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Matrix of progress in the implementation of the management response to the gender policy evaluation

* E/ICEF/2010/8.

Management response: 2009 achievements			
Recommendation (gender policy evaluation)	Management response	Planned actions 2009	Achievements
Policy			
<p>1. A. Update gender policy</p> <p>UNICEF maintains the core elements of its 1994 gender policy (promotion of gender equality, continued support for selected gender-specific programmes, special attention to the girl child), but updates the policy to also reflect:</p> <p>(a) A clear rationale and business case for continued UNICEF promotion of gender equality in its programmes;</p> <p>(b) A reiteration of UNICEF position on the promotion of women's rights and empowerment;</p> <p>(c) The need to include gender issues affecting men and boys, including the potential role of fathers to promote increased gender equality and rights;</p> <p>(d) A conceptual framework that clearly outlines and analyses the complementarity of gender equality with a human rights-based approach to programming and the Roll Back Malaria project, including gender equality at the interface between the Convention on the Rights of the Child and the Convention on the Elimination of All Forms of Discrimination against Women;</p> <p>(e) UNICEF position on integrating gender equality within emergency contexts;</p> <p>(f) A requirement for an annual report-back mechanism to the Executive Board.</p>	<p>Accepted. Gender policy will be updated, building on recommendations of the evaluation, consulting with partners and working within existing gender architecture.</p> <p>The new policy will be issued and promoted through inclusion in the core organizational guidance and training, as well as via the UNICEF Intranet and the Internet.</p>	<p>1. A. Consultations on draft policy completed; gender policy will be finalized, issued and incorporated in programme training and Regional Management Team (RMT) discussions.</p>	<p>1. A. Consultations with staff, United Nations partner agencies, and Executive Board members on draft policy completed; draft policy under final review. Gender policy sessions conducted in several RMT meetings.</p> <p>Core organizational guidance, such as Programme Policy and Procedure Manual (PPPM) and training courses – including the senior leader course and the mid-level manager leader course, and sector-specific modules issued in 2009 – has incorporated gender equality principles and gender mainstreaming guidance in their new versions.</p> <p>An internal communications campaign was implemented to accompany and support this work, and will continue throughout 2010.</p>

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<p>1. B. Develop an operational guidance for the different development programme sectors, including emergency contexts</p> <p>To help operationalize the sectors, the policy also needs to:</p> <p>(a) Be translated into all official United Nations languages;</p> <p>(b) Be accompanied by operational guidance by sector;</p> <p>(c) Provide operational guidance on gender equality issues within the development programming sectors and in emergency contexts;</p> <p>(d) Include an updated approach to gender analysis in programming that is rights-based, inclusive of men and boys, and takes a life-cycle and settings approach;</p> <p>(e) Be produced in two versions:</p> <p>(i) A short version that states core principles and serves as a fundamental platform statement; and</p> <p>(ii) A longer version that explains the policy in more detail to capture the complexity and importance of UNICEF gender equality work.</p>	<p>Accepted. UNICEF will prepare operational guidance on gender in line with inter-agency guidance, covering the medium-term strategic plan (MTSP) focus areas and, in emergencies, using a common template.</p>	<p>1. B. Focus area guidance finalized and disseminated through programme instructions and network meetings of MTSP focus-area specialists.</p> <p>Gender equality community of practice established at global and regional levels.</p>	<p>1. B. Overarching operational guidance on gender equality and mainstreaming in programmes has been finalized.</p> <p>Guidance finalized for focus area 2 (Basic education and gender equality) and focus area 3 (HIV/AIDS and children). Draft guidance prepared for the remaining three focus areas: 1 (Young child survival and development); 4 (Child protection from violence, exploitation and abuse); and 5 (Policy advocacy and partnerships for children's rights).</p> <p>Community of practice on gender equality established at global level in partnership with the United Nations Development Programme (UNDP).</p> <p>http://intranet.unicef.org/CoP/DPPGender/CommunityContent.nsf</p>

