

UNICEF Strategic Priority Action Plan for Gender Equality: 2010-2012

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Summary Introduction:

UNICEF's Strategic Priority Action Plan for Organisational Transformation on Gender Equality, 2010-2012

Background: Following the implementation in all regions of a 2009 one-year action plan, which was designed as a vigorous immediate response to the 2008 Gender Evaluation, UNICEF staff from around the world came together to draw up this Action Plan. The Action Plan builds upon the immediate actions taken following UNICEF's 2008 Gender Evaluation and lays out eight main areas of change to transform UNICEF into an organisation of excellence in promoting gender equality, based on its new 2010 Gender Policy, and which achieves its ambitions in the pursuit of gender equality and the empowerment of women and girls¹.

The Action Plan covers all aspects of UNICEF's work, including in emergency and development contexts, advocacy and operations. Responsibility for the Action Plan rests with all parts of UNICEF. It is monitored by the Gender Equality Task Force, and reported on to the Global Leadership Team and Executive Director.

¹ For the purposes of the Action Plan, the term 'gender equality' is understood to mean gender equality and the empowerment of women and girls.

The eight change areas

- 1. Accountability and strategic framework:** UNICEF will make its commitment to gender equality a central and visible element of all its plans, policies, instructions and guidance. In every country where UNICEF works, and for every UNICEF Office, there will be a statement of what the Gender Policy means for work in that country or division and how this plan will be operationalised in that context. All UNICEF staff will know their responsibilities for gender equality and be held accountable for them through regular performance monitoring systems. UNICEF will make all those it works with aware of the standards to which it expects to be held for gender equality.
- 2. Capacity and knowledge:** UNICEF will invest in its staff and its cooperating partners to ensure that they have the knowledge and skills to deliver on its Policy, common goals, and this Plan. It will learn from what it does and what others do, while sharing that learning to support global efforts for gender equality. It will support joint research and building a knowledge base, as well as incentivising staff to contribute knowledge as part of their work. All UNICEF staff will know the basic ways to implement the Policy in their work, whatever their function. UNICEF will recognise when it needs external expertise on gender mainstreaming and how to find it.
- 3. Leadership, influence and advocacy:** UNICEF will use its leadership and voice to the full for gender equality. UNICEF's senior managers commit themselves as champions for the Gender Policy. In its work as part of the UN system, UNICEF will be a consistent, energetic and reliable partner for gender equality, and a champion for the rights of girls and women.

4. Programming: Gender mainstreaming and the pursuit of gender equality will be a characteristic of all UNICEF-assisted programmes. UNICEF's programme quality assurance, oversight, monitoring and evaluation systems will fully support gender mainstreaming.

5. Doing what we advocate: UNICEF will practice its Policy, and will treat its staff according to the standards it expects of others. UNICEF staff will be able to expect equal and fair treatment, and have means for recourse when they do not experience it, while also practising it in their daily work and in the working environment they create.

6. Partnership: All UNICEF partnerships and collaborative relationships, including with global programme partnerships, civil society organisations, the corporate sector and other UN agencies, funds and programmes, are pursued with a view to promoting UNICEF's gender equality goals.

7. Financial resources: UNICEF will allocate the funds necessary from regular and available budgets to make the Policy and Action Plan a reality. It will also build partnerships with donors that explicitly factor in essential supplementary resource needs for its work for gender equality.

8. Communications: UNICEF's established strengths in communications will be fully employed for the promotion of gender equality. UNICEF's messaging, both for external and internal communications, and across all the areas in which UNICEF works, will be consistent with and will help promote the Gender Policy.

Strategic Priority Action Plan for UNICEF Organizational Transformation on Gender Equality

