

Protection



This chapter explains how to integrate gender equality into protection programming. You can find information on why it is important to incorporate gender equality in protection programming and key standards and resources for future reference.

The chapter begins with an overall checklist which explains key actions for a protection programme which need to be carried out at each stage of the Humanitarian Programme Cycle (HPC). After this checklist, you can find more detail on how to undertake gender equality programming in each of 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 one of those phases. 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 protection programming?

While humanitarian emergencies heighten protection needs for everyone, women, men, boys, girls and LGBTI persons often are exposed to distinct protection risks due to gender roles and expectations. Women and girls may have more limited resources and less access to information, and men and boys may be more at risk of being recruited into armed groups. Crisis settings can weaken or collapse the usual informal and official protection mechanisms.

Only by integrating gender can we ensure that planning and programming reflect the protection needs of women, girls, men and boys, especially the most vulnerable, without discrimination.

In 2013, the IASC made a formal commitment to place protection at the centre of humanitarian action, with an age, gender and diversity approach as the core element of fair and equal protection. In practical terms, this means identifying who is at risk throughout all stages of crisis preparedness, response and recovery and understanding why these people are at risk.

Effectively integrating gender into protection programming will achieve the following goals:

- **Ensure the rights of women, girls, men and boys to a life free from violence and abuse.** Holistic and effective protection services that are gender- and age-sensitive are crucial in ensuring full respect for the rights of the individual in accordance with the letter and spirit of the relevant bodies of law (i.e., human rights law, international humanitarian law and refugee law) in humanitarian emergencies.
- **Provide access to documentation and registration.** The provision of personal documentation increases access by women, girls, men and boys to humanitarian assistance. These registration exercises should be promoted at the individual level.
- **Enhance access to justice and accountability. Providing legal assistance assists survivors of violence, exploitation or abuse in accessing justice.** By ensuring that violent acts and other crimes against vulnerable people do not go unpunished, we can help to deter repeat offenders and underscore the social costs of such behaviours.
- **Enhance security from protection threats to women, girls, men, boys and LGBTI individuals.** Training police, security forces and mine-clearance personnel on protection issues and the rights of crisis-affected women and girls (especially displaced persons and refugees), implementing mandatory codes of conduct and advocating for including women in their ranks, can greatly improve the ability to protect and serve.
- **Counter harmful cultural practices and social stigma.** Collaboration with community and religious leaders and representatives of civil society, including women's groups, reduces the acceptance of harmful practices such as female genital mutilation/cutting (FGM/C) and child marriage. It can also counter blaming and stigmatization of victims, thereby encouraging survivors of violence and/or sexual abuse or exploitation to seek support and assistance, by ensuring the existence of quality services beforehand.

Key facets of protection: housing, land and property, mine action, gender-based violence and child protection

In protection programming, gender is a crucial consideration across all protection facets, including:

- **Housing, land and property.** Pre-existing gender inequality regarding ownership of housing, land and property can deepen in humanitarian contexts, leaving women and girls at increased risk of violence. They are at a disadvantage in accessing relief services and being able to return to their pre-crisis lives. For example, where women have few rights to owning housing, land and property, they will have limited opportunities for recourse upon their return if they were forced to leave due to conflict or a natural disaster. In other cases, where there is a limited supply of adequate housing, female-headed households may find themselves marginalized when it comes to housing allocation, or perhaps they do not have the ability or means to construct adequate housing even if they have access to land. In such scenarios, women and children are at heightened risk of violence, exploitation, abuse and the debilitating effects of poor housing conditions. Housing, land and property programmes identify specific links between gender and GBV relating to these issues.
- **Mine action.** The understanding of different gender roles is key to enhancing the effectiveness of the different pillars of mine action: demining; mine-risk education; victim assistance; advocacy; and stockpile destruction. Demining involves surveying, mapping and marking contaminated grounds, followed by releasing land through survey or clearance. Women, girls, men and boys often have distinct roles and mobility patterns within a community. Consequently, their exposure and knowledge of explosive remnants of war (ERW), hazards and risks will differ, as will the information on contamination they may possess. It is crucial that mine-action personnel seek inputs from all gender and age groups to know where and when people go in their daily lives and what they are doing — farming, collecting water or firewood, going to school — so that risks can be identified and reduced and comprehensive information on contamination and priorities for clearance is collected during surveys. Furthermore, when land is released by mine-action organizations, care must be taken not to exacerbate gender inequalities and discrimination