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<p>2. Determine and clarify concepts and terminologies to be used in relation to gender equality in UNICEF</p> <p>UNICEF seriously considers adopting new language and terminology that reflects exactly what the organization is trying to achieve with its gender equality policy. For example, UNICEF should speak about increased equality between women and men and boys and girls in specific contexts, as opposed to using the more generic term “gender equality”.</p>	<p>Accepted. UNICEF will prepare a “lexicon” of gender terminology and concepts to accompany the revised policy.</p>	<p>2. Lexicon distributed to all staff and shared with partners.</p>	<p>2. Lexicon developed and shared with the field as part of the draft gender policy.</p>
Strategy			
<p>3. UNICEF Executive Director to restate UNICEF commitment to (a) promoting gender equality</p> <p>UNICEF Executive Director restates UNICEF commitment to promoting increased gender equality and communicates this message clearly to UNICEF staff, particularly senior management.</p>	<p>Accepted. Gender evaluation and management response disseminated, indicating follow-up responsibilities at Headquarters (HQ) and regional and country levels; when completed, gender policy will be similarly disseminated; staffing capacity strengthened and funding needs addressed.</p>	<p>3. New gender policy issued.</p>	<p>3. New gender policy under final review.</p> <p>The Executive Director issued a directive (ExDir CF-EXD-2009-005), asking all country offices to undertake a gender review of their programmes, with a target of at least 70 per cent of countries reviewed within their programme cycle. Overall, 68 countries reported in their annual report having conducted gender reviews in 2009.</p>

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<p>and (b) establishing a Gender Policy Revitalization Task Force</p> <p>The Director also establishes a senior-level Gender Policy Revitalization Task Force, with the authority to make significant changes as needed, accompanied by adequate funding and human resources.</p>	<p>Accepted. The follow-up to the evaluation will be led by the Director of Policy and Practice, reporting to the Executive Director and Global Management Team. A Gender Task Force was established, representing divisions and all regional offices, guiding and monitoring follow-up.</p>	<p>Report on progress in gender equality follow-up during 2009 through subsequent country, regional and HQ annual reports.</p>	<p>Gender Equality Task Force, including all regional offices, was established, and met every six weeks in 2009 and early 2010. Director of Policy and Practice leads the Task Force.</p> <p>Report on progress in gender equality follow-up was reflected in 2009 country, regional and HQ annual reports, as well as the annual report to the Executive Board.</p> <p>An analysis of annual reports showed steady progress in all areas.</p> <p>48 countries (up from 34 in 2008) reported having conducted a gender analysis of gaps and challenges in family and community care practices for Young Child Survival and Development.</p> <p>19 countries (up from 16 in 2008) had conducted a gender analysis of the water and environmental sanitation sector.</p>

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			<p>93 UNICEF country offices (up from 87 in 2008) reported that gender disparities were addressed in national education sector plans.</p> <p>27 countries (up from 22 in 2008) carried out gender audits of their education sector plans.</p> <p>The United Nations Girls' Education Initiative (UNGEI) partnerships were in place in 42 countries, with another 70 reporting some form of girls' education initiative.</p> <p>43 UNICEF country offices (up from 34 in 2008) reported that key child protection issues were analysed from a gender perspective in the current programme cycle.</p> <p>66 UNICEF country offices (up from 56 in 2008) reported national implementation of gender sensitive programmes addressing social conventions and norms that contribute to ending violence, exploitation and abuse.</p>

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			<p>48 UNICEF country offices (up from 38 in 2008) supported the most recent reporting process of the Convention on the Elimination of All Forms of Discrimination against Women.</p> <p>71 UNICEF country offices reported that national development plans (NDPs) or poverty reduction strategies (PRS) address key issues for women and gender equality.</p>
<p>4. UNICEF Board to ensure that the 2008 midterm review (MTR) of MTSP 2006-2009 includes and makes crosscutting the gender equality component</p> <p>UNICEF Executive Board ensures that gender equality is visibly and explicitly integrated as a cross-cutting issue in the MTSP in all focus areas and relevant indicators as a part of the 2008 midterm review process.</p>	<p>Accepted. Gender equality results have been incorporated as part of the MTR-MTSP process, and into the revised key result matrix and indicators of the MTSP.</p>	<p>4. Monitor key results for focus areas 1-5 and performance indicators.</p>	<p>4. The process to make gender equality visible and explicit was applied to the 2010 in-depth review of the MTSP, and is reflected in the narrative and planned results.</p>

