



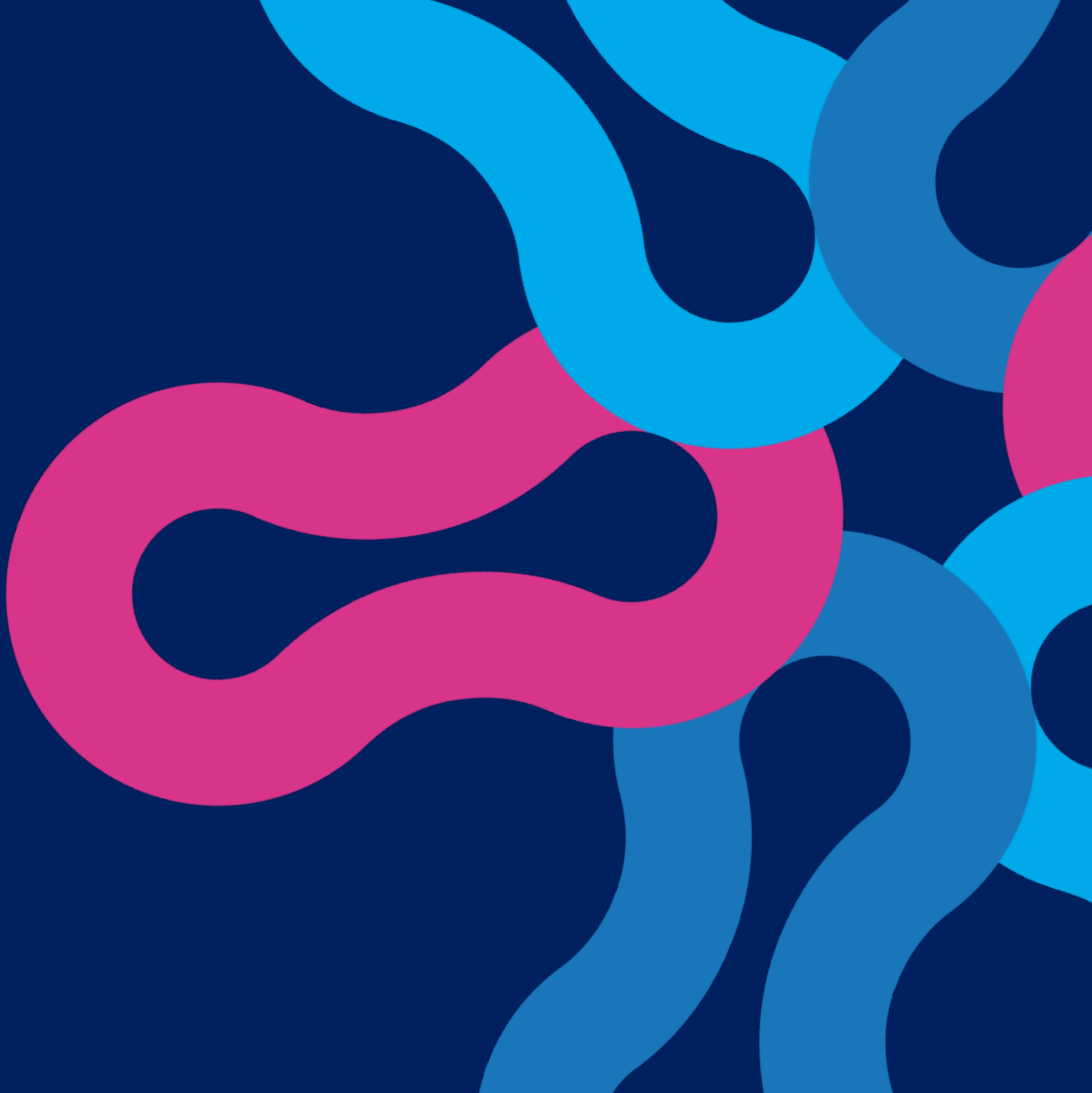
3 June 2025

Using the Gender Continuum to Assess UNICEF Gender Policy and Gender Action Plans

