Terms of Reference
UNICEF Evaluation Office

05 July 2023

Transforming Programming: Evaluation of Gender Policy and Gender Actions Plans (GAP 2 and GAP 3) Implementation in UNICEF

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1. Summary

The UNICEF Evaluation Office, located in New York Headquarters, provides global leadership and oversight of the evaluation function in the organization. As part of its plan for global evaluations, 2022-2025, the Evaluation Office is commissioning an independent evaluation to assess the effectiveness of the implementation and the results achieved through the new Gender Policy (2021-2030) and the Gender Action Plans (GAPs) 2018-2021 and 2022-2025. Continual organizational learning and growth through regularly commissioned independent evaluations are at the core of the Gender Policy to inform and promote evidence-based policy change and better programming.

Over several years, UNICEF has made substantial progress in supporting gender equality, mainstreaming gender into all aspects of UNICEF's work through policies and programmes. However, escalating crises – from climate change to conflict and the prolonged effects of the COVID-19 pandemic – have recently exacerbated gender equality gaps worldwide, emphasising the need to respond to ongoing emergencies and address the underlying causes of gender inequality for more transformative results. This new evaluation of the GAPs will examine the evolution from GAP 2 to GAP 3, and the new Gender Policy 2021-2030, with a renewed strategic positioning of gender in UNICEF in the new Strategic Plan and the results achieved in both programmatic areas and institutional structures and systems through GAP 2 (2018-2021) and GAP 3 (2022-2025).

These Terms of Reference (ToR) present the primary purpose and objectives, evaluation questions, proposed approach and methodology and required qualifications and experience of a hybrid evaluation team (tentatively four external team members, one principal evaluator, one senior gender specialist, two junior consultants, and one internal UNICEF evaluation specialist). The evaluation is expected to occur between November 2023 and August 2024, and it will inform the implementation of GAP 3, the Gender Policy, the mid-term review of the Strategic Plan, and the development of a possible new GAP or an alternative form of a strategic document. The primary users of this evaluation include UNICEF employees at all levels, governments, and partners working with UNICEF to advance the rights of women and girls, women and girls-led organizations, and young people. The evaluation, jointly with the management response, will be presented to the UNICEF Executive Board in February 2025.

2. Background and Rationale

Evolution of UNICEF's support for gender equality and normative framework

UNICEF has long embraced and prioritised gender equality and women's and girls' empowerment as core principles and practices for the organization and as instrumental to the realisation of the human rights of <u>all</u> children, helping them reach their full potential.

Historically, UNICEF has been at the forefront of advocating for more attention to gender equality and advancing equal rights for women and girls in its policies and programmes and supported their full participation in society. UNICEF was among the first UN agencies to adopt a stand-alone policy for the advancement of women and girls in 1985.[1] Before the Fourth World Conference on Women in Beijing (1995) and growing global recognition of the gender dimensions in socio-economic development, UNICEF produced a review of its Gender Policy, and a new policy was adopted (1994) which identified gender mainstreaming as the primary strategy to achieve gender equality and women's rights.[2]

UNICEF's approach to gender quality is anchored in the human rights principles of equality and non-discrimination as central to gender equality. UNICEF strives to mainstream gender equality in all its work for children under the 1989 Convention on the Rights of the Child (CRC) as a principal reference and the 1979 Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and the 2006 Convention

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[1] The policy on women in development approved by the Executive Board in 1985 (E/ICEF/1985/L.1) recognized that women should be the focus of attention in UNICEF cooperation with Governments (E/ICEF/1985/12, paragraphs 90-94). See Para 2, in UNICEF's (1994) Gender Policy entitled "Gender Equality and Empowerment of Women and girls: A Policy Review" (E/ICEF/1994/L.0005), hereafter referred to as 1994.

[2] E/ICEF/1994/L.5, "Gender Equality and Empowerment of Women and Girls: A Policy Review". The Executive Board adopted this review as UNICEF's official Gender Policy in 1994.

on the Rights of Persons with Disabilities (CRPD), as an important underpinning of the organization's mandate and mission, as well as the 1986 Declaration on the Right to Development and the 1993 Declaration on the Elimination of Violence against Women. UNICEF recognises the mutually supportive relationship of these foundational documents, and together they have helped enshrine a right-based approach which is the core of UNICEF's mandate. In emergencies, UNICEF's work is informed by the Core Commitments for Children in Humanitarian Action (revised in 2020), which promotes gender equality in all humanitarian action through data collection, analysis and reporting.

Gender equality became more visible and explicitly integrated as a cross-cutting issue in the mid-term Strategic Plan 2008 and in response to an evaluation of the previous Gender Policy (2007)[3], which raised some criticisms on how UNICEF had addressed gender mainstreaming across the organization. In 2010, UNICEF adopted a revised policy on gender equality and empowering girls and women, informing the subsequent articulation of gender results in the Strategic Plan. The establishment of the revised Gender Policy was followed by the development of a three-year Strategic Priority Action Plan (SPAP) on Gender Equality, 2010-2012. The SPAP was extended to 2013 to allow the Gender Action Plan (GAP) to align with the Strategic Plan, 2014-2017. Based on the results of the SPAP, UNICEF has developed the GAP with a focus on mainstreaming gender in programmes, results and performance monitoring, capacity and systems strengthening, resources and partnerships. In its 2021-2030 Gender Policy, UNICEF has also renewed its commitment to an ambitious and bold vision for gender equality and empowering women and all children and adolescents to create an equal world.

As a participating entity of the UN System-wide Action Plan (UN-SWAP) on gender equality and women's empowerment, UNICEF annually reports on the 17 common Performance Indicators. UNICEF also contributes to implementing the Sustainable Development Goals by 2030 (which replaced the Millennium Development Goals), and in particular, SDG 5 on gender equality includes among its target ending all forms of discrimination against women and girls everywhere and ending all forms of violence.

Gender equality in the UNICEF Strategic Plan, 2018-2021 and 2022-2025

The UNICEF Strategic Plan, 2018-2021,[4] underlines that UNICEF will continue to mainstream gender equality across the organisation's work. The Strategic Plan includes enhancing gender-responsive programming for the achievement of results for girls and boys as well as for strengthening systems and processes and notes that the focus on equity acknowledges the criticality of equality between gilds and boys and the link between the welfare and rights of women and that of children. Building on the UNICEF Strategic Plan, 2018-2021, in the new Strategic Plan, 2022-2025[5], gender inequality is recognised as an underlying cause of children's mortality, poverty and vulnerability that must be addressed to produce a transformative, systemic, systemic change in the lives of children. Gender-equality programming for transformative results thus becomes a <u>change strategy</u> and <u>cross-cutting programme</u> to redress gender inequalities across all UNICEF programmes, emphasising addressing structural and norm change to transform the underlying causes of gender inequality – particularly across the humanitarian-development nexus. With this new <u>transformative</u> approach, gender equality commitments are embedded throughout UNICEF programming and systems. A renewed emphasis is put in the new Strategic Plan on sex-disaggregated data and analysis and targeted programming for empowering adolescent girls to ensure no child is left behind.

Gender Action Plan, 2018-2021 and 2022-2025

The Gender Action Plan (GAP), 2018-2021[6], and the new GAP for 2022-2025[7] specify how UNICEF will promote gender equality across UNICEF's work in alignment with the Strategic Plan. The vision for GAP 2 (2018-2021) was to accelerate gender programming to cover a broader range of issues and contexts, producing greater depth and breadth of gender-equitable results and moving them to scale. It also aimed to intensify gender integration in institutional structures and systems by expanding gender capacity and expertise in UNICEF, reinforcing gender

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[3] UNICEF Evaluation Office, Implementation of Gender Policy Implementation in UNICEF, 2007
[4] E/ICEF/2017/17/Rev.1, UNICEF Strategic Plan, 2018-2021
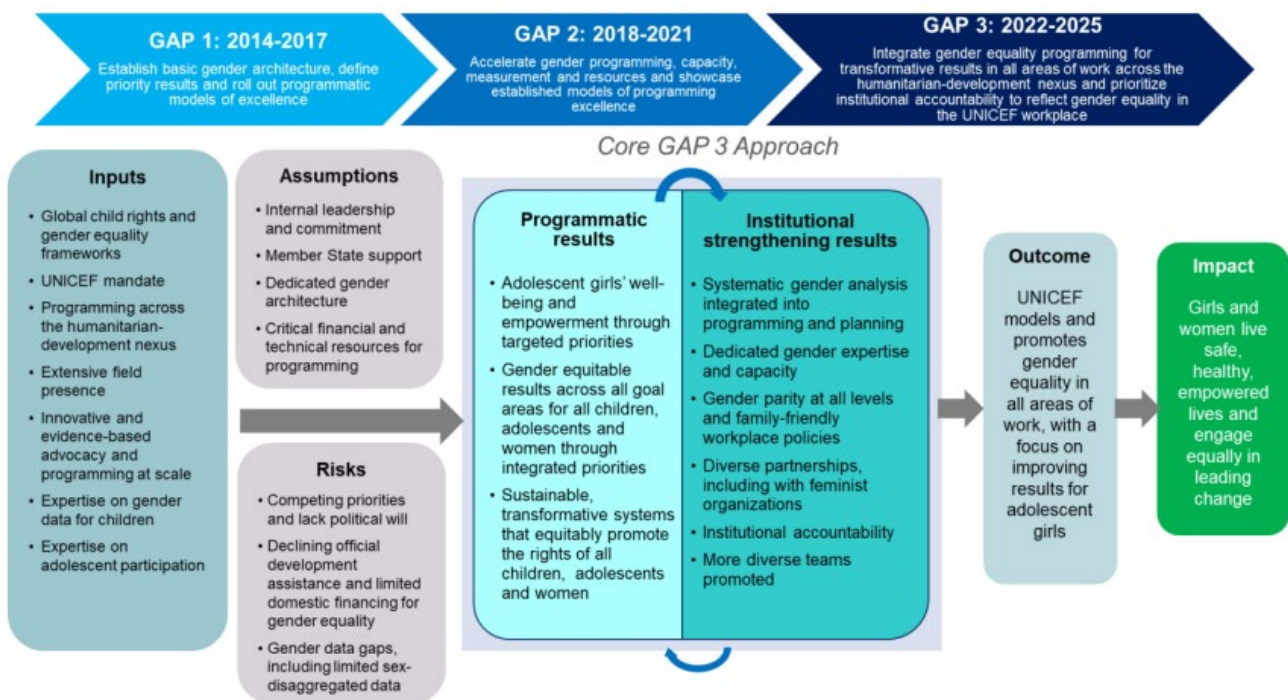[5] E/ICEF/2021/25, UNICEF Strategic Plan, 2022–2025
[6] E/ICEF/2017/14, UNICEF Gender Action Plan, 218-2021
[7] E/ICEF/2021/31, UNICEF Gender Action Plan, 2022-2025

analysis, data, research and evidence to support gender equality results, and increasing the allocation and utilisation of resources. GAP 3 (2022-2025) builds on the new Gender Policy and the previous GAP, incorporating more recent evidence regarding the gendered effects of the COVID-19 pandemic and lessons learned from implementing the earlier GAPs through an extensive consultative process. Noting some of the challenges of the previous GAPs in translating commitments into action, a greater focus has been placed on institutional accountability and ownership in all contexts in which UNICEF operates, underlying structural barriers that need to be addressed to change power dynamics and social norms, more significant support for girls to be an agent of change, the organization's work on advocacy and innovation, and partnerships with feminist organizations and networks, and data, research and analysis.