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<p>5. UNICEF Board will include gender as a regular agenda item for the reporting to the UNICEF Board for all sectors</p> <p>The Executive Board agenda includes gender equality as a regular agenda item on which different UNICEF actors are required to report regularly.</p>	<p>Accepted. While the response to this recommendation is in the purview of the Executive Board, the UNICEF Secretariat suggests reporting to the Board on progress achieved at the first 2010 regular session as well as routinely through the annual report.</p>	<p>5. 2009 annual report of the Executive Director includes progress in achieving gender equality results.</p>	<p>5. Completed.</p>
Accountability			
<p>6. UNICEF to create an accountability system at all levels integrating gender equality in development and emergency programming and achievement of gender equality results</p> <p>UNICEF builds in significantly stronger accountability systems at all levels for integrating gender equality into its programming and for the achievement of gender equality results, including, potentially, a mandatory gender equality review and sign-off system for the approval of programme documents and funding.</p>	<p>Accepted. UNICEF will address gender equality strengthening in the context of organizational improvement initiatives, with inclusion of appropriate mechanisms, results and indicators to measure and report on the cross-cutting aspects of UNICEF work.</p>	<p>6. Agreed gender accountability approach integrated into organizational improvement.</p>	<p>6. Draft gender policy establishes accountability mechanisms. The accountability was discussed throughout the year during trainings/gender assessments/focus groups.</p> <p>Progress has been achieved in clarifying the concept of accountability to include all staff at all levels while keeping the focus on senior and middle managers, as part of organizational improvement.</p>

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<p>7. Managers to be held accountable for gender equality skills development of themselves and their staff.</p> <p>UNICEF instructs its managers to ensure that the performance evaluation reports (PERs) of each person they supervise include gender equality programme skills development and key assignments related to gender equality integration, as appropriate for the specific position, and that senior management holds its managers accountable for doing so.</p>	<p>Accepted. To be implemented through application of the revised gender policy and through gender equality learning materials.</p>	<p>7. Gender policy to include PER requirement for staff.</p> <p>Final e-learning course launched, mandatory for all management and programme staff. Heads of office report percentage of staff completing course.</p>	<p>7. Draft gender policy states that senior and middle management will “track progress towards the achievement of these results as a distinct and routine part of collective and individual performance monitoring and evaluation”.</p> <p>E-learning course to be launched in last quarter of 2010. Delays were due to inter-agency clearance mechanisms and vendor’s capacity to deliver on time. Once e-learning is available, heads of office will be requested to report on staff completion rates.</p>

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Staffing and gender expertise			
<p>8. UNICEF to create and appoint a full time Gender Advisor position at regional-office level and reinstate biannual regional focal point meetings and strengthen regional-office expert support on gender equality to country offices</p> <p>UNICEF appoints a full-time Regional Gender Equality Advisor in each regional office and ensures that these Advisors have at least some expertise and awareness of gender and emergencies. UNICEF also reinstates the biannual regional gender focal point (GFP) meetings and builds the capacity of all regional advisors to provide feedback on gender equality issues to the country offices for their sector of responsibility.</p>	<p>Accepted. Regional offices will have flexibility in using both institutional and other contracts to strengthen gender capacity.</p>	<p>8. Regional office capacity-building plans rolled out; impact of differing approaches monitored and assessed.</p> <p>2010-2011 budget submissions reflect increased gender programming capacity.</p>	<p>8. All regions implemented capacity development, including through regional focal point meetings, by agreement with pre-qualified experts, or other modalities.</p> <p>Regional and country offices have successfully used focal points. However, in several locations, offices shifted the approach from gender focal points to a system of regional or country gender teams. The impact of these different approaches will be assessed in 2010.</p> <p>Regional office support to country offices was provided through leading in gender assessments and organizing sectoral meetings and trainings in gender equality and mainstreaming.</p> <p>Analysis of 2010-2011 budget submissions is pending.</p>

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<p>9. Add three senior positions in the Gender Equality and Human Rights Unit (GEHRU) on gender and upgrade the GEHRU Head of Unit position to D1 level</p> <p>UNICEF adds at least three senior gender specialist positions to GEHRU, including one with particular expertise in gender and emergencies, and upgrades the position of GEHRU head to the D1 level.</p>	<p>Accepted. UNICEF will strengthen its HQ capacity, but the form will be determined through the budget process. This process will be informed through a comparison of gender expertise and capacity in UNICEF and other United Nations agencies, followed by a proposal for the 2010-2011 biennium budget.</p> <p>Specific proposals for GEHRU will be kept under review pending broader analysis of capacity requirements.</p>	<p>9. Additional human resource capacity to support HQ follow-up.</p> <p>2010-2011 biennium budget submission to propose enhanced GEHRU capacity, e.g. through other resources/institutional partnerships.</p>	<p>9. Strengthened in 2009.</p> <p>Zero-based budget for 2010-2011 in UNICEF Headquarters prevented any expansion in the Unit.</p>
<p>10. Office of Emergency Programmes (EMOPS) HQ/regional offices/country offices to strengthen their technical capacity on gender equality in the emergency context and create a Senior Gender Advisor position (P5) within EMOPS</p> <p>UNICEF substantially strengthens gender capacity in an emergency context within EMOPS HQ/regional offices and country offices by appointing a Senior Gender Advisor (P5) and by embedding gender capacity in the different clusters.</p>	<p>Accepted. EMOPS already has a number of capacity-building initiatives in place. These will continue to evolve, based on continued analysis.</p>	<p>10. Funding secured for Gender and Human Rights Advisor and Gender Manager.</p> <p>Potential for additional post in next Office Management Plan (OMP) explored.</p>	<p>10. Completed.</p> <p>Additional post (L4) included in 2010 OMP of EMOPS.</p>

