

RECOMMENDATIONS

171. The ET encourages the consideration of the recommendations in the context of the transformational agenda adopted at the World Humanitarian Summit and to align with cornerstone documents such as the Grand Bargain and the IASC Gender Policy. As per the ToR, recommendations are presented to the IASC and need to be considered within the context of the recommendations emerging from the numerous agency-specific gender evaluations that have been carried out over the past three years. This report does not need to replicate agency-specific recommendations already found in these other evaluation exercises. Furthermore, **there are three other inter-agency evaluations/reviews with GEEWG implications that are concurrent to this IAHE GEEWG evaluation** – including a performance and accountability review commissioned by the Central Emergency Response Fund (CERF) Secretariat, which has a mandate for recommendations to donors, including on gender-responsive programming,¹¹⁷ the UNFPA and UN Women funding study, and the IASC GRG/UN Women–sponsored review for the annual Gender Accountability Framework report. Each of these evaluations and reports will be presenting a collection of recommendations related to donor relationships and GEEWG implementation (CERF), IASC roles and responsibilities (GAF), and funding and tracking of GEEWG (UNFPA/UN Women funding study).
172. The ET affirms the recommendations presented through these other exercises, and the following recommendations should be considered within the frame of the recommendations from these studies, since many of the same IASC actors would be involved. **In particular, one of the key underlying assumptions of the following recommendations is that there is inadequate resourcing to provide the structural support and gender expertise necessary to maximize GEEWG mainstreaming in humanitarian responses.** This includes adequate funding for HCT-level and sector-level expertise within the humanitarian response architecture, the timely deployment of gender expertise, the socialization and roll-out of inter-agency tools and resources, and the timely realization of joint gender analyses. The recommendations from the CERF study and the UNFPA/UN Women funding study are oriented towards donors and funding constraints. Thus, this evaluation’s recommendations focus on the implications for the IASC, specifically those **revolving around accountability, structure and coordination.** A table illustrating the linkages between findings, conclusions and recommendations can be found in Annex 1 of Volume 2. The recommendations are oriented towards both the global IASC-level and the country HCT level.¹¹⁸ Each of the recommendations are interconnected. Therefore, GEEWG progress would be enhanced by their *collective* implementation.

RECOMMENDATION

1

Strengthen Gender Equality Expertise in Sudden Onset Emergency Response

* IMPORTANT

During initial front-line humanitarian responses, the IASC should ensure that agencies and all clusters immediately deploy gender equality expertise to assist with cluster analyses, project activity design, sectoral plans and HRP strategy development.



ACTION POINTS

- The EDG should ensure that in sudden onset emergencies, gender equality expertise is integrated immediately into the initial rapid response through having gender equality integrated clearly into the terms of reference – and responsibilities – of the front-line actors who carry out cluster activities.
- The EDG, HCs and HCTs should ensure that the standard assessment methodologies used in front-line response by agencies and clusters emphasize an increased diversity of voices; ensure that the relevant and appropriate diversity of stakeholders are consulted on any given issue at stake in the initial consultations/design phase of front-line responses; and take into account locally produced gender tools and guidance where appropriate.

RECOMMENDATION

2

Strengthen Meaningful Participation of Women in Humanitarian Decision Making

* IMPORTANT

The IASC should ensure ongoing support to HCs and HCTs to strengthen meaningful participation of women in humanitarian decision making.



ACTION POINTS

- The HCs and HCTs should ensure increased roles in **decision making** for women – and their representative organizations – for guiding responses, including the inclusion of at least one women-led national NGO/group on HCTs in a long-term strategic role. If this is problematic, it should establish a robust consultation mechanism with women's organizations in the country to inform strategic decision making.
- In alignment with the localization agenda, and in collaboration with the Grand Bargain, HCs and HCTs should support the development of response-specific guidelines for prioritizing the funding of women-led or women's rights organizations in humanitarian responses, starting in the initial response and with a continuing focus on ensuring the adequate participation of marginalized gender groups throughout the programme cycle.

RECOMMENDATION

3

Increase HCTs Access to Strategic and Technical Expertise on GEEWG

⚠ CRITICAL

All HCTs should have access to a dedicated inter-agency strategic gender capacity, complemented by embedded technical-level cluster expertise.



ACTION POINTS

- The EDG should advocate with donors to ensure the mandatory placement of a high-level gender equality expert or gender advisor position that exists for the entirety of the humanitarian response, is inter-agency, and is adequately resourced in the RC/HC office to strategically support the HCT in gender equality analysis, strategic planning, coordination, implementation, monitoring and reporting.
- The high-level expert should be responsible for ensuring the socialization and roll-out of the GAF and Gender Handbook and ensuring the continuous socialization of the GAM through inclusion in existing agency and NGO gender equality orientation courses.
- The EDG should require in all humanitarian responses that cluster lead agencies allocate a regular, long-term, dedicated senior-level gender equality and technical sector specialist to: 1) serve as a cluster-specific resource and connect the operational and strategic levels in collaboration with the HCT gender equality advisor; 2) ensure that adequate gender mainstreaming takes place throughout the response; and 3) ensure that GEEWG is not viewed solely as the responsibility of the gender expert in the HC/RC office.
- The cluster lead agencies should assess their own senior-level gender capacity available at the global, regional and country level and develop rosters to ensure that any capacity gaps within the cluster can be addressed within individual humanitarian responses.