As presented in the Theory of Change below, UNICEF's vision is to realise its commitment to achieving gender quality and empowerment of girls and women through a dual-track approach emphasising structural and norms change. To go beyond responding to the manifestations of gender inequality and tackling the underlying drivers, this approach aims at (a) ingratiating gender equality programming for transformative results throughout the life course; (b) deepening and strengthening UNICEF's work to advance the leadership and well-being of adolescent girls; and (c) incorporating and investing in gender equality as a principle and practice across all institutional structures and systems to ensure that it is fully embraced across the organization.

Figure 1: GAP Theory of Change

As reflected in the Strategic Plan, gender results are mapped throughout the life course of children and incorporated in all five Goal Areas, including (a) quality maternal health care and nutrition, and HIV testing, counselling and care; (b) gender-responsive education systems and equitable access to education for all; (c) addressing violence against girls, boys and women, as well as harmful practices; (d) equitable WASH systems; and (e) gender-responsive social protection systems and care work. Additional priority actions to advance adolescent girls' leadership and well-being include: (a) promoting adolescent girls' nutrition and pregnancy care and preventing HIV/AIDS and human papillomavirus; (b) advancing girls' education, learning and skills, including science, technology, engineering, mathematics and digital skills; (c) eliminating child marriage and early unions; and (d) promoting accessible and dignified menstrual health and hygiene services, including tackling taboos concerning menstruation. These gender results are presented in Figure 2 below.

Figure 2: Gender Action Plan, 2022-2025: programmatic priorities

	Goal Area 1 Health & Nutrition	Goal Area 2 Education	Goal Area 3 Child Protection	Goal Area 4 WASH	Goal Area 4 Social Protection
Cross-cutting organizational priorities	Address gender-based violence				
	Gender equality programming for transformative results, including to address discriminatory gender norms				
	Gender-responsive workplaces and institutional accountability				
Gender priorities across the life course	Quality maternal health care and nutrition, and HIV testing, counselling and care	Gender-responsive education systems and equitable access to education for all	Addressing violence against girls, boys and women and harmful practices	Equitable water sanitation and hygiene systems	Gender-responsive social protection systems and care work
	Boys and men as allies for gender equality				
Adolescent girls' leadership and well-being	Promote adolescent girls' nutrition and pregnancy care, and the prevention of HIV/AIDS and human papillomavirus	Advance girls' education, learning and skills, including science, technology, engineering, mathematics and digital skills	Eliminate child marriage and early unions	Promote accessible and dignified menstrual health and hygiene services, including tackling taboos about menstruation	

In addition to these transformative gender results, UNICEF commits to an organizational change strategy for gender equality across policies, practices and accountability mechanisms at all levels of the organization through a whole-institution approach, as well as meeting the commitments of the United Nations System-Wide Action Plan on Gender Equality and Women's Empowerment (UN-SWAP) to sustain institutional change and transformative gender equality results and the Quadrennial Comprehensive Policy Review (QCPR). To this end, UNICEF is committed to investing in more robust gender analysis; gender evidence measurement and monitoring; adequate financing to deliver results; strengthened availability and use of gender expertise; accountable leadership at all levels; and broader and deeper partnerships, especially with other United Nations agencies and with networks led by women, girls, and young people.

Figure 3: Institutional enablers for the UNICEF Gender Action Plan

In humanitarian settings, UNICEF also implements gender equality commitments in the Core Commitments for Children in Humanitarian Action (CCCs), revised in 2020.

To monitor the use of resources for promoting gender equality, UNICEF uses gender equality markers and gender tags. The gender markers and gender tags allow tracking the allocation and expenditure of resources for promoting gender equality across development and humanitarian contexts. A preliminary assessment of UNICEF resources for gender equality conducted by the Evaluation Office is provided in Annex I.

The Gender Section in the Programme Group serves as the Secretariat for the GAP and is responsible for the overall leadership and coordination of implementing the GAP within UNICEF.

Outcomes of previous corporate-level independent reviews and evaluations

UNICEF commissioned a global evaluation of UNICEF's Gender Policy implementation in 2007, which raised specific challenges in implementing a gender mainstreaming approach and led to a renewed commitment to promoting gender equality in the organization.[8] In 2019, an evaluation of the GAPs was conducted by the Evaluation Office to assess progress made towards achieving GAP 1 (2014-2017) and improving the implementation of GAP 2 (covering 2018 and partially 2019).[9] The evaluation found that the GAPs helped UNICEF build some crucial foundations for UNICEF's gender equality work. It provided the organisation with a framework for UNICEF's programmatic efforts and helped build UNICEF's gender architecture and systems. Nevertheless, the evaluation noted that both GAPs were constrained by limited aspiration and insufficient accountabilities, leading to limited ownership. The evaluation urged UNICEF to upscale its ambition, improving the scope for achieving gender equality results with a more comprehensive approach and linking more clearly institutional change to gender equality results at all levels of the organization. The evaluation also evidenced the need to strengthen the organization work in emergency and humanitarian settings. More recently, the 2021 inter-agency review of progress on mainstreaming gender equality and the empowerment of women and girls (GEEWG)[10] into the humanitarian, development and peace nexus agenda showed that mainstreaming of GEEWG in the triple nexus is limited and coordination structures are inadequate, despite the UN system-wide progress on gender mainstreaming. A broader evaluability assessment and formative evaluation of the UNICEF positioning to achieve the UNICEF Strategic Plan, 2022–2025,[11] completed in 2022, concluded that gender-transformative programming is firmly embedded in the Strategic Plan and GAP in the larger transformation framework. However, there is a need to address internal accountabilities to make gender transformation a priority for UNICEF. Increased technical capacity and stronger intersectionality remain critical to implementing gender-transformative programming.

In the 2020 report of the accountability framework on gender mainstreaming in the UN system (UN-SWAP)[12], UNICEF met or exceeded the requirements for 15 performance indicators out of 17 applicable (88% of the performance indicators, exceeding the 66% of the UN System and the 79% of other funds and programmes), and the organization's progress towards meeting UN-SWAP 2.0 is significantly above average. Nevertheless, UNICEF's focus on equal representation of women has seen a decline in performance, and it approached requirements for capacity development.

Rationale

As UNICEF continues to advance the agenda for equal rights of women and girls, this evaluation seeks to fulfil UNICEF's learning and accountability needs to measure progress toward gender equality, including UNICEF's contribution, and to identify good practices and lessons learned for UNICEF to continue to provide effective leadership in gender. This evaluation is a global priority in the plan for global evaluations 2022-2025. It is of interest to the Executive Board members and UNICEF Gender Section in the Programme Group to inform the mid-term review of the Strategic Plan and a possible new GAP or an alternative form of a strategic document that will inform the next Strategic Plan. It is also expected that this evaluation will strengthen the integration of gender equality across the humanitarian, development and peace nexus agenda, where further evidence is needed as girls and women continue to experience more severe hardship during emergency and humanitarian situations, as in the case of the COVID-19 pandemic.

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[8] UNICEF Evaluation Office, Implementation of Gender Policy Implementation in UNICEF, 2007
[9] UNICEF Evaluation Office, Realizing Potential: Evaluation of UNICEF's Gender Action Plans 2019
[10] IASC, Review of Progress on Mainstreaming Gender Equality and the Empowerment of Women and Girls (GEEWG) into the Humanitarian, Development and Peace Nexus Agenda, 2021
[11] E/ICEF/2023/3, Evaluability assessment and formative evaluation of the UNICEF positioning to achieve the UNICEF Strategic Plan, 2022–2025
[12] UN-SWAP 2.0 entity performance results 2020

3. Purpose, Objectives, Use and Scope

Purpose

This strategic evaluation will serve learning and accountability purposes while continuing to build momentum for gender equality in UNICEF and support the implementation of the GAP across development and humanitarian settings. The evaluation will provide an opportunity to assess retrospectively UNICEF's performance in implementing GAP 2 and GAP 3[13] and the new Gender Policy to internal and external stakeholders, including members of UNICEF's Executive Board, governments, and partners. The evaluation will also include a forward-looking orientation, providing evidence-based insights to nurture learning and inform UNICEF's future strategic planning[14] for gender equality and its positioning, reflecting on the current development environment, including the UN reform and the need to accelerate progress in the Decade of Action toward the 2030 Agenda.

Objectives

The more specific objectives of the evaluation are as follows:

- To assess the **relevance** and **coherence** of the current Gender Policy and the GAPs to support gender equality and adolescent girls' empowerment from the point of view of UNICEF's mandate (i.e., CRC, CEWAD, CRDP, CCCs) and the organisation's commitments to the UN-SWAP, as captured in the Strategic Plan in development and humanitarian settings. The recommendations will help reimagine the current GAP framework and Theory of Change and inform its implementation.