Strategic Areas	Priority Actions	Planned Activities (2010-2012)
<p>Accountability and strategic framework: UNICEF makes itself and its staff accountable for excellence in the pursuit of gender equality² and has strategic frameworks/ a clear vision (e.g. regional or divisional strategies, MTSP, accountability framework), of how to achieve/ to support this.</p> <p><u>Benchmarks:</u> i) Proportion of Regional, Divisional and Country offices with clear and explicit statements within relevant work plans for implementation of the global action plan. Target: 80% by 2012,</p>	<p>UNICEF has an organisational policy that clearly lays out its commitment and approach to gender equality.</p> <p>LEAD: DPP, Heads of Office/ Division.</p>	<ul style="list-style-type: none"> • In all countries in which UNICEF is present, either through a Country Programme of Cooperation or National Committee, and for every UNICEF entity, UNICEF has a statement on gender equality which reflects the implications of its gender policy within that national or operational context. • UNICEF's gender equality policy is understood and reflected in Programme Guidance and Instructions in line with guidance from the UN Development Group on the linkages between the Five Key Programming Principles (Human Rights Based Approach, Gender Equality, Environmental Sustainability, Capacity Development and Results Based Management).
	<p>UNICEF has an appropriately resourced action plan for achieving excellence in the pursuit of gender equality which is reflected in its planning instruments and processes more broadly.</p> <p>LEAD: DPP, Heads of Office/ Division</p>	

² UNICEF understands the pursuit of gender equality to entail the empowerment of women and girls, and the gender mainstreaming is the approach by which these are pursued. For the purposes of this plan the term `gender equality` also entails the empowerment of women and girls.

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<p>MOV: Regional Analysis Reports</p> <p>ii) Proportion of surveyed staff who report that their Key Assignments include explicit attention to gender mainstreaming. Target: 80% by 2012, MOV: Annual Zoomerang survey</p> <p>iii) Proportion of countries with up to date gender reviews/ audits and evidence of follow up on gender audit recommendations. Target: 75% by 2012 MOV: Country Office Annual Reports (New SMQ)</p>		<ul style="list-style-type: none"> • UNICEF-supported situation analyses of children's and women's rights reflect multidimensional dynamics of gender discrimination and its interaction with other forms of discrimination and exclusion. • Gender mainstreaming requirements are articulated for all stages of the programme planning process in core Programme Guidance (PPPM).
	<p>UNICEF's accountability framework and performance management mechanisms incorporate contribution to gender equality.</p> <p>LEAD: DPP, Heads of Office/ Division</p>	<ul style="list-style-type: none"> • Accountability for implementation of the gender policy is built into UNICEF's supervisor/ supervisee relationship, including through the formal performance assessment system. • UNICEF staff are aware of their accountabilities for gender equality, as assessed through annual online surveys. • UNICEF solicits feedback on its performance on promoting gender equality from partners, including diverse groups of women and children.
	<p>UNICEF publicly states its commitment and ambitions for gender equality and asks its partners and stakeholders to hold it accountable for these.</p> <p>LEAD: Regional Directors, Representatives</p>	<ul style="list-style-type: none"> • UNICEF's gender related plans and strategies are shared with UN, government and NGO partners. • UNICEF pilots approaches for increased accountability to stakeholders, such as country-based advisory groups or consultative panels. • All UNICEF Regional Directors send a message to all staff and national partners communicating key points from the Gender Policy and Action Plan, indicating that all staff will be held accountable for integrating gender equality into their areas of responsibility. • For further actions, see communications section below.
	<p>UNICEF uses results management and performance management dashboards and global scorecards for assessing</p>	<ul style="list-style-type: none"> • UNICEF's performance management dashboards at global, regional and national levels include regular management information to support gender mainstreaming. • UNICEF has indicators to monitor gender mainstreaming

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	<p>and reporting on performance on gender mainstreaming to its stakeholders.</p> <p>LEAD: Change Management Office, DPP, EMOPS</p>	<p>incorporated into monitoring frameworks/mechanisms for development, emergency preparedness, emergency response and early recovery programmes.</p>
	<p>UNICEF's Core Commitments for Children in Emergencies have indicators which properly reflect UNICEF's commitment to gender equality in emergency response and humanitarian action.</p> <p>LEAD: EMOPS</p>	<ul style="list-style-type: none"> • Gender-specific indicators for the CCC performance monitoring framework are developed for each CCC area, piloted, finalised and rolled out to all Emergency Affected COs.
	<p>UNICEF reports to its Executive Board and other stakeholders on its performance on promoting gender equality.</p> <p>LEAD: Executive Office, DPP</p>	<ul style="list-style-type: none"> • Annual reporting guidelines for all levels of UNICEF make clear reference to reporting requirements on gender equality. • UNICEF entities' reports to the Gender Equality Task Force are collated as a basis of reporting to the Executive Board.
	<p>UNICEF's Medium-Term Strategic Plan and its results framework fully reflect the organisation's commitment to gender equality and CEDAW, including through appropriate indicators, and relates concerns relating to other international standards (the Conventions on the Elimination of Racial Discrimination or on Persons with Disabilities) to their</p>	<ul style="list-style-type: none"> • UNICEF's MTSP includes clear indicators on gender equality in its results framework and key performance indicators, through revision of the MTSP and its Results Framework in the 2010 and 2012 In-Depth Reviews.