RECOMMENDATION**4****Improve IASC Strategic Planning and Monitoring of Gender Results Outcomes***** IMPORTANT**

The IASC should ensure systematic planning and monitoring of gender-related results at global and country levels.

**ACTION POINTS**

- a. In addition to tracking gender mainstreaming, the IASC should ensure that the IASC Strategic Priorities and Associated Work Plan includes, tracks and consistently reports on at least one high-level gender results statement and associated indicator(s) and ensure that it aligns with the requirements of the UN-SWAP regarding strategic planning.
- b. The ERC should commission the IASC IAHE Steering Group to carry out a further GEEWG evaluation within five years, with an additional focus on GEEWG results (in addition to assessing gender mainstreaming).
- c. HRP monitoring frameworks should include GEEWG indicators aligned with the IASC high-level indicator and gender results statement.

RECOMMENDATION**5****Strengthen Global Leadership and Capacity for Gender****! CRITICAL**

The IASC should strengthen the opportunities for global leadership and capacity for gender through the integration of the Gender Reference Group within the core structure of the IASC, improved use of external IASC gender capacity, and increase the emphasis on GEEWG themes in leadership discussions.

**ACTION POINTS**

- a. To ensure that the IASC leadership capacity for gender is commensurate with the IASC commitments and priorities on gender, the IASC Principals should ensure that the Gender Reference Group is placed within the core of the IASC structure, not as an associated entity, with review and alignment of the respective ToRs.
- b. The IASC Principals should explore how to make better use of the external UN gender mandate capacity of UN Women within the IASC structure to complement the internal IASC UN mandates of GBV (UNFPA) and Protection (UNHCR).
- c. As part of enhanced leadership capacity development, OCHA should ensure that HC retreats, as venues where HCs come together for discussion, orientation and training on collective issues in humanitarian response, include sessions on gender equality commitments and discussions on gender equality progress in humanitarian response, which in turn will support HCs in the development of an appropriate gender strategy for their response.

RECOMMENDATION**6****Enhance Management Response to Gender Accountability Framework Report****! CRITICAL**

The IASC should strengthen mechanisms for follow-up to the recommendations from the IASC Gender Accountability Framework.

**ACTION POINTS**

- a. The EDG and OPAG should develop a formal management response plan outlining actions for follow-up on the GAF annual recommendations, including timeline responsibilities.
- b. The IASC Principals should include review of progress on Gender Accountability Framework recommendations as a standing item in the Principals' meeting agenda, with remedial action required where targets are not being met.
- c. At the country level, the HCTs should ensure that the results of the GAF assessment are shared with all the in-country stakeholders so that performance of the response on the GAF can reach in-country humanitarian actors in real time.

RECOMMENDATION**7****Enhance Accountability for GEEWG Action***** IMPORTANT**

The ERC/HC annual compacts should include specific actions for GEEWG, and the HCT compacts should include HCT roles and responsibilities as set out in the IASC Gender policy. HCT compacts should outline specific commitments and actions for GEEWG to be a priority for operations and mainstreamed into other portfolios.

**ACTION POINTS**

- a. The EDG should commission the updating of the HCT compacts to align with the IASC Gender Policy and Gender Accountability Framework.
- b. The EDG should ensure the inclusion of women in decision making as a distinct fifth “non-negotiable” in HCT compacts.
- c. The ERC should ensure the development of specific, actionable elements for HC compacts that can be used to assess compliance on GEEWG mainstreaming and the inclusion of women in decision making, including in relation to adequate financing for promoting GEEWG.

RECOMMENDATION**8****Improve Tracking of GEEWG Resources and Expertise****Learning**

The IASC should improve the linkages between programmatic and financial tracking mechanisms to enhance support to implementation and compliance, including allocation of resources for gender equality expertise.

**ACTION POINTS**

- a. The IASC Principals, EDG and OPAG should build on the recommendations presented in the UNFPA/UN Women funding study and commission the appropriate IASC entities to improve the tracking and auditing of GEEWG-related data. In addition to the elements already highlighted in the funding study, the improvements should also include i) the tracking of funds spent on women’s and girls’ programming through the HPC and the UN Sustainable Development Framework processes; ii) tracking, compiling and auditing GEEWG-related progress; and iii) tracking the resourcing of gender expertise within humanitarian responses.