

Early recovery



This chapter explains how to integrate gender equality into early recovery programming, and provides information on why it is important to incorporate gender equality in early recovery as well as key standards and resources for future reference.

The chapter begins with an overall checklist which explains key actions which need to be carried out at each stage of the Humanitarian Programme Cycle (HPC) for an early recovery programme. After this checklist, you can find more detail on how to undertake gender equality programming in each phase of the HPC. This includes practical information on how to carry out a

gender analysis, how to use the gender analysis from the design through to implementation, monitoring and review and how to incorporate key approaches of coordination, participation, GBV prevention and mitigation, gender-adapted assistance and a transformative approach into each phase. Relevant examples from the field are used to illustrate what this can look like in practice.

Why is it important to incorporate gender equality in early recovery programming?

Identifying opportunities for the early recovery of affected populations creates the foundation for sustainable development over the longer term. Early recovery programmes address such issues as livelihoods, food security, governance and basic services and infrastructure (including shelter, health, education, water and sanitation). The ability of women, girls, men and boys to recover quickly and completely from a humanitarian crisis varies greatly.

Furthermore, early recovery presents an important opportunity to draw on the way that crises can radically affect social, cultural, and political structures and challenge discriminatory gender norms and unequal power relations. Early recovery strategies should aim to build back in a way that promotes gender equality and women's rights and greater resilience to crises.

Effectively integrating gender equality into early recovery programming will achieve the following goals:

- **Address structural inequalities and promote women's rights.** This can include action to support inclusive elections and quotas for women's participation within peacebuilding and governance institutions.

- **Strengthen governance.** Early recovery operations that provide capacity-development opportunities to women on leadership and conflict resolution empower them as individuals and help them effectively manage community conflicts. Collaboration with affected women, girls, men and boys is important as part of processes to strengthen the rule of law, further peace and reconciliation and foster social cohesion and community stability.

- **Build capacity and resilience.** This can include building and strengthening resilience of women, girls, men and boys by working together to set up youth or women's groups and through helping local and national-level government officials helps to restore normal pre-crisis functions in ways which support women's rights.

- **Promote inclusion.** Engaging different women, girls, men and boys of all ages, persons with disabilities, ethnic minorities and other groups in planning, implementation and monitoring of recovery actions will ensure ownership of the early recovery process.

Integrating gender equality and early recovery in the Humanitarian Programme Cycle

This section outlines the necessary actions front-line humanitarian actors such as United Nations agencies, local and international NGOs and government agencies need to take to promote gender equality in early recovery at each stage of the HPC.

KEY GENDER EQUALITY ACTIONS FOR EARLY RECOVERY PROGRAMMING AT EACH STAGE OF THE HUMANITARIAN PROGRAMME CYCLE

1 Needs assessment and analysis

- Collect and analyse sex-, age- and disability-disaggregated data on needs, priorities and capabilities relating to early recovery.
- Conduct a gender analysis as part of early recovery needs assessments and analyse the findings.

2 Strategic planning

- Integrate gender equality into early recovery programme design for the response, utilizing the findings from the gender analysis and other preparedness data.
- Ensure a demonstrable and logical link between the gender-specific needs identified for the early recovery sector, project activities and tracked outcomes.
- Apply gender markers to early recovery programme designs for the response.

3 Resource mobilization

- Apply gender markers to early recovery programmes in the response.
- Include information and key messages on gender and the early recovery sector for inclusion in the initial assessment reports to influence funding priorities.
- Report regularly on resource gaps on gender within the early recovery sector to donors and other humanitarian stakeholders.

4 Implementation and monitoring

- Implement early recovery programmes which integrate gender equality and inform women, girls, men and boys of the available resources and how to influence the project.
- Develop and maintain feedback mechanisms for women, girls, men and boys as part of early recovery projects.
- Apply gender markers to early recovery programmes in the response.
- Monitor the access to early recovery assistance by women, girls, men and boys and develop indicators designed to measure change for women, girls, men and boys based on the assessed gaps and dynamics.

5 Gender operational peer review and evaluation

- Review projects within early recovery sector and response plans. Assess which women, girls, men and boys were effectively reached and which were not and why
- Share good practices around usage of gender markers and address gaps.

1 Needs assessment and analysis

Gender analysis takes place at the assessment phase and should continue through to the monitoring and evaluation phase with information collected throughout the programme cycle. The rapid gender analysis tool in section B, pages 30–39 provides a step-by-step guide on how to do a gender analysis at any stage of an emergency.

