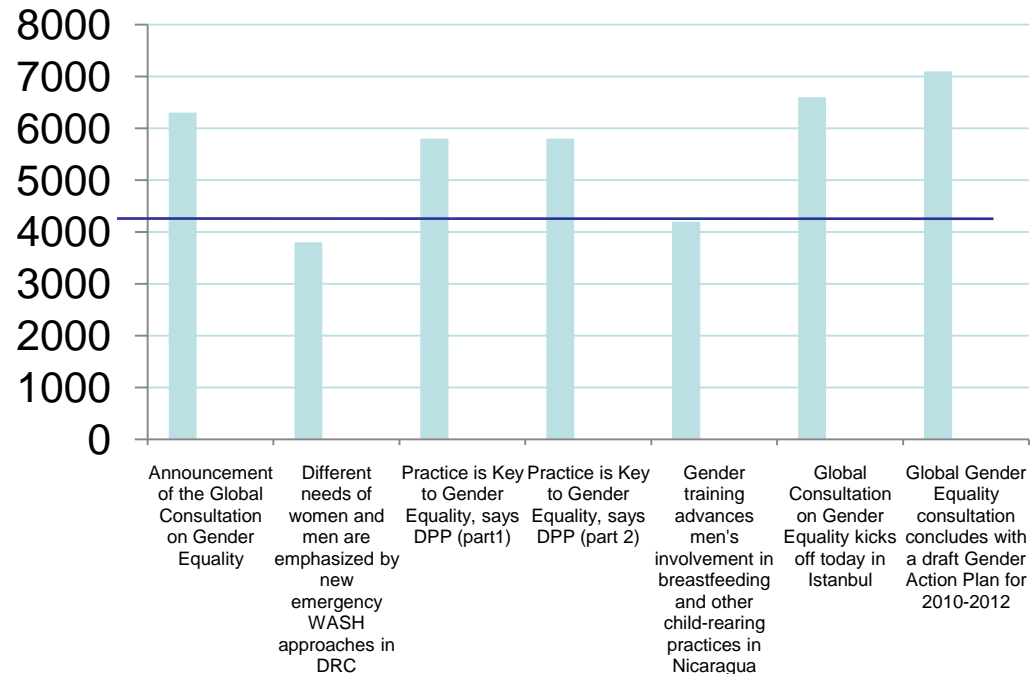
Internal Communications Campaign

Ongoing in 2010

Objectives

- Build awareness of gender equality among UNICEF staff
- Develop a common knowledge base
- Engage staff, at all levels, in collective activities to advance gender equality principles and practices

Number of hits ('clicks') for each story published on ICON



Results

- Set a standard as the first comprehensive internal communications campaign in UNICEF
- Regular and increased frequency of communication on Gender Equality within the Organization : 7 stories published on ICON Homepage within 3 months
- Large number of staff reached : except for once, at least 4000 hits/story

Impact 2009

Shifts in the way we work

Country representatives engaged

Large number of staff empowered and engaged, gaps in knowledge and competencies addressed

Regional offices leading in coordination efforts

Organizational Transformation approach applied

Inter-programme life-cycle teams established to support focal point system

Development and emergency programme shifts and gains for gender equality

- Generation, acquisition, and dissemination of new gender specific data positively impacts programme assessments, analysis and programming
- Quality assurance of programming documents improved and expanded
- Programme sector specific guidance and improved tools prove more effective than generic approaches
- Clear check lists developed for programme delivery and monitoring helped achieve results

Development and emergency programme shifts and gains for gender equality (cont'd)

- Women's needs made visible
- Women's empowerment addressed at institutional and grass roots level
- Engagement of men and boys documented and applied
- WASH emerging as strong entry point for GE
- Combining gender equality with human rights based approach proved most successful strategy

Development and emergency programme shifts and gains for gender equality (cont'd)

- New partnerships established advancing research, programming and advocacy
- UN harmonization and country level interagency collaboration provide an “enabling environment”
- Clusters and Cluster Leadership, Common Humanitarian Funding, GenCap hosting provide opportunity for leadership and concrete action

Programme shifts and lessons learned

Two Country examples

Bolivia

Democratic Republic of Congo

chosen as case studies to illustrate shifts and lessons learned in development and emergency programmes respectively

Bolivia case study

Shifts occurred in Bolivia when :

- Strong political signal came from office Rep
- Responsibility for follow up in office was elevated to social policy officer
- Gender expertise brought into the office (UNV/then TFT)
- Office approach shifted from focal point to team approach

Bolivia case study (cont'd)

Key areas of focus were identified:

- participation of women in decision making process
- fighting gender based violence
- eliminating gender stereotypes

Bolivia case study (cont'd)

Some results include:

- **Institutional strengthening of Women's institute with interagency group,**
- CEDAW produced in **indigenous languages**
- **Strategic alliances** with inter-parliamentarian group to establish a legislative agenda for women's rights
- Direct support to **grass root women and to municipal and regional governments**
- **Partnership with two strongest women's organizations** focusing on promoting the formulation and adoption of a **new law** against violence against women
- At community level : implement a program to **prevent and denounce domestic violence including advocacy strategy aimed at families, community.** Schools and social organizations.

