

**REVIEW OF IASC 2008 POLICY STATEMENT ON
GENDER EQUALITY
IN HUMANITARIAN ACTION**

**FINAL REPORT
(Annexes 1-10)**

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Commissioned by UN Women on behalf of the
IASC Gender in Humanitarian Action Reference Group

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A. Inter-Agency Standing Committee

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ANNEX 2: IASC Global and Field Level Stakeholders Interviewed November 2014-March 2015

NAME ¹	POSITION	
	ORGANIZATION	IASC
ALIKO, Blerta	UN WOMEN /Chief, Humanitarian Unit, Programme Division	Co-Chair GRG
ARNOLD, Margaret	World Bank /Senior Social Development Specialist/Gender Sensitive Approaches to Disaster Risk Management	World Bank Standing Invitee
ATTINGER Beatrice	GenCap Mali /Regional Sahel Deployment Hosted by OCHA	GenCap
AVILES, Sandra	FAO /Senior Adviser, Programme Development & Humanitarian Affairs Geneva Office	Full Member
BEYANI, Chaloka	Special Rapporteur on Human Rights of Internally Displaced Persons (SRHR of IDP)	
BLAAUW, Margriet	World Trauma Foundation /Consultant	MHPSS Reference Group Co-Chair
BROWN, Bethany	HelpAge Policy Director, HelpAge USA	GRG Member
BRUN, Delphine	Inter-Agency GenCap Advisor to the SRP process & Early Recovery; Hosted by UNDP Crisis Response	GenCap
BUHNE, Neil	UNDP /Director, Bureau for Crisis and Recovery Geneva Office	UNDP Full Member Member, HCSG, STAIT
BURNETT, Tristan	IOM /Department of Operations & Emergencies, PSEA Global Project Coordinator (CCBM Pilot)	IOM Standing Invitee
BUZZARD, Nan	ICVA /Executive Director	Standing Invitee. Former Member AAP/PSEA TT
CAFFERTY, Elizabeth	WRC /Senior Advocacy Officer	Co-Chair, GRG
CARRERAS, Anabel	Previous GenCap Yemen /Hosted by OCHA	GenCap
CAUJOLIE, Morgane	ICRC /Attache, Division of Multilateral Organizations, Policy and Humanitarian Action	Standing Invitee
CLIFTON, Deborah	GenCap Remote SRP Support Hosted by OCHA	GenCap
COFFEY, David	UN WOMEN /Humanitarian Unit, Programme Division	GRG Secretariat
COLBERT, Patricia	WFP /Senior Gender Adviser, Gender Office, Operation Management Department	Full Member Co-Chair, GRG
CONNELL, Gemma	OCHA /Coordinator – Emergency Directors Group	Full Member
CRAIG, Anthony	WFP /Deputy Director, Geneva Office	Co-Chair, Task Team Preparedness and Resilience
DAKKAK, Henia	UNFPA /Technical Advisor, Humanitarian & Fragile Contexts Branch, Programme Division	Full Member
DALTON, Clare	ICRC /Humanitarian Action Adviser, Division of Multilateral Organizations, Policy and Humanitarian Action	Standing Invitee
DANIELS, Ugochi	UNFPA /Chief, Humanitarian & Fragile Contexts Branch, Programme Division	Full Member
DEIKUN, George	UN-Habitat Director, Geneva Office	Full Member, Co-Chair, Reference Group MHCUA

¹ In alphabetical order, by surname

NAME ¹	POSITION	
	ORGANIZATION	IASC
DICO-YOUNG, Theresa	OXFAM/UK Global Gender Adviser, Humanitarian Department	SCHR
DOUGHTON, Lisa	OCHA/Chief, CERF Secretariat	OCHA Full Member Co-Chair, Humanitarian Financing TT
DOULL, Linda	WHO/Coordinator, Global Health Cluster, Emergency Risk Management	WHO Full Member Global Health Cluster
ELKHAWAD, Selma	IOM/Preparedness and Response Officer Department of Operations & Emergencies	IOM Standing Invitee
FORAN, Siobhan	IFRC/Senior Officer, Gender & Diversity, Programme Services Division	IFRC Standing Invitee Co-Chair, GRG
GING, John	OCHA/Director, Operational Division IASC, Emergency Directors Group	OCHA Full Member
GOTFREDSEN, Sara	UNHCR/Gender Equality Unit, Division of International Protection	UNHCR Full Member
HASIBRA, Mirela	FAO/Liaison & Operations Officer, Emergency and Rehabilitation Division	FAO Full Member
JOSHI, Indira	FAO/Liaison & Operations Officer, Emergency and Rehabilitation Division	FAO Full Member
KANG, Kyung-wha	OCHA/ASG for Humanitarian Affairs/Deputy ERC	Chair, Working Group Champion on Gender
KENNY, Erin R.	UNFPA/Gender-Based Violence Specialist/Humanitarian Response Branch	UNFPA Full Member
KHAN, Afshan	UNICEF/Director, Office of Emergency Programmes	UNICEF Full Member
KIYANI, Maria	UNHCR/Coordinator	UNHCR Full Member Coordinator, AAP/PSEA TT
KIM, Hyo Jeong	WHO/Technical Officer, Policy, Practice and Evaluation, Emergency Risk Management & Humanitarian Response	WHO Full Member
KULL, Daniel	World Bank/Humanitarian Development Attache, Senior Disaster Risk Management Specialist	World Bank Standing Invitee Member Preparedness and Resilience TT
LANDER, Brian	WFP/Deputy Director, Geneva Liaison Office	WFP Full Member
LAW, Preeta	UNHCR/Senior Protection Coordinator, Division of International Protection	UNHCR Full Member Co-Chair, AAP/PSEA TT
LAWSON-MARRIOTT, Sibi	UNICEF Humanitarian Policy Specialist, Humanitarian Policy Section, Office of Emergency Programmes	UNICEF Full Member
LEWIS, Gwyn	UNICEF/Chief, Global Cluster Coordination Unit, Office of Emergency Programmes	UNICEF Full Member
LOPES, Ariana	ICRC/Humanitarian Diplomacy Division	Attache
LOUPFOREST, Christelle	OCHA/Head, IASC/ECHA Secretariat	IASC Secretariat
MACDONALD, Ingrid	NCR/Director Geneva/Humanitarian Policy	Co-Chair, Revitalizing Principled Humanitarian Action TT, Humanitarian Programme Cycle Steering Group
McILREAVY, Patricia	InterAction/Senior Director, Humanitarian Policy	InterAction Standing Invitee GRG Member

NAME ¹	POSITION	
	ORGANIZATION	IASC
MORREIS, Liselot	FAO/Programme Officer, Division of Social Protection/ Gender Team	FAO Full Member
MUSTALAMPI, Unna	FAO/Gender Mainstreaming Officer	FAO Full Member
NORIEGA ARDILA, Moniza	IOM/CCCM & GBV Specialist, Department of Operations & Emergencies	IOM Standing Invitee
PENNELLS, Linda	Previous GenCap OPT, Pacific Region, Pakistan, Philippines, Somalia, South Sudan, Yemen	GenCap
PHAM, April	UNHCR/GenCap Gender Adviser Supporting Global Clusters	UNHCR Full Member GenCap Adviser
PILLAY, Anu	Previous GenCap Pacific Region, Philippines, Somalia	GenCap
PITTOTI, Melissa	ICVA Secretariat, Senior Policy Officer	ICVA Standing Invitee Co-Chair, Humanitarian Financing TT
PORTEAUD, Dominique	UNICEF/Global WASH Cluster Coordinator	UNICEF Full Member
PURI, Lakshmi	UNWOMEN/Acting Head, UNWOMEN, Deputy Executive Director, Intergovernmental Support & Strategic Partnership Bureau	
PY, Maryline	UNFPA/Humanitarian Specialist, Humanitarian & Fragile Contexts Branch, Programme Division	UNFPA Full Member
RAHAB, Njoki	UNOCHA, Senior Gender Adviser	
RICO, Rachel	OHCHR/Human Rights Officer, Women's Rights and Gender Section, Rule of Law, Democracy and Non-Discrimination Branch	OHCHR Standing Invitee Co-Chair, Protection in Humanitarian Crisis
RUEDAS, Sonsoles	WFP/Director, Gender Office, Operation Management Department	WFP Full Member
SIMON, Philip	IOM/Gender & Human Rights Specialist, Gender Coordination Unit	IOM Standing Invitee
SKINNER, Marcus	HelpAge/Humanitarian Policy Manager, UK	GRG Member
STROHMEYER, Hansjoerg	OCHA/Chief, Policy Development & Studies Branch	OCHA Full Member Working Group
SUTER, Theodora	IOM/Head, Gender Coordination Unit, Office of the Director General	IOM Standing Invitee
TERADA, Saori	OHCHR/Human Rights Officer, Women's Rights and Gender Section, Rule of Law, Democracy and Non-Discrimination Branch	OHCHR Standing Invitee
TURKOZ- COSSLETT, Gulden	UNWOMEN/Director, Programme Division	
URQUIA, Miguel	UNHCR/Senior Emergency Shelter Coordinator, Shelter and Settlement Section, Division of Programme Support and Management	UNHCR Full Member Global Emergency Shelter Cluster Lead
VAN KALMTHOUT, Ellen	UNICEF/Education Cluster Coordinator	UNICEF Full Member
VAN SICE, Heather	CARE International/Acting Head of Emergency Programme Quality, CARE Emergency Group	SCHR
VOGEL, Joanna	WHO/Technical Officer, Gender, Equity and Human Rights	WHO Full Member

NAME ¹	POSITION	
	ORGANIZATION	IASC
WANDEL, Marie Louise	UNICEF/ Chief a.i., Inter-Agency and Humanitarian Partnerships (IAHP), Office of Emergency Programmes	UNICEF Full Member
WIENS, Angela	International Medical Corps/ Senior Associate, Gender and Flagship Initiatives	GRG Member
ZEENDER, Greta	OCHA/ Adviser to Special Rapporteur on Human Rights of Internally Displaced Persons (SRHR of IDP); OCHA IDP Focal Point/Policy Advice & Planning Section/Policy Development & Studies Branch (PDSB)	OCHA Full Member

Annex 3: IASC Field Level Stakeholders

NAME ²	COUNTRY	POSITION
BECQUEVORT, Alexandre	Haiti	Former Protection Cluster/ OXFAM
BOURGOIS, Claire	CAR	SHC
CABROL, Marjorie	Colombia	Protection Cluster Coordinator
CAMACHO, Claudia	Colombia	Education Cluster Coordinator
CARVALHO, Luiza	Philippines	Ex-RC./HC
CASTANEDA, Sandra	Colombia	Shelter Cluster Coordinator
CHULLEY, Kenneth	Yemen	CCCM Cluster Coordinator
DECLERQ, Peter	Haiti	DSRGSG/RC/HC
DE URRUTIA, Iker	Chad	Education Cluster Coordinator
EL MUNA, Maha	Pacific Region/Fiji	Gender Advisor/ Protection/GBV
GUERRA, Adriana	Colombia	UNICEF Education in Emergencies Consultant
HELLENOV, Ezizgeldi	Yemen	Reproductive Health Sub-Cluster Coordinator
HOCHSCHID, Fabrizio	Colombia	RC/HC
JENSEN, Trond	Yemen	Head UNOCHA
KERR, Katie	Colombia	IOM Deputy Chief of Mission
LAKHDIM, Suad	Haiti	Health Cluster Lead
LANZER, Toby	South Sudan	Resident Coordinator
LAUWERIER,	Somalia	Education/Nutrition/WASH

² In alphabetical order, by surname

NAME²	COUNTRY	POSITION
Steven		Cluster Lead
LAZZARINI, Philippe	Somalia	DSRSG/RC/HC
LUBRANI, Osnat	Pacific Humanitarian Team	RC
MBAKAYA, Jayne	Yemen	Deputy Head UNOCHA
MIKULU, Jean Baptise	South Sudan	GenCap Hosted by OCHA
MOFFAREH, Ghamdan	Yemen	GBV Sub-Cluster Coordinator
MONTANA TAGUE Andrea	Colombia	UNICEF Gender Consultant
MOUACI, Samira	Haiti	Former Protection Co-Lead
MOUGNE, Christine	Thailand	GenCap Regional Asia Pacific Hosted by OCHA
OVERMARS, Marc	Pacific Region/Fiji	Regional WASH Cluster Coordinator
ROBINSON, Stephen	Jordan	GenCap Hosted by UNDP
SEQUI, Alice	Chad	Head of Office UNOCHA
URTEAGA, VILLANNUEVA, Katia	Sahel Region	GenCap Remote SRP Control Hosted by OCHA
VAN DER KLAUW, Johannes	Yemen	HC
WATSON, Gina	Colombia	Health Cluster Lead
YISA, Barnabas	South Sudan	Protection/ GBV Cluster Lead

ANNEX 4: IASC Full Members & Standing Invitees: SELECTED DOCUMENTS RELEVANT TO GENDER MAINSTREAMING IN HUMANITARIAN ACTION

ORGANIZATION	SELECTED DOCUMENTS RELEVANT TO GENDER MAINSTREAMING IN HUMANITARIAN ACTION
IASC FULL MEMBERS	
<p>UN Development Programme/ UNDP</p>	<p>*The UNDP Bureau for Crisis Prevention and Recovery (BCPR) in 2008 issued the <i>Eight Point Agenda: Practical, positive outcomes for girls and women in crisis</i> covering women’s security, gender justice, expanding women’ decision-making, building peace with women, promoting gender equality in disaster risk reduction, ensuring gender-responsive recovery, including women’s issues in national agendas, and developing capacity for social change.³</p> <p>*Reporting on the implementation of the <i>UNDP Gender Equality Strategy 2008-2013</i> includes development results in crisis prevention and recovery and enhancing gender mainstreaming in disaster risk management capabilities.⁴</p> <p>*The <i>Mid-Term Review of the UNDP Gender Equality Strategy 2008-2013</i> concludes that while the organization has become more ‘gender aware’ and ‘is making significant contributions on the ground’, implementation of the gender strategy ‘remains uneven’.⁵</p> <p>*The UNDP BCPR issues <i>Annual Reports</i> which include field level examples of gender mainstreaming and addressing GBV in disaster reduction, early recovery and crisis prevention.⁶</p> <p>*The <i>UNDP Gender Equality Strategy 2014-2017</i> also covers humanitarian action; specifically Outcome 5 enabling countries to reduce the likelihood of conflict, and risks of natural disasters through supporting the mainstreaming of gender equality and women’s empowerment; and Outcome 6 enabling early recovery and rapid return to sustainable development pathways in post-conflict and post-disaster settings.⁷</p>
<p>UN Food and Agriculture Organization/ FAO</p>	<p>*The <i>2011 Evaluation of FAO’s Role and Work Related to Gender and Development</i> concluded that – notwithstanding improvements at various levels - the organization needed to better integrate the concept that ‘gender mainstreaming for gender equality is a transformative process involving men and women and their control over resources and decision-making’ as well as the need to recognize that gender is a ‘technical specialization in its own right’, hence the need to promote a corporate culture that avoids relegating pertinent tasks to junior female colleagues. Specifically in respect to FAO Emergency Operations the evaluation recommended that a dedicated gender specialist be appointed.⁸</p> <p>*The <i>FAO 2013 Gender Equality Policy</i> explicitly spells out that ‘gender equality is not only an essential means by which FAO can achieve its mandate, it is also a basic human right’ and moreover ‘clear synergies exist between FAO’s mandate and its gender equality goal and objectives’.⁹</p>

³ Annex 2/B: UNDP/BCPR. 2008. The Eight Point Agenda: Practical, positive outcomes for girls and women in crisis’.

⁴ Annex 2/B: UNDP/BDP. 2013. Implementation of UNDP Gender Equality Strategy 2008-2013. Back/background Paper for the Annual Report to the Executive Board. January, pp. 14-15.

⁵ Annex 2/B: UNDP. 2010. ‘Midterm Review of the UNDP Gender Equality Strategy 2008-2013’.

⁶ Annex 2/B: UNDP. 2014. ‘Preventing Crisis, Enabling Recovery: 2013 in Review’; see also United Nations Development Programme (UNDP). no date. ‘Women in Conflict Prevention, Peacebuilding and Recovery’.

⁷ Annex 2/B: UNDP. 2013. ‘UNDP Gender Equality Strategy 2014-2017’, pp. 9-10.

⁸ Annex 2/B: UNFAO. 2011. ‘Evaluation of FAO’s Role and Work Related to Gender and Development’. Final Report. June, p. 15, 17.

⁹ Annex 2/B: UNFAO. 2013/a. ‘FAO Policy on Gender Equality. Attaining Food Security Goals in Agriculture and Rural Development’, pp. 1, 2.