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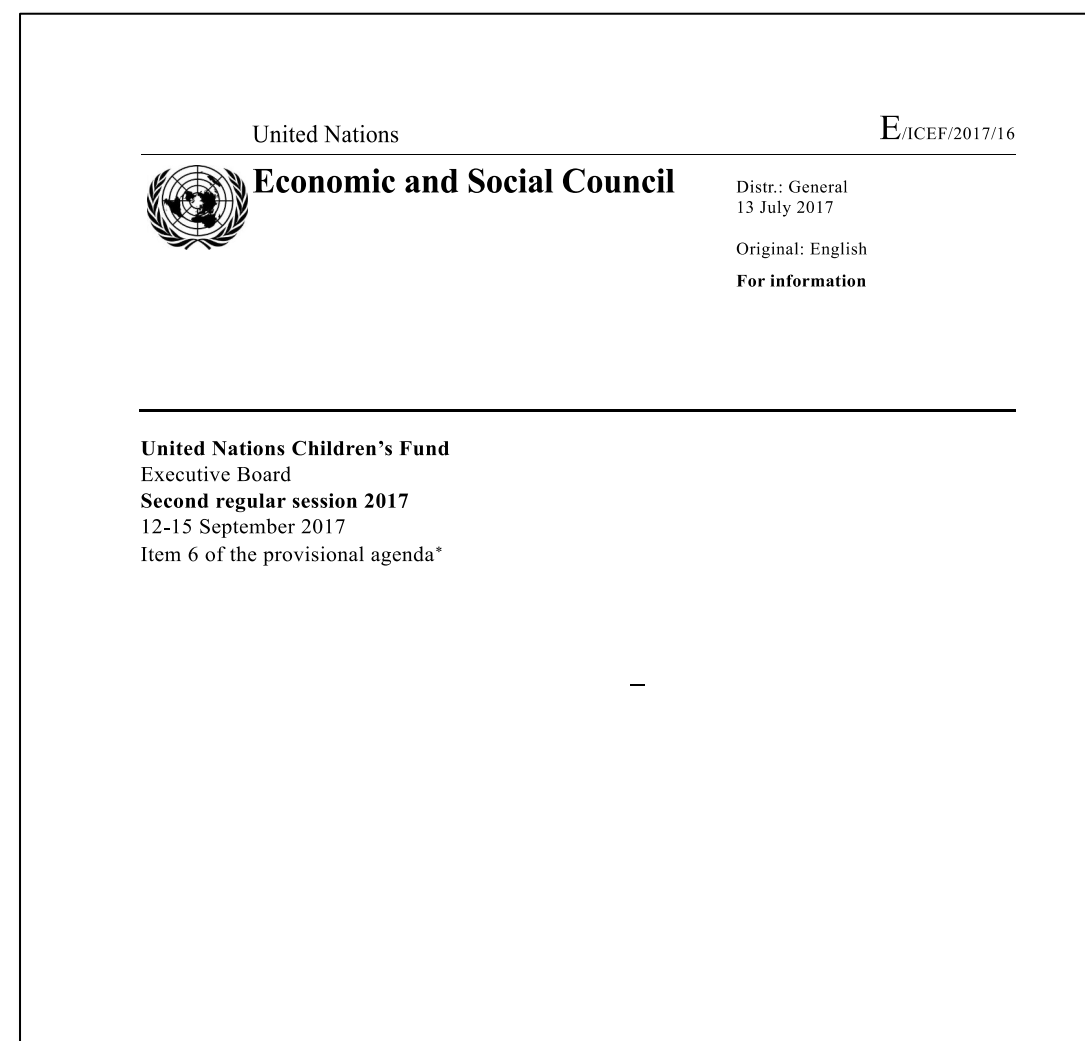
Evaluation Overview



