INSTITUTIONALIZING GENDER IN EMERGENCIES

Case study of Pakistan

This case study describes implementation of the project Institutionalizing Gender in Emergencies: Bridging Policy and Practice. The project, supported by ECHO Enhanced Response Capacity and Oxfam, was implemented by Oxfam in Pakistan between September 2015 and March 2017.

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1 THE PROJECT IN CONTEXT

Pakistan faces frequent natural disasters, including earthquakes, floods, cyclones, drought and tsunami, and there is ongoing conflict and military operations in the northwest of the country (in Khyber-Pakhtunkhwa (KP) and the territory of FATA). In general terms, Pakistan is characterized by very low human development and a very large number of people in need of humanitarian assistance.[1] This is combined with one of the highest levels of gender inequality in the world.[2]

In Pakistan, the sociological data in reports and presentations in most cases fails to record differences in survey responses by age and sex (known as sex- and age-disaggregated data (SADD)), and is characterized by limited or missing gender and social analysis. What scarce evidence is available suggests that the differential needs and capacities of affected populations in disasters are not sufficiently addressed.[3]

THE CHALLENGES

Globally, good *policies* and international *standards* on gender in emergencies do exist. However, the implementation of humanitarian assistance with a strong gender perspective remains ad hoc, and there is limited accountability of implementing agencies.

This project: **Institutionalizing Gender in Emergencies: Bridging Policy and Practice** was designed to explore how to better institutionalize gender-related standards in humanitarian assistance. The project was developed from an analysis of policy and practice both at a global level and at country level. The project was piloted in four countries: Ethiopia, Pakistan, South Sudan and the Dominican Republic from September 2015 to March 2017.[4]

The project in these four countries focused on the following issues in which significant gaps were identified:

- Insufficient gender analysis and evidence to inform humanitarian response planning and practice;

- Low technical capacity in gender in emergencies across sectors and organizations;

- A lack of coordination on gender across different agencies to support sector programmes;

- Lack of accountability for implementation of gender-related standards within organizations and across the humanitarian system.

OBJECTIVE, STRATEGIES AND INTENDED RESULTS

The objective of this project was:

> To enhance the capacity of humanitarian organizations to provide adapted assistance to meet the needs of women, girls, men and boys in emergency scenarios.

Two strategies were adopted by the project team to achieve the objective: (A) the institutionalization of gender mainstreaming in emergencies, and (B) the creation of more robust accountability mechanisms within humanitarian organizations.

The project aimed to deliver four results:

- Functioning Gender in Emergencies Working Group (GiEWG) established;

- Gender evidence base via a consolidated Country Gender Analysis for use by all actors, established;

- Technical capacity for gender in emergencies within humanitarian organizations,[5] enhanced;

- Workable Accountability Framework in coordination mechanisms tested.

This case study describes the experiences of implementing the project in Pakistan for each of the four projected outcomes. This includes a description of the activities carried out, the results achieved, and important contextual factors affecting the success of the project. It also provides a reflection on key challenges, limitations and significant events, and key lessons that may be applicable at global level. It then draws conclusions and provides recommendations for next steps and future directions that will be led by Oxfam.

2 PROJECT HIGHLIGHTS AND MILESTONES

Table 1 below summarizes the implementation timetable of the project in Pakistan and describes the key actors and targets involved at each stage. This summary is followed by a detailed analysis of interventions.

Table 1: Institutionalizing Gender in Emergencies Project – Pakistan implementation timetable

