

The Gender Practitioners Collaborative

# Minimum Standards for Mainstreaming Gender Equality



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*Cover photos: middle right, Mercy Corps; bottom right, World Vision. All other photos ACDI/VOCA. All interior photos by ACDI/VOCA unless noted.*

# VISION

Our vision is that all organizations working in the field of international development and humanitarian response recognize, adopt, and adhere to a minimum level of gender equality mainstreaming in their organization widely, and specifically in programs.

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## Reflections from the Gender Practitioners Collaborative

This document is presented by the Gender Practitioners Collaborative (GPC), an informal group of U.S.-based gender advisors and technical gender experts from international development and humanitarian organizations with a vested interest in promoting the practice of gender equality mainstreaming within our organizations and programs across every sector.

In undertaking this initiative, the GPC set out to join global gender equality movements, building upon and reinforcing progress across development and humanitarian sectors to promote gender equality and women's rights. The GPC celebrates and has learned from the efforts of many global gender equality organizations, as well as organizations that have developed gender mainstreaming processes. We are also pleased at the widespread engagement from gender and other technical specialists in the development and promotion of these minimum standards. We now seek to harmonize the practice of mainstreaming gender into development and

humanitarian programming to promote increased communication and coordination, offering an agreed-upon set of minimum standards to further encourage organizations to commit to and invest in efforts that will advance gender equality among development practitioners.

This initiative has demonstrated to us how far the international development and humanitarian aid sector has come since the early days of gender equality mainstreaming, which suffered from a lack of institutional support and, in many cases, failed to adequately transition organizational practice from a focus on women and girls to a broader understanding of gender norms and identities. With this document, we believe a benchmark is being shared across the development and humanitarian sectors that reflects the foundational steps required to advance gender equality. Within programming, this includes prioritizing the needs, voices and agency of populations that have been consistently marginalized in societies and by the development practice.



# INTRODUCTION

Photo by Mercy Corps

In the early 1990s, the development and humanitarian sector adopted a “Gender and Development” (GAD) approach, which sought to correct systems that produce inequalities by challenging existing gender roles and relations.<sup>[1]</sup> This conceptual shift was bolstered by the 1995 Beijing Platform for Action, which acknowledged “gender mainstreaming” as the process of entrenching GAD into development practice. Global actors in the gender equality and women’s rights movement have continued to promote best practices as well as collect evidence on the importance and impact of gender mainstreaming in development and humanitarian efforts. The 2006 U.N. System-Wide Action Plan on Gender Equality and Women’s Empowerment<sup>[2]</sup> helped bring worldwide attention to gender equality and the needed principles within both macro and programmatic planning. In 2016, gender equality was strongly embedded in the Sustainable Development Goals (SDGs), both identified as a specific goal in itself as well as a means to sustainably achieving the other goals.<sup>[2]</sup>

## Why Does Gender Equality Matter?

Addressing gender equality is key for successfully achieving sustainable development outcomes and creating a more equal world. It enhances people’s ability to realize their full human potential, rights, and freedoms. Tackling gender inequality in access and benefit within systems mitigates impediments to social and economic prosperity; decreases the threat of violence; and increases the return on investment (See Annex 2).

Many of the standards found herein reinforce the SDGs and are reflective of the U.N. system-wide principles. They offer a strategic addition to the field in that they are geared toward development practitioners, and help simplify and operationalize many of the existing concepts.

Gender mainstreaming<sup>[3]</sup> seeks to analyze the issues and needs of all genders, both at the organizational level and programming level, and uncovers how policies, practices, and interventions will impact people differently, with the goal of addressing social and cultural norms that prevent people from accessing and benefitting from opportunities equally.



## Who Are We Talking About?

Some organizations define gender categories as including men, women, boys, and girls, while others use a wider definition that includes people that fall outside of traditional, binary definitions. In order to provide guidance across a spectrum of organizations, these standards are offered to promote gender equality mainstreaming for both approaches.

In nearly all societies around the world, traditional gender roles and unequal power relations lead to discrimination against and exclusion of certain groups. Gender often intersects with other factors as well—such as age, race, sexuality, disability, economic status, location, health status, and more—to further exacerbate exclusion, and prevent people from accessing and making decisions on development opportunities.

**Gender equality mainstreaming is the process or means by which these unequal conditions are addressed to achieve the goal of gender equality. This means ensuring a gender lens is applied to all organizational and programmatic activities, including a focus on promoting gender equality and empowering women and girls.**<sup>[4]</sup> Decades of experiences, tools, methodologies, approaches, and processes have generated a wealth of information, data, and knowledge on gender equality mainstreaming in development programming—but with little standardization. The complex nature of development programming—which varies by organization and is tailored to funding mechanisms, technical approaches, organizational politics and culture, competing priorities, local contexts, and more—has created a diverse but also fragmented approach to the practice of gender equality mainstreaming.

The Minimum Standards for Mainstreaming Gender Equality offer a common set of standards that enables international development and humanitarian response organizations to establish collective benchmarks and develop transferable practices and skill sets across all technical sectors. The intended outcomes of these minimum standards are that organizations will:

1. share a common understanding of foundational steps required to become “gender aware,” and

2. be able to identify a pathway for gender mainstreaming that promotes gender-responsive and, ultimately, gender-transformative programming.