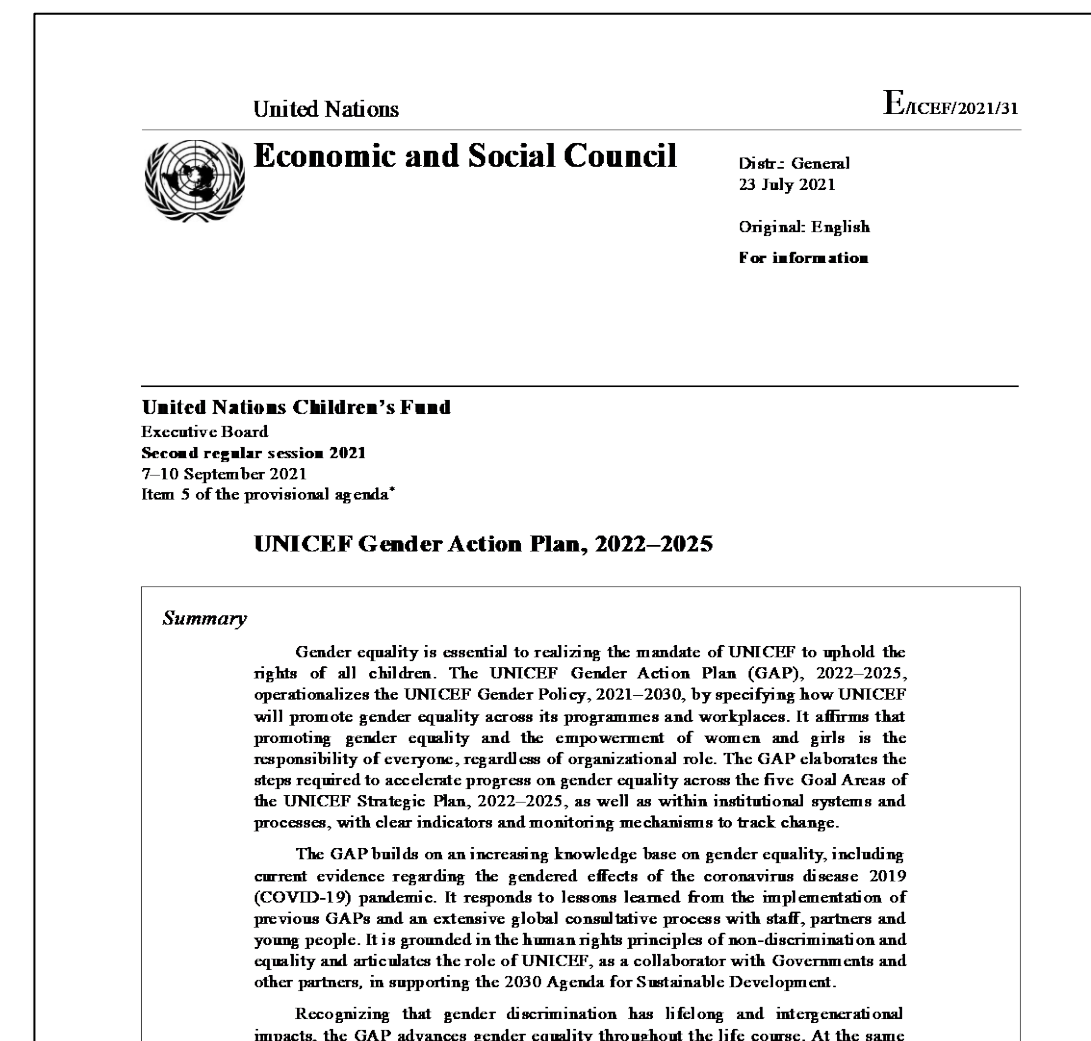
UNICEF Gender Equality Frameworks



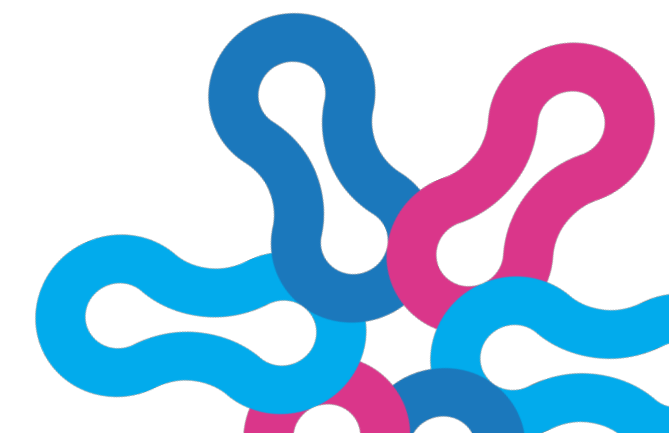
UNICEF Gender Policy
2021-2030



UNICEF Gender Action Plan
2018 - 2021



UNICEF Gender Action Plan
2022-2025



Evaluation Overview

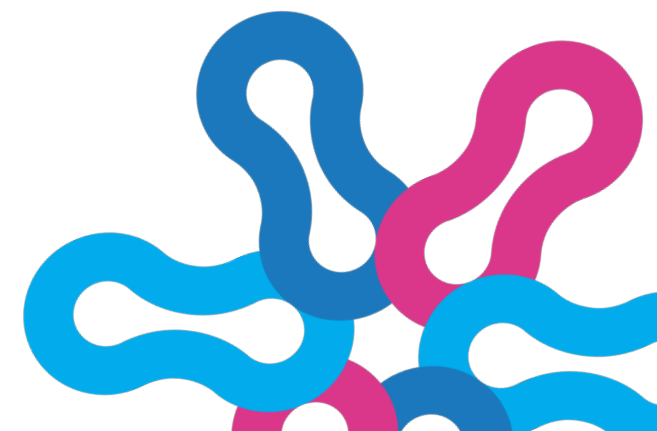


PURPOSE

Generate evidence to inform UNICEF's future strategic direction on gender equality and guide the development of the next UNICEF Strategic Plan

SCOPE

- Thematic: Conceptual frameworks, institutional enablers, programmatic results
- Period covered: 2018-2024
- Geographical: Whole organization in both development and humanitarian contexts, with six case-study countries
- Comparative analysis with three other organizations



