

UNICEF Evaluation Management Response Template

Evaluation Title: Formative Evaluation of Gender Transformative Programming through Investment in Adolescent Girls' Leadership in Eastern and Southern Africa

Region: ESAR

Office: ESARO

Evaluation Year: 2024

Person-In-Charge for Follow-up to Management Response: Emmanuelle Compingt and Ashley Wax

Overall Response to the Evaluation: *The Regional Gender Formative Evaluation was an important exercise for the ESA region in order to inform GAP3 implementation including through socializing the gender-transformative approach (GTA) to programming as well as identifying opportunities and gaps in stirring the corporate strategy on adolescent girls. Given the cross-sectoral and multi-sectoral nature of gender programmatic work and the fact that GTA was introduced recently and only with GAP 3, it has been a complex exercise and an ambitious endeavor mobilizing UNICEF staff across sectors and COs as well a regional Adolescent Advisory group set up for this initiative. Budget limitation however reduced the pool of evaluation consulting firms bidding for the evaluation and did not allow field visits from core team of SDDirect. This also limited the ability of the evaluation team to analyze further the institutional barriers to GTA programming.*

Planned Use of Evaluation: *The evaluation will inform current ROMP implementation as well as shape the future one. Dissemination through COs Management and gender and adolescent focal points shall support centering girls' agency and leadership across sectoral and multisectoral proposals as well as in CPD. This regional evaluation including the in-depth case studies from ESAR COs will also inform the global gender evaluation led by HQ that will inform the future UNICEF Gender Action Plan. The Evaluation is also being shared with the Regional Adolescent Advisory Group.*

Allowed Editor: Martina Bennett, Ashley Wax, Emmanuelle Compingt

RECOMMENDATIONS and ACTIONS:

Evaluation Recommendation 1: Multi-sectoral, girl-led, gender transformative and rights based programming should be more centred within overall ESAR CO programming in order to meet the commitments of GAP 3 which requires UNICEF to deliver gender-transformative results. COs' management needs to ensure proper cross-sectoral coordination and investment at scale to fulfil such programming.

Management Response: Agree

If recommendation is rejected or partially accepted, report reasons:

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Review and map COs' technical coordination	ESARO	RA Gender/ADAP	October 2024	Not started		Mapping and short analysis document

structures and accountability on gender results in relations to gender and adolescent girls and how they inform/influence CMTs						
Present findings and recommendations of COs gender/ado girls coordination mapping during next DREPS meeting improving accountability mechanisms and Chief of Sections to be briefed on their accountability to GAP 3.	ESARO/ COs Dep Rep Programme supported by	RA Gender/ADAP and DRDs	Q4 2024	Not started		Recording of webinars and summary emails from Dep rep/Gender Focal Points on feedback from Chief of Sections
Ensure COs Chief of Partnerships are briefed on latest corporate priorities with regards to gender transformative approach and adolescent girls to ensure more systematic and meaningful inclusion and quality control of proposals	ESARO	RA Partnership with support from RA Gender/ADAP	Q1 2025	Not started		Recording of webinar from Partnership
Map and engage 3-4 top donors (from banks to Foundations and public partners) with interest in the region willing to support UNICEF GTA and adolescent girls programming	ESARO	RA Partnership/ RA Gender/ADAP, DRDs and RDs	Q2 2025	Not started		Notes of meetings
Evaluation Recommendation 2: UNICEF ESARO should review, and adapt, mechanisms in place to support stronger south-south coordination and partnership across countries to share experiences, and learning from each other, on what works in gender transformative programming, including outside existing Joint or multi-countries programmes.						
Management Response: Agree						
If recommendation is rejected or partially accepted, report reasons:						

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Complement quarterly COs Gender calls with increased participation of RO gender/ADAP section in sectoral networks and webinars	ESARO	ESARO Regional Advisers	Throughout 2025	Not started		Minutes of meeting/ recording
Organize a regional (or continental with WCAR) joint ADAP-Gender network meeting	ESARO (WCARO)	ESARO RA Gender/ADAP	Q3 2025	Not started		Report
Document further specific learning on targeted regional/ HQ priorities (i.e., Community health and immunization, SRHR) including with inputs from ESARO GAWG	ESARO	ESARO RA Gender/ADAP	Q2-Q3 2025	Underway		Report
Re-vamp and disseminate ESARO Gender and Ado shared point page and collaboration page	ESARO	ESARO RA Gender/ADAP	Q4 2024	Underway		Sharepoint page

Evaluation Recommendation 3: UNICEF should re-examine its engagement with youth led organisations to ensure these partnerships are based on equitable principles, and the ways of working are contributing to gender transformative outcomes in terms of power sharing, capacity strengthening, and engaging with a wide diversity of young people. This should include a mapping of existing and potential youth led organisations.

Management Response: Partially agree

If recommendation is rejected or partially accepted, report reasons: ESARO was the first RO to map regional and country Youth-led organizations and Women and Girls organizations and the mapping, available on PowerBi was shared with the evaluation consultancy team. ESARO was also the first RO to organize a regional Youth Advocacy workshop leading to direct partnership with regional youth organizations. That is also why this Evaluation included a Regional Adolescent Advisory Group.