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<p>11. Revise job descriptions to ensure that all job descriptions (JDs) include gender equality as a cross-cutting issue and ensure recruitment processes include assessment of potential staff members' gender knowledge and experience. It should also be a factor considered for promotions</p> <p>UNICEF revises its generic JDs to explicitly include responsibility for gender equality in programming; ensures that recruitment processes include questions about candidates' understanding of and experience in gender equality; and makes staff performance on gender equality one factor to be considered in decisions about promotions.</p>	<p>Accepted. UNICEF will review generic JDs and competency frameworks to reflect best practice on incorporation of gender equality. This will link to ongoing work on competencies. Interview protocols will include suggested questions covering diversity/inclusion/gender.</p>	<p>11. Generic JDs for all sectors and categories revised to include responsibility for gender in programming, and rolled out for use in recruitment/reassignment in 2009.</p>	<p>11. Technical competencies in selected generic job profiles and JDs were revised and new job profiles developed.</p> <p>http://intranet.unicef.org/DHR/Vacancy.nsf/Generic%20Job%20Profiles%20by%20Title?OpenView</p>
<p>12. Create a pool of female and male gender experts within specific sectors and areas for short-term assignments (3-6 months) at country-office level</p> <p>UNICEF develops a roster of male and female regional and national gender specialists with gender expertise in specific areas (for example, gender and 73 emergencies, gender and water and sanitation, gender and nutrition, gender and education, etc.) who could be called upon to support the regional offices, country offices and national partners.</p>	<p>Accepted. Policy and Practice to design process in collaboration with Programme Division, EMOPS and Division of Human Resources, including a series of advertisements on the Internet and in print to solicit applications for the roster as well as a mechanism for ad hoc applications.</p>	<p>12. A vetted global roster of experts accessible to all offices. Gender equality capacity improvement plan for institutional excellence developed and implemented.</p>	<p>12. Gender expert roster developed in HQ. Some 46 candidates shortlisted out of 560 candidates evaluated.</p> <p>In addition, gender experts rosters developed in three regions: Central and Eastern Europe, Commonwealth of Independent States (CEE/CIS); Middle East and North Africa (MENA); and the Americas and the Caribbean (TACRO).</p> <p>Gender rosters are being consolidated into a global gender roster.</p>

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<p>13. Restructure and strengthen the Gender Focal Point (GFP) system by creating TORs focusing on information-sharing</p> <p>UNICEF strengthens its GFP system by developing a clear set of terms of reference (TORs) that focus on the GFP role in disseminating gender-related information to their colleagues; additionally, both regional offices and country offices adopt a gender task force model that calls for a GFP in each programme area who would report to a lead GFP at the Deputy Representative or Deputy Regional Director level.</p>	<p>Accepted. Will undertake a review of the current GFP situation in the field. UNICEF will then prepare and implement a strategy for a reinvigorated GFP system based on the review's conclusions.</p>	<p>13. All GFP capacity strengthened by attending at least one expert workshop and one meeting.</p>	<p>13. Generic TORs for GFP at regional and country level were developed.</p> <p>Evidence collected from 2009 Evaluation follow-up work points to a shift from a focal point system towards gender teams, at both regional and country levels, an approach which makes responsibility for gender mainstreaming more explicit in the work of each staff (see point 8).</p> <p>The focal point system has been revisited, new TORs have been developed, the debate over the advantages of the system of focal points versus teams continues, guided by a flexible approach.</p> <p>A number of GFPs attended the Global Consultation in Istanbul (February 2010).</p>