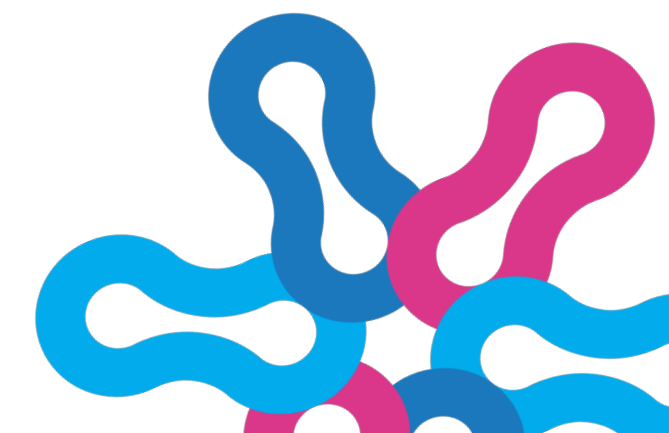
Evaluation Overview



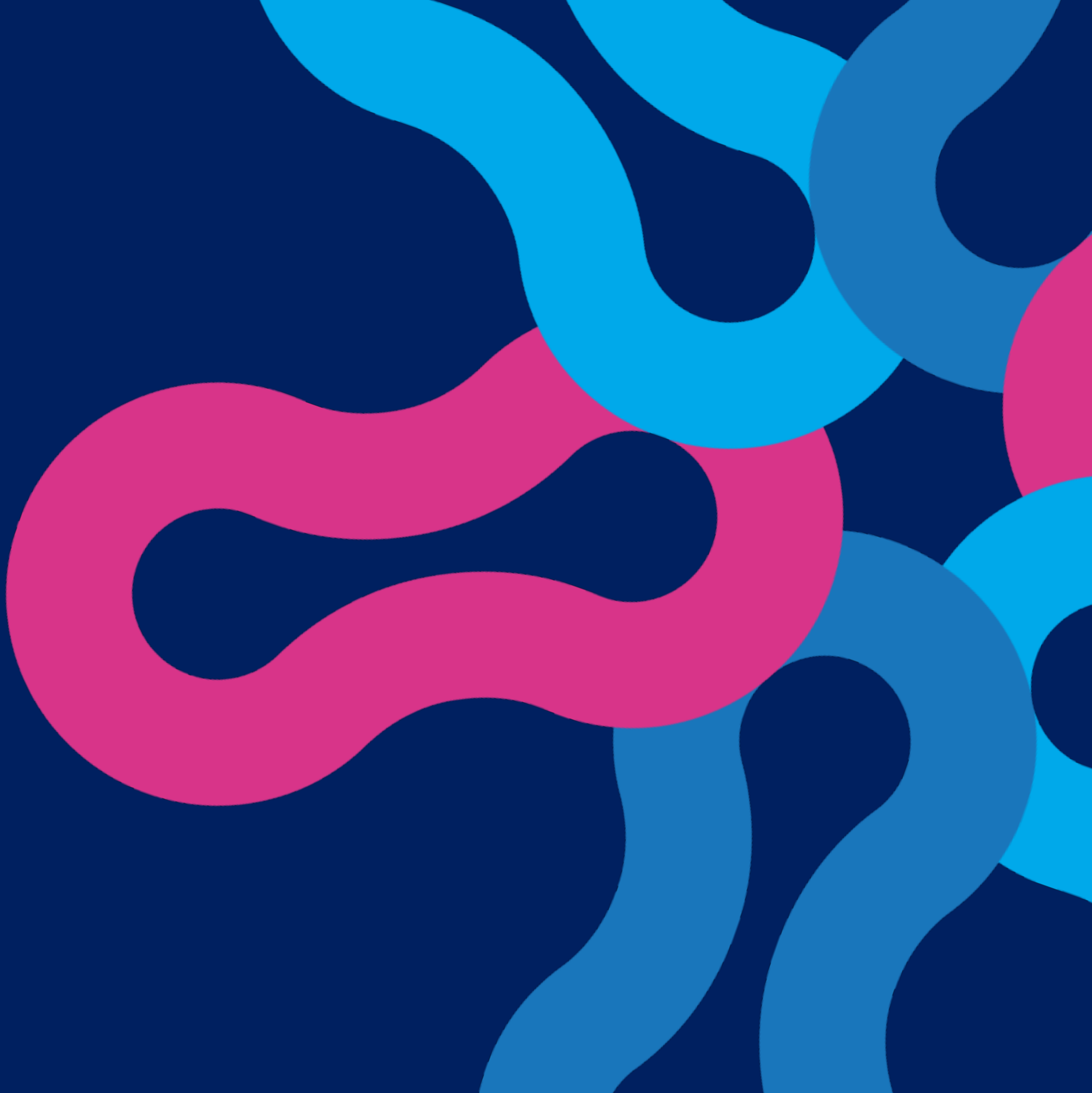
EQ1: To what extent are the current Gender Policy and the Gender Action Plans (GAPs) conceptual framework well-designed, relevant, and coherent?

EQ2: How well are the gender-related organizational changes and performance enablers of the GAPs implemented across UNICEF policies, practices, systems, organizational commitments and accountability mechanisms at all levels?

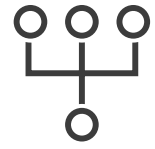
EQ3: To what extent have UNICEF programmatic results for gender equality throughout the life course been met across all five Goal Areas, particularly to advance adolescent girls' leadership and well-being, in both development and humanitarian settings?



Evaluation Design



Approach



Theory based

- Guided by an overarching Theory of Change collaboratively refined with UNICEF
- The evaluation attempts to validate the achievement of the Gender Action Plans against this Theory of Change and test the assumptions



Appreciative inquiry

- To inform learning on what has worked well in the implementation of the Gender Action Plans and the Gender Policy