Strategic Areas	Priority Actions	Planned Activities (2010-2012)
	<p>gender specificities.</p> <p>LEAD: DPP</p>	
<p>Capacity and knowledge management: UNICEF has critical staff capacity, including both dedicated technical expertise and general capacity among all staff, and the necessary institutional environment, to implement its policy on gender equality.</p> <p><u>Benchmarks:</u> i) Proportion of professional staff who have completed the interagency e-learning (<i>Gender Equality, UN Coherence and You</i>). Target: 50% by 2012 MOV: DHR monitoring ii) Proportion of members of the Gender Community of Practice</p>	<p>User-friendly learning materials and training opportunities exist, in necessary languages, to support UNICEF staff, and where appropriate the staff of UNICEF's partners, to develop, acquire and apply the required awareness of gender equality issues and knowledge and skills on mainstreaming into all aspects of its work.</p> <p>LEAD: DHR, Heads of Office</p>	<ul style="list-style-type: none"> • UNICEF staffs' individual learning plans reflect the organisation's commitment to gender equality and take place within a conducive learning environment. • Every UNICEF entity identifies an explicit strategy to afford itself adequate technical expertise on gender mainstreaming within its management plans (OMP, ROMP, CPMP, AMP), addressing both dedicated technical expertise as well as general capacity of staff. • UNICEF's mentoring systems support sharing of expertise and learning on gender equality. • UNICEF offers staff advanced learning on gender equality that allows them to develop deeper skills including in specific sectors. • UNICEF uses the Interagency e-learning course on the basics of mainstreaming gender equality which is compulsory for all staff, and rolls out the IASC e-learning on gender in humanitarian action to all emergency field staff. • All existing and future UNICEF training, learning and induction, including PP training, the Leadership Development Initiatives, address gender equality and properly reflect the content of the gender equality policy and accompanying guidance, and organisers of network trainings, emergency response and cluster trainings, as well as senior leadership meetings also incorporate gender equality appropriately. • UNICEF's training materials include special attention to women and girls facing multiple discriminations. • UNICEF's Global Learning Budget includes specific provisions

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<p>who are actively contributing. Target: 25% by 2012, MOV: CoP automatic tracking system</p> <p>iii) Proportion of UNICEF professional staff who self-assess as competent to mainstream gender equality into their work. Target: 75% by 2012 MOV: Annual Zoomerang survey</p>	<p>UNICEF builds, shares and uses knowledge, including through an action learning approach to its programmes, as a basis for individual and organisational capacity to pursue gender equality, and constantly reviews its programmes in that light of experiential knowledge.</p> <p>LEAD: Regional Directors, Heads of Office/ Division, DPP, Research Office</p>	<p>to fund staff capacity development.</p> <ul style="list-style-type: none"> • UNICEF training activities are supported by an effective Community of Practice. • Learning materials and training opportunities on gender equality in development and humanitarian programming are developed and made available to staff and partners in necessary languages. Wherever possible UNICEF makes its training and learning materials and courses available to partners. <ul style="list-style-type: none"> • All regions have mechanisms in place, such as face-to-face, virtual or other networking approaches such as communities of practice for both development and humanitarian contexts, to allow exchange of experience and support between country offices through gender focal points and other resource persons. • Experience from country level gender reviews/ audits, action plan implementation and results, is collated regionally and globally and shared as learning with all staff. • UNICEF incentivises staff to share knowledge on gender equality. • UNICEF promotes an action learning approach and documents and shares innovations, lessons learned and good practices, including through exchanges and showcasing, from its experience and that of partners and through targeted attention to specific programmes for review and refinement. • UNICEF has a research agenda on gender equality, using CRC and CEDAW as its foundation, which identifies by thematic area specific knowledge gaps and corresponding research strategies in development and humanitarian contexts. • Every UNICEF Country Programme selects one programme component per year for special attention to review and improve gender mainstreaming within that component.

