HOW TO PROMOTE A GENDER-RESPONSIVE PARTICIPATION REVOLUTION IN HUMANITARIAN SETTINGS

UN WOMEN

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ACKNOWLEDGEMENTS

CONTENTS

ABBREVIATIONS AND ACRONYMS

AAP	Accountability to Affected Populations/People
CBCM	Community-Based Complaints Mechanism
CDAC	Communicating with Disaster-Affected Communities
CHS	Core Humanitarian Standards
CwC	Communication with Communities
FoGG	Friends of Gender Group
GB	Grand Bargain
GBV	Gender-Based Violence
GEEWG	Gender Equality and the Empowerment of Women and Girls
GIHA	Gender in Humanitarian Action
HCT	Humanitarian Country Team
HRP	Humanitarian Response Plan
IASC	Inter-Agency Standing Committee
LGBTI	Lesbian, gay, bisexual, transgender and intersex
ODI	Overseas Development Institute
NGO	Non-Governmental Organization
PSEA	Protection from/Prevention of Sexual Exploitation and Abuse
SEA	Sexual Exploitation and Abuse
SEAH	Sexual Exploitation, Abuse and Harassment
UN	United Nations
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
WLO	Women-Led Organization
WRO	Women's Rights Organization

INTRODUCTION

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INTRODUCTION

This Technical Guidance Note has been developed to highlight challenges, opportunities and good practices in ensuring that the Participation Revolution workstream of the Grand Bargain is *gender-responsive* and inclusive; that is, in making sure that women and girls, alongside men and boys, are able to take full part in decisions that affect their lives. This document has been prepared in close consultation with signatories of the Grand Bargain, including members of the Informal Friends of Gender Group (FoGG). The goal of this group is to advocate for increased attention to gender equality and empowerment of women and girls in humanitarian settings throughout the Grand Bargain with priority focus on four workstreams: Localization, the Participation Revolution, Joint and Impartial Needs Assessments, and Cash. This Technical Guidance Note on the Participation Revolution has also been informed by recommendations from local women's rights organizations, gathered by UN Women through a series of regional consultations as part of the Localization workstream.[1] Given the closely interrelated nature of the two workstreams, many of the recommendations on Localization are relevant to the Participation Revolution agenda.

These guidelines are intended to complement and expand on existing key guidance documents including:

- CHS Alliance Core Humanitarian Standard on Quality and Accountability (2019)
- IASC Gender Handbook for Humanitarian Action (2018)[2]
- IASC Guidelines for Integrating Gender-Based Violence Interventions in Humanitarian Action (2017)[3]

- IASC Task Team on Accountability to Affected Populations and Protection from Sexual Exploitation and Abuse (2014)
- Minimum Standards for Prevention and Response to Gender-based Violence in Emergencies (2015)[4]
- Protection and Accountability to Affected Populations in the Humanitarian Cycle (2016)[5]
- Real-Time Accountability Partnership – Action Framework (2017).[6]

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1   Consultations were held with women's organizations from Africa, the Middle East and the Asia-Pacific region in Addis Ababa, Amman and Jakarta, at workshops held to coincide with regional Grand Bargain Localisation meetings.
2   IASC (2017). The Gender Handbook for Humanitarian Action (Guideline). https://www.gihahandbook.org/
3   IASC (2015). Implementation Strategy for the revised Guidelines for Integrating Gender-Based Violence Interventions in Humanitarian Action. https://interagencystandingcommittee.org/working-group/documents-public/iasc-guidelines-integrating-gender-based-violence-interventions
4   UNFPA (2015). Minimum standards for prevention and response to gender-based violence in emergencies. https://www.unfpa.org/publications/minimum-standards-prevention-and-response-gender-based-violence-emergencies-0
5   IASC (2015). IASC Guidelines for Integrating Gender-Based Violence Interventions in Humanitarian Action. https://gbvaor.net/sites/default/files/2019-07/1503%20ToR%20Guidelines%20Reference%20Group.pdf
6   Real-Time Accountability Partnership. (2017). Real-Time Accountability Partnership Action Framework – Tackling gender-based violence in emergencies. https://reliefweb.int/sites/reliefweb.int/files/resources/How%20to%20use%20the%20Framework.pdf

This Technical Guidance Note on the Participation Revolution includes sections on:

- Accountability to affected people
- Communication with affected people
- Community-based complaints mechanisms
- Women's leadership

- Affected people in humanitarian governance structures
- The prevention of sexual exploitation and abuse.

Each section highlights key questions to consider, ensuring the integration of gender considerations in the Participation Revolution, as well as good practices checklists, case studies and promising practices.

BACKGROUND:
THE GRAND BARGAIN
AND THE PARTICIPATION
REVOLUTION WORKSTREAM

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BACKGROUND: THE GRAND BARGAIN AND THE PARTICIPATION REVOLUTION WORKSTREAM

The Grand Bargain, launched during the World Humanitarian Summit in May 2016, is a unique agreement between the largest donors and humanitarian agencies who have committed to improving the effectiveness and efficiency of humanitarian action. The Grand Bargain is based on the concept of "quid pro quo": if donors and agencies each accept changes, aid delivery will become more efficient, freeing up human and financial resources for the benefit of affected people. For example, donors should reduce earmarking of funds while aid agencies should increase their transparency. The objective is to generate efficiency gains, which will be used for saving more lives, not reducing aid budgets.

Workstream 6 of the Grand Bargain on Participation Revolution is convened by the Steering Committee for Humanitarian Response (SCHR) – a consortium of NGOs – and the United States Agency for Development (USAID). The Participation Revolution workstream references the Core Humanitarian Standard[7] (CHS) and highlights the principles involved as follows:

- The need to include the people affected by humanitarian crises and their communities in our decisions to be certain that the humanitarian response is relevant, timely, effective and efficient.

- The need to provide accessible information, ensure that an effective process for participation and feedback is in place and that design and management decisions are responsive to the views of affected communities and people.
- Donors and aid organizations should work to ensure that the voices of the most vulnerable groups, considering gender, age, ethnicity, language and special needs are heard and acted upon. This will create an environment of greater trust, transparency and accountability.[8]

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7   The Core Humanitarian Standard on Quality and Accountability sets out nine commitments that organizations and individuals involved in the humanitarian response can use to improve the quality and effectiveness of the assistance they provide. The CHS places communities and people affected by crisis at the centre of humanitarian action. https://corehumanitarianstandard.org/the-standard

8   IASC (2017). Grand Bargain Participation Revolution Workstream. March 2017. https://interagencystandingcommittee.org/system/files/participation_revolution_-_definition_of_participation.pdf

As part of the Participation Revolution, aid organizations and donors committed themselves to:

1. Improve leadership and governance mechanisms at the level of the Humanitarian Country Team and cluster and sector mechanisms to ensure engagement with and accountability to people and communities affected by crises.

2. Develop common standards and a coordinated approach for community engagement and participation, with emphasis on inclusion of the most vulnerable, supported by a common platform for sharing and analysing data to strengthen decision-making, transparency and accountability and to limit duplication.

3. Strengthen local dialogue and harness technologies to support more agile, transparent but appropriately secure feedback.

4. Build systematic links between feedback and corrective action to adjust programming.

Donors committed to:

5. Fund flexibly to facilitate programme adaptation in response to community feedback.

6. Invest time and resources to fund these activities.

Aid organizations committed to:

• Ensure that, by the end of 2017, all humanitarian response plans – and strategic monitoring of them – demonstrate analysis and consideration of inputs from affected communities.[9]

The workstream has focused on the development of success indicators, advocacy and shared learning.[10] The success indicators (agreed in December 2018) are targeted to the various Grand Bargain signatory groups and have country-level specific recommendations and recommended data sources.[11] The Participation Revolution workstream is closely connected and complementary to the work of the Inter-Agency Standing Committee (IASC) Results Group on Accountability and Inclusion to drive transformative change.[12] The IASC Results Group builds on previous work on Accountability to Affected Populations (AAP), Protection from Sexual Exploitation and Abuse (PSEA), inclusion of persons with disability, and methods for ensuring appropriateness to different genders, ages and diversity, as well as Mental Health and Psychosocial Support (MHPSS). These elements are taken up in this Technical Guidance Note as related to gender and within the boundaries of the Participation Revolution workstream.

In the GB 2019 annual independent report, researchers evaluated the progress of the Participation Revolution workstream.[13]

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9   ODI (2019). Grand Bargain annual independent report 2019. https://www.odi.org/publications/11387-grand-bargain-annual-independent-report-2019; Also see: IOM et al. (2016). The Grand Bargain – A Shared Commitment to Better Serve People in Need." https://www.agendaforhumanity.org/sites/default/files/resources/2018/Jan/Grand_Bargain_final_22_May_FINAL-2.pdf#page=10

10 The Workstream has started to articulate definitions, for example, on WLOs and WROs in the "TEMPLATE FOR DEVELOPING THE CORE COMMITMENT INDICATORS AND TARGET-RESULTS (CCTRI)" http://media.ifrc.org/grand_bargain_localisation/wp-content/uploads/sites/12/2019/03/CCTRI-Localization-Workstream.pdf. See also the term 'WLOs/WROs' in Annex 1: Glossary of Terms.

11 IASC (December 2018). Success Indicators Against Good Practices Related to Participation of People Affected by Crisis in Humanitarian Decisions. https://interagencystandingcommittee.org/system/files/2018_12_-_ws6_participation_revolution_success_indicators_0.pdf

12 Currently, indicators are being reviewed. The IASC Reference Group 2 (RG2) is also planning to design an "Accountability and Inclusion" tracker for 2020–2021.

13 ODI (2019). Grand Bargain annual independent report 2019.

Some donors reported on how they had used their partner guidelines to encourage aid organizations to invest in participatory approaches. Denmark has integrated the Core Humanitarian Standard (CHS) into its Strategy for Development Corporation and Humanitarian Action, making the CHS obligatory for all civil society activities in fragile situations, including humanitarian interventions. It has also allocated funds to enable its partners to be independently assessed against the CHS. Canada and Sweden have revised their guidance for NGO partners to require them to identify how affected people are involved in decision-making in projects they support, and the UK's multi-year core funding to seven UN agencies and the RCRCM [Red Cross and Red Crescent Movement] includes a payment by results performance indicator on accountability to affected populations.[14]

Despite progress, much work remains to be done, and various specialists have made recommendations on enhancing the commitments of the Participation Revolution.[15]

Gender roles and inequalities affect women's, girls', men's, boys' and persons of diverse gender identities' participation in community and humanitarian decision-making processes, in all their diversity and across the life cycle. For women and girls, cultural norms may restrict access to public spaces and affect the way women and girls can participate in meetings. Additional barriers to participation include their disproportionate burden of unpaid care work, mobility restrictions (due to safety concerns and/or cultural norms and practices) and risks of gender-based violence (GBV), including intimate-partner violence (IPV).

Times of crisis and crisis settings may deepen gender inequalities and challenge existing gender roles, thus providing opportunities to establish gender-transformative approaches. It is thus essential that the work of organizations to advance the agenda of the Participation Revolution is cognizant of, and responsive to, gendered needs and priorities.

Full community participation, seen through a gender lens, requires many factors:

- A coordinated approach
- Long-term investments of human and financial resources at the individual, institutional, community, as well as country and response-wide level
- Inclusion of partnerships with diverse civil society and networks, including local women's rights organizations and networks
- Embedded and broad-based gender expertise among humanitarian actors and agreements on assessing progress and quality towards gender-responsive participation revolution
- The integration of identified corrective actions to address remaining barriers and challenges.

Such an approach could promote positive change in outcomes for affected women, men, girls, boys and persons of diverse gender identities.

In the course of writing this Technical Guidance Note, several cross-cutting elements regarding gender surfaced across the different themes:

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14   ODI (2019). Grand Bargain annual independent report 201, p. 45.
15   Nick van Praag recommends the following key action areas: a focus on participation outcomes rather than activities and outputs; evaluating the performance of a programme through community perceptions; proactively seeking feedback rather than passively awaiting input; measuring accountability at the level of the full response rather than one agency's activities; establishing common accountability mechanisms; and resourcing monitoring and evaluation of participation mechanisms. See Van Praag, N. (2019) Six Ways Donors Can Speed up the Participation Revolution. October 2019. Ground Truth Solutions. https://groundtruthsolutions.org/2019/10/29/six-ways-donors-can-speed-up-the-participation-revolution/

- The need to conduct a robust, intersectional gender analysis and consistently collect and use gender statistics[16] – including Sex and Age Disaggregated Data (SADD) – to identify the challenges and opportunities in all contexts of participation.
- The need to identify harmful, limiting and discriminatory gender norms and attitudes in communities and challenge these through social mobilization to work towards inclusion and a gender-transformative humanitarian agenda.
- Ensuring the full participation of girls and women by revising information sharing, communication channels and Community Feedback and Response Mechanisms (CFRMs), in order to ensure gender responsiveness and inclusion.
- Enhancing women's leadership, including through the engagement, adequate financing and institutional strengthening of Women's Rights Organizations (WRO) and Women-Led Organizations (WLO) and promoting inclusive participation and leadership.

