

# Evaluability Assessment and Formative Evaluation of the UNICEF Positioning to Achieve the Goals of the Strategic Plan 2022–2025

## Gender

Gender equality is a cross-cutting focus as well as a ‘principle’ and a change strategy (gender transformative programming) within the 2022–2025 Strategic Plan. By mainstreaming gender across all the organization’s work, UNICEF continues to address sexual and reproductive health and rights; promote inclusive and equitable service access; engage men and boys as allies and partners; and renew the focus on gender-based violence and the deep-rooted social and economic inequalities.

In the [Evaluability Assessment and Formative Evaluation of the UNICEF Positioning to Achieve the Goals of the Strategic Plan 2022–2025](#), gender is rated 3 (sufficient/good) on a 4-point scale, with high confidence in the lines and levels of evidence.



The table below summarizes the main conclusions of the readiness assessment across the criteria (approach, positioning, technical capacities, resources and partnerships) for gender. It presents options for UNICEF during the implementation of the Strategic Plan to achieve better outcomes for children.

Conclusions	Action points
Approach (rating: <b>3</b> sufficient/good; evidence confidence: <b>4</b> high)	
Gender issues are widely accepted as cross-cutting programming and steady progress has been made. Gender analysis is either limited or, if available, not used holistically across sectors. The availability of sex disaggregated data continues to be a challenge and governance structures at country offices may not provide adequate leadership for mainstreaming. The link to gender transformative change strategy is not clear.	<ul style="list-style-type: none"> <li>Ensure sex disaggregation data across all sectors.</li> <li>Strengthen governance and accountability for gender outcomes, which are preferably gender responsive and transformative in all sectors.</li> <li>Identify bottlenecks for gender analysis.</li> </ul>

Conclusions	Action points
Positioning (rating: <b>3</b> sufficient/good; evidence confidence: <b>4</b> high)	
Gender frameworks are available for programmes and sectors and there is wide acceptance for gender inclusion in programmes and strategies. Some programmes embed gender better than others such as gender-based violence, adolescent girl programming, child protection and girls' education. The well-established gender architecture is used for emerging equity issues such as disability or LNOB, sometimes taking the focus away from the underlying gender issues. It is important that the intersectional approach provides a framework for operational integration.	<p>Align various equity-related issues with gender and gender action plan and implement holistically.</p> <p>Address bottlenecks in different goal areas to ensure that gender is positioned strongly.</p>
Technical capacities (rating: <b>2</b> insufficient/poor but nascent; evidence confidence: <b>4</b> high)	
Some sectors have a stronger understanding of gender which results in the better implementation of programmes and better results. Overall, existing technical capacities in goal areas as well as in monitoring and evaluation, social and behaviour change and finance need strengthening. High-level gender expertise for country-level leadership and accountability is also needed.	<p>Continue to strengthen gender and related equity expertise within UNICEF, and with country office leadership.</p> <p>Assess the needs of implementing partners and provide technical support.</p> <p>Include intersectional understanding of gender and other vulnerabilities.</p>
Resources (rating: <b>3</b> sufficient/good; evidence confidence: <b>4</b> high)	
The absence of core funding is a challenge for long-term programming that involves empowerment and transformation. Mainstreaming gender in different sectors also requires additional human and technical resources.	<p>Resensitize donors on the importance of long-term support.</p> <p>Negotiate for core funding in gender programming.</p> <p>Ensure that sector plans have resources for gender-related programming.</p> <p>Increase the number and quality of staff for dealing with gender.</p>
Partnerships (rating: <b>3</b> sufficient/good; evidence confidence: <b>4</b> high)	
Partnerships with other United Nations organizations having expertise on gender should be continually strengthened for the efficient use of human, technical and financial resources. Community level organizations, networks, academics and government partnerships should continue to be supported for gender-related issues across sectors. Private sector partnerships can be strengthened for gender issues.	<p>Support women's and adolescents' networks and organizations.</p> <p>Comparative analysis should be carried out with the United Nations Population Fund (UNFPA) and other United Nations partnerships to avoid duplication and to use technical and other resources more efficiently.</p> <p>Engage private sectors and sensitize them on gender.</p>

Legend: 1 = Totally lacking/very poor: the element requires immediate adjustment to support the implementation of the SP. 2 = Insufficient/poor: the element is insufficiently ready to support the implementation of the SP. 2↑ = Insufficient/poor, but nascent: the element presents initial but insufficient evidence that shows readiness for supporting the SP. It demonstrates a contribution to outputs but not yet outcomes. 3 = Sufficient/good enough: the element is ready to support the delivery of output results but cannot demonstrate contributions to outcomes. 4 = Optimal/very good: the element presents a very good amount of evidence towards achieving outcomes/medium-term changes.

Evidence confidence: Level 4 = Multiple lines and levels of evidence with very strong triangulation; Level 3 = Multiple lines and levels of evidence, most of which triangulate; Level 2 = Limited lines and levels of evidence with limited triangulation; Level 1 = A single line of evidence and weak triangulation.