against marginalized groups by inadvertently facilitating land grabbing or appropriation of the released area. Communication activities to improve awareness and knowledge of the risks of landmines and ERW need to consider how to effectively access and target women, girls, men and boys according to their specific needs. The humanitarian mine action sector also works to support the recovery and reintegration of survivors of landmines and ERW. Women, girls, men and boys are affected differently by landmines, in terms of both direct and indirect victimization. For example, female survivors might experience greater difficulty in obtaining medical care and rehabilitation, psychosocial support and social and economic reintegration. The indirect victims (often women and girls) will often care for the survivors and take on the additional burden of providing for the family if the household breadwinner is injured, reducing their access to income-generating opportunities, or is killed by a landmine or other explosive item.

- **Gender-based violence.** GBV is any harmful act that is perpetrated against a person's will and is based on socially ascribed (i.e., gender) differences between males and females. GBV includes intimate partner violence and other forms of domestic violence, sexual violence as a weapon of war, forced and/or coerced prostitution, child and/or forced marriage, FGM/C, female infanticide and trafficking for sexual exploitation and/or forced/ domestic labour. Rooted in unbalanced power relations between men and women, women and girls and especially transgender women and men can be at particular risk of GBV. However, GBV can also be committed against men and boys, e.g., sexual violence committed in armed conflict aimed at emasculating or feminizing the enemy. Displacement — whether to urban settings, informal settlements, host communities or camps — also presents new risks, which may in turn contribute to the risk of GBV. Targeted or “stand-alone” GBV prevention and mitigation protection activities during a humanitarian emergency include ensuring that all protection monitoring activities incorporate an investigation of security issues that might heighten the risk of GBV; implementing strategies that safeguard those at risk of GBV during documentation, profiling and registration processes; building the capacities of national and local security and legal/justice sector actors to prevent, mitigate and respond to GBV; and promoting access to justice for and ensuring care and protection of survivors.

• **Child protection risks can rise in emergencies** due to the lack of rule of law, the breakdown of family and community protective mechanisms, children's limited power in decision-making and their level of dependence. The strain on adults caused by humanitarian crises may increase children's risk of domestic violence. Children and adolescents are also at risk of being exploited by persons in authority (e.g., through child labour, commercial sexual exploitation, etc.). Proximity to armed forces, overcrowded camps and separation from family members further contribute to an increased risk of violence. Gender plays a significant role in how children are treated within families and communities. Girls and boys can be at risk of different types of domestic violence, child labour, sexual abuse and exploitation and trafficking. Girls can also be at risk of FGM/C and child marriage where these still exist as cultural practices. When establishing programmes aimed at preventing, mitigating and responding to GBV

against children and adolescents, child protection actors should remain attentive to how the particular needs and vulnerabilities of girls in emergency settings may differ from the needs and vulnerabilities of boys. Efforts to address violence against children and adolescents will be most effective when there is a thorough analysis of gender-related risk and protective factors. Because girls are often invisible in disarmament, demobilization and reintegration programmes, consideration should be given to segregating detention facilities by age and gender.

Integrating gender equality and protection in the Humanitarian Programme Cycle

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

LGBTI refugees and service providers acknowledged that within the LGBTI refugee population, those whose outward appearances suggests a diverse (i.e., non-heteronormative) sexual orientation or gender identity are most at risk of violence. This is especially true of transgender women. Since LGBTI refugees are not a homogenous group, considering each subgroup separately is essential to shining a light on the nature of their respective vulnerabilities and protection needs. For instance, transphobia may exist where homophobia does not, including among members of the LGBTI refugee community. Trends in experiences may also be different: for instance, although gay men in Beirut shared that they do not feel safe walking around certain areas of the city and fear being stopped by the police, they do not, on average, experience anywhere near the level of daily violence faced by transgender women. Lesbians are a particularly hidden population, often targeted for violence within their families and subjected to “corrective” measures such as rape and forced marriage. These distinctions, and those further discussed below, highlight that enhancing protection for lesbian, gay, bisexual, transgender and intersex refugees, respectively, will often require different entry points, tailored action plans and targeted, proactive outreach.

KEY GENDER EQUALITY ACTIONS FOR PROTECTION 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 protection.
- Conduct a gender analysis as part of protection needs assessments and analyse the findings.

2 Strategic planning

- Integrate gender equality into protection 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 protection sector, project activities and tracked outcomes.
- Apply gender markers to protection programme designs for the response.

3 Resource mobilization

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

4 Implementation and monitoring

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

5 Gender operational peer review and evaluation

- Review projects within protection sector and protection response plans. Assess which women and 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 protection sector, the analysis questions should seek to understand the impact of the crisis on women, girls, men and boys.

Standard protection assessments can be adapted to put greater emphasis on gender and the particular experiences, needs, rights and risks facing women, girls, men, 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 protection sector and how the other dimensions of diversity (e.g., disability, sexual orientation, gender identity, caste, religion) intersect with them. Assessments should align with good practice and key standards on coordination, women's participation and GBV prevention and mitigation as per the table on pages 308–309 on "Key approaches and standards for needs assessment and analysis in protection 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 protection sector, it is important to seek qualitative data in discussion with

protection committees. (See more on data in section B, pages 40–43.) In addition to using SADD, depending on the context, it can be important to disaggregate data based on such other diversity factors as ability, ethnicity, language spoken, level of income or education.

The following table gives a summary of 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 the individual agency (with the emergency response coordinator accountable).

KEY ASSESSMENT TOOLS:

- UNHCR. *Field Handbook for the Implementation of UNHCR Best Interests Determination Guidelines*. 2011. <https://tinyurl.com/yagz9m9j>
- UNHCR. *Handbook for the Protection of Women and Girls*. 2008. <https://tinyurl.com/cwnklm>
- United Nations. *The Gender Guidelines for Mine Action Programming*. 2010. <https://tinyurl.com/yaalprou>
- UNICEF. *Promoting Gender Equality through UNICEF-Supported Programming in Child Protection*. 2010. <https://tinyurl.com/y7pnk8kw>
- Global Protection Cluster. *Child Protection Rapid Assessment Toolkit*. 2012. <https://tinyurl.com/ybz8adgr>
- Gender and Mine Action Programme (GMAP). *GMAP's Methodology to Assess Gender and Diversity in a Mine Action Programme* <https://tinyurl.com/y72f4kym>
- Women's Refugee Commission. *Tools to Assess and Mitigate GBV among Urban Refugees* (includes specific ones for LGBTI individuals and male survivors) <https://tinyurl.com/y83gyt95>

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 protection 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 UNHCR, UNICEF, UNFPA, NRC, UNMAS and others. These should be supplemented with participatory data collection from women, girls, men and boys 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 THE PROTECTION SECTOR 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?
- **Gender roles.** What were the roles of women, girls, men and boys? 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? What are the protection-related risks relating to these roles?
- **Decision-making structures.** What structures was the community using to make protection 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?
- **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 protection needs, capacities and aspirations of women, girls, men and boys in the affected population and/or programme? Gender analyses in the protection sector should include an assessment of the security of land tenure and ownership by women and men (including access to documentation) and the role of local and national institutions in reconciling land disputes. For mine and ERW clearance, a thorough assessment of the differing rights, needs and roles of women, girls, men and boys in relation to land ownership, land disposal and livelihoods is needed.

POSSIBLE QUESTIONS FOR A GENDER ANALYSIS SPECIFIC TO THE PROTECTION SECTOR:

- What personal security risks did women, girls, men and boys face before the emergency and what do they face now? What survival needs (food, WASH, education, fuel, etc.) are putting people at risk of harassment, abuse, exploitation or violence due to their location or the means of service provision/distribution, etc.? Are certain members of the population unable to access services due to social exclusion or safety concerns and consequently find themselves at greater risk in trying to fulfil those needs? Ask about the prevalence of harmful cultural practices such as FGM/C and child marriage. What are the broad protection factors that may exacerbate the risks of GBV in a particular setting?
- Are women and girls included in registration and identification efforts? What obstacles do women and girls face in establishing their identity if documentation is lost or previously did not exist?
- Do women, girls, boys, and men have real opportunities to voice their protection concerns?
- Are women, girls, men and boys confident that security and/or police forces can provide formal protection against the gender-related risks they face?
- Do people have access to a fair and accessible judicial system with follow-up support services?

- Are men, women, boys, and girls able to access information? If not, why not? Is information accessible to persons with disabilities? Be aware that cultural, communication or physical barriers prevent certain groups — especially women, girls and those living with disabilities — from accessing information.
- Are women, girls and other at-risk groups involved in the process of prioritizing which areas are to be cleared of land mines and ERW? How is this affecting land clearance prioritization? Are women and girls involved in the process of deciding how the land, once cleared, should be handed over to communities?
- In terms of child protection risks, what cultural practices, behaviours and social norms within the affected population constitute GBV or increase risk of GBV and other forms of violence against girls and boys? What environmental factors increase girls' and boys' risks of GBV and other forms of violence (e.g., presence of armed forces; unsafe routes for firewood/water collection, etc.)? What are the patterns of separation from usual caregivers of boys and girls? What services are in place for child survivors of GBV and other forms of violence?

Good practice

In Kenya, the GBV subcluster conducted a rapid assessment of the 2007 post-election violence to examine the nature and scope of sexual violence that occurred during flight, as well as within IDP camps and alternative settlements. The assessment evaluated the capacity of both community and camp-based programmes to prevent and adequately respond to cases of sexual violence in order to recommend strategies for strengthening gender and GBV programming in affected areas. The results of the rapid assessment were used to advocate for camp-based and community-based programming changes. Specific issues included increased participation of women, improved lighting, segregation of latrines and improved accessibility of health services.

WARD, 2010; UN-WOMEN, [HTTPS://TINYURL.COM/Y8U98YW](https://tinyurl.com/Y8U98YW)

KEY APPROACHES AND STANDARDS FOR NEEDS ASSESSMENT AND ANALYSIS IN PROTECTION 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-equal protection programming.
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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.
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Participation

GOOD PRACTICE

- » Ensure an equal balance of men and women on the protection 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 the particular needs of these groups relating to protection.
 - » 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 needs, capacities and priorities. This approach facilitates a clearer understanding of the differing levels of personal security risks, rights protection and access to justice faced by women, girls, men and boys before and during the crisis.
 - » 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.
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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 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.
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GBV prevention and mitigation

GOOD PRACTICE

- » Use this handbook in conjunction 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 protection support needs, disaggregated by sex and age.
- » Assess the barriers to equitable access to protection programmes/services, disaggregated by sex and age.

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 in this table 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 through the protection programme.
- » 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 protection programme that challenge gender norms are analysed in order to mitigate them and to ensure that 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 protection sector, thus ensuring that the identified needs are addressed. This information needs to be developed in the results 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

In the aftermath of Cyclone Pam in 2015, ActionAid established women's information centres in Tanna, Erromango and Eton in the Republic of Vanuatu which laid the foundation for a women's forum that now comprises more than 3,700 members from rural and remote communities. For the first time in the region, information centres were established at the heart of emergency operations to provide women with direct access to information about distributions and to support them to raise their voices and document their needs in the emergency response. When the "blue tents" closed, women formed Women I Tok Tok ("Women Talk Together") groups to continue speaking up for their rights and needs in disaster response and management.

Women are supporting each other as they learn about their rights, strengthen their capacities as leaders and work together to bring about change. They are identifying protection risks and vulnerabilities, and designing their own solutions. **This is a significant change in a context where women are almost always excluded from decision-making, which is closely guarded as a space for men.**

MICHELLE HIGELIN AND SHARON BHAGWAN ROLLS. 2016. WOMEN'S LEADERSHIP IN THE PACIFIC: HUMANITARIAN RESPONSE (BLOG POST [HTTPS://TINYURL.COM/Y9DY4R89](https://tinyurl.com/Y9DY4R89))

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>
Are women and girls included in registration and identification efforts?	Women and girls tend to be excluded from accessing humanitarian services or exercising their rights as they do not have official identification and/or other legal documents.	Women, girls, men and boys benefit from services provided in the humanitarian context due to having means of identification and registration in databases.	Percentage increase of women, girls, men and boys accessing services as a result of having means of identification
Are women, girls, men and boys confident that security and/or police forces can provide formal protection?	Security and/or police forces do not have the mechanisms, capacity or understanding to monitor and enforce protection of crisis-affected populations.	Women, girls, men and boys trust that service providers and security services and police forces will provide the right assistance to meet their protection needs.	Percentage of women, girls, men and boys who report they are satisfied with the assistance provided by the service providers and security and police forces
Do people have access to a fair and accessible judicial system with follow-up support services?	Women and girls feel they need support in accessing an intimidating legal and justice system.	Women, girls, men and boys trust and turn to the judicial system. Women, girls, men and boys experience improvements in psychosocial well-being as a result of follow-up support systems.	Number and percentage of women, girls, men and boys who access the legal/justice system or/and follow-up support Percentage of women, girls, men and boys who benefit from the legal/justice system and/or follow-up support who report improvements in their well-being (feeling of justice and access to their rights, decrease in depression/anxiety, safety, etc.)

EXPECTED RESULTS

The outputs of the intervention that will achieve the specific objective

The presence of women, girls, men and boys is identified and they access registration and identification efforts.

Women, girls, men and boys are in possession of needed means of identification.

Security staff and police forces have improved knowledge of protection issues and rights and apply the code of conduct to combat sexual abuse and exploitation.

Protection cases are properly handled, reported and/or referred by security staff and police forces.

Women, girls, men and boys in affected communities are aware of the various channels to seek legal/justice support.

Women, girls, men and boys have access to the legal/justice system and/or follow-up support service to improve their psycho-social well-being.

EXPECTED RESULTS INDICATORS (OUTPUT INDICATORS)

Indicators to measure the extent the intervention achieves the expected result

Number and locations of mapping efforts to reach non-registered target population

Number and percentage of women, girls, men and boys in possession of identification

Percentage over baseline (or pre-tests) of security staff and police forces who have improved knowledge of protection issues, rights and codes of conduct

Number and percentage of protection cases received, handled, and/or referred to relevant service providers

Number and percentage of women, girls, men and boys who report knowledge of the legal channels needed for legal/justice support

Number and types of legal/justice and referral support systems available to support women, girls, men and boys

GENDER-ADAPTED PROGRAMMING ACTIVITIES

Conduct outreach initiatives to map the whereabouts of un- or underregistered women, girls, men and boys.

Ensure assistance for women, girls, men and boys to receive and/or retrieve:

- birth and death certificates
- passports
- ID cards
- land ownership deeds
- marriage and divorce certificates

Assist women and girls to receive and/or retrieve:

- birth certificates,
- passports,
- ID cards
- land ownership deeds

Build staff capacity and knowledge of protection issues and rights of crisis-affected populations.

Develop and implement a code of conduct to combat sexual abuse and exploitation for members and partners working in the protection field.

Establish standard operating procedures for security personnel on investigating and referring protection cases and referral mechanisms with key local partners who can support GBV cases (legal, medical, rehabilitation, shelter).

Inform local communities about the nature of formal and customary legal and judicial systems in place within the affected communities.

Establish and support referral mechanisms to the (formal and customary) legal/justice system to facilitate access by women and girls to legal aid and follow-up support, including mental and health service provision.

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 protection cluster with information and key messages on the distinct needs of women, girls, men and boys and 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 be looking for can be consulted in the IASC Gender Marker Tip Sheets. In the protection tip sheet, examples of commitments include:

- Collect data that allows for a gendered analysis of protection needs;
- Design protection services to meet the needs of women, girls, men and boys;
- Ensure that women, girls, men and boys can access protection services equally;
- Ensure that women, girls, men and boys have equal opportunities to participate in protection programmes;
- Ensure that women, girls, men and boys benefit equally from protection training or other capacity-building initiatives.



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 protection programmes integrate gender equality throughout, the following key actions need to be taken into consideration:

- Tailor programme activities to the specific protection-related needs, capacities and priorities of all women and girls, men and boys.
- Inform women, girls, men and boys of the resources available and how to influence the programme.
- Develop and maintain feedback mechanisms for women, girls, men and boys as part of protection programmes.

Note that the ability to safely access these mechanisms can be different for women, girls, men and boys 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 the protection programme.

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 that follows).

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

Good practice

In Colombia, UNHCR actively enhanced female participation in the peace process through supporting the involvement of women's networks in the post-agreement scenario, strengthening community protection networks, and drawing attention to SGBV being perpetrated during the transition period. As a result, the operation reported having involved 560 women in decision-making roles in community peacebuilding mechanisms, exceeding their target of 300 women.

UNHCR AGE, GENDER AND DIVERSITY, ACCOUNTABILITY



Good practice

In Malaysia, UNHCR used mobile registration teams in jungle areas and in the highlands in the north-east of the country to register asylum seekers and refugees, particularly women and girls. This helped to ensure that individuals with urgent protection needs who were not able to reach the UNHCR were identified and assisted. Survivors of GBV, female heads of household and unaccompanied women and children were identified early and targeted to determine refugee status and assistance.

ADAPTED FROM: UNHCR. 2008. UNHCR HANDBOOK FOR THE PROTECTION OF WOMEN AND GIRLS, P. 117;
IASC GBV GUIDELINES 2015

KEY APPROACHES AND STANDARDS FOR PLANNING, IMPLEMENTATION AND MONITORING IN PROTECTION 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 groups — and support their participation in programme design, delivery and monitoring, and ensure that they have a role in coordination.
- » Coordinate with other humanitarian service providers to ensure gender-related protection considerations are included across all sectors.
- » Support the Humanitarian Needs Overview and Humanitarian Response Plan using a gender analysis of the situation of women, girls, men and boys relating to the protection sector.

BE AWARE!

- » Be aware that the experiences and needs of LGBTI people may be very different and 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 that is accessible to women, girls, men and boys to develop community-based and sustainable protection programmes.
- » Strive for 50 per cent of protection programme staff to be women.
- » Ensure that women, girls, men and boys participate meaningfully and are able to provide confidential feedback and access complaint mechanisms by managing safe and accessible two-way communication channels.
- » Ensure the participation of women in land-release activities, including demining where appropriate, and their roles in other community-based activities such as community liaisons and mine-risk educators.
- » Provide community members with information on existing codes of conduct adopted by security personnel, police and/or humanitarian service providers, as well as where to report incidents of sexual abuse and exploitation.
- » Women, girls, men and boys must be able to voice their concerns in a safe and open environment and if necessary speak to female humanitarian 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 programme cycle.

Participation (continued)

BE AWARE!

- » Ensure that women at heightened risk have a mechanism to raise their concerns and participate in decisions, while guaranteeing confidentiality regarding their personal situations 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, government ban on 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 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 IASC Guidelines for Integrating Gender-Based Violence Interventions in Humanitarian Action for protection, housing, land and property, land-mine action and child protection.
- » Work with communities to end harmful cultural practices such as FGM/C and child marriage. Be sure to communicate the harmful effects on the rights of children, legal restrictions and the benefits to society of eliminating such negative practices.
- » Prevention and response to GBV is a key cross-cutting priority in protection programming and requires a coordinated effort to ensure that protection areas address this issue in the planning, implementation and monitoring of their response efforts. For example, assistance and rehabilitation programmes for land mine and ERW survivors should include referral pathways to access care for GBV and report risks.
- » **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.)
- » Integrate GBV prevention and mitigation strategies into the design and implementation of child-friendly community spaces.
- » Increase knowledge of families, communities, local duty bearers and formal and informal justice systems on GBV, related rights and where to access assistance.
- » Explicitly acknowledge the experience of male survivors, respect their rights to confidentiality and include them in programmes that meet their distinct needs.

KEY APPROACHES AND STANDARDS FOR PLANNING, IMPLEMENTATION AND MONITORING IN PROTECTION 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.

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 protection programming to ensure that gender-related considerations are included throughout and incorporate child protection, mine awareness, identity and protection of land and property rights.
- » Provide age-appropriate psychosocial and survivor services for girl and boy survivors of domestic violence, child labour, sexual abuse and exploitation and trafficking.
- » Communication activities to improve mine awareness should consider how to effectively target women, girls, men and boys according to their specific needs.
- » Facilitate the obtaining and replacement of personal documents (e.g., official ID, tenancy contracts, deeds, etc.) through confidential, non-stigmatizing spaces to eliminate barriers to making property claims or receiving humanitarian assistance related to reconstruction.
- » Agencies should take all reasonable steps to prevent boys and girls from being recruited into armed forces and, if they are associated with armed forces, work on their immediate release and reintegration.
- » Make sure that mine and ERW clearance and messaging meets the needs of the affected women, girls, men and boys so that no one faces heightened risk going about their daily activities.

BE AWARE!

- » Do not assume that all will benefit from protection programming equally. Use the distinct needs, roles and dynamics for 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, 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 abuses 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, in outreach activities regarding gender-related protection issues.
- » Promote the leadership of women in mine action and of adolescent girls in child protection committees. Agree on representation quotas for women with the community prior to any process for elections.
- » Work with community leaders (women and men) to sensitize the community about the value of women's participation in the protection programme.
- » Raise awareness with and engage men and boys as champions for women's participation and leadership in the protection programme.
- » Engage women, girls, men and boys in non-traditional gender roles.
- » Support women to build their negotiating skills and strategies and to become role models within their communities by working with them and encouraging them to take on leadership roles.
- » Help to 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 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

Monitor the access to and quality of protection sector assistance by women, girls, men and boys as well as the changes relating to meeting women's strategic needs. The monitoring should also look at how the protection programme has contributed through 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. 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 survey. 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.

Monitor whether the protection programme adheres to 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., singling out GBV survivors for particular programme benefits can stigmatize or re-traumatize them). Feedback mechanisms as part of monitoring are also critical (see section B, pages 84–87 for more information on these). These measures allow early identification of negative effects of the programme so they can be addressed in a timely manner so as to prevent GBV or further abuse of women's rights.

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/strengthen their capacities (See section B, page 60 for more information on this). Evaluation is a process that helps improve current and future protection 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. The use of the gender markers collectively helps to identify gaps to improve programming and response.

KEY STANDARDS

1. Global Protection Cluster. *IASC Protection Policy*. 2014. <https://tinyurl.com/y87mvjlr>
2. The Sphere Project. "Protection Principles." *Humanitarian Charter and Minimum Standards in Humanitarian Response*. 2011. <https://tinyurl.com/y836dlso>
3. IASC GBV Protection Guidelines: *Guidelines for Integrating Gender-Based Violence Interventions in Humanitarian Action*. 2015. <https://tinyurl.com/yaj6xspf>
This includes guidance on HLP, Mine Action, Child Protection and GBV.

KEY RESOURCES

1. UNHCR. *Handbook for the Protection of Women and Girls*. 2008. <https://tinyurl.com/cwnklm>
2. UNFPA. *Manual on Social Norms and Change to Promote the Abandonment of FGM*. 2016. <https://tinyurl.com/ybsy45sq>
3. UNHCR. *Working with Men and Boy Survivors of Sexual and Gender-Based Violence in Forced Displacement*. 2012. <https://tinyurl.com/yawhbjsz>
4. UNHCR. *Protecting Persons with Diverse Sexual Orientations and Gender Identities*. 2015. <https://tinyurl.com/gntbsyp>
5. United Nations, Strategy of the United Nations on Mine Action (2013–2018). <https://tinyurl.com/yodsnea3>
6. Women's Refugee Commission Urban GBV Case Studies. 2017. <https://tinyurl.com/y97bpqxp>