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Capacity-building and training			
<p>14. Develop a comprehensive gender-equality capacity-building and training programme for staff at all levels and make it compulsory</p> <p>UNICEF develops a comprehensive gender-equality capacity-building programme for its staff at all levels, including mandatory online training on gender analysis and gender in emergencies for all programme staff and managers; reinstates an introductory corporate gender training programme; and revises training for senior managers to ensure that it includes relevant gender equality components.</p>	<p>Accepted. UNICEF will complete an introductory CD-ROM based e-learning course on gender equality (under development with UNDP, United Nations Population Fund and United Nations Development Fund for Women) as a foundation for management and programme staff. This will be linked with the new learning strategy. Sector-specific training will accompany the introductory course.</p>	<p>14. Final e-learning course launched.</p> <p>Instruction issued making e-learning mandatory for management and programme staff. Heads of office report on the percentage completing the course.</p> <p>Guidance on gender equality in programme sectors completed and accompanied by training modules.</p>	<p>14. Final e-learning course to be launched in last quarter of 2010 (see point 7).</p> <p>Gender modules included in curriculum for corporate leadership course at both mid- and senior-level management.</p> <p>Training ongoing in all regions, specifically for Deputy Representatives and operations managers. Sector network regional meetings all had dedicated sessions on gender equality.</p>
<p>15. Review existing gender tools and checklists for gender equality, and disseminate to regional-office/country-office levels</p> <p>UNICEF revises its existing gender tools and checklists for integrating gender equality into development and emergency programming, and where there are gaps, develops easy-to-use sector-based guidance, tools, checklists and performance indicators on gender equality in programming and distributes these to staff at all levels.</p>	<p>Accepted. UNICEF will undertake a review of current tools and checklists, followed by a plan for filling gaps, and will develop and issue appropriate capacity-development materials.</p>	<p>15. Ongoing development and dissemination of existing and new gender tools, checklists and indicators.</p> <p>Quality assurance mechanisms for gender-equality results across MTSP areas developed and applied.</p> <p>Strengthened and consistent application of quality assurance mechanisms.</p>	<p>15. Revision of content of Programme Policy and Procedure Manual (PPPM) completed.</p> <p>Simplified gender assessments tools developed in two regions (TACRO and South Asia).</p> <p>MTSP operational guidance will provide basis for quality assurance for all MTSP focus areas.</p>

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		Gender mainstreaming checklists applied to UNICEF humanitarian response programmes.	Country programme documents (CPDs) were reviewed for quality assurance for the third consecutive year. At regional level, CEE/CIS region launched a regional gender facility for quality assurance of gender perspective in new generation of situation assessments and analysis, CPDs, country programme action plans (CPAPs), and annual workplans (AWPs).
			Operational guidance to emergency field staff strengthened through drafting of a humanitarian component of UNICEF operational guidelines on gender (forthcoming in 2010) and the establishment of a community of practice on gender and humanitarian action.
<p>16. Create a system for information-sharing of experiences, capacities, good practices and strategies both on development and emergency programming. Promote research in order to identify good practices and document evidence.</p> <p>UNICEF captures, validates and shares lessons learned, good practices and experience in gender equality programming in both development and emergency contexts by setting up diverse knowledge</p>	<p>Accepted. Will develop and implement knowledge management plan for gender in programming as part of the new Integrated Knowledge Management Strategy and System. HQ will promote research priorities with regional and country offices.</p>	<p>16. Knowledge management products on gender equality developed and shared.</p> <p>Gender equality community of practice piloted at global and regional level, within the framework established by the Knowledge Management Improvement Project.</p>	<p>16. Building on 15 years of UNDP experience in community of practice in gender equality, UNICEF launched a gender equality community of practice, which is linked to that of UNDP and gives staff members access to UNDP resources and</p>

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management systems. For example, conducting exit interviews with outgoing staff to ensure that corporate memory related to good practices in gender equality is not lost; establishing an active Intranet peer self-help discussion group (possibly in collaboration with the UNDP); working closely with other United Nations agencies to exchange good practices and strategies; and asking GEHRU and EMOPS to disseminate this information regularly to the Executive Board, Member States, regional offices and country offices.		Results used to bring to scale during 2010-2011 biennium.	experience while providing a space for UNICEF-specific discussions. It has been piloted at global and regional levels, within the UNICEF Knowledge Management Framework.
			During the Global Consultation, a number of stocktaking reports, draft regional strategies, overviews of gender audits, as well as presentations, were shared through the community of practice. (http://intranet.unicef.org/CoP/DPPGender/CommunityContent.nsf)
Development programming			
<p>17. Gender analysis to become mandatory for CPAPs, CPDs, MTRs and emergency preparedness response plans (EPRPs)</p> <p>UNICEF makes gender analysis a mandatory element to inform both development and emergency programme planning processes.</p>	<p>Accepted. Incorporation of gender analysis into key programme documents will be driven by UNICEF and joint United Nations quality assurance systems, programme guidance and capacity-building.</p>		<p>17. The annual independent CPD review included adherence to gender mainstreaming. It showed a 59 per cent score for gender mainstreaming results in the CPDs.</p>

