

**Inter-Agency Humanitarian Evaluation on Gender Equality and the Empowerment of Women and Girls**  
**Management Response Plan (MRP)**  
**4 May 2021**

**Recommendation #1 Strengthen Gender Equality Expertise in Sudden Onset Emergency Response**

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.

- a.) 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.
- b.) 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.

**Management Response: (Agree, Partially Agree, Disagree): Partially Agree**

**If recommendation is rejected or partially accepted, report reasons: Partially Accepted.** Agree with the recommendation. However, due consideration should be made to the owners of the actions.

Actions planned	Responsible Office/ Person	Expected start date	Progress	
Deploy and integrate gender expertise including GBV at the onset of a sudden emergency to ensure that gender is prioritized at the initial phases of the response.	Cluster Lead Agencies, UNFPA, UNICEF, OCHA, GENCAP	Immediately		
Pilot the placement of gender and GBV technical expertise in clusters, ICCG and HCTs in 3-5 key emergencies, to be evaluated in two years.	Cluster Lead Agencies, including UNFPA & UNICEF, UNWOMEN, OCHA	September 2021		

Continue to provide gender expertise through the IASC's GenCap Project with dedicated capacity for sudden onset response, ensuring more cluster specific expertise. ( <i>GenCap Projects have recently been reformed to ensure a roadmap of support, owned by country actors, for the provision of support to address gender priorities set by the HC and HCTs. This was done to address concerns with the sustainability and the ownership of the actions on gender.</i> ).	IASC's Gender Capacity Project (GenCap)	Ongoing		
Conduct joint regular training with GenCAP roster members and clusters to enhance better collaboration and common understanding on roles and expectations on gender equality programming.	IASC's Gender Capacity Project (GenCap), OCHA, Cluster Lead Agencies	Q3 2021		
Ensure a more gender responsive approach, through having access to dedicated gender expertise with all UNDAC missions; and through training and recruitment of internal gender expertise.	IASC Members UNWOMEN	Q3 2021 onwards		

**Recommendation #2 Strengthen Meaningful Participation of Women in Humanitarian Decision Making**

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

- a.) 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, 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.
- b.) 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.

<b>Management Response: (Agree, Partially Agree, Disagree): Agree.</b>				
b) In addition, HCs and HCTs (in their management of Country-Based Pooled Funds), CLAs, and OCHA (in its management of the CERF) should support the development of response-specific guidelines for prioritizing the funding of women-led or women's rights organizations in humanitarian				
<b>If recommendation is rejected or partially accepted, report reasons: Partially Accepted:</b> Agree with the recommendation. However, due consideration should be made to the owners of the actions.				
<b>Actions planned</b>	<b>Responsible Office/Person</b>	<b>Expected start date</b>	<b>Progress</b>	
Set benchmarks and means of tracking for funding to women led organisation through the Country Based Pooled Funds.	OCHA, Country Based Pooled Fund Advisory Boards.	Q4 2021		
Ensure that IASC HCT Guidance on engagement of local actors in coordination mechanisms clearly outlines measures for promoting the leadership of women in decision making platforms, ensuring among others representation quotas.  Promote women's participation and decision making: <ul style="list-style-type: none"> <li>- Collaborate with relevant gender and GBV mandated entities and cluster lead agencies to convene women's forums at country and regional levels using to the extent possible existing structures, such as GBV coordination groups, to engage with and promote the participation of women in decision-making, to inform HCT and ICCG decision making.</li> <li>- Reflect a commitment to deliver on enhanced women's empowerment and leadership through participation in decision-making forums, including through the HC Compacts.</li> </ul>	OPAG/Results Group 1  HCTs, OCHA, Cluster Lead Agencies, including UNFPA and UNICEF, GBV AoR, UNWOMEN	Q3 2021  Q3 2021  TBD		