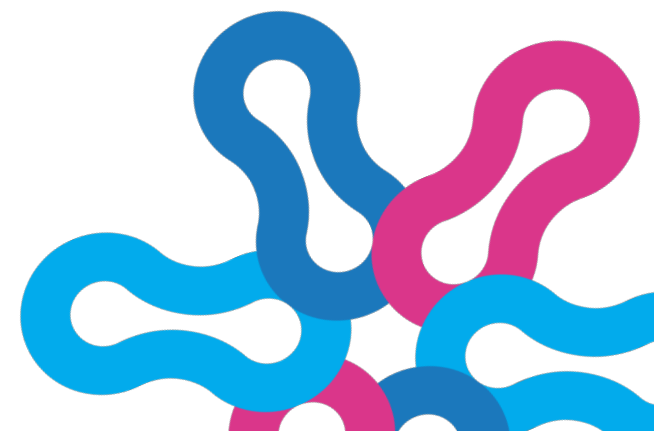
Participatory approach

- A participatory approach was embedded throughout the evaluation

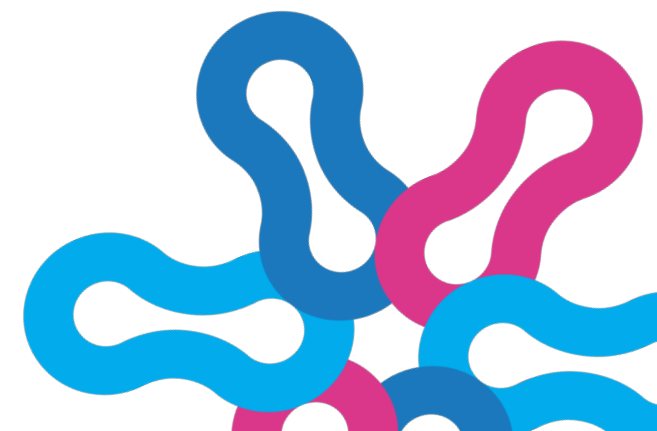
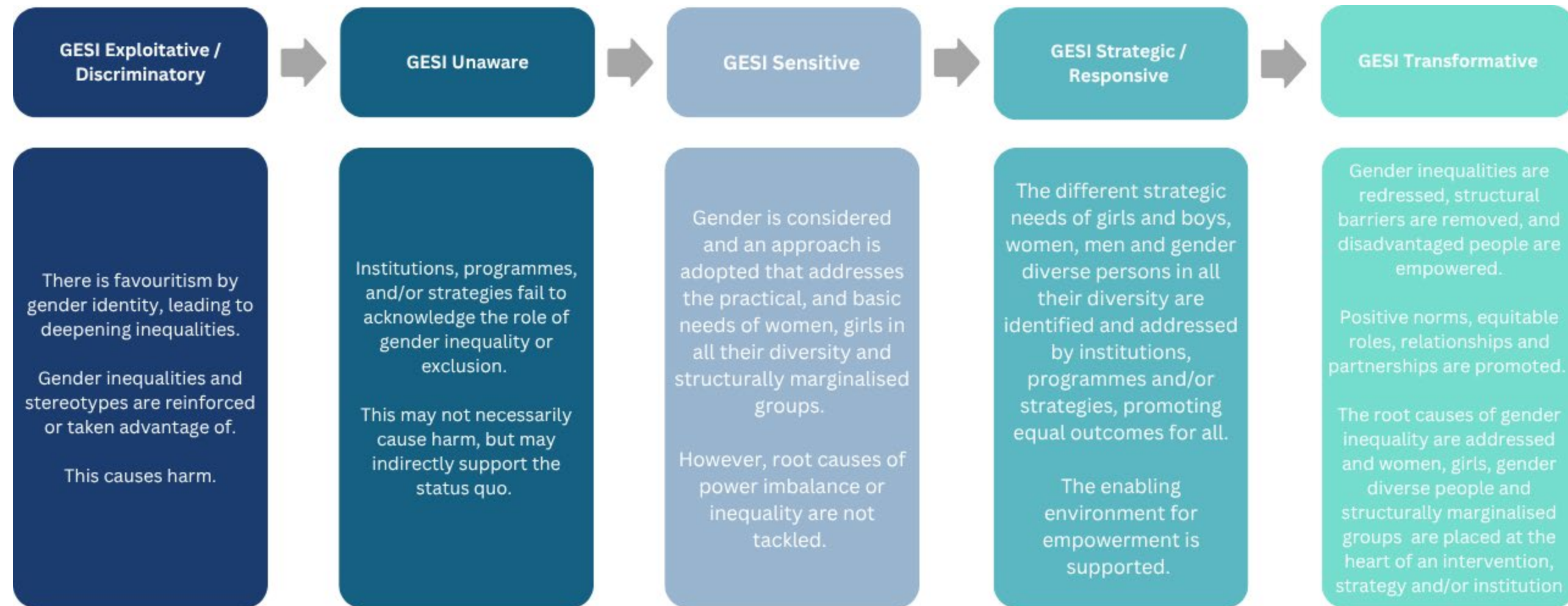