Timeline	Key milestone of the project	Targets/Actors
1. Creation of the Gender in Emergencies Working Group		
November–December 2015	Oxfam Pakistan's gender team worked to create a Gender in Emergencies Working Group (GiEWG)	Seven humanitarian organizations including INGOs, national NGO, women's rights organizations and Cluster Leads.
February 2016	Official project launch	UN agencies, humanitarian organizations
2. Improving the Evidence Base – Gender Analysis		
April 2016	Oxfam team, with GiEWG, undertake a desk review of evidence related to gender in emergencies in Pakistan	Working group, UN agencies, government and Clusters
April 2016	Development of ToR for a gender analysis and completion of fieldwork	Partners in six locations across Pakistan/Government agencies
October- November 2016	Data collection from six disaster prone-districts – surveying more than 1,500 men and women, using focus group discussions and key informant interviews	Partners in 6 locations across Pakistan / Government agencies
December 2016–January 2017	Compilation and finalization of gender analysis in consultation with GiEWG	Oxfam Team, GiEWG members
February 2017–March 2017	Publication and launch	GiEWG and all stakeholders
3. Developing Technical Capacity in Gender in Emergencies		
February 2016	Self-assessment tool showing gender gaps in practice and policy	GiEWG membership
May 2016	The first Gender Leadership in Humanitarian Action training course	INGO, local NGO, Cluster, regional government participation
December 2016	Second Gender Leadership in Humanitarian Action course	National, international organizations and government
4. Accountability Framework in Coordination Structures		
November 2016	Sharing common Accountability Framework with key stakeholders and consultation and planning	UN OCHA, UN Women, Pakistan Humanitarian Forum, Cluster Leads for KP
January–February 2017	Sharing Accountability Framework for feedback and adaptation	UN OCHA, UN Women, WASH cluster, START Network, National Humanitarian Network, Gender Task Force, HTC

3 COALITION-BUILDING: THE DEVELOPMENT OF THE GENDER IN EMERGENCIES WORKING GROUP (GIEWG)

ISSUE

The analysis at global level revealed that gender issues are only addressed in a limited way in humanitarian coordination mechanisms, and are mostly confined to the gender-based violence (GBV) sub-cluster of the protection cluster. This limits the understanding and awareness of gender-related issues by humanitarian actors. It may mean that differential vulnerabilities, as well as the long-term social norms and underlying root causes of gender inequality are not examined or adequately addressed within programming. It also suggests that the discussion of gender within humanitarian response efforts may not benefit from the input of local actors, including women's rights organizations.

INTENDED RESULT 1

The project design included the establishment of a national Gender in Emergencies Working Group (GiEWG). This collaborative venture was intended to bring together different actors in the humanitarian system to lead on the project activities and create sustainable change in the humanitarian system.

Important actors had been identified at global level as cluster lead organizations, including UN agencies and INGOs, as well as key local NGO partners and organizations/coalitions working on women's rights.

ACTIVITIES AND RESULTS

Activities

During the inception phase of the project, Oxfam reached out to relevant agencies in Islamabad and secured agreement of participation from CARE International, the United Nations Food and Agriculture Organization (UNFAO), International Rescue Committee (IRC), UNICEF, UN Women, and the Aurat Foundation – a prominent national NGO working on women's rights issues across the country. At the time of the

launch of the project in February 2016, the GiEWG had the buy-in and support of these major organizations, and this interest and support was maintained throughout the project.

Each collaborating agency designated a focal person, and the group developed clear terms of reference (ToR): to meet monthly, to engage in project activities, and to share knowledge resources (human and coalition-building).

During the project, eight monthly meetings were held, each including at least 60 percent of members.

Results

The GiEWG provided technical support for the review of documents & processes in the project (as described under the other outputs below).

The GiEWG also supported non-project-related activities: this involved reviewing the Aurat Foundation's comprehensive policy framework on the rights of internally displaced persons (IDPs), and providing technical support to a scoping study on GBV in humanitarian settings in 2015 in collaboration with the UN Population Fund (UNFPA).[6]

GiEWG members are also the part of Gender Task Force (GTF), a broad coalition of more than 80 delegates including researchers and policy makers in Pakistan, convened by UN Women. The GTF is an advisory body to the UN Office for the Coordination of Humanitarian Affairs (UNOCHA) in Pakistan and so the GiEWG has remained a part of this group and boosted its functioning and membership. Project results and learning have been shared at each stage with the GTF.

CHALLENGES AND LIMITATIONS

The key challenges in establishing the GiEWG related to contextual factors, and the experience of the working group demonstrated the importance of paying close regard to these factors and adapting the GiEWG to respond to the specific context in question. A number of issues were faced in building a collaboration in this way in Pakistan:

Government collaboration

Increasingly, the key actors in humanitarian assistance are governmental ones. Within the national federal government, the National Disaster Management Authority (NDMA) leads humanitarian policy, coordination, technical assistance and planning. In each province the Provincial Disaster Management Authority (PDMA), a part of the provincial government, coordinates the response and supports District Disaster Management Authorities.[7] Consequently, the project had to rely upon government support to effect change in the areas of the country where government leads the response.