ORGANIZATION	SELECTED DOCUMENTS RELEVANT TO GENDER MAINSTREAMING IN HUMANITARIAN ACTION
	<p>*The <i>FAO Gender and Development Action Plan 2008-2013</i> includes emergency as a key global issue, defined as conflict-, human-made and natural disaster induced.¹⁰</p> <p>*Though the <i>FAO Strategic Framework 2010-2019</i> covers emergencies and disaster risk management (Strategic Objective I), gender equality is not explicitly spelled out in the latter. Rather, it is Strategic Objective K that spells out ‘gender equality in access to resources, goods, services and decision-making in rural areas’, though omitting the link with preceding Strategic Objective I.¹¹</p> <p>*On the other hand, the <i>2013 FAO Guidance Note on Gender Equality in Emergencies</i> includes ‘good practices in integrating gender-related concerns in FAO emergency and rehabilitation programming’.¹²</p> <p>FAO has also integrated the <i>IASC Gender Marker</i> coding into its results-based management system, implemented through PIREs (Programme Planning, Implementation Reporting and Evaluation Support).¹³</p>
UN Population Fund/ UNFPA	<p>*The <i>UNFPA Strategy and Framework for Action to Addressing Gender-Based Violence 2008-2011</i> reiterates UNFPA’s designated role as the lead agency for addressing GBV in humanitarian situations, which involves ‘coordinating the system of multi-sectoral response in all conflict, post-conflict, natural disaster and recovery settings’.¹⁴</p> <p>*The <i>2010 UNFPA Guidelines on Data Issues in Humanitarian Crisis Situations</i> covers the preparedness, acute, chronic humanitarian and post-crisis phases respectively. It provides information on strengths and weaknesses of data information sources, and stresses the need for both sex and age disaggregated data.¹⁵</p> <p>*Overall the <i>UNFPA Mid-Term Review of Goal 3-Gender Equality in the UNFPA Strategic Plan</i> points to progress in various areas, though improvements were required in respect of, for example, improving capacity for results-based management and reporting; and collecting data that serve to demonstrate the added value of integrating gender, human rights and culture in achieving and sustaining development results.¹⁶</p> <p>*The <i>UNFPA 2013 Gender at the Heart of ICPD: UNFPA Strategic Framework on Gender Mainstreaming and Women’s Empowerment</i> also covers emergency and post-emergency situations, with particular focus on integrating rights and reproductive rights in crisis and post-crisis situations, which also includes engaging men and boys as ‘partners for equality’.¹⁷</p> <p>*The <i>UNFPA Strategic Plan 2014-2017</i> stresses gender-responsive planning and programme delivery in both development and humanitarian settings, flagging that a particularly challenging situation is delivering sexual and reproductive health (SRH) services in humanitarian settings. The Plan’s results framework is aligned with the SWAP performance indicators as well as the IASC Humanitarian</p>

¹⁰ Annex 2/B: UNFAO. 2007. ‘Gender and Development Action Plan (2008-2013). Conference Thirty-fourth Sessions, Rome, November (C2007/19), p. 3.

¹¹ Annex 2/B: UNFAO. 2009. ‘Strategic Framework 2010-2019’. Conference/Rome/November (C2009/3), p. 27.

¹² Annex 2/B: UNFAO. 2013/b. *FAO In Emergencies Guidance Note. Striving for Gender Equality in Emergencies*, p. 6.

¹³ Annex 2/B: UNFAO. no date. ‘Gender Markers’. Division of Emergency Operations and Rehabilitation, p. 1.

¹⁴ Annex 2/B: UNFPA. 2008/a. ‘UNFPA Strategy and Framework for Action to Addressing Gender-Based Violence 2008-2011’, p. 2.

¹⁵ Annex 2/B: UNFPA. 2010. ‘Guidelines on Data Issues in Humanitarian Crisis Situations’..

¹⁶ Annex 2/B: UNFPA. 2011. ‘Mid-Term Evaluation of UNFPA Strategic Plan. Organizational Goal 3- Gender Equality’. Final Report. Universalia. July, pp. x-xi.

¹⁷ Annex 2/B: UNFPA. 2013. ‘Gender at the Heart of ICPD: UNFPA Strategic Framework on Gender Mainstreaming and Women’s Empowerment’, pp. 53, 55.

ORGANIZATION	SELECTED DOCUMENTS RELEVANT TO GENDER MAINSTREAMING IN HUMANITARIAN ACTION
	<p>Response Monitoring Framework and the link with the IASC Transformative Agenda.¹⁸</p> <p><i>*The UNFPA Humanitarian Response Strategy “Second Generation”</i> produced by the Humanitarian and Fragile Contexts Branch maintains that in ‘natural disasters, as well as post-crisis and security compromised situations, gender-based violence and discrimination against women and girls intensifies’. This requires ‘strengthening evidence-based advocacy on gender issues to ensure all actors engaged in humanitarian response are designing and delivering gender and age sensitive responses’.¹⁹</p> <p><i>*UNFPA’s website</i> includes a section on <i>sexual and gender-based violence in humanitarian settings</i> which ‘may become more acute in the wake of natural disasters, and it occurs at every stage of a conflict’.²⁰</p> <p><i>*The Joint UNFPA/UNICEF evaluation of the FGM /C Programme</i> covers conflict and natural disaster settings.²¹</p>
<p>UN Human Settlements Programme/ UN-HABITAT</p>	<p><i>*The UN-HABITAT Gender Policy</i> was first issued in 1996 and updated in 2002.²²</p> <p><i>*The UN-HABITAT Gender Equality Action Plan 2008-2013</i> - launched in recognition of the need for a more coherent approach to institutional arrangements for gender mainstreaming - is based on two main objectives: mainstreaming gender equality and women’s empowerment, and includes a focus on crime and violence prevention strategies, as well as securing women’s rights to land and housing in post-conflict and post-disaster areas.²³</p> <p><i>*The 2013 UN-HABITAT Women in Post Conflict Settlement Planning</i> lists ten key principles for gender sensitive post-conflict settlement planning.²⁴ <i>*However the 2012 UN-HABITAT Gender Issue Guide: Gender Responsive Urban Research and Capacity Development</i> does not explicitly refer to mainstreaming gender in post-conflict contexts, though there is reference to the importance of sex disaggregated data.²⁵ Responsibility for implementing the Action Plan was divided between the Gender Mainstreaming Unit, a network of Gender Focal Points and a Gender Task Force.</p> <p><i>*The 2011 UN-HABITAT Evaluation of Gender Mainstreaming</i> identified various challenges impacting on the implementation of the Action Plan, including weak monitoring due to lack of clarity in respect of indicators; unclear criteria for selection of Gender Focal Points; findings from in-house research on gender equality are not integrated into UN-HABITAT’s general guidance materials; the need to support more coherent work on gender mainstreaming through ‘mutual strengthening of activities and sharing of knowledge within and across programmes and units, headquarters and regions, normative and operational work’.²⁶</p> <p><i>*The need for a more coherent institutional approach to gender mainstreaming led to the establishment in 2012 of the UN-HABITAT Advisory Group on Gender</i></p>

¹⁸ Annex 2/B: UNFPA. 2014/b. ‘The UNFPA Strategic Plan 2014-2017’, pp. 7, 11.

¹⁹ Annex 2/B: UNFPA. no date/a. ‘Humanitarian Response Strategy “Second Generation”, p. 14. See also United Nations Fund for Population Activities (UNFPA). no date/b. ‘Managing for Results’.

²⁰ Annex 2/B: UNFPA.2014/a. ‘Gender –based violence in humanitarian settings’.

²¹ Annex 2/B: UNFPA/UNICEF. 2013. ‘Joint Evaluation: UNFPA-UNICEF Joint Programme on Female Genital Mutilation/Cutting: Accelerating Change 2008-2012’.

²² Annex 2/B: UN-HABITAT. 2002. ‘UN-HABITAT Gender Policy’.

²³ Annex 2/B: United Nations Human Settlement Programme (UN-HABITAT). 2012/a. ‘Implementation of the UN-HABITAT Gender Equality Action Plan 2008-2013’. Progress Report, pp. 12, 14.

²⁴ Annex 2/B: UN-HABITAT. 2013. ‘Women in Post-Conflict Settlement Planning’.

²⁵ Annex 2/B: UN-HABITAT. 2012/b. ‘Gender Issue Guide. Gender Responsive Urban Research and Capacity Development.’

²⁶ Annex 2/B: UN-HABITAT. 2011. ‘Evaluation of Gender Mainstreaming in UN-Habitat’. February.

ORGANIZATION	SELECTED DOCUMENTS RELEVANT TO GENDER MAINSTREAMING IN HUMANITARIAN ACTION
	<i>Issues</i> which functions as an independent advisory body reporting to the Executive Director. ²⁷
UN High Commissioner for Refugees/ UNHCR	<p>*Evaluation of the <i>UNHCR 2004-2009 Age, Gender and Diversity Mainstreaming Strategy</i> acknowledges that it introduced a new planning and implementation model but concluded that it did not ‘have the weight of official UNHCR policy nor ‘adequate leadership and oversight by the Executive Committee’. Moreover, insufficient attention is deemed to have been accorded to ensuring ‘sustainability of the mainstreaming aspects’ including ‘building the staffing profile, training, orientation, and performance appraisal systems’.²⁸</p> <p>*The <i>UNHCR 2011 Age, Gender and Diversity Policy</i> ‘seeks to ensure that ‘all persons of concern enjoy their rights on an equal footing’ and that ‘complete realization of gender equality is an inalienable and indivisible feature of all human right and fundamental freedoms’. The Policy perceives ‘diversity’ as referring to ‘different values, attitudes, cultural perspectives, beliefs, ethnic background, nationality, sexual orientation, gender identity, ability, health, social status and other specific personal characteristics’, including disability.²⁹</p> <p>*The Policy reflects changes in UNHCR’s approach from a focus on women as a specific target group during the 1980s, to the paradigm shift during the 1990s focusing on gender analysis of both women’s and men’s roles, to the introduction of the focus on age, gender and diversity by 2003.³⁰</p>
UN Children’s Fund UNICEF	<p>*The <i>2008 Evaluation of UNICEF’s 1994 Gender Policy</i> concluded that though the organization had generated many good practices, overall the Policy was not implemented systematically due to multiple institutional weaknesses and an <i>ad hoc</i> approach to implementation. Specifically integration of gender equality in UNICEF’s emergency work was deemed to be ‘weak in terms of institutional commitment, staff capacity, accountability and the allocation of dedicated and financial resources’.³¹</p> <p>*The <i>2009 UNICEF Commitment to Gender Equality in Humanitarian Situations</i> ‘included ‘tips and tools for planning, using a gender lens’ as part of the approach to throw light on the ‘invisibility, silence and partiality that surround gender inequality’ in humanitarian interventions’.³²</p> <p>*The <i>2012 UNICEF Gender Equality in Humanitarian Action Brochure</i>³³ builds on the <i>2010 UNICEF Core Commitments for Children in Humanitarian Action</i>,³⁴ <i>UNICEF’s 2010 Policy on Gender Equality and the Empowerment of Girls and Women</i>,³⁵ as well as the CRC and CEDAW.³⁶ The Brochure covers areas such as disaster risk reduction, early recovery, national capacity building, peace building and partnerships.</p>
UN Office for Coordination of Humanitarian Affairs /	*The <i>2010 Review of the OCHA Gender Policy 2005</i> concluded that staff knowledge of the policy was highly limited with a majority of staff not perceiving it as a priority for senior management; Humanitarian Field Officers in the field

²⁷ Annex 2/B: UN-HABITAT. 2012/c. ‘Terms of Reference and Rules of Procedure for the UN-HABITAT Advisory Group on Gender Issues (AGGI)’.

²⁸ Annex 2/B: UNHCR. 2010. ‘Changing the way UNHCR does business? An evaluation of the Age/Gender and Diversity Mainstreaming Strategy 2004-2009’, p. 2.

²⁹ Annex 2/B: UNHCR. 2011. ‘Age, Gender and Diversity Policy’, pp.1, 2.

³⁰ Annex 2/B: UNHCR/GEU/DIP. 2013. ‘From 1975-2013: UNHCR’s Gender Equality Chronology’.

³¹ Annex 2/B: UNICEF. 2008. ‘Evaluation of Gender Policy Implementation in UNICEF’, pp. v, x.

³² Annex 2/B: UNICEF. 2009/b. ‘A Commitment to Gender Equality in Humanitarian Situations. A Handbook for Mainstreaming Gender into Planning, Preparedness, Response and Early Recovery’, pp. 8-9.

³³ Annex 2/B: UNICEF. 2012. ‘Gender Equality in Humanitarian Action’.

³⁴ Annex 2/B: UNICEF. 2010/b. ‘Core Commitments for Children in Humanitarian Action’.

³⁵ Annex 2/B: UNICEF. 2010/a. ‘Policy in Gender Equality and the Empowerment of Girls and Women’.

³⁶ CRC (UN Convention on the Rights of the Child); CEDAW (UN Convention on the Elimination of All Forms of Discrimination against Women).

ORGANIZATION	SELECTED DOCUMENTS RELEVANT TO GENDER MAINSTREAMING IN HUMANITARIAN ACTION
OCHA	<p>were generally found not be 'mandated to have experience and knowledge of gender issues'.³⁷</p> <p>*The <i>2012 OCHA Gender Policy</i> specifically mentions taking into account the different needs, capacities and voices of women, girls, boys and men and spells out seven minimum gender commitments. The latter includes applying the ADAPT and ACT framework presented in the IASC Gender Handbook; gender analysis as well as all phases of humanitarian action.³⁸</p> <p>*The <i>OCHA Strategic Plan 2014-2017</i> covering 10 strategic objectives explicitly refers to gender and GBV but in some sections also uses the gender neutral term 'people'.³⁹</p> <p>*The <i>OCHA Gender Toolkit</i> covers resilience, preparedness and emergency response, and the website posts IASC gender-related products.⁴⁰</p> <p>OCHA subscribes to the <i>Hyogo Framework for Action 2005-2015</i>, including its Priority Five which focuses on Disaster Preparedness for Effective Response. Gender is addressed in the latter as a core factor in disaster risk reduction.⁴¹</p>
UN World Food Programme/ WFP	<p>*The <i>WFP 2008-2013 Gender Policy</i> stresses that gender equality 'is critical to the reduction of poverty and hunger' and is based on the 'core values of humanity, impartiality, neutrality and respect in WFP's humanitarian principles'. The 'do no harm' principle implies ensuring that 'distribution sites are safe and taking care not to overburden women or expose them to violence, sexual exploitation or abuse'. The Policy recognizes that 'gender issues among field staff has sometimes led them to perceive gender issues as relating only to women', and that achieving gender balance in staffing remains a challenge.⁴²</p> <p>*The <i>WFP 2009 Policy on Disaster Risk Reduction</i> notes that 'gender relations play an important role in disaster mitigation strategies' whereby poverty and cultural constraints impact on women's survival, loss of life and property.⁴³</p> <p>*The <i>WFP Strategic Plan (2014-2017)</i> aims to 'create an enabling environment for gender equality and women's empowerment',⁴⁴ further reflected in <i>WFP's Draft 2014-2017 Strategic Results Framework</i> which explicitly refer to gender equality and women's empowerment as cross-cutting issues in all Strategic Objectives, including saving lives and protecting livelihood in emergencies.⁴⁵</p> <p>*The challenge of mainstreaming gender in WFP's Strategic Objectives is more or less flagged in the <i>2014 Evaluation of the WFP Gender Policy</i> which concludes that overall key results 'relate to the increased protection of women, men and children in food distribution, and greater gender equity in food allocations and decision-making related to food distribution. However the evaluation also noted constraining factors including 'absence of an agreed supportive corporate-level accountability framework; 'shortages in technical capacity and skills for gender mainstreaming'; and 'little change in gender parity statistics in staffing'.⁴⁶</p>
UN World Health Organization/	<p>*The <i>2002 WHO Review of Selected Gender Analysis in Health Tools</i> concludes that while tools to identify gender issues in health are useful, further work is</p>

³⁷ Annex 2/B: UNOCHA. 2010. Review of OCHA's Gender Equality Policy'. Final Report. December, pp. 9, 11.

³⁸ Annex 2/B: UNOCHA. 2012/a. 'Policy Instruction. Gender Equality: A people-centred approach', pp. 2-3.

³⁹ Annex 2/B: UNOCHA. 2014. 'OCHA's Strategic Plan 2014-2017'.

⁴⁰ Annex 2/B: UNOCHA. no date. OCHA Gender Tools'.

⁴¹ Annex 2/B: UN. 2008. 'Disaster Preparedness for Effective Response. Guidance and Indicator Package for Implementing Priority Five of the Hyogo Framework', p. 5.

⁴² Annex 2/B: UNWFP. 2009/a. 'WFP Gender Policy. Promoting Gender Equality and the Empowerment of Women in Addressing Food and Nutrition Challenges', pp. 7, 8, 13.

⁴³ Annex 2/B: UNWFP. 2011. 'WFP Policy on Disaster Risk Reduction', p. 11.

⁴⁴ Annex 2/B: UNWFP. 2013/a. 'WFP Strategic Plan (2014-2017)', p. 8.

⁴⁵ Annex 2/B: UNWFP. 2013/b. 'WFP's Draft 2014-2017 Strategic Results Framework'. pp. 4, 8, 11, 15.

⁴⁶ Annex 2/B: UNWFP/OE. 2014 'Evaluation of WFP's Gender Policy. This Time Around?' By Julia Betts, Cathy Gaynor, Hope Kabuchu and Francis Watkins, pp. vi, viii.

