

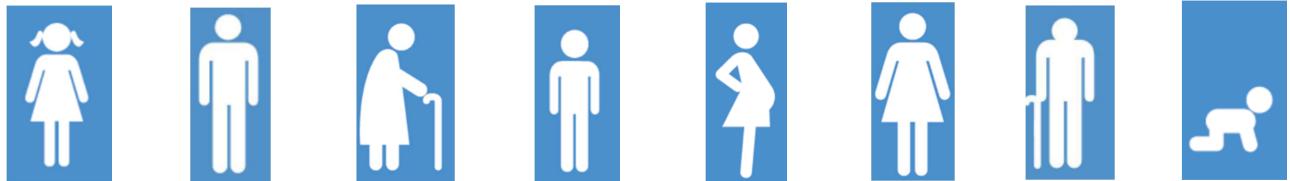
Gender and Diversity Implementation Plan

for the International Department

2015-2017



1 December 2015



Introduction

In order to operationalise the NorCross International Gender and Diversity Policy for the period 2015-2017, the organisation will integrate this Implementation Plan in the various Units' annual Plan of Actions.

During the period 2015-2017, gender and diversity (G&D) will be integrated in Norwegian Red Cross' International Department following the International Strategy 2015-2020 as a cross-cutting theme. Priority will be given to areas where the Final Report for the Gender Plan of Action 2009-2014 identified gaps.

This Implementation Plan will explain how G&D are linked to

- the Strategic Objectives in the International Strategy
- programmatic work in geographic areas
- internal processes within NorCross

Thematically, as “diversity” encompasses all types of differences, NorCross will in its programme activities as a rule of thumb prioritise **gender** and **disability inclusion**, while local specific priorities, discriminations and vulnerabilities also will be taken into consideration, depending on differing contexts. How the commitment is formulated depends on the local context and what is beneficial to ensure good collaboration with the relevant partner. Instead of “gender and diversity”, alternative formulations may be for example “vulnerable” or mentioning specific discriminated groups.

Priority areas on gender and diversity for 2015-2017

A report was made to evaluate the implementation of the International Gender Plan of Action 2009-2014 for the Norwegian Red Cross (NorCross). Its main recommendations for the next few years included (see models A and B below for explanation of references in brackets):

- Use an integrated approach to plan for G&D integration in all the work of the International Department (this is done through integration in Units' annual Plan of Actions, by ensuring integration in SO2-6, and strategic level OD2-policy);
- Strengthen regular and mandatory capacity building of NorCross staff and delegates, especially concrete technical integration in relevant areas of work (see OD1-expertise);
- Establish better structures and routines for incorporating G&D in all programming, including through planning, monitoring, evaluation and reporting (see OD3);
- Ensure integration of prevention, mitigation and response to gender-based violence in ERU operations and in partnerships with HNSs (this is done through SO4 and OD1-expertise);
- Provide support to interested HNSs in strengthening G&D through National Society Development (NSD) (this is done through SO5, and strategic levels OD2-policy);
- Improve the diversity composition of the staff in the International Department at HQ (this is done through OD2-recruitment); and

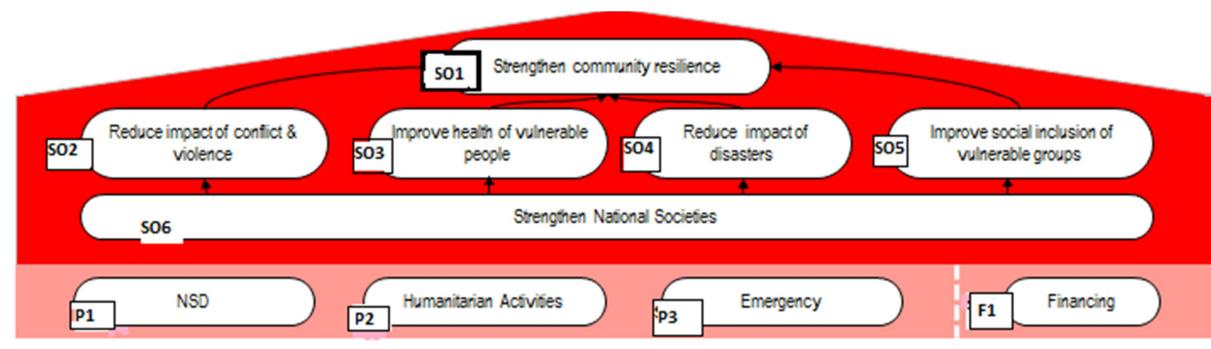
- Continue to work closely with partners in the RCRC Movement (this is done through strategic level (this is done through IP2).

This Implementation Plan aims to follow up on these recommendations.

Gender and diversity according to Strategic Objectives

The International Strategy 2015-2020 follows Strategic Objectives as below:

Model A



Integration in thematic areas

Prerequisite: All programmes and activities are to be based on vulnerability and G&D analyses to ensure that the differing needs and basic rights of all girls, boys, women and men, without any discrimination and with respect for diversity, are taken into consideration.