The NDMA has undertaken a number of positive steps to work on a gender equality approach and has been supported in these efforts by the

cooperation of international organizations. Within the structure of the NDMA is a Women and Child Cell which leads on gender issues, and the NDMA has recently ratified important national policy guidelines for supporting vulnerable populations in disasters.[8] This gave a strong policy backing to the project, as it shows a high level of awareness by the government of the needs of vulnerable groups. However, the GiEWG was not formally endorsed by the NDMA during this project, despite positive communication and the sharing of results throughout.[9]

Collaboration with humanitarian organizations

The issue of 'shrinking humanitarian space' for INGOs also had an impact on the project. At the time of the project inception, many INGOs (including Oxfam GB) were waiting for extensions to their Memorandum of Understanding (MOU) with the government, necessary for continuing operations. This meant that there was an uncertain environment in which to commit resources. It was also difficult to secure support due to the fact that there was no sub-granting of funds to other agencies, with the result that the collaboration relied on voluntary commitment of time, and organizations feared they would be financially liable for project activities It therefore took more than five months to secure the services of a clear delegation of personnel to the project. Formal MOUs establishing the GiEWG within the structure of key organizations were not possible.

Collaboration with the cluster system

The UN Cluster System operates in Pakistan as a 'one UN' system.[10] During the project, the UN Cluster System was in operation only in KP and FATA. This led to a decision by the project team to work with national-level organizations based in Islamabad, with the knowledge that the clusters leads would need to be approached separately.[11] This constraint was partly because Oxfam does not have an MOU to work in KP and FATA. However, this led to delays and a lack of ownership from the cluster later in the project.

LESSONS

The GiEWG is the first forum in Pakistan with a focus on gender in emergencies, and this is an important and positive development. It has been able to: share knowledge with a wider range of stakeholders on gender in emergencies than previously; implement project activities; advocate among different elements of the humanitarian architecture and contextualize international approaches; and build trust and a shared platform. The fact that is has become a reference point for organizational initiatives means that it is playing an active role in the humanitarian system in Pakistan.

Funds for a GiEWG are necessary for organizations to commit sustained resources, beyond individual volunteering of time.

The project analysis did not focus on changes in the government system, but, in Pakistan, government support is the key to sustainable change.

The challenges and delays faced by this project demonstrate that it is imperative to work closely with government authorities.

Developing relationships with local actors requires substantial resources in terms of people and time. A formal role for the GiEWG is achievable, but this would require a long-term strategic and consistent engagement with a wide range of government institutions, as well as sustained and broad coalition-building within civil society.

In the current context, projects need to include funds for sustaining the relationships with government.

In retrospect, it became apparent that Cluster Organizations should have been engaged earlier in the project, but there were significant constraints to doing so.

4 IMPROVING THE EVIDENCE BASE – GENDER ANALYSIS

ISSUE

At the international level, there is insufficient gender analysis and evidence to inform humanitarian response planning and practice.

INTENDED RESULT 2

The process entailed the consolidation of available data on gender issues in emergencies at a country level (desk review), in order to undertake a gap analysis of areas of deficiency, and to use this to conduct a field study. Put together, this would form a consolidated country Gender Analysis. The aim was to support humanitarian actors in developing proposals and designing humanitarian programme strategies and contingency plans, and also to help to establish links with long-term development projects.

ACTIVITIES AND RESULTS

Activities

The project team first collated all the available evidence on gender in emergencies, reaching out to the GiEWG and beyond. The desk review (completed April 2016) incorporated findings from more than 90 documents covering different aspects of mainstreaming within different disaster responses in Pakistan.[12] There were strong findings from

existing reviews that women, children and other vulnerable groups were particularly disadvantaged in an emergency context and less able than men and boys to access humanitarian assistance. However there was no consolidated data on gender in emergencies at country level. As sex- and age-disaggregated data (SADD) in most reports and presentations was missing, information on gender was confined to specific studies and evaluations.[13]

After completing the desk review, comprehensive ToR were developed by Oxfam, with consultation from regional staff, as well as the GiEWG members.

Six districts were selected, based on the NDMA Implementation Road Map Phase 1, in October 2016. This was to ensure that findings from the study were directly relevant to public policy. The field study included Oxfam partners to implement the survey.[14]

From October to December 2016, the field data was collected from more than 1,500 individuals in disaster-affected areas across Pakistan, as well as with key informants in partner agencies, and district authorities.

Results

Initial results have been shared with members of the GiEWG to develop strong recommendations for different humanitarian actors.