ORGANIZATION	SELECTED DOCUMENTS RELEVANT TO GENDER MAINSTREAMING IN HUMANITARIAN ACTION
WHO	<p>required to identify, evaluate, document and publish useful methodologies on how to go about addressing gender issues.⁴⁷</p> <p>*WHO has since 2002 issued a number of directives on gender in humanitarian action, focusing specifically on disaster.⁴⁸</p> <p>*The current <i>UN WHO Strategy for Integrating Gender Analysis and Action into the Work of WHO</i>, issued in 2007, focuses on four key strategic objectives: build capacity for gender mainstreaming; bring gender into the mainstream of WHO's management; promote the use of sex-disaggregated data and gender analysis; and establish accountability.⁴⁹</p> <p>*The <i>2007 WHO Six-Year Risk Reduction and Emergency Preparedness Strategy</i> does not include explicit reference to 'gender' or 'women'; reference to data is in general terms rather than flagging 'sex and age disaggregated data'.⁵⁰ Similarly, the 2009 WHO Strengthening Institutional Capacity in Humanitarian Action is couched in gender blind language.⁵¹</p> <p>*WHO has established the Department of Gender and Women's Health, the Gender, Equality and Human Rights Team, and the Gender, Women and Health Network.⁵²</p> <p>*The Department has piloted the 2011 <i>Gender Mainstreaming Manual for Health Managers</i> which includes a focus on human rights, but not on disaster management and mitigation.⁵³</p>
IASC STANDING INVITEES	
InterAction	<p>*The <i>2008 InterAction Gender Equality and Women's Empowerment Policy Brief</i> also covers humanitarian action in emergency contexts, and stresses the importance of gender analysis for effective programming.⁵⁴</p> <p>*The organization's <i>Commission on the Advancement of Women</i> and the <i>Gender Integration Working Group</i> promote gender equality and women's empowerment,⁵⁵ results of which are captured in the Gender Audit. The latter highlights four elements for transforming gender blind organizations into gender responsive ones: political will; technical capacity; accountability; and organizational culture.⁵⁶</p>
International Committee of the Red Cross/ ICRC	<p>*The <i>2004 ICRC Addressing the Needs of Women Affected by Armed Conflict</i> stresses that the publication is about women, not gender, though it also covers sexual violence.⁵⁷</p> <p>*The <i>2006 ICRC Gender Equality and Strategy Framework</i> includes the aim of achieving gender balance in staffing;⁵⁸ reiterated in the <i>2011 Framework for Sustainable Development at the ICRC</i>.⁵⁹</p>

⁴⁷ Annex 2/B: WHO/DGH. 2002/b. 'Gender Analysis in Health. A Review of Selected Tools', p. ix.

⁴⁸ Annex 2/B: UNWHO. 2013. 'Emergency Risk Management for Health. Overview'. [Global Platform; UNWHO/DGWH](#)). 2002. 'Gender and Health in Disasters'. July; UNWHO/DGWH. 2005/a. 'Gender and Health in Natural Disasters'; UNWHO/DGWH) 2005/b. 'Gender Considerations in Disaster Management'.

⁴⁹ Annex 2/B: UNWHO. 2007/b. 'Strategy for Integrating Gender Analysis and Action into the Work of WHO'. pp. 10-11.

⁵⁰ Annex 2/B: UNWHO. 2007/a. 'Risk Reduction and Emergency Preparedness. WHO six-year strategy for the health sector and community capacity development', p. 17.

⁵¹ Annex 2/B: UNWHO. 2009. 'Strengthening WHO's Institutional Capacity for Humanitarian Health Action. A five-year programme'. Progress Report/December.

⁵² Annex 2/B: UNWHO. 2012. 'Gender, women and health. Gender, equity and human rights at the core of the health response'.

⁵³ Annex 2/B: UNWHO) 2011. 'Gender Mainstreaming for Health Managers: a practical approach. Facilitator's Guide'.

⁵⁴ Annex 2/C: InterAction. 2008. 'Gender Equality and Women's Empowerment Policy Brief'.

⁵⁵ Annex 2/C: InterAction. no date. 'Our Work: Gender Equality'.

⁵⁶ Annex 2/C: InterAction, 2010. 'The Gender Audit Handbook. A Tool for Organizational Self-Assessment and Transformation', p. 13.

⁵⁷ Annex 2/C: ICRC. 2004. 'Addressing the needs of Women Affected by Armed Conflict', pp. 6, 25.

⁵⁸ Annex 2/C: ICRC. 2006. 'Gender Equality Policy and Strategy Framework'. March.

⁵⁹ Annex 2/C: ICRC. 2011. 'Framework for Sustainable Development at the ICRC'.

ORGANIZATION	SELECTED DOCUMENTS RELEVANT TO GENDER MAINSTREAMING IN HUMANITARIAN ACTION
	<p>*The 2008 Joint ICRC/IFRC Guidelines for Assessment in Emergencies refers to different needs of women, men, the elderly and children, GBV, HIV/AIDS, marginalized people and gender balance in assessment teams.⁶⁰</p> <p>*The 2011 Multilateral Aid Review (MAR) of the ICRC concluded that though the organization 'has made significant progress in recent years on gender equality' in programme outcomes and staffing, 'ICRC could do more to ensure gender considerations are better integrated into programming'.⁶¹</p> <p>*The 2012 Australian Multilateral Assessment concludes that ICRC 'has strong 'gender policies and guidelines in place across the portfolio' linked to the organization's focus on cross-cutting issues, in particular gender, environment and disability.⁶²</p> <p>*However, although the ICRC 2013 Annual Report recognizes' that armed conflicts have a different impact on men, women, boys, girls and the elderly' and stresses the need for sex and age disaggregated data, the stress in the organization's programme approach is mainly on women and girls.⁶³</p> <p>*ICRC's 2014 Statement to the United Nations: Advancement of Women states: 'Armed conflict can compromise women's access to health care, food and water. As such, in-depth assessments are essential to better understand and respond to their specific needs'.⁶⁴</p> <p>*ICRC's 2015-2018 Strategy mentions GBV, but uses the gender neutral term 'people'.⁶⁵</p>
International Council of Voluntary Agencies/ ICVA	<p>*The ICVA 'brings together over 70 human rights, humanitarian and development NGOs as an advocacy alliance for humanitarian action', focusing specifically on humanitarian and refugee policy issues.⁶⁶</p> <p>*The ICVA does not have a corporate gender policy. However, recognition that practical application of gender considerations in disaster scenarios are limited, with implications for exacerbating existing gender inequalities in times of crisis, is reflected in ICVA's mission statement and publications, such as the Monthly Bulletin.⁶⁷</p>
International Federation of Red Cross and Red Crescent Societies/ IFRC	<p>*The IFRC brings together over 180 national societies supported by volunteer networks and is considered the world's largest humanitarian network.⁶⁸</p> <p>*The IFRC Gender Policy dates back to 1999 and is linked to the organization's humanitarian mandate.⁶⁹</p> <p>*IFRC 2011-2020 Strategy on Violence Prevention, Mitigation and Response is based on gender analysis of violence as a humanitarian challenge.⁷⁰</p> <p>*IFRC 2011 Project/Programme M&E Guide includes attention to gender and vulnerable groups.⁷¹</p> <p>*The 2013 Multilateral Aid Review concluded that IFRC has a clear gender policy and that it promotes national society members to develop gender policies.⁷²</p>

⁶⁰ ICRC/IFRC. 2008. 'Guidelines for Assessment in Emergencies', p. 41.

⁶¹ Annex 2/C: UKDFID. 2011/a. 'Multilateral Aid Review (MAR): Assessment of International Committee of the Red Cross (ICRC)'. The 2013 MAR Progress Update on ICRC does not cover gender as a cross-cutting issue.

⁶² Annex 2/C: AMA. 2012. 'ICRC'. March, p. 5.

⁶³ Annex 2/C: ICRC. 2013. Annual Report/Vol 1. Annex 2: The ICRC's Operational Approach to Women and Girls', p. 34.

⁶⁴ Annex 2/C: ICRC. 2014/b. 'Advancement of Women: ICRC Statement to the United Nations'. October.

⁶⁵ Annex 2/C: ICRC. 2014/a. 'ICRC Strategy 2015-2018. Adopted by the ICRC General Assembly on 18 June 2014', p. 6.

⁶⁶ Annex 2/C: ICVA. no date. 'Focus Areas. Cross-Cutting Issues: Gender'.

⁶⁷ Annex 2/C: ICVA. 2015. 'Monthly Bulletin'. Highlights for January.

⁶⁸ Annex 2/C: IFRC. no date/d. 'Who we Are'.

⁶⁹ Annex 2/C: IFRC. 1999. 'IFRC Gender Policy'.

⁷⁰ Annex 2/C: IFRC. 2011/a. 'IFRC Strategy on Violence Prevention, Mitigation and Response 2011-2020'. Strategic directions to address interpersonal and self-directed violence'.

⁷¹ Annex 2/C: IFRC. 2011/b. 'Project/ Programme Monitoring & Evaluation Guide', p. 21.

⁷² Annex 2/C: UKDFID. 2013. 'Multilateral Aid Review (MAR): Assessment of the International Federation of Red Cross and Red Crescent Societies'.

ORGANIZATION	SELECTED DOCUMENTS RELEVANT TO GENDER MAINSTREAMING IN HUMANITARIAN ACTION
	<p>* <i>IFRC Strategic Framework on Gender and Diversity Issues 2013-2020</i> defines diversity as covering ‘differences in gender, sexual orientation, age, disability, HIV status, socio-economic status, religion, nationality and ethnic origin’.⁷³</p> <p>*<i>IFRC Practical Guide for Gender Sensitive Approaches for Disaster Management</i> indicates that though gender-inclusive approaches apply to both women and men, ‘greater focus is placed on addressing the needs of women, as it is recognized that women more often carry additional disadvantages due to gender than men’.⁷⁴</p> <p>* <i>IFRC Gender and Diversity Toolkit</i> provides information on how to operationalize the organization’s Gender and Diversity Strategy.⁷⁵</p> <p>*<i>IFRC policy documents</i> cover disaster preparedness, emergency response, food security and nutrition, and post-emergency rehabilitation and include explicit reference to gender.⁷⁶</p>
<p>International Organization for Migration/ IOM</p>	<p>*IOM’s areas of work cover the gender dimensions of migration. IOM Info Sheets address topics such as gender in emergency and post-crisis, as well as GBV.</p> <p>*IOM issued its <i>Gender Mainstreaming Policy and Five Year Action Plan</i> in 1998.</p> <p>*IOM’s Mission and Strategy includes explicit reference to humanitarian interventions: ‘To participate in coordinated humanitarian responses in the context of inter-agency arrangements in this field and to provide migration services in other emergency or post-crisis situations as appropriate and as relates to the needs of individuals, thereby contributing to their protection. Although IOM has no legal protection mandate, it is perceived to contribute to protecting human rights of migrants. However, reference to migrants in the summary posted on the IOM website is couched in gender neutral language’.⁷⁷</p> <p>*The <i>2006 Guidelines on Implementing the IOM Programme Policy on Migrants & Gender Issues</i>’ includes reference to sex disaggregated data but not to age..⁷⁸</p> <p>*The <i>IOM Psychosocial Needs Assessment in Emergency Displacement, Early Recovery and Return</i> includes reference to gender balance in assessment teams and to gender and age.⁷⁹</p> <p>*The <i>2006 Evaluation of IOM’s Gender Mainstreaming Policy</i> concluded that overall implementation of the gender mainstreaming strategy has been effective. However there is a need, for example, to further develop the conceptual approach to gender mainstreaming and strengthen the approach to institutionalizing the gender strategy; and further support gender balance in the workplace.⁸⁰</p> <p>*The <i>2009 An Action Oriented Training Manual on Gender, Migration and HIV</i> refers to gender inequalities and women’s empowerment, but not specifically to SADD.⁸¹</p> <p>*The <i>2009 IOM Disaster risk reduction, climate change adaptation, and environmental migration</i> includes reference to gender relations and inequity and the link with cross-cutting issues such as environment, health, mobility and security, though not to SADD.⁸²</p>

⁷³ Annex 2/C: IFRC. 2013. ‘IFRC Strategic Framework on Gender and Diversity Issues 2013-2020’.

⁷⁴ Annex 2/C: IFRC. no date/c. ‘Practical Guide for Gender Sensitive Approaches for Disaster Management’, p. 6.

⁷⁵ Available on IFRC fednet.ifrc.org/en/resources/principles-and-values/global/gender-issues

⁷⁶ Annex 2/C: IFRC. .no date/b. ‘IFRC Policies’.

⁷⁷ Annex 2/C: IOM. no date/c. ‘IOM Mission and Strategy’.

⁷⁸ Annex 2/C: IOM. 2006/b. ‘Guidelines on Implementing the IOM Programme Policy on Migrants & Gender Issues’.

⁷⁹ Annex 2/C: IOM. no date/d. ‘Psychosocial Needs Assessment in Emergency Displacement, Early Recovery and Return’, pp. 42-43.

⁸⁰ Annex 2/C: IOM. 2006/a. ‘Evaluation of the Gender Mainstreaming Policy and Strategy in IOM’.

⁸¹ Annex 2/C: IOM. 2009. ‘An Action Oriented Training Manual on Gender, Migration and HIV’.

⁸² Annex 2/C: IOM. 2009/b. ‘Disaster risk reduction, climate change adaptation, and environmental migration’.

ORGANIZATION	SELECTED DOCUMENTS RELEVANT TO GENDER MAINSTREAMING IN HUMANITARIAN ACTION
	<p>*The annual <i>IOM Gender Coordination Report</i> issued since 2009 include reference to gender balance in staffing. Reference to SADD is not systematically included in all these reports.⁸³</p> <p>*The annual <i>IOM Humanitarian Compendium</i> includes reference to the IASC Gender Marker and to the need for sex and age disaggregated data (SADD).⁸⁴</p> <p>*The <i>IOM Gender Coordination Unit</i> reporting to the Office of the Director General supports the development of the organization’s gender policy, gender mainstreaming strategy and action plan.⁸⁵ This includes supporting the integration of gender in IOM programmes and projects, advocating on tackling GBV, preparing the SWAP annual reports for submission to UN Women and promoting gender balance in IOM staffing.⁸⁶</p>
<p>UN Office of the High Commissioner for Human Rights/ OHCHR</p>	<p>*The <i>2011 OHCHR Gender Policy</i> replaces the 2000 Policy and defines gender equality in terms of the equal rights, responsibilities and opportunities of women and men, girls and boys and as an indivisible part of human rights.⁸⁷</p> <p>*The <i>2011 Multilateral Aid Review</i> concluded that there are ‘gaps and inconsistencies in terms of how OHCHR is applying gender policies in its programmes’.⁸⁸</p> <p>*The <i>OHCHR Gender Equality Strategic Plan 2012-2013</i> reiterates the organization’s core mandate of promoting the human rights of all people without distinction.⁸⁹ The Gender Strategy is refejcted in OHCHR’s Global Management Outputs, specifically GMO3 which aims to ensure that ‘women’s rights and gender issues were adequately addressed in all areas of work’.⁹⁰</p> <p>*The <i>OHCHR Human Rights Indicators</i> is a tool to assess compliance with human rights treaties and covers disaggregating data by sex and age.⁹¹</p> <p>*A priority focus of the <i>OHCHR Women’s Human Rights and Gender Section</i> is to ensure gender analysis of justice which implies examining justice from a women’s perspective, focusing on conflict settings.⁹²</p> <p>*OHCHR also advocates for integrating a human rights-based approach in <i>policies and measures focusing on disaster risk reduction</i>.⁹³</p> <p>*OHCHR identifies gender as one of six cross cutting themes integral to the Universal Declaration of Human Rights. Stressing tha gender is not a ‘wome’s issue’ but refers to equal rights, responsibilities and opportunities of women and men, girls and boys.⁹⁴</p>
<p>OXFAM</p>	<p>*<i>OXFAM’s</i> gender strategy in humanitarian action is reflected in various publications and guidelines covering conflict, emergency, disaster risk reduction, addressing GBV in emergency response and minimum standards in emergencies.⁹⁵ For example:</p>

⁸³ Annex 2/C: IOM. Gender Coordination Report’ 2009, 2010, 2011, 2013, 2014, submitted to Sessions of the IOM Council .

⁸⁴ Annex 2/C: IOM. 2013. ‘Humanitarian Compendium 2013’; IOM. 2014/b. ‘Humanitarian Compendium 2014’.

⁸⁵ Annex 2/C: IOM. no date/a. ‘IOM’s Gender Equality and Women’s Empowerment Activities’.

⁸⁶ Annex 2/C: IOM. 2014. ‘Gender Coordination Report’. Council 105th Session, November.

⁸⁷ Annex 2/B: OHCHR). 2011. ‘Gender Equality Policy’, p. 5.

⁸⁸ Annex 2/C: UKDFID. 2011/b. Multilateral Aid Review (MAR): Assessment of the Office of the High Commissioner for Human Rights (OHCHR).

⁸⁹ Annex 2/B: OHCHR. 2012. ‘Gender Equality Strategic Plan’ 2012-2013’.

⁹⁰ Annex 2/B: OHCHR. 2012/b. ‘Executive Directive and Management’, p. 15.

⁹¹Annex 2/B: OHCHR. no date/a. ‘Human Rights Indicators: A Guide for Measurement and Implementation’. See also Office of the High Commissioner for Human Rights (OHCHR. 2013. ‘Gender Stereotyping as a Human Rights Violation’.

⁹² Annex 2/B: OHCHR. .no date/b. ‘Women’s Human Rights and Gender Section’.

⁹³ Annex 2/B: OHCHR. 2014. ‘Study on the Promotion and Protection of the Rights of Indigenous Peoples in Disaster Risk Reduction, Prevention, and Preparedness Initiatives.

⁹⁴ Annex 2/B: OHCHR. no date/c. Universal Declaration of Human Rights – in six cross-cutting themes’.