- Strengthening accountability mechanisms for gender-responsive participation by including this responsibility in the Terms of Reference (TOR) of Resident Coordinators, Humanitarian Coordinators, Humanitarian Country Teams and Cluster Coordinators.
- The need for financial and technical resources in support of gender-responsive participation initiatives.
- Capacity strengthening on gender of service providers and humanitarian actors supporting participation mechanisms.
- The need to consistently track progress on gender indicators at the country level, as part of Humanitarian Response Plans and cluster-specific discussions and ensure that monitoring and evaluation results are effectively integrated to adapt programming and participation mechanisms.[17]

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16   Gender statistics reflect gender issues, that is, questions, problems and concerns related to all aspects of women's and men's lives, including their specific needs, opportunities and contributions to society. See UNSTATS (n.d.). What are gender statistics. Gender Statistics Manual. https://unstats.un.org/unsd/genderstatmanual/What-are-gender-stats.ashx

17   See UN Women (2020 forthcoming). How to promote gender responsive localization in humanitarian action'. Technical Guidance Note on Localization.

CASE STUDY

Central Sulawesi response, ActionAid

A series of powerful earthquakes struck the Central Sulawesi province of Indonesia in September 2018, triggering a tsunami. In response, the Indonesian government set restrictions on the nature of international engagement and confirmed that assistance would be channelled via national or local humanitarian partners. However, the commitment to localization at the central government level did not translate to the response itself, where there was a lack of resources and support for and representation of local women and women-led organizations. Women and women-led organizations were largely absent from key decision-making spaces and received a small portion of response resources.

YAPPIKA-ActionAid (YAA), ActionAid's Indonesian entity, was one of the first organizations to establish a presence in Palu. YAA worked with a coalition of local civil society organizations called Sulteng Bergerak (SB), partnering with women-led organizations to identify and meet the needs of women and girls in affected communities. Local volunteers provided supplies, ran emergency kitchens and participated in search and rescue missions. As of April 2019, the focus shifted to recovery, putting women at the centre of resilience-building in Central Sulawesi.

Local women and women-led organizations in Palu have contributed to the Central Sulawesi response in many different ways: offering crucial insight on the specific needs of women and girls in communities; managing food and clothes distribution; fostering solidarity and strengthening support networks; managing women-friendly spaces; providing psychosocial and trauma-healing services; performing key functions as trained medical personnel in communities; lobbying the government on the security and sanitation systems of temporary shelters; supporting reconstruction; leading farming activities and generating income for families and communities; and facilitating evaluation processes.

Source: https://www.actionaid.org.uk/publications/leading-the-way-women-led-localization-in-central-sulawesi-report

ACCOUNTABILITY TO AFFECTED POPULATIONS/ PEOPLE THROUGH A GENDER LENS

3

ACCOUNTABILITY TO AFFECTED POPULATIONS/ PEOPLE THROUGH A GENDER LENS

Accountability to Affected Populations/People (AAP) is an essential aspect of the Participation Revolution workstream. AAP requires consideration of transparent and trusted communication, complaints and feedback mechanisms, effective participation and leadership in decision-making processes, and the safety and security of affected people to do this. This section addresses general issues of accountability, while many of the above considerations are addressed in more detail in the following sections.

Applying a gender lens to AAP requires conducting a context-specific, intersectional gender analysis and ensuring that gender statistics, including SADD, are consistently collected, analysed and used to ensure the full participation of women, girls, boys, men and persons of diverse gender identities. An intersectional approach enriches a standard gender analysis by identifying and responding to overlapping forms of marginalization and exclusion, including those related to age, disability, gender identity and sexual orientation, race, ethnicity and other factors. Such an analysis enhances participation – and therefore effectiveness – by identifying and responding to power inequalities that have often resulted in the exclusion of certain groups, including women and girls, from humanitarian planning and decision-making processes.

To ensure accountability to affected people, information must be transparently shared, in alignment with do-no-harm principles, in ways that are accessible, appropriate, understandable and useful to women and girls as well as men and boys – and meaningful feedback proactively sought from each of these groups. It

must be recognized that families and communities are not homogenous entities, and that the positions and interests of affected people are dynamic, changing and affected by multiple factors including gender, age, diversity and ability.

Information collected from affected people often does not translate into programme design changes; AAP requires that feedback leads to real change in a truly continuous cycle, including people in programme design. Effective gender-responsive participation also calls for:

- Senior managers and staff to be held accountable through their terms of reference and performance management
- Adequate time to put mechanisms in place and secure the involvement of all stakeholders
- Adequate financing for these mechanisms
- Important stakeholders like women's organizations and staff to have the capacities, regular financing, means and skills to engage in such an approach.

ESSENTIAL QUESTIONS

◆ Has the establishment of **accountability and community feedback mechanisms been informed by a gender analysis of preferred and trusted channels, with the active engagement of local women's organizations**?

◆ Has an **intersectional and context-specific approach** been used, analysing the overlapping types of **marginalization and diversity** as relevant in the context (including age, disability, ethnicity, caste, sexual orientation and HIV status)?

◆ Are **crisis-affected women, girls, boys, men** and **persons of diverse gender identities**, and **local women's** and **lesbian, gay, bisexual, transgender and intersex (LGBTI) organizations** engaged in the design and roll-out of accountability mechanisms to ensure responsiveness to the needs, priorities and constraints of each group?

◆ Have **women and women's groups, youths and youth groups engaged in the different stages** of the humanitarian programme cycle – including the design, implementation and monitoring and evaluation in line with the priorities set in Humanitarian Response Plans (HRPs) and Humanitarian Needs Overviews (HNOs)?

◆ To what extent are **specific interventions and strategies adopted to ensure that crisis-affected women and girls, boys and men use reporting and feedback mechanisms** to discuss issues of quality, targeting and responsiveness of humanitarian interventions? **Have risks of GBV and GBV risk-mitigation strategies been taken into consideration?**

◆ Have donors required and **enabled aid organizations to provide evidence** that their programming takes feedback from affected people into consideration at all stages of the programme cycle?

◆ To what extent has this feedback been integrated and influenced the direction and where applicable the **redesign of programmatic and strategic interventions** under the Humanitarian Response Plan and cluster-related interventions? Does it include women's and girls' capacities, knowledge and aspirations?

GOOD PRACTICES CHECKLIST

✔ Ensure that an assessment of the information and communications ecosystem applies an intersectional gender lens and takes into account diverse information needs and preferred communication channels across the diversity of affected communities.

✔ Ensure access to information that is timely, safe, relevant, accessible and understandable across age, gender and diverse groups, and adapted to communication preferences.

✔ Provide ways for crisis-affected people, in particular women and girls, to participate in decision-making processes and Humanitarian Country Team-related mechanisms, including fair and transparent systems of representation designed in ways that consider the challenges and needs of crisis-affected women and girls.

✔ Identify and address factors that potentially limit access of women and girls to programmatic interventions, services, decision-making and humanitarian planning processes (e.g. distance, safety, timing, security, gender roles and use of public space).

✔ Raise awareness and develop capacity of staff on communicating with persons with disabilities and working with caregivers.

✔ Consider and address GBV risks in establishing participation and accountability mechanisms, and work with women and girls to ensure they are safe and secure and able to engage in participation and accountability mechanisms.

✔ Ensure that outreach to girls is consistent with child protection best practices and presents a coordinated approach to responding to needs identified regarding child survivors of GBV.

✓ Ensure ongoing awareness-raising and capacity-building on gender among humanitarian actors, partners and service providers, by using specialists, expertise in gender coordination groups and peer expertise in sector forums on gender, age and diversity, within the wider AAP framework.

✓ Dedicate resources and build capacity for women, girls and local women's organizations to engage in country-level participation and accountability mechanisms; consider and address the barriers represented by unpaid care work, especially when discussing volunteering in community work.

✓ Build diverse teams that are better able to reflect diverse groups within the community (consider, for example, age, gender, ethnicity, religion and language).

✓ Hold targeted focus group discussions (or similar inclusive research methods) for groups with specific gendered needs (e.g. LGBTI people, single women, children that are heads of household, indigenous communities, older persons, widows and persons with disabilities), to understand their attitudes and necessities for meaningful participation.

✓ Include gender indicators to track and compare progress and measure performance towards Gender Equality and Empowerment of Women and Girls (GEEWG) objectives; link progress on indicators to the accountability of senior staff.

Dedicated measures to ensure the meaningful participation of women and girls with disabilities

✓ Strengthen the capacities of women with disabilities and their representative organizations (self-organizations) to participate in decision-making processes. Invite women and girls with various types of backgrounds, including young, older and indigenous women and girls.[18]

✓ Promote accessible spaces for the inclusion of persons with disabilities, as well as modify participatory approaches to accommodate capacities, and provide sufficient time for persons with disabilities to participate meaningfully.

✓ Leverage the knowledge and expertise of women leaders, women's organizations and networks of persons with disabilities to shape prioritization in relation to humanitarian planning and response; support the formation of representative groups of women and girls with disabilities in affected communities where they are not already in place.

✓ Make sure women and girls with disabilities can report complaints and share information regarding their assistance and protection via effective, confidential mechanisms that are adapted to their assessed needs and preferences.

✓ Identify and address safety risks for women and girls with disabilities, in particular related to GBV.

✓ Reduce mental health barriers to meaningful participation by providing psychosocial support (PSS) for women and girls, boys and men.

✓ Set targets and monitor achievements regarding the participation of women and girls with disabilities in activities and programmes, as well as in community and humanitarian coordination structures.

✓ Routinely conduct assessments of the situation of persons with disabilities in refugee contexts, with a focus on the needs of women and girls with disabilities.

✓ Recruit women with disabilities as community volunteers and staff in the humanitarian response.

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18   See also Global Refugee Forum Pledging Guidance on the inclusion of persons with disabilities (2019). https://www.unhcr.org/events/conferences/5d9e35057/global-refugee-forum-pledging-guidance-inclusion-persons-disabilities.html

Promising practice:
InsightShare with participatory video

InsightShare is a community development organization. Their work captures the best aspects of communications technology and participatory techniques, supporting communities to explore their issues and devise solutions to the challenges they face. Founded in 1999, InsightShare is committed to improving and shaping the use of participatory video in all its forms and building a grassroots movement of practice to sustain its role as a powerful community engagement tool. They have trained hundreds of facilitators, founded numerous community video "hubs" and produced free resources on a range of approaches. The organization developed an initiative called "Participatory Video and the Most Significant Change". This toolkit was developed to support community members to plan and carry out evaluations using the Participatory Video with the Most Significant Change (PVMSC) approach, a participatory approach to monitoring, evaluation and learning that amplifies the voices of participants and helps organizations to better understand and improve their programmes. Many of their projects work with specific groups of women, with emphasis on self-representation.
https://insightshare.org/resources/combatting-corruption-through-participatory-video/

COMMUNICATION WITH AFFECTED POPULATIONS/ PEOPLE

4

COMMUNICATION WITH AFFECTED POPULATIONS/ PEOPLE

Effective communication is a fundamental building block of participation. It is necessary to develop common standards and a coordinated approach for community engagement and participation, with the emphasis on inclusion of the most-at-risk community groups, supported by a common platform for sharing and analysing data to strengthen decision-making, transparency, accountability and limit duplication. Communication between humanitarian organizations and crisis-affected people can be challenging and time consuming, due to varied language needs and educational levels and a variety of other factors.