- Promote platforms for HC dialogues on gender (such as P2P webinars, HC retreats, among others).	OCHA and DCO			
Ensure HCs are aware of available analysis tools, notably the joint intersectoral analysis framework, and how it should be used to support inclusive (gender, disability, GBV, other) analysis and planning.	OCHA	Ongoing	Underway. Analytical framework developed. Info package for HCs to be developed in 2021.	<a href="https://assessments.hpc.tools/sites/default/files/km/03.HPC_2021-JIAF_Guide.pdf">https://assessments.hpc.tools/sites/default/files/km/03.HPC_2021-JIAF_Guide.pdf</a>
Ensure enhanced HPC approach provides guidance, indicators, severity analysis templates and tools to undertake people-centred analysis and planning that promote robust gender and protection analysis, and collection and use of data disaggregated by gender, age, disability, and other.	OCHA	Completed		
Promote operational capacity and institution building initiatives targeting women-led organizations. Capacity building initiatives should address barriers to the the inclusion and participation of identified WLOs/WROs in decision making and leadership in humanitarian coordination structures.	HCT members, Cluster Lead Agencies, Clusters, GBV AoR, GenCap, UNWOMEN	Ongoing	Underway as an integral part of individual deployments	
Develop guidance including definitions of women's organisations, women's rights and women led organisations for IASC endorsement to strengthen engagement, as well as tracking of participation.	GRG together with women's organisations.	Q2 2021	Underway	
<p><b>Recommendation #3 Increase HCTs Access to Strategic and Technical Expertise on GEEWG</b></p> <p>All HCTs should have access to a dedicated inter-agency strategic gender capacity, complemented by embedded technical-level cluster expertise.</p> <p>a.) 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.</p>				

- b.) 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.
- c.) The EDG should require in all humanitarian responses that cluster lead agencies allocate a regular, longterm, 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 and GBV 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.
- d.) The cluster lead agencies should assess their own cluster capacities as well as 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.

**Management Response: (Agree, Partially Agree, Disagree): Partially Agree.**

**If recommendation is rejected or partially accepted, report reasons: Partially Agree**

Agree with the recommendation. However, due consideration should be made to the owners of the actions. The recommendations are directed to EDG while HC/HCT has a key role to play to leverage GEEWG

Actions planned	Responsible Office/Person	Expected start date	Progress	
<p>IASC Reference Module for Cluster Coordinators updated to reflect commitments, requiring dedicated technical gender and GBV expertise in support of effective cluster coordination.</p> <p>Develop an action plan to roll out further technical expertise in identified operations after the pilots.</p>	<p>GCCG GCCG</p>	<p>2021-2022</p> <p>2023</p>		
<p>Strengthen advocacy for funding for long term sustainable GEEWG, as well as including GBV, and adequate resourcing to maintain an agile inter-agency GenCap pool of experts.</p>	<p>OCHA</p>	<p>Ongoing</p>		

**Recommendation #4 Improve IASC Strategic Planning and Monitoring of Gender Results Outcomes**

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

- 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.

**Management Response: (Agree, Partially Agree, Disagree): Partially Agree**

**If recommendation is rejected or partially accepted, report reasons: Partially accepted:** Agree with the recommendation. However, due consideration to some proposed actions highlighted below and on the owners of the actions.

Actions planned	Responsible Office/Person	Expected start date	Progress	
Ensure that Gender is a standing annual agenda item following the recommendations of the Gender Accountability Framework report and agree on strategic steps to be taken to address GEEWG in the system.	IASC Principals	Annual		
Results Groups to identify/develop agreed priorities on gender for RG work plans together with GRG.  Results Groups' TORs to require RG outreach and close collaboration with GRG.	Results Groups, GRG.	Q3 2021 onwards		
Facilitate development of benchmarks to achieve GEEWP by the HCT, ICCG and Clusters.	GRG in consultation with the OPAG	Q3 2021 onwards		

Conduct a GEEWG evaluation within five years, with an additional focus on GEEWG results, to track progress.	IAHE Steering Group	2025		
---	---------------------	------	--	--

**Recommendation #5 Strengthen Global Leadership and Capacity for Gender**

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.

- a.) To ensure that the IASC leadership capacity for gender is commensurate with the IASC commitments and priorities on gender, the Gender Reference Group as a formal IASC structure will be supported to leverage its role through enhanced engagement with the OPAG and other IASC structures.
- 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.

**Management Response: (Agree, Partially Agree, Disagree): Partially Agree**

**If recommendation is rejected or partially accepted, report reasons: Partially accepted:** The GRG is a formal IASC structure, however, linkages and integration of the GRG into IASC could be strengthened including its inclusion in reviews of all policy/normative work for consideration/endorsement by the IASC and the OPAG. Welcome the GRG's to take on a proactive role to participate in RG meetings, provide comments on policy/normative work being shared, and also to participate in OPAG meetings to which they are invited. Due consideration should also be made that the IASC structures will be reviewed Q4 2021 where a larger discussion and decisions by the ERC and the IASC Principals will be made on the structures required to take forward the renewed IASC Strategic Priorities.

Actions planned	Responsible Office/Person	Expected start date	Progress	
UNWOMEN to be formally invited to the IASC as a standing invitee, OPAG and other relevant IASC bodies as appropriate.	ERC, OPAG, UNWOMEN			

GRG to strengthen outreach and engagement with all IASC Results Groups to facilitate regular sharing of products and tools, and enhance gender mainstreaming across the IASC structures.	GRG with GCCG, GBV AOR and IASC Results Groups	Ongoing		
Establish Gender Accountability Framework Report working group with key GRG members and IASC Secretariat, HLSS, and other relevant stakeholders to enhance reporting and tracking of progress.	GRG, and GCCG	Q2 2021 onwards		
All policy, guidance and IASC products should include appropriate and timely review and feedback by GRG prior to endorsement by OPAG where feasible to strengthen gender consideration.	GRG	Q2 2021 onwards		
Ensure closer coordination between gender equality, GBV and PSEA actors by convening (GRG) biannual coordination forums including on priorities, emerging trends, progress on joint commitments and advocacy messaging.	GRG, RG2, IASC Secretariat, IASC's Gender Capacity Project (GenCap), PSEA working Group and Call to Action on GBV.	Q3 2021 onwards		

**Recommendation #6 Enhance Management Response to Gender Accountability Framework Report**

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

- a.) The OPAG and EDG 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.



<b>Management Response: (Agree, Partially Agree, Disagree): Agree</b>				
<b>If recommendation is rejected or partially accepted, report reasons: Partially Accepted:</b> Agree with the recommendation. However, due consideration should be made to specific comments and on the owners of the actions as follows:				
<b>Actions planned</b>	<b>Responsible Office/Person</b>	<b>Expected start date</b>	<b>Progress</b>	
Workplans of IASC Results Group and associated entities to integrate Gender Accountability Framework and to monitor and report on implementation.	Results Groups associated entities	Q3 2021 onwards		
Disseminate GAF report, findings and recommendations, to HCTs for information and action.	GRG, OCHA	-May-August April 2021 onwards		
GAF recommendations/achievement of GAF indicators tabled in the OPAG for annual stock take of achievements.	GRG, OPAG	<b>Annual</b>		
<b>Recommendation #7 Enhance Accountability for GEEWG Action</b>				
<p>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.</p> <p>a.) The IASC should commission the updating of the HCT compacts to align with the IASC Gender Policy and Gender Accountability Framework.</p> <p>b.) The HCT Compacts should ensure the inclusion of women in decision making as a distinct fifth “non-negotiable” in HCT compacts.</p> <p>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.</p>				
<b>Management Response: (Agree, Partially Agree, Disagree): Agree</b>				
<b>If recommendation is rejected or partially accepted, report reasons: Accepted</b>				

Actions planned	Responsible Office/Person	Expected start date	Progress	
HCT compacts to be revised to be aligned to the IASC Policy and include gender equality and empowerment making as a fifth negotiable.	ERC/OCHA	2021-2022		
HC Annual compacts, and HC appraisals include achievement or clear deliverable targets on gender equality and empowerment, including ERC's priorities on GBV and SRH, disability and other protection concerns.	OCHA	2021-2022	Completed	
Ensure gender is included in all HCT strategies, including the development of HCT gender strategies where feasible. Such strategies should ensure the utilisation of gender expertise and meaningful participation of WLOs and WROs.	HC, HCT members	2021 (Q3-4) onwards		
<p><b>Recommendation #8 Improve Tracking of GEEWG Resources and Expertise</b></p> <p>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.</p> <p>a.) The IASC Principals, 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.</p>				
<p><b>Management Response: (Agree, Partially Agree, Disagree): Agree</b></p>				
<p><b>If recommendation is rejected or partially accepted, report reasons: Accepted</b></p>				
Actions planned	Responsible Office/Person	Expected start date	Progress	
Strengthen tracking of GEEWG resources, in particular GBV resources through coordinated resource plans and periodic reporting to the FTS, including funding cascaded to partners.	OCHA in collaboration with IASC members-	Ongoing		

IASC to support strengthened GAM usage through reinforced messaging and promotion to humanitarian stakeholders.	IASC members, GRG and GCCG	Ongoing		
Track and analyse funding allocation to interventions that use GAM.	OCHA			
Engage in SDG Gender Task Team to promote harmonization of gender markers and tools for tracking resources for GEEWG.	OCHA/	2021-2022		