⁹⁵ Annex 2/B: OXFAM. 2011. ‘Handbook. Gender Equality and Women’s Rights in Emergencies’. OXFAM Emergency Managers Network/Gender in Emergencies Sub-Group; OXFAM. 2012/a. ‘Gender and Disaster Risk Reduction: Raising

ORGANIZATION	SELECTED DOCUMENTS RELEVANT TO GENDER MAINSTREAMING IN HUMANITARIAN ACTION
	<p>OXFAM. 2011. 'Handbook. Gender Equality and Women's Rights in Emergencies'. OXFAM Emergency Managers Network/Gender in Emergencies Sub-Group; OXFAM. 2012/a. 'Gender and Disaster Risk Reduction: Raising awareness, developing skills';</p> <p>OXFAM. 2012/b. 'Gender Sensitive Response and Recovery'; OXFAM. 2013/a. 'Gender Issues in Conflict and Humanitarian Action';</p> <p>OXFAM. 2013/b. 'OXFAM Minimum Standards for Gender in Emergencies'.</p>
Save the Children	<p><i>Save the Children's 2015 Gender Policy</i> is embedded within the organization's theory of change, covering both development and humanitarian interventions.⁹⁶ Key objectives of the Gender Policy is to reflect the organization's aims to achieve gender equality; develop a common understanding within the organization regarding gender equality; inspire and empower staff and partners to work towards supporting gender equality; support an institutional culture where all staff are gender aware; and advocate on gender equality among external actors, including donors, governments, media and the private sector.⁹⁷</p>
Special Rapporteur on Human Rights of Internally Displaced Persons/ SR on HR of IDPs	<p>*The mandate of the Special Rapporteur on the Human Rights of Internally Displaced Persons (SR on HR of IDPs) includes explicit reference to 'the specific needs of internally displaced women and girls', providing the framework for a gender sensitive approach that also covers gender balance in recruitment of enforcement mechanisms such as military personnel and police.⁹⁸</p> <p>*Reports by the SR on HR of IDPs generally include reference to gender, the particular vulnerability of female IDPs, the challenge to tackle GBV as well as data limitation in terms of unavailable sex and age disaggregated data on IDPs.⁹⁹</p> <p>*The limitation if not absence of sex and age disaggregated data is also flagged in the <i>Global Estimates of IDPs</i>.¹⁰⁰</p> <p>*The SR on HR of IDPs is also tasked with disseminating the <i>1998 UN Guiding Principles on Internal Displacement</i>. However the latter has not been updated and is limited to referring to gender-based violence and women's vulnerability.¹⁰¹</p> <p>*The <i>2010 IASC Framework on Durable Solutions for IDPs</i> links effective monitoring to gender analysis, and persons who are marginalized or have special needs.¹⁰²</p>
Steering Committee for Humanitarian Response/ SCHR	<p>*The SCHR is a voluntary alliance of humanitarian organizations aiming to promote greater accountability in humanitarian action, but does not have a gender policy <i>per se</i>. Most of the SCHR members have their own gender policy, strategy and/or action plan linked to their respective mandates.¹⁰³</p> <p>*<i>ACT Alliance 2011 gender policy</i> covers both development and humanitarian assistance. Its good practice publication addresses gender inequalities in humanitarian crisis.¹⁰⁴</p>

awareness, developing skills'; OXFAM. 2012/b. 'Gender Sensitive Response and Recovery'; OXFAM. 2013/a. 'Gender Issues in Conflict and Humanitarian Action'; OXFAM. 2013/b. 'OXFAM Minimum Standards for Gender in Emergencies'.

⁹⁶ Annex 2/C: Save the Children. 2015. 'Transforming Inequalities, Transforming Lives. Save the Children Gender Equality Policy'.

⁹⁷ Ibid, p. 8.

⁹⁸ Annex 2/B: GA/HRC. 2013. 'Mandate of the Special Rapporteur on the human rights of internally displaced persons', p. 3.

⁹⁹ Annex 2/B: GA/HRC. 2014. 'Report of the Special Rapporteur on the Human Rights of internally displaced Persons, Chaloka Beyani'. Twenty-sixth session, Agenda item 3, April.

¹⁰⁰ Annex 2/C: IDMC/NRC. 2014. 'Global Estimates 2014: People displaced by disasters'.

¹⁰¹ Annex 2/B: UN/ECOSOC/CHR. 1998. 'Guiding Principles on Internal Displacement', pp. 9, 11, 13.

¹⁰² Annex 2/A: IASC. 2010/i. 'IASC Framework on Durable Solutions for Internally Displaced Persons'. April.

¹⁰³ Annex 2/C: ICRC, IFRC OXFAM and Save the Children are also IASC Standing Invitees; their gender in humanitarian action relevant publications are discussed in the pertinent section.

¹⁰⁴ Annex 2/C: ACT Alliance. 2011. 'Gender Equality Policy Principles'. September; ACT Alliance. 2012. 'Promoting Gender Equality: Clapping with Both Hands. 15 Cases of Good Practice'.

ORGANIZATION	SELECTED DOCUMENTS RELEVANT TO GENDER MAINSTREAMING IN HUMANITARIAN ACTION
	<p>*<i>CARE International's 2009 gender policy</i> reflects the importance accorded by the organization to gender equality in humanitarian action and the emergency tool kit that includes a focus on gender.¹⁰⁵ The <i>CARE 2014 Policy Brief Call to Action on Gender and Humanitarian Reform</i> aims to promote more effective approaches to gender equity and GBV as part of wider global humanitarian reforms.¹⁰⁶ The CARE Gender Analysis in Emergencies provides sector specific guidance relevant to the cluster system.</p> <p>*<i>CARITAS International's 2011-2015 strategic framework</i> focuses on poverty eradication and also covers humanitarian crisis. There is no explicit reference to gender equality but gender-based violence is addressed.¹⁰⁷ Composed of a confederation of over 160 Catholic relief, development and social service organisations it has no corporate gender policy, though country-based CARITAS may have a gender policy, for example India.¹⁰⁸</p> <p>* The <i>Lutheran World Federation 2013 Gender Justice Policy</i> explicitly refers to gender equality covering both development and humanitarian interventions.¹⁰⁹</p> <p>*<i>World Vision's 2014 Gender Equality Study</i> presents the organization's achievements in supporting women's rights in both development and humanitarian interventions.¹¹⁰</p>
<p>Special Rapporteur on Human Rights of Internally Displaced Persons/ SR on HR of IDPs</p>	<p>*Reports by the SR on HR of IDPs generally include reference to gender, the particular vulnerability of female IDPs, the challenge to tackle GBV as well as data limitation in terms of unavailable sex and age disaggregated data on IDPs.¹¹¹</p> <p>*The limitation if not absence of sex and age disaggregated data is also flagged in the <i>Global Estimates of IDPs</i>.¹¹²</p> <p>*The SR on HR of IDPs is also tasked with disseminating the <i>1998 UN Guiding Principles on Internal Displacement</i>. However the latter has not been updated and is limited to referring to gender-based violence and women's vulnerability.¹¹³</p>
<p>World Bank</p>	<p>*The <i>World Bank Gender and Development Policy Framework- A Guidance Note</i> (building on World Bank gender-relevant strategy and action plan),¹¹⁴ provides an overview of the organization's operational policies relevant to integrating gender issues, including in accountability and monitoring and evaluation.¹¹⁵</p> <p>*The <i>2010 Evaluation of World Bank Support to Gender and Development</i> concludes that though measurable progress in gender integration is discernible, there remains concern regarding the sustainability of gains, such as for example the extent to which the World Bank Gender Policy has been institutionalized, and the fact that 'gender diagnosis' has not always been undertaken at country level'.¹¹⁶</p> <p>*The <i>2013 Update on the World Bank Gender Equality Agenda</i> indicates that</p>

¹⁰⁵ Annex 2/C: CARE International. no date. 'Emergency Toolkit. 5. Key Policy Issues – Gender Policy'; CARE International. 2009. Gender Policy'.

¹⁰⁶ Annex 2/C: CARE International. 2014. 'A Call to Action on Gender and Humanitarian Reform'.

¹⁰⁷ Annex 2/C: CARITAS International. 2011. 'Strategic Framework 2011-2015'.

¹⁰⁸ Annex 2/C: CARITAS India. 2006. 'Gender Policy'.

¹⁰⁹ Annex 2/C: LWF. 2013. 'Gender Justice Policy'.

¹¹⁰ Annex 2/C: WV. 2014. 'Gender Equality Study'.

¹¹¹ Annex 2/C: GA/HRC. 2014. 'Report of the Special Rapporteur on the Human Rights of internally displaced Persons, Chaloka Beyani'. Twenty-sixth session, Agenda item 3, April.

¹¹² Annex 2/C: IDMC/NRC. 2014. 'Global Estimates 2014: People displaced by disasters'.

¹¹³ Annex 2/B: UN/ECOSOC/CHR. 1998. 'Guiding Principles on Internal Displacement', pp. 9, 11, 13.

¹¹⁴ Annex 2/C: WB. 2002. 'Integrating Gender into The World Bank's Work. A Strategy for Action; World Bank. 2006.' Gender Equality As Smart Economics: A World Bank Group Gender Action Plan (Fiscal Years 2007-2010)..

¹¹⁵ Annex 2/C: WB. no date. 'The World Bank Gender and Development Policy Framework – A Guidance Note'.

¹¹⁶ Annex 2/C: WB. 2010. 'An Evaluation of World Bank Support 2002-2008. Gender and Development'. Independent Evaluation Group, pp. 58-59.

ORGANIZATION	SELECTED DOCUMENTS RELEVANT TO GENDER MAINSTREAMING IN HUMANITARIAN ACTION
	<p>gender mainstreaming has' improved across most areas'; gender has been 'adopted as one of six cross-cutting priorities'; increase of 'gender-informed lending including in fragile and conflict affected state's; and 'lending operations are integrating gender considerations into their design, actions, monitoring and evaluation'. The Update also concludes that that the' focus is now shifting to deepening treatment of gender in operations and on the quality of implementation and results'.¹¹⁷</p> <p>*The World Bank is not directly involved in humanitarian action; rather the focus is primarily on disaster recovery and building resilience. The <i>2010 joint United Nations/World Bank document on Economics of Prevention in Natural Disasters</i> explicitly refers to gender and age in the section discussing post-traumatic stress reaction, but does not explicitly refer to gender analysis.¹¹⁸</p> <p>*By contrast, the <i>2013 World Bank Building Resilience</i> does not explicitly refer to gender; rather the focus is on women and vulnerability, and overall gender neutral terminology is used such as individual, community etc.¹¹⁹</p> <p>*The <i>2014 World Bank Guide to Developing Disaster Recovery Frameworks</i> includes explicit reference to gender, and sex and age disaggregated data.¹²⁰</p> <p>*Nonetheless the <i>2014 Gender Review of the World Bank's Environmental and Social Framework</i> concludes that the latter is couched in gender blind language, does not explicitly recognize gender-distinct situations and 'the lack of a gender focus hampers achieving accountability through the Inspection Panel'.¹²¹</p>

ANNEX 5: IASC Full Members & Standing Invitees: Selected Documents Relevant to Addressing Accountability

ORGANIZATION	SELECTED DOCUMENTS RELEVANT TO ACCOUNTABILITY
IASC Full Members	
UN Development Programme/ UNDP	<p>*UNDP's accountability framework for gender equality holds every unit of the organization accountable for mainstreaming gender, progress on which is reported to a high level Gender Steering and Implementation Committee in UNDP.</p> <p>*Annual job performance evaluations, also covering managers, must include information on how gender equality was advanced. Accountability tools and pertinent indicators include the Global Staff Survey, the Scorecard, the Results-Based Management System and the Partner Survey Results.¹²²</p> <p>*The 2013 UNDP Senior Managers' Compact requires full compliance with SWAP.¹²³</p> <p>*The UNDP Gender Marker was introduced in 2009. The Gender Equality Seal, launched in 2012-2013, is 'a corporate certification process that recognizes good performance of UNDP offices/units to deliver gender equality results'.¹²⁴</p> <p>*By 2010, UNDP had exceeded the 50/50 gender parity (51.7%), though the percentage of senior female staff stood at 35.6%.¹²⁵ Gender sensitivity and respect for gender equality is explicitly referred to in the UNDP Competency Framework.¹²⁶</p>

¹¹⁷ Annex 2/C: WB. 2013/a. 'Update on the Implementation of the Gender Equality Agenda at the World Bank Group'. Development Committee/International Monetary Fund & World Bank Group, pp. 3-4.

¹¹⁸ Annex 2/C: WB/UN. 2010. 'Natural Hazards, UnNatural Disasters. The Economics of Effective Prevention', pp. 47- 48.

¹¹⁹ Annex 2/C: WB. 2013/b. 'Building Resilience: Integrating Climate and Disaster Risk into Development, p. 7, 33.

¹²⁰ Annex 2/C: WB. 2014. 'Guide to Developing Disaster Recovery Frameworks'. September, p. 15.

¹²¹ Annex 2/D: Zuckerman, Elaine. 2014. 'Gender Review and Recommendations on the World Bank Environmental and Social Framework: Setting Standards for Sustainable Development (First Draft). September, p. 1.

¹²² Annex 2/B: UNDP. 2011. 'Institutional Changes for Gender Equality in UNDP'. Fast Facts.

¹²³ Annex 2/B: UNWOMEN. 2014. 'UN System-wide Action Plan for the Implementation of the CEB Policy on Gender Equality and the Empowerment of Women. Performance Indicators Technical Notes'. Version3/December, p. 10.

¹²⁴ Annex 2/B: UNDP. 2013. 'UNDP Gender Equality Strategy 2014-2017', p. 12.

ORGANIZATION	SELECTED DOCUMENTS RELEVANT TO ACCOUNTABILITY
UN Food and Agriculture Organization/ UNFAO	<p>*FAO holds all staff levels accountable for gender mainstreaming (the Conference, Council & Programme Committee, the FAO Director General and her/his Deputy; Assistant Director Generals and FAO Representatives as well as FAO staff placed further down on the organization's organogram.</p> <p>*Accountability for mainstreaming gender covers areas such as ensuring sufficient funding; communication and advocacy; staff performance appraisal; staff capacity for gender mainstreaming in development and implementation of programmes and projects, as well as in annual reports, work plans and reporting on results.¹²⁷</p> <p>*Strengthening office capacity to deliver gender equality results implies including gender competency recruitment TORs; online mandatory gender courses for staff; women's empowerment programme to support staff career development; roster of gender experts; and depository of reference and learning materials on gender mainstreaming.¹²⁸</p> <p>*By 2010, though FAO had achieved 50/50 gender parity (50.1%), it was among the low performers in respect of the percentage of senior female staff out of total staff (20.3%).¹²⁹</p>
UN Population Fund/UNFPA	<p>*The UNFPA <i>Oversight Policy</i> spells out the accountability of its staff, though without specifying the organization's strategic objectives which includes gender mainstreaming.¹³⁰</p> <p>*The <i>UNFPA Managing for Results</i> document covers ethical standards and accountability expected from all staff, including competence and commitment to implementing the organization's mandate, also reflected in reporting on results-based management.¹³¹</p> <p>* Though this document does not explicitly mention gender parity in staffing, the <i>2012 Comparative Analysis of Gender Balance and Geographical Distribution in the UN System</i> reveals that by 2010 UNFPA was among the top performers in terms of exceeding the 50/50 gender parity (52.6%), including at senior level (45.3%).¹³²</p>
UN High Commissioner for Refugees/ UNHCR	<p>*UNHCR defines accountability 'as a commitment to delivering results for populations of concern'. This is reflected in various documents and tools, such as the <i>UNHCR Results-based Framework</i> perceived as 'the backbone of the organization's structure of accountability', as well as staff member's performance appraisal.¹³³</p> <p>*The <i>UNHCR Accountability Framework for Age, Gender and Diversity Mainstreaming and Target Actions</i> consists of four inter-linked elements contributing to achieving equal outcomes for all persons of concern: integration of age, gender and diversity approach into all actions, at all levels; specific actions to enhance the protection of women and children with specific needs; specific actions to enhance the protection of children including adolescents; and specific actions to enhance the protection of other [persons with specific needs. The Framework includes a checklist of minimum standards for meeting each element.¹³⁴</p>

¹²⁵ Annex 2/B: UNJIU. 2012. 'Staff recruitment in United Nations System organizations: a comparative analysis and benchmarking framework. Gender balance and geographical distribution', pp. 18-19.

¹²⁶ Annex 2/B: UN. 2013. 'UN System-Wide Action Plan for Implementation of the CEB United Nations System-Wide Policy on Gender Equality and the Empowerment of Women'. Facilitated by UN Women, December, p. 15.

¹²⁷ Annex 2/B: UNFAO. 2013/a. 'FAO Policy on Gender Equality. Attaining Food Security Goals in Agriculture and Rural Development', pp. 16-17

¹²⁸ Annex 2/B: UNDP. no date/b. 'Strengthen the office capacity to deliver gender equality results'.

¹²⁹ Annex 2/B: UNJIU. 2012. 'Staff recruitment in United Nations System organizations: a comparative analysis and benchmarking framework. Gender balance and geographical distribution', pp. 18-19.

¹³⁰ Annex 2/B: UNFPA. 2008/b. 'UNFPA Oversight Policy. Report to the Executive Director' (updated 2014).

¹³¹ Annex 2/B: UNFPA. no date/b. 'Managing for Results'.

¹³² Annex 2/B: UNJIU. 2012. 'Staff recruitment in United Nations System organizations: a comparative analysis and benchmarking framework. Gender balance and geographical distribution', pp. 18-19.

¹³³ Annex 2/B: UNHCR. 2014. 'UNHCR Accountability Report 2013', pp. 7, 9.

¹³⁴ Annex 2/B: UNHCR. 2013. 'Global Analysis 2012-2013. UNHCR Accountability Framework for Age, Gender and Diversity Mainstreaming and Targeted Actions', p. 1.