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway	Actions taken	Supporting documents
-----------------	--------------------	--------------------	--------------------------	--	---------------	----------------------

				Completed Cancelled		
UNICEF to clarify/ simplify HACT process for YLOs/WGOs, including as part of roll-out of Adolescent girls' strategy through ED leadership	UNICEF HQ PG	PG Gender/ADAP and DPAM	Q3 2025	Not started		Memo
ESARO to monitor that mapping of YLOs/WGOs is kept updated by COs including as part of EPP minimum standards	ESARO and COs	ESARO HARP/Gender-ADAP COs Gender/ADAP focal points with Emergency specialist	Q3 2026	Underway		Power Bi mapping
ESARO to maintain regional power BI mapping of YLOS and WGOs and women/youth advocates and disseminate preparedness training for these organizations	ESARO	Gender/ADAP	Q3 2026	Underway		Power Bi mapping and facilitator curriculum for preparedness training with WGOs
Ensure yearly fundraising/ funding allocation to maintain regional partnership with YLOs/WGOS and to organize regional cross-learning exchange	ESARO	All sections/ Budget Committee	Q1 2025	Not started		Budget Committee allocations
Evaluation Recommendation 4: Current expenditure tracking and coding processes need to be reviewed to ensure they are capturing the data required for GAP 3 monitoring. This needs to be better reflected in the guidance and refresher training provided.						
Management Response: Agree						
If recommendation is rejected or partially accepted, report reasons:						
Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents

Organize yearly refresher training on expenditure tracking system in priority for new Gender Focal Points Specialist and CO PME team, including for quality assurance	HQ Gender and ESARO Gender/PME	RA Gender/ Chief PME	Q1 2025 and ongoing	Underway		COs quaterly tracking overview
Revise and update tracking expenditures system in light of new GAP/SP and to include focus on adolescent girls' expenditures	HQ Gender /DAPM		Q1 2026	Not started		Guidance
Evaluation Recommendation 5: There is an urgent need to improve documentation, monitoring, evaluation and knowledge management in particular strengthening indicators used to measure gender transformative outcomes, including more qualitative measurement and data disaggregation to ensure intersectional characteristics are included where it is safe and ethical to do so.						
Management Response: Agree						
If recommendation is rejected or partially accepted, report reasons:						
Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Revise Quality Assurance Templates for all evaluation deliverables to ensure better systematic integration of gender transformative analysis in all regional and country level evaluations in ESAR.	ESARO	RA Evaluation	Q1 2025	Underway		QA template
Through quality control of new regional proposals, encourage gender is put at the outcome level with related and relevant indicators based on GAP 3 monitoring framework	ESARO	RA Partnership	Q3 2026	Not started		Proposals
Disseminate promising tools developed by CO such as the	ESARO	RA Gender	Q3 2026	Underway		Emails

Tanzania CO Adolescent Girls Empowerment Index						
Evaluation Recommendation 6: Stronger feedback loops need to be developed and consistently applied to ensure that adolescent girls are informed about what action has (or has not) been taken as a result of their inputs and contributions by UNICEF or the programme.						
Management Response: Agree						
If recommendation is rejected or partially accepted, report reasons:						
Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
As part of AAP, localization and RCCE, reinforce commitment to feedback loop to adolescent girls involved in design of programme and/or consultation, including digital engagement	ESARO/ COs	RA SBC and Chief SBC	Q3 2026	Not started		COs documentation and feedback
Generalize and document practice of CO Adolescent Advisory Board, ensuring rotation and diversity in representation	ESARO/ COs	RO Adolescent specialist	Q4 2025	Underway		Learning document
Regional evaluations engage and feedback to an Adolescent Reference Group that participate in evaluations.	ESARO	RA Evaluation	Q3 2026	Underway		TORs RG
Evaluation Recommendation 7: A tailored and segmented training package and toolkit on how to build on the work supporting adolescent girls' voice, agency and leadership to lead to gender transformative change across the socio ecological model should be developed. The toolkit should explore 'what is gender transformative programming and how to do it' for different sectors and in different contexts, building on existing materials and providing promising, practical, programme examples.						
Management Response: Partially Agree						
If recommendation is rejected or partially accepted, report reasons: There a number of tools and toolkit that have been developed at CO, RO and global level – issue is rather the uptake of such tools across programming and understanding for which phase of programming they are relevant and for which context.						

Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Map out tools and develop a consolidated visual document showing all UNICEF (and partners) existing tools to use per phase of the programmes and context to increase uptake of promising GT programming	ESARO	Members of the RO Gender and Adolescent Working Group	Q3 2025	Not started		Overview document
Evaluation Recommendation 8: Engaging men and boys on gender transformative action should be included across all programmes to promote concepts of positive masculinities and support greater gender equality, but this needs to be done in the context of addressing the root causes, patriarchal systems and structural inequalities that lead to gender inequality.						
Management Response: Partially Agree						
If recommendation is rejected or partially accepted, report reasons: Recommendation is absolutely true however ESARO already invested in this area of work, including through developing and disseminating a strategic paper on gender equitable masculinity that inform GAP 3 as well as rolling out the gender-transformative parenting curriculum. UNICEF prefers to work on positive masculinity rather than just on engagement that has proven over years not bringing significant change, and engage at an early age when gender beliefs can still be influenced						
Actions planned	Responsible Office	Responsible Person	Expected completion date	Implementation stage: Not started Underway Completed Cancelled	Actions taken	Supporting documents
Continue and expand roll-out of the gender-transformative parenting including through nutrition and health programming and funding	ESARO/ COs	RA Gender and RA SBC	Q4 2025	Underway		
Encourage COs to identify partners in country with relevant expertise to inform meaningful engagement on positive masculinity	COs	SGBC and Gender specialists/focal points	Q3 2025	Not started		Feedback from COs on partnership

(Promundo, Sonke Justice) and secure collaboration						
Review ECD programme and develop a pilot module for young boys on gender beliefs (on the model of the GT parenting approach)	HQ with support from all ROs	Gender and ECD	Q1 2026	Not started		Module

Signed: Lieke van de Wiel 
Deputy Regional Director & OIC RD

Dated: 10 July 2024