When collecting information for the early recovery sector, the analysis questions should seek to understand the impact of the crisis on women, girls, men and boys. Standard early recovery assessments can be adapted to put greater emphasis on gender and the particular experiences, needs, rights and risks facing women, girls, men and boys, LGBTI individuals, people with disabilities, people of different ages and ethnicities and other aspects of diversity. The assessment should ask questions about the needs, roles and dynamics of women, girls, men and boys in relation to the early recovery sector and how the other dimensions of diversity (e.g., disability, sexual orientation, gender identity, caste, religion) intersect with them. Ensure that these align with good practices and key standards on coordination, women's participation and GBV prevention and mitigation as per the table on pages 154–155 on “Key approaches and standards for needs assessment and analysis in early recovery programming”.

Sex- and age-disaggregated data (SADD) are a core component of any gender analysis and essential for monitoring and measuring outcomes. To be effective, SADD must be both collected and analysed to inform programming. In circumstances where collection of SADD is difficult, estimates can be provided based on national and international statistics, data gathered by other humanitarian and development actors, or through small

sample surveys. When SADD are not available or very outdated, there are methods can be used to calculate it (see section B, page 43). For the early recovery sector, it is important to gather data disaggregated by number of males and females aged 0–5 years, 6–11 years, 12–17 years, 18–25 years, 26–39 years, 40–59 years and 60+ years to truly understand the local context and existing recovery capacities. Ensure the availability of SADD for key indicators on labour force participation, unemployment, representation in decision-making mechanisms, benefits received (monetary equivalent), damages and losses due to crisis, etc. (see more on SADD in section B, pages 40–43). In addition to using SADD, depending on the context, it can be important to disaggregate the data based on other diversity factors, such as ability, ethnicity, language spoken, level of income or education.

The following table summarizes the key moments during an emergency response where gender analysis should be carried out and what kind of deliverables should be produced. These should be produced at the level of the cluster (with the cluster lead accountable) and/or individual agency (with the emergency response coordinator accountable).

KEY ASSESSMENT TOOLS:

- Early Recovery Cluster. Early Recovery Gender Marker Kit. 2010. <https://tinyurl.com/y8fxy6re>
- IASC. IASC Gender Marker Early Recovery Tip Sheet. 2016. <https://tinyurl.com/y9p2qnd5>

KEY ACTIVITIES FOR GENDER ANALYSIS DURING A HUMANITARIAN RESPONSE

TIMEFRAME	ACTIVITY	DELIVERABLE
Preparedness	Develop gender snapshot/overview for the country; review pre-existing gender analysis from NGOs, the Government and United Nations agencies	Snapshot (6 pager) https://tinyurl.com/yowk3r7z Infographic
First week of a rapid-onset emergency	Review of gender snapshot prepared before the emergency and edited as necessary. Circulate to all emergency response staff for induction. Identify opportunities for coordination with existing organizations working on gender issues. Carry out a rapid gender analysis, which can be sectoral or multisectoral, integrating key questions for the early recovery sector (see later on in this chapter for examples). Conduct sectoral or multisectoral rapid analysis and consult organizations relevant to the sector.	Briefing note (2 pager) identifying strategic entry points for linking humanitarian programming to existing gender equality programming https://tinyurl.com/yao5d8vs Map and contact details of organizations working on gender in the country Rapid gender analysis report https://tinyurl.com/y9fx5r3s
3 to 4 weeks after the rapid analysis	Carry out a sectoral gender analysis adapting existing needs analysis tools and using the types of questions suggested later on in this chapter. Carry out a gender-specific analysis of data collected in the needs assessment.	Sectoral gender analysis report https://tinyurl.com/y9xt5h4n

