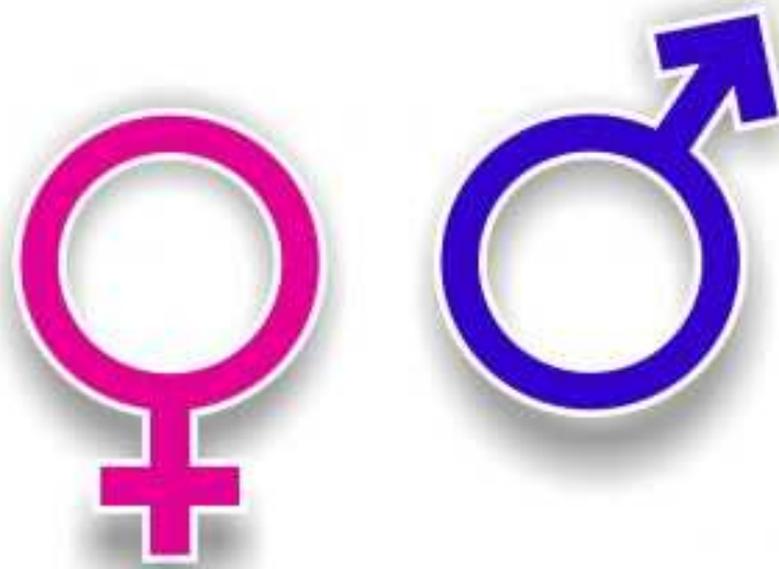


Final report  
Norwegian Red Cross  
International Gender Plan of Action  
2009-2014



 Norwegian **Red Cross**

20 January 2015



## INDEX

|  |           |
|--|-----------|
| <b>Acronyms and abbreviations .....</b>  | <b>4</b>  |
| <b>Introduction.....</b>   | <b>5</b>  |
| <b>Structure of the Gender Plan of Action.....</b>   | <b>5</b>  |
| <b>Methodology for the report.....</b>   | <b>6</b>  |
| <b>Executive summary .....</b>   | <b>7</b>  |
| <b>Findings and achievement of objectives .....</b>  | <b>10</b> |
| Objective 1: The Norwegian Red Cross systematically integrates a gender perspective into all policy work.....  | 10        |
| Objective 2: The Norwegian Red Cross systematically integrates a gender perspective into all programme work .....  | 11        |
| Objective 3: The Norwegian Red Cross is updated on gender issues and staff and delegates have adequate gender knowledge and skills .....                                     | 15        |
| Objective 4: The Norwegian Red Cross works to ensure a gender balance among staff, delegates and volunteers and to increase the number of women in management positions..... | 18        |
| Objective 5: The Norwegian Red Cross plays a leading role in promoting gender within the RCRC movement and in the dialogue with external stakeholders .....                  | 21        |
| Objective 6: The Norwegian Red Cross is gender sensitive in all information and communication work.....  | 25        |
| <b>Other relevant findings.....</b>  | <b>27</b> |
| <b>Norwegian Red Cross' gender commitments nationally .....</b>  | <b>30</b> |
| <b>Main achievements and challenges.....</b>   | <b>34</b> |
| <b>Conclusions of overall goal and main purpose .....</b>  | <b>36</b> |
| Main purpose:.....   | 36        |
| Overall goal:.....   | 36        |
| <b>Recommendations .....</b>   | <b>37</b> |
| For the whole NorCross .....   | 37        |
| For the International Department .....   | 37        |
| <b>Annex 1: Detailed overview of objectives, activities and indicators.....</b>  | <b>40</b> |
| <b>Annex 2: Document review of gender integration in policies .....</b>  | <b>46</b> |
| Partnership Guidelines for NorCross, May 2014 .....  | 46        |
| NorCross Partnership Approach, May 2014 .....  | 46        |
| NorCross International Strategy for International Activities 2009-2014 .....   | 46        |
| Guidelines for International Twinning for Local Branches and Districts.....  | 46        |
| Framework Document 2013-14, Africa.....  | 46        |
| Framework Document 2013-14 Americas .....  | 48        |
| Framework Document 2013-14, Asia .....   | 49        |
| Framework for Europe 2013-14.....  | 50        |
| Framework Document 2013-14, Middle East and North Africa .....   | 50        |
| Framework document 2013-14, Afghanistan and Pakistan.....  | 50        |
| Mission Statement Health .....   | 51        |
| Focus of the International Health Programmes 2013-2014 .....   | 52        |
| Mission Statement Organisational Development.....  | 52        |
| Mission Statement Strategic Cooperation.....   | 52        |
| Mission Statement DRR and Preparedness .....   | 52        |
| Mission Statement Mines and Weapons .....  | 53        |
| <b>Annex 3: Gender check list for recruitment .....</b>  | <b>54</b> |
| <b>Annex 4: Gender and diversity one-pager for project design.....</b>   | <b>55</b> |
| <b>Annex 5: Results from questionnaire to NorCross' International Department staff and delegates, 2014 .....</b>   | <b>56</b> |
| <b>Annex 6: IFRC Gender Pledge.....</b>  | <b>68</b> |

## Acronyms and abbreviations

|               |  |
|---------------|--|
| CRF           | Common Results Framework   |
| DM            | Disaster Management  |
| ECHO          | European Commission's Humanitarian Aid and Civil Protection department |
| ERU           | Emergency Response Unit  |
| EU            | European Union   |
| GBV           | Gender Based Violence  |
| G&D           | Gender and Diversity   |
| GPoA          | Norwegian Red Cross International Gender Plan of Action                |
| GWG           | Gender Working Group   |
| GDWG          | Gender and Diversity Working Group                                     |
| HNS           | Host National Society  |
| HQ            | Norwegian Red Cross Head Quarter                                       |
| IASC          | Inter Agency Standing Committee  |
| ICRC          | International Committee of Red Cross                                   |
| IFRC          | International Federation of Red Cross and Red Crescent Societies       |
| MFA           | Ministry of Foreign Affairs  |
| NS            | Red Cross Red Crescent National Society                                |
| NORAD         | Norwegian Agency for Development Cooperation                           |
| NorCross      | Norwegian Red Cross  |
| PMER          | Planning Monitoring Evaluation Reporting                               |
| PNS           | Partner National Society   |
| RCRC Movement | Red Cross Red Crescent Movement  |
| GBV           | Gender-Based Violence  |
| TOR           | Terms of Reference   |
| UN            | United Nations   |
| WASH          | Water, Sanitation and Hygiene  |

## Introduction

As an organisation which provides humanitarian aid to the most vulnerable, Norwegian Red Cross (NorCross) needs to take gender issues into consideration in all its aspects of work to ensure that the assistance is given to the most vulnerable, and that all aid and services are appropriate, accessible and acceptable to beneficiaries. If gender considerations are not integrated, NorCross will not reach the people who need it the most, and may even end up doing more harm than good.

The term "gender" refers to the social differences between females and males throughout the life cycle. Gender determines the roles, expectations, priorities, power and resources for people depending on how they are understood to fall within or outside the categories of "females" and "males" in any culture. Gender roles are changeable over time and have wide variations within and between cultures<sup>1</sup>.

In 2008, a gender audit was conducted by two independent consultants to assess how NorCross could improve integration of gender aspects in the international work. The outcome of the audit was a **Gender Plan of Action (GPoA) for 2009-2014**.

**The purpose of this report is to give an overview of how the Plan of Action has been followed up, if the goals and objectives have been met, what main achievements and challenges can be identified, and what recommendations can be drawn. In addition, the report includes an overview of changes in the RCRC Movement and NorCross since 2009 and how NorCross works on gender issues domestically, which are relevant for how NorCross works on gender internationally. The findings and analyses of this report will inform new guiding documents for NorCross' international work on gender for the next few years.**

## Structure of the Gender Plan of Action

The GPoA stipulated an overall goal, five main purposes, and six objectives with underlying activities and indicators, including an overview of who would hold the main responsibility for ensuring implementation (see Annex 1 for the full overview). This report will start looking at the objectives, activities and indicators to see what has been achieved at the more detailed level, in order to assess if the main purposes and overall goal have been achieved or not.

### **Overall goal:**

"The Norwegian Red Cross shall respect the different needs and rights of women and men, girls and boys in all its international humanitarian and development cooperation with sister National Societies."

### **Main purpose:**

- Institutionalise and make visible the good work on gender which is already being done internationally by the Norwegian Red Cross

---

<sup>1</sup> Based on the definition provided in "Explanatory note to the IFRC Strategic Framework on Gender and Diversity Issues", page 4.

## Norwegian Red Cross

- Contribute to the integration of a gender perspective in all international work of the Norwegian Red Cross
- Raise awareness among Norwegian Red Cross staff, delegates and volunteers of the importance of gender and strengthen the level of competency of gender mainstreaming and targeted actions in all Norwegian Red Cross' international work
- Contribute to the Norwegian Red Cross organisation as a whole by establishing ownership and a commitment to an integrated gender perspective among senior management in the Norwegian Red Cross
- Strengthen the Norwegian Red Cross leading role in advocating for a strengthened gender perspective across the RCRC Movement

### **Objectives:**

1. The Norwegian Red Cross systematically integrates a gender perspective into all policy work
2. The Norwegian Red Cross systematically integrates a gender perspective into all programme work
3. The Norwegian Red Cross is updated on gender issues and staff and delegates have adequate gender knowledge and skills
4. The Norwegian Red Cross works to ensure a gender balance among staff, delegates and volunteers and to increase the number of women in management positions
5. The Norwegian Red Cross plays a leading role in promoting gender within the RCRC movement and in the dialogue with external stakeholders
6. The Norwegian Red Cross is gender sensitive in all information and communication work

For detailed activities and indicators, see annex 1.

### **Methodology for the report**

The findings of this report have been collected from a variety of sources, including information sharing by NorCross colleagues who have been Gender Focal Points/Advisers between 2009 and 2013, document reviews (see annex 2) and from replies to a questionnaire distributed in 2014 to staff and some of the long term delegates in NorCross' International Department (see annex 5). Relevant units and colleagues were consulted to verify and provide facts and statistics throughout the report, including the HR Department, the Communication and Media Department, and the Department for Care and Organisational Development.

## Executive summary

- 1) There has been improvement in NorCross' gender work internationally from 2009 to 2014. By 2014 the large majority of international policies and strategies integrate gender aspects, both the thematic and regional ones. NorCross' gender expertise has consistently been strengthened throughout the period. In 2008 there was one 20% Gender Focal Point, in 2009 a second Focal Point brought the amount of time dedicated to working on gender issues to 30%. In 2013 the two Focal Points were merged into one Adviser position who dedicated 40% of her time to gender, and in 2014, one permanent 100% Gender and Diversity Adviser position was established.
- 2) A gender perspective is often integrated in publications, dissemination and public communication about NorCross' international work. A systematic gender perspective based on routines and trainings of NorCross' Communication and Media Unit is however not established.
- 3) NorCross has been among the gender champions in the Red Cross/Red Crescent (RCRC) Movement by allocating human and financial resources to the International Federation of Red Cross (IFRC), both in Geneva and in the regional/zone offices. NorCross has also regularly met with IFRC and coordinated with other Partner National Societies (PNSs) which invest in gender integration, especially the RCRC Global Gender and Diversity Group, who has supported the consultative process initiated by IFRC Geneva Principles and Values team to jointly develop the IFRC's Strategic Framework on Gender and Diversity Issues.
- 4) To strengthen the global structure, it is recommended that NorCross should continue to work with ICRC, IFRC and PNSs to ensure that there is a globally coordinated advocacy and policy push for including gender in all work. NorCross also needs to engage Host National Societies (HNSs) bilaterally to ensure that programs and projects supported take into consideration gender and diversity issues at each stage.
- 5) The IFRC's Strategic Framework on Gender and Diversity Issues, which was approved by the Governing Board of the IFRC in May 2013, added the diversity dimension to the gender perspective. This has also changed how NorCross has decided to work. The 100% position established in 2014 became an Adviser position for Gender *and* Diversity. The NorCross Gender Working Group, with representatives from all International Department units, was also renamed 'Gender and Diversity Working Group' in 2014.
- 6) There have been several challenges to NorCross' implementation of the Gender Plan of Action. Despite efforts to follow up on the plan internally through documents and online trainings, most staff and delegates find that the unequivocal support for gender sensitivity at the policy level does not translate into actual implementation of systematic gender mainstreaming in collaborations with partners and programmatic activities. This is to a large extent a result of lack of regular and relevant trainings, compliance with routines and the nature of NorCross' support to HNSs activities.
- 7) Only half of staff and long-term delegates for NorCross' international work have completed the mandatory basic online IASC course in gender. When asked, staff and delegates gave heavy workload as a main reason for not completing the course. Systematic gender updates and more technical trainings have also repeatedly been

removed from the agenda of meetings and conferences. Staff and delegates do therefore not feel competent and confident in how to apply gender analyses and gender sensitive methods in their specific areas of work. As a result, qualitative and systematic inclusion of gender integration is absent, and often only sporadic inclusion of sex and age disaggregated data collection takes place. For NorCross to be able to effectively implement gender issues in the field, there is a need to drastically scale up the capacity building on how to integrate gender and diversity aspects across all projects and activities. Many staff do currently not have terms of references which guide them, which is a necessity for their overall direction and prioritisation, but which also should include relevant gender and diversity points according to their specific areas of work.

- 8) Routines on integration of gender and diversity aspects throughout the project cycle need to be better followed and enforced by management. In the projects where gender is well integrated and leads to good results, the aspects to be attributed to NorCross' support are not systematically captured and cannot be distinguished from what the HNS would have done on its own anyway. Monitoring and reporting mechanisms exist to capture NorCross' added value, but are not used as intended.
- 9) A systemic challenge to reach the goals of the Gender Plan of Action is that NorCross does not implement projects, but provides support to HNSs which are the implementers. If they have low awareness of, or even resist working on, gender related issues, it is impossible for NorCross to raise the topic, carry out analyses and ensure gender integration in activities reaching beneficiaries on its own.
- 10) There is a clear overweight of female staff in NorCross' International Department in the main office in Oslo. As of 1 September 2014 there was 46 female and 19 male staff. However, at the management level there were three female and three male Heads of Unit, with a male Head of the whole International Department. Among the delegates the sex composition depends to a large extent on which technical area they work in, with WASH and logistics delegates predominantly being men, while health delegates predominantly are women. Mechanisms and routines should be established to capture the sex balance among staff and delegates with breakdown according to position and technical area to track changes over time.
- 11) NorCross staff and delegates internationally contribute positively to recruitment of more female staff and volunteers in HNSs and NorCross delegations in countries where these normally are male dominated. The gender awareness often come from the delegates' personal cultural background and principles, but they are further encouraged to continuously focus on sex balance and women's participation by NorCross through training sessions and briefings.
- 12) As NorCross will start working on gender-based violence from 2015, competency on the issue needs to be built from scratch with management, staff and delegates. This should be done through training and development of material in collaboration with IFRC, ICRC and interested PNSs and HNSs, in addition to organisations with long experience on the area.
- 13) At the national level, gender aspects are barely included in NorCross policy documents. After the General Assembly in October 2014, both the gender and

diversity aspects were considerably weakened in the key guiding documents on activities, particularly the Main Program and the guidelines on volunteerism. In national activities gender issues are not systematically integrated, and are primarily addressed in activities targeting ethnic and cultural minority groups. Diversity issues are also primarily focused on ethnic and multi-cultural diversities, and not other types of diversities. NorCross needs to establish better systems to ensure that gender and diversity issues are well understood and integrated across all activities. Further, there are no mechanisms in place to capture gender aspects, good practices and lessons learnt of national activities. If NorCross wants to reach the most vulnerable groups, gender issues need to be institutionalised throughout the organisation. To continue to lead the gender agenda in the RCRC Movement, NorCross must also be better at showcasing gender and diversity issues in documents and ensure integration by establishing adequate systems, routines and knowledge for staff and volunteers. NorCross should strongly consider establishing a gender and diversity policy for the whole organisation, based on the IFRC Gender Policy and the IFRC Strategic Framework on Gender and Diversity Issues. Plans of Action should ensure the policy's implementation by setting timelines, benchmarks, indicators and areas of responsibility for the integration of gender and diversity issues in HR and administration, national and international activities.

## Findings and achievement of objectives

### Objective 1: The Norwegian Red Cross systematically integrates a gender perspective into all policy work

**Goal:** “Norwegian Red Cross integrates a gender perspective both internally and in external policy work. The implementation of the Gender Plan of Action and a translation of the key ideas of the Plan of Action into other Red Cross/Red Crescent policies and strategies are important factors. Based on this a gender perspective will be included in the development of all new internal and external policy documents and strategies.”

More specifically, the activities to be conducted included: (1) regular reporting of the Plan of Action; (2) integrate a gender perspective in the new international strategy from 2009; (3) ensure an integrated gender perspective in new policy documents; and (4) new regional strategies and the “Hovedprogram” (see Annex 1 for detailed activities, indicators and responsibilities).

#### Findings:

1.1. The GPoA was reported on in 2010, 2011 and 2012. The 2012 report was presented to the National Board in June 2013. Monitoring of the GPoA was included in the job description of the two first Gender Focal Points and the following part time Gender Advisor. It was also part of the Gender Working group’s responsibility, but its mandate was only approved in 2013.

1.2. The International Strategy from 2009-2014<sup>2</sup> included a gender perspective, and most of the new documents from 2013 (for example the regional strategies for Africa, Americas, Afghanistan-Pakistan, and the global strategy for Health and the Partnership Guidelines) have comprehensive gender perspectives included. However, several of the thematic policies, notably the Mission Statement for Strategic Cooperation, Mission Statement for Mines and Weapon, and the NorCross Partnership Approach, do not include gender perspectives (See annex 2 for the full document review).

1.3. The program staff and delegates who work internationally for NorCross are quite split on whether they find that the gender perspective is integrated ‘insufficiently’ or ‘fairly well’ in international policies. However, the feedback they gave was very unequivocal in that they do not see the gender perspectives at the policy level being implemented and mainstreamed at the activity level (see more under objective 2).

**Conclusion:** The gender perspective has been well integrated in NorCross’ international policy work, and the level of integration has improved throughout the reporting period. The challenge is however to apply the policies in practice.

---

<sup>2</sup> At the time of this report, the new International Strategy from 2015 is currently being drafted.

## **Objective 2: The Norwegian Red Cross systematically integrates a gender perspective into all programme work**

**Goal:** “Norwegian Red Cross is considering a gender perspective in the development of all programme documents and has in place systems for planning, monitoring, reporting and evaluation based on an integrated gender perspective. This requires measures to ensure that the gender-specific vulnerabilities and capacities of women, men girls and boys are systematically identified and addressed, both in working with vulnerable groups of beneficiaries in disasters and conflict, as well in developing community resilience to disasters and health emergencies through capacity building of volunteers. Data on beneficiaries needs to be disaggregated by sex and age for needs assessments and programme planning with integrated gender analyses in programme design, delivery, monitoring and evaluation. A gender perspective will also be integrated into formats for agreements, in the terms of reference for evaluations, external consultants and operational task forces.”

More specifically, the activities to be reached by 2014 included: (1) integration of a gender perspective in all programme documents (including documents to NORAD/MFA and EU/ECHO); (2) integration and maintenance of systematic gender perspective throughout the programme cycle based on gender analysis, gender indicators and sex disaggregated data; (3) to have in place monitoring systems requiring gender sensitive information; and (4) to integrate a gender perspective in all TORs (including reviews and evaluations), job descriptions, agreements, Task Force and assessment tools (VCA, Assessment in Emergency etc.) (see Annex 1 for detailed activities, indicators and responsibilities).

### **Findings:**

2.1. Although gender issues are included in most policies, and requirements of gender considerations are included in the planning-monitoring-evaluation-reporting (PMER) mechanisms for projects, there is often a lack of proper analyses and follow-up in programs. The use of the Inter Agency Standing Committee<sup>3</sup> gender marker requirements included in the design phase of new projects has not been properly understood, and staff has not had the necessary competency on gender issues to follow up where gaps have been identified. Standard phrases such as “gender is mainstreamed throughout the project” are often copied and pasted in project documents without any further elaborations as to what specific gender issues are identified, explained, addressed and met.

2.2. Outcome 2 includes indicators such as “annual increase in number of programme documents with an integrated gender perspective (100% in 2014)”, number of programme/project baselines with baseline data disaggregated by sex and age” and “number of staff working on data routinely collect, report, analyse, and use sex-disaggregated statistics”. There have not been established systems to track and count these indicators, but the goal of reaching 100% documents with an integrated gender perspective in 2014 has not been reached.

2.3. The nature of NorCross’ collaboration with HNSs makes it difficult to implement gender sensitive activities, both those which reach beneficiaries, and those which involve programmatic follow-up in the country. Many HNSs have limited understandings of gender issues and/or believe that “gender” equals women and girls only, and the focal points

---

<sup>3</sup> The coordinating mechanism for all humanitarian organisations internationally, led by UNOCHA.

responsible for gender in the HNS do often not have enough authority to influence changes and decisions. As a result HNSs may not include gender aspects in analyses, project design or implementation of activities. They often do not have routines and systems in place to capture sex- and age- disaggregated data or gender related impacts of the programs either. Moving beyond quantitative sex- and age- disaggregated data to capture qualitative gender related results and impacts of activities is a challenge, linked to the lack of sufficient understanding of gender related issues by NorCross and HNS staff and volunteers. This makes it exceedingly difficult, if not impossible, for NorCross as a supporting partner to the HNSs' activities to generate gender related analyses or data on its own. NorCross is sometimes not included in the initial project design process, and making gender sensitive analyses and changing plans retro-actively is difficult. Additionally, adding diversity aspects as a further requirement may also be a challenge.

2.4. During the period 2009-2014, NorCross' international structure has undergone extensive changes. From a structure where all activities were managed directly from HQ in Oslo, long term representatives and technical delegates are now deployed to strategic locations globally to coordinate the implementation with HNSs directly. Although a team of programme coordinators and two Programme Managers (Heads of the Programme Unit) still are located in Oslo, another layer of staff and delegates in the field are now situated closer to the HNSs. This requires three levels of staff to be aware of gender integration in programmatic work. Feedbacks from NorCross representatives in the field also show that they are unsure of how strongly they can advocate for gender issues with HNSs, especially in contexts where women's rights are contested. Whereas there is a clear and univocal guideline on zero acceptance for corruption from NorCross HQ which the representatives and delegates receive authorization from, there are no such clear guidelines for gender integration.

2.5. In programmes where activities have been based on solid gender analyses, and both mainstreaming and targeting activities have been included, it has nonetheless been difficult for NorCross staff at HQ to assess what role NorCross has played, and what activities HNSs would have conducted in any case without NorCross' support. Beyond the gender language present in documents produced by the HNSs and NorCross, it has been problematic to separate what gender integration actually can be contributed to NorCross support. The internal NorCross PMER system should document NorCross added value, but has not been used systematically as intended. However, in 2014 the Gender and Diversity (G&D) Adviser has worked with the Program Support and Quality Assurance Unit to integrate G&D aspects better throughout the project cycle. This was among other things done by making a one-pager with G&D points to take into consideration as part of the requirements for the approval document (see annex 4). The one-pager was based on the ECHO Gender and Age marker which will become a mandatory requirement for all ECHO funded projects from 2015, but was made to be less extensive, and also include diversity aspects.

2.6. One of the main areas of international collaboration which is based outside the International Department is the Twinning Programme. The Twinning Programme underlines the mutual benefits of collaboration between Norwegian and international district offices. All 19 districts in NorCross have or have recently had this kind of cooperation. There is only one reference to gender in the guidelines for the cooperation, and that is within "organisational development", where it is stated that an important indicator for the work is to "ensure that the organisations policies on gender and youth are taken into account" (see annex 2). There is no analysis or reporting requirement on gender, and no gender related issues are reported in the activity overview, although other types of beneficiaries are mentioned by diversity criteria,

such as “vulnerable”, “street children and children at risk”, “elderly”, “homeless” and “families in need”. It is therefore impossible to know the extent to which gender issues are integrated and take into consideration in the program. As the Twinning Program is run by the NorCross districts, there is no systematic gender training of volunteers and staff involved in the twinning cooperation, and there is therefore reason to believe that the gender integration and awareness is random depending on the district offices’ various experience and knowledge (see chapter 7 below). In November 2014 the G&D Adviser facilitated voluntary sessions with NorCross staff and volunteers involved in the Twinning Programme during the annual conference to inform them about why G&D issues should be integrated in their collaborations. A simple tool for conducting a G&D analysis of the respective programmes was also introduced, in addition to the International Department’s G&D One-Pager, for their use together with their HNS partners. The participants consisted of staff and volunteers from NorCross branch offices from the whole country. G&D issues were new themes for several of the participants, and they expressed surprise as to why G&D analyses are not used systematically in NorCross’ national activities (for more on NorCross’ routines and mechanisms for work in Norway, see section 8.11. below).

2.7. In contact with donors like NORAD, MFA, EU and ECHO there has been a tendency for gender issues to be raised and required from the donor side, rather than from NorCross itself. In the cases where the donor has clear criteria and demands as to gender related reporting requirements (e.g. ECHO’s Gender and Age marker), this leads to better integration of gender considerations than when such clear requirements are absent. When the HNSs lack routines and mechanisms to capture the information, it is still a challenge to include. However, long-term pressure by donors, repeated by NorCross and other supporting HNSs receiving funding, can over time lead to routines being established. Reporting requirements are often limited to the inclusion of sex- and age- disaggregated data, and HNSs struggle with providing accurate and systematic data. It is often not been possible for NorCross to do quality checks of the data (see also section 5.10 below).

2.8. Many staff does not have terms of references (TORs) which guide their work and help them to prioritise work tasks. Systematic integration of gender perspectives in staff TORs does therefore not exist. Gender perspectives are not systematically integrated in other types of TORs either (such as TORs for consultants), agreements and Task Force documents. As this currently is absent from staff and delegate requirements, one way of making sure that gender issues are implemented in each person’s work can be to include it more clearly in regular follow-up sessions coordinated by the six unit managers (two Programme Managers, one Policy Manager, one Programme Support Manager, one Disaster Management Manager and one Quality Assurance and Delegates Unit Manager) and the Head of the International Department.

**Conclusion:** Gender perspective integration into all programme work has not been adequately and systematically achieved. In NorCross understanding of how gender issues are relevant for the thematic programmatic activities is still too low, and gender perspectives need to be more systematically included in TORs. Many staff does not have job descriptions, neither at headquarters nor in the field. In addition, it is limited how much NorCross can influence gender work in HNSs as only a supportive partner. The internal PMER system has not been used systematically to document NorCross follow-up and added value. This makes it difficult to separate what gender work can be attributed to NorCross' presence, and what the HNS can take credit for. Gender integration in programme work is a management responsibility which has not been adequately enforced.

### **Objective 3: The Norwegian Red Cross is updated on gender issues and staff and delegates have adequate gender knowledge and skills**

**Goal:** “In order to ensure the integration of a gender perspective in all the work of the Norwegian Red Cross, there is a need to institutionalize necessary gender skills and build capacity in the management, staff and delegates. A gender working group consisting of representatives from all units of the International Department will work to monitor the implementation of the Gender Plan of Action and to keep the organisation updated on gender issues through bi-annual gender seminars. Furthermore, all staff and delegates including senior management should receive basic gender training. Training should include compulsory basic gender awareness for all staff as well as more targeted training according to each person’s scope of work. Gender training will be systematic, targeted and continuous.”

More specifically, the activities to be achieved by 2014 included: (1) the Gender Working Group being represented by all sections in the International Department in place to support the Gender Focal Points; (2) ensure that the organisation was up to date on gender related issues through the GWG and Gender Advisers/Focal Points; (3) identifying a gender training focal point responsible for developing and implementing overall training plan; (4) overall training plan developed including content, target groups and time and regularity of training; (5) develop gender training modules based on IASC gender handbook and the Federation’s Training Pack on Gender; (6) implement training for different groups (Management Emergency teams, Program Coordinators, Policy Unit, International Law Unit, Local programme managers and staff/volunteers in cooperation NS); and (7) integrate gender into other existing training programmes (see Annex 1 for detailed activities, indicators and responsibilities).

#### **Findings:**

3.1. The structure of NorCross’ gender expertise has consistently been strengthened from 2009 to 2014. In 2008 there was one 20% Gender Focal Point appointed, and in 2009 a second Focal Point brought the amount of time dedicated to working on gender issues to 30%. In 2013 the two Focal Points were merged into one Adviser who dedicated 40% of her time to gender. As a result of the IFRC Strategic Framework on Gender and Diversity Issues which was adopted in 2013 (see more on this under point 7.2), the position was called Gender and Diversity Adviser, and in 2014 one 100% position was established.

3.2. The Gender Working Group (GWG) established to support the Gender Focal Point represents all the sections in the International Department to support the Gender Focal Points/Adviser. The GWG was initially formed with a mandate to develop the GPoA. However, after its adoption in August 2009, the GWG’s mandate was not approved by the Senior Management Team for the International Department until October 2013. Following the development and endorsement of the IFRC Strategic Framework on Gender and Diversity Issues in 2013, and the appointment of the NorCross full-time Gender and Diversity Adviser, it was agreed in April 2014 that the NorCross GWG should be called the Gender and Diversity Working Group (GDWG). It has been difficult to convince men to volunteer as representatives for their units in the group. The two representatives from the Programme Unit do not have sufficient knowledge of all the geographical teams’ work, and often the stand-in system does not work, which results in units often not attending the meeting.

3.3. As there is no basic gender training developed for the RCRC Movement, NorCross has made it mandatory for all managers, staff and delegates to complete the IASC online gender

training. There are currently no follow-up mechanisms which ensures that the training is completed. Only half of the staff and long term delegates who filled in the questionnaire for this report (see annex 5) have completed the course. The highest rate of those who had completed the training was among the HQ Program Coordinators, while the lowest rate was among the HQ staff in the other units. When asked, staff and delegates gave heavy workload as a main reason for not completing this and other mandatory courses.

3.4. The staff of the International Department and long term delegates who completed the questionnaire (see annex 5) replied that gender issues rarely are translated into activities, and many commented that there has not been sufficient and systematic training, that gender work is done in an ad-hoc manner by those who find it important enough, and that there should be more mandatory trainings, as part of job descriptions and staff appraisals. According to the GPoA, the indicators in objective 3 (see annex 1) mentioned that bi-annual seminars were to be organised by the GWG during the reporting period. This has not taken place despite attempts to include it during the annual Oslo Summit meetings for all managers, staff and delegates who work internationally. A gender training Focal Point has not been identified either. One gender training for 55 staff at HQ's International Department was organised in September 2009 by the two consultants who wrote the initial recommendations which led to the GPoA (Nord/Sør-konsulentene). However, in the following years targeted, annual gender trainings for different groups according to their area of work have not been organised. It was decided that gender issues should be integrated in other thematic trainings instead of organizing gender specific trainings, but as the overall training plan has not been followed up in the International Department, systematic, targeted and continuous trainings including gender aspects were not carried out either. There has been a high turn-over of staff and managers throughout the reporting period, which has made resources and knowledge disappear. It is therefore recommended to prioritize regular trainings to ensure that provide gender integration knowledge to those being newly recruited who come with strong technical knowledge in their respective areas of work.

3.5. In 2009 the delegates deployed by NorCross for operations abroad were primarily Emergency Response Unit (ERU) delegates contracted for short periods. Following the change of structure in the international programme work, long term delegates are now also deployed to the field to provide technical assistance to country programmes. Both short and long term delegates are supposed to complete the IASC online course within their three first months of deployment. In the Delegate Unit's register as of 1 October 2014, 26 of 49 long term delegates (not including youth delegates), and 102 of 276 short term ERU delegates had completed the course. There is reason to believe that many delegates have completed the course without having registered it with NorCross, since several have previously worked with NorCross at HQ, and now are working or are members of the roster as delegates. The Delegate Unit does not have any register tracking for mapping the number of delegates who have completed mandatory courses per year. New delegates also need to take the IMPACT course<sup>4</sup> where a general G&D session is included.

3.6. G&D aspects have been integrated in the Emergency Relief Unit (ERU) training for short term delegates who are deployed to crisis situations. From 2010 until 2013 the Gender Focal

---

<sup>4</sup> The IMPACT training is a regular one-week jointly organised by IFRC, ICRC and some PNSs. Delegates from the involved PNSs participate in training to be introduced to the RCRC Movement's principles, way of working and challenges of being deployed in the field.

Point/Adviser gave separate presentations on gender issues relevant to disaster contexts during the ERU training. In 2014, the Disaster Management unit revised the training curriculum to make it more practical. The G&D Adviser was consulted to mainstream gender, diversity and gender-based violence in the new model. Gender sessions have also been included in the security training which was made mandatory for staff (international and national) and youth delegates in 2012. In 2014 the G&D Adviser changed the name of the session from “Gender” to “Sexual Harassment and Sexual Violence” to make the name and contents more relevant for security aspects.

3.7. Prior to the commencement of contracts, short and long term delegates receive briefings at HQ in Oslo. The briefings include administrative, practical and technical sessions with HQ staff. Gender is one of the briefings which are mandatory for everybody. Additionally, all the delegates are supposed to receive debriefs when ending the contract, where gender again is mandatory. The Gender Advisers have since August 2010 used this opportunity to provide the delegates with more specific information than what they have been able to receive at the IMPACT and ERU training, both in terms of geographical and cultural contexts and technical areas of work. There was for some time a lack of systematic compilation and use of the information that the delegates provide during the debrief, which if could have fed into project design, reports and briefings of new delegates. In 2014 the G&D Adviser started collecting the debrief information in a database to be used by others, including in briefings for new delegates.

3.8. A large number of gender related technical tools, guidelines and manuals have been produced, both by the RCRC Movement, and by other humanitarian actors. NorCross has not developed or translated any of the material itself, but the NorCross Gender Adviser seconded to IFRC in 2010 and 2012 systematized all the material to make it more accessible. The material is currently available in an online Gender Toolbox, included in the NorCross Field Manual. Despite the existing resources, the RCRC Movement does not offer its own training package on gender, although several thematic specific materials and tools exist on disaster management, emergencies, climate change, WASH, shelter, etc. The Movement, as NorCross, has until now used the IASC online gender e-learning as a standard. However, from 2013, the IFRC Strategic Framework on Gender and Diversity was finalized and approved for the RCRC Movement, and the new IFRC G&D Senior Officer as of 2013 is currently in the process of developing a standard training package based on the resources available. In time, it is envisaged that this will replace the IASC online gender e-learning course which is not adapted to the RCRC Movement. It is meant to consist of several technical modules and be adaptable to various target groups. NorCross, as the rest of the movement, will benefit from this for its own capacity building. At the time of writing, it is envisaged that the pilot version of the training pack will be completed by IFRC by mid-2015.

|   |
|---|
| <p><b>Conclusion:</b> Managers, staff and delegates do not have adequate gender knowledge and skills. Although general trainings on gender are mandatory for staff and delegates, they are not completed as mandated, and management does not follow up on the requirement. Further, the mandatory course is not concrete and technical enough to make staff and delegates feel confident in how to integrate gender issues into their work in a substantive way. Priority has not been given to provide regular and technical training as according to the GPoA.</p> |
|---|

#### **Objective 4: The Norwegian Red Cross works to ensure a gender balance among staff, delegates and volunteers and to increase the number of women in management positions**

**Goal:** “Norwegian Red Cross is working to enable a gender balance among staff, delegates and volunteers related to the organisation’s international work, in particular to include more women in the decision-making processes at all levels. This includes ensuring that there are equal opportunities for female and male staff members, delegates and volunteers in terms of recruitment, promotion, benefits, training and working conditions.”

More specifically, the activities to be reached included: (1) Develop a check list to use in recruitment of staff and delegates; (2) A commitment to gender balance to be systematically integrated in the recruitment process at all levels, including the recruitment of delegates (screening of applicants, interviews, etc.); and (3) Conduct an assessment to identify challenges in recruiting and maintaining female managers in delegate positions (see Annex 1 for detailed activities, indicators and responsibilities).

#### **Findings:**

4.1. A check list to use in recruitment of staff and delegates to ensure gender-balance was developed by the GWG in 2010, formulated by the Unit focal point from Field Personnel at that time (see Annex 3). Although the GWG shared this staff/delegate recruitment checklist at the time, the Field Personnel Unit did not in 2014 know about it, and has not used it for recruitments. The Field Personnel Unit does not follow any check-lists to ensure sex balance, but strives to ensure sex balance in ERU teams. In recruitments sex balance is one factor they consider, but choosing the candidate with the best competency and experience takes precedence over affirmative action.

4.2. Recruitment of staff to the International Section is primarily done by the section itself, with support by the HR Section for management positions. The HR Unit is not aware of the recruitment check-list but follows the “Personalhåndboken”, the HR manual for NorCross. The chapter about recruitments in the manual does not include anything specific on sex balance or gender aspects, and does not include information that asking about subjects related to gender might be considered discriminatory, such as questions about sexual orientation, marital status, plans to have children or number of children. By not highlighting these aspects the members of interview panels might not be aware of own assumptions or prejudices with regards to recruitments of women and men. Further, they may not have sufficient understanding of the benefit of having sex balanced teams at all levels. The only mention of gender is included in the template for vacancy announcements, where gender is mentioned as one of several factors of diversity: “Diversity is a focus for Red Cross. We encourage all who are qualified to apply, independent of age, gender, disability, nationality or ethnic background. We make adaptations to the office if needed.”

4.3. No assessment has been conducted to identify challenges in recruiting and maintaining female managers in delegate positions, as stipulated by the GPoA.

4.4. In 2013, 77 women and 65 men were assigned as delegates by Norwegian Red Cross internationally. There is no system to track breakdown of the numbers in terms of

geographical area, thematic area or position level. Among delegates the sex composition depends to a large extent on which technical area they work in. Among WASH and logistics delegates there is an overweight of men, while among health delegates there is an overweight of women.

4.5. As of 1 September 2014 there was a clear overweight of female staff in the International Department at HQ: Of 65 staff in total, 46 were women and 19 were men. The sex imbalance differed dramatically between the various units, from 10 women and no men in the Policy Unit, to seven men and two women in the Disaster Management Unit. In the Programme Support and Quality Assurance Unit there were seven women and three men, in the Delegates Unit there were six women and one man, and in the Programme Unit there were 19 women and six men. There were three female and three male Heads of Units, and the Head of the International Department was a man.

4.6. A full overview of the staff in the International Department throughout the reporting period does not exist, but the HR Unit has registered the 29 staff for who it was involved in the recruitment process, which mainly includes positions at the top and mid-level management. Of the 29 recruited staff, 20 were women (69%) and 9 men (31%).

- In 2010 3 persons were recruited:
  - 2 male Unit Leaders
  - 1 female Coordinator
- In 2011 5 persons were recruited:
  - 1 male and 1 female coordinator
  - 1 female Senior Adviser
  - 1 female Program Economist
  - 1 female Coordinator
- In 2012 3 persons were recruited:
  - 1 female and 1 male Coordinator
  - 1 female Coordinator
  - 1 male staff (position unknown)
- In 2012 11 persons were recruited:
  - 1 female and 1 male Adviser
  - 2 female Senior Advisers
  - 2 male and 4 female Coordinators
  - 1 female staff (position unknown)
- In 2014 (per 10 October) 7 persons were recruited:
  - 2 female and 1 male Unit Leader
  - 1 female Project Leader
  - 1 female Coordinator

- 1 female Adviser
- 1 female staff (position unknown)

4.7. Although not part of the goals for the GPoA, there is no doubt that NorCross staff and delegates contribute positively to recruitment of more female staff and volunteers in HNSs we support, and within the NorCross delegations abroad. Three good examples of this can be found in Pakistan, the Philippines and Nigeria. In Pakistan there has been an increase of female staff (and as a result also female volunteers) in Pakistan Red Crescent Society and at the NorCross delegation Office in Pakistan, due to conscious recruitment and clear messages delivered by a male NorCross delegate. A male NorCross delegate who worked with the response to the typhoon in the Philippines recruited four female staff in a logistics team, including one woman with a disability. Despite some resistance from male staff, one of the women also became a manager. In Nigeria a NorCross delegate worked to increase the number of female volunteers in Nigeria Red Cross by applying new methods to reach the segregated female beneficiaries in a community based health program. The gender awareness the delegates take with them in the NorCross deployments often come from personal cultural backgrounds and principles. However, these delegates reported that the NorCross gender briefings and training sessions they received before traveling abroad encouraged them to continuously focus on the issues.

**Conclusion:** Gender aspects have not been used in a structured way in recruitment of delegates or staff in NorCross' international work, and there is no system to track sex balance according to position or geographical area of work, although this is a requirement NorCross places on HNSs. Based on the staffing in 2014, the majority of those who work on NorCross' international programmes are women. The exception is in technical areas of work which traditionally are dominated by men in the humanitarian world, such as in disaster management, WASH and logistics. At the management level the ratio of men is also higher than among the staff overall, with four men and three women. The apparent sex balance at the management level is not representative of the overweight of female staff in the International Department. Staff and long term delegates abroad contribute positively to a strengthened inclusion of female staff and volunteers in HNSs.

### **Objective 5: The Norwegian Red Cross plays a leading role in promoting gender within the RCRC movement and in the dialogue with external stakeholders**

**Goal:** “Norwegian Red Cross will play a leading role and work systematically to improve the gender perspective across the RCRC Movement. Through the active participation in the Federation’s global gender network and through active liaising with ICRC’s gender advisers the Norwegian Red Cross seeks to effect change by strengthening the Federation’s and the ICRC’s gender work. Further, the Norwegian Red Cross in collaboration with other Nordic National Societies in a gender network seeks to jointly advocate for gender with the respective governments and towards ICRC and the Federation. The Norwegian Red Cross will actively advocate the gender perspective in its collaboration with external stakeholders such as the Norwegian Ministry of Foreign Affairs and Norad and actively contribute to government policies and strategies to include a gender perspective.”

More specifically, the activities to be achieved included: (1) Systematically work to improve the gender perspective of the Federation through active participation in the global gender working group, contribute towards the development of a new gender strategy and new gender training materials and systematically monitor the gender perspective in all Federation programmes; (2) Systematically work to improve the Federation’s gender perspective through financial support; (3) Work systematically with ICRC and the Federation towards a common gender strategy with a rights-based approach, common training materials and with the development of common gender indicators. Advocate for a gender perspective in international meetings with the Federation and ICRC – such as the PNS meetings and the international conference; (4) Systematically work to promote a gender perspective in all Norwegian Red Cross bilateral cooperation with National Societies; (5) Initiate and set up a Nordic gender working group for discussing common strategies in order to advocate for a stronger gender perspective in ICRC, the Federation and Nordic governments; and (6) Systematically include gender in all dialogue with MFA/Norad, EU/ECHO and in all official hearings. Collaborate closely with NMFA to put pressure on ICRC through the Donor Support Group (see Annex 1 for detailed activities, indicators and responsibilities).

#### **Findings:**

5.1. Although not part of the GPoA, it is worth mentioning that NorCross is participating in two national gender related networks as they relate to the objective of engaging with external stakeholders: 1) The Gender Network consists of organisations that work internationally, both women’s rights organisations and humanitarian organisations such as Norwegian Refugee Council, Norwegian Church Aid, Norwegian People’s Aid, Save the Children, Care and Plan. The focus of the network is to share experiences, increase competencies and political influence in Norway. In 2013 NorCross joined an initiative in the network, signing an article in Dagsavisen aimed at the new Government, encouraging them to continue the focus on girls and women’s rights in the development work. 2) Network UNR 1325’s focus is on women’s participation in peace processes. In 2013 NorCross supported a letter addressed to the Minister of Foreign Affairs, acknowledging the new Government’s willingness to “Strengthen the work against sexual- based violence in situations of war and conflict”.

5.2. Internationally, NorCross has during the reporting period contributed considerable resources, both human resources and financial, to support the strengthening of the RCRC movement's global gender structure:

- a) The part time NorCross Gender Focal Point (see point 3.1.) was twice deployed to IFRC HQ in Geneva, first for three months in 2010, and then for another three months in 2012. Funds and a part-time position were also committed so the NorCross Gender Focal Point could support the drafting of the IFRC Strategic Framework on Gender and Diversity Issues while based in Norway. This Strategic Framework was adopted in 2013. The Gender Focal Point also consolidated gender-related tools and resources for easy reference.
- b) From 2011 NorCross has fully supported the IFRC Regional G&D Adviser position for the MENA Zone. Currently this position is NorCross supported with 45% (Sweden Red Cross contributes with 45%, and Canada Red Cross with 10%).
- c) NorCross supported the IFRC publication "Integrating Gender and Diversity into Community Health – Guidance Note", published in 2013.
- d) In 2014 NorCross pledged to fully fund an IFRC Regional G&D Adviser for the Asia-Pacific zone. The position will be filled in January 2015.



**Integrating gender and diversity into community health**

Guidance note

[www.ifrc.org](http://www.ifrc.org)  
Saving lives, changing minds.

 International Federation  
of Red Cross and Red Crescent Societies

5.3. Common gender strategies, training materials and indicators for the ICRC and the IFRC have not been developed, as the structures and ways of working differ too much. However, NorCross has participated and contributed to advancing the gender agenda in meetings. NorCross signed the IFRC Pledge 2093 on Gender (2012-2015) at the 31st International Conference of the RCRC Movement in 2011, and also supported the agenda item on Movement-wide Approaches to Sexual- and Gender-based Violence in Armed Conflict and Disasters in the Council of Delegates in Sydney in 2013. As a follow-up, NorCross also actively participates in the SGBV Coordination Group, which follows up on the recommendations of the Council of Delegates meeting from Sydney towards 2015. NorCross also allocated resources to co-support the consultancy contract which was tasked to conduct a mapping of SGBV activities in the RCRC-movement, together with IFRC and ICRC.

5.4. ICRC has a Gender Policy which guides its work both through improved sex balance among staff, and by using gender analyses and needs based tools in its activities. In addition, the Norwegian MFA has been instrumental in pushing ICRC to develop its focus on sexual violence in conflict areas, and in 2013 ICRC launched a Special Appeal on the topic for 2014 which received 10 million NOK from the Norwegian MFA, channelled through NorCross.

5.5. IFRC adopted a Gender Policy in 1999 and in 2013, with the strong support of NorCross, the IFRC Strategic Framework on Gender and Diversity Issues was adopted. However, while providing a solid basis for how HNSs should integrate gender and diversity in their work, the Framework has not been widely or strategically disseminated. As of December 2014 it is still not on the IFRC web page.

5.6. A group of dedicated PNSs have met regularly from 2008, and after the adoption of the IFRC Strategic Framework the so-called “Nordic Plus” Group of Red Cross Societies has been the gender champion in the Movement, following the Nordic tradition of pushing the gender agenda internationally. NorCross started engaging with the other Nordic PNSs in 2008 on gender specific issues. The network has met a number of times and maintained informal contact throughout the years 2008-2014. The Nordic Plus Group from the start included other PNSs beyond the Nordic countries, notably those which invest in gender promotion, such as Australian Red Cross, British Red Cross, Canada Red Cross and Irish Red Cross. The group has among other things invested resources in supporting IFRC G&D Advisers. Whereas NorCross fully supports the IFRC G&D Advisor in the Asia Pacific zone, and together with Swedish Red Cross and Canada Red Cross funds the G&D Advisor for the Middle East Northern Africa Zone, Swedish Red Cross fully supports the IFRC G&D Coordinator for the Africa Zone office. Sweden, Australia and Finland support the IFRC G&D Senior Officer at IFRC Headquarter in Geneva. Canada Red Cross also supports the IFRC G&D Advisors for South-East Asia and Afghanistan.

5.7. At the end of 2013 the Nordic Plus group met with the IFRC HQ G&D Senior Officer for the first time to more focused support the roll-out of the IFRC Strategic Framework across all NSs. In June 2014, the group met again in Brussels follow up on the plans. The Network agreed to expand the collaboration to PNSs that have expressed interest, and to the other IFRC G&D staff in the Zone offices. In November 2014 the IFRC G&D Advisors for South-East Asia and Mena therefore also participated, in addition to ICRC, America, Australia and Canada Red Cross Societies. It was agreed that the group should change name to “RCRC Global Gender and Diversity Group”. Support to IFRC’s work on developing material and tools and integrate G&D issues will be strengthened, and also coordination of support on G&D issues by the PNSs to HNSs.

5.8. The RCRC Movement as a whole has generally been very slow to systematically adopt and apply gender-sensitive methods systematically in its work, although this has improved during the reporting period. There is a vast pool of resources created by IFRC and NSs on how to apply gender mainstreaming in various technical areas of work, but the resources seem to be very little known and used. This affects NorCross’ ability to work proactively on gender issues in collaborations in the movement, as the degree to which partners are willing and/or aware of the importance of gender integration varies (see paragraph 2.2 above).

5.9. In contact with external stakeholders, NorCross has not been proactive enough in pushing the gender agenda, as it has mostly been driven by donor demands. Donor requirements of gender integration and reporting, especially by NORAD and ECHO, have generated gender related analyses and sex disaggregated data (see paragraph 2.7.) in NorCross’ international projects, which otherwise would not have been generated. In 2013, after encouragement by donors, following the CoD in Sydney the RCRC Movement decided to start working on GBV. NorCross has followed up this decision in its international work (see paragraph 7.4). ECHO’s introduction of the Gender and Age Marker also prompted NorCross to strengthen its G&D aspects in the PMER cycle for all projects, not only the ECHO funded ones (see paragraph 2.5.). Gender issues have also had a higher position in other CSOs, NGOs and UN agencies than in NorCross.

**Conclusion:** NorCross has during the reporting time been among the leading National Societies in the RCRC Movement to keep gender high on the agenda, both in terms of support to positions within the IFRC, and in participation in Movement wide networks and working groups. In its contact with donors and humanitarian actors outside of the RCRC Movement, NorCross has not been at the forefront on gender related topics, but has rather received inputs from and followed others.

## **Objective 6: The Norwegian Red Cross is gender sensitive in all information and communication work**

**Goal:** “A gender perspective is reflected in the information products and public image of the Norwegian Red Cross. The organisation is communicating in a way that takes into account the different roles and experiences of women and men, girls and boys and deliver messages that promote gender equality, rather than perpetuate stereotypical gender roles. The Norwegian Red Cross is being gender sensitive in the planning and implementation of campaigns and information materials such as web pages, brochures, posters, annual reports, and speeches. All staff working with communication and information should have basic knowledge on gender sensitivity.”

More specifically, the activities to be achieved included: (1) Ensure that content and language used in information materials is gender sensitive, (2) Ensure that images and photographs used in information materials are representing both men and women and that men and women are portrayed with equal status, (3) Ensure that gender issues are considered when writing speeches and talking points, and (4) Include gender considerations in the communication platform (see Annex 1 for detailed activities, indicators and responsibilities).

### **Findings:**

6.1. In contrast to the first five objectives of the GPoA, objective six is the sole responsibility of the Communication and Market Unit. The unit works not only with NorCross’ international work, but also the national activities.

6.2. In the continuing development of education material that NorCross promotes to schools, a web-based learning and instructors’ manuals has been adapted to take account of gender specific issues, either in context or in terms of disproportionate affects between men, women, girls and boys. NorCross frequently utilizes material developed by the ICRC, for example in respect of sexual violence in conflicts and has translated this for use in the advanced course with the International Humanitarian Law volunteer group.

6.3. Whilst occasionally campaigns have been premised on a specific gender based theme, such as ‘Women and War’, campaigns are often generic in nature and do not offer gender specificity as a point of departure. However, in the development of campaigns, such as the annual 8<sup>th</sup> May (International RCRC Day) account is taken of the effects on respective gender constituencies. As a result the very nature of a campaign often reflects how the needs of populations affected by conflict or natural disasters differ within those constituencies.

6.4. The public communication material that is prepared by the Communication and Market unit either in terms of news releases, or public remarks or speeches, is inevitably responsive to a particular given situation. The content of such material is not disaggregated for gender specifically. For situations internationally, material is collated either from public communication material provided by ICRC or IFRC, from delegations or are result of media visits – often with the NorCross President or Secretary General in the aftermath of a natural disasters or in situations of conflict.

6.5. Although no specific guidelines exist in NorCross on how to integrate G&D aspects in communication, there are requirements on how to represent beneficiaries with dignity. Depending on the specific themes and histories presented, such as sexual violence in conflicts and activities targeting a specific sex, gender perspectives are integrated where there is a

disproportionate consequence for women and girls. A similar focus does not seem to exist when cases disproportionately involve men and boys. Gender integration is not institutionalised and based on routines.

6.6. No information was available on the inclusion of gender issues in speeches and in the communication platform.

**Conclusion:** Institutionalised guidelines and routines on how to integrate gender perspectives in information material and communication do not exist. This report has not been able to find out how gender issues are integrated in speeches.

### Other relevant findings

**Rationale:** Since the GPoA was drafted five years ago, several developments have taken place within NorCross, the RCRC Movement and the humanitarian world. In addition, the GPoA included intents and points which were not followed up in the set goals, objectives, outcomes, indicators or activities. This section will present some of these points which are relevant to how NorCross should work on gender issues in its international work, even if they are not part of the GPoA, namely:

1. the intended revision of the GPoA;
2. the role of the NorCross G&D Adviser;
3. the added aspect of diversity;
4. the increased focus on gender-based violence in the RCRC Movement and NorCross; and
5. the establishment of the Common Results Framework.

7.1. The GPoA was supposed be revised “no later than 2013”<sup>5</sup>, but no revision took place. If a revision had been conducted, the GPoA could have taken into consideration the changes in structure in the organisation, deleted objectives, outcomes and indicators which were not realistic to be achieved by the end of 2014, and focused on increasing resources in strategic areas, such as outcome 3 on capacity building.

7.2. Until the G&D Adviser position was established as a full time position in 2014, the Focal Points/Advisers did not have the capacity to support country specific programs, and focused primarily on working at global policies and supporting overall processes. Given that consistent and regular technical capacity building of staff and delegates on gender issues has not taken place, the result has been that gender integration in programs has been sporadic and unsystematic. In 2014 the full time G&D Adviser was able to start providing specific support to country programs, depending on the requests of the HNSs and other partners in the RCRC Movement. NorCross started for example collaborations with both Afghanistan Red Crescent Society and Guatemala Red Cross Society to support them with drafting G&D policies, plan of actions and training of staff and volunteers.

These are extensive collaborations which also other HNSs have shown interested in, for example Myanmar Red Cross Society and Pakistan Red Crescent Society.

7.3. In 2013 IFRC adopted the Strategy Framework on Gender and Diversity Issues, in line with the IFRC Strategy 2020. Although gender still is a main focus area for differentiating needs, resources, capacities and roles of beneficiaries depending sex and age, diversity was



Training of the Gender Committee of Afghanistan Red Crescent Society on gender and diversity by NorCross and IFRC in May 2014. Photo by Line Begby

---

<sup>5</sup> See GPoA, bottom of page 3.

also added as a larger component which provides a much more nuanced approach. To correctly identify the most vulnerable and marginalized groups and individuals in communities, and to ensure that aid and services are available, accessible, acceptable and appropriate, there is a need to broaden the scope beyond gender roles. According to IFRC, diversity “includes, but is not limited to, differences in: gender, sexual orientation, age, disability, HIV status, socio-economic status, religion, nationality and ethnic origin (including minority and migrant groups). Gender interacts with other aspects of diversity as there is an important interrelationship between discrimination on the basis of gender and discrimination because of other forms of diversity.” Following the comprehensive IFRC framework, NorCross has also added the diversity aspect to its work on gender integration. However, the IFRC framework is drafted to apply similarly to both PNSs and HNSs. It is therefore recommended that NorCross should draft a strategy on how to translate the IFRC framework into a distinct policy based on NorCross’ structure and way of working. Based on this policy a new Plan of Action can be established.

7.4. NorCross has not worked on gender-based violence (GBV) internationally. This is connected to the slowness of the RCRC Movement to systematically engage in the topic, although other humanitarian actors have worked on GBV for a number of years<sup>6</sup>. IFRC and HNSs have worked on violence prevention, where GBV has been included as one of several types of violence, and some NSs have worked on local GBV projects, but there have been no systematic and defined guidelines or approach to the problem. In 2013, at the Council of Delegates in Sydney, a workshop on Movement response to sexual and gender-based violence (SGBV<sup>7</sup>) in armed conflicts and disasters was co-sponsored by NorCross, Canada and Swedish Red Cross. After the event, an SGBV Coordination Group, chaired by Australia Red Cross, has followed up on the recommendations. NorCross has worked in close collaboration with Swedish Red Cross to develop common terminology and definitions, and has contributed financially with IFRC and ICRC to contracting a consultant who can do the mapping of activities. Additionally, in 2014 NorCross started to think about how to engage in activities targeting GBV. NorCross’ developed initial guidelines on its GBV work, which will be adapted depending on the outcomes of the work of the SGBV Coordination Group and the following Council of Delegates outcome in 2015. A NorCross assessment was also commissioned to identify how to support the HNSs in Kenya, Burundi, Somalia and Haiti to prevent, mitigate and respond to GBV, followed by a mapping of the legal aspects in the African countries. Finally, NorCross has started looking into how to increase the knowledge of delegates on GBV when being deployed through ERUs. NorCross plans to continue its collaborate with IFRC, ICRC, PNSs and HNSs on GBV related activities.

7.5. According to the GPoA NorCross should use both gender mainstreaming and gender targeted approaches. As monitoring and evaluation of gender aspects in programs have not been done systematically, it is not clear which approach has been used the most. The choice of approach will most likely have depended on the HNSs’ preference and capacity. A new Common Results Framework (CRF), the first draft being ready in 2014, will guide all international programme work within NorCross’ identified thematic focus areas (health, disaster risk reduction, national society development, protection and social inclusion). Gender

---

<sup>6</sup> The IASC GBV AoR was established in 2008: <http://gbvaor.net/>

<sup>7</sup> In the humanitarian world, GBV and SGBV are two terms quite identically used. When using the term “SGBV” a particular attention is given to sexual violence above the other types of gender-based violence, while when using “GBV” all types of gender-based violence are referred to equally.

and diversity issues are mainstreamed through implementation of programmes. This means that gender and diversity issues will be mainstreamed, but there are also specific outcomes for targeted interventions within some thematic areas. This includes the strong focus on non-discrimination in the thematic area Social Inclusion, and the specific GBV outcomes under Protection and Health. The CRF will make it easier to guide and track which activities have been used the mainstreaming approach, and which have used the targeted approach.

**Conclusions:**

NorCross' has followed the lead of the IFRC Strategic Framework on Gender and Diversity issues in terms of adding the diversity aspect to the gender issues. Gender support to the Programme unit has been strengthened with the establishment of a full time G&D Adviser position. NorCross has, as the rest of the RCRC Movement, started to work on GBV. The CRF will also affect how NorCross will work internationally, including on G&D.

## Norwegian Red Cross' gender commitments nationally

**Goal:** In the GPoA one of the main outcomes is “Contribute to the Norwegian Red Cross organisation as a whole by establishing ownership and a commitment to an integrated gender perspective among senior management in the Norwegian Red Cross”. This outcome is however not clearly reflected in the objective-activities-indicators matrix (see annex 1). The framework, strategies and structures of the whole organisation influences NorCross' international work, and should therefore also accommodate for gender, diversity and vulnerability issues. This chapter will look at how gender is integrated across NorCross' policies and work.

### Findings:

8.1. In 2011 NorCross signed the IFRC Gender Pledge for 2012-2015. According to the Pledge, Red Cross/Red Crescent Societies should meet the following criteria by 2015:

- during regular updates of Statutes of statutes and internal regulations include the goal of gender balance at all governance and management levels, including general staff, members and volunteers by the year 2020
- policies adopted between 2012 and 2015 and subsequent work have a gender lens
- gender commitments are systematically included in annual programme work plans and budgets, reports and tools, with regular monitoring of achievements,
- improve gender balance in statutory bodies and at statutory meetings
- activities on international humanitarian law undertaken between 2012 and 2015 should include, as relevant, a gender perspective

These points not only set the standard for NorCross' international work with HNSs, but also its work in Norway. As part of the pledge commitment, NorCross will report on the points for the General Assembly in 2015. Although the Pledge follows up on the GPoA outcome of “establishing ownership and a commitment to an integrated gender perspective among senior management in NorCross”, there does not seem to be any knowledge among management, staff and volunteers that NorCross signed the pledge, needs to follow up on it, and what it entails.

8.2. NorCross does not have any guiding document on gender issues, and does not have any policy document on how it should integrate gender aspects in its activities. The only document which has guided gender work in NorCross was the GPoA, which was relevant only for its international work.

8.3. The Constitution (1865) is embedded in the “Decision and orientations of lasting value” (Vedtak og orienteringer av varig verdi) guidelines. On the issue of election committees it states that “The candidates shall be balanced in gender, geography and minority background”. There has traditionally been more difficult to recruit persons with minority backgrounds as committee representatives than to ensure sex and geographic balance. At the General Assembly in 2011 a long term program for the period 2011 till 2020 was declared, which states that “The Norwegian Red Cross shall recruit volunteers and committee representatives with different ethnicity, religions, gender, sexual preference, age, disability, social background and competence ... to be able to meet the needs in society and able to help more people.” By end of October 2014 there are 4553 persons represented in local and regional councils across the country. Among these 2306 are women and 2247 are men.

8.4. The day-to-day work of NorCross is guided by the Main Program (Hovedprogrammet). In 2011 the Main Program adopted by the General Assembly for 2011-2014, included the following points:

2.1 We work for social inclusion and diversity

9: ensure that the gender perspective is safeguarded

3.1 We build and develop strong and needs based Red Cross societies

2: (we must) build the organisation on a diversity which reflects the structure of the Norwegian population, with diversity in the activities and volunteers and elected with different ages, sex, background and level of ability.

In the Main Program for 2014-2017, adopted in at the 39<sup>th</sup> General Assembly in October 2014, there is no mention of gender or sex, only diversity: “Diversity and broadness within the organisation is essential to understand and meet the humanitarian needs in the best possible way”. The international department added gender aspects to the draft, but these were later removed.

8.5. At the General Assembly 2008 a committee for diversity was selected. Its mandate was to map and establish guidelines for diversity. In December 2010 the National Board adopted guidelines on how NorCross is to work on diversity, based on the IFRC European conference in Vienna earlier the same year focused on “Ageing Population in Europe and Multicultural Interaction”. The NorCross guidelines refer to the conference commitments. In the guidelines, the definition of diversity includes “(...) the many differences which exist in the population. These include among others: ethnicity, religion, gender/sex, sexual orientation, age, degree of functionality, social background, life experiences and language.” However, the rest of the guidelines refer only to the Vienna Commitments, where gender is not mentioned. As NorCross seems to have taken the lead on its understanding of diversity from this conference, gender as a prominent aspect of diversity seems to have been lost<sup>8</sup>.

8.6. NorCross works systematically on diversity. In 2013 NorCross organized the Diversity Week, and the branches of NorCross were encouraged to make visible good examples of work and activities which highlight different ethnicities, nationalities and minorities integration. The Diversity Prize was also established to award individuals or branches which had worked well on ethnic diversity, immigration and multiculturalism. This is not to say that gender sensitive activities are absent in NorCross’ national work. Several good examples exist of such, as the activities which Oslo Red Cross organizes for minority women, trafficked persons and the hotline number for youth who fear forced marriages and female genital mutilation. However, the gender aspect seems to be more a focus when working with minority groups than with the majority group in Norway.

8.7. Sex balance among volunteers is another aspects of NorCross’ work. At the General Assembly in October 2014 it was agreed to change the Volunteer Policy. Previously it had included a definition on diversity and stated that the volunteers and representatives should

---

<sup>8</sup> Gender is also referred to as one of several diversities in its national policy on volunteer management, adopted in 2011. NorCross is to “recruit volunteers and representatives with various ethnicity, religion, gender, sexual orientation, age, degree of functionality, social background and competency”.

reflect the diversity of the Norwegian society, but at the meeting the word “diversity” and the definition was removed. The volunteer policy now states: “Recruit volunteers and committee representatives that reflects the Norwegian society”.

8.8. There is a challenge to integrate the gender perspective in the national activities. The care activities, such as the visiting services, refugee guides and activities for children, are dominated by female volunteers. Due to this imbalance, a campaign to recruit more male volunteers for the care activities, was initiated in 2013. Other good examples of targeted publication/awareness raising activities towards men by the Communication and Media Unit includes the advertisements to make more men wear life vests while travelling on the sea during the summer 2014. In the search and rescue activities, there is a dominance of male volunteers.

8.9. Although the large majority of the staff of NorCross, and all the volunteers, are consecrated to national activities, there are no positions established with “gender” in the title. There is a Senior Adviser on Diversity and Public Health in the office of Social Inclusion and Diversity, under the Department for Care and Organisational Development. The Department has followed up on the 2010 Guidelines on diversity by developing a concrete manual on how to integrate diversity aspects in activities and when recruiting volunteers. However, following the guidelines, the focus tends to be on ethnicity and multiculturalism, although other types of diversity also are mentioned, including disability. A course on Diversity has been mandatory for volunteer managers. In the beginning the course did not have a focus on gender issues, and diversity was mainly understood as ethnic diversity. From 2014 the diversity aspect has been included in all introduction courses for staff and volunteers in the NorCross, with diversity being understood in the broad sense beyond ethnicity and multi-culturalism only.

8.10. There are no specific gender references used in recruitments according to the “Personalhåndbok” (see also point 4.2.), but in the template for vacancy announcements gender is mentioned as one of several factors of diversity: “Diversity is a focus for Red Cross. We encourage all who are qualified to apply, independent of age, gender, disability, nationality or ethnic background. We make adaptations to the office if needed.”

8.11. Despite more knowledge being rolled out recently in the organization on diversity issues through trainings (see point 8.9.), there does not seem to be any routines and/or mechanisms in place to systematically integrate gender (and diversity) aspects in national activities, for example through conducting thorough vulnerability analyses as basis for starting projects (see point 2.6.), nor does there seem to be routines in capturing good practices and lessons learnt. Systems to nationally register and analyse the sex and age of staff, volunteers and beneficiaries are also lacking. In Norway the rights of girls and women are far more observed and adhered to than in most other countries. There are however still some challenges remaining, such as traditional gender divisions in the job market, with women choosing the public sector and care work, while men choosing the private sector. Additionally, boys are lagging behind in education, and boys and men constitute the majority of attempted and committed suicides. It is therefore important to include gender aspects in national activities, as blind spots otherwise may be developed, the most vulnerable will not be reached, and activities may end up perpetuating or strengthening traditional negative gender roles instead of challenging them. Finally, if NorCross wants to be among the leaders on the gender agenda in the RCRC Movement, the organisation also needs to show its commitment to gender equality in all policies and documents, in addition to having a clear and conscious integration of gender aspects in all activities. Some of the PNS in the RCRC Global Gender Group with

similar gender contexts have already adopted Gender Policies. NorCross should consider doing the same, or strengthen the gender focus in the existing diversity policy.

8.12. Since 2013 the G&D Advisor and the Advisor on Mines and Weapons in the International Department and the Senior Advisor for Diversity in the Care and Organisational Development have discussed cross-cutting issues on gender and diversity. In 2014 an Advisor from the HR unit also joined the discussions. The group has discussed how to strengthen NorCross' overall work on gender and diversity, both internally, in its structure, composition and its activities.

**Conclusions:** There is a very low awareness of gender issues in NorCross' national activities. Gender is one of several diversity aspects which typically have been mentioned in policy documents, but the understanding of diversity is primarily focused on ethnicity and multiculturalism. After the General Assembly in 2014 both the gender and diversity aspects were considerably weakened in NorCross' guiding documents. Despite having committed to the IFRC Gender Pledge, NorCross does not have any guiding documents on how gender aspects should be integrated across all areas, including in national work. Systematic gender integration in national activities is lacking, which may to perpetuation and strengthening of negative gender roles. An in-house Diversity Working group encompassing the International Department, Care and Organisational Development Department and the HR Department already exists.

## Main achievements and challenges

### Main achievements

1. During the reporting period the **support among NorCross management, staff and delegates to gender integration being important in international work, has grown stronger.**
2. **NorCross has increasingly invested more resources within the organisation** to integrate gender (and diversity) in its international work during the reporting period. Establishing a full time G&D Adviser position in 2014 has allowed for better support to regional teams and mainstreaming in program activities.
3. Gender perspectives have been **integrated in most international policies and all regional strategies.** These provide good support for G&D integration in programmes.
4. Considerable resources have been allocated to **strengthen the gender structure in the RCRC Movement,** both in terms of human resources, especially at IFRC's HQ and the zone offices and development of tools. This has led to strengthened G&D work in IFRC.
5. **Active collaboration and networking with other like-minded PNSs** have strongly supported the gender agenda globally, for example the RCRC Global G&D Group and the SGBV Coordination Group.
6. NorCross staff and delegates often come with a mind-set about gender equality and non-discrimination which leads to **more even sex balance among staff and volunteers in NorCross delegations and NS offices.**

### Main challenges

1. There has been **slowness in the RCRC Movement** to advocate for and follow up on the existing gender policies and issues. This leads to HNSs often not prioritising and/or being aware of the importance of gender integration.
2. The awareness of gender integration as important **in NorCross' national work** in Norway is absent, as **the focus is on the broader 'diversity' integration, and primarily ethnic diversity and multi-culturalism.** In the areas of NorCross' international work where national units are involved, such as HR and Media and Communication units, no gender specific guidelines are included in policies. The Twinning Program run by the national districts, although it involves international cooperation, does not include any gender requirements.
3. **Management has not followed up on its** responsibility to ensure gender integration in international programme work and regular and technical capacity building on gender issues.
4. Lack of practical and technical knowledge by NorCross' international staff and delegates on how to apply gender sensitive methods in areas of work leads to **gender sensitive policies not being translated into practical follow-up in collaborations and activities with HNSs.**
5. Heavy workload of staff and delegates in NorCross' international department makes it difficult to take on tasks and responsibilities which are not considered immediately necessary. **Prioritizing gender related training in meetings and hectic work-days will therefore not happen unless it is directly mandated by the management.** An overall training plan for staff is also missing.

6. Except for short-term emergency response activities, **NorCross does not implement international projects itself, but supports HNSs**. This results in NorCross often not having the possibility to assess, design, monitor, quality check and extract data from the activities which reach beneficiaries. NorCross relies on the HNSs to provide the necessary information needed for documentation and reports, and cannot implement gender sensitive activities without the consent and collaboration of the HNSs.
7. **Lack of systematic follow-up on reporting requirements to separate NorCross' contributions** to gender sensitive approaches in projects and activities, from those which are initiated and carried out by the HNSs themselves, makes it difficult to identify where NorCross has contributed to gender integration.
8. **No system is established to monitor the sex composition of management, staff and delegates** who work on international programmes.

## Conclusions of overall goal and main purpose

### Main purpose:

1. Institutionalize and make visible the good work on gender which is already being done internationally by the Norwegian Red Cross  
Partially achieved. NorCross' international work is often portrayed with a gender lens, but this is mostly a result of a needs-based approach, rather than driven by a systematic and conscious gender awareness.
2. Contribute to the integration of a gender perspective in all international work of the Norwegian Red Cross  
Partially achieved. Gender perspective is integrated in most policy work, but it is not systematically and coherently integrated in programmatic work and in contact with partners in the RCRC Movement and external stakeholders.
3. Raise awareness among Norwegian Red Cross staff, delegates and volunteers of the importance of gender and strengthen the level of competency of gender mainstreaming and targeted actions in all Norwegian Red Cross' international work  
Partially achieved. Although there is support for gender aspects being important, thorough understanding is lacking. The concrete and technical knowledge necessary to apply gender mainstreaming and targeted actions in NorCross' international work is missing.
4. Contribute to the Norwegian Red Cross organisation as a whole by establishing ownership and a commitment to an integrated gender perspective among senior management in the Norwegian Red Cross  
Not achieved (not reflected at outcome, activity and indicator levels in the GPoA). Additionally, there is no definition of who "senior management" includes, if it should include the senior management for the international activities, or for all the NorCross activities, also national.
5. Strengthen the Norwegian Red Cross leading role in advocating for a strengthened gender perspective across the RCRC Movement  
Achieved. Although full gender integration is still lacking internally, NorCross has through consistent funding, support and initiatives been among the leading PNSs in the RCRC Movement.
6. The Norwegian Red Cross is gender sensitive in all information and communication work  
Partially achieved. A gender perspective is often integrated in publications, dissemination and public communications, but a systematic approach is not established.

### Overall goal:

"The Norwegian Red Cross shall respect the different needs and rights of women and men, girls and boys, in all its international humanitarian and development cooperation with sister national societies."

**Conclusion:** Although NorCross has improved its way of working with gender internationally, the overall goal has not been achieved. Gendered needs and rights are still not respected in all its international humanitarian and development cooperations with Host National Societies.

## Recommendations

Specific actions to take to follow up on the following recommendations and identification of assigned responsibilities should be decided by the staff and/or working groups tasked to draft new guiding documents and/or plans of action, together with the appropriate managers.

### *For the whole NorCross*

#### **1. Strengthen gender and diversity integration:**

- a. Establish a gender and diversity policy, or rewrite the existing guidelines on diversity, for all NorCross activities, with plans of action for national and international activities (based on findings in paragraphs 8.2.-8.11.).
- b. Follow up on the IFRC Gender Pledge commitments and ensure that gender aspects are integrated across all areas of work, not only in international activities (based on findings in paragraph 8.1.).

#### **2. Structure:**

- a. The in-house Diversity Working Group should be in charge of facilitating the drafting of the policy and a plan of action with all departments, and oversee the follow-up and implementation (based on findings in paragraph 8.12.).
- b. NorCross should establish a system to disaggregate and monitor the composition of governance, management, staff and volunteers by sex (based on findings in paragraphs 4.4., 4.8., and 8.11.).

#### **3. Capacity building:**

- a. Continue to strengthen the understanding of gender and diversity among all NorCross staff and volunteers, especially with regards to needs based on their specific areas of thematic and geographic areas of work and engagement (based on findings in paragraphs 2.6., 2.8., 3.4., 6.5., 8.9. and 8.11.).

#### **4. Concrete integration and mainstreaming**

- a. All job descriptions should include gender and diversity responsibilities relevant to their particular areas of work. Follow-up should be done during staff performance appraisal meetings (based on findings in paragraphs 2.8., 3.4., 6.5., and 8.11.).

### *For the International Department*

#### **1. Expand beyond gender only:**

- a. NorCross should continue to work internationally with ‘Gender and Diversity’ instead of just ‘Gender’, in line with the provisions of the IFRC Strategic Framework on Gender and Diversity Issues (2013). To ensure the best possible service delivery to the most vulnerable, it is a professional requirement for everyone to ensure gender and diversity inclusion in their work (based on findings in paragraphs 5.5. and 7.3).
- b. NorCross needs to continue to coordinate with the RCRC Movement on how to best phrase and communicate gender and diversity issues in contexts where gender equality, women’s rights and diversity issues are sensitive topics. Focus should be on linking gender and diversity to the Fundamental Principles, and

emphasizing the need for humanitarian assistance and aid to reach all vulnerable and marginalized groups (based on findings in paragraph 2.3.).

- c. In line with the RCRC Movement, NorCross should continue to identify and implement activities to prevent, mitigate and respond to GBV in its activities, both in ERU operations and in partnerships with HNSs (based on findings in paragraph 5.3. and 7.4.).

## **2. New plan of action required with an integrated approach**

- a. The new G&D plan of action for international work for 2015-2020 should make gender and diversity integration in international work concrete, measurable and time bound. The new GPoA and the CRF should be synchronised (based on findings in paragraph 7.5.).

## **3. HR and recruitment**

- a. Proactive measure should be initiated to recruit more men to the International Department's office in Oslo. Measures should also be considered to recruit people with disabilities and from minority groups (based on findings in paragraphs 4.5. and 4.6.).
- b. A system should be established to disaggregate and monitor the composition of management, staff and delegates by sex (based on findings in paragraphs 4.4. and 4.6.).

## **4. Capacity building**

- a. Invest in regular capacity building of NorCross staff and delegates on G&D issues, especially concrete technical integration in their particular areas of work. The training should be mandatory, with management follow-up if training is not completed, and be in line with the material on G&D produced by IFRC (based on findings in paragraph 3.3., 3.4. and 3.8.).
- b. As NorCross will start working on GBV, competency needs to be built from scratch with management, staff and delegates in NorCross and HNSs. This should be done through trainings in collaboration with IFRC, ICRC and interested PNSs and HNSs, in addition to organisations with long experience on the area (based on findings in paragraphs 5.3., 7.4.).

## **5. Programming**

- a. The GDWG in NorCross should continue to meet regularly. Its members should have a more solid structure which represents all the units in the International Department, and a clearer mandate to integrate G&D in the work of the units. Men should be encouraged to participate (based on findings in paragraph 3.2.).
- b. The G&D Adviser at HQ should continue to work closely with HQ and field colleagues to ensure that implementation of G&D integration is sustainable and anchored in HNS collaborations (based on findings in paragraph 7.2.).

- c. NorCross should, as part of the overall support, provide support to interested HNSs in strengthening G&D integration in their structures, routines and methods, in coordination with IFRC and members of the RCRC Global G&D Group, or others (based on findings in paragraph 7.2.).
- d. PMER routines on integration of G&D aspects throughout the project cycle need to be followed and enforced by management (based on findings in paragraph 2.5.).

**6. RCRC Movement Collaboration**

- a. Continue to work closely with partners in the RCRC Movement who invest resources in G&D issues, most notably ICRC, IFRC and the RCRC Global G&D Group, to strengthen advocacy efforts and G&D integration in global fora, processes and tools (based on findings in paragraphs 5.2., 5.3., 5.6. and 5.7.).
- b. Pro-actively advocate for and incorporate gender and diversity aspects in all collaborations with HNSs, in close coordination with the RCRC Global G&D Group (based on findings in paragraphs 2.3. and 2.4.).

## Annex 1: Detailed overview of objectives, activities and indicators

### Overall goal:

The Norwegian Red Cross shall respect the different needs and rights of women and men, girls and boys, in all its international humanitarian and development cooperation with sister National Societies.

### Main purpose:

- Institutionalize and make visible the good work on gender which is already being done internationally by the Norwegian Red Cross
- Contribute to the integration of a gender perspective in all international work of the Norwegian Red Cross
- Raise awareness among Norwegian Red Cross staff, delegates and volunteers of the importance of gender and strengthen the level of competency of gender mainstreaming and targeted actions in all Norwegian Red Cross' international work
- Contribute to the Norwegian Red Cross organisation as a whole by establishing ownership and a commitment to an integrated gender perspective among senior management in the Norwegian Red Cross
- Strengthen the Norwegian Red Cross leading role in advocating for a strengthened gender perspective across the RCRC Movement

| <b>Objective 1:<br/>The Norwegian Red Cross systematically integrates a gender perspective into all policy work</b> |  |   |
|---|--|---|
| <b>Activities</b>   | <b>Indicators</b>  | <b>Responsibility</b>   |
| Monitor the implementation of the Gender Plan of Action   | <ul style="list-style-type: none"> <li>➤ Annual report developed focusing on progress and challenges in implementing the Gender Plan of Action</li> <li>➤ Number of activities successfully implemented according to plan</li> <li>➤ monitoring Gender Plan of Action included in job description of gender focal point(s) and in mandate for working group by 2009</li> </ul> | <b>Overall:</b> Sec Gen / Director International Department<br><br><b>Operational:</b> Gender working group/Gender focal points     |
| Integrate a gender perspective in the new international strategy  | Gender explicitly addressed in the international strategy (2009)   | <b>Overall:</b> Director International Department<br><b>Operational:</b> International strategy working group, Gender working group |
| Ensure an integrated gender perspective in the development of new policy  | Gender explicitly addressed in new policy documents  | <b>Overall:</b> Head of Policy Unit<br><b>Operational:</b> Gender   |

|   |  |   |
|---|--|---|
| documents   |  | focal points  |
| Ensure an integrated gender perspective when developing new regional strategies | Gender explicitly addressed in regional strategies | <b>Overall:</b> Heads of Geographical Units<br><b>Operational:</b> Programme Coordinators/delegates   |
| Integrate a gender perspective in the “Hovedprogram”                            | Gender explicitly addressed in next “Hovedprogram” | <b>Overall:</b> Sec Gen, Director International Department<br><b>Operational:</b> Gender focal points |

| <b>Objective 2:</b><br><b>The Norwegian Red Cross systematically integrates a gender perspective into all programme work</b>  |  |  |
|---|--|--|
| <b>Activities</b>   | <b>Indicators</b>  | <b>Responsibility</b>  |
| Integrate a gender perspective in all programme documents including documents to NORAD/ MFA and EU/ECHO   | <ul style="list-style-type: none"> <li>➤ RC gender checklist for long term and humanitarian work developed and known by all programme coordinators by 2010</li> <li>➤ Annual increase in number of programme documents with an integrated gender perspective (100% in 2014)</li> </ul>   | <b>Overall:</b> Heads of Geographical Units<br><b>Operational:</b> Program Coordinators/Gender focal points                        |
| Integrate and maintain a systematic gender perspective throughout the programme cycle (programme/project development, planning and reporting) based on gender analysis, gender indicators and sex disaggregated data and have in place monitoring systems requesting gender sensitive information | <ul style="list-style-type: none"> <li>➤ System in place to include gender analysis, gender indicators and sex disaggregated data in monitoring, application and reporting forms by 2010</li> <li>➤ Number of programme/project baselines with baseline data disaggregated by sex and age</li> <li>➤ Number of staff working on data routinely collect, report, analyse, and use sex-disaggregated statistics</li> <li>➤ RC gender data base with training materials, records and reference materials maintained and used by 2010</li> </ul> | <b>Overall:</b> Heads of Geographical Units/Internal Coordinator<br><b>Operational:</b> Programme Coordinators/Gender focal points |
| Integrate a gender perspective in all ToRs  | ➤ Increased number of ToRs, job descriptions, agreements etc.  | <b>Overall:</b> Internal Coordinator/ Heads of   |

|   |  |   |
|---|--|---|
| (including reviews and evaluations), job descriptions, agreements, Task Force, assessment tools (VCA, Assessment in Emergency etc.) | with explicit inclusion of gender<br>➤ Annual no of Gender Advisers/gender focal points recruited (Task force) | Geographical Units<br><b>Operational:</b><br>Programme Coordinators/Gender focal points |
|---|--|---|

**Objective 3:**

**The Norwegian Red Cross is updated on gender issues and staff and delegates have adequate gender knowledge and skills**

| Activities   | Indicators  | Responsibility   |
|--|---|--|
| Gender working group represented by all sections in place to support gender focal points   | Mandate for gender working group approved by Head of International Department by 2009   | <b>Overall:</b> Director International Department<br><b>Operational:</b> Head of Resource and Competence Unit    |
| Ensure that the organisation is up to date on gender related issues through the gender working group and gender advisers/focal points                    | Bi-annual seminars on gender issues arranged for all RC staff   | <b>Overall:</b> Director International Department<br><b>Operational:</b> Gender working group                    |
| Identify a gender training focal point responsible for developing and implementing overall training plan   | Gender training focal point in place with a clear mandate by 2009   | <b>Overall:</b> Director International Department<br><b>Operational:</b> Gender working group                    |
| Overall training plan developed including content, target groups and time and regularity of training   | Training plan developed by 2010   | <b>Overall:</b> Gender working group<br><b>Operational:</b> Gender training focal point                          |
| Develop gender training modules based on IASC gender handbook and the Federation's Training Pack on Gender (basic gender training and advanced training) | Gender training package developed by 2010   | <b>Overall:</b> Gender working group<br><b>Operational:</b> Gender training focal point                          |
| Implement training for different groups (Management Emergency teams Program coordinators Policy Unit)  | Number of volunteers, delegates and staff, including managers, received basic gender training (minimum half day each year for all) and targeted gender training (minimum half day each year for programme | <b>Overall:</b> Gender working group<br><b>Operational:</b> Gender training focal point and Gender working group |

|  |  |  |
|--|--|--|
| International Law Unit<br>Local programme managers<br>and staff/volunteers in<br>cooperation NS) | coordinators and delegates) per year                                 |  |
| Integrate gender into other<br>existing training<br>programmes                                   | Number of trainings with gender<br>dimension explicitly incorporated | <b>Overall:</b> Gender<br>working group<br><b>Operational:</b><br>Person/unit<br>responsible for each<br>training and Gender<br>training focal point |

**Objective 4:**

**The Norwegian Red Cross works to ensure a gender balance among staff, delegates and volunteers and to increase the number of women in management positions**

| <b>Activities</b>  | <b>Indicators</b>   | <b>Responsible</b>   |
|--|---|--|
| Develop a check list to use<br>in recruitment of staff and<br>delegates  | Gender check list developed and<br>used in all recruitments by 2010   | <b>Overall:</b> Director<br>International<br>Department<br><b>Operational:</b> Heads of<br>Geographical Units/<br>HR and Field Personnel<br>Unit/<br>Internal Gender focal<br>point        |
| A commitment to gender<br>balance to be<br>systematically integrated in<br>the recruitment processes<br>at all levels including the<br>recruitment of delegates<br>(screening of applicants,<br>interviews, etc) | <ul style="list-style-type: none"> <li>➤ Minimum rate of 40% for either<br/>male or female staff by 2014</li> <li>➤ Increased number of female<br/>delegates by 2014</li> </ul> | <b>Overall:</b> Director<br>International<br>Department<br><b>Operational:</b> Internal<br>Gender focal point  |
| Conduct an assessment to<br>identify challenges in<br>recruiting and maintaining<br>female managers in<br>delegate positions   | Assessment conducted and<br>improvements proposed by 2010   | <b>Overall:</b> Director<br>International<br>Department<br><b>Operational:</b> Team<br>Leader Field Personnel<br>Unit / Heads of<br>Geographical Units /<br>Internal Gender focal<br>point |

**Objective 5:**

**The Norwegian Red Cross plays a leading role in promoting gender within the RCRC movement and in the dialogue with external stakeholders**

| Activities   | Indicators  | Responsibility   |
|--|---|--|
| Systematically work to improve the gender perspective of the Federation through active participation in the global gender working group, contribute towards the development of a new gender strategy and new gender training materials and systematically monitor the gender perspective in all Federation programmes                                | <ul style="list-style-type: none"> <li>➤ Number of meetings attended with gender on the agenda</li> <li>➤ New gender strategy developed</li> <li>➤ New training materials developed</li> </ul>  | <p><b>Overall:</b> Sec Gen / Director International Department/Head of Resources and competency Unit</p> <p><b>Operational:</b> External Gender focal point</p>    |
| Systematically work to improve the Federation's gender perspective through financial support   | Increased amount of financial support to gender activities in the Federation  | <p><b>Overall:</b> Sec Gen / Director International Department</p> <p><b>Operational:</b> External Gender focal point</p>  |
| Work systematically with ICRC and the Federation towards a common gender strategy with a rights-based approach, common training materials and with the development of common gender indicators. Advocate for a gender perspective in international meetings with the Federation and ICRC - such as the PNS meetings and the international conference | <ul style="list-style-type: none"> <li>➤ Common gender strategy developed</li> <li>➤ Common training materials developed</li> <li>➤ Number of meetings with a rights based approach to gender explicitly on the agenda</li> <li>➤ Common gender indicators developed</li> </ul> | <p><b>Overall:</b> Director International Department/ All Heads of Units</p> <p><b>Operational:</b> External Gender Focal point/Program Coordinators/delegates</p> |
| Systematically work to promote a gender perspective in all Norwegian Red Cross bilateral cooperation with National Societies   | Increased gender perspective in all dialogue w NS partners, RCRC Movement and external partners   | <p><b>Overall:</b> Director International Department/ All Heads of Units</p> <p><b>Operational:</b> Gender Focal points/ Program coordinators</p>                  |
| Initiate and set up a Nordic gender working group for discussing common strategies in order to advocate for a stronger gender perspective in ICRC, the Federation and  | <ul style="list-style-type: none"> <li>➤ A Nordic Gender Working Group established</li> <li>➤ Number of group meetings held</li> <li>➤ Number of initiatives taken to advocate for a stronger gender perspective</li> </ul>   | <p><b>Overall:</b> Director International Department/ Head of Resources and competency Unit</p> <p><b>Operational:</b> External Gender focal point</p>             |

|   |  |   |
|---|--|---|
| Nordic governments  |  |   |
| Systematically include gender in all dialogue with MFA/Norad, EU/ECHO and in all official hearings. Collaborate closely with NMFA to put pressure on ICRC through the Donor Support Group | <ul style="list-style-type: none"> <li>➤ Increased number of meetings and conferences where gender issues are raised</li> <li>➤ Number of hearings addressing gender issues</li> </ul> | <b>Overall:</b> Sec Gen/ Senior management/ Head of Resources and competency Unit<br><b>Operational:</b> External Gender focal point, Senior Adviser<br>EU/ECHO |

| <b>Objective 6:<br/>The Norwegian Red Cross is gender sensitive in all information and communication work</b>   |   |  |
|---|---|--|
| Activities  | Indicators  | Responsibility   |
| Ensure that content and language used in information materials is gender sensitive  | <ul style="list-style-type: none"> <li>➤ Use of gender sensitive language</li> <li>➤ Efforts made to balance female/male sources</li> </ul> | <b>Overall:</b> Head of Media Unit<br><b>Operational:</b> TBD                |
| Ensure that images and photographs used in information materials are representing both men and women and that men and women are portrayed with equal status | <ul style="list-style-type: none"> <li>➤ Efforts made to strive to be gender sensitive in choosing illustrations when possible</li> </ul>   | <b>Overall:</b> Head of Media Unit<br><b>Operational:</b> TBD                |
| Ensure that gender issues are considered when writing speeches and talking points   | Gender perspective included in speeches where this is suitable for the purpose  | <b>Overall:</b> Head of Policy Unit<br><b>Operational:</b> TBD               |
| Include gender considerations in the communication platform   | Gender explicitly addressed in the communication platform to be developed autumn 2009   | <b>Overall:</b> Director Communication Department<br><b>Operational:</b> TBD |

## **Annex 2: Document review of gender integration in policies**

This document review is based on the policies included in the “Operational Manual for Norwegian Red Cross’ Field Offices and bilateral delegates and Norwegian Red Cross International Department”, officially approved in April 2010 and updated as per April 2014.

### ***Partnership Guidelines for NorCross, May 2014***

Page 4 : The partnership should ensure that gender and diversity planning, implementing and evaluating activities

Page 6 : The partnership should ensure that gender and diversity is taken into consideration when planning, implementing and evaluating activities

### ***NorCross Partnership Approach, May 2014***

Does not include anything on gender issues.

### ***NorCross International Strategy for International Activities 2009-2014***

Page 7 : Gender inequality negatively impacts economic growth and human development. In man-made and natural disasters, women and men, girls and boys are affected differently and have different needs and rights.

Page 11 : Strategic Goal I 3:

Improve the way the different needs and rights of women, men, girls and boys are reflected in activities and policies

Goal Description:

NorCross plays a leading role in promoting the gender perspective in the RCRC Movement and in dialogue with external actors. By reflected we mean applying the NorCross Gender action Plan 2009-2014, ensuring that the gender dimension is targeted and mainstreamed in all our activities and reflected in all our communication.

### ***Guidelines for International Twinning for Local Branches and Districts***

3.1. Organisational development, 6: Ensure that the organisations policies on gender and youth are taken into account.

### ***Framework Document 2013-14, Africa***

Page 7: Norcross health supported programmes in Africa aim to improve the health of vulnerable people, mainly through community-based activities with a particular focus on mother and child health, HIV/Aids, malaria and health prevention and promotion. These health inequities will be addressed through gender sensitive and targeted health education, including creating health awareness and engaging boys and men as volunteers and change agents in community health programming.

Page 7: Improving health of vulnerable people

In Sub Saharan Africa many lives lost today could be saved through simple means, by providing basic health information, raising awareness and providing early access to basic

treatment and care. It is particularly important for the most vulnerable—women and children, the elderly, the disabled and the chronically ill—who remain at highest risk and who often carry a “triple burden” of poverty, decrepit living conditions and low education.

Page 9: The DRR concept takes a holistic and gender sensitive approach to risk reduction that requires not only a capacity to respond to disasters when they occur, but also a focus on prevention, mitigation, preparedness and (early) recovery to make communities stronger and more resilient to recurring effects of disasters.

Page 9: NorCross partnerships with National Societies in Africa aim to increase the focus on the rights of vulnerable people, including building individual resilience and building on the RCRC fundamental principles. To build individual resilience amongst women, girls, boys and men is important to increase knowledge of rights, develop general capacities and ensure the inclusion of vulnerable people into local communities.

Page 10: Increased efforts related to prevention of urban violence and gender based violence will be a part of NorCross focus on rights for vulnerable people. Demographic trends in many African countries create “new” humanitarian challenges often caused by increased urbanization and characterized by high crime rates, violence, widespread poverty, and specific health challenges as high prevalence of HIV/AIDS. Girls and women are directly affected by high levels of sexual violence as well as indirectly affected when their family members are injured or killed. These issues will, among other initiatives, be addressed by advocating for increased recruitment of youth volunteers and mobilising youth –both male and female –to work for changing of mind sets and attitudes through violence prevention and other programmes in communities, where new Federation wide tools are now made available. To prevent gender based violence, NorCross will also encourage our partner National Societies in Africa to increase focus on recruiting boys and men to volunteer in different community based DRR and health programmes.

Page 10-11:

Crosscutting issues : Gender

NorCross International Strategy I3: Improve the way the different needs and rights of women, men, girls and boys are reflected in activities and policies NorCross’ International Gender Plan of Action aims to integrate a gender perspective in all NorCross international activities, both in emergencies and in long term development, respecting the different needs and capacities of both beneficiaries and volunteers in all our partnerships with RCRC National Societies.

As in other parts of the world, gender imbalance persists at many levels in African society. Natural disasters, conflict, political and social instability and inequality may have profoundly different impacts on women and men, girls and boys in terms of risks, needs, vulnerabilities, capacities and opportunities. Moreover disasters are commonly seen to accentuate existing gender inequalities. Emergency response and long term development assistance may also have different impact on women and men.

Gender based violence is also a major problem in Africa in developmental contexts, especially interpersonal violence and Female Genital Mutilation (FGM) which is prevalent in many societies. Exposure to sexual violence is increasingly used as a weapon of war in

situations of conflict. Boys and men are also increasingly being exposed to sexual and gender based violence, most evident in DRC.

In Africa, NorCross will seek to use gender analysis and focus discussions as basis in all program methodology (for instance in VCAs and CBHFA), planning, implementation, monitoring and evaluation phases, to improve program management as well as for advocacy purposes. We wish to put more focus on analyzing contexts and different target groups from a gender perspective and through this analysis ensure that activities are suited to meet the challenges and concerns identified. Sexual violence has a particular focus in the ICRCs operations and in relevant NorCross supported health programs, for instance in DRC and Mali. NorCross is also supporting Somalia Red Crescent in their work to raise awareness on the dangers of FGM.

Page 17: Norcross provides SARCS with financial and technical support within its health and care programming, and twinning and youth development. In addition, Norcross is exploring cooperation with SARCS and the ICRC to further develop a gender sensitive violence prevention programme.

#### *Framework Document 2013-14 Americas*

Page 7: The NS at district level is an important actor for local community, as well as for civil society as a whole. National Societies would not be able to deliver essential services and to address the most urgent situations of vulnerability without their volunteers. Volunteering development and capacity - building is thus a prerequisite to strengthening National Societies. In times of disasters volunteers need to be well-trained and easy to access for a relevant response. However, the retention of volunteers is dependent on the capacity of the branch to effectively recruit, manage and motivate volunteers. NorCross therefore supports volunteering and branch development through its programmes, including support for, fundraising, project management, gender equality (NorCross encourages and supports gender training for RC staff and volunteers) and financial development.

Page 9: The main focus of the violence prevention programmes has been placed on interventions in urban areas targeting children and youth aged 8 to 18 who are at risk of entering into or exposed to violent or criminal activity. Given that violence is manifested in different forms and may affect women, men, boys and girls differently, NorCross recognizes the need to adopt a gender-sensitive approach to violence prevention work.

Page 11: HIV continues to disproportionately affect specific marginalised populations throughout the Americas, such as men who have sex with men, sex workers, transgendered persons and injecting drug users. In 2007, an estimated 230,000 people were living with HIV. Statistics show that in 2009, an estimated 17,000 new people became infected with HIV, and approximately 12,000 died of AIDS.

Page 12: The IFRC Americas Zone Office will play an integral role supporting the learning and the creation or adaptation of tools and approaches to better address the key trends affecting the region through integrated health and resilience programming. There will be a particular focus on addressing urban health challenges and building capacity to address social determinants, such as health inequalities in MNCH, and escalating levels of youth and gender based violence.

Page 12: Bilaterally, the NorCross HIV and AIDS programme are in line with the Global Alliance on HIV programme, consisting of four outputs: preventing new infections, treatment and care, reducing stigma and discrimination, and improved NS capacity and sustainability. Target groups include youth, men who have sex with men, transgender, commercial sex workers, and mobile populations.

Page 15: HIV and Aids prevention will continue to be important in Guatemala as social stigma has kept the epidemic among 'men who have sex with men' hidden and unacknowledged. Socio-economic inequities have an impact on HIV progression and women are also increasingly facing rising infection rates fuelled by gender inequality.

### *Framework Document 2013-14, Asia*

Page 10: Cross-cutting issues include gender and climate change which require action across multiple sectors. NorCross DRR programme activity, both rural and urban, seeks to identify these issues and ensure they are addressed across the programme portfolio thereby advancing gender equality and climate change approaches for inclusive development.

Page 12:

Gender:

The Federation recently published its new gender and diversity strategy, the "IFRC Strategic Framework on Gender and Diversity Issues 2013-2020". Gender work is based on the RCRC humanitarian mandate to prevent and alleviate human suffering without discrimination and to protect human dignity. The RCRC Movement continue to put gender and diversity issues high on the agenda and to draw attention to this humanitarian challenge. NorCross integrates a gender and diversity perspective in all its international work (planning, monitoring and evaluation of the programmes), respecting the different needs and rights of women and men, girls and boys. The community-based approach in programming is highly relevant when addressing issues related to gender equality and social inclusion of all beneficiary groups. This includes an increased focus on gender balance amongst staff and volunteers, which will ensure improved access to the most vulnerable groups.

Gender discrimination continues to have a negative impact on human development and economic growth. Discrimination contributes to exclusion from resources, public services, education, healthcare and employment as well as to gender based violence. Currently, NorCross is discussing the support of an interregional project with focus on migration and gender, which will be started up in the Philippines and Indonesia. The focus of the project is to raise awareness of women migrant workers' rights and to support the development of assistance and protection mechanisms for vulnerable (female) migrant workers along the migratory trails, identifying special gender challenges. Female domestic migrant workers are frequently exposed to discrimination, sexual abuse and violence. The project will not focus exclusively on female migrants; however, they constitute the majority of the domestic migrant workers.

Page 18: NorCross will aim to bring more added value into the current partnerships. Further areas to explore for cooperation is DM, gender and migration, drawing on the capacities available at NorCross HQ. Cooperation with Norwegian research institutes and corporate partners will also be explored (see Chapter 6).

#### *Framework for Europe 2013-14*

Page 8: In its cooperation with partner societies in Europe, NorCross commits to the principle of integrating a gender perspective in all programme activities. This means that the different needs and rights of women, men, girls and boys are taken duly into consideration when developing and implementing programme activities.

Page 8:

The interests of vulnerable children and youth have a particular focus. In some parts of the broader European region (especially in rural parts of Tajikistan and Kirgizstan) religious and traditionalistic values are becoming increasingly dominant, threatening progress to date on gender equality in areas such as education, job opportunities and civil rights. In dialogue with the IFRC and the national societies, NorCross will advocate for these groups. The RCRC programme activities in Europe also work to prevent and fight sexual and gender-based violence.

Page 13:

Objective: Improve consideration of gender aspect in programming at all levels

Indicators: (1) Encourage IFRC to integrate gender in all program documents. (2) Encourage IFRC to develop and integrate gender sensitive indicators in reports and monitoring systems.

#### *Framework Document 2013-14, Middle East and North Africa*

Page 4: While basic services is available in most MENA countries, access to health, water/sanitation and education is limited for the poorer segments of the population that cannot afford to pay the fees or do not have access due to movement restriction or lacking infrastructure. Gender discrimination means that women are excluded more often than men from these services.

Page 5: This is the only way the NS can be a unifying civil society actor and act impartially during emergencies. NorCross funding of the Federation's MENA Zone Gender Mainstreaming advisor who will focus on NorCross main partners is one way of realising diversity. The advisor will work together with NorCross delegates to ensure that the different needs and same rights for boys, girls, men and women are addressed in NorCross activities (see also Strategic Goal I3: Improve the way the different needs and rights of women, men, girls and boys are reflected in activities and policies).

Page 9: Yemen Red Crescent Society : Organisational Development (OD), YRCS-NorCross cooperation will focus on Finance Development, Branch Development, PMER and Gender Mainstreaming.

#### *Framework document 2013-14, Afghanistan and Pakistan*

Page 12: The CBHFA approach is highly relevant when addressing issues related to gender equality and social inclusion. Moreover, issues of child mortality; malnutrition; maternal health; and safe drinking water and sanitation facilities, that are addressed as part of the CBHFA holistic approach, are singled out as some of the interrelated challenges to achieving the Millennium Development Goals.

Page 13: PRCs also strives for an integrated disaster response involving all relevant aspects like health care, psychosocial services, restoring family links, gender, water, sanitation hygiene promotion and volunteer management.

Page 14: Gender

Pakistan and Afghanistan are among the countries that display the widest gaps between women and men in 2010. In the Global Gender Gap Index 2010 rankings out of 134 countries assessed Pakistan ranks at 132, and Thomson Reuters Foundation describes Afghanistan as the world's most dangerous country for women.

Gender related issues are given high importance in all activities of the Norwegian Red Cross and will be mainstreamed as crosscutting components in all projects. While doing so, the Norwegian Red Cross will pay attention to cultural sensitivities in this regard and will consider both the country context and the approach of the HNS.

Efforts are made to ensure a gender balance among employees and delegates and to increase the number of women in leading positions in the field. When possible, positive actions are taken to achieve the gender targets among our staff. For instance, in the cases where female representation is low within the teams, in the recruitment process women candidates are considered first and given the positions if they meet the requirements. Having said that, the desired gender balance is at times far from achievable (for example when the location of the duty station implies that the female staff has to live away from their families).

Moreover, some of our programmes, as for instance the CBHFA, have components targeting women specifically. Progress has been also made towards ensuring that the data collection for all programmes and projects are disaggregated by sex. Furthermore, we are working closely without national partners by supporting them in their efforts to mainstream gender in their programmes plans and strategies.

Page 22: Risk factors and mitigating activities

#### GENDER EQUALITY

Risk factor:

Assess whether gender-based injustices and inequalities are exacerbated by the Framework or not. Are men and women included appropriately in the planning and implementation of the project (gender mainstreaming)? High risk due to the context.

Mitigating activities: (1) To ensure that targets for achieving a gender balance among staff members are set at the onset of each project. (2) To ensure that data collection is disaggregated by sex. To ensure that the Projects contain specific targets for women

#### *Mission Statement Health*

Page 2 : By including the communities and working through locally recruited volunteers the RCRC Movement reaches the “hard to reach” populations, and at the same time ensures that the programs have a “bottom up” approach. A special emphasis is placed on people infected and affected by HIV/Aids, women and children.

Page 2 : Integration of different relevant health interventions in other programs is important to ensure a holistic approach. Climate change and health consequences and the importance of

integrated TB and HIV Aids programming are areas where we will have an increased focus in the years to come. Equally important is the need to mainstreaming gender perspective and increase the support to maternal health initiatives.

### ***Focus of the International Health Programmes 2013-2014***

Page 8: Maternal and child health, HIV/AIDS and the malaria programmes are also closely linked with gender work and the objectives in the international strategy (I3 “Improve the way that the varying needs and rights of women, men, girls and boys are enshrined in activities and policies”). In 2013-2014, NorCross aims to take this work further. In these programmes, it will also be important to have a particular focus on involving men as volunteers and spokespeople.

Page 6: Women and children are especially vulnerable, and that vulnerability is linked to poverty. Every day a thousand women around the world die due to pregnancy- and birth-related complications. 99% of these deaths occur in developing countries, mostly in rural areas among the poorest people and those with the lowest levels of education. Still close to 50% of HIV+ pregnant women have access to preventive treatment before the birth. Maternal health is the area where the greatest difference can be seen between rich and poor, both within a country and between rich and poor countries. At the same time, we are seeing global development trends bringing new health challenges. With a steadily ageing population, urbanisation and population growth come greater challenges associated with sexual violence, non-communicable diseases and mental health. This trend once again hits the poorest hardest, since they are also vulnerable to other humanitarian challenges, such as climate change, war and conflict.

### ***Mission Statement Organisational Development***

Page 2: The strategy for achieving the goal is by mainstreaming gender perspectives into all aspects of the organisation’s work. Gender mainstreaming refers to the systematic integration of the respective needs, interests and capacities of both men and women at all levels of an organisation. It implies that the leadership and staff of the organisation are accountable for assessing the implications of their policies, tools/procedures and programmes/service delivery on men and women.

Page 3: Example, Yemen : As women and men in the rural parts of Yemen are almost completely segregated with women hardly not being allowed to move outside the village – sometimes not even when being in need of medical care – it is considered as a huge step in the right direction that 50 % of the village volunteers are female and that they have been allowed to participate in training and gatherings at the sub-branch office in the city.

### ***Mission Statement Strategic Cooperation***

Does not include anything on gender issues.

### ***Mission Statement DRR and Preparedness***

Page 2: Significantly more women than men die in connection with natural disasters, and seven out of ten people affected by famine are women and children. Women and girls who are displaced due to disasters and/or conflict are particularly vulnerable to violence and sexual abuse. The majority of the world’s poor are women and therefore more vulnerable to humanitarian crises. In order to improve the efforts within Disaster Risk Reduction and Preparedness, a special focus is taken into account in order to better identify gender based



risks and design effective gender sensitive DRR programmes. This also includes utilizing and improving the capacity of women and youth in mitigating disaster risk.

*Mission Statement Mines and Weapons*

Does not include anything on gender issues.

## Annex 3: Gender check list for recruitment

### Gender i delegatarbeidet

#### Objectives / handlingsplan 2009 – 2014

1. Øke andelen kvinnelige ledere (obj. 4)
2. Genderfokus i rekrutteringsprosessene (obj. 4)
3. Deleгатopplæring (obj.3)

#### 1. Øke andelen kvinnelige ledere i felt

1. Måltrettet i måten en når søkere / finner kandidater
  - a. ”Hente” dyktige kvinnelige ledere
  - b. Annonserer / utlyse stillinger strategisk for å nå kvinnelige søkere
2. Øke andelen family postings
3. Opplysning / informasjon om family postings
  - a. I samtlige utlysningstekster for stillinger med family postings
  - b. På nettside – generell informasjon?
4. Legge til rette for gode ordninger for barnehage/skole
  - a. Praktisk og økonomisk
5. I samtlige rekrutteringsprosesser for lederstillinger skal kvinner vurderes

#### 2. Gender-fokus i rekrutteringsprosessene

##### Rekruttering til IMPACT og ved øvrige eksterne utlysninger

1. Hvor vi henvender oss for å nå kandidater
  - a. Identifisere fagblader/magasiner/utdanningsinstitusjoner/etc. der kvinner innen ulike faggrupper kan nås
2. I screening-prosessen
  - a. I samtlige rekrutteringsprosesser skal kvinner vurderes
    - i. Unngå egen fordommer og våge å tenke utradisjonelt
3. Under intervjuene
  - a. Genders-pørsmål tas inn både i generelt intervju (til IMPACT) og i intervjuer til spesifikke oppdrag med delegater fra delegatdatabasen (gjøres ved revisjon av intervjumaler)
    - i. Hva legger du i begrepet gender?
    - ii. Hvorfor er gender equality viktig i vårt arbeid?
  - b. Kunnskap om gender skal vektlegges i vurderingen
4. I utvelgelsesprosessen
  - a. NB: Beste kandidat får stillingen

##### Rekruttering fra delegatdatabasen til spesifikke oppdrag

1. Liste fra delegatbasen over mulige kandidater som diskuteres med Program Coordinator skal innholde både menn og kvinner – så fremt det er mulig
2. Vær oppmerksom på egne fordommer og våg å tenke utradisjonelt
3. Gender spørsmål i intervjurunden – kunnskaper om gender skal vektlegges i vurderingen. Er dette en kandidat som evner å jobbe gender sensitivt i felt?
4. I utvelgelsesprosessen – beste kandidat får stillingen!

## Annex 4: Gender and diversity one-pager for project design

### Annex 3 - Gender and diversity requirements for project planning

Use the four following criteria to assess the project/program plan. The criteria might not be applicable to projects that do not deal directly with crisis-affected and/or at risk populations (like procurement, transport and storage of goods, emergency telecommunications for humanitarian organisations).

| Criteria  | Factors that should be considered and highlighted in the project document  |
|---|--|
| <b>1. Gender and diversity analysis and sex- and age-disaggregated data</b> | <ul style="list-style-type: none"> <li>◦ How does the project take into consideration differences between girls, boys, women and men of different age groups in terms of their roles, responsibilities and control over resources including in the level of access to assistance; effects of the humanitarian situation; capacities for coping with, responding to, recovering from and preparing for crises; and specific needs expectations and constraints?</li> <li>◦ Who are the most vulnerable and at-risk groups in the community (disabled, religious/ethnic groups, socio-economic status, migrant groups, caste, indigenous, LGBT persons or others)?</li> <li>◦ Does the project provide sex- and age-disaggregated data (SADD)?</li> <li>◦ How do these differences and vulnerabilities affect the different sex/age groups in the project?</li> <li>◦ If the project targets a particular group, does it include a justification of the choice of the target group?</li> </ul> |
| Met/not sufficiently met:<br>Assessment:                                    |  |
| <b>2. Adapted assistance/services</b>                                       | What measures are taken to ensure that assistance and services provided by the project are accessible, affordable, acceptable and appropriate to gender and diversity concerns?  |
| Met/not sufficiently met:<br>Assessment:                                    |  |
| <b>3. Negative effects</b>  | Are potential negative effects of the project/program on sex/age and diverse groups identified and prevented or mitigated ( <i>e.g. exploitation, stigmatization, discrimination, violence or tensions between persons and groups</i> )?   |
| Met/not sufficiently met:<br>Assessment:                                    |  |
| <b>4. Adequate participation of vulnerable and at-risk groups</b>           | <ul style="list-style-type: none"> <li>◦ How are sex/age and diverse groups consulted, informed and integrated in the design, implementation, monitoring and evaluation of the project?</li> <li>◦ What mechanisms are in place to secure that feedback from the target communities is used to adjust the project/program?</li> <li>◦ What measures have been taken to ensure that teams, volunteers and staff have balanced/fair male, female and diversity representation?</li> <li>◦ How are they trained to take into consideration gender and diversity issues in the implementation of the project?</li> </ul>   |
| Met/not sufficiently met:<br>Assessment:                                    |  |
| <b>Not Applicable</b>   | If none of the above apply, explain why  |

## Annex 5: Results from questionnaire to NorCross' International Department staff and delegates, 2014

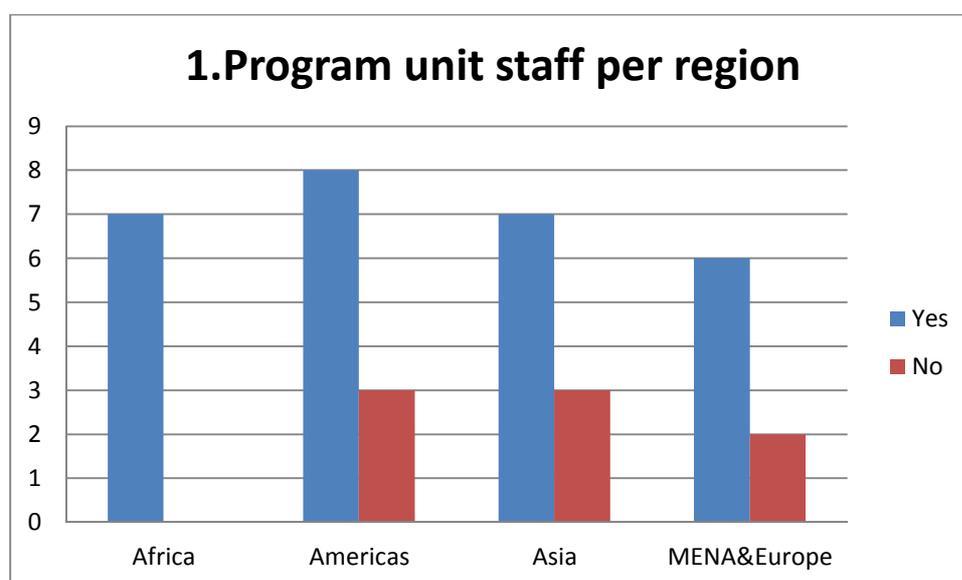
This questionnaire was given to HQ Program Staff, Regional and Country Representatives and long term deployed Technical Advisers for NorCross during the Oslo Summit conference in June 2014. It was also given to staff in other units at NorCross HQ during September 2014 during unit meetings. All staff and long term delegates were not present when the survey took place, so the answers are not complete, but give a fair representation as the large majority has replied. The Managers have not part replied.

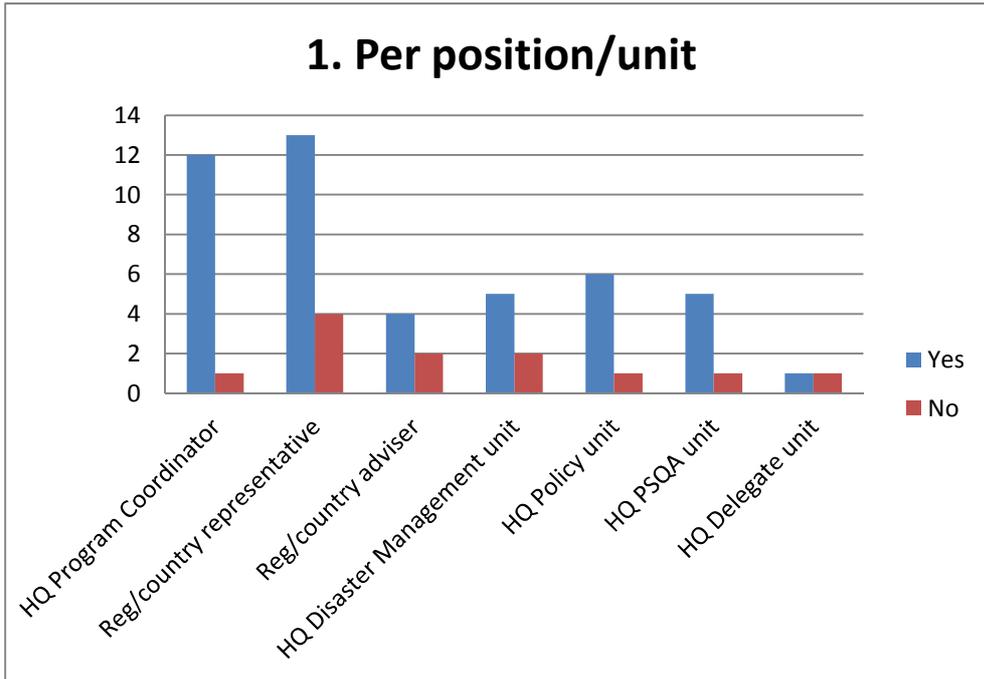
The following tables show two distinct groups; the first table under each question shows the breakdown of the geographical areas of responsibilities of HQ Program Staff, Regional and Country Representatives and long term deployed Technical Advisers who replied in June 2014. The second table shows the breakdown per position and unit of all staff and long term delegates, regardless areas of responsibilities, as HQ staff outside of the Program Unit works globally.

In the questionnaire the respondents were given the opportunity to add comments under the questions where they could choose what their perception is of how NorCross works with gender in all the five first main outcome areas in the GPoA. They were also given the opportunity to add any general last comments towards the end. All the comments are included here.

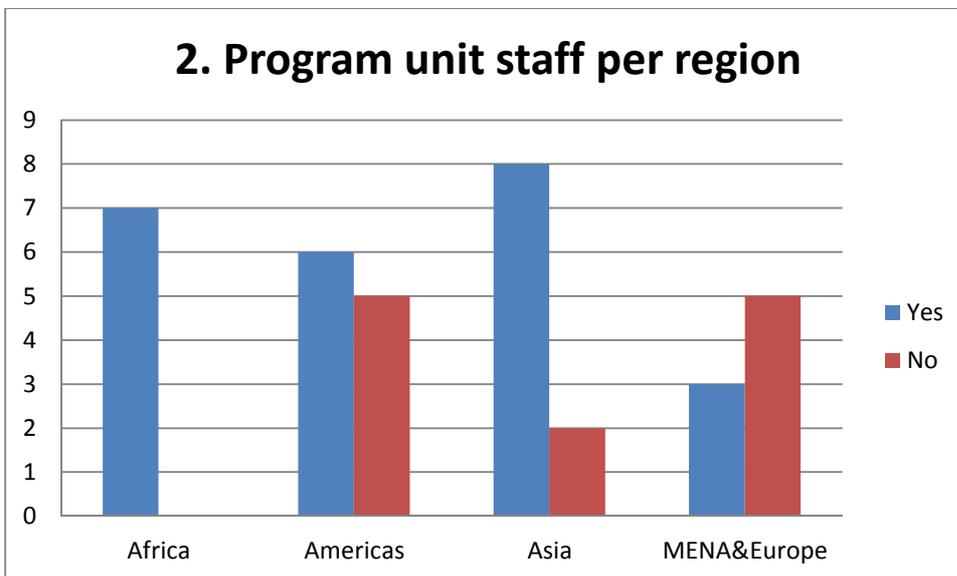
The results of this questionnaire show that only half of the respondents have completed the mandatory online IASC gender course. Despite many finding that gender is integrated fairly well in NorCross' international activities, the overwhelming majority of comments reflect that gender is not integrated systematically, and that staff and delegates lack in-depth knowledge about gender integration to be confident in its implication.

1. Have you heard about the International Gender Plan of Action for NorCross 2009-2014?



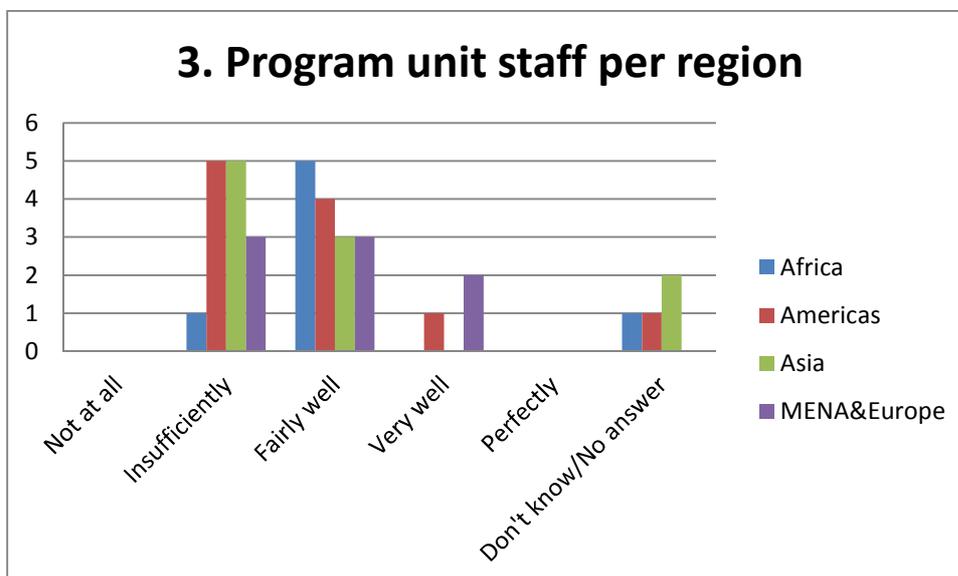


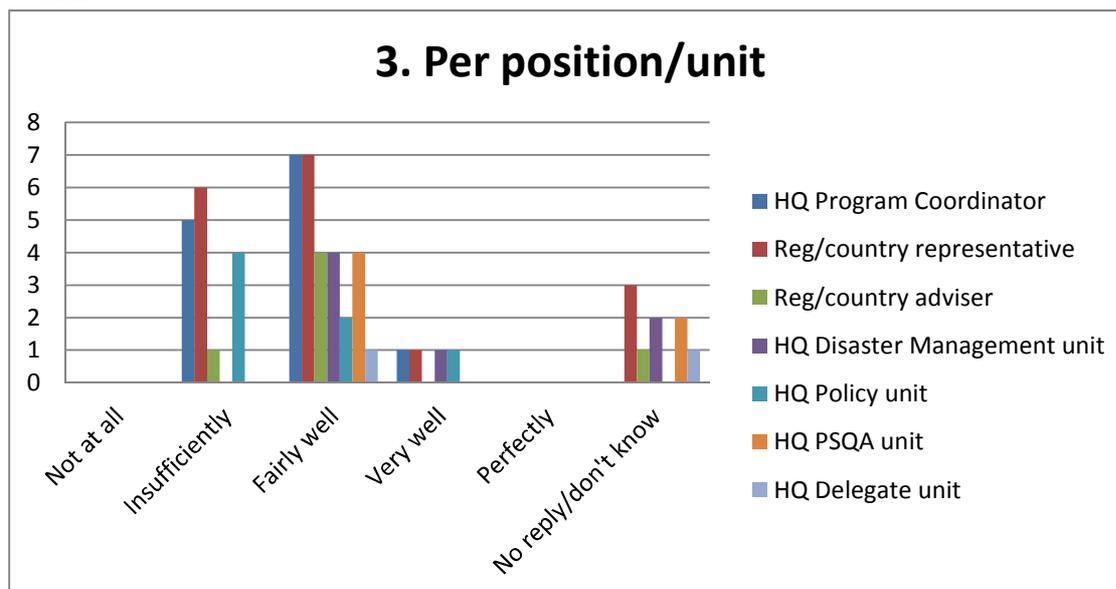
**2. Have you completed the Gender IASC online course?**





**3. How well has the gender perspective been systematically integrated into all NorCross Policy work?**



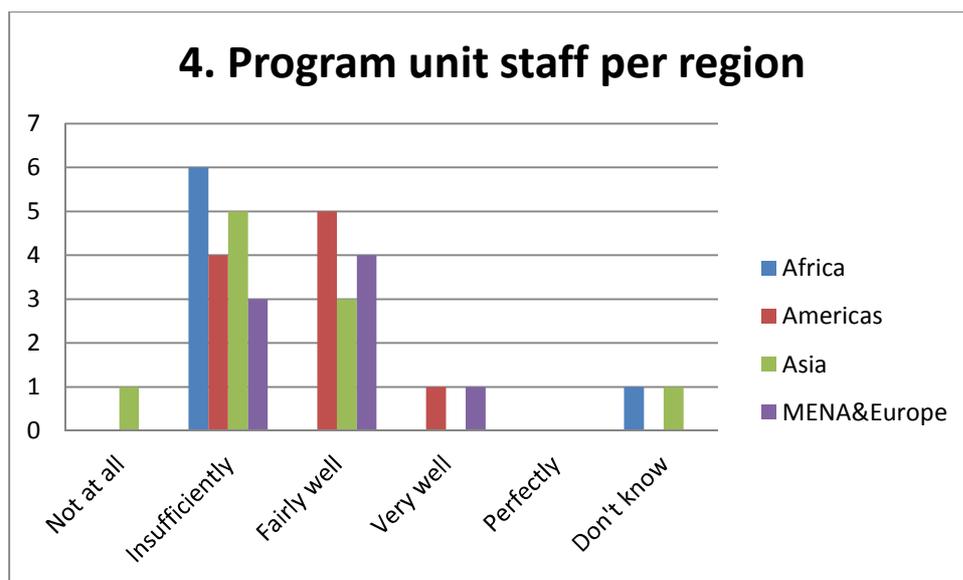


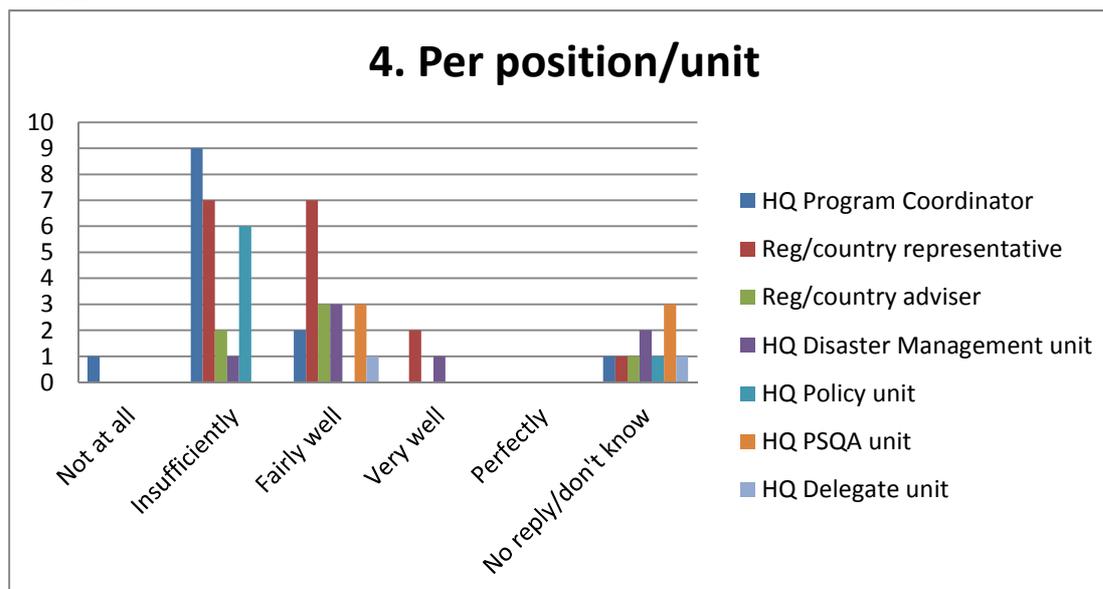
**Comments:**

- Very well: Gender always considered, but not always followed up.
- Fairly well: By changing minds and attitudes of people.
- Fairly well: It tends to be included at a higher level that is not translated into practice.
- Fairly well: Training of our managers, as all management and new staff coming on board need to have some gender and diversity approach in our policies. TOR for consultancies and other country level assignments do not have a standardized format with gender and diversity included.
- Fairly well: Difficult to say as I have been here for a short time, but I feel gender is more understood as male-female than as a concept on how society perceives male and female roles, and society expectations. In some programs gender topics are addressed.
- Fairly well: I am not sure it is systematic enough, but the issue is raised in particularly relevant. I think we are better at integrating it at a policy level than at a program level.
- Fairly well: More a (...) exercise than concrete activities.
- Fairly well: It is included in all applications, reports, plus part of the PMER templates.
- Fairly well: I've answered "fairly well" as I don't know all the programmes.
- Insufficiently: I do not think that the gender perspective is well reflected in the ongoing programmes, even though it is reflected at policy level.
- Insufficiently: I can't remember any in depth mentioning of gender perspectives.
- Insufficiently: Too little focus and follow-up. We didn't have a gender adviser with the capacity to provide technical follow up given the lack of time. For improvement: Engage regional teams and more generally program learning to facilitate cross-team technical discussions to improve programs.
- Insufficiently: It has not been mainstreamed. Needs a much stronger focus. We need to crease understanding at HQ level that gender is for those who are interested only. Should be part of appraisal form.
- Insufficiently: Agree that we need to increase the understanding that gender does not equal women. Often only addressed by numeric information, such as number of volunteers and percentage by gender.
- Insufficiently: We haven't been able to concretize the work in gender neither to measure it beyond sex disaggregated data.

- Insufficiently: Gender sensitivity is not common knowledge to all yet and all thematic advisers. Should have continued discussions with the Gender and Diversity Adviser on how to improve NorCross policy approach.
- Insufficiently: There is not socialization of the theme.
- Insufficiently: We try! Lack of implementation/mainstreaming knowledge.
- Insufficiently: Seems to be mostly (pink) fluff. Little substance (apart from gender disaggregated indicators)
- Insufficiently: We are definitely improving here, and with a full time gender adviser, gender is given the priority needed.
- Insufficiently: I think it is better integrated in policy than program, but in general poor.
- Insufficiently: Training mandatory with follow-up by NorCross. **XXX**
- Don't know: As many issues: climate change, do not have it considered.
- No reply: Know too little about the integration, but I think we do.

**4. How well does NorCross systematically integrate a gender perspective into all programme work?**



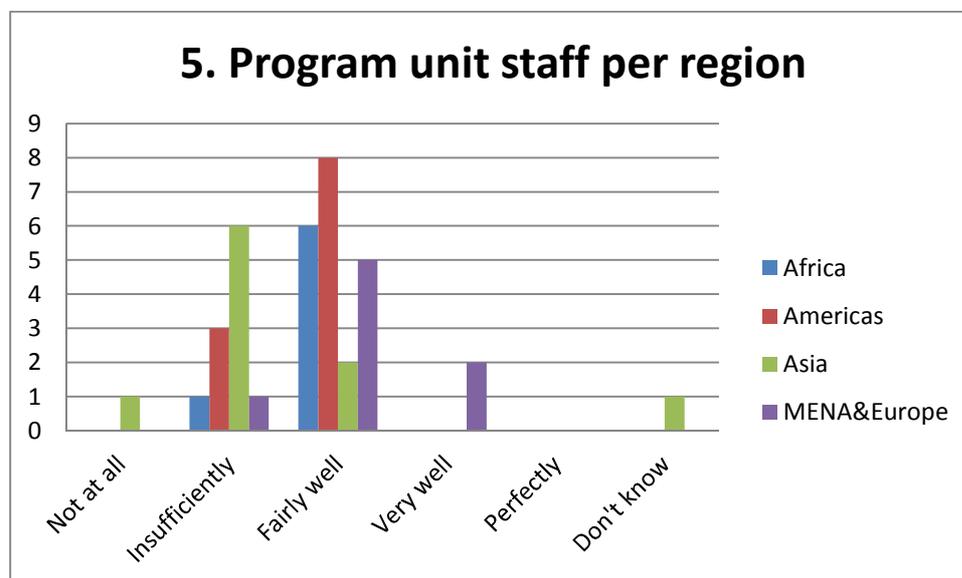


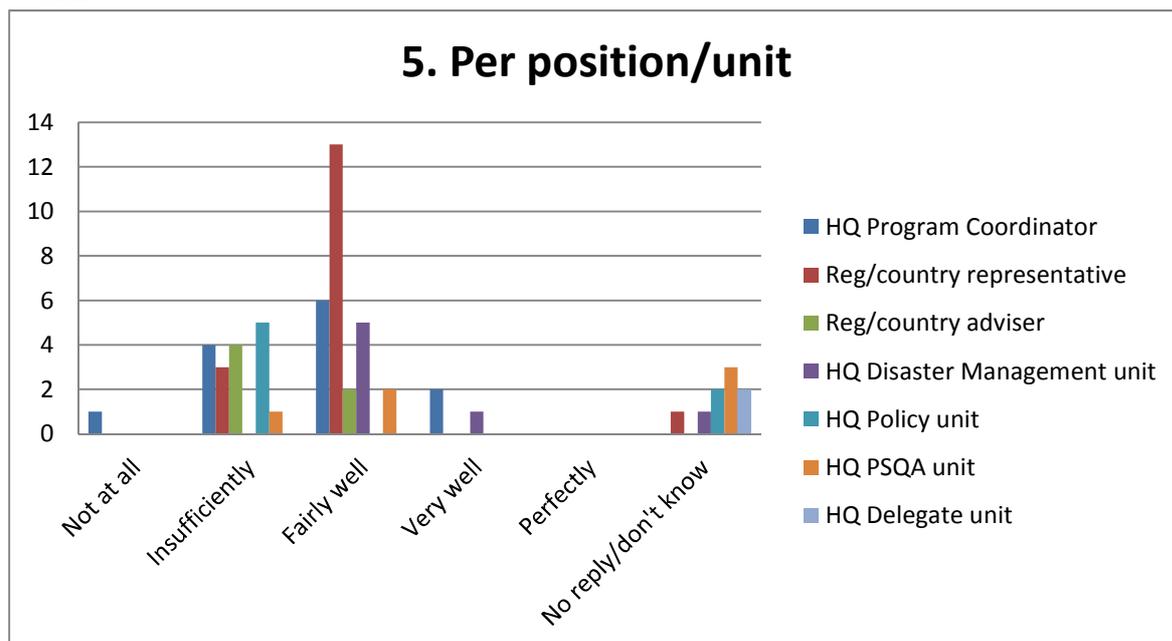
**Comments:**

- Fairly well: Gender could be more integrated from the proposal development stage, and reviewed for the different program components/thematic areas.
- Fairly well: Need to adapt to cultural context and beliefs. Traditional norms are not always (...)?
- Fairly well: Greater capacity.
- Do not know well, but it varies in the different reports. Some good programmes.
- Insufficiently: Less targeted programs for vulnerable women and girls than required in many settings. Possible due to social, security and political reasons.
- Insufficiently: No awareness, training and coaching.
- Insufficiently: Most NS associate gender with female equality and no wider.
- Insufficiently: By offering more expertise/advise/trainings to HNSs who are the implementers of the programmes we support.
- Insufficiently: It's mentioned in some templates and a box of text may be copied and pasted from document to document in order to "tick the box", but it's rarely any substance to it.
- Insufficiently: It's not systematic, depends on the context and the strength of NS, also limited knowledge among NorCross program staff. For improvement: Follow up with programme as it's the key to follow up with the partners.
- Insufficiently: So far not systematically, but now may be we have the system in place and it could improve.
- Insufficiently, because it is not systematically done.
- Insufficiently. The subject needs to be presented as more practical and useful.
- Insufficiently. The NS does not have sufficient understanding of gender analyses. NS does not have data collection systems or not one that captures gender, or the Gender Focal Point doesn't have sufficient clout to/not positioned high enough in the management to get mainstreaming through.
- Insufficiently: Not mainstreamed.
- Insufficiently: Field level integration of gender in the assessment phase needs to be prioritized by pilot training of field project/programme manages, from our partners, at Head Quarter, and at branch levels.
- Insufficiently: Training managers and staff.