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	<p>UNICEF has access to the necessary user-friendly tools, whether its own or those of partners, to mainstream and measure contributions to gender equality in all aspects of its work.</p> <p>LEAD: Programme Division, DPP, EMOPS</p>	<ul style="list-style-type: none"> • UNICEF has specific guidance, including indicators, for mainstreaming gender equality into operations. • Operational guidance, including indicators or methodologies to assess contribution to gender equality, exists for all MTSP Focus Areas, including with regard to emergency contexts. • UNICEF staff have access to necessary tools, whether developed by UNICEF or by partners, to mainstream gender equality in emergency/ humanitarian contexts, with particular attention to Gender Based Violence. • UNICEF has guidance outlining the 'key things to do on gender equality' for all main job categories. • All UNICEF guidance on gender mainstreaming includes specific attention to the rights of women and girls subjected to multiple forms of discrimination and marginalisation. • All UNICEF guidance on gender mainstreaming is disseminated to staff and partners as required (also see Communications below).
	<p>UNICEF has identified male and female 'gender champions' who promote UNICEF's gender equality policy at all levels.</p> <p>LEAD: Gender Equality Task Force, DHR, Staff members</p>	<ul style="list-style-type: none"> • UNICEF identifies and supports a cadre of staff to systematically promote and advocate for gender equality and the UNICEF Gender Policy. • UNICEF promotes staff exchange to develop internal capacity on gender equality. • UNICEF seeks out entry level staff, interns and volunteers who bring in gender expertise to support the implementation of the gender equality policy. • All UNICEF staff recognise their responsibilities for establishing and maintaining a gender-equal workspace. • Participants in UNICEF's Istanbul Consultation report on their personal efforts on gender equality annually over the course of this Action Plan.

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	<p>UNICEF's Job Descriptions make clear the necessary level of expertise on gender equality required for performing programme functions.</p> <p>LEAD: DHR</p>	<ul style="list-style-type: none"> • UNICEF generic JDs reflect organisational expectations of staff regarding gender expertise. • UNICEF has clearly developed competency definitions on gender equality for use in interview protocols.
	<p>Technical assistance is available as required to support gender mainstreaming in programming.</p> <p>LEAD: Regional and Divisional Directors, Heads of Office, DHR, DPP</p>	<ul style="list-style-type: none"> • UNICEF HQ Divisions & Regional Offices have on staff or have access to full-time gender specialists/ retainer contracts with institutional sources of gender expertise, to provide and source support, quality assurance and oversight to Country Offices, and who can contextualise gender equality concerns within broader considerations of human rights. • UNICEF Country Offices have access to funding to support medium-term (4-12 month) country level deployments of gender specialists to support their work. • UNICEF has up-to-date rosters of gender specialists, and maintains surge capacity as required to support its programmes in both development and humanitarian contexts. • UNICEF establishes a 'two-way' relationship with the new UN Gender Entity, both providing and drawing upon technical support.
	<p>All UNICEF Gender Focal Points/ Gender Focal Point teams/ gender networks are gender balanced and have clear terms of reference and the necessary organisational support to carry out the functions described therein.</p>	<ul style="list-style-type: none"> • TORs for GFPs/ GFP teams/ GFP networks developed and address all aspects of mainstreaming, including reporting on contribution to gender equality, identification of lessons learned, and knowledge management for good practices. • Gender Focal Points regularly participate in appropriate management bodies in their organisational entity. • Constructive review of functioning of the GFP system is incorporated into the review of the AMP.