Women and girls face additional challenges:

- **Personal safety and security**: Women and girls often face risks of violence in transit, or while using public spaces for group discussions. This risk may be exacerbated when such discussions require them to travel after dark or through particular areas of the community.
- **Personal hygiene**: The participation of women and girls may be hampered by a lack of safe and secure access to toilets in public spaces used for communication with communities (this is especially important for menstruating women, pregnant or lactating women).
- **Confidence and skills:** Women and girls often have less experience in public speaking, leading to having limited skills and confidence in expressing themselves in front of others and/or in a succinct way. This may be particularly true for those with mental illness or intellectual disabilities.
- **Care tasks**: Women and girls may not have the time or possibility to engage in communication with humanitarian actors, due to a higher burden of domestic tasks including caring for children, the elderly or the sick in their families or community. Partners and other family members may punish them with violence for failing to perform such tasks. Even where they can participate in meetings or discussions, this may only be possible at certain times of day when it does not conflict with such domestic tasks.
- **Cultural norms and perceptions**: Women may face repercussions – including violence – if transgressing gender norms regarding women speaking publicly, speaking first, or expressing direct, contradictory or negative opinions towards men. This is a particularly important barrier when men are leading meetings or providing translation. Having meetings in places where privacy is not considered can be a barrier for women to communicate and share stories and situations due to fear of retaliation by family or community members.
- **Accessibility**: Some communication channels may not be used by, or accessible to, women and girls for reasons that vary with context. For example, public notice boards and digital technologies such as phones may not be appropriate due to lower literacy rates, lack of access to phones, or lack of safety in public areas.

ESSENTIAL QUESTIONS

◆ Are **communication methods adapted and accessible** to diverse women, girls, men and boys? If communication methods include mobile phones or other technologies, do women and girls have safe, reliable and equal access to these platforms? Is the information provided in a timely, relevant, accessible and understandable way across age, gender and diverse groups?

◆ Are communication ecosystems assessed and developed in **collaboration with women, girls, WROs and WLOs,** and **LGBTI organizations**, and based on solid intersectional **gender analysis**?

◆ Do communication methods and information consider the **context-specific barriers that women and girls may face in accessing information**, including a possible limited use of public space, access to digital technology and the risks of GBV?

◆ Do communication methods and information challenge or at the minimum **avoid reinforcing harmful and discriminatory gender roles and attitudes**?

GOOD PRACTICES CHECKLIST

✓ Engage women and girls, including through WLOs and WROs and LGBTI organizations, to design, implement, monitor and evaluate communication ecosystems.

✓ Integrate an intersectional gender analysis and collect and use gender statistics, including SADD, to assess and inform communication ecosystems in humanitarian settings (including refugee camps). This includes analysing gender gaps and inequalities in terms of women and girls accessing information.

✓ Adopt innovative ways to share information in formal and informal spaces, according to context-specific preferences, e.g. facilities, training, meetings for women in their homes, and safe spaces.

✓ Disseminate information across multiple platforms in accessible formats and in different languages, for example considering display of text, Braille, tactile communication, large print and accessible multimedia, as well as written, audio, plain-language, human-reader and augmentative and alternative modes.

✓ Design communication strategies that minimize the risks facing affected people, especially in cases where women and girls face mobility restrictions.

✓ Challenge gender norms by communicating information that contributes to the positive image of women and girls, including those with disabilities, for example, by recognizing their contribution to and participation in the humanitarian response.

✓ Link gender coordination groups with camp management structures and relevant coordination structures for community engagement, accountability to affected people and populations, and communication with communities (CwC), to ensure the adaptation of strategies and initiatives to the communication needs of women and girls, men and boys and persons of diverse gender identities in crisis contexts.

✓ Recruit gender experts for community engagement-related interventions (including to lead relevant coordination structures).

✓ Develop tailored and gender-inclusive information, education and communication materials on humanitarian services by sector and adapted by sector and cluster, drawing on good and promising practices of the Protection/GBV and other clusters and subclusters.

✓ Train humanitarian agency staff on participation, community engagement and facilitation, including on the social and gender dynamics inherent to effective communication with communities.

✓ Encourage country representatives/Heads of Office to put in place policies and measures which encourage recruitment and retainment of female staff.

✓ Consider context-specific information-sharing considerations such as access to radio and mobile phones, literacy and numeracy levels and age-appropriate information sharing, particularly when using digital channels for communication.

✓ Facilitate two-way information-sharing and promote feedback mechanisms through increased dialogue and structured, regular meetings and focus group discussions or other modalities with local WLOs, WROs and networks of adolescents, youth and persons of diverse gender identities and persons with disabilities.

CASE STUDY

CARE Vanuatu

Context: Save the Children Vanuatu and CARE Vanuatu implemented a project, with the support of UN Women, to amplify women's and girls' participation in disaster responses by localizing the functions of the Gender and Protection Cluster (G&PC) in Vanuatu. This project worked closely with the cluster lead, the Department of Women's Affairs, and aimed to support and strengthen local civil society organizations and emergency response actors at the national and local level in the provinces of Tafea and Sanma.

Response: At the provincial level, the project worked with female members of Community Disaster and Climate Change Committees (CDCCCs) and Provincial Disaster Committees (PDCs), equipping them with confidence and skills to participate in emergency preparedness and response efforts. Girls aged 12 to 17 in School Disaster Committees (SDCs) were trained on child-led disaster risk reduction. At the national level, staff from four local Civil Society Organizations (CSOs) – the Vanuatu Women's Centre, the National Youth Council, the Vanuatu Society for People with Disability, and the Vanuatu Family Health Association – were trained and mentored on the national disaster system and the G&PC, conducting and analysing gender and protection assessments, and applying for funding in a humanitarian response. The project engaged directly with female members of CDCCCs, PDCs and SDCs to break down complex information about systems and structures, and thereby building their knowledge and skills to meaningfully and effectively participate in preparedness and response.

Impact: The funding opportunities sessions were greatly appreciated by national CSOs. Participants particularly appreciated getting clear and direct information about what kind of funding is available and how it can be accessed. One participating local CSO reported that they successfully applied for funds to respond to the Ambae Volcanic Eruption as a result of the project. The project contributed to increased knowledge at all levels about the role of the G&PC and how it fits within the national humanitarian system and increased the willingness of local CSOs to participate in the Cluster, as well as their sense of ownership of cluster activities. In evaluations, one government official said that: "The Localization Project has facilitated stronger collaboration between government and cluster members and strengthened existing relationships. I believe through this fostering of strong relationships the project has allowed for longer-term programming in the Ambae Volcano response that the government would not have been able to shoulder alone."

BOX 2
Promising practice:
Communicating with disaster-affected communities

Established in 2009, the CDAC Network, a network for Communicating with Disaster Affected Communities (CDAC) is "a growing network of more than 30 humanitarian, media development, social innovation, technology and telecommunication organizations, dedicated to saving lives and making aid more effective through communication, information exchange and community engagement."[19] The network includes a number of opportunities for trainings and a number of accessible tools, including:

• How to Guide: "The guide that describes the framework, minimum actions and services for communication and community engagement, and the vision for a collective approach.

It provides practical guidance on implementing the minimum actions and services, setting up national, multi-stakeholder platforms and providing leadership, championing and advocacy for change in this area."[20]

• Assessing Communication and Information Needs in an Emergency: "A one-page guide on how to assess communication and information needs in rapid assessments."[21]

• Technical training on communication and community engagement in humanitarian response: "A training toolkit on communication and community engagement with guidance notes and course materials for facilitators."[22]

19   CDAC (2018). Who we are. http://www.cdacnetwork.org/who-we-are/

20   CDAC (2019). Collective Communication and Community Engagement in humanitarian action: How to Guide for leaders and responders. http://www.cdacnetwork.org/tools-and-resources/i/20190205105256-a0i9j

21   See CDAC (2014). Assessing Communication and Information Needs in an Emergency: ACAPS and CDAC Network Collaborate on New Guidance. http://www.cdacnetwork.org/i/20140722094741-52pna

22   See CDAC (n.d.). TECHNICAL TRAINING ON COMMUNICATION AND COMMUNITY ENGAGEMENT IN HUMANITARIAN RESPONSE. http://www.cdacnetwork.org/learning-centre/foundation-training/

COMMUNITY-BASED COMPLAINT AND FEEDBACK MECHANISMS

5

COMMUNITY-BASED COMPLAINT AND FEEDBACK MECHANISMS

Grand Bargain Participation Revolution Workstream Commitment: Strengthen local dialogue and harness technologies to support more agile, transparent but appropriately secure feedback.

Grand Bargain Participation Revolution Workstream Commitment: Build systematic links between feedback and corrective action to adjust programming.

Complaint and feedback mechanisms (CFMs) provide a system through which affected people can share feedback and information regarding humanitarian and development interventions. All community members have the right to file complaints or give feedback regarding unfair treatment, report cases of misconduct and seek appropriate assistance, including for cases of sexual exploitation and abuse (SEA).

A Community-Based Complaint Mechanism (CBCM) is a system for community feedback created through engagement with communities, which blends both formal and informal community structures and where individuals are able and encouraged to safely report grievances. A CBCM must create an environment that is conducive to reporting through community engagement and the creation of a 'speak-up' culture.[23]

Although there are many good examples of Community Feedback and Response Mechanisms

(CFRMs), these often do not explicitly address gender inequalities and barriers.[24] Not everyone in a community feels equally safe and empowered to express their opinions or share their experiences. A gender-responsive feedback and response mechanism must operate from the understanding that affected people are not homogenous groups that can be assumed to have shared interests at the family or community level.

A CBCM may be general and include taking SEA complaints or can be SEA-specific, with established links to

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23   IASC (2018). Strategy: Protection From and Response to Sexual Exploitation and Abuse and Sexual Harassment. https://interagencystandingcommittee.org/iasc-champion-protection-sexual-exploitation-and-abuse-and-sexual-harassment/strategy-protection

24   See, for example, IFRC (2018). How to Establish and Manage a Systematic Community Feedback Mechanism. http://media.ifrc.org/ifrc/wp-content/uploads/sites/5/2018/06/IFRC_feedback-mechanism-with-communities_ok_web.pdf, and Drew, K. and Warnes, J. (2017). 10 Steps to Setting up an Effective Feedback Mechanism. UNHCR Innovation Service. https://www.unhcr.org/innovation/10-steps-to-setting-up-an-effective-feedback-mechanism/.

pre-existing complaints and feedback structures.[25] The scope of the CBCM is ultimately the choice of CBCM stakeholders, factoring in the needs and practical concerns of the affected communities. A CBCM must consider the different trusted communication methods, channels, priorities and preferences of women, girls, men and boys, and be based on gender analysis and risk assessment.

ESSENTIAL QUESTIONS

◆ Is the CBCM based on a quality intersectional gender analysis that identifies risks, barriers, needs and preferences of women and girls, including the most isolated subpopulations such as adolescent girls, young mothers and women and girls with disabilities?

◆ Have key actors, including the Humanitarian Coordinator, Humanitarian Country Teams, WLOs, WROs, women leaders, and traditional and religious leaders been engaged throughout the CBCM development process? Are they committed to making these mechanisms gender-responsive?

◆ Does the CBCM have multiple and accessible means, modalities and mechanisms that address gender challenges? This may include using safe spaces and the possibility to lodge complaints collectively or through a trusted women's group.

◆ Are the selected mechanisms for reporting SEA in line with GBV Guiding Principles and local girls' and women's preferences?

◆ Are minimum GBV responses – including health care, psychosocial support, safety and security services case management and effective referral pathways between these – in place? Does the CBCM link to these existing structures?

◆ What risk, safety and support structures for women and girls are in place to ensure the safety and security of women and girls using the CBCM, particularly when reporting cases of SEA?

◆ Are gender statistics, including SADD, collected and analysed regularly to inform monitoring and evaluation of the CBCM, including:
  • Who is using the mechanism? Why are women and girls using the CBCM less or more?
  • Are complaints, including reports of SEA, being followed up appropriately?
  • Do men and boys, women and girls all feel comfortable using the CBCM?

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25 Advantages and disadvantages of each can be found in IASC (2018). Best Practice Guide: Inter-Agency Community-Based Complaint Mechanisms. https://interagencystandingcommittee.org/accountability-affected-populations-including-protection-sexual-exploitation-and-abuse/documents-50

TABLE 1
Gender opportunities and challenges of different CBCM entry points[26]

	Gender opportunities	Gender challenges
Confidential hotline (dial-in or text)	Confidential and anonymous: women may feel more safe lodging a complaint Always available so may fit better into women's schedules around caregiving and other tasks	• Women and girls may be less likely to have access to a mobile phone, airtime and charging capabilities • With an SMS (text-based) system, women and girls may be more limited by lower literacy and numeracy skills • Depending on the context, resourcing help desks with women 'operators' may be challenging due to cultural/literacy barriers impacting reporting by women and girls.
Complaints or lock box	Confidential and anonymous: women may feel more safe lodging a complaint Fairly accessible, if it is in a well-used space Always available so may fit better into women's schedules around caregiving and other tasks	• Women and girls may be more limited by lower literacy and numeracy skills to complete a form • If it is at a distance, it may be less accessible for women and men that have additional care burdens • Women that are seen using the lock box can be targeted by passers-by • Depending on the context, resourcing help desks with women 'operators' may be challenging due to cultural/literacy barriers impacting reporting by women and girls.
Help desk	Women don't need special skills (e.g. literacy/numeracy, technology) to access help Can be located in women and girl-friendly locations	• The lack of anonymity in small and tight-knit communities may deter people from using the help desk out of fear of being found out (could be mitigated by creating a help desk that is linked to the site management hub or other spaces that are frequently visited and used by people to access services that aren't sensitive) • Gender bias and stereotypes may affect the way the people working in the help desks conduct their work.
OUTREACH/INFORMATION SHARING		
Use of ICT for outreach and information dissemination on CBCM	Disseminating information using technology including phones, and web-based content (e.g. social media, blogs) may reach a broader audience Social media enables the sharing of information via multi-media (i.e. audio/video content), helping to overcome literacy barriers.	• Limited access to assets related to ICT (for example, women are on average 14 per cent less likely to own a mobile phone than men[27]) means that approaches using technology to share information may not reach women and girls and/or they may reinforce gender inequalities[28] • Age restrictions on certain social media platforms (i.e. Facebook/WhatsApp) limit uptake by girls and boys • Digital literacy barriers – including knowledge on data protection, privacy and safeguarding – may expose women and girls specifically to online risks.