Before this project, no consolidated country gender analysis had been carried out. The type of data that has been gathered has not been collected before and should therefore make a major contribution toward achieving more targeted humanitarian response.

CHALLENGES AND LIMITATIONS

Implementing the desk review was an extremely challenging process in itself, as the project encountered very poor information management and high turnover of staff in humanitarian programmes (often hired for a specific project on a short-term basis), which meant that personnel within organizations were unaware of, or not able to access, relevant reports.

The implementation of a field study of this size has proved to be impossible in the original timescale. Consequently, the intended step of using the gender analysis to influence organizational strategies and proposals has not been achieved in the project timeframe. Delays were experienced as a result of a number of factors:

• At the outset, there were differences of opinion regarding how to take the study forward, as it had been envisaged that other agencies in the GiEWG would contribute both technical and financial resources to the study, yet this did not prove possible. Oxfam's MOU only permits Oxfam to work in Punjab and Sindh, while the gender analysis field study required a countrywide study.

• The scope of the study also required approval not just by Oxfam but by the NDMA. Getting this approval took time. For the findings to be

useful and influential, government stakeholders needed to be involved from the start. Government restrictions on surveys and research also necessitated that prior approval be obtained from the Ministry of Interior as well as from particular district authorities, which took two to four months in some cases.

- Major logistical problems included monsoon rains blocking access to the field and primary data that was temporarily seized by intelligence agencies at provincial level (later released).
- A delay was incurred due to the fact that the external consultant needed additional support to develop the analysis required within the agreed timeframe.

LESSONS

A key role of a GiEWG is to support better information management of existing contextual knowledge on gender in emergencies. Resources are required for expertise to be updated and transferred in the future.

The desk review and consolidated study represent a step forward in understanding gender in emergencies at national level. Data aggregated at national level should support policy change.

Developing the ToR took time, but was necessary, as robust consultation supports positive dissemination and uptake of results.

The logistical challenges of undertaking research with a large primary dataset need to be better integrated into a project timeframe.

In this project we did not originally plan for such a large primary dataset. This was a significant problem, as the need for a larger study was only revealed at the gap analysis stage.

A realistic timeframe is required for analysis of data. Additional resources will be required for the services of external consultants to conduct analysis of research results and recommendations from the study.

The analysis presented in this study will not only help humanitarian actors in Pakistan to shape their current programming, but it also provides a baseline that can be updated in the years to come.

5 IMPROVING TECHNICAL CAPACITY FOR GENDER IN EMERGENCIES

ISSUE

The issue addressed was low technical capacity across sectors and organizations on gender in emergencies.

Intended result 3

The objective was to create a baseline of capacity on gender in emergencies for participating agencies. This exercise was designed to raise awareness of capacity gaps that could then be addressed through training courses, designed at global level and adapted at national level, focused on gender leadership in humanitarian action. The training would lead to the creation of a national-level action plan, with the aim of achieving concrete changes in internal guidance and policies, as well as follow-on training by participating organizations.
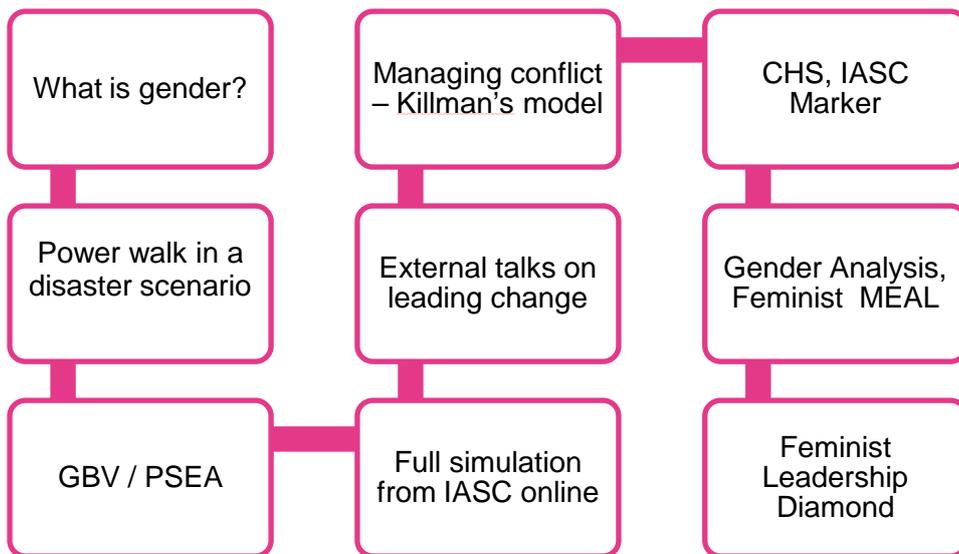
ACTIVITIES AND RESULTS ACHIEVED