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	LEAD: DPP, Heads of Office, GFPs	
<p>Leadership, influence and advocacy: UNICEF's exerts its leadership and voice, both internally and externally, in a manner which reflects the organisation's commitment to gender equality, and uses its mandate, position and political leverage to the full in the pursuit of gender equality.</p> <p><i>Benchmarks:</i> i) Increase in number of agenda items on gender equality in Global Leadership Team, Regional Management Teams, Country Management Teams per year over the course of the Plan. Target: 100% increase by 2012, MOV:</p>	<p>UNICEF's Executive Director demonstrates to all staff an exemplary commitment and attention to gender equality.</p> <p>LEAD: Executive Director/ OED</p>	<ul style="list-style-type: none"> • UNICEF has an up-to-date briefing on UNICEF and gender equality which is presented to new Executive Directors within two weeks of their assuming their duties. • UNICEF's Executive leadership regularly uses its voice to raise and promote issues of gender equality. • UNICEF's Executive Director identifies annually one or more Country Offices as achieving excellence in the pursuit of gender equality.
	<p>UNICEF's Global Leadership Team provides vision and leadership for gender equality throughout the organisation's work.</p> <p>LEAD: GLT Members</p>	<ul style="list-style-type: none"> • UNICEF's Global Leadership Team holds periodic discussion of UNICEF work on gender equality. • UNICEF's Regional Directors report periodically to the Global Leadership Team on the situation and progress within their region in implementing the gender equality policy. • GLT members regularly use their voice to raise and promote issues of gender equality both individually and as part of broader messaging on human rights.
	<p>UNICEF Regional Management Teams provide regional vision and leadership for mainstreaming gender equality throughout UNICEF's work in their region.</p> <p>LEAD: Regional Directors</p>	<ul style="list-style-type: none"> • UNICEF Regional Management Teams oversee regional implementation of the gender equality policy.
	<p>UNICEF's Country Management Teams provide vision and leadership for mainstreaming gender throughout UNICEF's work in their country.</p>	<ul style="list-style-type: none"> • Gender mainstreaming is regularly discussed and reviewed by UNICEF Country Management Teams. • CO CPMPs and AMPs include explicit reference to gender mainstreaming.

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Country Office Annual Report (New SMQ) ii) Increase in number of Executive Director, Deputy Executive Director, Regional Director and Representative statements on gender equality. Target: 100% increase by 2012, MOV: DPP monitoring, Regional Analysis Report (New question), Country Office Annual Report (New SMQ) iii) Proportion of UN Development Assistance Frameworks with specific results on gender equality for children. Target: 50%, MOV: New SMQ	LEAD: Representatives	
	UNICEF leverages its role at global and country level through use of Clusters and other IASC fora for mainstreaming gender in humanitarian action. LEAD: EMOPS, Representatives	<ul style="list-style-type: none"> UNICEF develops and promotes compliance with concrete operational core commitments for gender in clusters under UNICEF lead at country level. Where Clusters and Humanitarian Country Teams play a role in vetting and prioritising projects for Common Humanitarian Funding, UNICEF develops tools for reviewing and prioritising humanitarian project funding. UNICEF pursues hosting opportunities for GenCap Advisors within Country Offices with large humanitarian programming portfolios.
	UNICEF takes every opportunity to promote gender equality and pursue specific advocacy opportunities, related to equality for girls and women, based on solid knowledge and experience, through its role within the UN system and with partners and counterparts more generally. LEAD: DPP, Representatives, Programme Division, EMOPS	<ul style="list-style-type: none"> UNICEF promotes use of the UN Development Group Gender Scorecard. UNICEF provides high quality contributions to interagency processes around gender equality and women's empowerment, including being an active participant in gender equality related joint programming, and exchanges knowledge at regional and global levels to support this. UNICEF has high quality participation/ inputs in UN Country Team Gender Theme Groups and reports on its engagement in the Country Office Annual Report. UNICEF advocates on gender equality, in particular with regard to the situation of girls, in the full range of UN bodies of which it is a member, including both those dealing with development and humanitarian response, and promotes system-wide learning and excellence on gender equality. UNICEF Senior Leaders and Representatives take every opportunity to use their voice to raise and promote issues of gender equality.

Strategic Areas	Priority Actions	Planned Activities (2010-2012)
		<ul style="list-style-type: none"> • UNICEF contributes to cutting-edge debate on gender equality, and stays engaged in global discourse. • UNICEF supports timely preparation of high quality reports on CRC and CEDAW implementation promoting attention to gender equality and the empowerment of women and girls in both. • UNICEF identifies and pursues key advocacy priorities on gender equality in humanitarian action, in particular with regard to Gender Based Violence, across the range of humanitarian preparedness, response and recovery actions and raises these within relevant humanitarian forums.
<p>Programming: Gender mainstreaming and the pursuit of gender equality are a characteristic of all UNICEF assisted programmes, both development and humanitarian.</p> <p><u>Benchmarks:</u></p>	<p>UNICEF works closely with the new Gender Entity both to support it in its efforts and to seek its support in helping UNICEF make the maximum contribution possible to gender equality.</p> <p>LEAD: DPP</p> <p>UNICEF's quality assurance and oversight mechanisms fully address issues of gender equality.</p> <p>LEAD: DPP, Regional Directors, Representatives</p>	<ul style="list-style-type: none"> • All UNICEF staff are briefed on the new Gender Entity. • UNICEF will offer staff to the new UN Gender Entity on a secondment or temporary/ flexible basis to assist with its establishment. • UNICEF has an MOU with the new Gender Equality Entity that details complementarity of mandates and work as well as mutual support, including in both development and humanitarian programming. • UNICEF has a system for tracking action in response to recommendations of gender reviews/ audits. • UNICEF Regional Offices provide oversight, quality assurance and technical assistance to Country Offices to ensure gender mainstreaming in all aspects of country-level programming. • UNICEF has clearly-identified in-country quality assurance mechanisms for gender mainstreaming in its programmes of cooperation that are informed by agreed gender mainstreaming checklists as guides. • UNICEF Country Office reviews of their planning instruments check for adherence to UNICEF's gender equality policy using