26   Adapted from UN Women (2019). How to Promote Gender Equality in Humanitarian Cash and Voucher Assistance. http://www.cashlearning.org/downloads/user-submitted-resources/2020/01/1579555658.Guidelines%20for%20Gender%20Equality%20in%20Humanitarian%20CVA.pdf

27   UN Women (2017). Making Innovation and Technology Work for Women. https://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2017/makinginnovationandtechnologyworkforwomencompressed.pdf?la=en&vs=3025

28   See Dayo, M.H.F. (n.d.). Reshaping the future: Mainstreaming Gender and ICT for Development. PowerPoint presentation. https://www.fma.ph/wp-content/uploads/2018/12/Mainstreaming-Gender-and-Women-in-ICT.pdf for digital technologies and gender-specific considerations.

GOOD PRACTICES CHECKLIST[29]

✓ Involve women and girls across different groups (considering issues of age, disability and other cross-cutting structures of marginalization) in the design and implementation of the CBCM through focus group discussions or other modalities, gender analyses and safety audit[30] exercises.

✓ Seek women's and girls' feedback in a culturally and contextually appropriate manner by providing formal and informal safe spaces and encouraging participation across all mechanisms and processes.

✓ Adopt alternative means and modalities for women's inclusion through gender hubs, safe spaces and localized areas of coordination to engage women and girls and help them express their grievances in a trusted environment.[31]

✓ Recruit female community mobilizers and collaborate with WLOs and WROs which are connected to women and girls in affected communities.

✓ **Ensure there are safe multiple, accessible and linked channels for making a confidential complaint.** Examples include:
  • If a **physical site**, women must be able to (i) walk or ride to it without incurring excess expenses; (ii) feel safe in transit to the site and while making a complaint; and (iii) must not feel stigmatized or afraid to make the complaint.
  • If **electronic**, women must have (i) access to mobile phones (including airtime and charging) or computers to make the complaint; and (ii) the literacy and numeracy skills to use the mechanism.

✓ Identify (senior) primary **CBCM focal points** for complaints, who are outside of the direct implementation teams. The CBCM focal points are those that will be entrusted with receiving the complaints from the community. This may include case workers at women-friendly spaces, trusted women leaders and others. Ensure adequate and appropriate training.

✓ Consider and address GBV risks in establishing community feedback and complaint mechanisms; work with women and girls to ensure they are safe and secure.

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29   Adapted from Interaction (2017). Community-based complaint mechanisms; IASC (2016). Best Practice Guide: Inter-Agency Community-Based Complaint Mechanisms; and UN Women (2019). How to Promote Gender Equality in Humanitarian Cash and Voucher Assistance.

30   A safety audit involves working with women and girls to identify risks and protective factors in their environment, or in a CBCM.

31   UN Women (2019). Case Study: Women's Centres in Jordan for Refugees and Jordanian Women. http://untf.unwomen.org/en/news-and-events/stories/2019/01/womens-centres-in-jordan-support-refugee-and-jordanian-women

WOMEN'S LEADERSHIP

6

WOMEN'S LEADERSHIP

Commitment: Improve leadership and governance mechanisms at the level of the humanitarian country team and cluster/sector mechanisms to ensure engagement with and accountability to people and communities affected by crises.

Women, and women's organizations, play a key role in helping affected communities survive, cope and adapt to crises. They often act as first responders, in many cases due to their broad social networks and established role as caregivers. Working closely with women and women's organizations therefore makes the humanitarian response better contextualized, more effective, more efficient, more sustainable, and in the long term, more accountable.

In a recent study, Care International identified six core contributions of women responders in humanitarian crises:

- The access women responders may have, permitting them not only to act as first responders, but also to support more marginalized people.
- The contextual understanding women responders bring to the needs and realities of different groups of how to engage with key stakeholders and their ability to respond creatively to barriers.
- Their ability to use social capital and networks to reach other women.
- Being able to provide a space for and raise women's voices and support women's leadership.
- Being able to provide solidarity to other women and girls in day-to-day spaces and activism.
- Contributing to interventions being gender-transformative and potentially more sustainable.[32]

However, women and women's organizations face a variety of barriers in taking up leadership roles and participating in decision-making spaces, both at the community level and within humanitarian coordination systems. Women who speak out and take up leadership positions are often seen to challenge established cultural norms around women's roles, leading to potential repercussions including social isolation, reputational damage, loss of marriage options and violence.[33] Unpaid care tasks of women and girls can be serious barriers to their leadership and participation, as they can set limits to mobility (due to cultural norms and risks of violence), and cultural norms that prevent women from speaking in front of men or presenting contradictory opinions.

Similarly, women's organizations face additional challenges in their efforts to participate in humanitarian structures compared to other local NGOs with a broader mandate. Their agenda in relation to promoting gender equality is broader than humanitarian assistance. Women's rights agendas tend to challenge underlying assumptions of the root causes of humanitarian crises.

Overall, women's organizations have limited access to funds and limited access to sustainable (multi-year) funds, which keeps the organizations small

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32   Care International (2018). Women responders: Placing Local Action at the Centre of Humanitarian Protection Programming. https://insights.careinternational.org.uk/publications/women-responders-placing-local-action-at-the-centre-of-humanitarian-protection-programming

33   UN Women (2020 Forthcoming). Who holds the microphone. Research report.

and limits their effectiveness. Women's organizations must balance the large burden of unpaid work faced by their individual members, and similar unremunerated demands are often made of them in the humanitarian response. For example, they may be approached to provide input or advice to other organizations on inclusive participation, without being paid for it, or attention to their own funding requirements.

Promoting inclusive and transformative leadership and participation as part of humanitarian strategies and programmes will benefit both women and men and achieve more effective humanitarian action. Inclusive leadership styles must be promoted as part of all humanitarian programmes and interventions. Similarly, efforts to challenge community norms on effective leadership styles, effective leaders, gender norms for leaders and inclusive ways of working will contribute to sustainable and better-quality participation.

The contribution of women and women's organizations must be recognized and supported, including women's informal organizing. Self-organizations (either formal or informal) of affected women and girls themselves are an essential entry point in ensuring their effective participation.

To promote women's leadership and participation at the community level through individuals and women's organizations, the humanitarian response must recognize and address unpaid care burden, and ensure a stronger focus on economic empowerment and livelihood interventions. In addition, income and livelihood options need to be seen as a necessary condition for leadership roles.[34]

Ensuring effective, gender-responsive participation at the level of the broader humanitarian response requires changes in humanitarian coordination mechanisms and the humanitarian planning cycle to recognize women and women's' organizations as first responders in humanitarian crises. Humanitarian coordinators and sector and cluster leads must adapt their way of working accordingly. There is no true accountability to affected people without investing in enabling environments that make women's leadership possible.

ESSENTIAL QUESTIONS

◆ How has the crisis impacted leadership opportunities for the diversity of women, girls, boys and men in communities and social networks? Is there gender analysis on social norms regarding leadership and actual leadership patterns that records shifts as a result of crisis? Is information available on the nature and role of women in public and decision-making spaces before the crisis?

◆ How can types of participation (e.g. in formal and informal coordination mechanisms, remote or digital participation) be assessed and adapted to include different groups and individuals among women and girls, men and boys?

◆ Have safe, accessible spaces been identified by local women and female youth leaders for participation? Have safe space locations been communicated through relevant channels?

◆ Have crisis-affected women and girls and local women's organizations been engaged in the design of leadership training plans to reflect both operational needs and personal and institutional aspirations? What type of leadership programmes have been considered and does this reflect inclusive leadership styles for all?

◆ Is there a dedicated funding line for leadership, coordination and network-building of women and women's organizations? Are women's organizations compensated for inputs and advice on gender to humanitarian actors?

◆ What kind of support can be provided to facilitate the participation of women and girls in decision-making processes (for example, by addressing childcare and domestic work burdens, and considering their current employment)?

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34   It may be necessary to reconsider the volunteer nature of community roles, depending on the context, to ensure women's participation.

GOOD PRACTICES CHECKLIST[35]

✓ Engage WLOs, WROs, LGBTI organizations and women community members to identify their perspectives, risks and capacities during participatory needs assessments (as part of the Humanitarian Needs Overview or as an intersectoral assessment).

✓ **Ensure increased, specific, global and national allocation of funds** to WROs and WLOs (for example, through country-based pooled funds) in support of women's organizations and networks' institutional strengthening, including unearmarked and core funding.

✓ Create an **enabling environment for women's leadership** and decision-making in local and global spaces by promoting favourable social norms, attitudes and behaviours, so that women's leadership is accepted and promoted at community and individual levels.

✓ Strengthen and **invest in local and national WROs and WLOs and networks**; including both human and technical resources as well as financing, drawing on a comprehensive analysis of WLOs' and WROs' technical, programmatic and operational capacity gaps and needs and enabling the scaling up of their work.

✓ Advocate for and **support individual women leaders,** as part of comprehensive leadership programmes, building support for women's leadership in communities and organizations, enhancing women's self-organization and dialogue between women's rights organizations and humanitarian actors.

✓ Develop and/or invest in programmatic interventions that recognize, reduce and redistribute **women's unpaid (care) work** as a barrier to women's leadership in humanitarian action and crisis response; this includes the often-unpaid work of women's organizations advising and advocating on gender equality.

✓ Expand the engagement of women's networks to include grassroots groups and self-organized crisis-affected women's groups.

✓ Develop **indicators on inclusiveness and quality of leadership**, including assessments for meaningful participation and decision-making by women and girls and women's organizations.

✓ Strengthen inclusive leadership practices bottom-up, ensuring that the needs of women, girls, boys and men, and gender norms are addressed; recognize discriminatory social norms and practices that limit women's and girls' access to participate fully in accountability mechanisms.

✓ Promote meaningful and safe participation, transformative leadership and the collective action of women and girls, men and boys of all backgrounds, with special attention to women and girls in hard-to-reach areas, marginalized women, women with disabilities and women with diverse gender identities.

✓ Invest in gender-responsive strategies and programmatic interventions, such as Gender Hubs that bring together resources, expertise and capacity on GEEWG, PSEAH and GBV and ensure cohesion among different programmatic interventions.

✓ Invest in building capacities of Gender in Humanitarian Action (GIHA) working groups to bring together collective resources and strengthen work on GEEWG.

✓ Support national and regional coalitions that offer safe spaces to WLOs and WROs to develop shared advocacy agendas and messaging, and to networks of women leaders and peers to influence policy and the direction of humanitarian assistance across the humanitarian-development-peace nexus.

✓ Invest in and scale up initiatives focusing on communication on women's leadership, and support communication initiatives, including in social media, that contribute to visibility and recognition of women leaders' work and initiatives in humanitarian settings.

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35 Relevant outcomes from regional consultations held with women's organizations in Addis Ababa, Amman and Jakarta on gender-responsive localization are also relevant for the Participation Revolution workstream and have been included here. See the Technical Guidance Note on Localization for the full list of recommendations.

CASE STUDY:
Shifting the Power Coalition

Context: The Shifting the Power Coalition (StPC) was formed in the aftermath of Cyclone Pam (2015) in Vanuatu and Cyclone Winston (2016) in Fiji. StPC is the only regional alliance focused on strengthening the collective power, influence and leadership of Pacific women in responding to disasters and climate change. It is designed to strengthen the collective power and influence of diverse women-led local organizations in the humanitarian space, which is dominated by international NGOs and UN agencies with much larger human and financial resources.