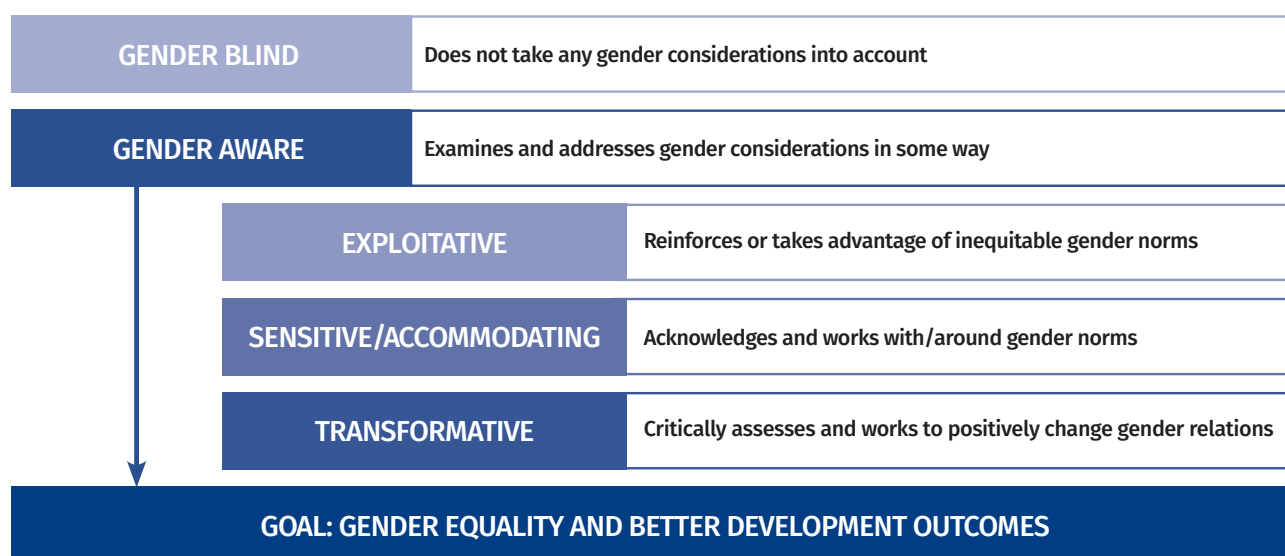
The standards are the result of a collaborative research and consultative process built upon a global movement of evidence and practice, and led by many of the field’s foremost experts on gender mainstreaming in international contexts. These standards should be clear enough to set a minimum level of quality, but broad enough to allow each agency to define what is appropriate for their organizational and programmatic context. We submit these standards as the minimum bar for acceptable programming and advise all agencies to review, adopt, and work toward executing them.

**We recognize that full adoption of every standard will be a process, potentially carried out in different ways at different paces by different types of organizations.** Our expectation, however, is that each adopting agency, and those aspiring to adopt the standards, will make every effort possible to intentionally address, adhere, and hold themselves accountable to the standards. For organizations newer to these aspirations, *Annex 1* is available with annotated tools and resources for implementation of each standard.





**FIGURE 1: GENDER CONTINUUM**



*Adapted from Interagency Gender Working Group training materials.*

## Methodology

These minimum standards resulted from an extensive resource review of implementer and donor policies, strategies, evidence reports, and guidelines across the gender and development sector and from global organizations, including Global South grassroots networks, working in a variety of technical fields (see Annex 2). From November 14–25, 2016, an online survey was circulated to more than 800 people from U.S.-based NGOs. On November 30, 2016, an in-person consultation was held in Washington, D.C. Following the consultations, the minimum standards document was revised. The minimum standards were also shared with different Global South networks, representing hundreds of thousands of people living in developing countries with firsthand knowledge and expertise for input through another online consultation. Approximately 200 people have provided input into the minimum standards.

## Gender Continuum

The minimum standards are influenced by the Gender Integration Continuum tool, which “takes users from gender blind to gender aware programs, towards the goal of equality and better development outcomes (see Figure 1).”<sup>[5]</sup> Within this continuum, there are three levels of gender mainstreaming: gender exploitative, gender accommodating, and gender transformative. A

### Intersectionality

The intentions, actions, and process for arriving at gender equality greatly benefit from recognizing the interconnected nature of social categorizations such as age, sexuality, race, ethnicity, religion, disability, and economic status. These often create overlapping and interdependent systems of disadvantage, vulnerability, or discrimination. Additionally, many organizations find it more effective and efficient to address gender, diversity, and social inclusion issues as part of the same effort. For that reason, we welcome readers of these minimum standards to interpret them more widely as appropriate.

gender exploitative approach can take advantage of and even exacerbate imbalanced gender power dynamics to accomplish its programmatic goals. A gender accommodating approach finds ways to work around existing cultural gender norms to advance overall outcomes but does not necessarily try to change those norms. A gender transformative approach helps break down gender barriers and create new dynamics for gender equality to emerge. An organization’s pathway toward effective gender mainstreaming may first include identifying gender exploitative practices and correcting them, becoming more accommodating to existing norms, and then eventually engaging in transformative approaches.





# Minimum Standards for Mainstreaming Gender Equality



1

## POLICY

### Adopt a Gender Equality Policy

**Adopt and apply a policy that institutionalizes a commitment to gender equality in operations and programming.**

A gender equality policy\* is a declarative statement that gender equality is a core organizational value. It sets guiding principles for mainstreaming gender equality objectives and accountability measures throughout organizational operations, structures, and programs. Establishing and implementing a gender equality policy means that an organization:

1. benefits from the process of developing the policy, which requires identification and prioritization of gender gaps as well as broad internal consultation and awareness raising, and
2. sets standards and guidelines, which allows an organization to harmonize and benchmark its gender equality in both operations and programming.

To fully implement the gender equality policy, senior leadership must demonstrate their support by developing implementation and accountability mechanisms and dedicating resources to carry them out. A gender equality policy should be supported by additional policies that are designed to promote a gender equitable and inclusive workplace, including diversity, anti-harassment, and nondiscrimination policies and guidelines. Such policies are important for creating an enabling environment and ensuring that an organization carries out gender equality commitments. However, they are not sufficient in and of themselves to promote the full objectives of a gender equality policy. Effective gender equality policies must also include methods for monitoring and reporting progress.

\* Some organizations may need to use other organizational processes outside of a policy to achieve the same commitments.



**2****CULTURE AND CAPACITY****Develop Organizational Culture and Capacity for Gender Equality**

**Promote a shared commitment to gender equality by ensuring staff have the proper understanding, skills, and support.**

A commitment to promote gender equality requires that organizations have an enabling culture as well as staff and partner with the capacity to advance gender equality. Strengthened by the existence of a gender equality policy, organization-wide training and coaching are a crucial part of building overall gender capacity and a culture that values gender equality. Staff should understand their responsibilities and be supported in achieving organizational and project gender equality priorities. Different staff will have different roles and capacities in promoting gender equality, which should guide hiring, job descriptions, training, professional development plans, and performance evaluations.

Although gender equality mainstreaming is the responsibility of all staff, qualified gender experts are key to providing technical assistance and building capacity across the organization. Whether an organization hires one or more full-time gender advisors, relies on the support of consultants, or develops a diverse network of gender champions, it is essential to determine a combination of staffing and resources that will best meet its needs. This includes building the gender capacity of partners and creating strategic partnerships to expand available expertise.

**3****ANALYSIS****Conduct and Utilize Gender Analyses**

**Perform gender analyses for every project, engaging a diverse range of stakeholders and using findings to inform partnerships, design, and implementation.**

Gender analysis is a study that identifies gender-specific and gender-differentiated needs, challenges, risks, power dynamics, and opportunities that may affect program outcomes and impacts on participants. Gender analyses may take many forms, depending on context, program size and stage, available resources, and existing data. They may be standalone studies or integrated into other data collection processes, such as value chain assessments, risk assessments, and environmental impact assessments. Gender analyses should be tailored to the program's gender-related knowledge gaps and should gather information from a diverse range of stakeholders. The data collected should be sex- and age-disaggregated and analyzed.

For all programming sectors and contexts, organizations should plan a gender analysis at the

design stage through a desk review, the inclusion of gender research questions into pre-proposal field visits and information capture activities, and/or primary data collection. A full gender analysis should be written into project proposals and integrated into other studies and required assessments to ensure it takes place during start-up. It is essential to incorporate gender analysis into monitoring, evaluation, and learning processes—such as mid-term and end-line evaluations—to assess progress and impact and make adjustments as needed. In addition, gender analysis findings should be applied concretely into program planning and incorporated into work plans, budgets, and monitoring and learning processes. Flexibility should be built into budgets and work plans to allow for adaptation based on gender analysis findings over the life of the program.



## Allocate Budget Resources for Gender Equality

### Allocate organizational and program budget resources to meet gender mainstreaming and capacity-building needs.

Organizational commitments to promote gender equality require institutional and programmatic resources. Budget resource allocations will depend on organization and program needs and size, and should be informed by gender audits, identified capacity gaps, and other analysis findings. Agency annual and strategic planning processes should be adapted to incorporate gender-related activities and their associated costs. Proposal budgets should include adequate funding to support gender equality goals and programming. Budget line items can include, but are not limited to, the following examples:

- Personnel (gender advisors at headquarters and at the project level, short-term technical experts, gender-balanced staff)
- Capacity building and professional development for staff and partners

- Costs required to address safety and cultural sensitivities (e.g., male and female enumerator teams, traveling in pairs to reduce risks)
- Gender analyses, assessments, and audits
- Specific activities integrated into project plans that address constraints identified in the gender analyses or other background research.

Allocating proper budget for gender equality mainstreaming leads to more efficient use of resources and strengthens return on investment. Doing this at the start of programs and organizational budget cycles proactively addresses gender equality considerations, leading to more effective programming and mitigation of potential harm and unintended consequences.



## Utilize Sex- and Age-Disaggregated Data

### Collect, analyze, and use sex- and age-disaggregated data for all applicable programs and organizational data collection processes.

Collection of sex- and age-disaggregated data is the critical first step in understanding individuals' needs, roles, opportunities, vulnerabilities, and contributions to society. All indicators pertaining to individuals can be disaggregated by sex and are necessary for monitoring gender gaps. All data collection processes at organizational and program levels should include collection and analysis of sex- and age-disaggregated data. This is important even when projects are required to

collect household information, as it allows for understanding of intra-household differences and dynamics.

Sex- and age-disaggregated data should be used regularly to assess differences and constraints that different groups may face relative to others. This allows organizations and programs to adapt their approaches, as needed, to ensure more equitable participation, access and agency for all.

**Develop and track specific indicators to measure progress toward gender equality.**

Gender equality indicators measure gender-related changes over time. These indicators incorporate sex- and age-disaggregation but go beyond to measure gender constructs, such as changes in status, prevalence of harmful practices, or gender-based violence, expectations, and norms.

The first step in developing gender equality indicators is to ensure that programs have clearly identified gender equality goals. Indicators should

be selected based on the findings of gender analysis and programmatic or organizational objectives. They can provide critical information for adjusting programs and activities so that they better achieve gender equality goals and do not create adverse impacts. Gender equality indicators by themselves do not improve the status of gender equality. In order to be useful, these indicators must be regularly collected, analyzed, disseminated, and used.





**7****DO NO HARM****Do No Harm****Perform risk assessments and develop corresponding mitigation and response strategies.**

Programs that seek to engage, challenge, and positively affect gender inequitable attitudes, behaviors, social norms, and power relations may present a heightened risk. For programs that do not take any steps to recognize and positively address gender dynamics, risks can be similarly acute. Unintended consequences for program participants can include backlash, gender-based violence, and economic exclusion. In addition, staff and partners working in the field may be placed in dangerous or uncomfortable situations, and could also face personal, psychological, physical, or legal hardship. For both participants and staff, factors intensifying risk may include sex, age, disability, ethnicity, religion, sexuality, and/or race. Without thorough risk assessment, organizations also face potential negative consequences, including reputational, legal, and financial impacts.

To identify and address potential negative consequences, and develop mitigation strategies and response plans, programs can employ risk mitigation tools such as the Do No Harm Framework.<sup>6</sup> Risk mitigation tools should be incorporated within gender analyses and other program assessments to analyze how the intervention may impact the context. Risk mitigation and response strategies may be standalone documents or incorporated into existing program documents, such as work plans, gender strategies, risk registers, and security analyses. They may include establishing feedback mechanisms for communities, staff, and partners; training for staff and partners on how to respond if cases of gender-based violence or other abuse are reported; and practices to reduce risk to staff, such as traveling to the field in pairs.<sup>7</sup> Partners should also be involved when developing mitigation and response strategies.

**8****ACCOUNTABILITY****Ensure Accountability****Establish accountability mechanisms to monitor the status of gender equality within organizational practices and programming.**

Gender equality outcomes are strongly influenced by an organization's culture, structure, systems, policies, and values, as well as the commitment of its leadership. Accountability mechanisms are concrete steps by which an organization determines the extent to which it is carrying out its commitment to mainstreaming gender equality in its structure, operations, and programs.<sup>8</sup> They also include measures or steps an organization may take to correct imbalances or ensure compliance with policies and guidelines. Accountability

mechanisms are not just about recognizing gaps—they are opportunities to track progress, promote successes, and identify lessons learned on the path toward achieving effective gender mainstreaming. Examples include internal gender audits,<sup>9</sup> organizational or project assessments, gender action planning, staff training, linking staff performance to gender equality outcomes, and/or processes that promote internal reflection and ownership of gender equality.

# CONCLUSION



The minimum standards can be adapted across sectors and to specific organizational and programmatic needs. They offer a common framework for harmonizing efforts to mainstream gender equality. We recognize that most, if not all, development and humanitarian organizations take gender equality issues into consideration in their work. However, many gaps still persist, and the specifics about how to advance gender equality are often unclear. We believe that proactively promoting gender equality within our organizations as well as within the programs that we help implement are deeply interconnected and interdependent processes.

They require process alignment at every stage, seeing that promoting greater equality and inclusion

helps make program outcomes stronger. They require time and resource investments, recognizing that advancing gender equality is extremely cost-effective in the long run. They require effective partnerships, noting that strong local, national, and regional ownership and respectful collaboration make development programs more effective. And they require commitment, starting with leadership and stretching into every member of our development teams.

Our expectation is that peer organizations will review, adopt, and implement these standards over time, making every effort to hold themselves accountable for advancing gender equality.

## ENDNOTES

<sup>1</sup>Hazel Reeves and Sally Baden, *Gender and Development: Concepts and Definitions* (Brighton: IDS, 2000), <http://www.bridge.ids.ac.uk/sites/bridge.ids.ac.uk/files/reports/re55.pdf>.

<sup>2</sup><http://www.undp.org/content/undp/en/home/sustainable-development-goals.html>.

<sup>3</sup>For the purposes of this document, the term “gender mainstreaming” was chosen instead of “gender integration.” While both are valuable and valid, and often used interchangeably, we chose “mainstreaming” both for consistency’s sake throughout the document and to denote a stronger emphasis on organization-wide influence as well as programmatic influence for gender equality.

<sup>4</sup>“Gender Mainstreaming,” UN Women, accessed February 21, 2017, <http://www.un.org/womenwatch/osagi/gendermainstreaming.htm>.

<sup>5</sup>“Gender Continuum,” Interagency Gender Working Group, accessed February 21, 2017, <http://www.igwg.org/training/ProgrammaticGuidance/GenderContinuum.aspx>.

<sup>6</sup>Collaborative for Development Action, Inc., and CDA Collaborative Learning Projects, *The Do No Harm Handbook* (Cambridge: CDA Collaborative Learning Projects, 2004), [http://www.globalprotectioncluster.org/\\_assets/files/aors/protection\\_mainstreaming/CLP\\_Do\\_No\\_Harm\\_Handbook\\_2004\\_EN.pdf](http://www.globalprotectioncluster.org/_assets/files/aors/protection_mainstreaming/CLP_Do_No_Harm_Handbook_2004_EN.pdf).

<sup>7</sup>Shelah Bloom, ScD, et al., *Guidance for Gender Based Violence (GBV) Monitoring and Mitigation within Non-GBV Focused Sectoral Programming* (Washington, D.C.: CARE, 2014), [http://www.care.org/sites/default/files/documents/CARE%20GBV%20M%26E%20Guidance\\_0.pdf](http://www.care.org/sites/default/files/documents/CARE%20GBV%20M%26E%20Guidance_0.pdf).

<sup>8</sup>InterAction, *The Gender Audit* (Washington, D.C.: InterAction, 2004), web access.

<sup>9</sup>InterAction, *The Gender Audit Handbook* (Washington, D.C.: InterAction, 2010), <https://www.interaction.org/sites/default/files/Gender%20Audit%20Handbook%202010%20Copy.pdf>.



# ANNEX I:

## ILLUSTRATIVE RESOURCES FOR MINIMUM STANDARDS IMPLEMENTATION

This is a short illustrative list of resources that correspond to each of the eight Minimum Standards for Mainstreaming Gender Equality. This is not an exhaustive list, but rather serves to orient organizations to tools and resources available to support implementation of the standards.

### MINIMUM STANDARD 1: GENDER EQUALITY POLICIES

*CARE International Gender Policy (CARE, 2009).*

<http://gender.care2share.wikispaces.net/file/view/English%20CI%20Gender%20Policy%20and%20FAQ.pdf/206673128/English%20CI%20Gender%20Policy%20and%20FAQ.pdf>

This publicly available document from CARE is an example of an implementing agency's gender policy. It includes policy commitments and principles, implementation guidance, common standards and key definitions.

*Gender Equality and Female Empowerment Policy (USAID, 2012).*

[https://www.usaid.gov/sites/default/files/documents/1865/GenderEqualityPolicy\\_0.pdf](https://www.usaid.gov/sites/default/files/documents/1865/GenderEqualityPolicy_0.pdf)

The United States Agency for International Development (USAID)'s 2012 Gender Equality and Women's Empowerment Policy cements the Agency's commitment to supporting women and girls and integrating gender equality and female empowerment throughout the Program Cycle and related processes: strategic planning, project design and implementation, and monitoring and evaluation.

*UN System-Wide Policy on Gender Equality and the Empowerment of Women (SWAP) (UN, 2006).*

<http://www.unsceb.org/content/un-system-wide-action-plan-gender-equality-and-empowerment-women-swap-0>

The policy seeks to accelerate the efforts of the UN system to advance the agenda for:

- achieving gender equality and the empowerment of women through the practical implementation of the globally agreed commitments contained in the outcomes of global United Nations conferences and summits, and
- providing strong leadership within the organizations to ensure that a gender perspective is reflected in all organizational practices, policies and programs.

### MINIMUM STANDARD 2: GENDER EQUALITY CAPACITY BUILDING

*CARE Gender Wiki Page (CARE, n.d.).*

<http://gender.care2share.wikispaces.net/>

CARE's Gender Wiki—an open, public source space aimed at promoting knowledge sharing and learning around gender—contains links to a variety of tools and information, including training resources.

*Gender 101: Gender Equality at USAID (USAID, 2013).*

<https://usaidlearninglab.org/library/gender-101-gender-equality-usaid>

This online training course is targeted at USAID staff, but is available to the public. Participants gain a holistic view of gender equality—they will be able to describe what it is and what policies USAID enacts to implement it in the workplace and in programming. Participants will also understand its importance, as well as the roles and responsibilities of every USAID employee to implement and promote it.

## MINIMUM STANDARD 3: GENDER ANALYSIS

*Introduction to Gender Analysis and Integration (USAID and IGWG, n.d).*

[http://www.igwg.org/igwg\\_media/GenderSafeMothrhd/intro-gendr-analysis-present.pdf](http://www.igwg.org/igwg_media/GenderSafeMothrhd/intro-gendr-analysis-present.pdf)

This workshop presentation provides an introduction to key concepts and methods for gender analysis and integration in health programs.

*Gender Analysis, Assessment and Audit: Manual and Toolkit (ACDI/VOCA, 2012).*

<http://www.acdivoca.org/wp-content/uploads/2016/07/ACDI-VOCA-Gender-Analysis-Manual.pdf>

The purpose of this toolkit is to provide guidance to ACDI/VOCA staff and consultants on how to conduct gender analysis studies, assessments and audits. It is intended for individuals who are either commissioning or leading the gender study. The toolkit provides useful tools and methods for these studies, as well as guidance on how to operationalize a study from start to finish. Many of the tools presented, such as baseline studies or market assessments, can be easily integrated into other studies.

*Good Practices Framework: Gender Analysis (CARE International Gender Network, 2012).*

<https://www.care.org.au/wp-content/uploads/2015/02/Good-Practices-Brief.pdf>

This document discusses basic concepts of gender and introduces key areas to consider when undertaking a gender analysis. For each area of inquiry, this brief provides examples of questions that a gender analysis may want to explore, taking into account the domains of agency, structures and relations.

## MINIMUM STANDARD 4: BUDGETING FOR GENDER EQUALITY

*What is Gender Responsive Budgeting (National Democratic Institute, n.d).*

<https://www.ndi.org/sites/default/files/Handout 4 - Gender Responsive Budgeting.doc>

This document provides a brief overview of gender responsive budgeting (GRB), including definitions, rationale, examples and illustrative outcomes in countries where gender responsive budgeting has taken place.

*Gender Responsive Budgeting in Practice: A Training Manual (UNFPA and UNIFEM, 2010).*

<http://www.unwomen.org/en/digital-library/publications/2010/1/gender-responsive-budgeting-in-practice-a-training-manual>

This training manual is intended to build capacity in the application of gender budget analysis. The manual seeks to build understanding of GRB as a tool for promotion of gender equity, accountability to women's rights, and efficiency and transparency in budget policies and processes.



## MINIMUM STANDARD 5: SEX AND AGE DISAGGREGATED DATA

*Sex and Age Matter: Improving Humanitarian Response in Emergencies (Feinstein International Center, Tufts University; United Nations OCHA; CARE, 2011).*

<http://fic.tufts.edu/publication-item/sex-and-age-matter/>

This report shows that proper collection, analysis and use of sex and age disaggregated data, or SADD, allows operational agencies to deliver assistance more effectively and efficiently in a crisis. This report is intended for policy makers and senior operational actors within both the United Nations and international NGOs, and is also directed at donors who fund humanitarian response to natural disasters and situations of armed conflict.

*Standard Foreign Assistance Indicators (USAID and U.S. Department of State, n.d.).*

<https://www.state.gov/f/indicators/>

Drawing on technical expertise within both the State Department and USAID, the standard foreign assistance indicators were developed to measure and illustrate what foreign assistance accomplishes. Standard foreign assistance indicators measure both the outputs directly attributable to the U.S. government and outcomes to which the U.S. government contributes.

*Collecting and Reporting of Sex and Age-Disaggregated Data on Adolescents at the Sub-National Level (UNICEF, 2016).*

<https://data.unicef.org/wp-content/uploads/2016/11/Data-Abstraction-Guide-November-2016.pdf>

This document guides countries through the process of collecting and reporting sub-national data on adolescents to inform program planning and implementation efforts. This guidance has been developed specifically to identify data gaps for adolescents and to inform immediate program planning needs at the sub-national level. Where national systems are being adapted to integrate adolescent SADD into routine monitoring, this guidance informs interim measures to fill data gaps to capture and report adolescent SADD.

## MINIMUM STANDARD 6: GENDER EQUALITY INDICATORS

*Intervention Guide for the Women's Empowerment in Agriculture Index (USAID, 2016).*

[http://pdf.usaid.gov/pdf\\_docs/PBAAC419.pdf](http://pdf.usaid.gov/pdf_docs/PBAAC419.pdf)

The WEAI Intervention Guide provides guidance to donors and implementers of agricultural market development programs on how to translate the evidence and insights gained from the WEAI survey results into practice. It assists practitioners in selecting and designing the evidence-based interventions that are most relevant to the domains of empowerment prioritized in the WEAI, using a market systems and gender-responsive approach.

*Engendering Evaluation at USAID (USAID, 2016).*

<https://usaidearninglab.org/library/how-note-engendering-evaluation-usaid>

This How-to Note is part of the Monitoring and Evaluation Series. It describes key steps and good practices in engendering evaluation.

*Gender and Indicators (BRIDGE, Institute of Development Studies, n.d.).*

<http://www.bridge.ids.ac.uk/bridge-publications/cutting-edge-packs/gender-and-indicators>

This collection includes key writings, tools and initiatives relating to gender and indicators with the aim of presenting a comprehensive overview of conceptual and methodological approaches. It highlights good practice examples and case studies from the grassroots to the international level.

## MINIMUM STANDARD 7: DO NO HARM

*The Do No Harm Framework for Analyzing the Impact of Assistance on Conflict (CDA, n.d.)*

[http://www.donoharm.info/downloads/level000/Seven\\_Steps\\_English.pdf](http://www.donoharm.info/downloads/level000/Seven_Steps_English.pdf)

The DO NO HARM “Analytical Framework” was developed from the programming experience of many assistance workers. It provides a tool for mapping the interactions of assistance and conflict and can be used to plan, monitor and evaluate both humanitarian and development assistance programs.

*Guidance for Gender-Based Violence (GBV) Monitoring and Mitigation within Non-GBV Focused Sectoral Programming (CARE, 2014).*

[http://www.care.org/sites/default/files/documents/CARE%20GBV%20M%26E%20Guidance\\_0.pdf](http://www.care.org/sites/default/files/documents/CARE%20GBV%20M%26E%20Guidance_0.pdf)

This resource provides guidelines for non-GBV focused programs to ensure that GBV is monitored and risks are mitigated. It provides clear guidance and tools that can be used to assess, monitor and prevent GBV.

*Minimum Standards for Prevention and Response to Gender-Based Violence in Emergencies (UNFPA, 2011).*

[http://www.unfpa.org/sites/default/files/pub-pdf/GBVIE.Minimum.Standards.Publication.FINAL\\_ENG\\_.pdf](http://www.unfpa.org/sites/default/files/pub-pdf/GBVIE.Minimum.Standards.Publication.FINAL_ENG_.pdf)

These standards promote the safety and well-being of women and girls in emergencies by providing practical guidance on how to mitigate and prevent GBV in emergencies and facilitate access to multi-sector services for survivors.

*Toolkit for Integrating GBV Prevention and Response into Economic Growth Projects (USAID, 2014).*

<https://www.usaid.gov/sites/default/files/documents/1865/USAID%20Toolkit%20GBV%20EG%20Final%209-22-14.pdf>

USAID developed this toolkit to support the implementation of the U.S. Strategy to Prevent and Respond to Gender-based Violence Globally. It offers background and practical guidance to USAID staff on how to address GBV in economic growth and trade (hereafter “economic growth”) projects across the program cycle.

## MINIMUM STANDARD 8: ACCOUNTABILITY

*The Gender Audit Handbook: A Tool for Organizational Self-Assessment and Transformation (InterAction, revised 2010).*

<https://www.interaction.org/sites/default/files/Gender%20Audit%20Handbook%202010%20Copy.pdf>

The Gender Audit is a self-assessment tool for identifying staff perceptions regarding how gender issues are addressed in programming and in internal organizational systems and activities. It is also a process for creating continuing gender-action planning, as well as for identifying challenges and opportunities for increasing gender skills and organizational equality.

*A Manual for Gender Audit Facilitators: The ILO participatory gender audit methodology (2nd Edition) (ILO, 2012).*

[http://www.oit.org/gender/Informationresources/WCMS\\_187411/lang--en/index.htm](http://www.oit.org/gender/Informationresources/WCMS_187411/lang--en/index.htm)

This manual provides gender audit facilitators with guidelines and practical instructions on how to plan and implement participatory gender audits in an organizational context.

*Workplace Gender Equality Agency (WGEA) website.*

<https://www.wgea.gov.au/>

WGEA is charged with promoting and improving gender equality in Australian workplaces. The website provides practical tools and education to help workplaces improve gender equality outcomes, including an employee opinion survey, a gender strategy toolkit and pay equity resources.



## ANNEX 2:

# SOURCES CONSULTED AND RECOMMENDATIONS FOR FURTHER READING

The following is a list of policies, strategies, evidence reports and guidelines that were reviewed in preparation for the development of the Minimum Standards for Mainstreaming Gender Equality. Not all of these resources are publicly available; some were provided by organizations for confidential review. Hyperlinks have been included for the resources that can be accessed publicly.

### GENDER EQUALITY POLICIES

*CARE International Gender Policy (CARE, 2009).*

<http://gender.care2share.wikispaces.net/file/view/English%20CI%20Gender%20Policy%20and%20FAQ.pdf/206673128/English%20CI%20Gender%20Policy%20and%20FAQ.pdf>

*Gender Equality and Female Empowerment Policy (USAID, 2012).*

[https://www.usaid.gov/sites/default/files/documents/1865/GenderEqualityPolicy\\_0.pdf](https://www.usaid.gov/sites/default/files/documents/1865/GenderEqualityPolicy_0.pdf)

*Gender Policy (Winrock, 2016).*

*Gender Policy: Organisation-wide Strategies to Achieve Gender Equality and Women's Empowerment (ActionAid, 2000).*

[https://www.actionaid.org.uk/sites/default/files/doc\\_lib/119\\_1\\_gender\\_policy.pdf](https://www.actionaid.org.uk/sites/default/files/doc_lib/119_1_gender_policy.pdf)

*Gender Policy and Guidance (ACDI/VOCA, 2012).*

*Mercy Corps Gender Policy (Mercy Corps, 2011).*

*Mercy Corps Gender Procedures: Policy in Action (Mercy Corps, 2012).*

*Plan International's Policy on Gender Equality: Building an Equal World for all Children (Plan, 2011).*

<https://plan-international.org/publications/plan-internationals-policy-gender-equality#>

WFP Gender Policy: Promoting Gender Equality and the Empowerment of Women in Addressing Food and Nutrition Challenges (WFP, 2009).

<http://one.wfp.org/eb/docs/2009/wfp194044~2.pdf>

*The World Bank Gender and Development Policy Framework—A Guidance Note (World Bank, n.d.).*

[http://siteresources.worldbank.org/INTGENDER/Resources/GAD\\_PolicyFramework.pdf](http://siteresources.worldbank.org/INTGENDER/Resources/GAD_PolicyFramework.pdf)

## GENDER EQUALITY MAINSTREAMING FRAMEWORKS, GUIDES, METHODOLOGIES AND STANDARDS

*ADS Chapter 205: Integrating Gender Equality and Female Empowerment in USAID's Program Cycle (USAID, 2013).*  
<https://www.usaid.gov/sites/default/files/documents/1870/205.pdf>

*Analyzing and Integrating Gender Across the Program Cycle (Mercy Corps, n.d.).*

*CIDA Gender Equality Action Plan 2010-2013 (Canadian International Development Agency, 2010).*  
[http://www.acdi-cida.gc.ca/INET/IMAGES.NSF/vLUIImages/Genderequality/\\$file/Gender-Equality-Plan-2010-2013-AnnexA-e.pdf](http://www.acdi-cida.gc.ca/INET/IMAGES.NSF/vLUIImages/Genderequality/$file/Gender-Equality-Plan-2010-2013-AnnexA-e.pdf)

*CRS' Global Gender Strategy (CRS, 2013).*  
<http://www.crs.org/sites/default/files/tools-research/crs-global-gender-strategy.pdf>

*Design, Monitoring, Evaluation, and Learning (DMEL) Minimum Quality Standards (Lutheran World Relief, 2016).*

*Elements of a Gender Mainstreaming Strategy: A Fourteen-point Framework (Murison, 2004).*  
<http://www.dlist-asclme.org/sites/default/files/doclib/Elements%20of%20a%20gender%20mainstreaming%20strategy.pdf>

*Engendering Transformational Change: Save the Children Gender Equality Program Guidance & Toolkit (Save the Children, 2014).*  
[https://www.savethechildren.ca/wp-content/uploads/2016/03/gender\\_equality\\_program\\_toolkit\\_2014.pdf](https://www.savethechildren.ca/wp-content/uploads/2016/03/gender_equality_program_toolkit_2014.pdf)

*From Hope to Harvest: Agency Strategy 2014-2018 (CRS, 2014).*  
<http://www.crs.org/resource-center/hope-harvest>

*Gender and Development: Our Framework, Policies, and Strategies (Asian Development Bank, 2003).*  
<https://www.adb.org/sites/default/files/institutional-document/32035/gender-policy.pdf>

*Gender Equality Marker Guidance Note (UNDP, 2013).*  
<https://undg.org/wp-content/uploads/2015/03/UNDG-Gender-Equality-Marker-Guidance-Note-Final-Sep-2013.pdf>

*Gender Equality Self-Assessment (GESA) Toolkit and Guidelines (Plan, 2016).*

*Gender Equity Gold Standards (PCI, 2016).*

*Gender Impact Strategy for Agricultural Development (Bill & Melinda Gates Foundation, 2008).*  
<https://docs.gatesfoundation.org/Documents/gender-impact-strategy.pdf>

*Gender Integration Framework: How to Integrate Gender in Every Aspect of Our Work (FHI360, 2012).*  
[http://www.fhi360.org/sites/default/files/media/documents/FHI\\_360\\_Gender\\_Integration\\_Framework\\_3.8 %2528no photos%2529.pdf](http://www.fhi360.org/sites/default/files/media/documents/FHI_360_Gender_Integration_Framework_3.8%2528no_photos%2529.pdf)

*Gender Integration Guidance: Implementing (Lutheran World Relief, n.d.).*



*Gender Integration Guidance: Indicators (Lutheran World Relief, n.d.).*

*Gender Integration Guidance: Needs Assessment (Lutheran World Relief, n.d.).*

*Gender Integration Guidance: Problem Analysis and Objectives (Lutheran World Relief, n.d.).*

*Gender Mainstreaming in Development Programming: Guidance Note (UN Women, 2014).*

<http://www.unwomen.org/~media/headquarters/attachments/sections/how%20we%20work/unsystemcoordination/gendermainstreaming-issuesbrief-en%20pdf.pdf>

*Gender Mainstreaming and Policy Coherence for Development: Unintended Gender Consequences and EU Policy (Allwood, 2013).*

<http://www.sciencedirect.com/science/article/pii/S0277539513000113>

*Gender Mainstreaming Resource Pack: A Practical Guide for Programming (Trocaire, 2010).*

<https://static1.squarespace.com/static/536c4ee8e4b0b60bc6ca7c74/t/53c5416ae4b0cb5e94fcd8a5/1405436266672/Gender+Mainstreaming+resource+PACK+final+May+2010.pdf>

*The Gender Manual: A Practical Guide (DFID, 2008).*

<http://webarchive.nationalarchives.gov.uk/+http://www.dfid.gov.uk/Documents/publications/dfid-gender-manual-2008.pdf>

*Getting It Right for All Girls and All Boys: Understanding the Intersection of Gender Equality and Inclusion in Plan International's Work (Plan, 2015).*

*A Guide to Gender Impact Assessment (European Commission, n.d.).*

<http://ec.europa.eu/social/BlobServlet?docId=4376&langId=en>

*IFPRI Gender Page (IFPRI, 2017).*

<http://www.ifpri.org/topic/gender>

*Integrating Gender throughout a Project's Life Cycle 2.0: A Guidance Document for International Development Organizations and Practitioners (Land O'Lakes, 2015).*

[https://www.landolakes.org/getattachment/Resources/Tools/Integrating-Gender-into-Land-O-Lakes-Technical-App/Integrating-Gender-throughout-a-Project-s-Life-Cycle\\_FINAL\\_compressed.pdf.aspx](https://www.landolakes.org/getattachment/Resources/Tools/Integrating-Gender-into-Land-O-Lakes-Technical-App/Integrating-Gender-throughout-a-Project-s-Life-Cycle_FINAL_compressed.pdf.aspx)

*International Humanitarian Assistance Funding Application Guidelines for Non-Governmental Organizations (Foreign Affairs, Trade, and Development Canada, 2013).*

[http://www.acdi-cida.gc.ca/INET/IMAGES.NSF/vLUIImages/Funds/\\$file/funding-application-guidelines-for-non-governmental-organizations-eng.pdf](http://www.acdi-cida.gc.ca/INET/IMAGES.NSF/vLUIImages/Funds/$file/funding-application-guidelines-for-non-governmental-organizations-eng.pdf)

*Manual for Gender Mainstreaming: Employment, Inclusion, and Social Protection Policies (European Commission, 2008).*

<http://eige.europa.eu/gender-mainstreaming/resources/international/manual-gender-mainstreaming-employment-social-inclusion-and-social-protection-policies-0>

*Minimum Inter-Agency Standards for Protection Mainstreaming (World Vision, 2012).*

[http://www.globalprotectioncluster.org/\\_assets/files/tools\\_and\\_guidance/WV\\_Interagency\\_Minimum\\_Standards\\_2012\\_EN.pdf](http://www.globalprotectioncluster.org/_assets/files/tools_and_guidance/WV_Interagency_Minimum_Standards_2012_EN.pdf)

*Minimum Standard Commitments to Gender and Diversity in Emergency Programming: Pilot Version (IFRC, 2015).*  
<http://www.ifrc.org/Global/Photos/Secretariat/201505/Gender%20Diversity%20MSCs%20Emergency%20Programming%20HR3.pdf>

*Minimum Standards: Effectively Integrating Gender in DFAPs (Mercy Corps, 2016).*

*Minimum Standards for Prevention and Response to Gender-based Violence in Emergencies (UNFPA, 2011).*  
[http://www.unfpa.org/sites/default/files/pub-pdf/GBVIE.Minimum.Standards.Publication.FINAL\\_.ENG\\_.pdf](http://www.unfpa.org/sites/default/files/pub-pdf/GBVIE.Minimum.Standards.Publication.FINAL_.ENG_.pdf)

*Monitoring Plan's Commitment to Gender Equality: Global Gender Strategy Report 2013 (Plan, 2013).*

*Oxfam Minimum Standards for Gender in Emergencies (Oxfam, 2013).*  
[https://www.oxfam.org/sites/www.oxfam.org/files/file\\_attachments/ml-oxfam-gender-emergencies-minimum-standards-291113-en\\_0\\_0.pdf](https://www.oxfam.org/sites/www.oxfam.org/files/file_attachments/ml-oxfam-gender-emergencies-minimum-standards-291113-en_0_0.pdf)

*Plan's Strategy on Gender Equality: 2012-2016 (Plan, 2012).*

*Program Management at Mercy Corps Gender Minimum Standards (Mercy Corps, 2015).*

*The Sphere Handbook (Sphere Project, 1997).*  
<http://www.spherehandbook.org/en/what-is-sphere/>

*Stepping-up a gear for Girls and Women: Updates to DFID's Strategic Vision for Girls and Women, to 2020 and Beyond (DFID, 2013).*  
[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/298253/Strategic\\_Vision\\_for\\_Girls\\_and\\_Women\\_Narrative\\_-\\_November\\_2013-4.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/298253/Strategic_Vision_for_Girls_and_Women_Narrative_-_November_2013-4.pdf)

*Tips for Conducting a Gender Analysis at the Activity or Project Level: Additional Help for ADS Chapter 201 (USAID, 2011).*  
[http://pdf.usaid.gov/pdf\\_docs/pdacx964.pdf](http://pdf.usaid.gov/pdf_docs/pdacx964.pdf)

*Toolkit for Monitoring and Evaluating GBV Interventions along the Relief to Development Continuum (USAID, 2014).*  
<https://www.usaid.gov/gbv/monitoring-evaluating-toolkit>

*TOPS Program and FSN Network Core Competency Series: Gender Specialist or Advisor (TOPS, 2015).*  
[http://www.fsnnetwork.org/sites/default/files/Core%20Competency%20series\\_Gender%20Advisor%20or%20Specialist\\_v1\\_May%202015.pdf](http://www.fsnnetwork.org/sites/default/files/Core%20Competency%20series_Gender%20Advisor%20or%20Specialist_v1_May%202015.pdf)

*UN System-Wide Policy on Gender Equality and the Empowerment of Women (SWAP) (UN, 2006).*  
<http://www.unsceb.org/content/un-system-wide-action-plan-gender-equality-and-empowerment-women-swap-0>

*USAID Office of Food for Peace Occasional Paper 7: Gender Integration in USAID Bureau for Democracy, Conflict, and Humanitarian Assistance Office of Food for Peace Operations (USAID, 2011).*  
[http://pdf.usaid.gov/pdf\\_docs/pnadz581.pdf](http://pdf.usaid.gov/pdf_docs/pnadz581.pdf)

*Women, Girls, Boys and Men Different Needs—Equal Opportunities: Inter-agency Standing Committee Gender Handbook in Humanitarian Action (Inter-Agency Standing Committee, 2006).*

<http://www.unhcr.org/protection/women/50f91c999/iasc-gender-handbook-humanitarian-action.html>

*World Bank Group Gender Strategy (FY16-23): Gender Equality, Poverty Reduction and Inclusive Growth (World Bank, 2015).*

<http://documents.worldbank.org/curated/en/820851467992505410/World-Bank-Group-gender-strategy-FY16-23-gender-equality-poverty-reduction-and-inclusive-growth>

*World Development Report: Gender Equality and Development (World Bank, 2012).*

<https://siteresources.worldbank.org/INTWDR2012/Resources/7778105-1299699968583/7786210-1315936222006/Complete-Report.pdf>

## ADDITIONAL GENDER EQUALITY AND FEMALE EMPOWERMENT RESOURCES

*2014 Storybook: INGO Experience with Gender Integration (USAID, TOPS, Lutheran World Relief, 2014).*

[http://www.fsnnetwork.org/sites/default/files/2014\\_STORYBOOK\\_INGO\\_EXPERIENCE\\_WITH\\_GENDER%20INTEGRATION.PDF](http://www.fsnnetwork.org/sites/default/files/2014_STORYBOOK_INGO_EXPERIENCE_WITH_GENDER%20INTEGRATION.PDF)

*Association for Women in Development (AWID) Publications Page*

<https://www.awid.org/publications>

*Closing the Gender Gap in Agriculture: A Trainer's Manual (ILRI, 2013).*

<https://cgspace.cgiar.org/bitstream/handle/10568/33426/TrainersManual.pdf?sequence=5>

*Data2X*

<http://data2x.org/>

*Empower Women website (2016).*

<https://www.empowerwomen.org/en>

*Equality Now Publications Page*

<http://www.equalitynow.org/publications>

*Gender Action Learning For Sustainability (GALS) at Scale (GALS@Scale Project, 2014).*

<http://www.galsatscale.net/>

*Gender and Inclusion Toolbox for Participatory Research in Climate Change and Agriculture (CGIAR, 2014).*

<https://ccafs.cgiar.org/publications/gender-and-inclusion-toolbox-participatory-research-climate-change-and-agriculture#.WKSdhWDrvt>

*IGWG Gender and Health Toolkit (IGWG, 2012).*

<https://www.k4health.org/toolkits/igwg-gender>



*Journeys of Transformation: A Training Manual for Engaging Men as Allies in the Women's Economic Empowerment (Promundo and CARE, 2012).*

<http://promundoglobal.org/resources/journeys-of-transformation-a-training-manual-for-engaging-men-as-allies-in-womens-economic-empowerment/>

*Measuring ICT and Gender: An Assessment (UNCTAD, 2014).*

<http://www.uis.unesco.org/Communication/Documents/measuring-ict-and-gender.pdf>

*Measuring Progress Toward Empowerment: Women's Empowerment in Agriculture Index Baseline Report (USAID, IFPRI, OPHI, 2014).*

[https://feedthefuture.gov/sites/default/files/resource/files/ftf\\_progress\\_weai\\_baselinereport\\_may2014.pdf](https://feedthefuture.gov/sites/default/files/resource/files/ftf_progress_weai_baselinereport_may2014.pdf)

*Measuring Women's Economic Empowerment (United Nations Foundation and Exxon Mobil, 2015).*

[http://www.womeneconroadmap.org/sites/default/files/Measuring%20Womens%20Econ%20Emp\\_FINAL\\_06\\_09\\_15.pdf](http://www.womeneconroadmap.org/sites/default/files/Measuring%20Womens%20Econ%20Emp_FINAL_06_09_15.pdf)

*Measuring Women's Economic Empowerment in Private Sector Development: Guidelines for Practitioners (DCED, 2014).*

[http://www.seepnetwork.org/filebin/pdf/resources/wee/Measuring\\_Womens\\_Economic\\_Empowerment\\_Guidance.pdf](http://www.seepnetwork.org/filebin/pdf/resources/wee/Measuring_Womens_Economic_Empowerment_Guidance.pdf)

*MenEngage Alliance Resource Page*

<http://menengage.org/resource/>

*Women in Informal Employment: Globalizing and Organizing (WIEGO) Publications and Resource Page*

<http://www.wiego.org/publications-resources>

*Women's Environment and Development Organization Resource Page'*

<http://wedo.org/category/tools/>

*Women's Economic Empowerment: A Roadmap (United Nations Foundation and ExxonMobil Foundation, 2013).*

<http://www.womeneconroadmap.org/>

*Women's Empowerment and Engaging Men (CARE, 2009).*

<http://www.care.org/sites/default/files/documents/2009-SII-Womens-Empowerment-and-Engaging-Men-Brief.pdf>

*Women's Empowerment Index (The Hunger Project, 2015).*

[http://www.thp.org/wp-content/uploads/2015/10/THP\\_WEI-Intro\\_10-12-151.pdf](http://www.thp.org/wp-content/uploads/2015/10/THP_WEI-Intro_10-12-151.pdf)





Visión Mundial





This document is a bold directive, developed by a wide collaborative of leading experts, to outline the expectations for Minimum Standards for Mainstreaming Gender Equality.