ORGANIZATION	SELECTED DOCUMENTS RELEVANT TO ACCOUNTABILITY
	<p>*The <i>UNHCR Overview of the Accountability Framework</i> organogram flags responsibility for accountability of senior level staff.¹³⁵ The <i>UNHCR 2014 Policy and Promotion</i> includes minimum-seniority-in-grade criteria as part of achieving gender parity in staffing.¹³⁶</p> <p>*By 2010, total female staff in UNHCR was 37.8%, and the percentage of senior female staff was 37.4% of total staff.¹³⁷ The UNHCR Competency Framework mainstream gender in all sections, with particular links to diversity which includes supporting gender equality.¹³⁸</p>
<p>UN Human Settlements Programme/ UN-HABITAT.</p>	<p>*<i>The 2011 Evaluation of Gender Mainstreaming in the United Nations Human Settlements Programme</i> makes repeated references to accountability.</p> <p>*UN-HABITAT includes the need for senior management and programme managers to be ‘held accountable for commitments made in gender equality in their work areas’; ‘policy direction from the institution’s governance organs and Governing Body on gender mainstreaming’; addressing the ‘inadequate match between the expectations/ambitions/practices of the Gender Mainstreaming UNIT and its current staff resources’; and ‘use of participatory gender audit as a tool and process to promote organizational learning at the individual, work unit and organizational levels’.¹³⁹</p> <p>*Though the evaluation of <i>UN-HABITAT Mid-Term Strategic and Institutional Plan 2008-2013</i> covers gender mainstreaming there is no explicit reference to accountability.¹⁴⁰</p>
<p>UN Children’s Fund/ UNICEF</p>	<p>*The <i>United Nations Children’s Fund 2009 Report on the Accountability System in UNICEF</i> indicates issues of highest priority to include reliable performance monitoring and reporting; highest standards of personal integrity and transparency. *The System includes ‘the key functional elements of staff and management accountability at all levels of the organization... articulated in roles, responsibilities and processes set forth in office-specific management plans and in individual job descriptions’.</p> <p>*The System also includes accountability for ‘application of cross-cutting strategies, such as human rights-based programming and gender equality; and emergency preparedness, response, recovery and risk reduction’.¹⁴¹</p> <p>*By 2010, there percentage of female staff out of total staff was 49.3%, while 41.7% female staff held senior positions.¹⁴² UNICEF has a Competency Framework which includes gender as part of staff core competency.¹⁴³</p>
<p>United Nations Office for Coordination of Humanitarian Affairs/</p>	<p>*The <i>2012 Gender Policy of the United Nations Office for Coordination of Humanitarian Affairs</i> mentions that staff recruitment criteria include gender equality as a core value and competency.</p> <p>*The accountability mechanism in OCHA’s <i>Organizational Learning Strategy (OLS)</i> requires ensuring compliance with the mandatory gender e-learning course. The OLS</p>

¹³⁵ Annex 2/B: United Nations High Commissioner for Refugees (UNHCR). no date. ‘Overview of the Accountability Framework’.

¹³⁶ Annex 2/B: UNWOMEN. 2014. ‘UN System-wide Action Plan for the Implementation of the CEB Policy on Gender Equality and the Empowerment of Women. Performance Indicators Technical Notes’. Version3/December, p. 13.

¹³⁷ Annex 2/B: UNJIU. 2012. ‘Staff recruitment in United Nations System organizations: a comparative analysis and benchmarking framework. Gender balance and geographical distribution’, pp. 18-19.

¹³⁸ Annex 2/B: UN. 2013. ‘UN System-Wide Action Plan for Implementation of the CEB United Nations System-Wide Policy on Gender Equality and the Empowerment of Women’. Facilitated by UN Women, December, p.16.

¹³⁹ Annex 2/B: UN-HABITAT. 2011. ‘Evaluation of Gender Mainstreaming in UN-Habitat’. February, pp. 6, 7, 57, 64.

¹⁴⁰ Annex 2/B: UN-HABITAT. 2012/d. ‘Evaluation of the Implementation of UN-HABITAT’s Medium-Term Strategic and Institutional Plan 2008-2013’.

¹⁴¹ Annex 2/B: UNICEF. 2009/a. ‘Report on the Accountability System of UNICEF’. UNICEF Executive Board/Annual Session June 2009.

¹⁴² Annex 2/B: UNJIU. 2012. ‘Staff recruitment in United Nations System organizations: a comparative analysis and benchmarking framework. Gender balance and geographical distribution’, pp. 18-19.

¹⁴³ Annex 2/B: UN. 2013. ‘UN System-Wide Action Plan for Implementation of the CEB United Nations System-Wide Policy on Gender Equality and the Empowerment of Women’. Facilitated by UN Women, December, p. 15.

ORGANIZATION	SELECTED DOCUMENTS RELEVANT TO ACCOUNTABILITY
UNOCHA	presents a multi-year plan which includes developing the ‘capacities of OCHA staff to perform their jobs better’. ¹⁴⁴ *Gender parity in staffing is not deemed to be an integral part of the Gender Policy since it is a ‘human resource issue’ to be handled through a separate policy guidance’. ¹⁴⁵
United Nations World Food Programme/ UNWFP	*The <i>United Nations World Food Programme 2014 Gender Mainstreaming Accountability Framework Report</i> presents results of application of the Gender Marker as well as of the UN System Wide Action Plan (SWAP) baseline assessment. ¹⁴⁶ *The <i>WFP Accountability Framework</i> is largely based on the SWAP template and covers Strengthening Accountability (policy and senior management commitment; performance review); Enhancing Performance Management (strategic planning, strategic plan monitoring and reporting); Establish Oversight (evaluation; audit, programme review); Allocating Human and Financial Resources (resource tracking, resource allocation), gender architecture, organizational culture); Developing Capacity and Competency (capacity assessment, capacity development); Ensuring Coordination and Knowledge Management (knowledge sharing, coherence/coordination). ¹⁴⁷ * <i>UNWFP’s Diversity and Inclusion Strategy</i> aims to achieve gender parity in staffing. ¹⁴⁸ *By 2010, female staff constituted 40.3 % of total staff, and 35.9% female staff out of total staff held senior positions. ¹⁴⁹
United Nations World Health Organization/ UNWHO	*WHO’s current gender strategy includes accountability as a key strategic objective. ¹⁵⁰ The <i>Gender Mainstreaming Manual for Health Managers</i> refers to mechanisms of accountability for gender mainstreaming. ¹⁵¹ *The <i>2011 UNWHO Report of the Baseline Assessment of the WHO Gender Strategy</i> concluded that there were missed opportunities to explicitly include reference to gender equality and women’s empowerment as well as to SADD in key senior management public speeches reports. ¹⁵² *Currently the focus on accountability is linked to <i>Stakeholder Consultation on Accountability for Women’s and Children’s Health</i> rather than on gender mainstreaming <i>per se</i> . ¹⁵³ *By 2010, 47.2% of total staff were female and 31.1% female staff out of total staff held senior positions. ¹⁵⁴
IASC Standing Invitees	
InterAction	*The <i>InterAction Website</i> indicates that its 180 member organizations adhere to comprehensive Private Voluntary Standards (PVS) covering a set of ethical guidelines. These were developed to ensure ‘accountability and transparency in financial management, fundraising, governance, and program performance’. There is no explicit mention of accountability for gender mainstreaming. ¹⁵⁵
International	*The <i>ICRC Code of Conduct</i> (jointly developed with the IFRC) covers ten areas of

¹⁴⁴ Annex 2/B: UNOCHA. 2012/b. OCHA Organizational Learning Strategy’.

¹⁴⁵ Annex 2/B: UNOCHA. 2012. Policy Instruction. Gender Equality: A people-centred approach’, pp. 2, 4.

¹⁴⁶ UNWFP. 2014. ‘Update on the Implementation of the WFP Gender Mainstreaming Accountability Framework’, pp. 5-7.

¹⁴⁷ Ibid. pp. 15-19.

¹⁴⁸ Annex 2/B: UNWOMEN. 2014. ‘UN System-wide Action Plan for the Implementation of the CEB Policy on Gender Equality and the Empowerment of Women. Performance Indicators Technical Notes’. Version3/ December, 13.

¹⁴⁹ Annex 2/B: UNJIU. 2012. ‘Staff recruitment in United Nations System organizations: a comparative analysis and benchmarking framework. Gender balance and geographical distribution’, pp. 18-19.

¹⁵⁰ Annex 2/B: UNWHO. 2007/b. ‘Strategy for Integrating Gender Analysis and Action into the Work of WHO’.

¹⁵¹ Annex 2/B: UNWHO. 2011. ‘Gender Mainstreaming for Health Managers: a practical approach. Facilitator’s Guide’.

¹⁵² Annex 2/B: UNWHO. 2011/b. ‘Gender Mainstreaming in WHO: where are we now? Report of the Baseline Assessment of the WHO Gender Strategy’, p. 18.

¹⁵³ Annex 2/B: UNWHO. 2014. ‘Setting the foundation for posyt-2015: partners call for sustained effort and accountability’.

¹⁵⁴ Annex 2/B: UNJIU. 2012. ‘Staff recruitment in United Nations System organizations: a comparative analysis and benchmarking framework. Gender balance and geographical distribution’, pp. 18-19.

¹⁵⁵ Annex 2/B: InterAction. no date/b. ‘Accountability’. <http://www.interaction.org/work/acountability>

ORGANIZATION	SELECTED DOCUMENTS RELEVANT TO ACCOUNTABILITY
Committee of the Red Cross/ ICRC	responsibility expected from ICRC national member organizations, though the term accountability is not explicitly referred to. Area 2 referring to provision of aid without discrimination and based on need includes reference to the crucial role played by women in disaster-prone communities'. ¹⁵⁶
International Council of Voluntary Agencies/ ICVA	*The <i>ICVA Website</i> covers quality and accountability, though it also recognizes that its members may hold different views on these issues. ICVA believes that 'humanitarian principles should be at the centre of any standard, and quality and accountability work should focus on the immense gap between policy and practice'. The aim is to 'see quality and accountability initiatives making a difference on the ground' and to this end ICVA has identified the following accountability sources to be adhered to by its members: the ICRC/IFRC Code of Conduct and The Sphere Project. ¹⁵⁷
International Federation of Red Cross and Red Crescent Societies/IFRC	*The <i>IFRC Accountability and Transparency Plan of Action</i> does not include explicit reference to accountability for gender mainstreaming. Rather the focus is on ethical standards, transparency, whistle blower protection policy as well as learning and improvement. ¹⁵⁸ The IFRC Gender Policy mentions reporting and accountability mechanisms for gender mainstreaming to be ensured by its national member organizations. ¹⁵⁹
International Organization for Migration / IOM	*The <i>2006 IOM Guidelines on Implementing the IOM Programme Policy on Migrants & Gender Issues</i> explicitly mentions reinforcing knowledge and accountability for gender mainstreaming for all staff, including senior management. This includes ensuring 'reporting and accountability mechanisms for activities and results in gender mainstreaming'. ¹⁶⁰ * IOM's Gender Coordination Unit supports gender balance in staffing. ¹⁶¹
UN Office of the High Commissioner for Human Rights/ OHCHR	*The <i>2011 OHCHR Gender Policy</i> reiterates that effective implementation of the Policy implies 'that gender equality be institutionalized in the Office culture, structure and processes, while a gender perspective be tackled as a cross-cutting issue in all fields of OHCHR mandate'. ¹⁶² *The <i>OHCHR Gender Equality Strategic Plan 2012-2013</i> includes the directive that gender sensitivity is included as a competency in job openings. OHCHR interviewing panels are required to aim for gender balance regarding staff representation. The Plan aims for 100% of staff to have gender integrated in their annual job performance evaluation. ¹⁶³ *Gender Facilitators assist OHCHR senior programme managers to follow up on compliance with Gender Equality Strategic Plan. ¹⁶⁴
OXFAM	* <i>OXFAM's Minimum Standards for Gender in Emergency</i> includes accountability of senior management for promoting gender equality. Key actions for implementing this minimum standard (MS 3) covers recruitment, capacity and job description. ¹⁶⁵
Save the Children	* <i>Save the Children's Gender Policy</i> does not include explicit reference to accountability or to gender balance in staffing. Rather the focus is on influencing 'the institutional culture within the organization so that all employees are gender aware and put this into practice in all aspects of their work'. ¹⁶⁶ *In 2013, Save the Children, jointly with Christian Aid and Humanitarian

¹⁵⁶ Annex 2/B: ICRC. 1998. 'The Code of Conduct, p. 3.

¹⁵⁷ Annex 2/B: ICVA. 2012. 'Quality and Accountability Overview 2012-2014'.

¹⁵⁸ Annex 2/B: IFRC. 2014. 'Accountability and Transparency Plan of Action. Implementation Report Q3 2014'.

¹⁵⁹ Annex 2/B: IFRC. 1999. 'IFRC Gender Policy', p. 2.

¹⁶⁰ Annex 2/C: IOM. 'Guidelines on Implementing the IOM Programme Policy on Migrants & Gender Issues', pp. 4, 8.

¹⁶¹ Annex 2/C: IOM. 2014. 'Gender Coordination Report'. Council 105th Session, November.

¹⁶² Annex 2/C: OHCHR. 2011. 'Gender Equality Policy', p. 5.

¹⁶³ Annex 2/C: OHCHR. 2012. 'Gender Equality Strategic Plan' 2012-2013'.

¹⁶⁴ Annex 2/C: OHCHR. 2014/b. 'Analytical study focusing on gender-based and sexual violence in relation to transitional justice'. Report of the OHCHR. June, p. 47.

¹⁶⁵ Annex 2/C: OXFAM. 2013/b. 'OXFAM Minimum Standards for Gender in Emergencies'.

¹⁶⁶ Annex 2/C: Save the Children. 2015. 'Transforming Inequalities, Transforming Lives. Save the Children Gender Equality Policy', p. 8.

ORGANIZATION	SELECTED DOCUMENTS RELEVANT TO ACCOUNTABILITY
	Accountability Partnership (HAP) issued a report on <i>Improving Impact: Do Accountability Mechanisms Deliver Results?</i> which concludes that ‘accountability mechanisms an strengthen quality and impact by improving relevance, effectiveness, efficiency and sustainability’. ¹⁶⁷
Steering Committee for Humanitarian Action/ SCHR	<p>*Members of the <i>SCHR</i> are focusing on developing the <i>Core Humanitarian Standard Quality and Accountability</i> and on the <i>Certification Review</i>. The latter covers feasibility and relevance of verification and certification of humanitarian NGOs’.¹⁶⁸</p> <p>*The revised <i>2014 Proposed Certification Model for Humanitarian Organizations</i> does explicitly refer to gender, diversity or SADD, but rather to ‘affected populations’ in the Proposed Assessment Framework.¹⁶⁹</p> <p>*Similarly the <i>2014 Key Findings and Recommendations of the SCHR Certification Review Project</i>, based on multi-stakeholder consultations, is couched in gender neutral language – for example in referring to ‘affected populations’, ‘agreed set of standards and indicators’ and ‘a common monitoring, reporting and verification framework’, and also use the term ‘baseline data’ which omits reference to SADD.¹⁷⁰</p>
World Bank/ WB	<p>*Review of the WB Gender Policy in 2002 concluded that ‘a conducive institutional environment for gender mainstreaming’ was being put in place, which would also address accountability’.¹⁷¹</p> <p>*The <i>2009 Independent Evaluation Group (IEG) Report</i> concluded that the accountability system outlined in the 2001 gender mainstreaming strategy had not been institutionalized, and that there were limited or no control systems in place for ensuring implementation of the gender policy’.¹⁷²</p> <p>*The 2011-2013 Road Map for Gender Mainstreaming notes ‘clearer accountability for implementing the World Bank Gender Policy’.¹⁷³ However, further analysis of implementation of the WB Policy in 2013 concluded that challenges and gaps in gender mainstreaming largely continue to affect programme results.¹⁷⁴</p> <p>*In 2014 the WB published the <i>World Bank Corporate Scorecard</i>, structured in three tiers – goals and development context; results; performance - and indicating that gender needs to be integrated in country assistance’.¹⁷⁵</p>

¹⁶⁷ Annex 2/C: Christian Aid/Save the Children/Humanitarian Accountability Partnership. 2013. ‘Improving Impact: Do Accountability Mechanisms Deliver Results?’

¹⁶⁸ Annex 2/A: SCHR. no date.’ SCHR & Our Work.

¹⁶⁹ Annex 2/A: SCHR. 2014. ‘Professionalizing the Sector: A Proposed Certification Model for Humanitarian Organizations’, Revised Draft/January, p. 4.

¹⁷⁰ Annex 2.A: SCHR.2014/b. ‘Certification Review Project. Summary of Key Findings and Recommendations’. October.

¹⁷¹ Annex 2/D: Hannan, Carolyn. 2002. ‘Gender mainstreaming in the work of the World Bank: identifying the potentials and challenges’. Presentation at a panel organized by the World Bank as a side-event during the 46th session of the Commission on the Status of Women, 4-15 March 2002.

¹⁷² Annex 2/D: Schenkel , Caroline. 2011. ‘The World Bank’s approach to gender mainstreaming’. April

¹⁷³ Annex 2/C: WB/GD/PREM) 2010. Applying Gender Action Plan Lessons: A three-Year Road Map for Gender Mainstreaming (2011-2013)’. May.

¹⁷⁴ Annex 2/D: Schalatek, Liane. 2013. ‘Implementaing Gender Equality at the World Bank. The More Things Change, the More They Stay the Same?’ Heinrich Boell Stiftung/North America.

¹⁷⁵ Annex 2/C: WB. 2014/b. ‘World Bank Corporate Scorecard’. April.