Challenges: Women's representation in leadership and decision-making roles is extremely low in the Pacific, where the impacts of climate change are the most severe in the world. In addition, violence against women has some of the highest prevalence rates globally. Without their adequate representation in discussions around climate change and disasters, the default approach is technocentric and ignores the realities for women, which include the changing burden of unpaid work, the increased prevalence of gender-based violence and food insecurity, and the institutionalized marginalization of women's voices and leadership.

Response: The Coalition is made up of 12 women-led civil society organizations and the Pacific Disability Forum and brings together a diversity of Pacific women, including women living with disabilities, young women, rural women and lesbian, gay, bisexual, transgender, intersex and questioning (LGBTIQ) communities. As a unique, women-led mechanism, the Coalition draws on the capacity of its members and collectively aims to enhance the capability of organizations to engage nationally and regionally in the humanitarian sector and climate change movement from a women's rights and feminist approach. StPC focuses on strengthening the capacity of local women-led organizations to engage in policy- and decision-making, driving evidence-based and women-led innovations from the region as well as engaging in national and regional advocacy. It does this through training, research and collective advocacy.

PARTICIPATION OF AFFECTED PEOPLE IN HUMANITARIAN GOVERNANCE STRUCTURES

7

PARTICIPATION OF AFFECTED PEOPLE IN HUMANITARIAN GOVERNANCE STRUCTURES

Grand Bargain Participation Revolution Workstream Commitment: Improve leadership and governance mechanisms at the level of the humanitarian country team and cluster/sector mechanisms to ensure engagement with and accountability to people and communities affected by crises.

Gender-responsive participation should be considered throughout the Humanitarian Programme Cycle (HPC) and strategic planning processes. Appropriate management systems should be established to elicit, hear and act upon the voices and priorities of affected women and girls, men and boys in a coordinated manner, including for SEA. Furthermore, affected people need to be represented in humanitarian governance structures, and their meaningful participation and decision-making in these structures guaranteed.

The United Nations Office for the Coordination of Humanitarian Affairs (OCHA) (2019) has a three-pronged approach to make meaningful participation a reality:

- Engage women and girls in humanitarian decision-making
- Ensure that a gender analysis informs the humanitarian response
- Prioritize prevention and response to GBV.

Gender-responsive and inclusive participation requires a different approach than 'adding women' to existing structures. A gender-responsive and inclusive approach allows for all genders to be considered; depending on the context, these may be more than two. A gendered and inclusive approach has an analysis of power relations at its heart and includes information on the needs and priorities of women, men, boys and girls. It requires information on all genders and overlapping forms of marginalization; it requires adjustments in current humanitarian structures and practices to build towards inclusive meaningful participation of all affected. Gender parity by itself cannot be the only goal of the Participation Revolution. Principles for inclusive leadership can be articulated for each context. Setting strong donor requirements are essential to move forward on the continuum towards inclusive leadership by all.

Key operationalization challenges for the participation of affected people in humanitarian governance structures are the short funding cycles for the humanitarian response, the specificities of each context, and the overall persistence of gender inequalities.

GOOD PRACTICES CHECKLIST

✓ Hold cluster/sector co-leads accountable for mainstreaming gender in their participation strategies, with a focus on strengthening the capacity of women leaders, access to coordination mechanisms and commitment to defined outcomes for communities (e.g. improved access to participation through gender hubs, participation in decision-making through subnational coordination mechanisms and access to safe spaces).

✓ Enhance accountability of senior management for the integration of gender and inclusion considerations across the humanitarian system in terms of analysis, data, humanitarian response priorities, costing and budgeting (resource allocation).

✓ Allocate resources and enable the institutional arrangements necessary, and ensure involvement from WLOs and WROs and buy-in from HCT members and cluster and subcluster leaders.

✓ Support increased camp and internally displaced people (IDP) settlement coordination with engagement of the GIHA working group and bottom-up representation of women's groups (or self-organizations).

✓ Work through existing coordination mechanisms at the country level and build on initiatives of existing co-ordination platforms for GEEWG, including the work of the Inter-agency Gender (in Humanitarian Action) Working Group, other inter-agency gender working groups and HCT/national strategies.

✓ Ensure camp management structures comprise women representatives and representatives from other underrepresented groups across age and disability; ensure participation of women as the camp focal points who are nominated to engage with local authorities and humanitarian actors.

✓ Engage local women to create safe spaces and strengthen social networks and coalitions to foster leadership in refugee settings and in host communities.

✓ Ensure women's ownership and participation during the design phase, implementation, and monitoring and evaluation.

✓ Allocate resources and dedicate spaces for participation in national and local government structures responsible for gender and women's affairs in all stages of the needs assessment cycle along the humanitarian-development-peace nexus and depending on the country context.

✓ Ensure assessment and information management activities support national information systems and standards and build local capacities and maintain appropriate links with relevant government, state and local authorities in relation to the collection, analysis and dissemination of gender statistics and SADD, taking GBV and SEA risks into account when appropriate.

✓ Recognize when existing coordination systems do not adequately capture the needs, voices and leadership of women and girls and marginalized groups and identify alternative methods of reaching them.

CASE STUDY:
Palestine

In the occupied Palestinian Territory, the humanitarian context remains largely tied to the impact of the occupation, which marked its 52nd year in 2019. A protracted protection crisis with grave humanitarian consequences continues and as a result, in 2019 roughly 2.5 million people need some form of humanitarian assistance. The positioning of women's organizations as active actors in humanitarian architecture and response, and as leading actors in the field of GBV protection and multisectoral services, has been key in transforming humanitarian action in the occupied Palestinian Territory at large to become more gender responsive and inclusive. However, local women's organizations in general are at a disadvantage in gaining access to humanitarian financing.

Challenges articulated by women's organizations revolved around issues of: a) the mandate and programmatic focus which have been for so many years developmental in nature; b) knowledge of humanitarian processes and financing mechanisms; c) lack of institutional capacity to develop humanitarian project submissions and contacting donors; and d) capacity to implement humanitarian projects that are short in duration. Recognizing the challenges presented by the humanitarian processes in terms of time investment and capacity demands in cluster meetings, women's organizations have unanimously highlighted that their involvement in the humanitarian response needs to be strategic and selective.

UN Women and OCHA, in collaboration with the Office of the United Nations High Commissioner for Human Rights (OHCHR) and the United Nations Population Fund (UNFPA), have facilitated a more active engagement of Palestinian women's organizations in humanitarian processes. A number of activities implemented aimed at increasing the participation of women's organizations in humanitarian action by providing them with information on humanitarian processes and planning cycles, identifying entry points for participation in humanitarian clusters and activities, building their capacity on the Gender Marker and Gender with Age Marker, ensuring their participation in the humanitarian gender group and advocating for increased financing for humanitarian projects submitted by women's organizations. Women's organizations have particularly capitalized on humanitarian funding to provide immediate and essential services to women and girls affected by conflict in the West Bank and Gaza through ensuring their access to economic opportunities, effective multisectoral services, protection mechanisms and empowerment support.

Impacts:

- The participation of women's organizations in cluster meetings increased. In 2015, the participation of women's organizations and their involvement in the humanitarian response in the occupied Palestine Territory was concentrated in the Protection cluster. In 2019, more than 20 women's organizations were active members in all clusters (including 8 in the Education cluster, 2 in Shelter, 1 in WASH, 2 in Health, 20 in Protection, and 5 in Food Security).
- Women's organization's inclusion in HCT advocacy activities. In 2018, two donor delegations visited local women's organizations in the West Bank and Gaza which resulted in highlighting the gender-differentiated impact of the conflict on women's lives.
- Their ability to access funding under the emergency pooled fund for the occupied Palestinian Territory, the oPT Humanitarian Fund. Six women's organizations benefited from the fund in 2019 compared to only one in 2015.

BOX 3

Promising practice:

Womanitarian Toolkit Oxfam and UN Women

Womanitarian Toolkit: UN Women and Oxfam Solomon Islands collaborated to launch a Womanitarian Toolkit emphasizing four thematic areas: gender, leadership, disaster preparedness and disaster response. The toolkit enables women and men to develop an understanding of Disaster Risk Reduction (DRR) dynamics and the collective efforts needed to allow, improve, advance and recognize women's contribution in this space. 280 women and girls benefited from this training with a total of 8,000 indirect affected people. Six women have been elected as chairs and co-chairs of their village disaster committees as a result of the gender mainstreaming efforts of the programme.[36]

BOX 4

Promising practice:

IASC Gender Handbook, Rapid Gender Analysis and the Gender and Age Marker

IASC Gender Handbook – "looks at the relationships between women, girls, men and boys and considers their respective roles, access to and control of resources and the constraints each group faces relative to others. A gender analysis should be integrated into the humanitarian needs assessment and into all sector assessments or situational analyses and throughout the HPC. It allows for an understanding of who in the population is affected by the crisis, what they need and what they can do for themselves during recovery."[37]

Rapid Gender Analysis – CARE International's tools to "conduct gender analysis quickly during an emergency response. A simple four-step process, it can be used throughout the HPC and adapted for different sectors using the relevant guidance on needs analysis."[38] A country-specific example of a rapid gender analysis report can be found here.

IASC Gender and Age Marker (GAM) – "a tool which, based on a code, provides an automatic and objective calculation of the quality of humanitarian programming. The Gender with Age Marker, which replaces the old IASC Gender Marker, has been piloted since 2015. The IASC GAM codes programmes and projects on a 0 to 4 scale, based on responses to questions about 12 key gender equality measures."[39]

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36   UN Women (2018). A practitioner's toolkit on women's access to justice programming. https://www.unwomen.org/en/digital-library/publications/2018/5/a-practitioners-toolkit-on-womens-access-to-justice-programming

37   IASC (2017). The Gender Handbook for Humanitarian Action.

38   IASC (2017). The Gender Handbook for Humanitarian Action.

39   IASC (n.d.). The IASC Gender with Age Marker. https://iascgenderwithagemarker.com/en/home/

PREVENTION OF AND PROTECTION FROM SEXUAL EXPLOITATION AND ABUSE

8

PREVENTION OF AND PROTECTION FROM SEXUAL EXPLOITATION AND ABUSE

Sexual exploitation and abuse (SEA) is a form of gender-based violence and as such represents a violation of fundamental human rights.[40] Ensuring protection from SEA is an indispensable element to address in order to secure participation by and accountability to affected people. Although sexual exploitation and abuse concern all genders, the large majority of cases involve SEA against women and girls. Gender-responsive humanitarian action must incorporate effective measures for the prevention of and protection from sexual exploitation and abuse (PSEA), as SEA undermines the right of women and girls to receive humanitarian protection and assistance in equality and dignity, while also undermining their rights to full and equal participation in humanitarian, development, conflict and post-conflict settings.[41]

Moreover, it is essential to implement all SEA prevention, reporting and response actions through a rigorous gender lens, to ensure that these interventions respond to the particular needs, barriers and priorities of women and girls, and also men and boys, while also considering diversity factors that may exacerbate their marginalization such as disability, poverty, literacy levels and legal status, among others. Even if women and girls have improved access to assistance and protection, the Participation Revolution is far from being realized as long as cases of sexual exploitation and abuse are not prioritized, remain unreported, or wider accountability efforts fail to track them.

The prevention of and protection from sexual exploitation and abuse requires measures to prevent SEA by humanitarian personnel, including their affiliated workforce; to facilitate the safe reporting of cases where they occur; and to ensure appropriate investigation, response and support to survivors.[42] PSEA was a key theme highlighted by donors and aid organizations in the 2018 Grand Bargain self-reporting process, particularly in relation to commitment 6.2 *(Develop common standards and a coordinated approach to community engagement and participation, with the emphasis on inclusion of the most vulnerable, supported by a common platform for sharing and analysing*

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40   These include, inter alia, the right to liberty and security of person; to equal protection according to humanitarian norms in situations of armed conflict; and rights to physical and mental health, amongst others. See UN Committee on the Elimination of Discrimination Against Women (CEDAW), CEDAW General Recommendation No. 19: Violence against women, 1992.

41   As recognized by UN Security Council Resolution 1325 (2000) on Women, Peace and Security, as well as by subsequent resolutions.