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<p>i) Proportion of COARs showing adequate attention to gender equality. Target: 80% by 2012, MOV: DPP review of Country Office Annual Reports</p> <p>ii) Percentage of new CPDs approved by the Executive Board that meet organizational standards for application of gender mainstreaming. Target: 90% by 2012, MOV: Independent evaluation</p> <p>iii) Percentage of UNICEF Intermediate Results with a significant gender equality focus. Target: 50% by 2012, MOV: VISION Gender Marker</p>		<p>agreed gender mainstreaming checklists as guides.</p> <ul style="list-style-type: none"> • UNICEF Country Offices undertake gender assessments of their cooperation at least once per programme cycle.
	<p>UNICEF's monitoring and evaluation activities, including tripartite and annual review meetings with counterparts, take full account of gender dynamics and the implications on gender equality.</p> <p>LEAD: Evaluation Office, Representatives</p>	<ul style="list-style-type: none"> • UNICEF's Monitoring and Evaluation Frameworks and reporting templates at all levels explicitly address attention to gender equality, using gender-sensitive programming indicators. • TORs for monitoring and evaluation activities include specific attention to gender equality, in line with UNDG guidelines. • UNICEF makes special efforts to include women's organisations in Mid-Term Reviews and Annual Review Meetings. • UNICEF incorporates good practice in gender budgeting into its programming processes. • UNICEF promotes in country peer-reviews of country programme components.
	<p>UNICEF programmes of cooperation in both development and humanitarian contexts take full account of the situation, role and potential contribution to gender equality of men and boys, girls and women, including gender issues specific to emergencies.</p> <p>LEAD: DPP, EMOPS</p>	<ul style="list-style-type: none"> • UNICEF's Situation Analysis guidelines, including emergency assessment tools, make specific reference to gender equality throughout the life cycle. • UNICEF ensures that assessment teams include both males and females. • Quality assurance of Situation Analyses addresses attention to gender equality, in line with the guidelines. • UNICEF-led Humanitarian Cluster Response effectively and systematically integrates gender equality considerations into all elements of its work, including at global, national and sub-national levels. • UNICEF recognises the validity of affirmative action, in line with the provisions of CEDAW, to pursue the empowerment of girls and women and gender equality.
	<p>UNICEF's contribution to national</p>	<ul style="list-style-type: none"> • UNICEF's support to national data collection and Situation

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	<p>situation assessment and analysis fully reflect gender dynamics and issues of gender equality.</p> <p>LEAD: DPP, Representatives</p>	<p>Analysis, including analysis of policy, budgeting, disaggregation and in-depth analysis of data, and use of gender-specific indicators, addresses gender dynamics and issues of gender equality.</p> <ul style="list-style-type: none"> • UNICEF's own data collection and use addresses gender dynamics and issues of gender equality.
	<p>UNICEF has a comprehensive system to prevent and respond to sexual exploitation and abuse of beneficiary populations by staff as part of its larger efforts to promote gender equality and strengthen its overall accountability.</p> <p>LEAD: DHR</p>	<ul style="list-style-type: none"> • Clear accountability for prevention of sexual exploitation and abuse (PSEA) within UNICEF HQ established. • Mechanism and related resources for operationalising PSEA strategy in place and implemented. • PSEA focal points identified at all levels of the organization. • Mechanism for reporting and referring cases exist at CO, RO and HQ levels, in line with international PSEA guidelines.
<p>Doing what we advocate: UNICEF 'demonstrates the change' within itself that it pursues outside itself, through staff policy and practice which reflects principles of gender equality.</p> <p><u>Benchmarks:</u></p> <p>i) Sex ratio of staff from P5 to ASG level. Target: 50/50, MOV: DHR</p>	<p>All UNICEF staff and their dependents/ family are provided with information on the standards of personal conduct, including those drawn from the UN Code of Conduct, UNICEF expects of its staff and implementing partners.</p> <p>LEAD: DHR, Global Staff Association</p>	<ul style="list-style-type: none"> • UNICEF offers workshops to its staff at all levels, including as part of the training plan where appropriate, that provide a safe space to discuss issues of gender equality in their personal lives. • All UNICEF staff and partners are aware of existing responsibilities for the prevention of sexual abuse and exploitation. • Training on gender and diversity issues is compulsory for all UNICEF staff. • UNICEF's Staff Association has a strategy for work on gender equality.
	<p>UNICEF is a gender-equal employer, with gender parity at all levels, including special attention to the most senior levels, and</p>	<ul style="list-style-type: none"> • DHR monitors organisational performance on gender parity. • UNICEF undertakes regular analysis of the root causes of its gender parity performance, both positive and negative. • UNICEF undertakes periodic analyses of the gender dynamics