TIMEFRAME	ACTIVITY	DELIVERABLE
2 to 3 months after the start of the emergency response	Identify opportunities for an integrated comprehensive gender analysis building on pre-existing gender partnerships. Ensure there is a baseline that captures SADD, access to humanitarian assistance, assets and resources and level of political participation. Analyse the impact of the crisis, changes in ownership patterns, decision-making power, production and reproduction and other issues relating to the sector. Use the gender analysis inputs to inform planning, monitoring and evaluation frameworks including M&E plans, baselines and post-distribution monitoring. Carry out an analysis of internal gender capacities of staff (identify training needs, level of confidence in promoting gender equality, level of knowledge, identified gender skills).	Concrete questions into (potentially ICT-enhanced) questionnaire. Comprehensive gender assessment report https://tinyurl.com/ybyerydk and https://tinyurl.com/ybsqzvzj Inputs to planning, monitoring and evaluation-related documents 1-page questionnaire Survey report Capacity-strengthening plan
6 months after the response (assuming it is a large-scale response with a year-long timeline)	Conduct a gender audit/review of how the humanitarian response is utilizing the gender analysis in the programme, campaigns and internal practices. The report will feed into a gender learning review half way through the response.	Gender equality review report with an executive summary, key findings and recommendations.
1 year or more after the humanitarian response	Conduct an outcome review of the response looking at the response performance on gender equality programming. This needs to be budgeted at the beginning of the response. The report is to be shared in the response evaluation workshop and to be published.	Gender equality outcome evaluation with an executive summary, findings and recommendations. https://tinyurl.com/p5rqgut

Sources for a gender analysis include census data, Demographic and Health Surveys, gender analysis reports, humanitarian assessment reports, protection and GBV sector reports, as well as gender country profiles such as those produced by UNDP, DRC and others. These should be supplemented with participatory data collection from everyone affected by the crisis and/or the programme such as through surveys, interviews, community discussions, focus group discussions, transect walks and storytelling.

THE GENDER ANALYSIS FOR EARLY RECOVERY SHOULD ASSESS:

- **Population demographics.** What was the demographic profile of the population disaggregated by sex and age *before the crisis*? And what has changed since the crisis or programme began? Look at the number of households and average family size, number of single- and child-headed households by sex and age, number of people by age and sex with specific needs, number of pregnant and lactating women. Are there polygamous family structures? Are there ethnic minorities?
- **Gender roles.** What were the roles of women, girls, men and boy before the crisis? How have the roles of women, girls, men and boys changed since the onset of the crisis? What are the new roles of women, girls, men and boys and how do they interact? How much time do these roles require?
- **Decision-making structures.** What structures was the community using to make decisions before the crisis and what are these now? Who participates in decision-making spaces? Do women and men have an equal voice? How do adolescent girls and boys participate? Do all LGBTI individuals have access to these structures?
- **Protection.** What protection risks did specific groups of women, girls, men and boys face before the crisis? What information is available about protection risks since the crisis began or the programme started? How do legal frameworks affect gender and protection needs and access to justice?

• Gendered needs, capacities and aspirations.

What are the early recovery-related needs, capacities and aspirations of women, girls, men and boys in the affected population and/or programme? This should include an assessment of people's previous economic opportunities and barriers to formal employment or assets such as land as well as their capacity to engage in political processes, including peacebuilding.

POSSIBLE QUESTIONS FOR A GENDER ANALYSIS SPECIFIC TO EARLY RECOVERY INCLUDE:

- How does the crisis affect women and men in different age groups regarding access to markets, paid work and vocational training? How has the crisis affected access to health care and food and fuel services? How has it impacted leadership opportunities for women and men in cultural, community and social networks and local governance?
- What concerns do women, girls, men and boys now have related to rebuilding their lives? What coping mechanisms are women, girls, men and boys using?
- What measures are used to ensure that equitable numbers of women and men are able to fully access early recovery activities?
- Do cultural norms enable women and men to participate equally in decision making in their homes and communities?
- Are certain barriers inhibiting women's, girl's, boy's and men's access to: livelihoods and income recovery, social services, reintegration, shelter, land and property? Do customs and laws on labour, land, property and inheritance grant women and men equal rights? What more can be done to ensure they can participate meaningfully in local governance and sustainable recovery efforts in their communities?
- What is the Government's capacity and commitment to advance gender equality?
- What gender equality expertise and gender responsive programming exists in civil society? How can this be built on or enrich early recovery programming?



KEY APPROACHES AND STANDARDS FOR NEEDS ASSESSMENT AND ANALYSIS IN EARLY RECOVERY PROGRAMMING

Coordination

GOOD PRACTICE

- » Work with women's rights and LGBTI organizations and inter-agency/intersectoral gender working groups (if established) to understand what approaches and solutions other agencies are adopting to provide gender equality early recovery programming.

BE AWARE!

- » Be aware of possible biases in information collection and analysis. For instance, if women were not consulted, the identified priorities do not reflect the needs and priorities of the whole community.