42   CHS Alliance (2017). PSEA Implementation Quick Reference Handbook. https://www.chsalliance.org/get-support/resource/psea-implementation-quick-reference-handbook/

data to strengthen decision-making, transparency and accountability and limit duplication).[43]

IASC's work on PSEA is informed by and implemented in coordination with related actors, including the UN, donors and civil society organizations.[44] At the technical level, the IASC Results Group 2 (which integrates the former IASC AAP/PSEA Task Team) provides a forum for humanitarian agencies to address PSEA.[45] Initiatives to support PSEA at the country level have included the roll-out of simplified (and translated) principles for PSEA and the development and the roll-out of the guideline on Inter-Agency Community-Based Complaint Mechanisms – Protection against Sexual Exploitation and Abuse.[46]

Strengthening community engagement and participation are critical to the **prevention of SEA**, as well as to ensuring that victims know where and how to **safely report SEA** when it does take place, both which are core priorities for IASC and its member organizations.[47]

Standard 4 of the IASC Minimum Operating Standards – Protection from Sexual Exploitation and Abuse by own personnel (MOS-PSEA) calls on IASC members to "communicate in detail the expectations regarding beneficiary awareness raising efforts on PSEA". Similarly, the Core Humanitarian Standard on Quality and Accountability requires that "Communities and people affected by crisis know their rights and entitlements, have access to information and participate in decisions that affect them" (Commitment 4) and that "Communities and people affected by crisis have access to safe and responsive mechanisms to handle complaints" (Commitment 5).

Moreover, effective protection from SEA requires a set of institutional organizational policies, resources and capacities to be effective. This includes:

- A survivor-centred approach, drawing on international frameworks of women's and girls' human rights.
- Establishing clear, comprehensive PSEA policies and protocols, including codes of conduct, reporting protocols and investigation procedures.
- Identifying and training PSEA Focal Points and PSEA Coordinators with a clear mandate and terms of reference to lead on training for all staff and affiliated workforce, documenting PSEA policy and code of conduct, strengthening coordination amongst relevant stakeholders, and ensuring that reporting channels are established and functioning.
- Ensuring adequate funding is available for PSEA activities, including review and updating of policies and strategies, and implementation of recommendations from reviews.

A rigorous, multisectoral gender analysis is essential to effective PSEA interventions, particularly as the root causes of SEA are gender discrimination and the abuse of unequal power relations. Where PSEA is not understood through a gender lens, the barriers faced by women and girls in reporting SEA and accessing support and services may not be identified or addressed. This gender analysis should pay attention to adolescent girls, who, because of a combination of their sex and age, are uniquely vulnerable to SEA. A thorough, multisectoral gender analysis of humanitarian programming to identify and remedy SEA risks,

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43   Humanitarian Policy Group (2019). Grand Bargain Annual Independent Report 2019. For example, InterAction reported on engagement, dialogue, webinars and training they conducted with their membership organizations at various levels including with directors of country-level NGO coordination bodies and member organizations' CEOs. These investments were intended to increase leadership at the global and country level on PSEA among NGOs and support systemwide efforts to address SEA.

44   IASC (2018). Plan for Accelerating Protection from Sexual Exploitation and Abuse (PSEA) in Humanitarian Response at Country-level. https://interagencystandingcommittee.org/system/files/iasc_plan_for_accelerating_psea_in_humanitarian_response.pdf

45   IASC (2018). Plan for Accelerating Protection from Sexual Exploitation and Abuse (PSEA) in Humanitarian Response at Country-level.

46   See section below on Complaints and Feedback Mechanisms for more information.

47   See IASC (2018). Strategy: Protection From and Response to Sexual Exploitation and Abuse and Sexual Harassment. https://interagencystandingcommittee.org/iasc-champion-protection-sexual-exploitation-and-abuse-and-sexual-harassment/strategy-protection and IASC (2018). Plan for Accelerating Protection from Sexual Exploitation and Abuse (PSEA) in Humanitarian Response at Country-level. https://interagencystandingcommittee.org/system/files/iasc_plan_for_accelerating_psea_in_humanitarian_response.pdf

as well as to ensure that SEA reporting channels are safe and confidential, is also critical to upholding the obligation to ensure that humanitarian programming is structured to 'do no harm'. In addition, limited staff capacity and understanding of gender issues undermine accountability in the establishment of safe and effective reporting mechanisms and impede access to information for survivors and crisis-affected women and girls more broadly.

Effective PSEA systems include strong coordination between humanitarian actors, relevant government agencies and community structures. Where WROs and WLOs are not effectively engaged in coordination measures, the structures are less likely to adequately represent the views, needs, capacities and priorities of women and girls. Where interventions are fragmented or siloed, the quality of assistance to survivors may be reduced and are less likely to reflect a holistic and comprehensive gender analysis. In addition, a lack of clarity over roles and responsibilities (e.g. PSEA referrals, coordination and assistance to survivors) can lead to blurred accountability, as well as to confusion among communities in relation to PSEA policies, reporting channels and available assistance.

Humanitarian actors must create an environment that does not tolerate SEA and challenges the patriarchal gender-related norms and attitudes that condone it. This includes:

- Analysis of potential risk factors and areas of concern and development of strategies to mitigate them within all elements and sectors of the humanitarian response.
- Effective recruitment and performance management systems, including vetting and screening for previous perpetration of SEA and effective disciplinary measures.
- All staff, volunteers and associated personnel should be informed of and sign a copy of the

organization's Code of Conduct (or equivalent) when joining the organization. This can be annexed to their contract. United Nations agencies and partners are bound by the UN Secretary-General's Bulletin on Special Measures for Protection from Sexual Exploitation and Abuse (ST/SGB/2003/13).
- Regular trainings of staff, volunteers and associated staff, for updates and refresher courses.

Prevention and mitigation measures must be based on a strong gender analysis to ensure that risks for women and girls are identified and addressed. Where gender discriminatory attitudes and behaviour of personnel go unaddressed, this can exacerbate a sense of licence and impunity where perpetrators of SEA feel emboldened and survivors may not feel empowered to report it.

Affected people must be able to safely and easily report incidents or suspected incidents of SEA. SEA reporting systems can either be stand-alone, or integrated intro broader organizational feedback mechanisms.[48] Under either model, reporting mechanisms for SEA must provide multiple varied, safe and confidential entry points to reporting and be aligned with established GBV mechanisms.

Once SEA has been disclosed to humanitarian actors, the response must follow a rights-based approach and the GBV guiding principles:

a. Ensure the physical safety of the survivors and witnesses and those who help them
b. Guarantee confidentiality in line with established GBV best practice
c. Respect the wishes, rights and dignity of the survivor, and be guided by the best interests of the child and survivor-centred
d. Ensure non-discrimination.[49]

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48   See section on Complaints and Feedback Mechanisms for more information.
49   UNFPA (2015). Minimum standards for prevention and response to gender-based violence in emergencies. UNFPA. https://www. unfpa.org/featured-publication/gbvie-standards

The organizational response to SEA cases should:

- Ensure the safety and security of survivors and complainants, as well as maintaining confidentiality of information.
- Avoid all forms of revictimization.
- Facilitate rapid referral to services, care and support for survivors (including justice) based on their needs, priorities and informed consent to avail themselves of these services. This includes ensuring that available services, and their quality and accessibility, have been mapped and are regularly assessed.
- Follow established protocols for investigation of allegations, including disciplinary measures for perpetrators and referral to criminal proceedings as appropriate and in consideration of safety issues that may arise in the context of legal proceedings, in full consultation with the needs and preferences of victims/survivors.
- Provide ongoing feedback to complainants, survivors and communities, ensuring that information is shared in ways that are easily accessible to women and girls, including those with disabilities.
- Be transparent and accountable.

ESSENTIAL QUESTIONS

- ◆ Are clear, comprehensive PSEA response protocols, including survivor-centred referral mechanisms, in place and aligned with GBV response mechanisms and guiding principles? Are they based on solid gender analysis and input from women, girls, women's organizations and gender and GBV experts?

- ◆ Are PSEA Focal Points/Coordinators appointed with a clear mandate and terms of reference? Have they undergone training on gender-responsive service delivery, information dissemination and establishment of PSEA reporting mechanisms?

- ◆ Are adequate human and financial resources in place to ensure implementation of PSEA protocols? Are accountability lines clearly established, including for senior management?

- ◆ Are codes of conduct in place, known and understood by staff, volunteers, partners and community members?

- ◆ Is there accountability and are disciplinary measures duly implemented for those who have been found to be perpetrators of SEA crimes?

GOOD PRACTICES CHECKLIST

- ✓ Ensure meaningful engagement of women, girls, WROs, WLOs and gender experts from the UN and other humanitarian actors in the design, implementation and monitoring of PSEA policies and strategies.

- ✓ Align SEA response mechanisms with existing GBV systems to avoid duplication and ensure access to quality services for survivors. Develop clear standards and training on gender- and child- sensitive investigations and ensure that services follow GBV Guiding Principles and survivor-centred approaches.

- ✓ Adopt a multisectoral PSEA approach, working with existing local and national mechanisms for coordinated approaches. Include gender expertise within coordination structures and PSEA-related governance mechanisms.

- ✓ Establish a PSEA Network, including PSEA Focal Points and PSEA Coordinators with gender expertise, to support:
  - Awareness-raising with service providers, national actors and affected communities
  - Trainings

- Safe and confidential reporting mechanisms in alignment with principles reflected in Standard Operating Procedures
- Institutional strategies addressing capacity gaps of duty bearers and rights holders in implementing and benefiting from PSEA-related interventions
- Gender-responsive PSEA governance mechanisms
- Capacity strengthening of justice sector officials on the gender-responsive delivery of justice.

✓ Strengthen capacity to implement gender-responsive PSEA strategies and plans by ensuring regular training and refreshers for staff and partner organizations, with focus on PSEA Focal Points and Co-ordinators.

✓ Strengthen internal capacities to ensure that all aspects and stages of design, implementation and monitoring of PSEA initiatives are disability-inclusive and accessible.50

✓ Strengthen internal monitoring and reporting capacities to capture PSEA results with data disaggregated by income, sex, age, race, ethnicity, migration status, disability, geographic location, sexual orientation, gender identity and expression, and other characteristics relevant in national contexts. Develop an information-sharing protocol to ensure aggregated data and feedback collected can be safely shared across aid organizations and used to improve prevention, reporting and response mechanisms. Ensure using survivor-centred approaches. Cross-check with the GBV Handbook on mandatory reporting.

✓ Ensure that all staff and affiliated workforce, implementing partners and volunteers read, understand and sign an organizational code of conduct. The code of conduct should specifically include language on how to be aware of and address incidents of GBV as well as how to report sexual exploitation and abuse of assistance recipients by staff, partners or contractors of the agency. Ensure that the development of this code of conduct is underpinned by a gender analysis.

✓ Integrate PSEA into senior management responsibilities, including job descriptions and performance evaluations, to ensure accountability.

✓ Support multi-year plans aimed at addressing the root causes of SEA, including accountability barriers and challenges that allow SEA to persist in humanitarian settings.

✓ Seek to understand and challenge the root causes of gender discriminatory attitudes and behaviours, including through awareness-raising, peer-to-peer learning and identifying 'champions' at senior levels to promote gender-sensitive attitudes.

✓ Promote the ethical and responsible use of power and authority by all persons involved in delivering humanitarian protection and assistance.

✓ Mobilize women, girls, men and boys at the community and individual level in favour of respectful relationships and gender equality, targeting both men and women, boys and girls, and other stakeholders, including traditional and faith leaders. Maintain a specific focus on groups of women and girls who face multiple forms of discrimination. Mobilization may include by use of the media, theatre and other forms of entertainment, outreach by civil society, establishment of peer-to-peer groups, and working with influential 'champions'.