ANNEX 6: IASC Global Clusters: Mainstreaming Gender in Selected Documentation

GLOBAL CLUSTER	SELECTED DOCUMENTATION	
	mention age and/or gender	no mention age, gender
CCCM <i>IOM/UNHCR</i>	<p>*(no date) Cluster things to know: age, gender¹⁷⁶</p> <p>*(no date) Template: CCCM Response: age, gender¹⁷⁷</p> <p>*(2012) Why Does Gender Equality Matter in CCCM: age, gender¹⁷⁸</p> <p>*(2014) CCCM Cluster Newsletter: gender¹⁷⁹</p>	<p>*(2013) What should CCCM Actors Know?¹⁸⁰</p>
Early Recovery <i>UNDP</i>	<p>*(2008) Guidance Note: age, gender¹⁸¹</p> <p>*(2013) Implementing Early Recovery: gender¹⁸²</p> <p>*(2013) Early Recovery and Integrated Programming: gender¹⁸³</p> <p>*(2013) Early Recovery Training/Cross-Cutting Issues: age, gender¹⁸⁴</p>	<p>*(2013) Recommendations to IASC Principals¹⁸⁵</p> <p>*(2013) Early Recovery Tools for Collective Strategy Development¹⁸⁶</p>
Education <i>UNICEF/Save the Children</i>	<p>*(no date) Training and Capacity Development: Minimum Standards: gender¹⁸⁷</p> <p>*(no date) Training and Capacity Development: Gender¹⁸⁸</p> <p>*(2010) Education Cluster Handbook: age, gender¹⁸⁹</p> <p>*(2010) GEC/INEE Pocket Guide to Gender: age, gender¹⁹⁰</p> <p>*(2011) Strategic Plan 2011-2013: age, gender¹⁹¹</p> <p>*(2012) Protecting Education in Conflict Countries: age, gender¹⁹²</p> <p>*(2014) Strategic Planning meeting: gender¹⁹³</p>	<p>*(no date) Training and Capacity Development: Human Rights and Accountability¹⁹⁴</p>

¹⁷⁶ Annex 2/A: GCCCMC. no date/b. 'The CCCCM: Key Things to Know'.

¹⁷⁷ Annex 2/A: GCCCMC. no date/a. 'Template – CCCM Response'.

¹⁷⁸ Annex 2/A: GCCCMC. 2012. 'CCCM. Why Does Gender Equality Matter in Emergency CCM Interventions?'

¹⁷⁹ Annex 2/A: GCCCMC. 2014. 'CCCM Cluster Newsletter'. October.

¹⁸⁰ Annex 2/A: GCCCMC. 2013/a. 'Mental Health and Psychosocial Support in Emergency Settings: What Should Camp Coordination and Camp Management Actors Know?'

¹⁸¹ Annex 2/A: GERC. 2008. 'Guidance Note on Early Recovery'. April.

¹⁸² Annex 2/A: GERC. 2013/b. 'IASC Implementing Early Recovery as a foundation for building resilience in humanitarian settings'. November.

¹⁸³ Annex 2/A: GERC. 2013/d. 'Early Recovery Training Sources. Early Recovery Advisor Training. Session 5.7: ER and Integrated Programming'.

¹⁸⁴ Annex 2/A: GERC. 2013/e. 'Early Recovery Training Sources. Early Recovery Advisor Training. Session 6.6: Cross-Cutting Issues'.

¹⁸⁵ Annex 2/A: GERC. 2013/a. 'Recommendations to the IASC Principals on Strengthening Early Recovery'. July.

¹⁸⁶ Annex 2/A: GERC. 2013/c. 'Early Recovery Training Sources. Early Recovery Advisor Training. Session 3.3: Tools for Collective Strategy Development'.

¹⁸⁷ Annex 2/A: GEC/INEE. no date/a. 'Training and Capacity Development. Module 2: Framework for Education in Emergencies'.

¹⁸⁸ Annex 2/A: GEC/INEE. no date/c. 'Training and Capacity Development. Module 16: 'Gender-responsive Education'.

¹⁸⁹ Annex 2/A: GEC. 2010. 'Education Cluster Coordination Handbook'.

¹⁹⁰ Annex 2/A: GEC/INEE. 2010. 'Gender Equality in and through Education'. INEE Pocket Guide to Gender'.

¹⁹¹ Annex 2/A: GEC. 2011. 'Education Cluster Strategic Plan 2011-2013'. Final Version. March.

¹⁹² Annex 2/A: GEC. 2012. 'Protecting Education in Countries Affected by Conflict'. Booklet 8/Advocacy. October.

GLOBAL CLUSTER	SELECTED DOCUMENTATION	
	mention age and/or gender	no mention age, gender
Food Security WFP/FAO	*(no date) Mainstream People Centric Issues: age, gender ¹⁹⁵ *(2012) Strategic Plan 2013-2014: age, gender ¹⁹⁶ *(2012) Coordination Handbook: age, gender ¹⁹⁷ *(2013) Project Cycle Consultation Framework: age, gender ¹⁹⁸ *(2014) Joint Evaluation Food Security Cluster: age, gender ¹⁹⁹ *(2014) Global Food Security Cluster Annual Report: age, gender ²⁰⁰ *(2014) Strategic Plan 2015-2016: age, gender ²⁰¹	*(no date) Coordination Performance Report ²⁰² *(2014) Strategic Plan 2015-2016 Work Plan ²⁰³
Health WHO	*(2009) Health Cluster Guide: age, gender ²⁰⁴ *(2011) GHC Meeting 2011: *(2012) Strategic Framework 2012-2013: age ²⁰⁵	*(no date) Guidance Note: Advocacy ²⁰⁶ *(2011) GHC Meeting Report ²⁰⁷ *(2012) Partner Survey ²⁰⁸ *(2014) GHC Meeting Report ²⁰⁹
Logistics WFP	*(no date) About the Logistics Cluster: Gender equity/employment ²¹⁰	*(2013) Global Strategy 2013-2015 ²¹¹ *(2013) GLC Evaluation ²¹²
Nutrition UNICEF	*(2008) Toolkit: gender ²¹³ *(2013) Handbook: gender, age ²¹⁴ *(2013) Annual Meeting Report: gender ²¹⁵	*(2013) Strategic Plan 2014-2015 ²¹⁶
Protection UNHCR	*(no date) Age, Gender, Diversity: Guidance and Tools ²¹⁷	*(no date) Guidance Note for Support Missions ²²³

¹⁹³ Annex 2/A: GEC. 2014. 'GEC Strategic Planning Meeting'. Meeting Report. Istanbul, September.

¹⁹⁴ Annex 2/A: GEC/INEE. no date/b. 'Training and Capacity Development. Module 14: Human Rights and Accountability'.

¹⁹⁵ Annex 2/A: GFSC. no date/a. 'Checklist to Mainstream People Centric Issues in the Humanitarian Programme Cycle'.

¹⁹⁶ Annex 2/A: GFSC. 2012/a. 'GFSC 2013-2014 Strategic Plan'.

¹⁹⁷ Annex 2/A: GFSC. 2012/b. 'Food Security Cluster Coordination Handbook'. Draft #3/June.

¹⁹⁸ Annex 2/A: GFSC. 2013. 'Project Cycle Consultation Framework. Gender Mainstreaming or Gender Targeting'. April.

¹⁹⁹ Annex 2/B: UNWFP. 2014. 'Evaluation Report. Summary Report of the FAO/WFP Joint Evaluation of Food Security Cluster Coordination in Humanitarian Action (2009-2014)'. Executive Board Second Regular Session, Rome/November.

²⁰⁰ Annex 2/A: GFSC. 2014/a. 'GFSC Annual Report 2014: Strengthening Humanitarian Response'

²⁰¹ Annex 2/A: GFSC. 2014/b. 'GFSC Strategic Plan 2015-2016'.

²⁰² Annex 2/A: GFSC. no date/b. 'Coordination Performance Report. Explanatory Note on Questionnaire and Analysis'.

²⁰³ Annex 2/A: GFSC. 2014/c. 'GFSC Strategic Plan 2015-2016: Workplan'.

²⁰⁴ Annex 2/A: GHC. 2009. 'Health Cluster Guide: A practical guide for country-level implementation of the Health Cluster. Annex F: Priority Cross-cutting Issues: Gender'. Provisional version – June.

²⁰⁵ Annex 2/A: GHC. 2012/a. 'GHC Strategic Framework 2012-2013'.

²⁰⁶ Annex 2/A: GHC. no date/a. 'Guidance Note: Promotion and Advocacy for Stronger National and Local Capacities in Health Emergency Preparedness and Risk Reduction'.

²⁰⁷ Annex 2/A: GHC. 2011/a. 'IASC GHC & World Health Organization Meeting: Report'. March.

²⁰⁸ Annex 2/A: GHC. 2012/b. 'GHC Partners' Survey Report 2012'.

²⁰⁹ Annex 2/A: GHC. 2014. '18th Global Health Cluster Partner Meeting: Note for the Record'. Geneva/ Switzerland, December.

²¹⁰ Annex 2/A: GLC. no date. 'About the Logistics Cluster'.

²¹¹ Annex 2/A: GLC. 2013. 'GLC Global Strategy 2013-2015'. January.

²¹² Annex 2/B: UNWFP/OE. 2013. 'Global Logistics Cluster Evaluation'. Jointly commissioned by WFP, Netherlands Ministry of Foreign Affairs and UNICEF. Evaluation Brief.

²¹³ Annex 2/A: GNC. 2008. 'A Toolkit for Addressing Nutrition in Emergency Situations'. June.

²¹⁴ Annex 2/A: GNC. 2013/a. 'Nutrition Cluster Handbook. A practical guide for country-level action'. January.

²¹⁵ Annex 2/A: GNC. 2013/b. 'IASC Global Nutrition Cluster Annual Meeting Report'. Geneva/July.

²¹⁶ Annex 2/A: GNC. 2013/c. 'GNC Strategic Plan 2014-2015'.

GLOBAL CLUSTER	SELECTED DOCUMENTATION	
	mention age and/or gender	no mention age, gender
	*(2011) Strategic Framework 2012-2014: gender (GBV) ²¹⁸ *(2014) Strategic Response Plan: gender (GBV) ²¹⁹ *(2014) GPC Workplan: gender (GBV) ²²⁰ *(2014) Guidance Note Humanitarian Programme Cycle: age, gender ²²¹ *(2014) Protection Mainstreaming Training Package: age, gender ²²²	*(no date) Standard Operating Procedures: Advocacy Messaging ²²⁴
Shelter UNHCR/IFRC	*(2006) Gender Handbook: age, gender ²²⁵ *(2010) Gender Marker: age, gender ²²⁶ *(2012) Shelter Coordination in Natural Disasters: age, gender ²²⁷ *(2012) Shelter Cluster Indicator Guidelines: age, gender ²²⁸	*(no date) Beneficiary Communications Guide ²²⁹ *(no date) Accountability to Affected Populations ²³⁰ *(no date): Concept Note: Protection Mainstreaming ²³¹ *(2012) Strategy 2013-2015 ²³² *(2013) TOR Shelter Cluster Global Focal Point ²³³ *(2014) Thematic Priorities ²³⁴
WASH UNICEF	*(2009) Training Pack: age, gender ²³⁵ *(2010) Strategic Plan 2011-2015: age, gender ²³⁶ *(2012) Strategic Plan 2011-2015 Mid-Term Review: age, gender ²³⁷ *(2014) Strategic Plan Monitoring Framework: age, gender ²³⁸ *(2014) WASH Minimum Commitments: age, gender ²³⁹	*(no date) Initial Rapid Assessment ²⁴⁰ *(2010) Needs Assessment ²⁴¹ *(2011) Capacity Building Disaster Risk Reduction ²⁴²

²¹⁷ Annex 2/A: GPC. no date/d. 'Age, Gender, Diversity: Essential Guidance and Tools'.

²²³ Annex 2/A: GPC. no date/g. 'Guidance Note. Global Protection Cluster Support Missions'.

²¹⁸ Annex 2/A: GPC. 2012. 'GPC Strategic Framework 2012-2014'.

²¹⁹ Annex 2/A: GPC. 2014/c. 'Humanitarian Programme Cycle 2014. Protection Cluster Strategic Response Plan'.

²²⁰ Annex 2/A: GPC. 2014/a. 'GPC Workplan 2014'.

²²¹ Annex 2/A: GPC. 2014/d. 'Guidance on the Humanitarian Cycle for Protection Clusters'.

²²² Annex 2/A: GPC. 2014/b. 'Protection Mainstreaming Training Package'.

²²⁴ Annex 2/A: GPC. no date/e. 'GPC Standard Operating Procedures. Effective Public GPC Advocacy Messaging'

²²⁵ Annex 2/A: GSC. 2006/a. 'Gender and Shelter in Emergencies'. IASC Gender Handbook in Humanitarian Action. Women, Girls, Boy and Men. Different Needs – Equal Opportunities.

²²⁶ Annex 2/A: GSC. 2010. 'Shelter: Gender Marker Tip Sheet: Gender Equality in the Project Sheet'. March.

²²⁷ Annex 2/A: GSC. 2012/c. 'Shelter Coordination in Natural Disasters'.

²²⁸ Annex 2/A: GSC. 2012/b. 'Shelter Cluster Indicator Guidelines. Annex 1: Indicator Review'. Version1/ September.

²²⁹ Annex 2/A: GSC. no date/c. 'Beneficiary Communications Guide for the Shelter Cluster'.

²³⁰ Annex 2/A: GSC. no date/a. 'Accountability to affected populations'

²³¹ Annex 2/A: GPC. no date/h. 'Concept Note: Protection Mainstreaming Task Force. Making protection mainstreaming happen'.

²³² Annex 2/A: GSC. 2012/a. 'GSC Strategy 2013-2017'.

²³³ Annex 2/A: GSC/UNHCR. 2013. 'Terms of Reference. Shelter Cluster Global Focal Point for Advocacy and Communication'.

²³⁴ Annex 2/A: GSC. 2014. 'GSC Thematic Priorities for 2014'.

²³⁵ Annex 2/A: GWC. 2009. 'WASH Cluster Coordination Training. Participant Pack'. May.

²³⁶ Annex 2/A: GWC. 2010/a. 'GWC Strategic Plan 2011-2015'.

²³⁷ Annex 2/A: GWC. 2012. 'GWC Strategy 2011-2015. Mid-Term Review. October.

²³⁸ Annex 2/A: GWC. 2014/a. 'WASH Cluster Strategic Plan (2011-2015) – Monitoring Framework (based on Mid-Term Review).

²³⁹ Annex 2/A: GWC. 2014/b. 'WASH Minimum commitments for the safety and dignity of affected people'.

ANNEX 7: Terms of Reference for Field Cluster Coordinators

GLOBAL CLUSTER	FIELD CLUSTER COORDINATOR TOR
CCCM <i>IOM/UNHCR</i>	Reference to gender, age, diversity; cross-cutting (HIV/AIDS, environment, human rights); no explicit mention of SADD. ²⁴³
Early Recovery <i>UNDP</i>	Reference to gender, age; cross cutting issues (environment,, HIV/AIDS, human rights); no explicit mention of SADD. ^{244 245}
Education <i>UNICEF/Save the Children</i>	Reference to gender; cross-cutting issues (HIV/AIDS, environment, disaster risk reduction); SADD. ²⁴⁶
Food Security <i>WFP/FAO</i>	Reference to gender, age; Gender Marker; cross-cutting issues (HIV/AIDS, human rights, environment, early recovery); SADD. ²⁴⁷
Health <i>WHO</i>	No reference to gender, age, cross-cutting issues, SADD. ²⁴⁸
Logistics <i>WFP</i>	No TOR posted/accessible on website
Nutrition <i>UNICEF</i>	Reference to gender, age; GBV; cross-cutting (HIV/AIDS, environment, human rights); SADD. ²⁴⁹
Protection <i>UNHCR</i>	Reference to gender, age, diversity; no explicit mention of SADD. ²⁵⁰
Shelter <i>UNHCR/IFRC</i>	Reference to gender, age; cross-cutting (environment, diversity); SADD. ²⁵¹
WASH <i>UNICEF</i>	Reference to gender, age; cross-cutting (HIV/AIDS, environment ; no explicit mention of SADD. ²⁵²

²⁴⁰ Annex 2/A: GWC. no date/b. 'IASC Initial Rapid Assessment (IRA): Field Assessment Form (extract – WASH section only).

²⁴¹ Annex 2/A: GWC. 2010/b. 'WASH Cluster – Needs Assessment'.

²⁴² Annex 2/A: GWC. 2011. 'Capacity Building for Humanitarian Response. Disaster Risk Reduction and Water, Sanitation and Hygiene. Comprehensive Guidance. Guidelines for Field Practitioners Planning and Implementing WASH Interventions'.

²⁴³ Annex 2/A: GCCCMC. 2014/b. 'CCCM Tools and References: Cluster Coordinator Terms of Reference'.

²⁴⁴ Annex 2/A: GERC. no date. 'Cluster Coordinator Terms of Reference'.

²⁴⁵ Annex 2/A: GFSC. 2012/b. 'Food Security Cluster Coordination Handbook'. Draft #3/June, p. 238.

²⁴⁶ Annex 2/A: GEC. 2010. 'Education Cluster Coordination Handbook: 2.3 Role of an Education Cluster Coordinator', pp. 42-46.

²⁴⁷ Annex 2/A: GFSC. 2012/b. 'Food Security Cluster Coordination Handbook'. Draft #3/June, p. 238.

²⁴⁸ Annex 2/A: GHC. no date/c. 'Terms of Reference of Health Cluster Coordinator'.

²⁴⁹ Annex 2/B: UNICEF. no date. 'Generic Job Profile for Nutrition Cluster Coordinator'; GNC. no date/c. 'Nutrition Cluster Handbook'.

²⁵⁰ Annex 2/A: GPC. no date/j. 'Protection Cluster Coordinator Model Terms of Reference'.

²⁵¹ Annex 2/A: GSC. no date/d. 'Global Shelter Coordinator Terms of Reference'.

²⁵² Annex 2/A: GWC. 2009/a. 'WASH Cluster Coordination Handbook. A practical guide for all those involved in WASH'.