Bolivia case study (cont'd)

Results also include:

Advocacy and communication campaigns

- to impact **public policies** for example with members of judicial system,
- to use analysis on gender determinants in health to promote an **action plan** for women's health
- to **increase political participation** of women including indigenous women

DRC case study: Integrating gender in humanitarian action

- **Brought in “gender expert”**
- **Dedicated resources at front-end to jump-start the gender-mainstreaming process;**
- **Built buy-in and credibility through bottom-up concrete results-based programmatic change and leading by example;**
- **Accompanied UNICEF staff and partners through dialogue and training;**
- **Built capacity around specific programs and projects rather than through generic training for gender equality;**
- **Large Emergency Unit to maintain leadership and momentum; huge operational evaluation and response programs.**

DRC case study (cont'd)

Programme Results:

- WASH : Five standards adopted,
- Non-Food Items : Six engagement minimum
- Protection and child friendly spaces: genderised and girls participation enhanced

ENGAGEMENTS POUR LA SECURITE ET LA DIGNITE DES FILLES, DES GARCONS, DES HOMMES ET DES FEMMES DANS L'ASSISTANCE EN BIENS NON ALIMENTAIRES (Non-Food items)

Afin d'apporter une assistance en biens non alimentaires de qualité qui réponde aux besoins et aux priorités des filles, des garçons, des femmes et des hommes lors de situations d'urgence, l'UNICEF et ses partenaires s'engagent à:

Inscrire les femmes comme **destinataires de l'aide** pour ne pas exclure les secondes épouses des foyers polygames. Les encourager à venir accompagnées d'un adulte afin que le portage du kit jusqu'au domicile soit partagé

Encourager une **égale représentation** des femmes et des hommes au sein des comités humanitaires de base et veiller à ce que chaque sexe soit également représenté au sein de l'équipe de journaliers

Etablir des **files d'attente séparées** lors de l'enregistrement et de la distribution afin que les plus vulnérables, tels que les femmes enceintes, les vieillards ou les malades, soient rapidement assistés

Consulter **prioritairement les filles et les femmes** à tous les stades du projet, en particulier sur l'**horaire et le lieu de distribution** afin de garantir un égal accès à l'assistance et afin de réduire les risques de violence. Rencontrer séparément femmes et hommes, filles et garçons et veiller à ce que les équipes d'évaluation et de traduction comportent des femmes



Répondre aux besoins spécifiques des filles et des femmes âgées de 13 à 45 ans par la distribution de **kits d'hygiène intime**. Prévoir des **articles de literie** en quantité suffisante afin que filles et garçons puissent avoir des couchages séparés

Etablir des **mécanismes de réception des plaintes** pour les incidents de sécurité et d'abus. Afficher sur les sites d'enregistrement et de distribution des visuels visant à prévenir les situations **d'abus et d'exploitation sexuelle**

Global Consultation on Gender Equality

9 – 12 February 2010 in Istanbul, Turkey

Objectives:

- Take stock of progress to date and reach consensus on what is needed to achieve organizational excellence in gender equality;
- flesh out operational framework and identify critical strategic medium and long-term actions that will take UNICEF forward to achieve its gender equality goals.

Process:

Diverse group of UNICEF colleagues engaging in rich and informed debate anchored in personal and institutional experiences.

Result: Strategic Priority Action Plan for 2010-2012

Strategic Priority Action Plan for UNICEF Organizational Transformation 2010-2012

- Continues to build on Evaluation Recommendations
- Promotes an holistic Organizational Transformation approach
- Lays out priority actions with specific activities under a set of strategic areas, covering:
 - *Accountability at all levels;*
 - *Human capacity and knowledge;*
 - *Leadership;*
 - *Partnerships and influencing;*
 - *Quality programming;*
 - *Resourcing;*
 - *Clear communication;*
 - *Human resources practice.*
- Will be monitored by the Gender Equality Task Force, reporting to the Global Leadership Team and Executive Director

Gender and Rights Unit

Intranet homepage

UPDATED 10 March 2010

Global Consultation



@UNICEF/NYHQ2005-1180/LeMoyné

Quick Links

[Quick References](#)

[Gender Evaluation](#)

[Gender
Equality](#)

[Gender
CoP](#)

An Agenda for Organizational Change

February 9 - 12, 2010 - Istanbul, Turkey

[Key Documents](#)

[Agenda](#)

[Speakers](#)

[Presentations](#)

In 2009, UNICEF made strides to lay stronger foundations for gender mainstreaming across the organization. The recommendations of the 2008 Evaluation highlighted the importance of strengthening gender equality guidance in programming, building a knowledge base, strengthening partnerships, as well as applying a gender lens to the various aspects of UNICEF management.

The recommendations of the 2008 Gender Evaluation were taken forward through the Management Response, supported by the Executive Board Decision (2009/4) of February 2009. This led to the development of a one year organization-wide Action Plan to support follow-up activities towards gender equality at the regional and headquarters levels.

The wealth of knowledge and innovations generated by this work are indicators against which UNICEF can measure progress and start to chart its roadmap for the future. The upcoming Global Consultation will provide the opportunity for reviewing and analyzing progress, as well as for learning and planning forward.

Headquarters divisions, regional and country offices, as well as other U.N. agencies and external partners will be involved in this consultative process. The Global Consultation will identify critical short and medium term actions to be taken forward in support of gender equality in UNICEF's work in the framework of the new Gender Policy.

Interview on the Global Consultation:
with Richard Morgan, Elizabeth Gibbons, Daniel Seymour



NYHQ2009-1005/Nooran

[Part 1](#) - [Part 2](#)

[Informal briefing to UNICEF Executive Board on Gender Evaluation, 29 April 2010](#)

Conclusion

“Organizational change requires going beyond awareness, acceptance and consensus raising, to develop the capacities (system), capabilities (personal), the mental models, conceptual tools to support systems change.”

Shifts have been made; accomplishments have been listed; the organization and its staff have, once more, proven readiness and engagement for social justice.

Challenges remain, principally to continue to learn, lead, transform, measure, mobilize, excel in programmes and management practices for gender equality.

In collaboration with you,
our Executive Board,
we will continue to uphold, communicate
and act on our strong belief that
gender equality is a precondition and a
determining factor for the success of
UNICEF's Mission.