- Insufficiently: The distance from policy to programs is still far. Despite trainings, NorCross and the Movement are still not systematic in its approach.
- Insufficiently: In order for Reps, Managers, Advisers to provide technical support to our partners a continuous work based on programs need to be done. NorCross gender adviser could support field to develop regional work plans or include gender components in work plans to work with partners. Additionally, by ensuring that the new strategy is realistic and measurable.
- Insufficiently: A new dedicated position at HQ is a good sign – crucial to link this position to the field work better during planning and execution.
- Insufficiently: I am not an expert at how it is integrated at program level. I think awareness around it is increasing now, but it is still often a “check the box” approach.
- Insufficiently: Too much copy-paste and little thought through reasons/approaches for gender specificities in program.
- Insufficiently: Improve knowledge, capacity on gender and related (analysis) tools.
- Insufficiently: It comes more as an “appendix” than a systematic integration. Checklists – markers are not only for the field but quality assurance by HQ. Get management on board, that is absolutely important!
- Not at all: Knowledge and awareness is very low.
- Not replied: As far as I can judge from my contact with Program Coordinators and reading applications/reports this varies a lot. Still too dependent on individual interest?
- No reply: Know too little about the integration, but I think we do.

**5. How well is NorCross updated on gender issues? Do staff and delegates have adequate gender knowledge and skills?**



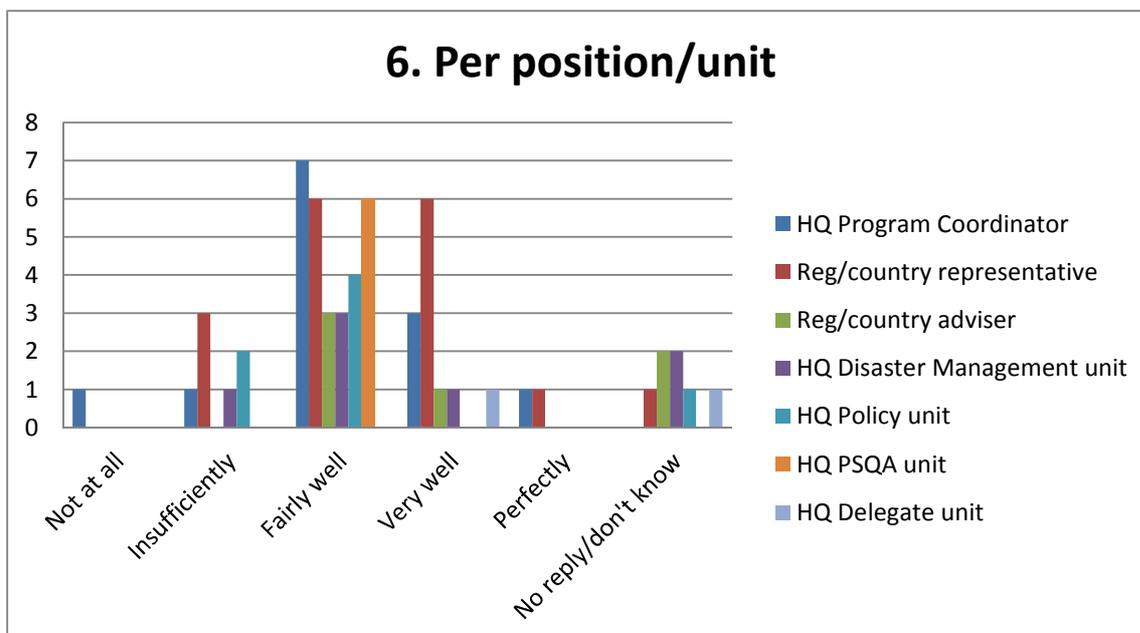
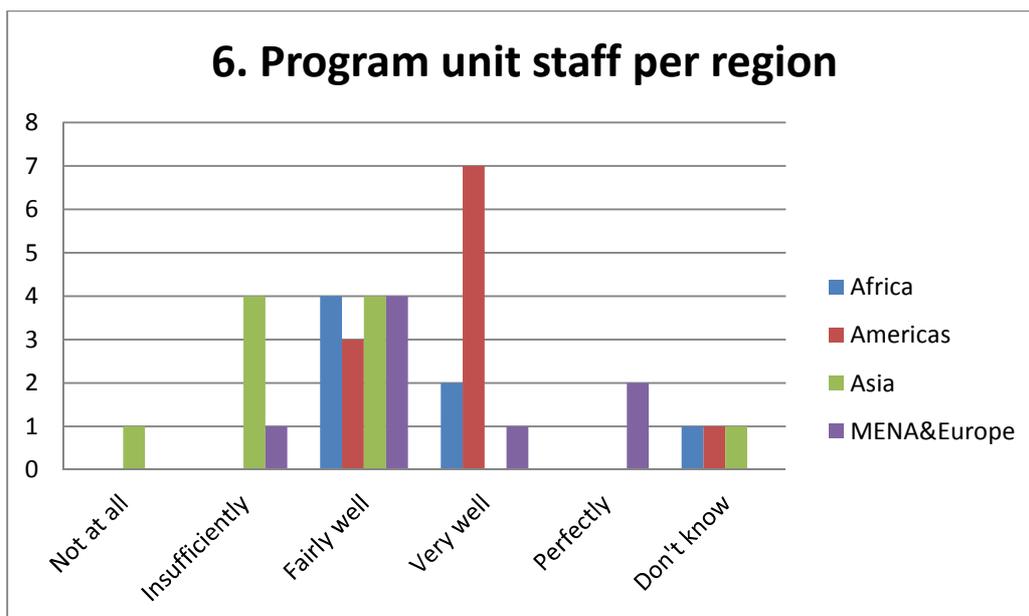


**Comments:**

- Very well: Basic skills are adequate.
- Fairly well: Knowledge varies, depending on fields. Knowledge in NS' is often lacking, particularly when it comes to using gender as a tool in planning and implementation.
- Fairly well: Difficult for me to judge, but real gender knowledge often seems still limited in programming generally.
- Fairly well: I believe many staff has background/experience which is useful, but there is a lack of a systematic approach.
- Fairly well: Follow up on having the IASC online training mandatory for all delegates.
- Fairly well: Can still be improved.
- Fairly well/insufficiently: Delegates are trained, plus this is an element in the security course.
- Insufficiently: Head Quarter and field delegates have not had training since 2009 apart from IASC e-learning.
- Insufficiently: Making more informative sessions or distribution of e-mail documents. Or to develop a platform.
- Insufficiently: To ensure that everyone do the online course would be a good point of departure.
- Insufficiently: By bringing in technical capacity.
- Insufficiently: Apart from the mandatory online course, no staff training takes place.
- Insufficiently: Training, peer learning and coaching.
- Insufficiently: Not well enough. Trainings would be good.
- Insufficiently: My impression is that it has never been properly mainstreamed into programming and all done very ad hoc.
- Insufficiently: Until now, insufficiently given the limited technical capacity. Need more training.
- Insufficiently: Because so far there was no systematic approach.
- Insufficiently: Disability etc. should be included in NorCross approach.
- Insufficiently: In discussions gender is rarely brought to the table as an integrated part.
- Insufficiently: Need to keep up the gender training for new staff and refresher for others.
- Insufficiently: Not all done online training course.

- Not at all: Should be more mandatory trainings, should be part of a job description, appraisals.
- No reply: Generally, I don't know. Personally, I have some knowledge and skills, which need to be updated and developed.

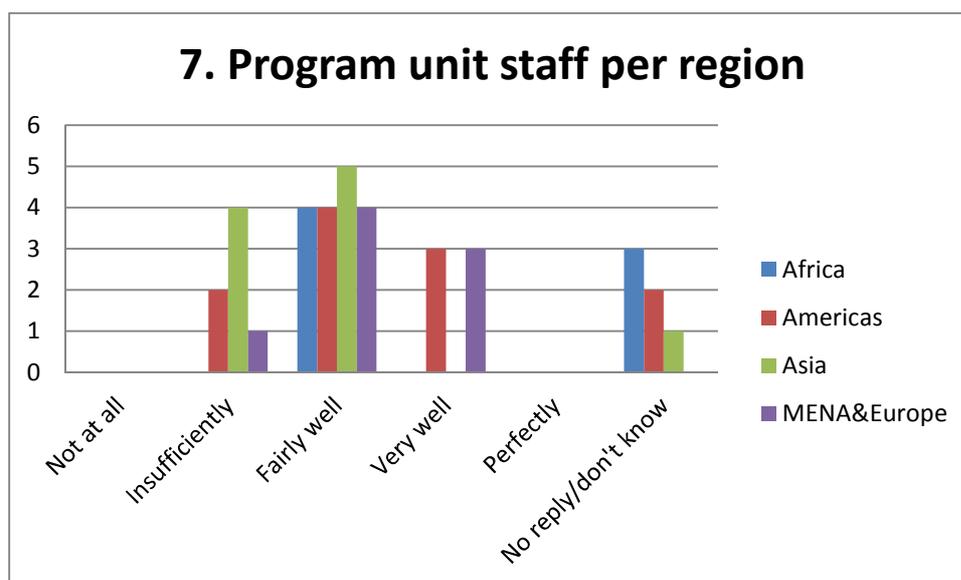
**6. How well does NorCross work to ensure a gender balance among staff, delegates and volunteers and to increase the number of women in management positions?**

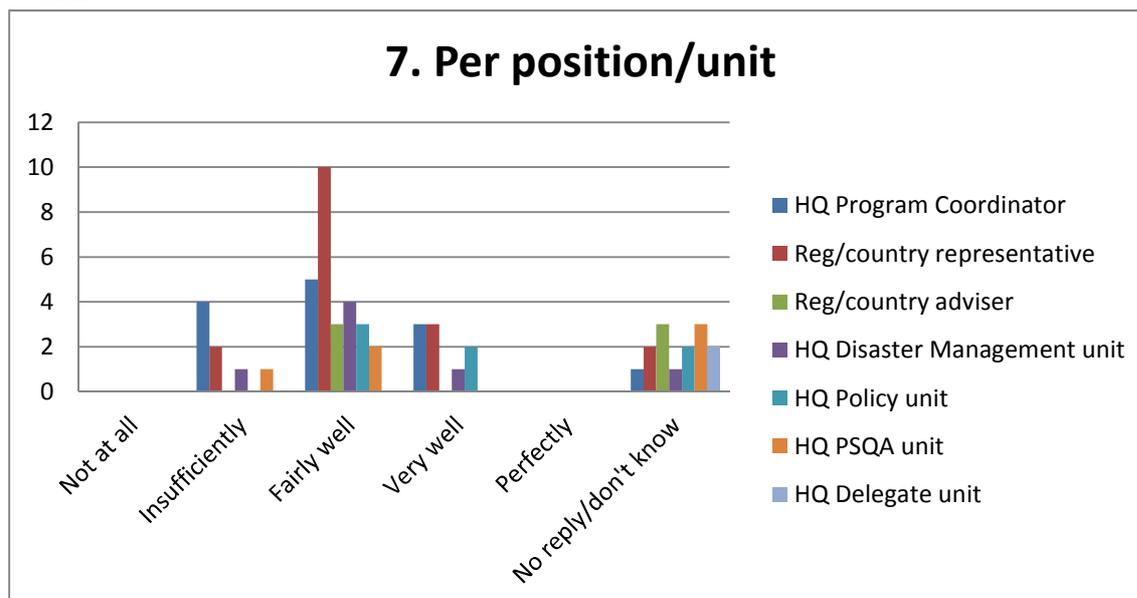


**Comments:**

- Very well. There are already a majority of women in the department, and one of the Head of Programme is a woman.
- Very well: Among delegates.
- Fairly well: It can be improved with especially focus on sex/age disaggregation of data selected to volunteering, plus using the information to design volunteer-trainers programmes that are gender sensitive. Targeted training on gender.
- Fairly well: There are a lot of volunteers, delegates etc. who are female, but higher management positions often still seem to be held by more men than women.
- Fairly well: Should be more female managers and delegates in the field, and more male programming coordinators and advisors at HQ.
- Fairly well: It is also a matter of men in different positions.
- Fairly well: it seems ok, though maybe an imbalance in too many female staff, but not enough in management (at least in international department).
- Fairly well: Need for more analyses – e.g. number of staff male/female become delegates/managers, type of delegates male/female.
- Fairly well/insufficiently: Do not know, but there is a general awareness I believe.
- Insufficiently: Proactively recruit more women.
- Insufficiently: Difficult to find woman delegates in some positions.
- Insufficiently: More focus Moe demand on NS's when it comes to HR policies etc.
- Insufficiently: Not among international staff.
- Not replied: I am not in a position to have a qualified opinion, but have ever heard gender balance being seriously discussed related to recruitment.
- Not at all: Good question! We are not good to look into ourselves.

**7. How well does NorCross play a leading role in promoting gender within the RCRC Movement and in the dialogue with external stakeholders?**





**Comments:**

- Very well. It is a very positive sign that NorCross has a Gender and Diversity Policy Adviser.
- Fairly well: Not sure what we are actively doing globally, but as we're not doing a lot internally I doubt much is taking place to advocate for the importance of gender, although I think we should have a clearer voice.
- Fairly well: But the focus on gender in the programs has been mainly driven by donor requirements rather than a needs-based systematic approach.
- Fairly well: We do promote it some areas but how successful the programmes are very I believe.
- Insufficiently: Only making funds available is not the answer.
- Insufficiently: More advocacy.
- Fairly well: It is always on the agenda, but not always substantially addressed.
- Fairly well: There have been several attempts.
- Fairly well: Better than many other NS, but not among the best.
- Insufficiently: This is very ad hoc and very dependent on who has the capacity and knowledge to raise the topic.
- Insufficiently: I have not been able to observe this, but don't think NorCross plays a leading role.
- Insufficiently: I'm not aware of the dialogue with other stakeholders on this file.
- Insufficiently: Not enough awareness of local partners. Training, coaching and peer learning.
- Insufficiently: Building internal capacity and ensure proper integration in all programs before taking on leadership eternally.
- Insufficiently: I am not quite sure on NorCross' role within the movement.
- Not replied: Within the RCRC I think we are doing quite well – external stakeholders I don't know.

**Any other comments:**

- In NorCross at HQ there is an attitude amongst many that gender is for those interested, and that it is mostly for women. Should have more men experts.

- I have a hard time determining whether NorCross integrates gender due to my own knowledge or whether based on policy documents. I feel personally I have the capacity to better integrate gender but it depends on my skills and contacts, not support/guidance offered to date.
- Important to base the work on existing policies and experience.
- We need to discuss more about the mechanisms to measure and the way to integrate the gender issue into NS plans, activities with our strategic plan in a concrete way.
- Great to have a very competent gender adviser on board!
- A full position on gender in NorCross is a good indication.
- Gender is related to values – women can if supported. We have no excuse not to do this well.
- I feel that NorCross' gender work is fairly unknown/unseen. Happy that (gender adviser ) is in place and hope that gender will be more on the agenda in the future.
- It is important for own project, but so many other issues, like quality, accountability etc. it should get the attention it needs but not override other and important issues.
- We're getting there! Now there is a different approach – from endless theoretical discussions to practical approach!
- I do not feel the gender work has ever been visible for me.
- Would love to learn more!



**Our world. Your move.**  
Geneva, 23 November–1 December 2011 – For humanity



## Gender Pledge (proposed for 31st International Conference of the Red Cross and Red Crescent)

For the years 2012–2015, we hereby pledge:

Armed conflicts, natural disasters, and other vulnerable situations have profoundly different impact on women, girls, men and boys. The risks and vulnerabilities each of the groups face differ and as such have a varied impact on them. Women, girls, men and boys have distinct and diverse strengths, needs and capacities which should be equally valued and inform effective and sustainable relief, recovery and development initiatives. It is essential for any effective humanitarian work to pursue equality of power, influence, opportunities and access to resources and services, between women, girls, men and boys.

The Red Cross Red Crescent/the IFRC hereby pledges to:

- implement the IFRC Gender Strategy;
- systematically integrate a gender perspective into all policy work;
- advocate for policies and legislation that tackle stigma and discrimination on the basis of gender;
- create conditions favourable for gender balance at all levels in governance, management and staff and for gender balanced representation in statutory bodies and meetings, where possible;
- integrate a gender dimension when revising statutes;
- promote and encourage work to understand a gender perspective in international humanitarian law.

### Proposed evaluation criteria (in 2015):

- At least 60 per cent of the National Societies sign up to the pledge;
- IFRC Gender Strategy including performance framework is implemented by at least 50 per cent of the National Societies;
- During regular updates of National Societies Statutes and internal regulations include the goal of gender balance at all governance and management levels, including general staff, members and volunteers by the year 2020;
- IFRC and National Society policies adopted between 2012 and 2015 and subsequent work have a gender lens;



**Our world. Your move.**  
Geneva, 23 November–1 December 2011 – For humanity



- ➔ Gender commitments are systematically included in annual IFRC and National Society programme work plans and budgets, reports and tools, with regular monitoring of achievements;
- ➔ Improved gender balance in statutory bodies and at statutory meetings;
- ➔ National Society activities on international humanitarian law undertaken between 2012 and 2015 include, as relevant, a gender perspective.

|   |              |
|---|--------------|
| Full name: _____  | Date: _____  |
| Title or organization: _____  | Place: _____ |
| Signature: _____  |              |
| <b>Person / service / institution in charge of follow-up:</b><br>.....<br>.....<br>.....<br>..... |              |