Activities

The project (at global level) designed an organizational self-assessment study as a tool for the GiEWG based on the Oxfam minimum standards for gender in emergencies.[15] In February 2016, the organizational self-assessment was completed by the members of the GiEWG: UN Women, FAO, IRC, UNICEF, the Aurat Foundation and Oxfam GB.

The responses included a wide range of opinions about how effectively organizations were working and scores ranging from 48 to 92 out of 100. While international organizations had strong organizational policies on gender in emergencies, these were not always implemented well in the specific countries. Most agencies were weak at using gender analysis through the project cycle.

The Gender Leadership in Humanitarian Action course aimed to develop gender leadership to drive change in the humanitarian system. Modules addressed technical capacity as well as soft skills in conflict management and how to lead change.

Figure 1: Sample modules of the Gender Leadership in Humanitarian Action course

What is gender?	Managing conflict – Killman's model	CHS, IASC Marker
Power walk in a disaster scenario	External talks on leading change	Gender Analysis, Feminist MEAL
GBV / PSEA	Full simulation from IASC online	Feminist Leadership Diamond

The first training took place in Pakistan in May 2016. There were 23 participants (16 women and seven men) representing a range of organizations, including six collaborating agencies from the GiEWG and Cluster members from Food Security and Community Restoration Clusters.

The second training event was held in December 2016 for 16 participants (six women and 10 men). This course engaged a wider range of participants, including government staff from Sindh PDMA, KP Social Welfare and Child Protection department, and FATA Disaster Management Authority officials. The training also engaged clusters and national partners of other agencies and Oxfam.

Results

The self-assessment was a breakthrough in building trust and collaborative spirit between a range of very different organizations, and facilitated productive exercises in comparing practices. It also highlighted the need for further training and capacity-building in this area.

Feedback indicated that the training was in-depth and relevant to the context, and that it included gender-related standards and approaches, and the Gender and Age marker.[16] Participants reported that being asked to reconsider gender leadership skills was a new and worthwhile experience, and, it was felt that the training provided an opportunity for cross learning through sharing experience and good practices.

As a result of the training, action plans were developed at three levels: that of the individual, the organization, and the group. The action plans were compiled into a single country 'road map' – a process led by UNOCHA and including actions for the Clusters.

Since the initial training, three of the seven agencies involved have

replicated this training with their staff, and five have undertaken other initiatives outlined in their action plan that reflect the ownership and commitment of the partner organizations.

CHALLENGES

It was initially challenging to consider how to conduct a survey that explored organizational gaps, without subjecting it to lengthy sign-off procedures on publication of results. The organizations involved decided that they would treat the examination as an internal exercise that would serve as a baseline for the project.

Several PDMA Baluchistan staff were trained but then left their position. Staff turnover is a major factor affecting the sustainability of training outcomes.

LESSONS

Self-assessment is a very useful way of understanding organizational strengths and weaknesses and building awareness of capacity gaps. Organizational gender reviews through self-assessment may support organizations to grow and learn, and could be repeated on a regular basis.

By maintaining the confidentiality of results among the GiEWG, gender focal personnel can acquire good evidence of gaps to report back to their management teams, without going through sign-off procedures that may cause delays or open the organization up to external criticism.

Gender leadership in humanitarian action is a new and attractive area for participants in Pakistan.

There is a substantial need for further development of technical capacity in gender in emergencies across humanitarian actors, including INGOs, local NGOs, UN agencies and government.

6 TRIALLING THE ACCOUNTABILITY FRAMEWORK

ISSUE

The issue addressed was the lack of accountability for implementation of gender-related standards within organizations and across the humanitarian sector.

INTENDED RESULT 4

The intended result was to trial a global accountability framework with cluster organizations. This framework was intended to support the clusters to develop action plans that would improve accountability for gender in their sector coordination mechanisms.