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<p>18. Review and revise the Programme Policy and Procedure Manual (PPPM), Situation Analysis guidelines and MTR to ensure that gender-equality guidelines exist and are useful tools to integrate gender equality into CPDs, CPAPs, AWP, Integrated Monitoring and Evaluation Plans (IMEPs), common country assessments (CCAs), UNDAFs, etc.</p> <p>UNICEF undertakes a review and revision of the PPPM, Situation Analysis guidelines and midterm reviews to ensure that the gender equality guidelines are effective tools to help guide the integration of gender equality into all programming processes and documents.</p>	<p>Accepted. UNICEF is currently revising and strengthening the gender components of the PPPM. Guidance has been incorporated into the Situation Analysis guidelines. UNICEF continues to support the inclusion of gender guidance in the CCA/UNDAF guidelines of the United Nations Development Group (UNDG). Other guidance will continue to be reviewed and improved as appropriate.</p>	<p>18. Updated programme guidance and training material issued/used by country programmes.</p>	<p>18. Programme guidance for gender equality in each focus area developed (see point 1B).</p> <p>Checklists to strengthen gender equality have been included in the PPPM revised in 2009.</p>
<p>19. UNICEF to assess the primary gender disparities affecting men and boys and ensure they are addressed effectively</p> <p>UNICEF assesses key gender disparities affecting men and boys within the context of its mandate and ensures that country programmes address these issues as needed.</p>	<p>Accepted. A research exercise will be conducted, looking at the situations and roles of men and boys with regard to each MTSP focus area, with a specific focus on emergencies. Possibilities will be explored to conduct this research as an inter-agency or region-specific exercise, with donor support.</p>	<p>19. Research projects launched at HQ, regional-office and country-office levels.</p> <p>40 country poverty study results issued and analysed from the gender perspective.</p>	<p>19. Study under way at HQ level on the role of men and boys in gender equality.</p> <p>UNICEF side events convened partners during the recent 2010 session of the Commission on the Status of Women, with a panel on strengthening understanding of the benefits as well as the necessity of involving boys and men in the promotion of gender equality.</p> <p>Working paper under way in Innocenti Research Centre</p>

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			<p>(IRC) on sexual exploitation of men and boys based on the South Asia experience.</p> <p>At regional level, TACRO has continued to address the issue of boys dropping out of school in the Caribbean area.</p>
<p>20. Regional offices and country offices to develop regional and country gender equality strategies and action plans and ensure funding of these components</p> <p>Regional offices work with country offices to develop regional and subregional gender equality strategies and action plans, and each CPD contains an explicit and funded strategy for gender equality, which is part of the UNICEF approach to development cooperation and humanitarian assistance.</p>	<p>Accepted. UNICEF will accompany the new gender policy with a medium-term plan to support the MTSP and to lead to institutional excellence. Regional offices will develop strategies to meet the objectives of the plan, incorporating regional specificities. Country offices will be required to reflect gender-equality strategies as part of CPDs/CPAPs.</p>	<p>20. Regional strategies for implementing gender policy developed.</p>	<p>20. UNICEF has developed a draft three-year Strategic Priority Action Plan, which provides the basis for long-term organizational change, through a global consultative process.</p> <p>Regional-level strategies, overviews and action plans have been developed and are being implemented under the guidance and monitoring of RMTs.</p>
Integrating gender within an emergency context			
<p>21. UNICEF should conduct an in-depth evaluation of gender equality issues in emergency programming and implementation as first step towards developing a strategy which identifies specific UNICEF needs in this area</p> <p>UNICEF undertakes a more in-depth evaluation of its work in integrating gender into emergency</p>	<p>Accepted. This in-depth evaluation will build on the outcome of activities already under way for strengthening functions of gender analysis in emergencies, and gender equality results in</p>	<p>21. (a) Further strengthening of capacities for gender equality results in humanitarian programmes continued.</p>	<p>21. Pilot initiative undertaken by 11 countries to implement sector-specific gender-equality interventions in humanitarian preparedness, response and recovery.</p>