SO1. Strengthen community resilience: Gender and diversity are key considerations in ensuring that the full scope of the efforts as humanitarian actors actually reaches the most vulnerable people with the greatest needs and that sustainable community resilience is built.¹

SO2. Reduce impact of conflict and violence: Conflicts and violence affect girls, boys, women and men differently, and various stigmatized and marginal groups can be particularly vulnerable. This must be taken into consideration in all protection, prevention, mitigation and response activities to conflicts and violence. This includes, but is not limited to, targeted activities on gender-based violence.

SO3. Improve health of vulnerable people: Health needs and access to health services vary depending on age, sex and diversity factors. These differences must be taken into consideration in all health activities to ensure that information and services are acceptable, accessible, affordable and appropriate to all. This includes, but is not limited to, having targeted activities for certain groups, such as mother and child health programmes, or medical services and referral pathways for survivors of gender-based violence.

¹ Explanatory note to the IFRC Strategic Framework on Gender and Diversity Issues, p. 14

SO4. Reduce impact of disasters: Activities to strengthen disaster risk reduction, preparedness (e.g. contingency plans, evacuation procedures) and resilience must take into consideration different roles, responsibilities and capacities of girls, boys, women and men of all ages. The views and perspectives of the most vulnerable groups, depending on age, sex, impairments, language, socio-economic and other types of diversities specific to local contexts, are to be actively sought out and considered in the design of activities. For example, in designing water, sanitation and hygiene programmes, the involvement of women as primary water managers can be a critical consideration.

SO5. Improve social inclusion of vulnerable groups: Social exclusion refers to complex processes of social disintegration of an individual, group or community's relationship or connection with society: the absence of participation in society, the loss of a sense of belonging to it and of one's added value as a member of it. Social inclusion is the transformative process of (re)integrating disadvantaged and marginalized individuals or groups into society to fully participate, contribute and benefit from it.

SO6. National Society Development: For National Societies to ensure integration of G&D in internal structures and outreach activities, G&D should be reflected at the policy level with accompanying strategies and plans of action. Internal structures include HR routines such as (a) trainings in relevant thematic areas, (b) ensuring a sound G&D composition among management, staff and volunteers, (c) establishing structures for sexual harassment prevention and response, and (d) ensuring codes of conduct for management, staff and volunteers to prevent sexual harassment and abuse of beneficiaries, and to ensure child protection.

Integration in Internal Processes and Capabilities

This Implementation Plan operates on three levels, with sub-levels, both internally within NorCross and externally:

- Enabling environment level
 1. Partnerships
 2. Strategic documents (Policy/Guidelines/Plan of Actions)
- Programming level
 3. Thematic knowledge
 4. Project cycle knowledge
- Human Resources level
 5. Gender and diversity composition of governance, managers, staff and volunteers
 6. Mechanisms for sexual harassment prevention and response, and Codes of Conduct

These can be found in the International Strategy 2015-2020 as follows (the numbers refer to the levels in table below model B):

Model B



This Implementation Plan uses the six levels, and distinguishes between internal and external work.

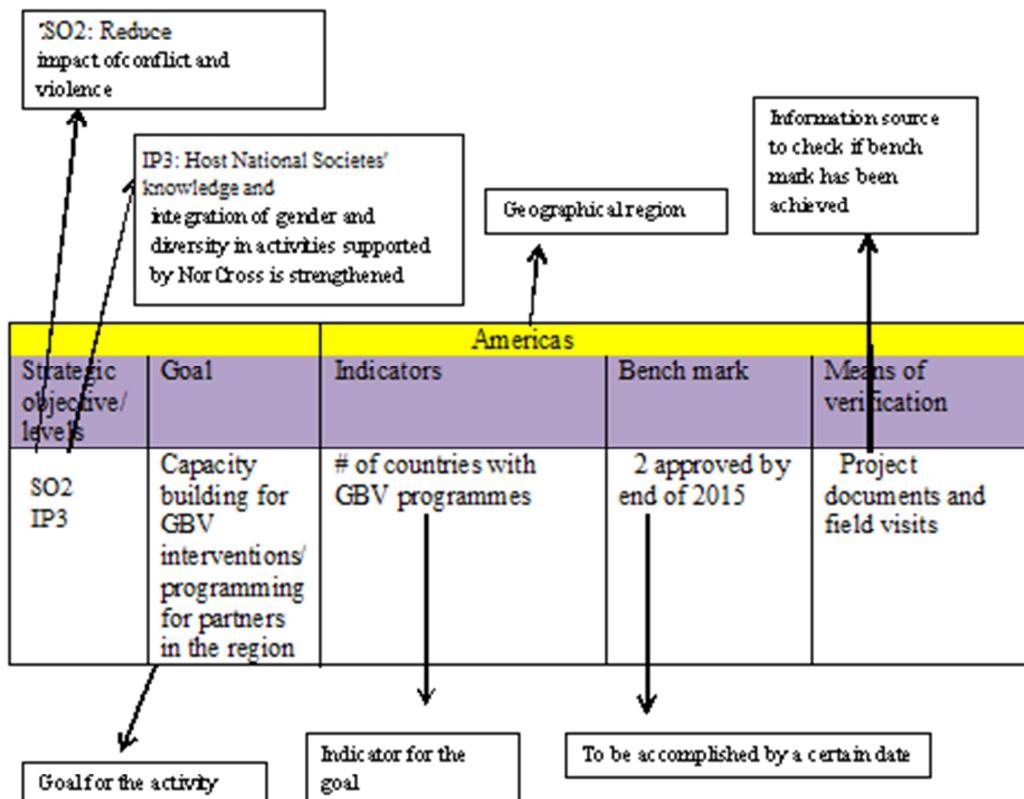
	Internally in NorCross	Towards partners
1.Enabling Environment	<p>OD1-structure: The G&D structure in NorCross' International Department continues to be supported, especially through the G&D Advisor</p> <p>OD2-policy: G&D are continually integrated into all policy work.</p>	<p>IP2: The gender and diversity structure in the Movement continues to be supported, especially through the RCRC Global Gender and Diversity Group, and the IFRC Gender and Diversity Senior Officer and Regional Advisors.</p> <p>IP5-policy: Host National Societies are supported to establish G&D policies, strategies and plans of action.</p>
2.Programming and activities	<p>OD1-expertise: Staff and delegates' technical capacity on integration of gender and diversity relevant to their specific areas of work is considerably strengthened.</p> <p>OD3: Routines are established to ensure that gender and diversity are incorporated throughout the project management cycle and reported on to back donors according to requirements.</p>	<p>IP3: Host National Societies' knowledge and integration of gender and diversity in activities supported by NorCross is strengthened.</p> <p>IP5-project management: Host National Societies' are supported to integrate gender and diversity throughout the project management cycle and reported on to NorCross.</p>