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monitoring ii) Number of Country Offices with mechanisms in place to effectively respond to cases of sexual exploitation and abuse by UNICEF staff and implementing partners, in line with SG and IASC Guidelines. Target: 100% by 2012, MOV: Country Office Annual Reports (New SMQ)	makes efforts to consider other forms of diversity. LEAD: DHR, Global Staff Association	between its staff and builds questions into its staff survey to inform such analysis.
	UNICEF's staff policies reflect a respect for gender equality, are championed by UNICEF's senior leadership and resourced and fully implemented. LEAD: DHR, ITSSD	<ul style="list-style-type: none"> • UNICEF's work/ life balance policies, including both maternity and paternity leave, support equal gender roles for UNICEF staff within their families. • UNICEF periodically reviews and revises its staff policies for their impact on gender equality within its staff. • UNICEF's IT policies and provisions support flexible working arrangements for staff to support equal gender roles for UNICEF staff within their families.
	UNICEF has transparent and functioning support and complaints mechanisms in place at all levels of the organisation for staff who experience difficulties relating to gender equality. LEAD: DHR	<ul style="list-style-type: none"> • UNICEF staff are trained on gender-based harassment and aware of what mechanisms are available and how to use them.
Partnership: All UNICEF partnerships and collaborative relationships, including with global programme partnerships, civil society organisations, the	UNICEF partnerships and collaborative relationships at global, regional and country levels are viewed through a gender equality lens. LEAD: PFP, PD	<ul style="list-style-type: none"> • UNICEF has internal policies, tools and guidance for the development and management of partnerships and collaborative relationships which reflect the organisation's commitment to gender equality. • UNICEF pursues regional-level partnerships with regional partners including regional intergovernmental bodies.

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<p>corporate sector and other UN agencies, funds and programmes, are pursued with a view to promoting UNICEF's gender equality goals.</p> <p><u>Benchmarks:</u> i) Proportion of UNICEF Country Offices with one or more gender equality focused programme partners. Target: 100% by 2012, MOV: Country Office Annual Reports (New SMQ)</p>	<p>UNICEF's partnerships reflect UNICEF's expectations of its partners with regard to mainstreaming gender equality.</p> <p>LEAD: Programme and Operations Staff.</p>	<ul style="list-style-type: none"> • UNICEF has specific strategies to engage women parliamentarians. • UNICEF makes special efforts to promote gender equality concerns with parliamentary groups representing minorities. • UNICEF has strong partnerships with women leaders, in particular from marginalised groups. • UNICEF seeks partnership with those working with men and boys as agents for gender equality. • UNICEF supports capacity development for civil society groups working for gender equality. • Country level mappings of potential partners include up-to-date information about potential partners with whom to work for the promotion of gender equality. • UNICEF's provides support to implementing partners around core gender issues in humanitarian contexts, including support to strengthening the gender-responsive implementation of cluster responsibilities and the CCCs, with particular regard for Gender Based Violence. <ul style="list-style-type: none"> • UNICEF's Cooperation Agreements (PCAs, SSFAs and MOUs) reflect UNICEF's policy on gender equality and the expectation that all partnerships and collaborative relationships are developed and managed with gender mainstreaming as a priority.
<p>Financial resources: UNICEF has the necessary resources,</p>	<p>UNICEF raises dedicated funds for gender equality both as part of broader fundraising efforts and</p>	<ul style="list-style-type: none"> • UNICEF has partnerships with donors that allow for short-term 'booster' funding for specialist gender expertise (see the DfID/ Regional Emergency Advisors model).