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50   See also: UN Women (2018). The empowerment of women and girls with disabilities: Towards full and effective participation and gender equality. https://www.unwomen.org/en/digital-library/publications/2018/12/the-empowerment-of-women-and-girls-with-disabilities

ANNEXES

Term	Definition
Accountability to Affected People/ Populations (AAP)	An active commitment to use power responsibly by taking account of, giving account to, and being held to account by the people who humanitarian organizations seek to assist. [51]
Community-Based Complaints Mechanism (CBCM)	A system which combines formal and informal community structures, built on engagement with the community where individuals are able and encouraged to report grievances – including sexual exploitation, abuse and harassment (SEAH) – and those reports are referred to the appropriate entities for follow-up. [52]
Gender	Gender is a social construct built through cultural, political and social practices that defines the roles of women, girls, men and boys. Gender roles are taught, learned and absorbed and vary between and even within cultures. Gender, along with age, sexual orientation and gender identity, determines the power which women, girls, men and boys have and their ability to access and control resources. Due to social, economic and political norms, women are hindered from accessing power, resources and, in some countries, the public sphere.[53]
Gender equality	Gender equality, or equality between women and men, refers to the equal enjoyment by women, girls, men and boys of rights, goods, opportunities, resources, rewards and quality of life. It is important to differentiate between gender *equality* and gender *equity*. Gender equity relates to women, girls, men and boys having equitable access to the rights, resources, services and opportunities, and defined by their specific needs. For example, health provision that is gender-equitable would include not only general comprehensive health care but also a wide range of services, such as reproductive health, that are essential, for the specific differing needs of women and men. In turn, gender equality means that all human beings are free to make their own choices without the limitations set by gender roles. Equality means that the diversity in behaviour, needs and aspirations of women and men is equally valued and considered.[54]
Gender mainstreaming	The policies and programmes affecting women, men, boys and girls should be considered at every stage of the programme cycle, from planning to implementation and evaluation. Gender mainstreaming integrates a gender perspective into all aspects of programming to ensure that men and women benefit equally and inequality is not propagated.[55] It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetrated. The goal is to achieve gender equality.[56] In crisis situations, mainstreaming allows humanitarian responders to better address the needs and priorities of the population in a more targeted manner, based on how women, girls, boys and men have been affected by the crisis, facilitating the design of a more appropriate and effective response.[57]

51   IASC (n.d.). Accountability to Affected Populations (AAP): A brief overview. https://interagencystandingcommittee.org/system/files/iasc_aap_psea_2_pager_for_hc.pdf

52   IASC (2016). Inter-Agency Community-Based Complaint Mechanisms – Protection against Sexual Exploitation and Abuse. Best Practice Guide. http://www.pseataskforce.org/uploads/tools/1490964201.pdf

53   IASC (2018). The Gender Handbook for Humanitarian Action.

54   IASC (2018). The Gender Handbook for Humanitarian Action.

55   Oxfam (2018). Protected and Powerful: Putting Resources and Decision Making Power in the Hands of Women in Conflict. https://policy-practice.oxfam.org.uk/publications/protected-and-powerful-putting-resources-and-decision-making-power-in-the-hands-620583

56   United Nations Economic and Social Council (1997). Agreed conclusions 1997/2 on mainstreaming the gender perspective into all policies and programmes in the United Nations system (ECOSOC resolution 2004/4).

57   United Nations Economic and Social Council (1997). Agreed conclusions 1997/2 on mainstreaming the gender perspective into all policies and programmes in the United Nations system.

Term	Definition
Gender-based violence (GBV)	Gender-based violence (GBV) is an umbrella term for any harmful act that is perpetrated against a person's will and that is based on power imbalances and socially ascribed (i.e. gender) differences between women, girls, men and boys. It includes acts that inflict physical, sexual or mental harm or suffering threats of such acts, coercion and other deprivations of liberty. These acts can occur in public or in private.[58]
Gender-transformative programming	Gender-transformative programming has gender equality as a primary goal to address the root causes of gender inequalities.[59]
National NGOs and CSOs	National non-governmental organizations (NGOs) and civil society organizations (CSOs) operate in the aid recipient country in which they are headquartered, working in multiple subnational regions, and are not affiliated with an international NGO. This category can also include national faith-based organizations.[60]
Local and national non-state actors	Local and national non-state actors are: "Organizations engaged in relief that are headquartered and operating in their own aid recipient country and which are not affiliated to an international NGO". Note: "A local actor is not considered to be affiliated merely because it is part of a network, confederation or alliance wherein it maintains independent fundraising and governance systems" (text endorsed by Grand Bargain signatories). They include: National NGOs and CSOs: National NGOs and CSOs operating in the aid recipient country in which they are headquartered, working in multiple subnational regions, and not affiliated to an international NGO. This category can also include national faith-based organizations. **Local NGOs and CSOs:** Local NGOs/CSOs operating in a specific, geographically defined, subnational area of an aid recipient country, without affiliation to an international NGO or CSO. This category can also include community-based organizations and local faith-based organizations **Red Cross/Red Crescent National Societies:** Red Cross/Red Crescent National Societies that are based in and operating within their own aid recipient countries. **Local and national private sector organizations:** Organizations run by private individuals or groups as a means of enterprise for profit, that are based in and operating within their own aid recipient countries and are not affiliated to an international private sector organization.[61]
National and subnational state actors	National and subnational state actors are: "State authorities of the affected aid recipient country engaged in relief, whether at local or national level" (text endorsed by Grand Bargain signatories). They include: **National governments:** National government agencies, authorities, line ministries and state-owned institutions in aid recipient countries, e.g. National Disaster Management Agencies (NDMAs). This category can also include federal or regional government authorities in countries where they exist. **Local governments:** Subnational government entities in aid recipient countries exercising some degree of devolved authority over a specifically defined geographic constituency, e.g. local/municipal authorities.[62]

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58   United Nations Economic and Social Council (1997). Agreed conclusions 1997/2 on mainstreaming the gender perspective into all policies and programmes in the United Nations system.
59   Oxfam (2018). Protected and Powerful: Putting Resources and Decision Making Power in the Hands of Women in Conflict.
60   IASC (2018). Definitions Paper. IASC Humanitarian Task Team, Localising Marker Working Group. https://fts.unocha.org/sites/default/files/hftt_localisation_marker_definitions_paper_24_january_2018_-_final.pdf
61   IASC (2018). Definitions Paper. IASC Humanitarian Task Team, Localising Marker Working Group.
62   IASC (2018). Definitions Paper. IASC Humanitarian Task Team, Localising Marker Working Group.

Term	Definition
Participation	Participation of people affected by humanitarian crises puts the needs and interests of those at the centre of humanitarian decision-making, through active engagement throughout the decision-making processes. This includes the provision of information to affected communities and proactively and regularly seeking communities' perspectives and feedback on the humanitarian response and aspects of humanitarian agencies' performance.[63]
Resilience	The ability of individuals, communities, organizations or countries exposed to disasters, crises and underlying vulnerabilities to anticipate, prepare for, reduce the impact of, cope with and recover from the effects of shocks and stresses without compromising their long-term prospects. At the individual level, a resilient individual is healthy; has the knowledge, skills, competencies and mindset to adapt to new situations and improve their life, and those of their family, friends and community. A resilient person is empowered. At the household level, a resilient household has members who are themselves resilient. At the community level, a resilient community strengthens the resilience of its constituent individuals and households.[64]
Sexual Exploitation, Abuse and Harassment (SEAH)	Sexual Exploitation, Abuse and Harassment (SEAH) are particular forms of gender-based violence which have been reported in humanitarian contexts, specifically alleged against humanitarian workers. **Sexual exploitation:** An actual or attempted abuse of a position of vulnerability, differential power or trust for sexual purposes, including, but not limited to, profiting monetarily, socially or politically from the sexual exploitation of another.[65] **Sexual abuse:** The actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions.[66]
Women-Led Organization (WLO)/ Women's Rights Organization (WRO)	Although there is no agreed definition, the Localisation Workstream discussed a working definition as follows: A **Women-Led Organization** (WLO) is an organization with a humanitarian mandate/mission that is (1) governed or directed by women or 2) whose leadership is principally made up of women, demonstrated by 50 per cent or more occupying senior leadership positions. A **Women's Rights Organization** (WRO) is: 1) an organization that self-identifies as a woman's rights organization with a primary focus on advancing gender equality, women's empowerment and human rights; or 2) an organization that has, as part of its mission statement, the advancement of women's and girls' interests and rights (or where 'women,' 'girls', 'gender' or local language equivalents are prominent in their mission statement); or 3) an organization that has, as part of its mission statement or objectives, to challenge and transform gender inequalities (unjust rules)and unequal power relations and to promote positive social norms. The self-identification by local actors themselves as WLOs or WROs is proposed while the possible technical definition described above can be used for guidance or further verification.[67]

63   Grand Bargain Participation Revolution work stream (2017). Agreed, practical definition of the meaning of "participation" within the context of this workstream. https://interagencystandingcommittee.org/system/files/participation_revolution_-_definition_of_participation.pdf

64   International Federation of the Red Cross and Red Crescent Societies (2014). IFRC Framework for Community Resilience. https://media.ifrc.org/ifrc/wp-content/uploads/sites/5/2018/03/IFRC-Framework-for-Community-Resilience-EN-LR.pdf

65   IASC (n.d.). Accountability to Affected Populations (AAP): A brief overview.

66   IASC (n.d.). Accountability to Affected Populations (AAP): A brief overview.

67   See "Core Commitment Indicators and Target-Results (CCTRI). http://media.ifrc.org/grand_bargain_localisation/wp-content/uploads/sites/12/2019/03/CCTRI-Localization-Workstream.pdf

Resource/ provider	Name of tool	Description of tool	Gender equality-related content/ gender lens?
ALNAP and Groupe URD[68]	Developing a participatory approach to involve crisis-affected people in a humanitarian response	A handbook for field workers that describes ways to optimize the participation of crisis-affected people in humanitarian action.	The resource includes a section under the "Who Participates?" chapter entitled "Minorities" which mentions women and girls and the need to disaggregate by gender and age and to make sure that community groups, meetings and consultations occur with not only "just the powerful, the visible, or the accessible." The resource mentions women and the risk they might face when participating in humanitarian processes (e.g. condemnation from within their own communities for stepping outside of culturally and socially approved gender roles). It also includes questions for humanitarian organizations to ensure equal participation from all people (e.g. were people from marginalized groups within the community actively engaged in the process?)
CHS[69]	Core Humanitarian Standard on Quality and Accountability	Nine commitments for organizations and individuals to facilitate greater accountability to communities and people affected by crisis, and improve the quality of services provided to them; develop workplans for progressive implementation of the CHS and continuous improvement; monitor quality and accountability, use the CHS as a framework to support existing organizational and technical standards; self-assess and improve the quality of programmes; verify or certify conformity, and demonstrate this conformity to others; and assess, where relevant, how far internal processes and support for staff meet the actions and organizational responsibilities set out within the CHS.	Gender equality is not explicitly addressed in this tool; however, the standards include "especially vulnerable and marginalized groups" in the humanitarian work, as well as ensuring that "particular attention [is paid] to the gender, age and diversity of those giving feedback".

68   ALNAP and Groupe URD (2015). Participation handbook for humanitarian field workers – involving crisis-affected people in a humanitarian response. https://www.alnap.org/system/files/content/resource/files/main/alnap-groupe-urd-participation-handbook-2009.pdf

69   CHS Alliance. (2014). Core Humanitarian Standard on Quality and Accountability. https://corehumanitarianstandard.org/files/files/Core%20Humanitarian%20Standard%20-%20English.pdf

Resource/ provider	Name of tool	Description of tool	Gender equality-related content/ gender lens?
CHS[70]	CHS Guidance Notes and Indicators	Clarifies the "Key Actions and Organizational Responsibilities" in the CHS and examines some of the practical challenges that may arise when applying the CHS. Further explains why each of the "Nine Commitments of the CHS" are important and provides examples for different audiences and in different contexts. It can be used as a supplement to the CHS.	The guidance note notes the need to have "data disaggregated by sex, age and ability to inform programmes" in order to "ensure the different needs of various groups are met by giving them a say in the decisions that shape the response". Commitment 4 states that, in regard to participation, "particular attention should be given to groups or individuals traditionally excluded from power and decision-making processes." SEA is mentioned in Commitment 5. There is an additional explanation of the need to coordinate work with international agencies (Commitment 6).
CHS[71]	PSEA Implementation Quick Reference Handbook	The Handbook demonstrates how to implement practical measures to prevent sexual exploitation and abuse and takes the key areas from international PSEA standards and provides examples of how this can look in practice. It is designed for when PSEA measures are being developed, to provide guidance and ideas. Each chapter takes a key element in implementing PSEA and discusses what needs to be in place. A step-by-step guide of how to implement these measures, followed by a good practice example, is included.	The handbook references to the importance of communication when engaging communities to foster trust. There is also explicit mention of creating a community profile as various groups will have different communication needs (such as mothers with young children, older men or women with disabilities).
IASC[72]	The Operational Framework	The framework summarizes the key concepts for making programming at the field level more accountable to affected people. It is designed to assist implementing agencies, both individually and in groups, to find practical entry points for improving accountability to affected populations.	Objective 4 includes the indicator/activity of "Allow for separate and confidential discussions with different community groups (including gender- and age-disaggregated groups)".