- To assess the **coherence**, **effectiveness**, **efficiency**, and **sustainability** in implementing the gender-related organizational changes and performance enablers of the GAPs across UNICEF policies, practices, systems, programming processes, organizational commitments, and accountability mechanisms. The recommendations will help strengthen organizational arrangements to create an enabling environment for the GAP.

- To determine the extent to which UNICEF meets the **programmatic results set for all children, adolescents and women on gender equality** across the five Goal Areas of the Strategic Plan and in both development and humanitarian settings. The recommendations will allow UNICEF to take stock of the results (positive or negative) achieved with partners for gender-targeted interventions, including outlining enabling and hindering factors.

The findings, conclusions and recommendations generated by the evaluation will be used to assess results independently, influence UNICEF's strategic direction and positioning on gender equality, as well as inform the implementation of the current GAP, the mid-term review of the Strategic Plan, and a possible new GAP or an alternative form of a strategic document. Beyond the UNICEF Gender Section in the Programme Group, the primary users of this evaluation are UNICEF management and employees at Headquarters, regional and country office levels. Other users include the Executive Board, governments, partner organisations within and outside the UN, women and girls-led organizations and young people (secondary users).

The evaluation will cover the implementation of the Gender Policy and the GAP across UNICEF, covering the performance and results of UNICEF's support for gender equality along the triple nexus from 2019-2023. To do so, the evaluation will assess the previous GAP 2, the current GAP 3, and the 2021 Gender Policy. The evaluation will assess the implementation of the Gender Policy and the GAPs through UNICEF's dual-track approach (i.e., mainstreaming and gender-specific initiatives and the implementation of gender equality in the organisation itself). The evaluation will also follow up on the UN-SWAP to assess equal representation and capacity for implementing gender equality across the organization (staff, management, gender specialists, and the Gender Section) to understand areas for further improvement better.

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[13] The evaluation is expected to retrospectively cover the first two years of implementation of GAP 3, or in any case, its implementation up to the data collection phase.

[14] As GAP 3 is the last of three Gender Action Plans, this evaluation is expected to inform how UNICEF strategic planning will move forward after GAP 3, including a possible new GAP or an alternative form of strategic document.

The evaluation will cover the following components:

- *Gender Policy and GAPs conceptual framework:* This component analyses the current Gender Policy, the GAPs conceptual framework and the Theory of Change and how it is rendered into a Theory of Transformation in UNICEF's work across regions to reflect evolving gender realities, particularly concerning gender and social norms. The evaluation will examine the strategic positioning of gender in UNICEF's new Strategic Plan as a cross-cutting programme and a change strategy. It will draw comparisons with gender strategies and gender action plans with other comparable organizations. A revised Theory of Change will be produced.

- *Institutional enablers and their implementation:* This evaluation component will analyse the extent to which the UNICEF policies, practices, and systems are enabling to advance gender equality. It will assess how the GAP is implemented, including programming processes, monitoring systems, financial resources, leadership and accountability, at the Headquarters, regional and country levels. This evaluation component will also examine how UNICEF is nurturing and leveraging partnerships with governments, feminist organizations and networks led by women, girls and young people, raising their voices as change agents and partners in programming and advocacy. The evaluation will also assess efforts to embed a gender perspective within national systems and structures and the absorption of UNICEF's gender-related initiatives by partners. UNICEF's institutional enablers for gender equality will be benchmarked against those of other UN organizations to identify good practices and areas for further improvement.

- *Programmatic results and integration of gender equality across programmes:* The component will take stock of the implemented activities and assess the outputs and the contribution to programmatic outcomes as defined in the GAPs in some selected case studies. It would be important for this component to focus, where possible, on the impact of UNICEF's work in the lives of women and girls to understand what has been achieved through the GAPs. In particular, the evaluation will assess how much UNICEF has mainstreamed gender equality across its five Goal Areas in the Strategic Plan. The evaluation will also examine the integration of gender equality within the humanitarian, development and peace nexus agenda, completed by transformative initiatives, particularly for women and girls.

The evaluation will assess UNICEF's impact on gender quality and adolescent girls' empowerment globally, using existing monitoring data and evidence. A case study approach will be used to assess the effects (positive and negative) of UNICEF Country Programmes on gender equality at the national and community level in both development and humanitarian context. In particular, the evaluation will validate the achievement of GAP 2 and GAP 3 outputs and outcomes along the result chain, emphasising the causal pathways along the Theory of Change and how results have been achieved. The evaluation will not measure attribution but instead focus on UNICEF's contribution to the outcome- and impact-level results.

The geographical coverage will include Headquarters and all regional and country offices in which UNICEF operates, including fragile and emergency settings.

4. Evaluation Questions

The main indicative evaluation questions are presented herein using the key evaluation criteria of relevance, coherence, efficiency, effectiveness, impact and sustainability. It is expected that these will be further refined and agreed upon during the inception phase in consultation with the Evaluation Reference Group.

1. *To what extent are the current Gender Policy and the GAPs conceptual framework well-designed, relevant and coherent to respond to the various needs of all children, adolescents and women, national government priorities, UNICEF normative framework (i.e., CRC, CEWAD, CRDP, CCCs) and the organisation's commitments to the UN-SWAP on gender equality? (coherence and relevance)*

   Sub-questions include:

a. To what extent are Gender Policy and GAP relevant to the various gender realities and needs of all children, adolescents and women across regions, particularly concerning gender and social norms?

b. How well do Gender Policy and GAP respond to partner government priorities to advance gender equality and equitably promote the rights of all children, adolescents and women in development and humanitarian settings?

c. To what extent is the GAP informed by evidence on what works and what doesn't in addressing gender inequalities and supporting adolescent girls' empowerment?

d. How well are the Gender Policy and the GAPs aligned with UNICEF's normative framework (i.e., CRC, CEWAD, CRDP, CCCs) and the organisation's commitments to the UN-SWAP on gender equality?

e. To what extent is UNICEF at the country and regional levels aligned with the Gender Policy and GAP?

2. *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? (coherence, effectiveness, efficiency and sustainability)*

Sub-questions include:

a. To what extent have gender equality programmatic approaches for transformative results been systematically integrated into the Strategic Plan, regional strategies, and UNICEF programming cycles at the country levels, including country programme documents, emergency preparedness, response and recovery plans?

b. How well have gender-responsive monitoring systems and accountability mechanisms been utilized to improve learning and accountability at all levels?

c. To what extent has UNICEF harnessed data, research and evaluation to inform evidence-based policies and programmes and promote gender equality and adolescent girls' empowerment?

d. How successfully has UNICEF mobilised resources and met the UN-SWAP standards on gender equality and the empowerment of women resource allocation benchmark of 15 per cent for gender-related work?

e. To what extent have strategic partnerships been identified and leveraged to advance gender equality and the empowerment of girls and women? Have partnerships been girl-, youth- and women-led organizations and networks been prioritised?

f. How effective has UNICEF been in supporting the inclusion of gender perspective within national systems and structures and the absorption of UNICEF's gender-related initiatives by partners to promote sustainability?

g. To what extent is gender equality considered "the responsibility of everyone at UNICEF – at all levels and in all offices of the organization", as GAP 3 suggests, and do staff and management feel ownership, responsibility for, and engage in its implementation? How precise are the accountability mechanisms to ensure that gender results are integrated? Is senior leadership committed to gender equality?

h. How successfully has UNICEF as a workplace managed to promote gender equality when it comes to staffing and the inclusion of gender-diversity staff in all sectors, including senior management; recruitment, hiring and promotion processes; zero tolerance for sexual

harassment and sexual exploitation and abuse; and access to gender training and capacity-strengthening?

3. ***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? (effectiveness, impact)***

Sub-questions include:

a. In looking at examples where UNICEF has significantly contributed to gender equality across all five Goal Areas, what results have been achieved? What results have been achieved in advancing adolescent girls' leadership and well-being?

b. To what extent has UNCEF contributed to producing transformative changes in gender norms and systems, whether intended or not?

c. What have been the enabling (and hindering) factors and processes, both within and outside UNICEF?

d. What has been UNICEF's relative contribution vis-à-vis its partners in implementing gender-targeted interventions?

e. What lessons can UNICEF learn for broader application?

5. Approach and Methodology

The Evaluation Office will implement the evaluation to provide an independent and impartial understanding of achievements and areas of improvement in implementing the Gender Policy and the GAPs.

The proposed methodological approach for the evaluation is utilization-focused and participatory, drawing upon mixed methods. It will combine an evaluation criteria-based approach complemented with a theory-based and complexity model approach to support learning and improvement.

A mixed-method approach will capture quantitative and qualitative aspects of the mainstreaming and special programming of gender equality at UNICEF. While the evaluation methodology will be confirmed as part of the inception phase, the following possible instruments will be developed:

- A corporate Theory of Transformation to gain a shared understanding of the underlying rationale and key assumptions for UNICEF's approach to gender quality, gender-specific projects and internal gender equality efforts and to develop a theory-based approach to the evaluation.

- A desk review study to document and assess UNICEF's institutional set-up, structures and systems – including the underlying Theory of Change – and the respective changes over time about the GAPs. The evaluation will assess UNICEF's strategic and programme documents and collect and analyse data from UNICEF's internal information management systems. To assess gender results across the Goal Areas, the evaluation will examine the GAP Data Companion, among other sources of data.

- A benchmarking study to compare UNICEF against other UN organizations or similar organizations.

- An all-staff survey, interviews, and focus group discussions with employees and UNICEF partners on gathering perceptions, skills and capacity concerning gender equality. The survey will be anonymous but will register relevant demographics (age, gender, position within the organization) to see how different groups may experience gender issues within the organization. The survey will allow employees to indicate their interest in participating in focus group discussions and other follow-up activities.

