



GenCap

IASC Gender Standby Capacity Project

Different Needs, Equal Opportunities: *Women, Girls, Boys and Men in the Humanitarian Program Cycle (HPC)*

Note: *this guidance document was prepared based on initial guidance on the HPC cycle. This document will be revised when revised/more detailed guidance on the HPC process is released.*



Background to the HPC

The Humanitarian Program Cycle (HPC) is a coordinated series of actions undertaken to help prepare for, manage and deliver humanitarian response. It consists of five elements: needs assessment and analysis; strategic response planning; resource mobilization; implementation and monitoring, and operational review and evaluation.

The HPC is not new, but the articulation of each element as distinct processes with separate products and time frames is a change from the Consolidated Appeal Process. The intention is to ensure each phase of the process gets the attention, quality and support it deserves, while also making sure that they are properly sequenced and inter-connected on a new and expanded timeframe (Humanitarian Programme Cycle Reference Module, OCHA, 2013).

Overview of gender in humanitarian action

Delivering humanitarian response that meets the needs of women, girls, boys and men remains a priority for all UN Agencies and their partners. This document provides a checklist of essential actions for ensuring equitable participation and fair distribution of aid at each stage of the Humanitarian Program Cycle (HPC). Attention to gender in humanitarian action is vital because:

- Crises have different impacts on different groups:
 - Indonesian tsunami mortality (2004): For every man killed, four women were killed. ♀♀♀♀:♂
 - Tsunami mortality by age (2004): More than 50% of deaths were among people over 70 years or under 9 years.
- Women, girls, boys and men all have different experiences, needs, abilities and priorities in a crisis: good programming will identify and respond to these.
 - Attending school (Somalia, 2011): Three boys were in school for every girl. ♂♂♂:♀
 - Receiving enough food (Pakistan, 2009): Twice as many men surveyed reported that they were receiving enough food. ♂♂:♀
 - Possessing house-building skills (Uganda IDP camps, 2004): Nine men were able to construct their own shelter, for every one woman. ♂♂♂♂♂♂♂♂♂:♀
- Failure to consider differences results in poor humanitarian response.
- Enabling the equal enjoyment of human rights by women, girls, boys and men requires a more level playing field. There is a direct correlation between inequality and vulnerability.
- Humanitarian action that improves the social and economic situation of women – who make up the vast majority of the poor worldwide -- increases resilience, reduces poverty and disparities, and contributes to national development.

The Humanitarian Needs Overview

The Humanitarian Needs Overview (HNO) is a comprehensive stand-alone analysis of the crisis and associated needs, as well as a prioritization of needs. Prepared in advance of the Strategic Response Plan, it is the result of coordinated and harmonized assessments and joint analysis by all humanitarian actors (Humanitarian Needs Overview Guidance, OCHA, 2013).

Assessment

Minimum requirements for gathering representative and inclusive needs information include:

- Collect information from both women and men, of different ages and social groups: their opinions and priorities will differ.
- Interview women separately from men; responses are significantly more accurate and meaningful in single sex groups.
- Aim for gender-balance on assessment teams: member perceptions and access to beneficiaries will differ. Women should interview women.
- Take into account the more limited time and mobility of certain groups when asking for their participation. Workloads, domestic roles, physical ability, and childcare must be factored in when planning for inclusion.

Analysis

- Identify the different dimensions of the crisis faced by women, men, girls, and boys such as:
 - Which groups are affected? How are they affected?
 - Who needs protection and how?
 - Who has access to what (income, assets, livelihoods resources, information)?
 - Who owns what? Who has lost what?
 - Who faces barriers in accessing services? What are those barriers?
 - What skills/capacities does each group have (roles, activities, training, paid and unpaid roles)?
 - Do women and men participate equally in decision-making?

These differences form the basis for men's and women's differing perceptions of short and long term needs and priorities.

- Use existing datasets to inform analysis of social and economic conditions for women and men. National data, the Demographic Health Survey (DHS), UNDP Gender Inequality Index, OECD SIGI (Social Institutions and Gender Index), World Bank, and UNWomen Country Profiles all provide valuable comparative information about livelihoods, incomes, representation, legal status, education and more.
- Avoid preconceptions and stereotypes. For example, in many countries more than 30% of households are headed by women, and many are the primary earners in two-adult households. The concept of "head of household" may not be a valid or useful term.
- Where applicable, try to consider the different situations of women, girls, boys and men when using the HNO Prioritization Tool.

A HNO informs the design of the project and must involve women and men actively in the decision making and design phase of the project. Proposed activities need to be regularly reviewed to ensure they meet the needs of all target groups, and are satisfied that security and protection issues are adequately addressed. A HNO has "mainstreamed gender" when the circumstances and needs of different groups are described in the assessment, and their implications for programming and prioritization are subsequently discussed in the analysis. A HNO that lumps all people together without identifying and addressing the different situations of males and females is considered "gender-blind".

Strategic Planning

In the second phase of the HPC, the Strategic Response Plan (SRP) builds on the needs analysis to develop meaningful and measurable objectives. The SRP has two parts: a country strategy and cluster/sector activities. The country strategy guides the development of cluster/sector activities, which are budgeted to derive the total cost of the SRP (Humanitarian Programme Cycle Reference Module, OCHA, 2013).

Key questions that should be answered in a good strategic response plan:

- Do the context and situation analysis reflect different issues and priorities facing men and women?
- Does the narrative make clear whether it is women, girls, boys or men who are being discussed? Avoid terms that hide different roles and needs within a group, e.g. 'affected people', 'pastoralists', 'vulnerable groups', 'children'.
- Are the activities and indicators disaggregated by sex to show target proportions of men and women who will benefit, and how they will benefit?
- Are output measures specific enough to tell us which group actually benefits?
- Are the proposed activities logically derived from the identified needs and analysis?
- Does the strategy commit all partners to applying the IASC Gender Marker at the project design stage to ensure activities meet needs equitably and promote gender equality?
- Does the strategy require collection of sex- and age-disaggregated data, and its analysis for comparison of male-female differences?¹
- Were women and men actively involved in designing the project and in decision-making? What were their respective roles?
- Will activities regularly be reviewed to see if they are meeting the needs of all target groups?
- Are all groups satisfied that security and protection issues are adequately addressed?

Resource Mobilization

OCHA HQ will consolidate an overview of all strategic plans for advocacy and fundraising.

- Donors will likely continue to prioritize humanitarian programs with visible commitments to gender equality.
- Projects with high Gender Marker codes will continue to be most likely to attract funding.
- The IASC Gender Marker is a self-applied 0-2 coding system that checks the extent to which gender equality has been integrated into project design. It recognizes that differences between women, men, boys and girls need to be described and logically connected through three key sections of a proposal --- the situation/needs analysis, the activities, and outcomes. When this is done, a project is much more likely to equitably meet the different needs of men, women, boys and girls, and contribute to greater equality.
- The Gender Marker remains a mandatory tool for checking project design. Several UN Agencies and Clusters have formally committed to achieving 100% gender responsive projects ("Code 2" (a or b)) in 2014 for activities in their sector.

Country level response monitoring

¹The purpose of collecting and analysing sex-disaggregated data is to allow male-female differences to be quantified and compared as ratios, percentages, % share of a total, or gender gaps. Program activities can then be designed to close gaps and improve gender equality.

In the HPC, a response monitoring framework will be developed per country to collect data at input, output, and outcome levels based on objectives and indicators/targets included in the strategic response plan (Humanitarian Programme Cycle Reference Module, 2013).

Good programming requires a logical link between the needs analysis, the respective activities designed for women, girls, boys and men and the indicators being tracked. Gender issues in program implementation are mainly about who does what and how they do it:

- Is there an appropriate ratio of male and female project staff?
- Have there been equal consultation, participation, and balance in leadership roles throughout the process?
- Do different groups appear to benefit equally from assistance?
- Are activities planned so as to overcome constraints to women participating?
- What special efforts are being made to ensure equitable employment and training of disaster-affected women?
- Are both women and men kept informed of progress and decisions?
- Does project-level financial tracking enable comparison of aid resources directed to men, and aid resources directed to women?

Monitoring

Whenever a response is directed to a particular target group such as 'IDPs', 'households', or 'pastoralists' it will have different impacts on men and women. These must be separately addressed and examined.

Key monitoring questions include:

- Were women and men actively involved in designing the project and in decision-making? What were their respective roles?
- Are planned activities and targets sex-disaggregated (proportions of participating women, girls, boys, men) so that the different impacts of the project can be tracked?
- Are activities regularly reviewed to see if they are meeting the needs of all target groups?
- Are output measures specific enough to tell us which group actually benefits?
- Are all groups satisfied that security and protection issues are adequately addressed?

Operational review and evaluation

Remedial and forward-looking inter-agency peer reviews will be used to inform the HC and HCT of the need to adjust or improve the humanitarian response (Humanitarian Programme Cycle Reference Module, 2013).

This phase provides a further opportunity to make sure activities benefit women, girls, boys and men as planned, and contribute to greater equality. In addition to the implementation and monitoring questions, peer review should examine:

- To what extent was the project designed and analyzed for specific benefits to men, women, girls and boys of different ages? Are appropriate indicators being used to track and compare progress?
- How has the response affected men's and women's situations? Consider employment, income, food security, asset ownership, workload, health, safety and protection, access to resources and services, participation, leadership, mobility, social status.

- Was a commitment to gender mainstreaming or to advancing gender equality specifically anchored in the program strategy? Should this be strengthened?
- Were any unintentional impacts on a particular group observed? What steps were taken to compensate for these?
- Do the original Gender Marker codes appear to be justified? Are the activities and benefits for men, women, girls, boys clearly meeting their originally identified needs?
- To what extent was the humanitarian intervention linked to longer-term initiatives designed to increase the resilience of specific groups?
- What is the ratio of direct benefits to men (\$\$) compared to benefits received by women? What steps were taken to correct if necessary?

Additional Resources

Additional resources for ensuring humanitarian action addresses the different needs of different groups are available in four languages at:

The humanitarian response website:

<http://www.humanitarianresponse.info/themes/gender>

All humanitarian staff are encouraged to take the E-learning course "Different Needs, Equal Opportunities: Increasing Effectiveness of Humanitarian Action for Women, Girls, Boys and Men", at <http://www.humanitarianresponse.info/themes/gender/training>

In country Gender Capacity Advisers are available for support in all gender related issues, including support to the HPC process. For countries with no Gender Capacity Adviser, please contact a Global Gender Capacity Adviser for assistance. A list of all Gender Capacity Advisers and their contact details can be found on the humanitarian response website.

<http://www.humanitarianresponse.info/themes/gencap/where-we-are>