Strategic Areas	Priority Actions	Planned Activities (2010-2012)
<p>including core resources, to meet the ambition of its gender equality policy.</p> <p><u>Benchmarks:</u> i) Percentage of UNICEF expenditure that contributes to gender equality results. Target: 75% by 2012, MOV: VISION Gender Marker</p>	<p>through dedicated attention.</p> <p>LEAD: PARMO, PFP, DPP</p>	<ul style="list-style-type: none"> • Within the envelope of funds identified for gender equality work, special provisions are made for efforts targeting the most marginalised and vulnerable women and girls. • UNICEF’s financial tracking system includes provisions for tracking resource allocation to gender equality. • UNICEF’s contribution to Consolidated Appeals and Common Humanitarian Action Plans considers and responds to the different vulnerabilities and capacities of girls, boys, women and men in the common analysis, needs assessment and monitoring framework. • UNICEF maintains an up-to-date mapping of donors for gender equality programming at the global, regional and country levels. • UNICEF’s private sector fundraising activities build a private funding base for programming in line with the gender equality policy.
<p>Communications: UNICEF communicates its policy and positions on gender equality to its staff, partners and the world with clarity and conviction.</p> <p><u>Benchmarks:</u> i) Proportion of professional staff who self-assess as familiar with the Gender Policy its implications for</p>	<p>UNICEF’s external communications materials reflect the organisation’s commitment to gender equality and encourage and support the efforts of others.</p> <p>LEAD: DOC, DPP, Heads of Office</p>	<ul style="list-style-type: none"> • Key messages and issue briefs conveying UNICEF’s policy and positions on gender equality are developed and disseminated to all staff for use in print and in web-based communications. Key messages on gender equality are developed for all MTSP Focus Areas and incorporated into their messaging. • UNICEF’s global internet site and print materials reflect the organisation’s commitment to gender equality and encourage and support the efforts of others. • UNICEF regional/ country internet sites and print materials reflect the organisation’s commitment to gender equality and encourage and support the efforts of others. • UNICEF communication strategies include specific provisions on addressing bias and stereotypes that support gender discrimination. • UNICEF Communications Officers are properly trained in

Strategic Areas	Priority Actions	Planned Activities (2010-2012)
<p>themselves and senior management in their office. Target: 80%, MOV: Annual Zoomerang survey</p> <p>ii) Increase in number of references to gender equality in UNICEF's external communication materials (press releases, web stories, publications, social media posts). Target 50% increase by 2012, MOV: DOC Monitoring</p> <p>iii) Increase in proportion of UNICEF media mentions that include references to gender equality. Target 20% increase by 2012. MOV: DOC Monitoring</p>		<p>gender sensitive communications and able to integrate gender equality into communications strategies.</p> <ul style="list-style-type: none"> • UNICEF uses case studies to communicate what works and what doesn't, under various conditions, in gender equality. • UNICEF routinely reports on gender equality issues raised by human rights bodies.
	<p>UNICEF's gender equality policy and action plan are widely disseminated internally and externally and are known by UNICEF staff and partners and promoted externally.</p> <p>LEAD: DOC, Regional Directors</p>	<ul style="list-style-type: none"> • UNICEF uses communications techniques to disseminate its gender equality policy and strengthen exchange of knowledge and discussion, as well to encourage and reward innovation. • Analysis of implantation of UNICEF's gender equality policy and the corresponding action plan are regularly presented to Regional Management Teams, including for follow up. • UNICEF's gender equality policy and the corresponding action plan are regularly presented to UNICEF's sectoral and technical networks, and their contribution to gender equality analysed. • UNICEF's gender equality policy and the corresponding action plans of COs are regularly presented to Deputy Representatives meetings.
	<p>UNICEF senior staff consistently incorporate updated key messages on gender equality in all relevant communications.</p> <p>LEAD: DOC</p>	<ul style="list-style-type: none"> • UNICEF senior staff key messages are shared with all staff to encourage additional advocacy and promote coherence of messages on gender equality. • All UNICEF's messaging on gender equality is consistent between internal and external communications.