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70 CHS Alliance. (2015). CHS Guidance Notes and Indicators. https://corehumanitarianstandard.org/files/files/CHS_guidance_notes.pdf

71   CHS Alliance. (2017). PSEA Implementation Quick Reference Handbook. https://www.chsalliance.org/get-support/resource/psea-implementation-quick-reference-handbook/

72   Inter-Agency Standing Committee (n.d.). The Operational Framework. https://interagencystandingcommittee.org/system/files/legacy_files/AAP%20Operational%20Framework%20Final%20Revision.pdf

Resource/ provider	Name of tool	Description of tool	Gender equality-related content/ gender lens?
Grand Bargain Participation Revolution Workstream[73]	[Success indicators against good practices related to participation of people affected by crisis in humanitarian decisions]	Recommended indicators describe good practices to achieve the Grand Bargain's Participation Revolution, individual commitments and success indicators.	The recommendation is to include disaggregated data to ensure participation is occurring by all groups of people at risk. SEA is included in many indicators. There is also an indicator for the "# of programmatic and cluster-level initiatives targeted at supporting participation of affected people, including women and local women's organizations in decision making, monitoring and accountability of humanitarian response".
IASC[74]	[The Accountability Analysis and Planning Tool]	A selective synthesis of key industry standards and frameworks, namely the HAP Standard, the Sphere Core Standards, the People in Aid Code, the Global Humanitarian Platform's Principles of Partnership and CDA's Do No Harm Framework with the draft IASC operational framework and accountability commitments, to form a "meta-framework" for understanding in greater depth what each of the commitments should mean in practice. These are organized under the IASC five pillars (leadership/ governance, transparency, feedback and complaints, participation, and design/monitoring/ evaluation). The tool can be used: by an external consultant or members of an agency's M&E or auditing departments; as a learning aid, to assist stakeholders to understand what is involved in meeting each of the IASC commitments; and, in conjunction with the self-assessment tool, either commitment by commitment or as a whole, to conduct a formal or informal review of strengths and gaps.	Some of the CAAP Commitments have indicators that generally mention inclusion and the need to highlight gender (as well as other people at risk). For instance: CAAP Commitment 1: Leadership/Governance Indicators include that "Teams are recruited with attention to a balance of women and men, cultural diversity and age", and that "A code of conduct exists that explicitly addresses protection of people the agency seeks to assist from sexual abuse, corruption, exploitation and other human rights violations"; and under CAAP Commitment 4: Participation – discusses the need to make sure women have a voice, are represented, and can assist in all aspects of the project process. There are no indicators specifically that focus on the participation of women.

73   Inter-Agency Standing Committee. (2018). Success indicators against good practices related to participation of people affected by crisis in humanitarian decisions. https://interagencystandingcommittee.org/system/files/2018_12_-_ws6_participation_revolution_success_indicators_0.pdf

74   Inter-Agency Standing Committee. (2012). Accountability to Affected Populations: Tools to assist in implementing the IASC AAP Commitments. https://interagencystandingcommittee.org/system/files/legacy_files/TOOLS%20to%20assist%20in%20implementing%20the%20IASC%20AAP%20Commitments.pdf

Resource/ provider	Name of tool	Description of tool	Gender equality-related content/ gender lens?
IASC[75]	The AAP Self-assessment Tool	The tool was developed to further break down each of the indicators within the analysis and planning tool. The self-assessment tool is structured to assist in highlighting priority areas for action and areas for potential "quick wins." The tool is designed for use as an adjunct to the analysis and planning tool, and the numbering of the criteria corresponds to the indicators of the analysis tool.	The same as above as the tool is a self-assessment of the completion of the above indicators.
IASC[76]	The Rapid Cluster Accountability Review Tool	This tool provides key and focused areas for assessment from an HCT, cluster or inter-agency perspective and can be used as a pocket reference and question guide at the site of a response. The tool is an opportunity to reflect upon how things are working overall, and where the strengths and weaknesses of the response lie.	Includes questions that could uncover potential barriers in women's participation (e.g. Do the means for participation ensure that all interest groups have a voice and a chance to speak freely in the presence of those who might purposefully or inadvertently prevent them from speaking their mind?)
IRC[77]	Client Responsiveness Measurement Survey	The survey is a tool for systematically collecting, analysing and responding to feedback, and using these inputs to influence decision-making throughout the programme lifecycle, from design through start-up, implementation and monitoring to close-out. It is used to ensure that the "needs and aspirations of those IRC serves" are considered in aid programmes. The survey is built around eight actions and eight enablers that ensure IRC can systematically integrate and implement client responsiveness throughout its programmes.	Identifies the needs for disaggregated data (client feedback on benchmarks) based on gender and age, and the use of age and gender markers. When "Integrating the Client Responsiveness Measurement Framework into the Project Lifecycle", of the 10 steps, 2 include gender: "Step 2: Integrate sex and age disaggregated client feedback into needs assessment and project design processes", and "Step 6: Analyse and interpret satisfaction and feedback data with attention to sex, age, disability and other vulnerabilities". The survey includes the need for "organising gender balanced community meetings and separated focus groups" and highlights the need and benefits of having both men and women on the monitoring team.

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75   Inter-Agency Standing Committee. (2012). Accountability to Affected Populations: Tools to assist in implementing the IASC AAP Commitments.

76   Inter-Agency Standing Committee. (2012). Accountability to Affected Populations: Tools to assist in implementing the IASC AAP Commitments.

77   IRC (2019). Client Responsiveness Measurement Framework. https://www.rescue.org/sites/default/files/document/3605/irc-clientresponsivenessmeasurementframework-digital.pdf

Resource/ provider	Name of tool	Description of tool	Gender equality-related content/ gender lens?
Global Protection Cluster[78]	Checklist on Incorporating Protection and Accountability to Affected Populations in the Humanitarian Programme Cycle	The Checklist is organized to mirror the three steps of the HPC: 1. The Needs Overview, 2. The Response Planning, and 3. The Implementation and Monitoring. The checklist can be used to help lead clusters and sectors to ensure that Accountability to Affected Populations (AAP) commitments are fulfilled and that protection is made central to the humanitarian response in all stages of the Humanitarian Programme Cycle (HPC).	The Checklist includes: "The Cluster/Sector identifies protection risks and needs through a systematic and meaningful engagement with a broad and representative spectrum of the affected populations, across age, gender and diversity groups"; and "The HRP is developed through a participatory process that includes a representative cross-section of the affected communities (all age, gender and diversity groups), including with regards to priority setting and the design of monitoring, evaluation and reporting systems".
Peer 2 Peer[79]	Collective Accountability to Affected People – Practical steps for Humanitarian Coordinators and Humanitarian Country Teams	This is a tool that builds on practical examples captured during a field mission to Iraq in August 2016 undertaken by the Peer 2 Peer team and members of the Inter-Agency Standing Committee (IASC) AAP and Protection from Sexual Exploitation and Abuse (PSEA) Task Team. It also builds on lessons learned from Nepal, Burundi, the Democratic Republic of the Congo (DRC), South Sudan, and Sudan (Darfur) and reflects current AAP technical guidance. It includes practical steps that HCs and HCTs can take to ensure that AAP guides the humanitarian response.	The tool reminds Humanitarian Coordinators and the Humanitarian Country Team to "Promote inclusivity: It is important for the HC and HCT to ensure that a collective AAP approach includes the voice of minorities and marginalized groups. This will often require specific targeting in an appropriate manner. For example, focus group discussions are often preferred by women. Relying on mass technology or only the voice of community leaders can reinforce discriminatory practices within a response."
International Federation of the Red Cross and Red Crescent Societies[80]	A Red Cross Red Crescent Guide to Community Engagement and Accountability (CEA)	This guide was designed to provide movement partners with a common approach to build CEA systematically into their ways of working. It provides an overview of approaches and activities that can be applied to any type of programme or operation, at any point in the programme cycle.	The guide clearly states the need to include gender and diversity in the assessment and includes questions and points to support such an analysis (p. 29).

78   Global Protection Cluster (n.d.). Checklist on Incorporating Protection and Accountability to Affected Populations in the Humanitarian Programme Cycle. http://www.globalprotectioncluster.org/_assets/files/tools_and_guidance/protection-cluster-coordination-toolbox/gpc-edg-note-checklist-on-incorporating-protection-and-accountability-in-the-hpc.en.pdf

79   Peer 2 Peer Support and the Inter-Agency Standing Committee (2017). Collective Accountability to Affected People: Practical steps for Humanitarian Coordinators and Humanitarian Country Teams. http://s3-us-west-2.amazonaws.com/deliveraidbetter-wp/wp-content/uploads/2017/08/29081657/P2P-Support-Collective-AAP-note.pdf

80   International Federation of the Red Cross and Red Crescent Societies (2016). A Red Cross Red Crescent Guide to Community Engagement and Accountability (CEA): Improving communication, engagement and accountability in all we do. https://media.ifrc.org/ifrc/wp-content/uploads/sites/5/2017/12/IFRC-CEA-GUIDE-0612-LR.pdf

Resource/ provider	Name of tool	Description of tool	Gender equality-related content/ gender lens?
International Federation of the Red Cross and Red Crescent Societies[81]	Community Engagement and Accountability Toolkit	The toolkit is to be used with the CEA Guide (above) to assess, design, implement, monitor and evaluate community engagement and accountability activities in support of programmes and operations.	
Humanitarian Accountability Partnership (HAP)[82]	The 2010 HAP Standard in Accountability and Quality Management	The HAP Standard helps organizations that assist or act on behalf of people affected by or prone to disasters, conflict, poverty or other crises to design, implement, assess, improve and recognize accountable programmes. It describes how to establish a commitment to accountability and the processes that will deliver quality programmes for the people who experience them first hand. The HAP Standard is intended to be used either on its own or with other tools, frameworks and standards.	There are no standards that specifically focus on women. All standards are focused on "women, men, boys and girls" including the requirements that fall under the Participation benchmark which has requirements that state "4.1 The organization shall define and document the processes through which it will: 1. identify the people it aims to assist and their representatives, referring to gender, age, diversity and special needs; and 2. enable women, men, boys and girls that it aims to assist, and other stakeholders, to participate in different stages of the project."
Groupe URD[83]	Quality and Accountability COMPASS	This was developed to complement existing guides and tools for implementing the Core Humanitarian Standard at the field, organizational and international/policy levels. It is a methodological guide that includes recommendations and tools to implement the quality and accountability commitments of the Core Humanitarian Standard in the field.	The tool specifies that it can be used to "put other cross-cutting commitments into practice:" gender, PSEA and localization. During the assessment, launch, and implementation and monitoring phases, it states that good practice should consider gender, age and disability. The tool also contains checklists for data collection and includes questions to consider related to collecting data and disaggregating it by age, gender and disability. The tool also highlights the importance of ensuring awareness of any possible gender issues to be considered during the implementation of the interventions.
Plan International[84]	Child-Friendly Feedback Mechanisms – Guide and Toolkit	The guide introduces the key concepts of accountability and feedback mechanisms in the humanitarian sector and within Plan International. The second part is a step by step toolkit for humanitarian practitioners. Both parts address the prevention of sexual exploitation and abuse (PSEA).	In the guide and toolkit, gender is incorporated throughout, with separate sections for girls where necessary.

81   International Federation of the Red Cross and Red Crescent Societies. (2017). Community Engagement and Accountability Toolkit. https://media.ifrc.org/ifrc/document/community-engagement-and-accountability-toolkit/

82   Humanitarian Accountability Partnership (HAP). (2010). The 2010 HAP Standard in Accountability and Quality Management. https://www.chsalliance.org/files/files/Resources/Standards/2010-hap-standard-in-accountability.pdf

83   Groupe URD (2018). Quality and Accountability COMPASS. https://reliefweb.int/sites/reliefweb.int/files/resources/Guide_Compass_EN.pdf

84   Plan International (2018). Child-Friendly Feedback Mechanisms. Guide and Toolkit. https://plan-international.org/publications/child-friendly-feedback-mechanisms-guide-and-toolkit

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UN WOMEN IS THE UNITED NATIONS ENTITY DEDICATED TO GENDER EQUALITY AND THE EMPOWERMENT OF WOMEN. A GLOBAL CHAMPION FOR WOMEN AND GIRLS, UN WOMEN WAS ESTABLISHED TO ACCELERATE PROGRESS ON MEETING THEIR NEEDS WORLDWIDE.

UN Women supports UN Member States as they set global standards for achieving gender equality, and works with governments and civil society to design laws, policies, programmes and services needed to ensure that the standards are effectively implemented and truly benefit women and girls worldwide. It works globally to make the vision of the Sustainable Development Goals a reality for women and girls and stands behind women's equal participation in all aspects of life, focusing on four strategic priorities: Women lead, participate in and benefit equally from governance systems; Women have income security, decent work and economic autonomy; All women and girls live a life free from all forms of violence; Women and girls contribute to and have greater influence in building sustainable peace and resilience, and benefit equally from the prevention of natural disasters and conflicts and humanitarian action. UN Women also coordinates and promotes the UN system's work in advancing gender equality.