GESI continuum analytical framework

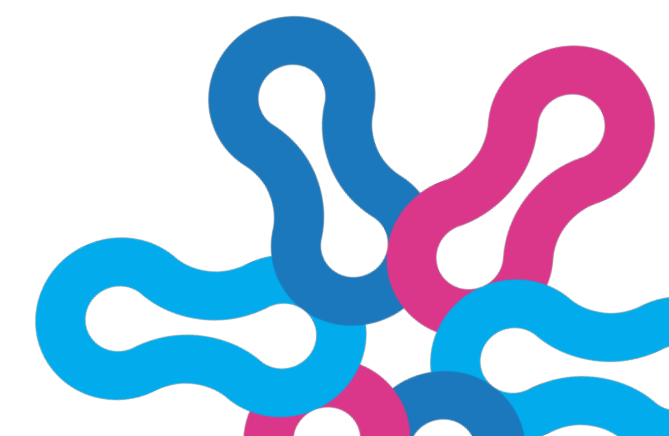
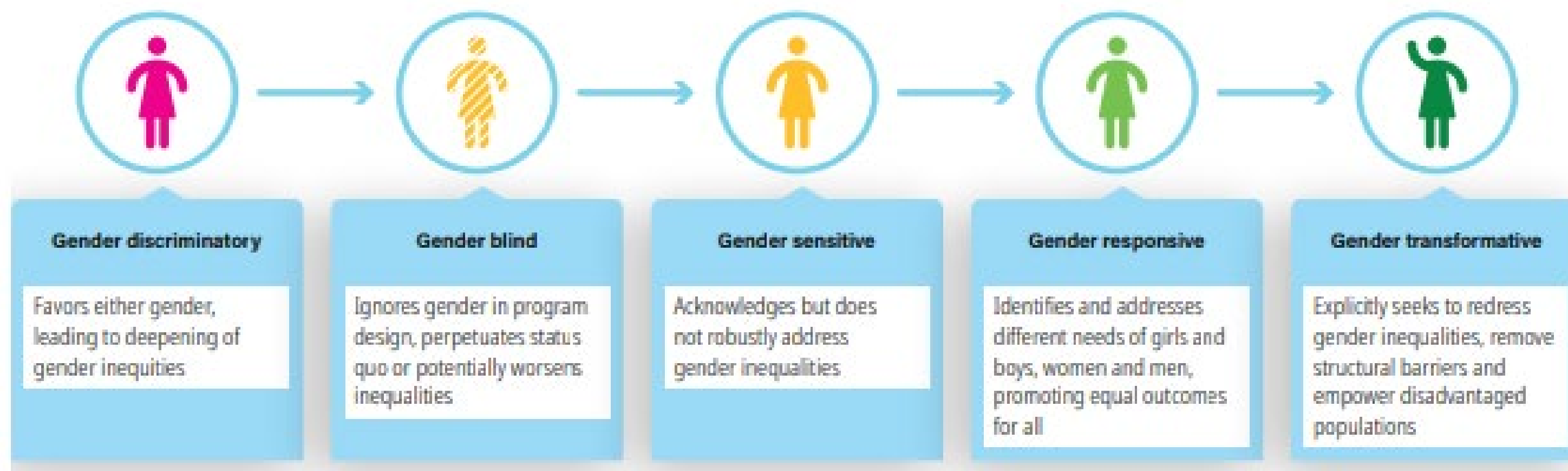
- Used the UNICEF gender integration continuum to reflect on the progress made on gender, both institutionally and programmatically



GESI Continuum



UNICEF Gender Continuum



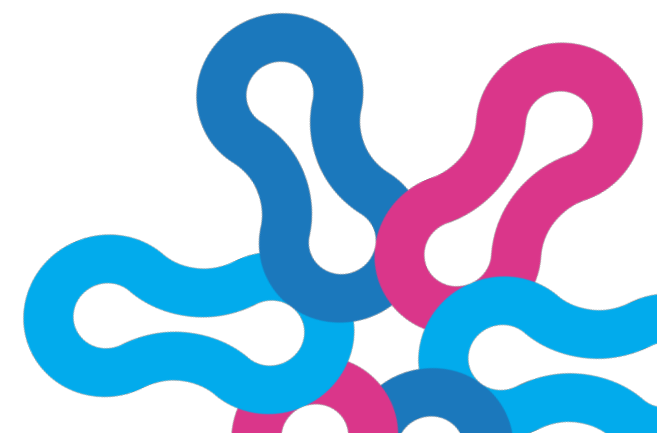
Methodology

Phase 1: Analysis of global evidence

Phase 2: Primary data collection

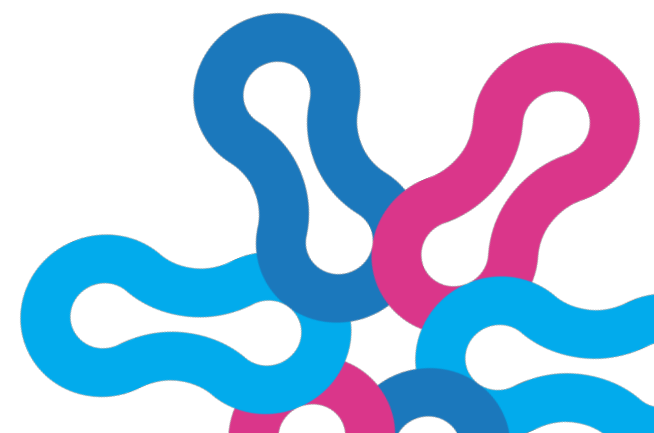


Phase 3: Synthesis and Report Writing



Phase 1: Desk review

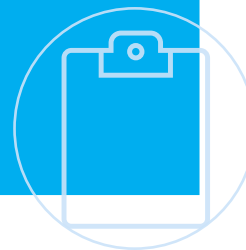
- Document review and analysis of secondary data,
- Institutional and programmatic documents and data,
- Gender continuum as a coding framework for the document review.