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<p>programming to serve as a comprehensive diagnostic of the gaps and challenges and provide the foundation for the formulation of a forward-looking strategy focused on specific UNICEF needs in this area.</p>	<p>humanitarian programme delivery.</p>	<p>(b) Gender equality systematized into emergency programming; experiences shared through a global consultation.</p> <p>(c) Piloting expanded to additional countries, knowledge management strengthened.</p>	<p>Global workshop on Gender in Humanitarian Action held in February 2009 to share preliminary lessons learned from the pilot countries. By the end of 2009, the initiative showed some results, including increased capacity of staff and partners to apply gender analysis to the assessment and design of emergency programmes.</p> <p>Technical support and resources provided to gender-based violence sub-cluster in Haiti response. assessment and planning documents reviewed with a gender lens.</p>
<p>22. Revise and update the UNICEF Core Commitments for Children in Emergencies (CCCs) and <i>Emergency Field Handbook: A Guide for UNICEF Staff</i> to ensure that UNICEF staff will integrate gender equality guidance, including identification of specific group identification based on their sex (f/m vs. age) and for all phases of emergency situations</p> <p>UNICEF reviews and revises the CCCs and <i>Emergency Field Handbook: A Guide for UNICEF Staff</i> to ensure UNICEF staff provide effective guidance on integrating gender into the different phases and types of emergencies, especially with regard to how to conduct gender analysis to support emergency preparedness and assessment processes;</p>	<p>Accepted. UNICEF will review the CCCs and <i>Emergency Field Handbook</i> accordingly.</p>	<p>22. Gender equality dimensions integrated in revision of policy documents, such as “Humanitarian Response” and “Internally Displaced Populations” (toolkits, etc.).</p>	<p>22. Gender component of the revised CCCs strengthened in 2009 revision.</p> <p>Revised gender policy includes a strengthened humanitarian component. Operational guidance to emergency field staff strengthened through drafting of a humanitarian component of UNICEF operational guidelines on gender (forthcoming in 2010) and the establishment of a community</p>

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how to consider gender equality issues in the cluster approach; and how to explicitly identify vulnerable groups by sex and age groups within diverse emergency contexts.			of practice on gender and humanitarian action.
<p>23. UNICEF to instruct staff to lead advocacy for gender equality in all different types and phases of emergency situations</p> <p>UNICEF decides to act as an advocate for integrating gender equality into the different types and phases of emergencies with its inter-agency partners and provides its field staff with clear directions on how they could play a leadership role within the coordination process required for this to be effective, for example, by holding stakeholder consultations on the recently released Inter-Agency Standing Committee (IASC) <i>Gender Handbook in Humanitarian Action</i>.</p>	<p>Accepted. UNICEF will review current training tools and guidelines for work in emergencies that decisively identify and respond to opportunities for improved focus on advocacy for gender equality.</p>	<p>23. Gender equality dimension in the work of the emergency response clusters strengthened through the IASC Sub-working group on gender and humanitarian action.</p> <p>Further strengthening and systematization of UNICEF HQ support functions with respect to gender.</p>	<p>23. Providing technical support on gender to UNICEF-led clusters was a priority in 2009. For instance, in the Democratic Republic of the Congo, the UNICEF-led Water, Sanitation and Hygiene (WASH) cluster agreed on minimum standards for WASH actors to mainstream gender and protection issues in interventions, which UNICEF included in its partnership and cooperation agreements with WASH partners.</p> <p>Learning from countries is informing the development of the broader organizational gender mainstreaming strategic action plan (forthcoming in 2010).</p>