ACTIVITIES AND RESULTS ACHIEVED

Activities

The global project team examined accountability for gender at all levels and developed an Accountability Framework. It identified specific actions to be taken by coordination mechanisms that would promote gender equality (outlined below). The framework included key elements and best practice examples to support self-assessment.

Table 2: Outline of Global Accountability Framework

Ten things we want Clusters to do on gender	Rating
1. Quality gender analysis	Very Good
2.Gender-responsive strategic planning documents	Good
3. Contextualized minimum gender commitments	Unsatisfactory
4. Adequate gendered competency of agency expertise and staff	Weak
5. Inclusive and participatory cluster/sector meetings	
6. Learning spaces on gender-responsive implementation	
7. Gender-responsive cross-cluster/sector coordination mechanisms	
8. Continuous review and adaptation of ways of working with affected populations	
9. Recurrent monitoring of the IASC Gender and Age Marker	
10. Enhancement of linkages between humanitarian and development interventions	

In Pakistan, the Accountability Framework was first shared with the GiEWG, and a joint meeting and review of the tool was subsequently convened with the UN OCHA head, UN OCHA gender adviser, and ECHO technical assistant. Initial feedback was that, while the measures appeared important and valid, there was a concern that the tool was being 'imposed' and that it may duplicate existing monitoring arrangements. It would need formal endorsement by the Humanitarian Country Team (HCT) to be implemented.[17]

It has since been shared and consulted upon with the Gender Task Force, the Pakistan START Network, and the KP WASH Cluster.

Results

The feedback from the START Network was very positive. They felt that the accountability framework measures could support them in developing Standard Operating Procedures and simulations for groups of specialists they are developing as a part of their own project, Transforming Surge Capacity.

The initial feedback from the WASH Cluster is that the measures are valid areas for the Cluster to monitor and complement the use of the Gender Marker. However, it would be important to contextualize the measures and include reference to Pakistani Law. They noted that such a mapping may support better allocation of gender resources within the cluster.

The project aims to complete a revision of the framework and seek formal endorsement of the tool.

CHALLENGES

There have been challenges and delays owing to the fact that the Clusters are grouped in a specific geographical location, and since the tool was designed at a global level, it encountered initial resistance on the basis that it was being externally imposed on actors in-country.

Application within Pakistan's 'one UN' system requires formal endorsement by the HCT. Entry points for change are via the Pakistan Humanitarian Forum (PHF), the National Humanitarian Network (NHN) and the HCT.

It is still unclear how this tool will be different, distinct or add value in comparison to existing monitoring and reviewing tools, and this consultation is ongoing.

'Accountability' is an overused and loaded term in Pakistan and is viewed negatively by a number of organizations.

LESSONS

The way that the cluster system operates in Pakistan offers a significant opportunity to advocate for gender accountability via a formal process of endorsement. If achieved, this would represent a step change in gender accountability within Pakistan.

The measures may improve practice and monitoring by the Cluster. The tool offers an entry point for the GiEWG to support the Clusters and other initiatives such as the START Network.[18]

Collective ownership is crucial. We should view this tool as a basis for local adaptation to context, through reference to local law and rescaling as necessary to respond to context-specific constraint.

The GiEWG should be involved in revising the language of the framework. It may need to change its name (one recommendation: Gender Responsive framework).

7   CONCLUSION

The approach of the project to institutionalize gender standards and approaches is, in itself, new to Pakistan's humanitarian system, and as such, it addressed a significant gap. The project has helped to move the gender agenda forward among humanitarian organizations, and a significant outcome is the development of Oxfam's own organizational action plan.

The project required a long-term perspective in the Pakistani context – with a more strategic analysis of key actors, a focus on developing strategic relationships with government partners, and early buy-in from cluster organizations.

8   NEXT STEPS

The project has outlined next steps that Oxfam and other members of the GiEWG intend to deliver at country level. These include:

- To incorporate a gender perspective at all stages of the programme cycle: proposal development, implementation, monitoring, evaluation and reporting by partners;
- To undertake gender-sensitive contingency planning for the coming year;
- To plan events and allocate resources for capacity-building clusters and PDMAs regarding gender in emergencies;
- To develop a humanitarian strategy with a focus on gender equality and women rights;
- To maintain gender- and age-disaggregated data collection at staff and partner level for any assessment/report;
- To map grassroots level women groups and create linkages and dialogue;
- To include gender in preparedness planning, emergency response and rehabilitation activities.