Phase 2: Case Study: Methodology

- Key staff across UNICEF
- Explore awareness, application of GAP in their role
- Explore design of programming against continuum

Key Informant Interviews



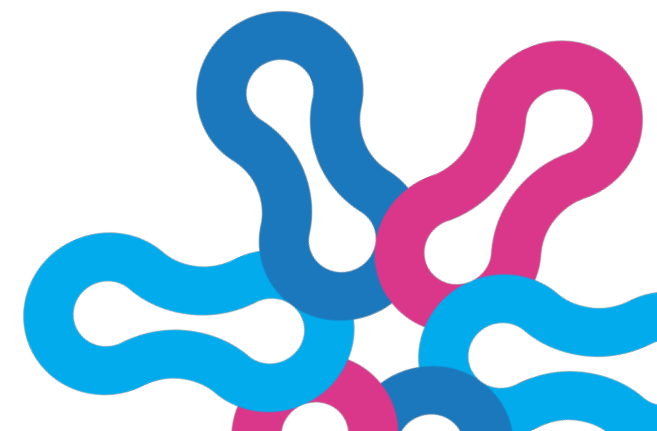
- Participatory Focus Groups
- Explore the programme design process
- Explore programme impact aligned to continuum

Adolescent Focus Groups



- Participatory workshop purposive sample across all staff
- Explore staff experience of GAP (institutional enablers)
- Discussion designed to explore positionality on continuum

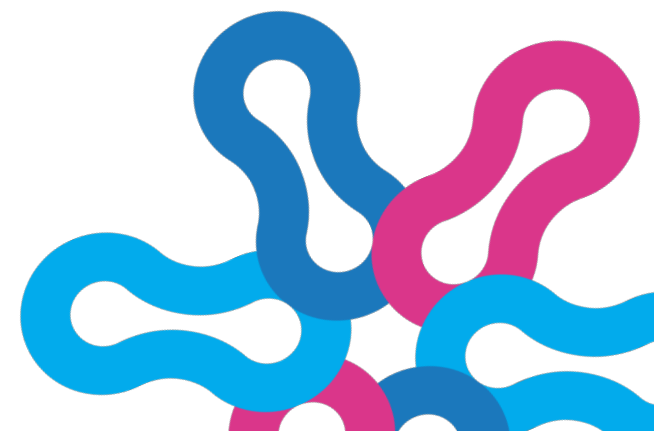
Staff Workshops



Phase 3: Analysis

Gender continuum as an analytical framework:

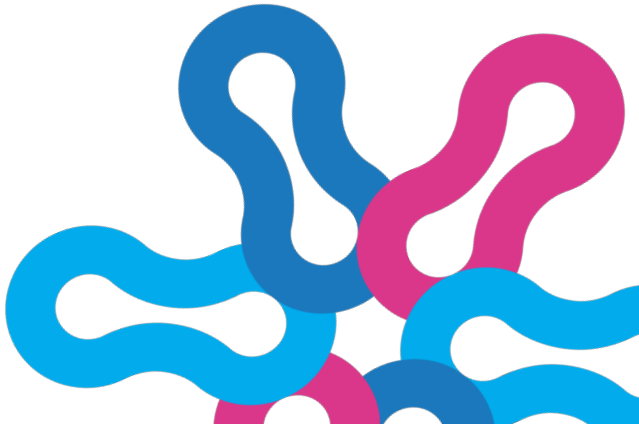
- Applied to the analysis of conceptual frameworks, institutional enablers and programming
- Embedded within the coding framework for all qualitative primary and secondary data
- Informed the analysis framework for quantitative data analysis
- Used to shape an internal participatory analysis workshop



Analysis Workshops

- Participatory workshops
- Triangulation of data and synthesis of findings
- Shaped by the gender continuum
- A matrix approach was applied loosely

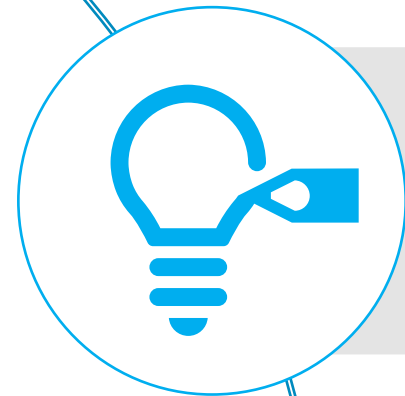
	Gender discriminatory	Gender unaware	Gender sensitive	Gender responsive	Gender transformative
Conceptual Framework					
Institutional				e.g., Programmatic M&E and learning, staff capacity	e.g., Financial resourcing, Goal Areas X
Programmatic					e.g., Programme X, Goal Area X



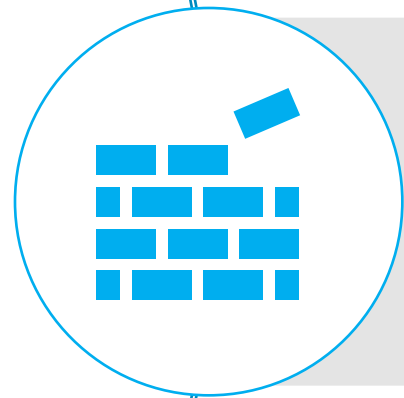
Conclusions



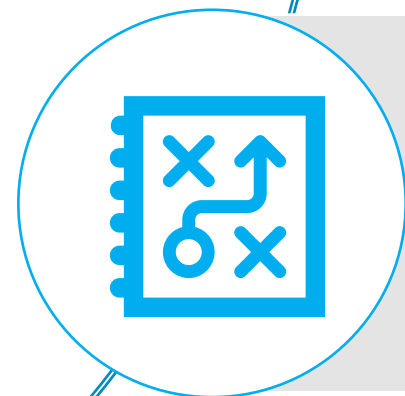
Conclusions



Harnessing momentum: The Gender Policy has established a transformative vision for the organization on gender equality, The Gender Action Plans align to some extent, but aren't equally transformative.