- Interviews and focus group discussions to narrow the scope of the evaluation, follow-up and analyse in greater depth the evaluation findings from the survey and the desk study, and contribute towards the case studies. Interviews will be conducted with UNICEF employees in Headquarters, at the RO and CO

levels, partner organizations (donors, private sector partners, civil society organisations, etc., consultants and representatives of other UN Agencies).

- Case studies will allow for an in-depth understanding of how the GAP is implemented in UNICEF programmatic and normative work across the five Goal Areas and in ROs and COs. The case studies should cover UNICEF's implementation of the GAP across the following dimensions: geographic, UNICEF's five Goal Areas, and adolescent girls' programming, across development and humanitarian settings. It is expected that 10 case studies will e produced

Being an evaluation of gender equality, this evaluation is expected to implicitly implement feminist evaluation principles, emphasizing participatory, empowering and social justice principles as needed to complement other evaluation approaches.

Foreseen risks in managing this evaluation and mitigation measures are noted in the Table below. Common concerns such as time pressure and ensuring stakeholders' attention and participation in the evaluation are not mentioned in favour of issues more peculiar to this exercise.

Table 2: Risks and mitigation measures

Risk	Risk Mitigation Measure
The quality and relevance of documentation, the rate of survey respondents, and the identification of agencies to benchmark UNICEF.	Ensure proper triangulation so that findings express evidence from multiple data sources.
Lack of reliable or informed sources or key informants to capture UNICEF's contribution to gender equality over five years.	Adjust the analytical process to augment the number of sources of information or key informants. Present evidence of contribution only when plausible based on the type and reason for UNICEF's contribution.
Sampling bias in selecting the country case studies.	Use clear criteria and a well-defined framework for determining the samples. When available, review country programme documents and country programme evaluations to identify examples of high and low levels of investment in gender equality. Seek the feedback of the Evaluation Reference Group, regional evaluation advisers and regional gender advisers.

The evaluation team will be expected to follow UNICEF standards on evaluation ethics and quality, UNEG Ethical Guidelines for Evaluation, and UNEG Code of Conduct, as well as with UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation.[15] The process will include the following mechanisms:

- Respecting gender and human rights principles throughout the evaluation process, including the protection of confidentiality; the protection of rights; the protection, dignity and welfare of people; and ensuring informed consent.
- Data validation will take place at all levels with participants' consent.
- Maximizing the degree of participation of stakeholders in the evaluation itself wherever feasible and a commitment to using participatory approaches in conducting the case studies.
- Ensuring proper data disaggregation by gender, disability, equity, and human rights-relevant factors.
- Ensuring that evaluation products use gender-sensitive, disability-inclusive, and human-rights language.
- Ensuring privacy protocols and compliance with all legal data management rules and considerations.
- Practising the 'do no harm' principle during the exercise.

The evaluation team will have access to critical internal data and perspectives. These must be held with the utmost confidentiality. Likewise, the willingness of internal and external stakeholders to speak to these issues

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[15] These references are available at the following link: https://www.unicef.org/evaluation/resources

critically will depend on the provision of absolute confidentiality. The selected applicant must sign the non-disclosure agreement, abide by UNICEF's security protocols, and ensure that sensitive data is protected.

6. Management and Governance Arrangements

UNICEF's Evaluation Office commissions the evaluation. A Senior Evaluation Specialist in the Evaluation Office will manage the exercise to ensure impartiality, independence and credibility and supervise the work of an external evaluation consultant who will conduct the evaluation. The evaluation manager may delegate oversight duties to other persons for portions of the work but will retain overall approving authority.

The evaluation manager will work in coordination with the Gender Section responsible for coordinating the GAP, Programme Group and other Headquarters Divisions, Regional Offices and Country Offices, who will be responsible for ensuring access to information and key stakeholders to ensure that the evaluation will produce relevant and reliable findings and actionable recommendations. A Senior Gender Specialist in the Gender Section will provide access to information and key stakeholders and support the coordination of the data collection.

Furthermore, an Evaluation Reference Group (ERG) will support the evaluation in an advisory capacity. The ERG will consist of internal resource persons and external experts deemed helpful. The ERG will consist of gender specialists, programme staff from Headquarters Divisions, representatives from Regional Offices and Country Offices, external experts and young girls' and boys' representatives. Efforts will be made to ensure a gender-balanced ERG, including women and men, as well as employees with diverse thematic expertise and diverse professional and regional backgrounds and experiences. The ERG will mainly focus on supporting quality assurance during the evaluation process, methodology and key deliverables during the evaluation process, and supporting and validating key recommendations in the follow-up phase.

Quality control protocols and processes established by the UNICEF Evaluation Office will be followed to ensure quality assurance and close management through all stages of the exercise. The evaluation manager will produce a note detailing management arrangements for the evaluation during the inception phase.

7. Required Qualifications and Experience of the Evaluation Team

The evaluation team conducting this evaluation is expected to be a hybrid team, including an evaluation and gender specialists from within and outside UNICEF, to ensure a high level of independence, expertise, relevance and ownership throughout the evaluation process. The team will work under the overall supervision of a Senior Evaluation Specialist (evaluation manager) in the Evaluation Office.

The evaluation team will consist of a principal evaluator (team leader) and a senior gender specialist with specific skills and experience in qualitative and quantitative evaluation methods, gender equality mainstreaming, programming and evaluation in the UN system, gender-responsive evaluation and data visualisation. Two junior consultants and one UNICEF staff (an evaluation specialist) will support the evaluation team.

The principal evaluator and the senior gender specialist will work full-time on this evaluation, while the other team members will be employed part-time.

The principal evaluator will be responsible for the day-to-day coordination and supervision of the evaluation team. The responsibilities of the principal evaluator (team leader) include:

- Develop the evaluation methodology and direct all parts of the evaluation, being directly accountable to the evaluation manager in the Evaluation Office;

- Coordinate and supervise the work of the evaluation team in their contributing roles;

- Provide monthly progress reports on the implementation of the evaluation (written or in person);

- Train other team members on participant/case selection for sampling purposes, using data collection instruments and data quality assurance;

- Ensure the quality of the process from start to finish, outputs, methodology and timely delivery of all products, including adherence to ethical standards adherence (e.g., the confidentiality of data) during all phases of the evaluation;

- Implement or oversee the implementation of data collection, such as: interviewing key stakeholders; conducting focus groups; observing programme implementation; developing survey protocol; developing data management procedures and tools; coding, entering and cleaning data; analysing data;

- Draft presentations and write interim evaluation reports and the final evaluation report;

- Ensure that the deliverables emerge in a timely fashion, following a high-quality, in-depth analytic process, as well as ongoing consultation with the evaluation manager and the Evaluation Reference Group; and

- Present findings to key stakeholders at external meetings and conferences (in coordination with the evaluation manager).

Essential qualifications of the principal evaluator:

- A university degree at the Masters' level or equivalent in social sciences, political sciences, economics, public policy, gender studies, international relations, evaluation or a related field;

- At least 15 years of professional experience in evaluation and research, with evidence of understanding global standards, theories, models, and methods related to issues of institutional/organizational effectiveness, preferably from a country in the Global South;

- Familiarity with evaluation subject matter (gender equality, institutional development and capacity development) represents a strong advantage;

- Previous experience working with a feminist movement or women's organization is considered an asset;

- Knowledge of UNICEF mandate and programming about the Sustainable Development Agenda;

- Proven expertise in leading exercises similar in scope to the present evaluation;

- Demonstrated ability to supervise an evaluation team;

- Fluency and excellent communication and report writing in English and working knowledge of French, Spanish, Arabic or another UN language that may be helpful during fieldwork desirable.

The senior gender consultant will be responsible for the following:

- Support the principal evaluator in the conduct of the evaluation, providing substantive feedback based on experience and skills that complement the team leader's;

- Play a significant role in data collection, analysis and presentation, and preparation of the presentations of findings and preliminary conclusions;

- Make significant contributions to the writing of the interim evaluation report;

- Ensure the application of gender equality lenses and principles of feminist evaluation in the exercise.

Essential qualifications of the senior gender consultant:

- A university degree at Masters' level or equivalent in social sciences, political sciences, economics, public policy, gender studies, international relations, gender studies or a related field;

- At least ten years of policy and programme evaluation at the international level or in a global setting; substantive knowledge and experience related to the evaluation subject matter (gender equality, institutional effectiveness and capacity development), preferably from a country in the Global South;

- Direct expertise in gender analysis and evaluation of gender policies or strategies;

- Previous experience working with a feminist moment or women's organization;

- Knowledge of UNICEF mandate and programming about the Sustainable Development Agenda, and in particular SDG 5 on Gender Equality;

- Professional work experience in developing countries or a national/regional/global development context;

- Fluency and excellent communication and report writing in English and working knowledge of French, Spanish or another UN language that may be helpful during fieldwork desirable.

<u>Two junior consultants</u> will support the team in collecting and analysing documents and data and producing communication products and logistics. Back-office support is also expected to assist the team with logistics and other administrative matters. During the data collection phase for the case studies, local evaluation teams can be established in the different fieldwork locations to support the core evaluation team.

UNICEF will pay particular attention to ensuring the selection of a gender-balanced, geographic, and culturally diverse evaluation team and complementary subject matter and evaluation experience. Bidders are strongly encouraged to include female experts from the Global South as part of the evaluation team (as part of the same institution or in a consortium). The experts developing the methodology for the RFPS must be involved in the evaluation.

8. Evaluation Schedule and Deliverables

A timeline of around ten months is envisaged for the evaluation, from November 2023 to August 2024. The evaluation will be presented to the Executive Board in February 2025. The evaluation is organised in two parts:

1. Inception phase and institutional enablers assessment (Part I):

The inception phase and the assessment of UNICEF's institutional enablers for the GAP will include a comprehensive desk review, an all-staff survey, a benchmarking exercise, and the development of the case study methodology and work plan for Part II. Deliverables for Part I (November 2023 to February 2024) are:

- An inception report of a maximum of 30 pages or 20,000 words without annexes, confirming a shared understanding of what is to be evaluated and how;

- A desk study report, including a draft Theory of Transformation for the GAP (to be confirmed in Part II, building on the case studies);

- A survey report;

- A benchmarking analysis;

- An overall assessment of institutional enablers for the GAP. This report will present the findings and preliminary conclusions of Part I. It should be 15 pages or about 10,000 words (excluding annexes), and a PowerPoint presentation should accompany it.

2. GAP implementation and case studies (Part II)

Part II, March to August 2024, will produce a series of case studies that will analyse the GAP implementation in different sectors, regions, countries, etc. Visits to several country offices will be undertaken during Part II to cover the 10 case studies. Deliverables for Part II are:

- An intermediary and a final stakeholder workshop for the presentation and validation of findings and preliminary conclusions and recommendations;

- The interim and final evaluation report (with up to two revisions), in line with UNICEF quality standards for evaluation and template for reporting. The report should not exceed 60 pages, or 40,000 words, excluding the executive summary and annexes.

- Various communication products, including infographics for publication, a standalone for-page evaluation brief (distinct from the executive summary in the evaluation report) intended for a wider audience, and an interim and final PowerPoint presentation.

Other products include PowerPoint presentations for meetings with the Evaluation Reference Group to summarise work progress and conclusions. All products will be in standard English and follow the requirements of the UNICEF Style Book.

Bidders are invited to reflect on the outline of each evaluation product in their technical proposal.

The final report will be completed by August 2024 and presented to the UNICEF Executive Board and the management response in February 2025.

Relevant standards and guidance documents are the UNEG Norms and Standards, UNEG Code of Conduct, UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation, UNEG Guidance on Evaluating Institutional Gender Mainstreaming, UNEG Ethical Guidelines for Evaluation, UNICEF's Evaluation Policy, UNICEF standards for evaluation reports as per GEROS, as well as UNICEF Ethics Procedure.[16]

9. Payment Schedule

Unless applicants propose an alternative payment schedule, payments will be as follows:

- Approved Inception Report: Two months after signing the contract (by 31/12/2023) ;
- Approved overall assessment of institutional enablers for the GAP and presentation of findings and preliminary conclusions of Part I: Four months after signing the contract (by 29/02/2024);
- Approved presentation of findings and preliminary conclusions of Part II: Eight months after signing of the contract (by 30/06/2024);
- Approved draft of the final report: Nine months after the signing of the contract (by 31/07/2024); and
- Approved final report, presentation and other communication products: Ten months after signing the contract (by 31/08/2024).

10. Application Requirements for Technical and Financial Proposals

Proposals will be evaluated based on a combination of technical and financial considerations, including the need to meet the mandatory criteria. The technical quality of the proposals will account for 70 per cent of the final score; financial proposals will account for 30 per cent.

A panel of UNICEF specialists will review the technical proposals first; only proposals that meet the mandatory criteria and receive a minimum of 70 points (out of 100) during the technical evaluation will be considered further. Proposals that pass the technical stage will receive a financial score, and the two will be added together.

Content of the technical proposal
The technical proposal will be in PDF format and must include, at a minimum, the following elements:
   A. Table of contents

   B. Request for proposals for services form (page 3 of the Request for Proposals for Services document)

   C. Presentation of the bidding institution (institutions if a consortium or individual consultant), after that referred to as the applicant, including:

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[16] Please refer to: https://www.unicef.org/evaluation/resources and http://www.uneval.org/

- Name of the applicant;
- Date and country of registration/incorporation and location of offices or agents;
- Summary of corporate structure (detailed organogram), business areas, corporate directions, experience, and values;
- Past two years' annual turnover (in US dollars); and
- Number of full-time employees and type (technical experts, administrative and logistics support staff, financial staff, etc.).

D. Short narrative description of the applicant's experience and capacity in the following areas:

- Evaluation of gender policies or gender strategies;
- Evaluations of institutional/organizational effectiveness;
- Previous evaluations conducted for international development organisations using UNEG norms and standards for evaluation; and
- Capacities, including the ability (if a part of the proposed methodology) to conduct case studies in the areas related to the evaluation subject matter (gender equality, institutional effectiveness and capacity development);

E. List similar/relevant past and ongoing assignments carried out by the proposer in the past five years. UNICEF may contact reference persons for feedback on services provided by the proposers.

F. Full reports or links to complete reports listed as examples of the proposer's relevant past and ongoing assignments (at least 3), on which the proposed key personnel directly and actively contributed or authored.

G. Proposed methodology. There is no minimum or maximum length. It should minimise repeating what is stated in the ToR. If in doubt, ensure sufficient detail is provided for UNICEF to judge the technical expertise. The required content is as follows:

- Understanding of and comments on the context and rationale for the evaluation and on UNICEF's mainstreaming of gender equality;
- Understanding of and comments on the evaluation scope;
- Comments on the evaluation criteria, key evaluation questions, and areas of particular interest;
- Understanding of, comments on, and in-depth analysis of the aspects of complexity, potential challenges, risks, and ethical issues related to this evaluation exercise. This must include a description of the applicant's ethics and data privacy protocols;
- Proposed evaluation design and methodology, with a sufficient level of detail on each phase and activity of the evaluation process, including data to be collected to answer the evaluation questions, envisaged data collection and analysis methods, the sampling methodology and criteria to select the final case study countries, as well as the duration of the country visits and the number and profile of evaluation team members participating, and methods to conduct data collection in the selected case study countries. Particular attention should be paid to the management of local partners/consultants; stakeholder availability and participation; access and security constraints; the mix of quantitative and qualitative data and methods; data disaggregation, accuracy, and triangulation; approaches to data treatment and analysis; and quality assurance;
- Comments and additional details/suggestions on the deliverables proposed in the ToR, if any;
- Comments and suggestions on the management arrangements described in the ToR, if any, and proposed internal management and quality assurance arrangements; and

- The presence of local partners/consultants or others not typically full-time members of the bidding institution should be indicated, describing how they will be engaged, trained, supported, and supervised.

H. Work plan, which will include as a minimum requirement the following:

- General work plan based on the one proposed in the ToR, with comments and proposed adjustments, if any; and
- Detailed timetable by activity. It must be consistent with the general work plan and the financial proposal. It must factor in sufficient time to draft deliverables, their quality assurance by the evaluation team, UNICEF and the Evaluation Reference Group, and finalisation. It should also consider the vacation time of evaluation team members.

I. Evaluation team:

- Summary presentation of proposed experts;
- Description of support staff, if any;
- Level of effort of proposed experts by activity. It must be consistent with the financial proposal.
- CVs of each proposed expert. For information, senior and intermediate-level experts will be asked to sign a statement of exclusivity and availability before contract signature; however, at the stage of the proposal submission, the proposed team is expected to be available for the entire duration of this assignment.

Content of the financial proposal

The financial proposal must be entirely separated from the technical proposal. The financial proposal will be submitted in both PDF and Microsoft Excel format. Costs will be formulated in US dollars and free of all taxes. It will include the following elements as a minimum requirement:

A. Overall price proposal; and
B. Deliverables-based budget in Annex C (total cost of deliverable is based on roles used for the deliverable, consultants daily rate x number of days = total cost of the deliverable).

As per UNICEF procurement procedure, the budget for this evaluation assignment is not disclosed.

Bidders should not provide any travel costs in the proposal. The cost of the travel will be taken after countries and cities for the case studies are identified, and the contract shall be amended. All travel and the related budget should be pre-approved by UNICEF. Should there be any travel, the consultant will be responsible for administering their own travel and will be responsible for all travel costs - flights, daily subsistence allowance etc. Travel expenses will be reimbursed separately upon presentation of receipts based on actual cost or as per UN rates (http://icsc.un.org/rootindex.asp and/or https://icsc.un.org/Home/DailySubsistence), whichever is lower. ICSC DSA of special hotels will not be applicable. Travel expenses shall be calculated based on economy class travel, regardless of the length of travel and costs for accommodation, meals and incidentals shall not exceed applicable daily subsistence allowance (DSA) rates, as promulgated by the International Civil Service Commission (ICSC).

11. Assessment of Proposals

Under this RFP, the evaluation process identifies the most responsive proposal, based on the evaluation criteria, technical scores and minimum quality threshold specified in the RFP. The RFP states whether the most responsive proposal will be the highest scoring proposal following a cumulative analysis which weights technical and financial scores using technical/financial weightings stated in the RFP. In this RFPS combined technical and financial score with weightage 70:30 applies.

Mandatory criteria

Applicants must provide documentation of proven expertise from a UN agency or development partner showcasing the applicant's expertise in designing, managing, and administering evaluations of institutional/organizational effectiveness and gender equality. This should include a summary table presenting the applicant's track record of conducting similar evaluations across various development partners for UN agencies or organizations (including project title, date, budget, the scope of work, applicant's role and responsibilities, supervisor, and available links). A template is provided in Appendix 1.

Technical criteria

The following criteria will be used in evaluating the technical proposals:

	Technical Evaluation Criteria	
Section 1: OVERALL RESPONSE	Demonstrated understanding of this assignment's purpose, scope, requirements, and deliverables, including UNICEF's Gender Policy and Gender Action Plan.	5
	Clarity and completeness of the conceptual framework for data collection, compilation, analysis and reporting.	5
	Familiarity with relevant evaluation approaches, including utilization-focused, participatory, and mixed methods, plus knowledge of feminist evaluation.	5
	Focus, scale/size, and scope of past and current evaluations implemented, including evaluation types.	5
	Adequacy of risk assessment, with- recognition of the risks/peripheral problems and methods to prevent and manage risks/peripheral issues.	5
	Demonstrated ability to conduct high-quality evaluations in various contexts	5
Total Section 1: 30 points		
Section 2: METHODOLOGY	Quality of proposed implementation plan, i.e., how to undertake and execute each stage, with proposed project schedules.	5
	Quality of the proposed approach and methodology for the assignment, from data collection, compilation, and analysis, including feminist evaluation methods.	15
	Ability to conduct data collection, including proposed methods and tools for doing so.	10
	Demonstrated ability to conduct evidence-generation activities ethically. These include a description of in-house ethical review mechanisms/teams and/or partnerships with independent ethical review boards.	5
Total Section 2: 35 points		
Section 3: QUALIFICATOINS	Quality and relevance of the sample work provided, including validation through reference checks.	10
	Relevant academic qualifications, skills, and years of technical experience of team members, including familiarity with UNICEF and/or other UN agencies, and previous experience working from a country in the Global South.	10
	The proposed team members ' oral and written communication skills, including facilitating and conducting meetings and performing work in English, French, Spanish and Arabic (using in-house or outsourced resources).	5
	A clear description of quality assurance mechanisms and staff to be employed by the applicant to deliver quality products under this RFPS. Includes both in-house and outsourced quality assurance.	5
Total Section 3: 30 points		

Section 4: SUSTAINABLE PROCUREMENT PROCESS	Appendix 2 for SDG Goal 12 and its target 12.7 is duly completed, signed, and returned with the Technical Proposal	5
Total Possible Points		**100**
Minimum qualifying required Score (Total Technical Proposal)		**70**

Financial criteria

The following criteria will be used in evaluating the financial proposals:

- The price should be broken down for each deliverable of the proposed work based on an estimate of time which needs to be stated;
- Applicants must complete the financial proposal form with the daily rate of each team member;
- The total amount of points allocated for the price component is 30. The maximum number of points will be allotted to the lowest price proposal that is opened and compared among invited firms/institutions/individuals who obtain the threshold points in evaluating the technical component. All other price proposals will receive points in inverse proportion to the lowest price, e.g.:
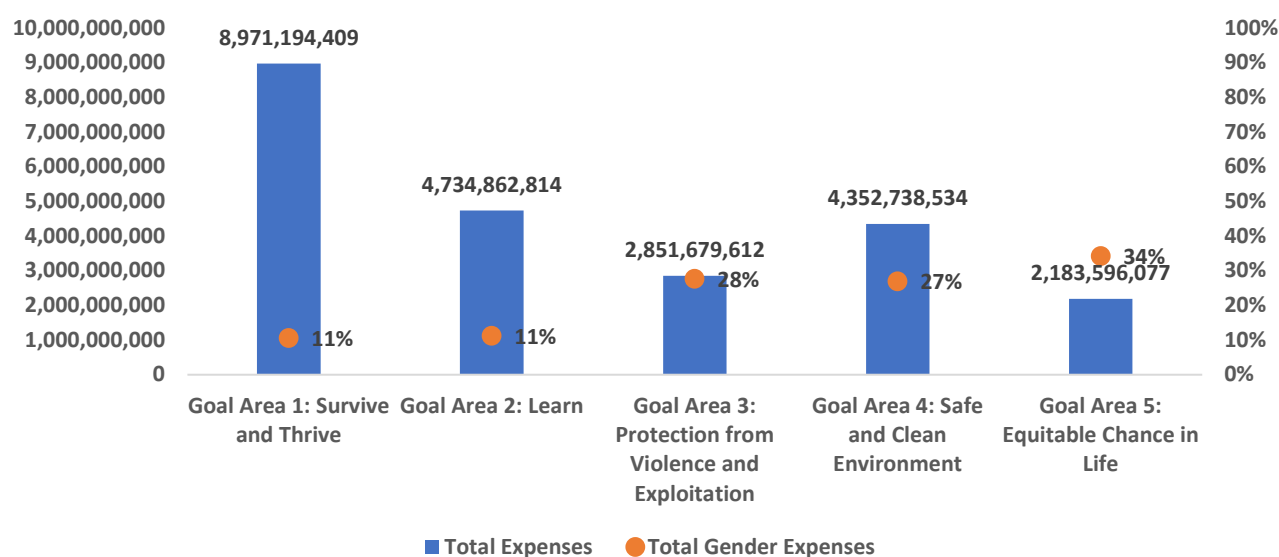
Score for price proposal X = (30*Price of lowest priced proposal)/(Price of proposal X)

Under this RFPS the Combined Technical and Financial Score with weightage 70:30 applies.

From **2018 to 2021**, Goal Area 1 received the highest allocation of resources, amounting to approximately $9 million. However, it is noteworthy that only 11% of these expenses were dedicated to gender-related initiatives. In contrast, Goal Area 5, despite having the lowest overall expenditure among all goal areas, allocated the highest proportion of gender expenses, accounting for 34% of the total expenses. Following closely were Goal Area 3 and Goal Area 4, which gave 28% and 27% of their total expenses towards gender-related initiatives.

Figure 4: Amount distribution of expenditure by goal area and percentage distribution of gender expenses within the given Goal Areas, 2018-2021

When analysing the distribution of gender expenses across different goal areas from 2018 to 2021, specific trends can be observed. Goal Area 1 consistently allocated around 10-12% of its expenditure to gender-related initiatives. Similarly, Goal Area 2 witnessed fluctuating gender expenses, ranging from 10% in 2018 to 14% in 2021.

In contrast, Goal Area 3 experienced a gradual increase in gender expenses over the years, starting at 21% in 2018 and reaching 34% in 2021. Goal Area 4 also demonstrated an upward trend, with gender expenses rising from 19% in 2018 to 32% in 2021.

The most significant change occurred in Goal Area 5, where gender expenses nearly doubled compared to 2018. It began at 22% in 2018, decreased slightly to 19% in 2019, then surged to 48% in 2020 and eventually settled at 42% in 2021.

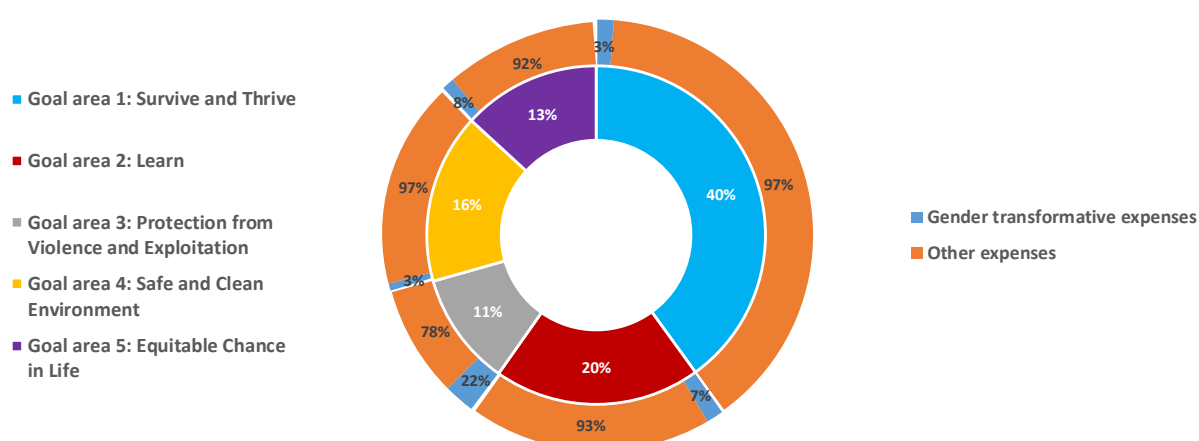**Figure 5: Percentage distribution of gender expenses per Goal Area, 2018-2021**

Goal Area 1: Survive and Thrive — 2018: 22%, 2019: 19%, 2020: 48%, 2021: 42%
Goal Area 4: Safe and Clean Environment — 2018: 19%, 2019: 20%, 2020: 36%, 2021: 32%
Goal Area 3: Protection from Violence and Exploitation — 2018: 21%, 2019: 23%, 2020: 32%, 2021: 34%
Goal Area 2: Learn — 2018: 10%, 2019: 10%, 2020: 11%, 2021: 14%
Goal Area 5: Equitable Chance in Life — 2018: 10%, 2019: 10%, 2020: 12%, 2021: 11%

Legend:
■ Goal Area 1: Survive and Thrive   ■ Goal Area 2: Learn
■ Goal Area 3: Protection from Violence and Exploitation   ■ Goal Area 4: Safe and Clean Environment
■ Goal Area 5: Equitable Chance in Life

In **2022**, a total of US$7,440,129,051 was allocated to expenditure across all Goal Areas, with 6% (equivalent to US$478,080,991) of this amount dedicated to gender transformative expenses. Among the spending assigned to the Strategic Plan 2022-2025 Goal Areas, Goal Area 1: Survive and Thrive has received the largest resource allocation, accounting for 40% of the total expenditure allocated across all Goal Areas. Conversely, Goal Area 3: Protection from Violence and Exploitation has been given the least resources, comprising only 11% of the total.

Interestingly, despite Goal Area 3 receiving the lowest resource allocation, it dedicates 22% of its allocated expenditure to gender transformative expenses, surpassing other Goal Areas. Goal Area 5: Equitable Change in Life gives 8% of its resources to gender transformative expenses.

It is worth noting that while Goal Area 1 holds the highest overall allocation of resources, the percentage distribution for gender transformative expenses is relatively low. Similarly, Goal Area 4: Safe and Clean Environment also has a relatively low allocation of resources, with only 3% allocated for gender transformative expenses (Figure 6).

Figure 6: Percentage distribution of UNICEF expenditure by Strategic Plan 2022-2025 Goal Areas and Gender Transformative Expenses, 2022

Legend:
■ Goal area 1: Survive and Thrive
■ Goal area 2: Learn
■ Goal area 3: Protection from Violence and Exploitation
■ Goal area 4: Safe and Clean Environment
■ Goal area 5: Equitable Chance in Life

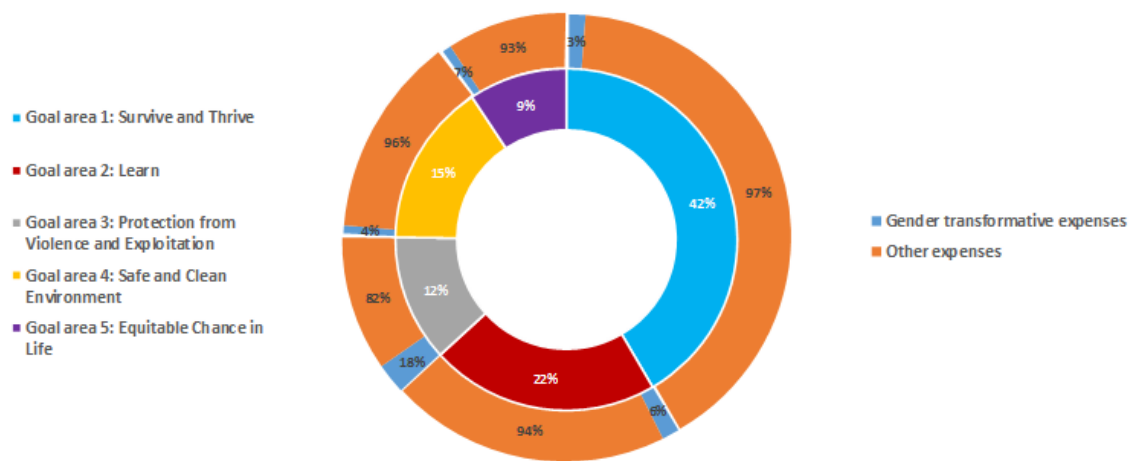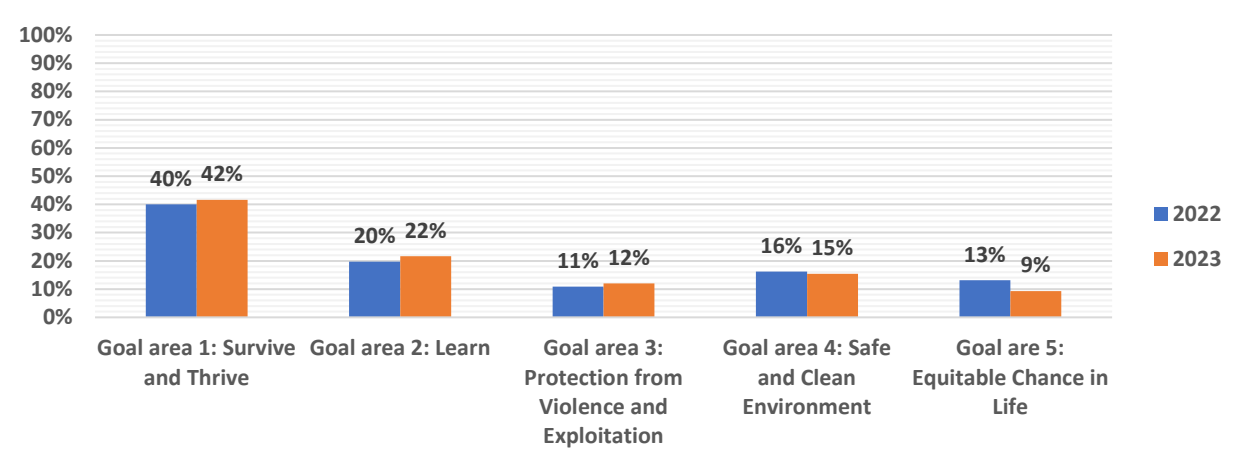■ Gender transformative expenses
■ Other expenses

Source: UNICEF Strategic Plan expenditure cube, 2022-2025

In 2023, a total of US$2,661,033,367 was allocated to expenditure across all Goal Areas, with 6% (equivalent to US$157,666,435) allocated to gender transformative expenses.

Goal Area 1 continued to receive the highest distribution of resources among other Goal Areas, accounting for 42% of the total allocation. However, the distribution of gender transformative expenses remained unchanged from 2022, remaining at 3%.

The highest distribution of gender transformative expenses among all Goal Areas persisted in Goal Area 3, representing 18% in 2023. Goal Area 2 allocated 6% of its expenditure to gender transformative expenses, while Goal Area 4 and Goal Area 5 gave 4% and 7%, respectively (Figure 7).

Figure 7: Percentage distribution of UNICEF expenditure by Strategic Plan 2022-2025 Goal Areas and Gender Transformative Expenses, 2023

Source: UNICEF Strategic Plan expenditure cube, 2022-2025

Despite the overall decrease in the allocation of expenditure resources in 2023 compared to 2022, there was a slight increase in the percentage distribution of total expenses for Goal Areas 1, 2, and 3, while Goal Areas 4 and 5 experienced a minor decrease (Figure 8).
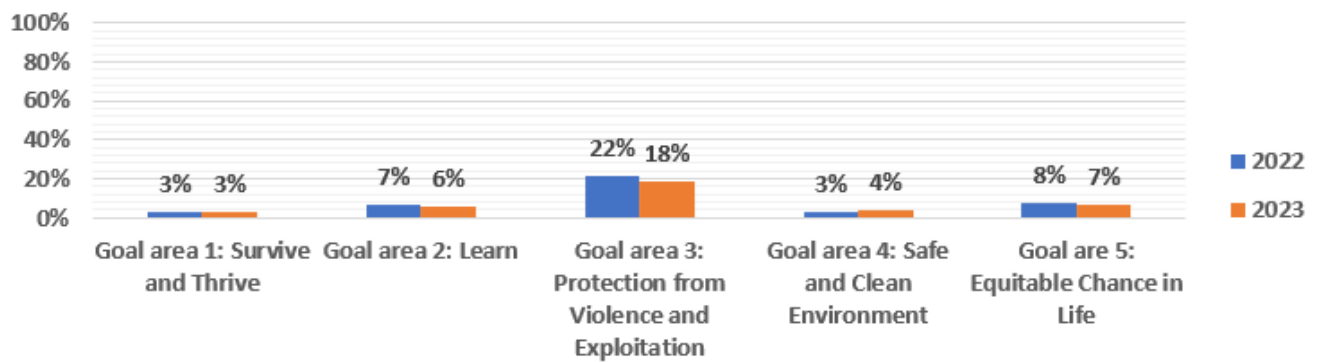
Regarding the resources allocated per Goal Area, the percentage distribution of gender transformative expenses remained the same for Goal Area 1 but slightly decreased for Goal Areas 2, 3, and 5. Notably, there was a 1% increase in the distribution of gender transformative expenses for Goal Area 4 (Figure 9).

Figure 8: Percentage distribution of overall expenditure resources by Goal Areas, 2022-2023

Source: UNICEF Strategic Plan expenditure cube, 2022-2025

Figure 9: Percentage distribution of gender transformative expenses per Goal Area, 2022-2023

UNICEF allocates resources across three types: Other Regular Emergency (ORE) resources, Other Resources (OR), and Regular Resources (RR). Regular resources encompass core and flexible funds, while ORE and OR are earmarked resources. In the distribution of ORE resources between 2022 and 2023, the allocation for gender transformative expenses remains constant, constituting 8% of the total ORE amount for each year. Regarding the distribution of OR resources, there is a 1% decrease in gender transformative expense allocation in 2023 compared to 2022, from 6% to 5%. A similar pattern is observed in the distribution of RR resources, with gender transformative expense allocation decreasing from 4% in 2022 to 3% in 2023. Figures 10-12 illustrate the overall distribution of expenditure per resource type between 2022 and 2023 and the percentage distribution of gender transformative expenses within each resource type for the corresponding years.

Figure 10: Amount distribution of expenditure by Other Regular Emergency (ORE) resources, 2022-2023, and percentage distribution of gender transformative expenses within ORE, 2022-2023

Figure 11: Amount distribution of expenditure by Other Regular (OR) resources, 2022-2023, and percentage distribution of gender transformative expenses within OR, 2022-2023

Figure 12: Amount distribution of expenditure by Regular Resources (RR), 2022-2023, and percentage distribution of gender transformative expenses within RR, 2022-2023
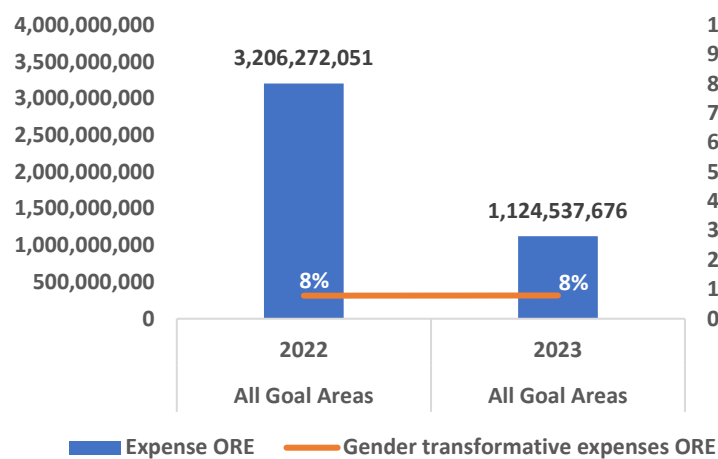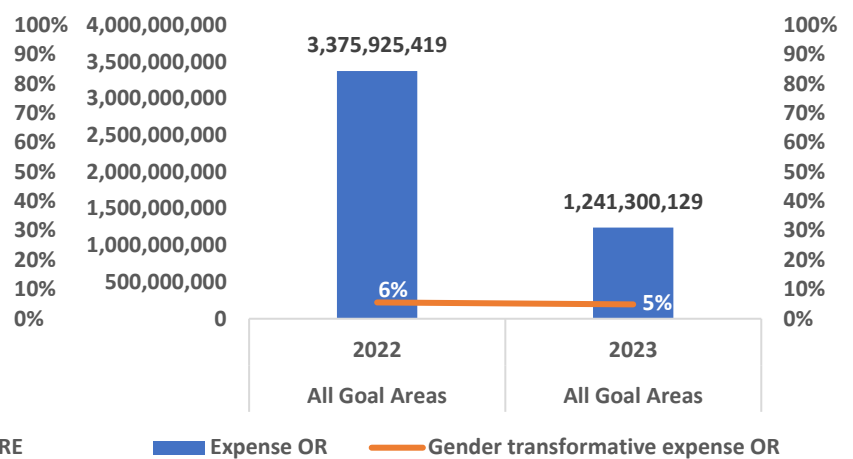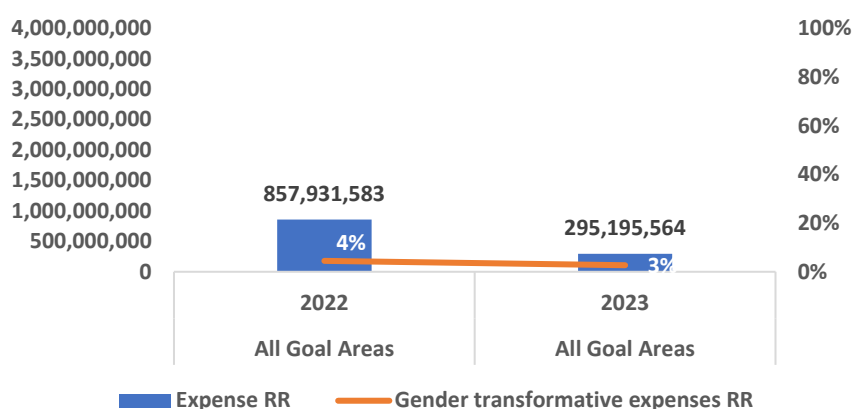