NOTES

1 Pakistan is ranked 147 out of 188 countries in the human development index (HDI) (UNDP HDI ranking 2014, 2015). The Global Acute Malnutrition (GAM) rate of 15.1% in Pakistan is classified as critical according to the World Health Organization (WHO) emergency threshold and represents one of the highest worldwide. According to SIDA Crisis Analysis Report (2015), Pakistan has the third largest caseload (3.3 million) of acutely under-nourished children in the world.

2 According to the Global Gender Gap Report 2015, Pakistan ranks 144 out of 145 countries in terms of the overall gender gap, measured in educational attainment, health and survival, and political empowerment (World Economic Forum, 'The Global Gender Gap Report 2015'. Geneva).

3 For instance, in Punjab flood response in 2014, almost 20% of respondents from female-headed households (7%), child-headed households (4%), older persons and people living with disabilities (5%) were excluded from distributions. Female headed-households, such as widows without National ID Card and domicile, were not registered for assistance ('Multi-sector initial Rapid Assessment (MIRA) Punjab Floods' (PDMA, NDMA, HCT, 2014).

4 For global analysis see 'Humanitarian Response Index: Addressing the Gender Challenge' (DARA, 2011) and 'Humanitarian Emergency Response Review' (DFID, 2011).

5 To meet Oxfam minimum standards for gender in emergencies (2013), see http://policy-practice.oxfam.org.uk/publications/oxfam-minimum-standards-for-gender-in-emergencies-305867

6 This scoping review highlighted some recommendations regarding gender in emergencies which included introducing doorstep measures for community mobilization, sensitization, protection monitoring, and engaging community key informants and students from law backgrounds to volunteer their time to hold gender awareness sessions. GiEWG members recommended that strong feedback mechanisms be put in place to engage communities and vulnerable population groups in identifying risks, which may facilitate the identification and reporting of GBV incidents to ensure preventative measures are adopted.

7 For more details about the humanitarian system in Pakistan see www.ndma.gov.pk

8 See Government of Pakistan (2014) 'National Policy Guidelines on Vulnerable Groups in Disasters'. http://ndma.gov.pk/plans/gcc_policy.pdf

9 One reason for this may be that the GiEWG has been seen by the NDMA as a project-based working group, and not a long-term group. However, limitations of working with the GTF include a very broad membership and focus on both long-term and humanitarian issues.

10 See One UN Programme at https://www.un.org.pk/one-un-programme/ for more details.

11 There are three organizations in the GiEWG that are Cluster Leads: UNICEF (WASH Cluster Lead) Food and Agriculture Organisation (FAO) (Food Security Cluster Co-lead) and IRC (Protection Co-lead). However, in Pakistan, the clusters report directly to UN OCHA and operate separately.

12 Oxfam (April 2016) 'Consolidated Country Gender Analysis: Desk Review report'.

13 Ibid.

14 Implementing partners were the Doaba Foundation, Thardeep Rural Development Program, Aga Khan Rural Support Programme, People Welfare Council, Khendow Kor, Act International and SHINE in six multi-disaster-prone districts (Muzaffargarh, Tharparkar, Muzafrababd, Naseerabad Peshawar and Gilit Baltistan).

15 This simple questionnaire of 20 questions allowed participants in the GiEWG to score their own organization, investigating and comparing their work in four areas: exploring internal practices, gender analysis through the project cycle, ensuring dignity and empowerment, and preventing GBV/ Prevention of Sexual Exploitation and Abuse (PSEA). For the full Oxfam minimum standards for gender in emergencies (2013), see http://policy-practice.oxfam.org.uk/publications/oxfam-minimum-standards-for-gender-in-emergencies-305867

16 The IASC **Gender Marker** is a tool that codes, on a 0–2 scale, whether or not a humanitarian project is designed well enough to ensure that women/girls and men/boys will benefit equally from it or that it will advance **gender** equality in another way. See https://www.humanitarianresponse.info/en/topics/gender/page/iasc-gender-marker. A revised version (forthcoming) will incorporate both gender and age.

17 The Humanitarian Country Team (HCT) is the central UN body at Country level for coordinating Humanitarian response. See: Inter-Agency Standing Committee (2010) Guidance for Humanitarian Country Teams. https://interagencystandingcommittee.org/leadership-and-humanitarian-coordination/documents-public/guidance-humanitarian-country-teams

18 See Startnetwork.org for information about the START Network in Pakistan and globally.

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