Integrating gender: Gender-transformative results are increasingly incorporated into planning, particularly in the UNICEF Strategic Plan. However, some institutional systems and staff capacities are better aligned to deliver and measure gender-responsive programming and results.



Advancing gender parity and more: UNICEF is a better workplace for women, thanks to efforts to address gender imbalances in staffing and the workplace environment. However, attempts to address barriers in recruitment, policy, and practice are not consistently interpreted or applied, impacting gender-transformative results for staff in all their diversity.



Conclusions

- The approach to gender integration adopted in programmes is more responsive than transformative, with transformative programming found more in Goal Area 3 (child protection).
- UNICEF programmes are also increasingly gender-responsive and pay attention to the needs of women and girls. However, more can be done to take an intersectional approach to support women and girls in all their diversity.



Goal Area 1: Health and Nutrition

Programming is generally gender-sensitive or responsive.



Goal Area 2: Education

A gender transformative strategy has been developed, but implementation is not consistent leading to some pockets of transformative programming but several missed opportunities.



Goal Area 3: Child Protection

Strategic approach to gender integration in work, more examples of gender transformative programming and opportunities for more.



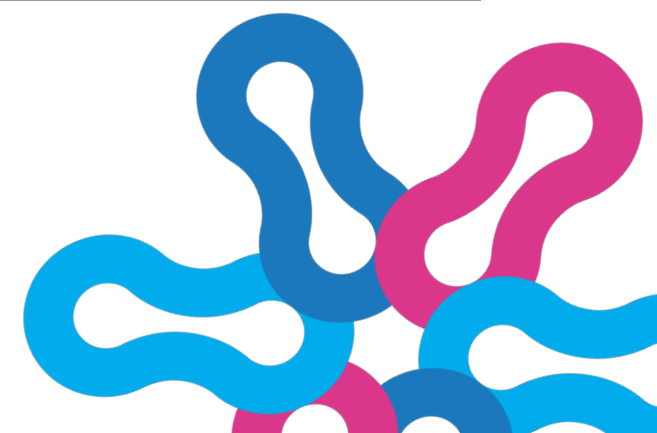
Goal area 4: WASH

Current programmatic work is mostly gender-sensitive or responsive, however the WASH strategy outlines a transformative vision.



Goal Area 5: Social Protection

Current programming is mostly gender responsive however, there is an increase in dedicated resource and a clear focus on gender integration



Reflections



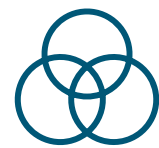
Benefits of using the Gender Continuum



- Provided shared language and definitions across the evaluation team and UNICEF



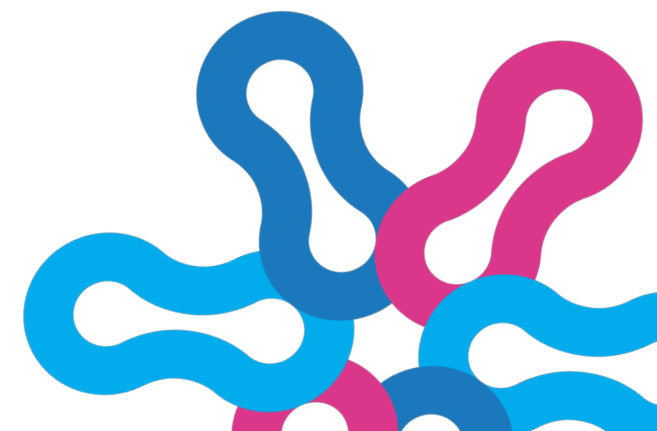
- Acted as a useful framework when developing data collection tools and coding frameworks



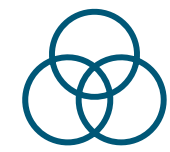
- Shaped analysis of qualitative and quantitative data across institutional and programmatic pathways



- Supported the communication of conclusions and ownership of recommendations.



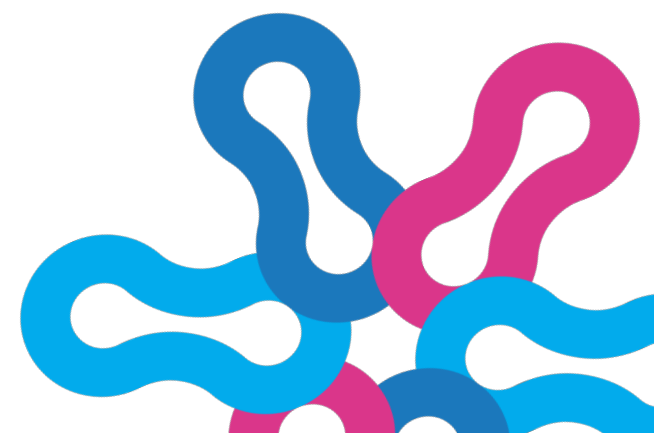
Limitations of using the Gender Continuum



- The switch to UNICEF's gender continuum limited the intersectional lens and ambition



- The framework was not consistently understood across UNICEF staff at the global, regional and country levels





global
evaluation
in it ia t i v e

unicef 
for every child



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Thank you!

For more information:

