

6th November 2017

ACCOUNTABILITY FRAMEWORK
FOR THE
INTER-AGENCY STANDING COMMITTEE POLICY ON GENDER EQUALITY AND THE EMPOWERMENT OF
WOMEN AND GIRLS IN HUMANITARIAN ACTION

2018-2022

A. PURPOSE AND RATIONALE

The Inter-Agency Standing Committee (IASC) Policy on Gender Equality and the Empowerment of Women and Girls (GEEWG) in Humanitarian Action guides the IASC to make gender equality core to its humanitarian action. It lays out measures for the IASC at global and field level to integrate gender equality and the empowerment of women and girls into all its preparedness, response and recovery efforts. This Accountability Framework accompanies the Policy, as it is designed to assist the IASC hold itself accountable for its implementation. It focuses on the collective actions of the IASC vis-à-vis GEEWG. It defines the monitoring of the collective performance of the IASC on standards defined in the Policy, as well as the performance of IASC bodies with regards to fulfilling their roles and responsibilities listed in the Policy. It further establishes reporting facilities and ways of information-sharing in order to foster closer coordination and cooperation among IASC bodies and Members and Standing Invitees. The overall aims of the Accountability Framework are the monitoring of collective actions to promote GEEWG; to help the IASC to prioritize better in regards to GEEWG; the development of a 'shared agenda' on GEEWG; and to further foster a culture of accountability within the IASC in regards to the promotion of gender equality issues.

In most of the IASC Members and Standing Invitees, the implementation of rules and policies is based on rigorous organizational accountability systems. However, since the nature of the IASC is that of an umbrella organization, the IASC does not have its own accountability system to ensure the implementation of collective policies and other commitments. This means there are limited organizational control mechanisms that can be used to monitor the implementation of the Gender Policy. This Accountability Framework has been designed to strengthen the collective performance of the IASC vis-a-vis the Policy. However, individual Members and Standing Invitees are encouraged to adopt the Policy in their organizations as well. The Framework was initially mandated by the IASC in 2008, to accompany the IASC Gender Equality in Humanitarian Action Policy Statement, but had never been drafted. The 2015 Evaluation of the 2008 Policy Statement recommended the development of such a Framework.

There are extensive ongoing monitoring activities that assess gender mainstreaming in field-level humanitarian programming (the IASC Gender Marker); monitor gender equality measures in all UN entities (UN SWAP); assess 'gender equality' performance of UN Country Teams (the UNDG 'Gender score Cards'); or assess related issues that feed into gender equality results (e.g. the Rapid Cluster Accountability Review of the Accountability to Affected Populations Tools). This Accountability Framework should act as an overall umbrella, and further enable the establishment of country-level Accountability Frameworks. It is at the country level where effectiveness and impacts can be measured, and where the IASC can not only show that it fulfills its commitments, but also that it is effective in what it does. It is therefore strongly suggested that adequate support mechanisms are established that can ensure the implementation of the Policy at the country level, and that country-level Gender Accountability Frameworks are developed.

This Accountability Framework does not add additional burden of data collection on IASC Bodies and Members and Standing Invitees. A newly established monitoring and reporting desk ('Gender Desk') will work with IASC Bodies in collecting the necessary data. It also does not duplicate data collection from other reporting systems, but draws on existing data where applicable.

B. LINES OF AUTHORITY AND ACCOUNTABILITY

The IASC Principals have the overall responsibility for, and accountability towards the implementation of the Policy, including encouraging the integration of gender equality and the empowerment of women and girls in all aspects of the IASC's work. They will have direct authority vis-à-vis the IASC Working Group, the Humanitarian Coordinators and the Emergency Directors Group (EDG).¹

The IASC Working Group will hold IASC reference groups and task teams accountable and ensure that all IASC outputs address the commitments and requirements for effective GEEWG programming.

The EDG will advise the Emergency Relief Coordinator and the IASC Principals - and in support of the HCs and HCTs - on how to integrate GEEWG into humanitarian operations in order to ensure more effective and cost-efficient humanitarian response and work towards gender equality. In addition, the EDGs are accountable for the implementation of the policy by the global clusters.

The Global Cluster Leads provide guidance to the clusters at country level on how to integrate evidence-based and measurable gender equality into the planning and programming of the coordinated response and collective outcome effort, particularly in view of the New Way of Working. They also work to develop the capacity and expertise of cluster actors to incorporate gender equality in cluster programmes and other efforts.

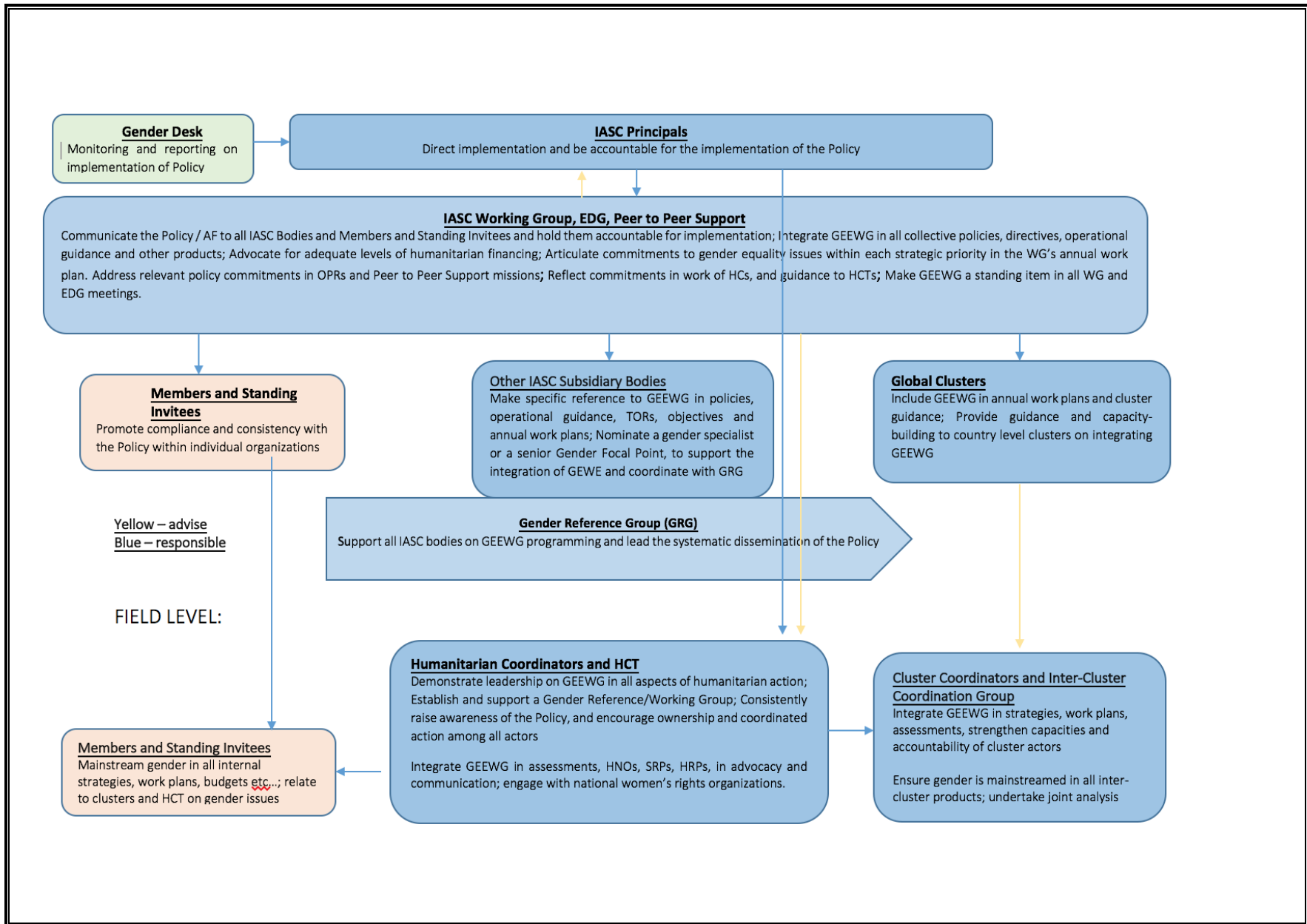
¹ Please note that IASC Bodies and Structures are currently under review and may be subject to change.

The Gender Reference Group (GRG) will support the IASC Bodies in the implementation of the policy. Members of the GRG will further champion the Policy in their various organizations and create awareness for its implementation.

The Humanitarian Coordinators ensure the implementation of the Policy through their Humanitarian Country Teams (HCT) and cluster/sector leads by demonstrating leadership on GEEWG in all aspects of the planning and programming of humanitarian action.

A Gender Desk – with a location to be determined - will be tasked with the responsibility for the key monitoring activities – as laid out below in the logframe - and for production of reporting.

The below chart shows a summary of the roles and responsibilities and the lines of authority and accountability of the different IASC Bodies.



C. PERFORMANCE MONITORING

Reporting on the implementation of the Policy captures, monitors, and measures the performance of the IASC Bodies as per their roles and responsibilities in the Policy; and measures whether the key standards laid out in the policy are implemented at global and field level. It allows to show progress in the implementation of the Policy.

A 'Gender Desk' is tasked with the collection of baseline data, data collection, monitoring and reporting. The Desk is responsible for liaising with all IASC Bodies, as well as other Members and Standing Invitees as necessary, in order to collect data. It hereby will work through the gender specialists / advisers or focal points in the respective Bodies or Members and Standing Invitees. Reporting will take place on an annual basis. Reports are due at the end of each calendar year. In the first year, the Desk commences with the collection of some of the baseline data. It then collects the data for the first monitoring cycle, analyzes the data and drafts an annual report. The draft report is shared with the GRG. While the monitoring function and the drafting of the report sits with the Gender Desk, the GRG will be tasked to discuss key findings and develop recommendations in order to strengthen the implementation of the Gender Policy. The GRG will discuss key findings and develop recommendations for the strengthened implementation of the Gender Policy. Both, the annual report and recommendations for action will be submitted to the Working Group.

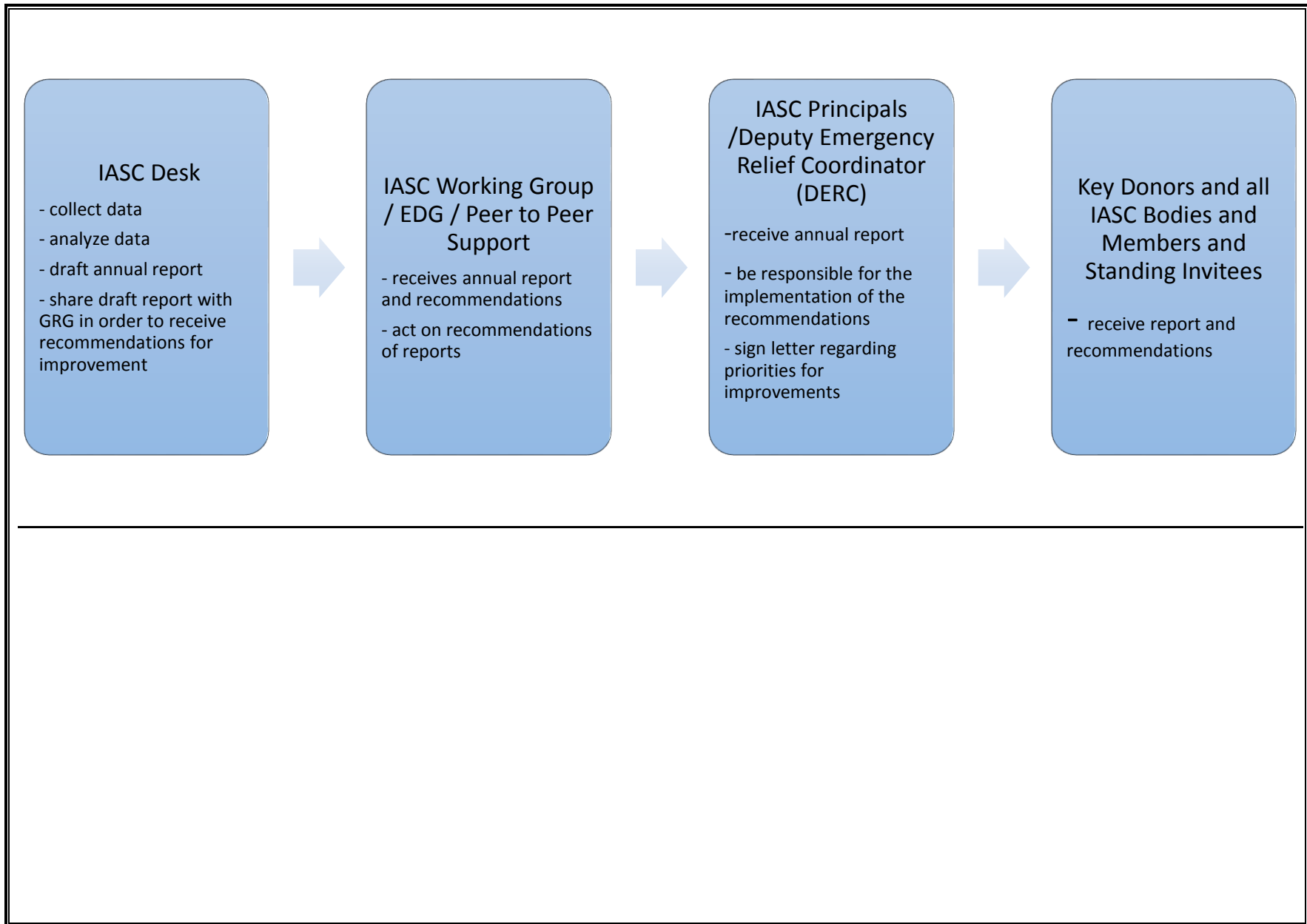
The IASC Working Group takes note of the reports and their recommendations and prepares for the implementation of the recommendations. It further submits the reports to the IASC Principals. Here, the Deputy Emergency Relief Coordinator (DERC) is a key recipient of the annual reports. The DERC should review the reports, and then prepare and sign a letter, stating priorities for improvements. The IASC Principals further share the reports with key donors, and all IASC Members and Standing Invitees as well as other relevant bodies via the IASC website.

Monitoring and reporting will be done against two logframes:

- 1) Logframe for Standards of the Gender Policy, based on data from various sources (see logframe 2), collected by the Gender Desk
- 2) Logframe for Roles and Responsibilities defined in the Gender Policy, based on the results of a self-assessment and additional data collected by the Gender Desk from other sources (see logframe 1 for details);

The annual self-assessment further allows IASC Bodies to reflect about their performance vis-à-vis the Gender Policy; it will act as a reminder on the indicators of the logframe and on what is expected from each IASC Body.

If issues arise beyond the annual reporting cycle, the Gender Desk can alert the GRG, which can then discuss them in regular meetings and can take note and follow up with the respective Bodies. The GRG can take up important issues or feedback with the IASC Working Group. Furthermore, important issues or recommendations can be brought by the Deputy Emergency Relief Coordinator (DERC) as an agenda item to the Principals level or the Working Group level.



D. REVIEW AND EVALUATION PLAN

After 5 years, an evaluation of the implementation of the Policy will take place. It will be initiated and led by the IASC Gender Desk, in close coordination with the Inter-Agency Evaluation Group (under OCHA).

The review will be implemented by external experts, and will be overseen and coordinated by the IASC Gender Desk and the Inter-Agency Evaluation Group.

The results of the independent review will be shared for comments with the members of the GRG. A final report of the review will be shared with the IASC Principals and all IASC bodies and member agencies. The IASC Principals will carry the overall responsibility for initiating improvements on the basis of review results in the Policy and on the Accountability Framework. The GRG will be responsible for providing support for the implementation of the recommendations and improvements.

Appendix A: Self-Assessment for IASC Bodies

Members of each IASC body are required to score the gender work their body did within a given calendar year. The ranking for the Self-Assessment is as follows:

1 = No	2 = in some way	3 = to a large extend	4 = completely
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Bodies	Self Assessment Question	1	2	3	4	n/a
IASC Principals	1. Have all relevant strategies signed off by the Principals included gender analysis or gender specific outcomes?					
	2. Have all relevant policies signed off by the Principals included gender analysis or gender specific outcomes?					
	3. Does the annual work programme of the WG reflect their roles and responsibilities as per Gender Policy?					
	4. Does the annual work programme of the EDG reflect their roles and responsibilities as per Gender Policy?					
	5. Does the annual work programme of the Peer to Peer Support reflect their roles and responsibilities as per Gender Policy?					
IASC Working Group, EDG and Peer to Peer Support	For WG:					
	6. Have you communicated the Gender Policy to all IASC bodies and member agencies?					
	7. Have all relevant IASC policies signed off by the WG integrated elements of the Gender Policy?					
	8. Have gender concerns been integrated into the strategic priorities of your annual work plan?					

	<p>9. Have GEEWG issues been a standing item on all your meeting agendas as a WG?</p> <p>10. Have you fully advocated for adequate levels of humanitarian financing to fully resource GEEWG programming?</p> <p>11. Have you advocated for financial support to women’s rights organizations?</p> <p>12. Have you assigned the GRG the status and clear tasks for it to be an effective technical resource for GEEWG within the IASC and to coordinate the Gender Policy?</p> <p>13. Have you advocated at least in three documents or occasions for adequate levels of humanitarian financing to fully resource GEWGE programming, including support to women’s rights organisations?</p> <p>For EDG:</p> <p>14. Have you communicated the Gender Policy to all IASC bodies and member agencies?</p> <p>15. Has all relevant operational guidance been based on elements of the Gender Policy?</p> <p>16. Has gender been addressed in the all Operational Peer Review missions/products?</p> <p>17. Have GEEWG commitments been fully reflected in the TOR/job descriptions of all HCs?</p>					
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	<p>18. Have GEEWG commitments been reflected in the performance reviews of HCs?</p> <p>19. Have GEEWG issues been a standing item on all your meeting agendas as EDG?</p> <p>20. Have you advocated at least in three documents or occasions for adequate levels of humanitarian financing to fully resource GEWGE programming, including support to women’s rights organisations?</p> <p>For Peer to Peer Support:</p> <p>21. Have you communicated the Gender Policy to all IASC bodies and member agencies?</p> <p>22. Has the Gender Policy been integrated into all your guidance and other products?</p> <p>23. Have gender issues been addressed in all Peer to Peer Support Missions?</p>					
<p>Gender Reference Group</p>	<p>24. Have you supported all IASC bodies on GEEWG programming?</p> <p>25. Have you reached agreements on tasks and clear ways of supporting all IASC bodies in gender equality questions?</p> <p>26. Have you hosted side-events at global humanitarian themed events, in which the GRG facilitated dialogue between humanitarian actors and women’s and youth organizations</p>					

	27. Lead the systematic dissemination of this Policy throughout the IASC and champion its adoption on an on-going basis					
Other Subsidiary Bodies	<p>28. Have you made specific reference to GEEWG in policies developed by your subsidiary body?</p> <p>29. Have you made specific reference to GEEWG in operational guidance developed by your subsidiary body?</p> <p>30. Have you made specific reference to GEEWG in your annual work plan?</p> <p>31. Have you nominated a gender specialist or a senior gender Focal Point to support the integration of GEEWG in your work?</p> <p>32. Have you been coordinating any of your work with the Gender Reference Group?</p>					
Global Clusters	<p>33. Have you included GEEWG in your annual work plan?</p> <p>34. Have you included GEEWG issues in your cluster guidance?</p> <p>35. Have you appointed a Senior Gender Focal Point?</p> <p>36. Have you provided any kind of guidance and capacity-building to country-level clusters on integrating GEEWG in the planning and implementation of the coordinated response effort?</p> <p>37. Have you included GEEWG considerations in your efforts to mainstream protection?</p>					
Humanitarian Coordinators	38. Have you ensured that GEEWG is reflected in all joint funding allocations?					

	<p>39. Have you ensured that GEEWG is reflected in all jointly issued TORs?</p> <p>40. Have you helped initiate a Gender Working Group that includes members of the HCT, or have you actively promoted existing Gender Working Groups?</p> <p>41. Have you allocated a Gender Adviser or a Senior Gender Focal Point, to support and enhance the capacity of the HCT?</p> <p>42. Have you established targets for gender parity in the HCT?</p>					
Humanitarian Country Teams	<p>43. Have you integrated GEEWG considerations in all rapid assessments, Joint Needs Assessments, or HNOs?</p> <p>44. Have you integrated GEEWG considerations in all Strategic Response Plans and HRPs?</p> <p>45. Have you prepared and implemented a country-specific plan on GEEWG?</p> <p>46. Are GEEWG issues a standing item on your meeting agendas?</p>					
Cluster Coordinators	<p>47. Have your needs assessments integrated gender equality considerations?</p> <p>48. Does your cluster strategy make reference to gender equality considerations?</p> <p>49. Does your work plan integrate gender equality considerations?</p> <p>50. Does your cluster have access to a gender adviser or a Senior Gender Focal Point?</p>					

	<p>51. Does your cluster work with women’s organizations on sectoral issues?</p> <p>52. Is gender equality a standing item on the agendas of your cluster meetings?</p>					
<p>Inter-Cluster Coordination Groups</p>	<p>53. Have you commissioned and coordinated joint participatory gender analysis this last year?</p> <p>54. Have you undertaken a study on the capacity of women and girls to prevent and respond to crises, to counteract the frequent exclusive focus on their vulnerabilities?</p>					

Appendix B: Logframe 1 on Standards

Logframe 1 measures in how far the standards all actors have committed to in the Policy have been addressed in joint products or actions.

	<u>Standards as per Gender Policy</u>	<u>Baseline</u>	<u>Indicator</u>	<u>Targets</u>	<u>Year</u>	<u>Source of Data</u>
<u>Programmes:</u> Analysis Design and Implementation	1. Carry out joint context-specific gender analyses, with the collection of sex and age disaggregated data (SADD), to identify the gender inequalities that lead to different power, vulnerabilities, capacities, voice and participation of diverse women, girls, men and boys, and how these intersect with other inequalities. Use the results of gender analysis to inform humanitarian action at each stage of the HPC	tbd	1.1. 100% of Humanitarian Needs Overviews (HNO) are based on solid gender analysis and sex and age disaggregated data, which identifies gender inequalities that lead to different power, vulnerabilities, capacities, voice and participation of women, girls, men and boys.	80 % 100% 100% 100% 100%	2018 2019 2020 2021 2022	Humanitarian Needs Overviews, Joint Needs Assessments, or other Reports of other joint analytical processes

	<p>2. Use both gender mainstreaming and targeted action for GEEWG in preparedness, response, and recovery. These should be rights-based and gender transformative, meet the specific needs and priorities of women, girls, and men and boys of all backgrounds, and provide them with equitable and safe access to quality assistance and protection services.</p>	<p>tbd</p>	<p>2.1. 80% of Emergency Response Preparedness Plans have consistently mainstreamed gender issues and contain at least one targeted action for GEEWG.</p>	<p>60% 80% 80% 80% 80%</p>	<p>2018 2019 2020 2021 2022</p>	<p>Strategic Response Plans</p>
	<p>3. In all sectors adopt strategies that recognize, reduce and redistribute the unpaid care and household responsibilities assigned to women and girls; that safeguard their dignity; and that enable their access to innovative technologies (including information technology)</p>	<p>tbd</p>	<p>3.1. 80% of cluster strategic/operational response plans have adopted strategies that recognize, reduce and redistribute the unpaid care and household responsibilities assigned to women and girls; that safeguard their dignity; and that enable their access to innovative technologies.</p>	<p>60% 80% 80% 80% 80%</p>	<p>2018 2019 2020 2021 2022</p>	<p>Cluster Strategic and/or Operational Response Plans</p>

	4. Support women's economic empowerment through livelihoods and employment interventions (including cash-based programmes) which are accessible and minimize risk to women and girls.	tbd	4.1. 80% of Humanitarian Response Plans provide support to women's economic empowerment through targeted livelihoods and employment interventions.	60%	2018	Humanitarian Response Plans
				80%	2019	
				80%	2020	
				80%	2021	
				80%	2022	
	5. Make specific provision for sexual and reproductive health for women and girls, as well as for men and boys.	tbd	5.1. 100% of Humanitarian Response Plans make specific provision for sexual and reproductive health for women and girls, as well as for men and boys.	80 %	2018	Humanitarian Response Plans
				100%	2019	
				100%	2020	
				100%	2021	
			100%	2022		
6. Fulfil the duty of all humanitarian actors to prevent, mitigate and respond to GBV and Sexual Exploitation and Abuse (SEA), through systematic gender mainstreaming that addresses harmful societal and institutional gender norms; supporting national policies; adhering to global initiatives such as the Call to Action on Protection from GBV	tbd	6.1. 100% of Humanitarian Response Plans and address mitigation and respond to GBV and Sexual Exploitation and abuse.	80 %	2018	Humanitarian Response Plans,	
			100%	2019		
			100%	2020		
			100%	2021		
			100%	2022		

	in Emergencies, and the Real-Time Accountability Partnership; and working with men and boys as both potential survivors and perpetrators of GBV.					
	7. Recognise the common goal of the IASC commitments on Accountability to Affected Populations/PSEA, the IASC Policy on Protection in Humanitarian Action (2016), and this Policy, and employ common strategies and plans at country level, for example the use of information and feedback mechanisms which are gender-sensitive.	0	7.1. 100% of Humanitarian Response Plans express strategies/plans for the implementation of the Accountability to Affected Populations/PSEA, the IASC Policy on the Centrality of Protection in Humanitarian Action, and the IASC Gender Policy.	80 % 100% 100% 100% 100%	2018 2019 2020 2021 2022	Humanitarian Response Plans
Participation and Leadership	8. Collaborate with local, national and regional women's rights organisations (including those working to advance WPS), LGBTI and other gender-progressive groups. Invest in their capacities to prevent,	tbd	8.1. For 80% of Humanitarian Response Plans written evidence exists that local or national women's groups have participated in the design of the plan or have commented on the plan.	60% 80% 80% 80% 80%	2018 2019 2020 2021 2022	Written communication on the drafting of the Humanitarian Response Plan

	prepare for and respond to disasters of all types, resource them financially, and protect the spaces in which they can operate, in support of localisation. Foster common platforms across these actors for the coordination of GEEWG programming. In working with private sector actors, promote IASC gender standards and policies.					
	9. Tangibly promote the meaningful and safe participation, transformative leadership, and collective action of women and girls of all backgrounds at all stages of humanitarian action, also reinforcing similar efforts in conflict prevention, peace building and state building.	tbd	9.1. In 100% of HRPs and HNOs have direct consultations of local women's organizations taken place and their inputs have been integrated.	80% 80% 80% 100% 100%	2018 2019 2020 2021 2022	HNOs and HRPs
	10. Work with men and boys in achieving the goal of gender equality and the	tbd	10.1. 100% of HNOs and HRPs have suggested the relevance of working	80% 80%	2018 2019	HNOs and HRPs

	empowerment of women and girls in humanitarian action, and in promoting positive masculinities.		with men and boys in achieving the goal of gender equality.	80%	2020	
				100%	2021	
				100%	2022	
<u>Organizational Practices to Deliver on Programme Commitments:</u>	11. Include GEEWG requirements in all formats used by IASC-led coordination and pooled funding mechanisms to apply for, and report on, funding for humanitarian action.	tbd	11.1. 80% of all IASC-led coordination and pooled funding mechanisms include GEEWG requirements	60%	2018	Financial Tracking System, IASC-led budgets, country-level joint funding mechanisms
Financial Resources				60%	2019	
				80%	2020	
				80%	2021	
				80%	2022	
Human Resources	12. Strengthen human resources for the implementation of GEEWG commitments through the following (a) deploy gender advisory expertise in all teams and IASC bodies, including surge staff, and deploy IASC GenCap advisors as necessary (b) achieve gender parity, and active and equal participation of women and men in all teams (including HCTs and clusters), as well as in summit and conference panels (c) appoint	Tbd	12.1. 80% of all IASC bodies have direct gender advisory expertise/capacity	60%	2018	IASC Secretariat
		Tbd	12.2. 50% of HCT members are female	60%	2019	IASC Secretariat
				80%	2020	
				80%	2021	
				80%	2022	
				30%	2018	
				40%	2019	
				50%	2020	
				50%	2021	
				50%	2022	

	senior Gender Focal Points for programme support, and Gender Champions for leadership (d) where appropriate, establish and resource Gender Reference/Working Groups and (e) transform discriminatory attitudes amongst personnel at all levels, and strengthen their capacity for GEEWG programming through inspiring and innovative staff development initiatives.	tbd	12.3. 100% of HCTs consult with a Gender Reference / Working Group at country level	80% 80% 100% 100% 100%	2018 2019 2020 2021 2022	IASC Secretariat / OCHA
Monitoring & Evaluation	13. Use M&E systems and indicators able to measure quality, progress and impacts on GEEWG (including the IASC Gender Marker), and build evidence and report systematically on what works to achieve GEEWG in humanitarian action.	Tbd	2. 13.1 100% of all M&E systems of all HCT members contain indicators allowing to measure quality, progress and impacts on GEEWG	60% 60% 80% 80% 100%	2018 2019 2020 2021 2022	Logframes of all HCT members at country level
	14. Use job descriptions, terms of reference and performance reviews to create	tbd	3. 14.1. 80% of all job descriptions, TOR and performance reviews of all HCT members	60% 60%	2018 2019	Job descriptions, TOR and performance reviews of HCT

	ownership towards GEEWG outcomes, encourage progress, and hold personnel accountable at all levels.		make reference to GEEWG outcomes	80%	2020	members at country level
				80%	2021	
				80%	2022	

Appendix C: Logframe 2 on Roles And Responsibilities

Logframe 2 measures in how far IASC Bodies have fulfilled their roles and responsibilities defined in the Policy

Bodies	Roles and Responsibilities as per Gender Policy	Baseline	Indicator	Targets	Year	Sources of Data
IASC Principals	15. Direct the implementation of the Policy in all aspects of the IASC's work	Tbd	15.1. 100% of relevant strategic and policy decisions made by Principals have included gender analysis or gender specific outcomes	80%	2018	Strategies and Policies adopted by the IASC Principals
				80%	2019	
				100%	2020	
				100%	2021	
				100%	2022	
	16. Be accountable for the implementation of the Policy by IASC bodies and member agencies	0	16.1. 100% of work programmes for the IASC WG, EDG and Peer to Peer Support endorsed by the Principals reflect their Gender Policy Roles and Responsibilities.	80%	2018	Officially endorsed IASC Work Plans of WG, EDG and Peer to Peer Support
				80%	2019	
				100%	2020	
				100%	2021	
				100%	2022	
IASC Working Group, EDG	17. Communicate and champion the Gender Policy and its	0	17.1. 80% of relevant IASC policies, directives and operational guidance	60%	2018	Published IASC outputs
				60%	2019	

and Peer to Peer Support	Accountability Framework to all IASC bodies and member agencies and hold them accountable for implementation		documents – as signed off by the Working Groups or EDG - are consistent with the policy commitments to gender equality programming and – where relevant - include gender analysis and strategies to include women and girls	80%	2020		
				80%	2021		
				80%	2022		
	18. Integrate GEEWG as a primary focus in all IASC work, and consistently articulate the relevant commitments from this Policy in all IASC policies, directives, operational guidance and other products, ensuring alignment of gender positions and definitions	0	18.1. 80% of relevant IASC operational guidance documents include all standards as per Gender Policy	60%	2018		IASC Operational Guidance Documents
				60%	2019		
				80%	2020		
				80%	2021		
				80%	2022		
	19. Articulate commitments to gender equality within each strategic priority in the WG's annual work plan.	0	19.1. 3 out of 4 strategic priorities in the WG's annual work plan articulate measurable gender outcomes	3	2018		Annual work plan of WG
				3	2019		
				3	2020		
				3	2021		
				3	2022		
20. Advocated for adequate levels of humanitarian financing to fully resource GEEWG programming,	Tbd	20.1. In at least 6 documents or at least at 6 occasions advocacy for	4	2018	Documentation from WG and EDG in regards to advocacy for financing		
			4	2019			

	including support to women's rights organisations		adequate levels of humanitarian financing to fully resource GEEWG has taken place.	5	2020	
				6	2021	
				6	2022	
	21. Address relevant gender policy commitments in the TORs of the Operational Peer Reviews, Peer to Peer support missions, and other support initiatives	Tbd	21.1. 100% of the TORs for Operational Peer Reviews and Peer to Peer Missions address relevant gender policy commitments	80%	2018	TORs or Operational Peer Reviews and Peer to Peer Missions
				80%	2019	
				100%	2020	
				100%	2021	
				100%	2022	
	22. Reflect commitments to GEEWG in the TOR, job descriptions and performance reviews of Humanitarian Coordinators (HCs), and in all guidance for Humanitarian Country Teams (HCTs)	Tbd	22.1. 100% of TOR for HCs reflect commitments to GEEWG	100%	2018	TORs for HCs
				100%	2019	
				100%	2020	
				100%	2021	
				100%	2022	
	23. Make GEEWG a standing item in all WG and EDG meetings.	Tbd	23.1. 100% of WG and EDG meetings have GEEWG issues on their agenda	60%	2018	Agendas and minutes of WG and EDG meetings
				80%	2019	
				100%	2020	
				100%	2021	

				100%	2022	
Gender Reference Group	24. Lead the systematic dissemination of this Policy throughout the IASC and champion its adoption on an on-going basis	0	1. 23.1. 100% of IASC Bodies have had clear communication from the GRG on the Gender Policy	100%	2018	Annual Reports of IASC Bodies
	25. Support all IASC bodies on GEEWG programming, based on agreed tasks and clear ways of working	tbd	2. 24.1. 80% of IASC subsidiary bodies engage directly with the GRG on their work-plan output.	50%	2018	Annual reports of subsidiary bodies
				60%	2019	
				80%	2020	
				80%	2021	
	26. Facilitate dialogue between humanitarian bodies and global women's rights organisations and networks, within the UN system and beyond, also as a way of tracking relevant trends and emerging issues	tbd	26.1. 3 Gender Reference Group hosted side-events at global humanitarian themed events in which the GRG facilitated dialogue between humanitarian actors and women's and youth organizations	2	2018	GRG annual reports
3				2019		
3				2020		
3				2021		
Other Subsidiary Bodies	27. Make specific reference to GEEWG in policies, operational guidance, TORs, objectives and annual work plans	tbd	26.1. 80% of annual work plans of subsidiary bodies make specific reference to measurable GEEWG activities.	60%	2018	Endorsed subsidiary body annual work plans
				60%	2019	
				80%	2020	

				80%	2021	Subsidiary bodies
				80%	2022	
	28. Nominate a gender specialist or a senior Gender Focal Point, to support the integration of GEEWG in the work of teams, with clear ways of coordinating with the GRG		28.1. 80% of subsidiary bodies have nominated a senior Gender Focal Point, who is in contact with the GRG	60%	2018	
				60%	2019	
				80%	2020	
				80%	2021	
				80%	2022	
				80%	2022	
Global Clusters	29. Include GEEWG in annual work plans and cluster guidance with the support of a senior Gender Focal Point, liaise with the GRG, and maintain links with global women's rights organisations and networks on sectoral issues	Tbd	28.1. 9 Global Clusters have nominated a senior Gender Focal Point, who is in contact with the GRG.	7	2018	Global cluster leads
				9	2019	
				9	2020	
				9	2021	
				9	2022	
		Tbd	28.2. annual work plans have included measurable and evidence-based GEEWG activities	7	2018	Global cluster annual work plans
				9	2019	
				9	2020	
				9	2021	
				9	2022	

	30. Strengthen the capacities of global cluster members and working groups to incorporate GEEWG in programmes, including in Harmonised Training Packages and Modules which should be regularly audited for gender content	Tbd	29.1. At least 1 Harmonized Training Package / Module for the members of each global cluster contains gender content	1	2018	Training packages and modules for global cluster members
				1	2019	
				1	2020	
				1	2021	
				1	2022	
	31. Provide guidance and capacity-building to country level clusters on integrating GEEWG throughout the planning and implementation of the coordinated response effort	Tbd	30.1. At least 1 guidance document to country level clusters demonstrates how to integrate GEEWG throughout planning or implementation of the coordinated response effort	1	2018	Cluster guidance documents
				1	2019	
				1	2020	
				1	2021	
				1	2022	
	32. All clusters to include GEEWG considerations in their efforts to mainstream protection	tbd	30.2. 100% of cluster activities mainstream GEEWG considerations	60%	2018	Cluster documentation
				80%	2019	
80%				2020		
100%				2021		
100%				2022		

Humanitarian Coordinators (field level)	31. Demonstrate leadership on GEEWG in all aspects of humanitarian action, in both cluster and HCT activities, including in JDs, TORs, performance evaluations, and funding allocations	Tbd	32.1. 100 % of Humanitarian Needs Overviews are based on gender analysis (including SADD), and Humanitarian Response Plans make recommendations on the gender issues outlined in the HNO.	80%	2018	HNOs/HRPs
				80%	2019	
				100%	2020	
				100%	2021	
				100%	2022	
	32. Establish and support a Gender Reference/Working Group, with sufficient gender expertise and resources, to promote mutual learning and collaboration across HCTs and clusters	Tbd	32.1. 100% of countries with HCs have a functioning Gender Reference/Working Group, which meets on a regular basis	80%	2018	OCHA
				80%	2019	
				100%	2020	
				100%	2021	
				100%	2022	
	33. Allocate a gender advisor, or appoint a senior Gender Focal Point, to support and enhance the capacity of HCTs	Tbd	33.1. 100% of HCTs have an allocated Gender Advisor or senior Gender Focal Point to support and enhance the capacity of HCTs	60%	2018	OCHA
				80%	2019	
				100%	2020	
				100%	2021	
				100%	2022	
	34. Establish targets for gender parity in HCTs and other operational teams, particularly in surge teams	tbd	34.1. 100% of HCTs have established targets for gender parity in the HCT	60%	2018	OCHA
			80%	2019		
			100%	2020		
			100%	2021		

				100%	2022	
Humanitarian Country Teams (field level)	35. Integrate GEEWG considerations in the Multi-cluster Initial Rapid Assessment, Joint Needs Assessment, Humanitarian Needs Overview, Strategic Response Plan, Humanitarian Response Plan and appeals, with appropriate budgets. For this purpose, prepare, implement and monitor a country-specific plan on GEEWG.	0	35.1. 80% of HCTs have prepared and implemented a plan on GEEWG	60%	2018	OCHA
				60%	2019	
				80%	2020	
				80%	2021	
				80%	2022	
	36. Include strategic gender issues in HCT advocacy and communication materials, as well as in the agenda of their meetings and other humanitarian coordination fora	tbd	36.1. 80% of HCT meetings have gender issues on their agenda	60%	2018	Minutes of HCT meetings, OCHA
				60%	2019	
				80%	2020	
				80%	2021	
				80%	2022	
Cluster Coordinators (field level)	37. Fully integrate gender equality considerations in	Tbd	32.1. 80% of cluster strategies and work plans have integrated	60%	2018	Country cluster strategies and annual work plans
				60%	2019	

	all cluster strategies, work plans, needs assessments, planning, implementation, and monitoring and evaluation, on the basis of the collection and analysis of SADD		gender equality considerations.	80%	2020	
				80%	2021	
				80%	2022	
	38. Ensure access to sufficient gender expertise by designating a gender advisor or senior Gender Focal Point, and by collaborating with women's rights organisations on sectoral issues	Tbd	32.1. 10 clusters at country level have a designated gender advisor or senior gender focal point	8	2018	Cluster coordinators, OCHA
				9	2019	
				10	2020	
				10	2021	
				10	2022	
	39. Make gender a standing item at cluster meetings	tbd	39.1. In 80% of cluster meetings gender issues were on the agenda and have been discussed	60%	2018	Agendas and minutes of cluster meetings at country level
				70%	2019	
				80%	2020	
				80%	2021	
				80%	2022	
Inter-Cluster Coordination Groups (field level)	40. Commission and coordinate joint participatory gender analysis, to inform planning and implementation by all clusters and partners at all levels	tbd	32.1. One joint gender analysis has been implemented per year	0	2018	OCHA
				1	2019	
				1	2020	
				1	2021	

	41. Undertake studies on the capacities of women and girls to prevent and respond to crises, to counteract the frequent exclusive focus on their vulnerabilities		41.1. One piece of analytical work biannually covering the capacities of women and girls to prevent and respond to crises, to counteract the frequent exclusive focus on their vulnerabilities	1 1 1	2022 2019 2021	OCHA
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