ANNEX 8: Global Clusters & IASC Gender Products

GLOBAL CLUSTER	REFERENCE TO IASC GENDER PRODUCTS ON GLOBAL CLUSTER WEBSITES
CCCM IOM/UNHCR	<i>CCCM Collective Centre Guidelines</i> : ²⁵³ *2005 IASC GBV Guidelines *2006 IASC Gender Handbook in Humanitarian Action *IASC gender e-learning course ²⁵⁴
Early Recovery UNDP	<i>Guidance Note on Early Recovery</i> : ²⁵⁵ *2005 IASC GBV Guidelines *2006 IASC Gender Handbook in Humanitarian Action
Education UNICEF/Save the Children	<i>INEE Pocket Guide to Gender</i> : ²⁵⁶ *2006 IASC Gender Handbook * IASC gender e-learning course <i>Training & Capacity Building</i> : ²⁵⁷ *2006 IASC Gender Handbook in Humanitarian Action
Food Security WFP/FAO	<i>FSC Coordination Handbook</i> : ²⁵⁸ *2005 IASC GBV Guidelines *2006 IASC Gender Handbook in Humanitarian Action
Health WHO	<i>WHO/IASC Global Health Cluster Trainings</i> : ²⁵⁹ *2006 IASC Gender Handbook in Humanitarian Action *IASC gender e-learning course ²⁶⁰
Logistics WFP	No reference to IASC Gender Products
Nutrition UNICEF	<i>Nutrition Cluster Handbook</i> : ²⁶¹ *2006 IASC Gender Handbook in Humanitarian Action *IASC gender e-learning course
Protection UNHCR	<i>Global Protection Cluster Training Tools</i> : ²⁶² *2005 IASC GBV Guidelines *2006 IASC Gender Handbook in Humanitarian Action *2011 Sex and Age Matter
Shelter UNHCR/IFRC	<i>Global Shelter Cluster Resources</i> : ²⁶³ *2006 IASC Gender Handbook in Humanitarian Action *Shelter and GBV Guidelines
WASH UNICEF	<i>Global WASH Cluster Handbook</i> : ²⁶⁴ *2005 IASC GBV Guidelines *2006 IASC Gender Handbook in Humanitarian Action *IASC gender e-learning course ²⁶⁵

²⁵³ Annex 2/A: CCCMC. 2010/b. Collective Centre Guidelines’.

²⁵⁴ <http://www.globalccmcluster.org/cccm-tools-and-references>

²⁵⁵ Annex 2/A: GERC. 2008. ‘Guidance Note on Early Recovery’. April.

²⁵⁶ Annex 2/A: INEE. 2010/b. ‘Gender Equality in and through Education. INEE Pocket Guide to Gender’.

²⁵⁷ Annex 2/A: INEE. no date. ‘Training Toolkit/Key Thematic Issues/Module 16 – Gender-Responsive Education’.

²⁵⁸ Annex 2/A: GFSC. 2012/b. ‘Food Security Cluster Coordination Handbook’. Draft #3/June.

²⁵⁹ http://www.who.int/hac/global_health_cluster/trainings.en

²⁶⁰ http://www.who.int/hac/global_health_cluster/.../e-learning-course/en

²⁶¹ Annex 2/A: GNC. no date/c. ‘Nutrition Cluster Handbook’.

²⁶² <http://www.globalprotectioncluster.org/.../tools>

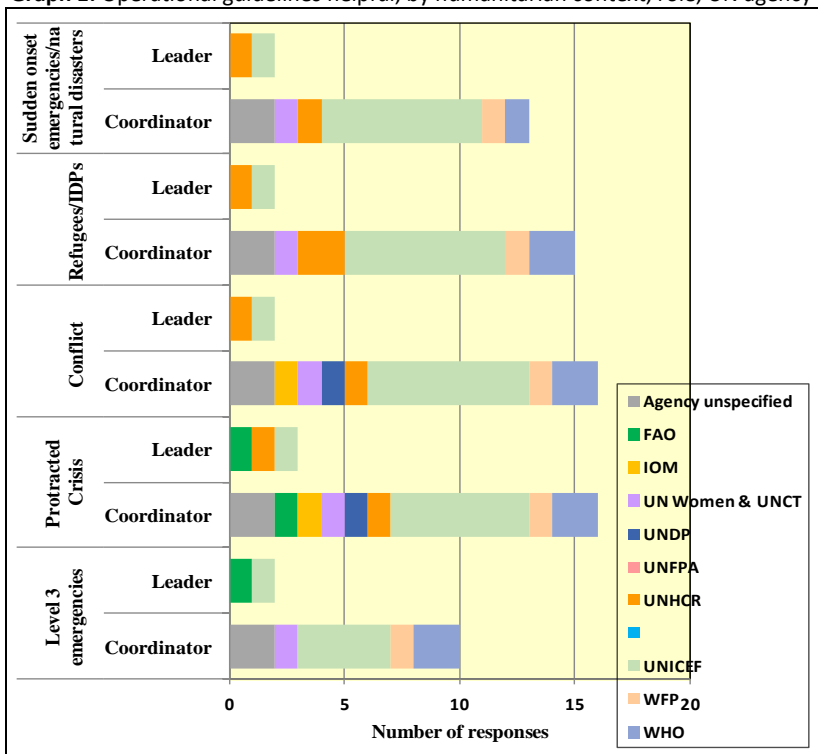
²⁶³ <http://www.sheltercluster.org/global>

²⁶⁴ Annex 2/A: GWC. 2009/a. ‘WASH Cluster Coordination Handbook. A practical guide for all those involved in WASH’.

²⁶⁵ <http://www.washcluster.net/>

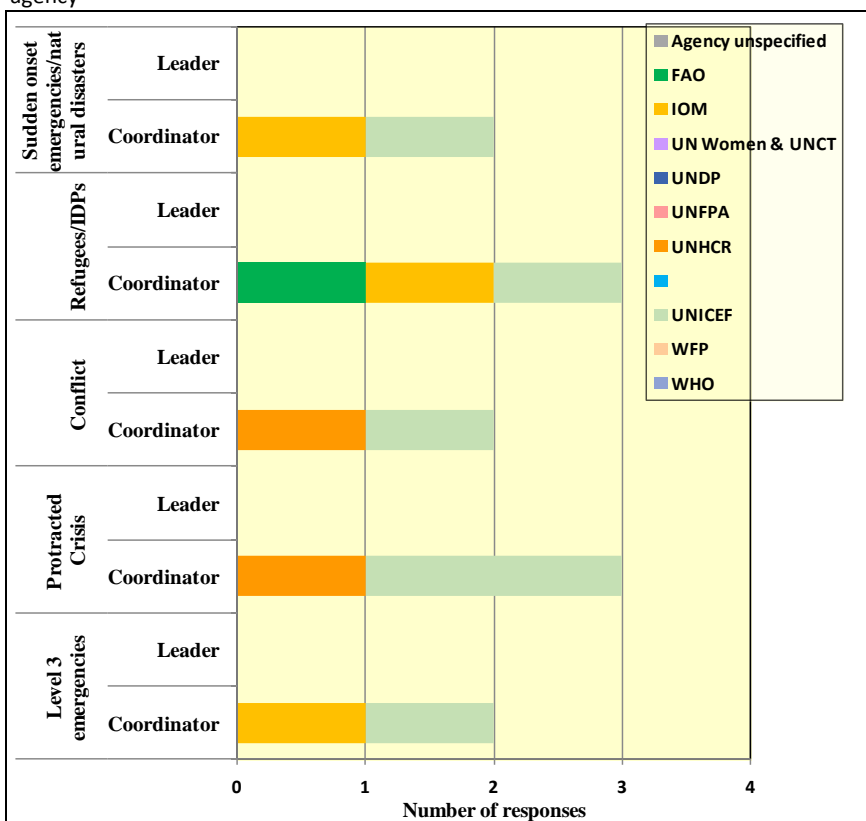
ANNEX 9: Selected Graphs/Results of the Online Survey

Graph 1: Operational guidelines helpful, by humanitarian context, role, UN agency



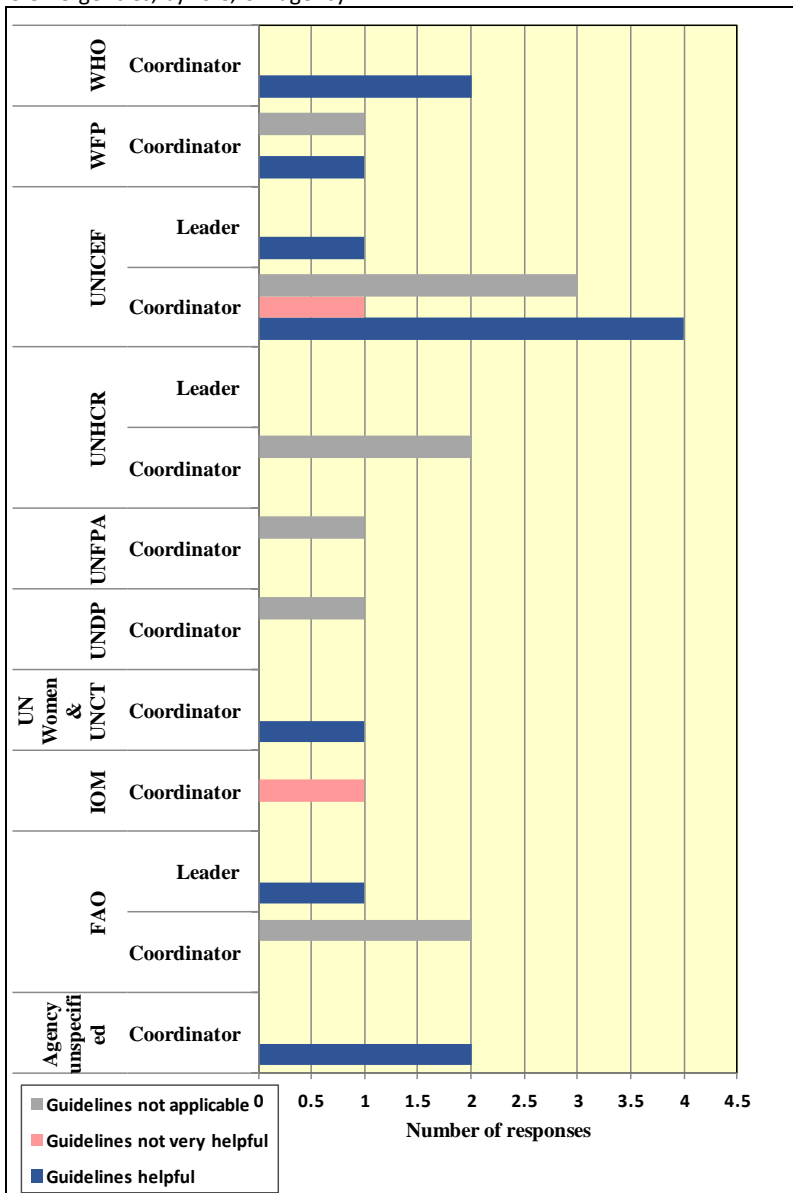
Source : Survey responses IASC stakeholders in selected field countries March April 2015

Graph 2: Operational guidelines not very helpful, by humanitarian context, role, UN agency



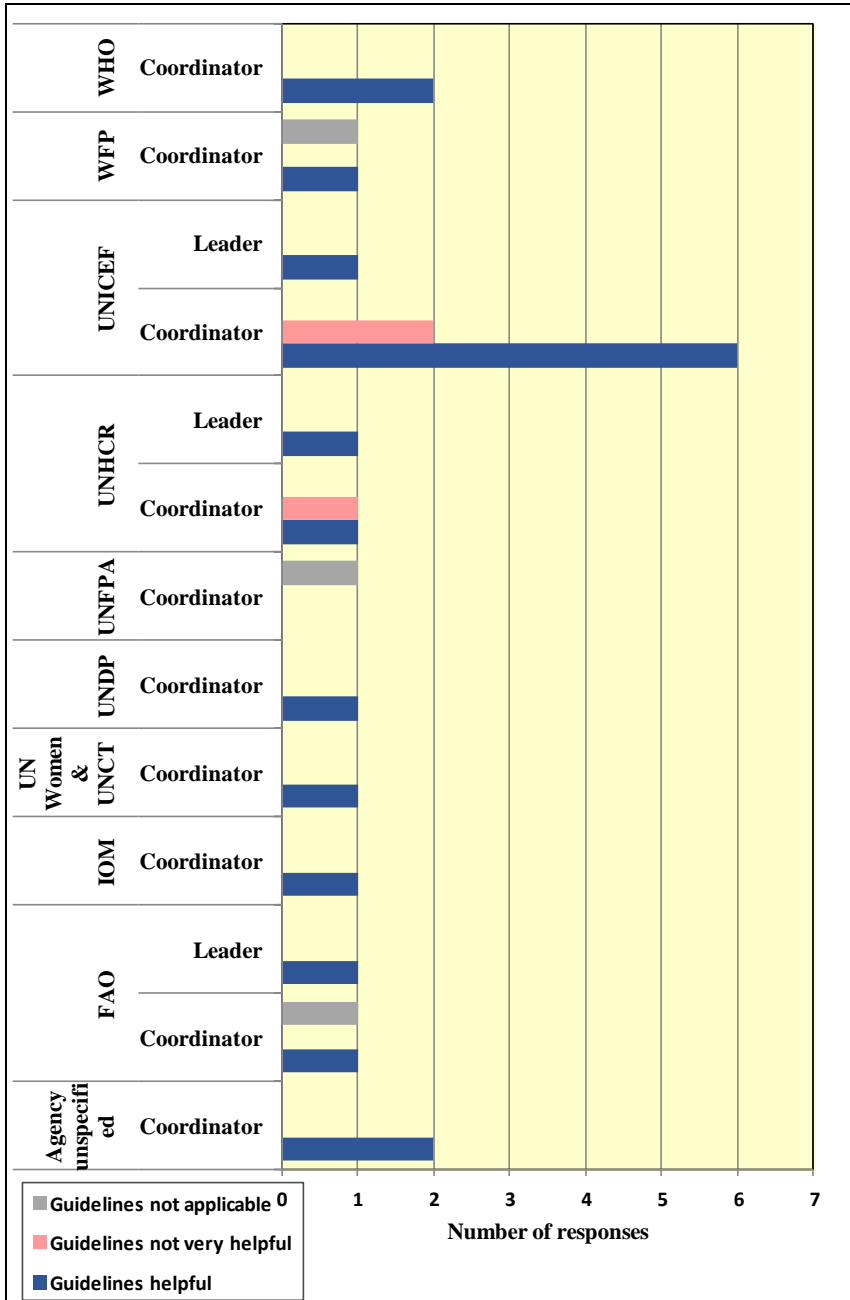
Source : Survey responses IASC stakeholders in selected field countries March April 2015

Graph 3: Perceptions of user-friendliness of IASC operational guidelines on Level 3 emergencies, by role, UN agency



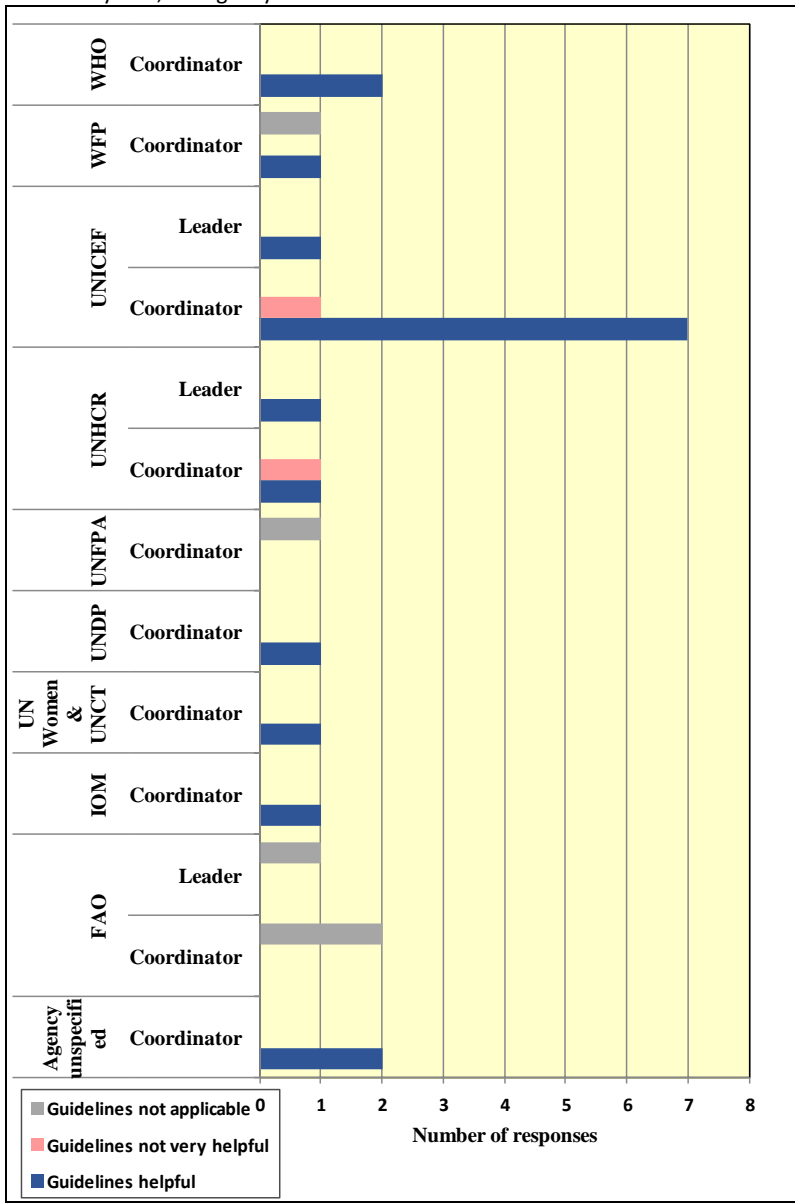
Source : Survey responses IASC stakeholders in selected field countries March April 2015