Management response: 2009 achievements			
Recommendation (gender policy evaluation)	Management response	Planned actions 2009	Achievements
Financing gender mainstreaming			
<p>24. Ensure a core resource budget allocation at global/regional-office/country-office levels, supplemented by external funding.</p> <p>UNICEF ensures there is a dedicated core resource budget allocation to bolster its gender mainstreaming processes and to demonstrate its commitment to this process by limiting external funding to no more than 50 per cent of the total. Given the scope of gender mainstreaming as a cross-cutting strategy and the serious weaknesses in UNICEF staff capacity in this area, UNICEF should consider developing a major capacity-building initiative for gender equality similar in scale to the Department for International Development-UNICEF programme of cooperation.</p>	<p>Accepted. UNICEF will strengthen mainstreaming of gender in all available budgets and seek other resources to enhance its gender equality capacity and results, as necessary. UNICEF will also work together with the Inter-Agency Network on Women and Gender Equality to develop an improved tracking system for expenditure on gender equality and to track expenditure to the end of this MTSP period.</p>	<p>24. Options for including gender expenditure tracking explored within context of institutional enterprise resource planning improvement project (Vision-One ERP).</p>	<p>24. A gender expenditure tracking system has been designed and criteria developed based on partner practices, to be tested at regional level. This will be used to track and review core budget and other expenditures.</p>
United Nations coherence			
<p>25. Strengthen UNICEF contribution in common programme activities at HQ/regional-office/country-office levels, as well as its role in United Nations Country Theme Groups (UNCTGs) on gender. UNICEF to collaborate in ensuring there will be AWPf with funding on gender equality to be implemented by the UNCTG on gender.</p> <p>UNICEF works more actively at the United Nations country-team (UNCT) levels to develop a common approach to gender equality, including increased support for joint initiatives such as the country-based</p>	<p>Accepted. It is envisaged that UNICEF will become even stronger in inter-agency contexts as it strengthens its own capacity.</p> <p>Many activities are already under way. UNICEF will prepare a note taking stock of what is already under way. It will ensure proper</p>	<p>25. Action learning process initiative finalized, and results used to bring field actions further to scale.</p> <p>UNICEF experience participating in seven joint United Nations programmes financed by the Spanish MDG-Fund's Thematic Window for Gender Equality will be analysed to improve</p>	<p>25. Action learning initiative ongoing. Final analysis and recommendations for next steps due to be finalized in the last quarter of 2010. Results and outcomes will be shared with UNDG.</p> <p>Information awaited from UNDP overview of joint programmes funded from</p>

Management response: 2009 achievements			
Recommendation (gender policy evaluation)	Management response	Planned actions 2009	Achievements
<p>UNGTGs. For example, UNICEF could commit more significant and stable human and financial resources to the UNGTGs to support the implementation of an AWP that goes beyond organizing International Women's Day activities to include tasks such as monitoring gender equality inputs in the CCA and UNDAF.</p>	<p>consideration of gender equality in joint programmes.</p>	<p>UNICEF contribution to joint programmes.</p>	<p>the MDG-Fund Thematic Window for Gender Equality.</p>
Engagement with partners			
<p>26. UNICEF to map its gender equality partners and potential new partners at global, regional and country levels</p> <p>UNICEF reviews the track record of its partners and their expertise in gender equality and maps potential new "gender" partners to involve in its planning and programming processes at the global, regional and national levels.</p>	<p>Accepted, with reservations. This is a major task where any mapping would quickly become outdated. It is also not clear what the value-added of a global mapping would be. In addition, selection of partners will be guided by the Organizational Strategic Framework on Partnerships. However, regional and country offices will be encouraged to consider whether this adds value at their levels.</p>	<p>26. Gender equality partners identified; selected partners participate in consultations around new gender policy at global and regional level.</p>	<p>26. Good progress achieved in identifying new partnerships in academia, research and training areas. Partnerships developed, for instance, with the National University of Lanús, the Academy for Educational Development, the Center of Arab Women for Training and Research, and the Performance Assessment Resource Centre. Less progress apparent in identifying partners for programme implementation.</p> <p>Successful partnerships for advocacy came from within inter-agency efforts, for example in the implementation of the Secretary-General's "UNiTE to End Violence against Women" campaign. Other initiatives took place in the</p>

Management response: 2009 achievements			
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			context of the United Nations Economic and Social Council event in 2010 on “Engaging Philanthropy to Promote Gender Equality and the Empowerment of Women”. UNICEF contributed to the development of four key messages for Beijing +15 around the following themes: No one can argue for business as usual — the time to act is now; Girls’ rights are women’s rights; Girls and women: agents of change; and Boys for gender equality.
<p>27. Use DevInfo and other field-based data collection systems in the monitoring of gender equality impact of direct budget support and other funding agencies – and share this information with United Nations partners</p> <p>UNICEF considers working with donors and United Nations partners to use its DevInfo and other field-based data collection systems to help monitor the gender equality impact of direct budget support as one means of reversing the trend of the new aid architecture’s shift away from attention to gender equality issues.</p>	<p>Accepted. UNICEF will continue to build on its collaboration with the United Nations Statistics Division to fill the gaps in data, publish a new issue of Gender Info in 2009, and lay the groundwork for an annual issue thereafter.</p>	<p>27. 2009 issue of Gender Info published with the United Nations Department of Economic and Social Affairs. Infrastructure laid for annual issues.</p>	<p>27. Gender Info 2010 produced and disseminated. Strategic utilization of data will be promoted in 2010. A child poverty portal will be created to leverage evidence, analysis, policy and partnerships to promote gender equality and deliver results for children. The analysis will be based on an extensive set of gender-disaggregated data found in the Gender Info and DevInfo statistical templates.</p>