Participation

GOOD PRACTICE

- » Ensure an equal balance of women and men on the early recovery assessment team to ensure access to women, girls, men and boys. Where feasible, include a gender specialist and protection/GBV specialist as part of the team.
- » Look for particular expertise or training by local LGBTI groups where possible to inform the analysis of these groups particular needs relating to early recovery.
- » Undertake a participatory assessment with women, girls, men and boys. Set up separate focus group discussions and match the sex of humanitarian staff to the sex of the beneficiaries consulted to better identify their capacities and priorities. This approach facilitates a clearer understanding of the differing levels of the beneficiaries consulted to better identify their needs, capacities and priorities relating to early recovery.
- » Adopt community-based approaches building on existing community structures to motivate the participation of women, girls, men and boys in the response.
- » Ensure access to childcare to enable the participation of women and girls, who often carry responsibility for care work, throughout the programme cycle.

BE AWARE!

- » Advertise meetings through accessible media for those with disabilities, low literacy and from linguistic minority groups. Engage female and male translators to assist beneficiaries.
- » Be mindful of barriers and commitments (childcare, risk of backlash, ease of movement, government ban of open LGBTI population in some cultures, etc.) that can hinder the safe participation of women, girls and LGBTI individuals in community forums.
- » Where women, girls, men and boys participate in mixed groups, address any barriers that stem from gender norms such as men's voices carrying more weight.
- » Ensure meeting spaces are safe and accessible for all. Where women's voices cannot be heard, look for other ways to get their opinions and feedback.
- » In some contexts, it may be necessary to negotiate with community leaders prior to talking with women community members in order to avoid backlash.

GBV prevention and mitigation

GOOD PRACTICE

- » Use this handbook together with the IASC Guidelines for Integrating Gender-Based Violence Interventions in Humanitarian Action.
- » Train staff on how to refer people to GBV services.

BE AWARE!

- » Don't collect information about specific incidents of GBV or prevalence rates without assistance from GBV specialists.
- » Be careful not to probe too deeply into culturally sensitive or taboo topics (e.g., gender equality, reproductive health, sexual norms and behaviours, etc.) unless relevant experts are part of the assessment team. Always be aware of the ethical guidelines in social research when directly collecting information from vulnerable groups and others.

Gender-adapted assistance

GOOD PRACTICE

- » Identify groups with the greatest early recovery support needs, disaggregated by sex and age.
- » Assess the barriers to equitable access to early recovery programmes/services, disaggregated by sex and age and other diversity factors.

BE AWARE!

- » To identify the differentiated needs of women, girls, men and boys, be aware of potential barriers to their participation in the needs assessment (see participation section on previous page for further advice on this).

Transformative approach

GOOD PRACTICE

- » Identify opportunities to challenge structural inequalities between women and men, and to promote women's leadership in early recovery programmes.
- » Invest in targeted action to promote women's leadership, LGBTI rights and reduction of GBV.

BE AWARE!

- » Ensure that any negative effects of actions within the early recovery programme that challenge gender norms are analysed in order to mitigate them and to ensure the programme upholds the "do no harm" principle (see section B, page 88 for more information on this concept).

2 Strategic planning

Once the needs and vulnerabilities of all members of the crisis-affected population have been identified during the needs assessment and analysis phase of the HPC, this data and information can be used to strategically plan the response intended to address them.

Using the information and data gathered through the gender analysis process, the programme planner can establish a demonstrable and logical link between the programme activities and their intended results in the early recovery phase, thus ensuring that the identified needs are addressed. This information needs to be developed in the results-based framework that will be the base for monitoring and evaluation later on in the programme cycle.

The strategic planning should also take into account the key approaches explained in the previous HPC phase (needs assessment and analysis) of coordination, participation, GBV prevention and mitigation, and transformative approach. If these have been considered

adequately in that phase together with the gender analysis, the planning should be adequately informed. Gender markers should also be applied at this phase (see section B, pages 52–53 for more information).

At the strategic planning stage, **indicators** should be developed to measure change for women, girls, men and boys.

Use sex- and age-sensitive indicators to measure if all groups' needs are being met. Check the following: expected results; provision of quality assistance with respect to gendered needs; monitor rates of service access; satisfaction with the assistance provided; how the facilities were used; and what has changed due to the assistance, for whom and in what timeframe. Compare the different rates by sex and age of the respondents.