Graph 4: Perceptions of user-friendliness of IASC operational guidelines on Protracted Crisis



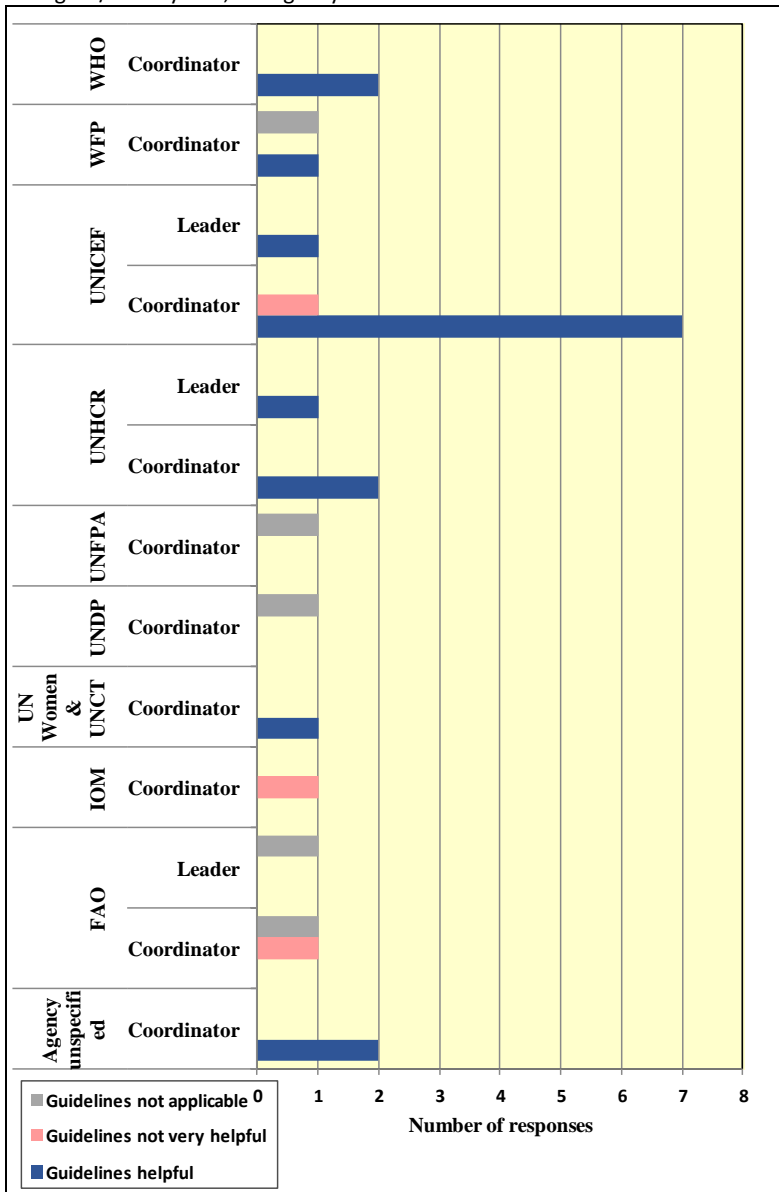
Source : Survey responses IASC stakeholders in selected field countries March April 2015

Graph 5: Perceptions of user-friendliness of IASC operational guidelines on Conflict by role, UN agency



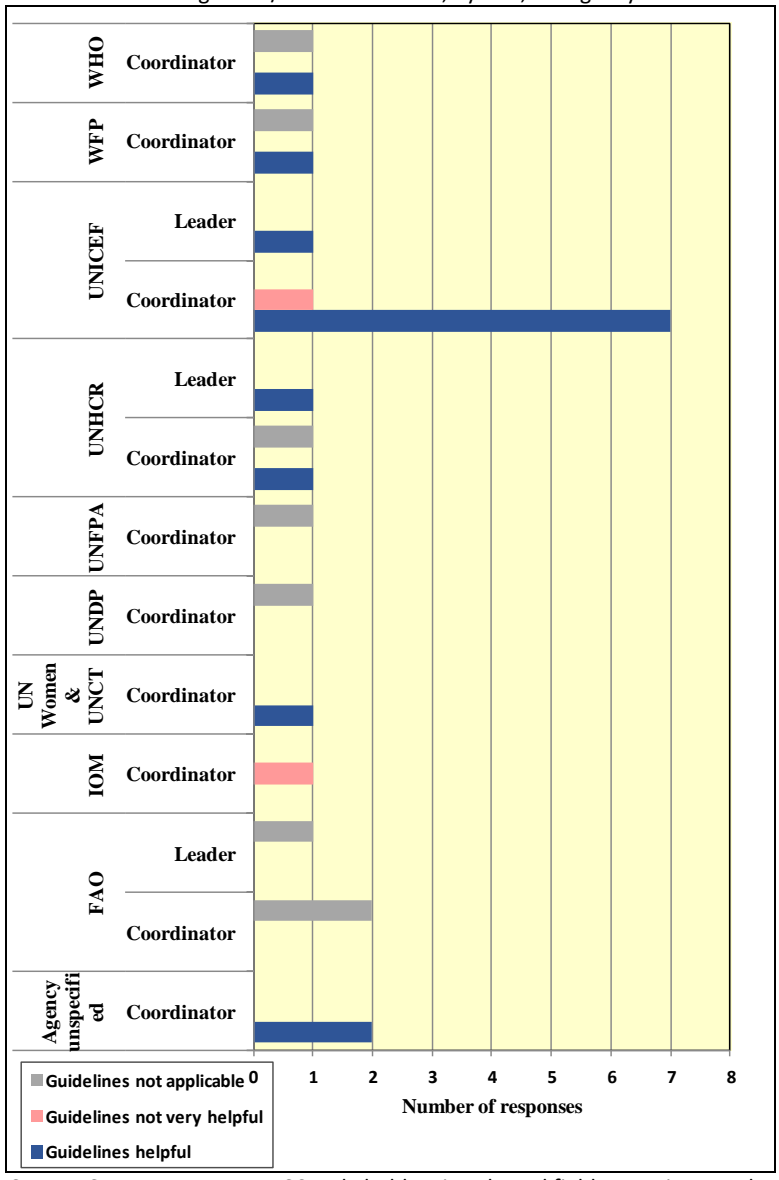
Source: Survey responses IASC stakeholders in selected field countries March April 2015

Graph 6: Perceptions of user-friendliness of IASC operational guidelines on Refugees/IDPs by role, UN agency



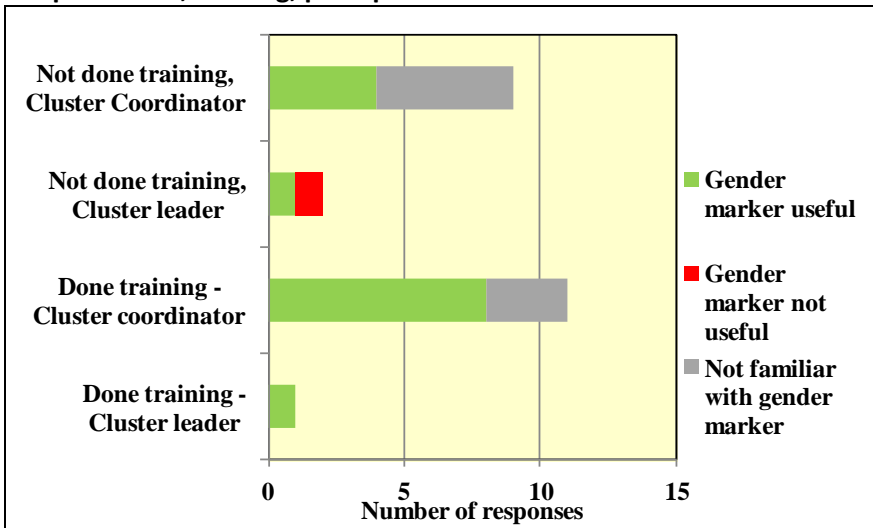
Source : Survey responses IASC stakeholders in selected field countries March April 2015

Graph 7: Perceptions of user-friendliness of IASC operational guidelines on sudden onset emergencies/natural disasters, by role, UN agency



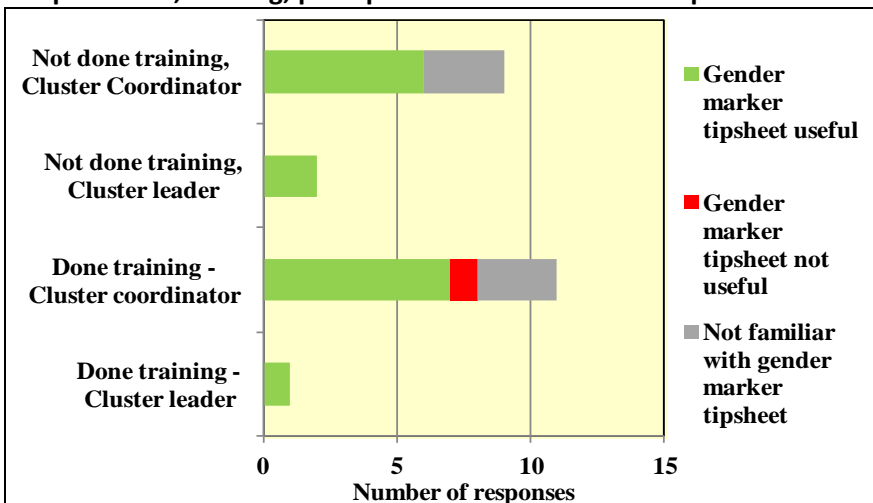
Source: Survey responses IASC stakeholders in selected field countries March April 2015

Graph 8 : Role, training, perception of Gender Marker



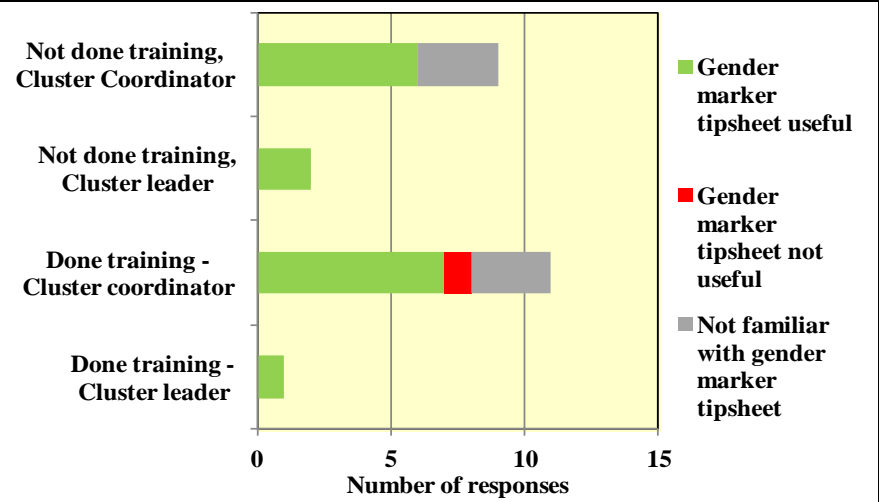
Source: Survey responses IASC stakeholders in selected field countries March/April 2015

Graph 9: Role, training, perception of Gender Marker Tip Sheet



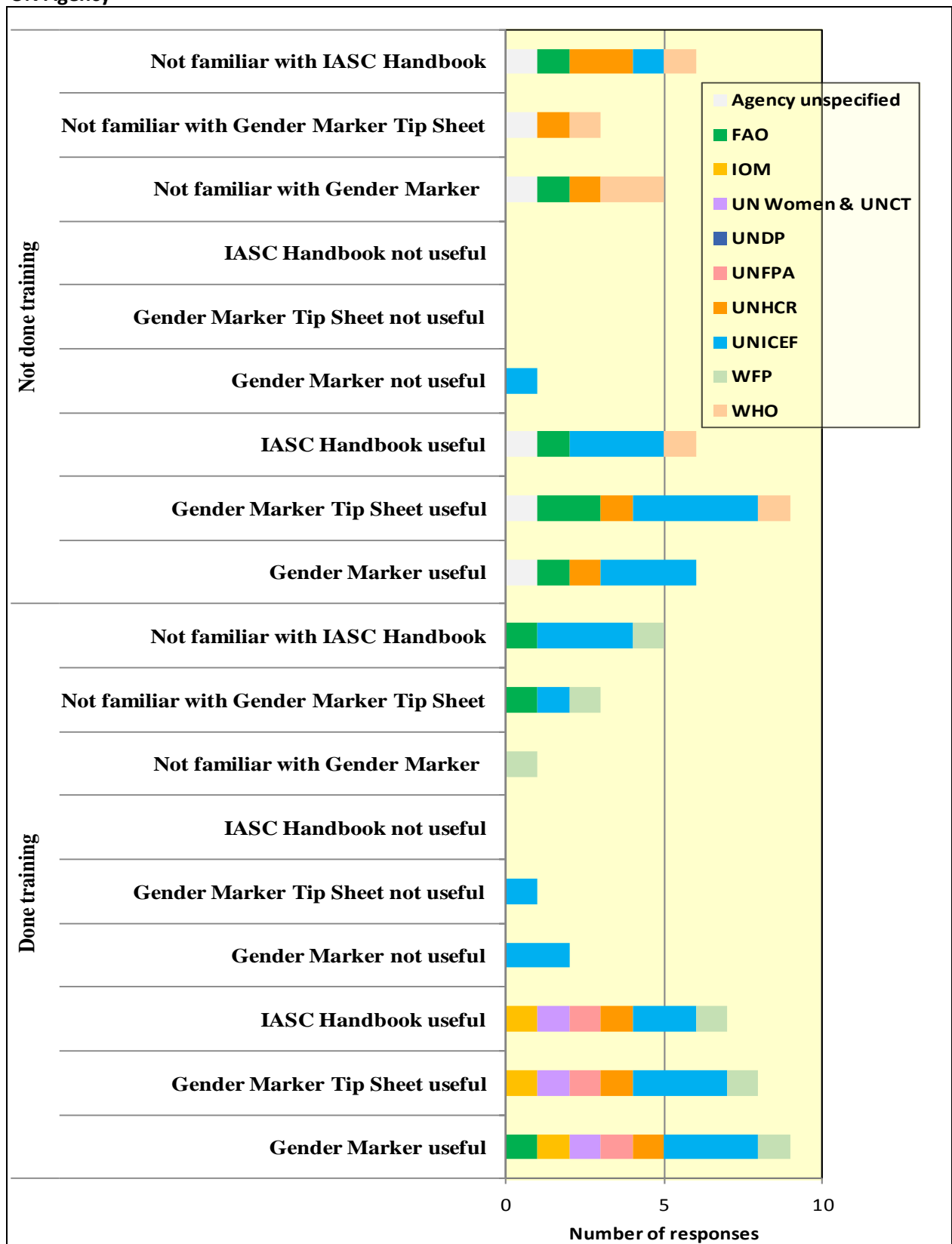
Source: Survey responses IASC stakeholders in selected field countries March/April 2015

Graph 10: Role, training, perception Gender Marker Tip Sheet



Source: Survey responses IASC stakeholders in selected field countries March/April 2015

Graph 11: Correlations between perception of gender tools and gender training received, according to UN Agency



Source: Survey responses IASC stakeholders in selected field countries March/April 2015

2015 HCT and cluster gender equality minimum commitments - FINAL

The Humanitarian Country Team in Yemen has taken concrete steps towards ensuring gender equality throughout the humanitarian response. The objective is to make sure that women, girls, boys and men of all ages, abilities and backgrounds have access to humanitarian assistance and protection that cater to their distinct needs and experiences.

Towards that end, the HCT has identified 5 minimum commitments on gender equality to be implemented by senior management in 2015. Clusters have also defined 6 common minimum commitments, included in the 2014/2015 Yemen Humanitarian Response Plan (YHRP).

HCT 5 minimum commitments

Gender inequality and the status of women and girls, as well as men and boys, are considered throughout the HPC (HNO, YHRP, Monitoring and Evaluation).

All documents approved by the HCT (policies, interagency programmes, etc.) integrate gender and age dimensions and have been reviewed by a senior gender adviser.

All advocacy events and advocacy documents integrate gender and age dimensions, making visible the special needs of each population group.

All Cluster Lead Agencies take concrete steps with cluster leaders and IMU teams in order to ensure sex- and age-disaggregated data is collected, reported and published in information products.

All HCT agency members ensure that at least 30% of their staff have completed the IASC "gender in humanitarian action" free on-line training (certificates are provided when the training is finalized).

Clusters 6 minimum commitments²⁶⁶

Strategic planning: gender inequality and the status of women and girls, as well as men and boys, are considered throughout the HPC in each cluster section (HNO, YHRP, Monitoring and Evaluation).

Assessments: assessments conducted by cluster partners have female assessors, and ensure the participation of men and women of different ages from the affected populations.

Operational planning: projects approved by clusters address the different needs of women, girls, boys and men (at least 75% coded 2a or 2b in the IASC Gender Marker and 0% coded 0)

Capacity building and meaningful participation: all cluster partners workshops, consultations, and strategic forums safely ensure the engagement and participation of men and women of different ages.

Accountability with the affected population: clusters have an access and participation plan to ensure accountability to all affected population, that includes women and men of different ages.

Monitoring and evaluation: data collected at cluster level are disaggregated by sex and age (further disaggregation by disability, diversity, ethnicity as appropriate)

²⁶⁶ The commitments are based in the indicators of Strategic Objective n.5 “Ensure meaningful participation and equitable access to services, resources, and protection measures for women, girls, boys, and men”.