Figure 10

Figure 11

Figure 12

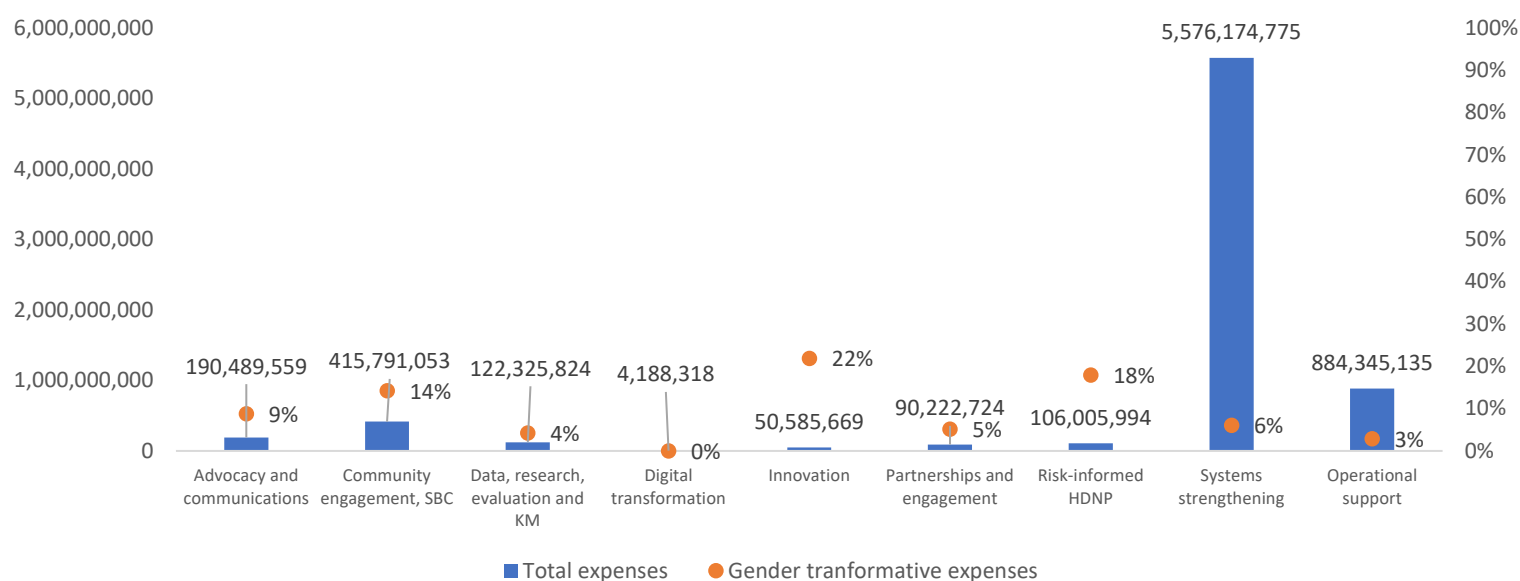UNICEF's Strategic Plan 2022-2025 outlines nine change strategies:

- Advocacy and communications
- Community engagement, social and behaviour change (SBC)
- Data, research, evaluation and knowledge management (KM)
- Digital transformation
- Gender equality programming for transformative results
- Innovation
- Partnerships and engagement: public and private
- Risk-informed humanitarian and development nexus programming (HDNP)
- Systems strengthening to leave no one behind

In comparison to 2022, the allocation of gender transformative expenses has decreased overall in 2023. Despite systems strengthening to leave no one behind receiving the largest share of resources among change strategies, only 6% of expenses in both 2022 and 2023 were dedicated to gender transformative initiatives.

Among the various change strategies, innovation has been at the forefront in allocating resources for gender transformative expenses, accounting for 22% in 2022 and 17% in 2023. Community engagement and social and behaviour change (SBC) change strategy allocated 14% in 2022 and 12% in 2023, while risk-informed humanitarian and development nexus programming (HDNP) allocated 18% in 2022 and 8% in 2023, making them prominent in distributing resources for gender transformative expenses.
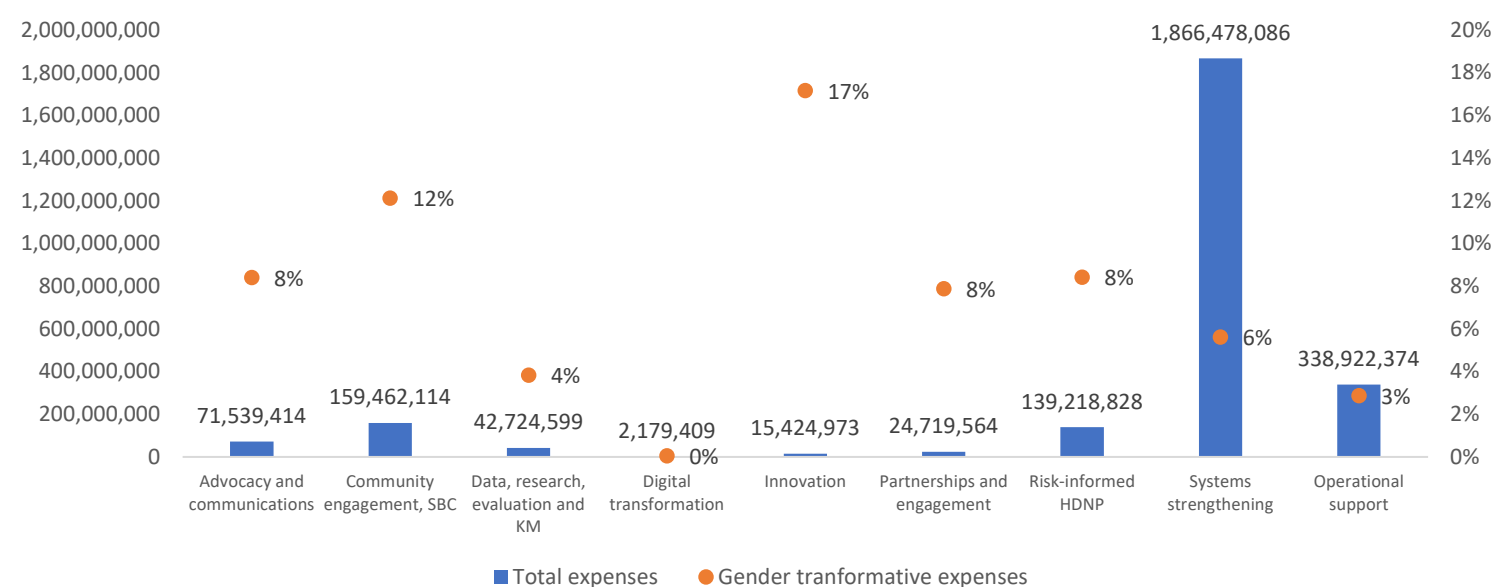
The digital transformation change strategy did not allocate resources for gender transformative expenses.

Figure 13: Amount distribution of expenditure by change strategy and percentage distribution of gender transformative expenses within the given change strategy, 2022

Source: UNICEF Strategic Plan expenditure cube, 2022-2025

Figure 14: Amount distribution of expenditure by change strategy and percentage distribution of gender transformative expenses within the given change strategy, 2023

Source: UNICEF Strategic Plan expenditure cube, 2022-2025

Appendix 1

The applicant can use the template below to document expertise from a UN agency or development partner in designing, managing, and administering evaluations of institutional/organizational effectiveness and gender equality.

Project title	Date (start, end date)	Scope of work (evaluation purpose and objectives)	Budget	Role and responsibilities	Supervisor (name, role, organization, e-mail contact)	Relevant public links of final deliverables

Appendix 2

The UNICEF Procedure on Sustainable Procurement is one of UNICEF's responses to the Sustainable Development Goals (SDGs) particularly Goal 12 – "Ensure Sustainable Consumption and Production Patterns" and its target 12.7 – "promote public procurement practices that are sustainable, in accordance with national policies and priorities". Sustainable procurement encompasses three pillars – economic, environmental and social. Bidders are encouraged to read Sustainable procurement procedure (UNICEF Supply Division).

Each box below has been assigned with 1 point. Last box has been assigned with 2 points. If applicable, please checkmark the box for the following:

❑ Has your company made a commitment to economic pillar (example: policy/ SOP to inclusion of local resources to develop local economy in area of work, including small businesses and businesses owned by marginalized groups). Please provide relevant policy / certification / SOP to evidence the claim.

❑ Has your company made a commitment to social pillar (example: policy/ SOP to protecting human rights and labour issues (workers' rights), inclusion of persons with disabilities and gender in the work force). Please provide relevant policy / certification / SOP to evidence the claim.

❑ Has your company made a commitment to environmental pillar (example: policy/ SOP to minimize the impact on environment from purchasing, reduction of wastage, reduced CO2 emissions etc.). Please provide relevant policy / certification / SOP to evidence the claim.

❑ Please explain how you plan to integrate sustainability measures in the execution of the contract, if awarded to you (250 words):

Appendix 2 for **SDG Goal 12 and its target 12.7** *must be duly completed, signed, and returned with the Technical Proposal.*