The following table shows examples of the development of objectives, results and activities with associated indicators based on the outcomes of a gender analysis:

Good practice

According to a World Bank study in Sierra Leone, immediate post-conflict efforts to rehabilitate the agricultural sector were hindered by the use of a household approach, as the response was based on the needs expressed by household heads, who were most often men. Because women and men farm different types of crops and therefore need different tools and seeds, CARE subsequently offered seeds to all adults, instead of via heads of households. This approach allowed women to obtain seeds for groundnuts, a women's crop in Sierra Leone, which enabled additional empowerment potential as it is typically exchanged in small-scale trading.

SOURCE: IASC GENDER HANDBOOK. WOMEN, GIRLS, BOYS & MEN, DIFFERENT NEEDS — EQUAL OPPORTUNITIES, A GENDER HANDBOOK FOR HUMANITARIAN ACTION 2006. GENDER AND LIVELIHOODS IN EMERGENCIES SECTION, P2 [HTTPS://TINYURL.COM/YBOLHBD6](https://tinyurl.com/YBOLHBD6)



GENDER ANALYSIS QUESTIONS	ISSUES IDENTIFIED	SPECIFIC OBJECTIVES <i>What specific objective is the operation intended to achieve?</i>	SPECIFIC OBJECTIVE INDICATORS <i>Indicators that clearly show the specific objective of the operation has been achieved</i>
How does the crisis affect women and men in different age groups regarding access to markets, paid work and vocational training?	Women have limited access to employment activities and carry greater responsibility for child care. Older girls are prone to early marriage rather than enrol in interventions that would promote income generation.	Women and older girls are empowered with employability skills to enter the labour market. Increase in number of women who join the labour market due to emergency employment activities or provision of childcare. Reduction of early marriage among girls.	Percentage of women and older girls with improved knowledge and skills Percentage of women and older girls who reported feeling empowered to enter the labour market Number and percentage of women and older girls who report joining the labour market as a result of childcare provision Decreased rate of early marriage is reported
Are women aware of their rights to ownership of property, to work, own and spend their income?	Some male figures usually tend to convince women that they have no right over ownership or right to work or generate/spend income.	Women's participation in income-generating activities and access to economic assets.	Percentage of women engaged in income-generating activities who reported they have access to economic assets
What measures are proposed to ensure equitable numbers of women and men are able to fully access early recovery activities?	Women excluded from peacebuilding processes and local governance structures.	Women's meaningful participation and leadership in peacebuilding processes and local governance structure.	At least 5 per cent increase in women's participation and leadership in peacebuilding Percentage of women leaders represented in local governance structures
What measures need to be included to ensure LGBTI individuals fully access early recovery activities?	Some LGBTI individuals are stigmatized in the community impeding their capacity to recover.	LGBTI individuals have meaningful and relevant participation and access to early recovery services.	Percentage of LGBTI individuals reporting meaningful participation and satisfaction with early recovery services

EXPECTED RESULTS

The outputs of the intervention that will achieve the specific objective

EXPECTED RESULTS INDICATORS (OUTPUT INDICATORS)

Indicators to measure the extent the intervention achieves the expected result

GENDER-ADAPTED PROGRAMMING ACTIVITIES

Women and older girls access emergency employment activities.

Childcare system is put in place for women in targeted communities.

Awareness-raising activities on the disadvantages and health risks of early marriage are held with men and women in the targeted communities.

Number and percentage of women and girls who access emergency employment activities

Proportion of emergency employment programmes which offer child care

Percentage of women who report being able to access emergency employment activities as a result of childcare provision

Women report (in focus group discussions) feeling confident leaving their children in childcare

Community members report (in focus group discussions) being aware of the disadvantages and health risks of early marriage

Provide access to emergency employment activities to women and men of appropriate age groups on an agreed quota of 50 per cent female participation.

Offer childcare services alongside employment activities.

Raise awareness of the disadvantages and damages of early marriage.

Increase in women's awareness about their right to own property, to earn a living and to their mobility.

Percentage and number of women participating in awareness-raising campaigns

Conduct awareness-raising campaigns on women's rights to work, ownership, mobility and to spend their income.

Increase in women's meaningful participation and leadership in peacebuilding.

Increase in women's leadership in local governance structures.

Number of women leaders involved in peacebuilding who reported their decisions were taken into account

Number of local governance structures with quotas on women's participation in place

Provide capacity-building support to women leaders and their organizations to strengthen their leadership, enhance agency for their meaningful participation and leadership in peacebuilding.

Campaigning with women's organizations to increase the proportion of women in local governance structures in peacebuilding.

Increased access by LGBTI individuals to early recovery services.

Reduction of stigma experienced by LGBTI individuals.

Percentage of LGBTI individuals reporting access to early recovery services

Number of awareness-raising sessions held to promote LGBTI rights and participation in emergency response

Work with the relevant local LGBTI groups to identify entry points to overcome this barrier to participation (stigmatization).

3 Resource mobilization

Following the strategic planning phase and the production of a results-based framework (log frame) based on the needs assessment and analysis, the next phase in the HPC is resource mobilization.

Key steps to be taken for effective resource mobilization include:

- Humanitarian actors need to engage in advocacy and partnership with donors to mobilize funds for addressing gaps in the particular needs, priorities and capacities of women, girls, men and boys.
- To mobilize resources around priority actions, support the relevant clusters with information and key messages on the distinct needs of women, girls, men and boys and other excluded groups on plans developed to meet these needs.
- Use **gender markers** to assess how well a programme incorporates gender equality into planning and implementation and provide guidance on how to improve the process. There are several different but related markers (see section B, pages 52–53 for more information).

Examples of commitments, activities and indicators that donors would typically be looking for can be consulted in the IASC Gender Marker Tip Sheets. Commitments in the early recovery tip sheet include:

- Ensure that women, girls, men and boys participate equally in all steps of the project design, implementation and monitoring;
- Consult women and girls separately from men and boys;
- Design services to meet the needs of women, girls, men and boys equally, ensuring equal numbers of men and women are involved in and benefit equally from initiatives including social protection, cash for work and sustainable livelihoods;
- Based on the gender analysis, make sure that women, girls, men and boys are targeted with specific actions when appropriate, such as providing the establishment of a women's microcredit initiative;
- Analyse the impact of the crisis on women, girls, men and boys, including the gendered division of labour and the needs and capacities of women and men.
- Ensure that non-formal and informal education programmes and vocational training, are accessible to and address the needs of women and men and adolescent boys and girls equally.

4 Implementation and monitoring

Once the resources have been mobilized, the next stage of the HPC cycle is the implementation and monitoring of the programme.

Implementation

In order to ensure that early recovery programmes integrate gender equality throughout, the following key actions need to be taken into consideration.

- Tailor programme activities to the specific early recovery-related needs, capacities and priorities of all women and girls, men and boys.
- Inform women, girls, men and boys of the available resources and how to influence the programme.
- Develop and maintain feedback mechanisms for women, girls, men and boys as part of early recovery programmes. Note that the ability to safely access these mechanisms can be different for women, girls, men and boys from diverse backgrounds and as such provisions should be made to facilitate their inclusion. Other diversity factors such as caste, age and disability should also be taken into account to ensure access to all aspects of early recovery programming.

To ensure that the programme adheres to good practice, several key standards relating to gender equality should be integrated across the planning, implementation and monitoring stages. These standards relate to the following areas (and are explained in the more detail in the table below).

- Coordination
- Participation
- GBV prevention and mitigation
- Gender-adapted assistance
- Transformative approach

KEY APPROACHES AND STANDARDS FOR PLANNING, IMPLEMENTATION AND MONITORING IN EARLY RECOVERY PROGRAMMING

Coordination

GOOD PRACTICE

- » Identify local women's rights groups, networks and social collectives — in particular informal networks of women, youth, people with disabilities and LGBTI individuals — and support their participation in early recovery programme design, delivery and monitoring, and ensure they have a role in coordination.
- » Coordinate with other humanitarian service providers to ensure gender-related early recovery considerations are included across all sectors.
- » Coordinate with the gender working group in country, when present.

BE AWARE!

- » Be aware that the experiences and needs of LGBTI people may be very different, so coordination with local groups that represent these individuals is important to fully understand their needs and how to tailor a response.

Participation

GOOD PRACTICE

- » Implement a representative and participatory design and implementation process — accessible to women, girls, men and boys.
- » Strive for 50 per cent of early recovery programme staff to be women.
- » Ensure that women, girls, men and boys participate meaningfully in early recovery sector programmes and are able to provide confidential feedback and access complaint mechanisms by managing safe and accessible two-way communication channels.
- » Women, girls, men and boys must be able to voice their concerns in a safe and open environment and if necessary can speak to female early recovery staff.
- » Consult diverse women, girls, men and boys in assessing the positive and possible negative consequences of the overall response and specific activities. Include people with mobility issues and their care providers in discussions.
- » Be proactive about informing women about forthcoming meetings, training sessions, etc. and support them in preparing well in advance for the topics.
- » Ensure access to childcare to enable the participation of women and girls, who often carry responsibility for care, throughout the early recovery programme cycle.

Participation (continued)

BE AWARE!

- » Ensure that women at heightened risk have a mechanism to raise their concerns and participate in decision-making, while guaranteeing confidentiality regarding their personal situation and without exposing them to further harm or trauma. Some mechanisms such as confidential hotlines run outside the community are more effective.
- » Avoid placing women in situations where the community is simply responding to the expectations of external actors and there is no real, genuine support for their participation.
- » Be mindful of barriers and commitments (childcare, risk of backlash, ease of movement, stigma against some LGBTI individuals, etc.) that can hinder the safe participation of women, girls and LGBTI individuals in community forums.
- » Where women, girls, men and boys participate in mixed groups, address any barriers that stem from gender norms such as men's voices carrying more weight.
- » Ensure that meeting spaces are safe and accessible for all. Where women's voices cannot be heard, look for other ways to get their opinions and feedback.
- » In some contexts, it may be necessary to negotiate with community leaders prior to talking with women community members in order to avoid backlash.

GBV prevention and mitigation

GOOD PRACTICE

- » Follow the guidance provided for the shelter, settlement and recovery sector in the IASC Guidelines for Integrating Gender-Based Violence Interventions in Humanitarian Action.
- » Do no harm: identify early potential problems or negative effects by consulting with women, girls, men and boys, using complaint mechanisms, doing spot checks and, where appropriate, using transect walks around distribution points. Measures to ensure safety, respect, confidentiality and non-discrimination in relation to survivors and those at risk are vital considerations at all times. (See section B, page 88 for more information on this concept)
- » Employ and retain women and other at-risk groups as staff members.
- » Train staff on the organization's procedure if they are presented with information about possible cases of GBV, as well as how to orient people to towards GBV referral services.

KEY APPROACHES AND STANDARDS FOR PLANNING, IMPLEMENTATION AND MONITORING IN EARLY RECOVERY PROGRAMMING (CONTINUED)

GBV prevention and mitigation (continued)

BE AWARE!

- » Don't share data that may be linked back to a group or an individual, including GBV survivors.
- » Avoid singling out GBV survivors: Speak with women, girls and other at-risk groups in general and not explicitly about their own experiences.
- » Do not make assumptions about which groups are affected by GBV, and don't assume that reported data on GBV or trends in reports represent actual prevalence and trends in the extent of GBV.
- » Don't collect information about specific incidents of GBV or prevalence rates without assistance from GBV specialists.
- » The environment in which assistance is provided should, as far as possible, be safe for the people concerned. People in need should not be forced to travel to or through dangerous areas in order to access assistance.

Gender-adapted assistance

GOOD PRACTICE

- » Analyse, share with relevant actors and use the results and data to inform humanitarian response priorities and target the right people.
- » Assess all early recovery programming to ensure gender-related considerations are included throughout.

BE AWARE!

- » Do not assume that all will benefit equally from early recovery programming. Use the distinct needs, roles and dynamics of women, girls, men and boys (as per the gender analysis) to define specific actions to address each need and consider options suggested by women, girls, men and boys.
- » Special measures should be taken to facilitate the access of vulnerable groups to early recovery activities, while considering the context, social and cultural conditions and behaviours of communities. Such measures might include the construction of safe spaces for people who have been the victim of abuse, such as rape or trafficking, or facilitating access for people with disabilities. Any such measures should avoid the stigmatization of these groups.

Transformative approach

GOOD PRACTICE

- » Challenge structural inequalities. Engage men, especially community leaders, as champions for women's participation and leadership in outreach activities regarding gender-related early recovery issues.
- » Promote women's leadership in all early recovery committees (including village development and social cohesion committees) and agree on representation quotas for women with the community prior to any process for elections.
- » Promote women's leadership in local decision-making bodies and invest in developing women's leadership skills.
- » Work with community leaders (women and men) to sensitize the community about the value of women's participation in the early recovery programme.
- » Engage women, girls, men and boys in non-traditional gender roles in early recovery activities.
- » Support women to enable them to build their negotiating skills and strategies and support them to become role models within their communities by working with them and encouraging them to take on leadership roles in the early recovery programme.
- » Help establish women's, girls' and youth groups within the community and enable them to undertake leadership roles.

BE AWARE!

- » Attempting to change long-held gender dynamics in society can cause tensions. Keep lines of communication open with beneficiaries and ensure that measures are in place to prevent backlash.
- » Powerful refugee and displaced men often feel most threatened by strategies to empower women in the community, as they see this as a direct challenge to their own power and privilege (even if limited).

Monitoring

Monitoring for early recovery programmes should measure the access to and quality of early recovery assistance for women, girls, men and boys, as well as the changes relating to meeting women's strategic needs. Monitoring data should also inform how the early recovery programme has enabled meaningful and relevant participation and a transformative approach, including promotion of women's leadership.

Sex- and age-disaggregated data (SADD) are a core component of any gender analysis and essential for monitoring and measuring outcomes. Also, **gender markers** should be used to assess how well a programme incorporates gender equality into planning and implementation, as well as to provide guidance on how to improve the process (see section B, pages 52–53 for more information on gender markers).

Monitoring for the early recovery programme can look at, for example, the level of satisfaction of women, girls, men and boys of different ages with the assistance provided. What has changed since receiving the assistance?

Are all beneficiaries equally satisfied with the specific early recovery assistance? Monitor rates of access to services such as individuals attending vocational training sessions. Monitor progress on indicators based on issues (e.g., proportion of proposals from women's committees accepted in early recovery initiatives).

Monitor that the early recovery programme is abiding by the “do no harm” principle (see section B, page 88 for more information on this concept): conduct ongoing consultation with women, girls, men and boys, and undertake observation/spot checks to identify early potential problems or negative effects (e.g., women's latrines located in a dark area that puts women and girls at increased risk of violence). Feedback mechanisms as part of monitoring are also critical (see section B, page 86 for more information on these). These measures allow early identification of negative effects of the programme so they can be responded to in a timely manner so as to prevent GBV or further abuse of women's rights.

Good practice

The WRC manual for practitioners on building livelihoods highlights an example where an organization developed a powerful irrigation pump for agricultural improvement. This pump enabled producers to irrigate their land and lessen their dependence on rain-fed crops, which allowed for a second off-season crop, thereby significantly increasing their yield. After designing and testing the manual pump, the organization sold it to entrepreneurs. During their monitoring of the product, they realized the irrigation pump worked well but it was not an appropriate technology for women because foot treadles were set too high. The height of the treadles made it difficult for women to use because of their long dresses, a design flaw that caused the women to lose critical opportunities to increase their production and sales. As a result of the monitoring, the development agency adjusted the pedals so women could use them.

WOMEN'S REFUGEE COMMISSION, 2009, BUILDING LIVELIHOODS: A FIELD MANUAL FOR PRACTITIONERS IN HUMANITARIAN SETTINGS, PAGE 216.

5 Gender operational peer review and evaluation

The primary purpose of the operational peer review and evaluation stage is to provide humanitarian actors with the information needed to manage programmes so that they effectively, efficiently and equitably meet the specific needs, and priorities of crisis-affected women, girls, men and boys as well as build on their capacities (see section B, page 60 for more information on this). Evaluation is a process that helps improve current and future early recovery programming to maximize outcomes and impacts, including analysing how well the transformative approach has been integrated and whether women's leadership has been promoted, ensuring that strategic as well as practical needs have been addressed.

To ensure people-centred and gender-responsive impacts, it is necessary to review methodologies and processes to determine good practice in providing equal assistance to women and men. Programmes need to be reviewed based on equal participation and access to services by women, girls, men and boys, from the onset of programme planning to implementation. It is necessary to assess gaps in programming, focusing on which women, girls, men or boys were not effectively reached by the early recovery programme. The use of the gender markers collectively helps to identify gaps to improve programming and response.

KEY STANDARDS AND APPROACHES

1. Global Cluster for Early Recovery. *Guidance Note on Inter-Cluster Early Recovery*. 2016. <https://tinyurl.com/ydd2cvbl>

KEY RESOURCES

1. Women's Refugee Commission. *Building Livelihoods: A field manual for practitioners in humanitarian settings*. 2009. <https://tinyurl.com/yalln6pt>