3.Human Resources	<p>OD2-recruitment: Recruitment processes include initiatives to increase the sex balance and the diversity composition of staff at the International Department at HQ.</p> <p>OD2-codes of conduct: Routines on codes of conducts are strengthened. This includes implementing the IFRC Child Protection policy and the IASC policy on zero tolerance of sexual exploitation and abuse of beneficiaries by humanitarian actors. NorCross will prevent and respond to cases perpetrated by delegates, staff and volunteers within NorCross.</p>	<p>IP5-recruitment: Recruitment processes include initiatives to increase the sex balance and the diversity composition of staff in the HNS.</p> <p>IP5-codes of conduct: NorCross will proactively promote codes of conduct, especially Child Protection and prevention of sexual exploitation and abuse of beneficiaries by humanitarian workers in the cooperation with Host National Societies.</p>
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Explanation to Implementation Plan

The Implementation Plan gives an overview of the specific goals on G&D for the International Department of NorCross according to the thematic areas, internal processes and capabilities of the International Strategy as below:

Model C



Core indicator

The main indicator which the Implementation Plan will be measured against is: “% of projects which score 2 on the NorCross G&D rating mechanism”. This indicator captures all levels of G&D integration, from implementation and understanding of the program cycle by HNSs, to expertise and understanding of the program cycle in NorCross.

All project documents will be rated against the gender and diversity project tool, based on the ECHO Gender and Age marker, to be developed and rolled out in 2016. By rating project documents on how well they integrate G&D, it will make be possible to track improvement at the end of 2017 by comparing number of documents with a higher score against the number at the beginning of 2015. An assessment will be carried out by the G&D Advisor in 2016 of project documents to NORAD and MFA in 2014 and 2015 to establish a baseline number to compare against by the end of 2017.

Overview of implementation plan per unit

International Director and Heads of Units				
Str.Obj/ levels	Goal	Indicator	Benchmark	Means of verification
SO23456 OD2-policy	The G&D structure in NorCross' International Department continues to be supported, especially through the G&D Advisor	The full time, dedicated position for the G&D Advisor in the International Department is continued	Continuous existence of a G&D Advisor position in the International Department	HR documents
SO23456 OD2-recruitment	Improved sex balance and diversity composition among HQ staff in International Department	# of external job advertisements which encourage men, people with disabilities and from minority groups to apply	70% by 2016	Job advertisements

Gender and Diversity Advisor				
Str.Obj/ levels	Goal	Indicator	Benchmark	Means of verification
SO23456 IP2	The RCRC Movement's global structure and capacity on G&D is strengthened	% of RCRC Global G&D Group meetings participated in	90% of all meetings within the period 2015-2017	Meeting documentation
Cross-cutting responsibility: To provide technical support to the whole Implementation Plan				

Strategy and Coordination Unit				
Priority goal no.	Goal	Indicator	Benchmark	Means of verification
SO23456 OD3	Systems are established to ensure that G&D are incorporated throughout the project cycle	# of PMER documents which assist staff to integrate G&D throughout the template (and not under one specific G&D heading)	100% by mid-2016	PMER documents
		Project G&D scoring tool developed based on the ECHO Gender and Age marker, and integrated in PMER routines	Tool developed by mid-2016	Existence of tool
		The Common Reference Framework includes G&D indicators for all thematic areas	Minimum 1 G&D indicator in all thematic areas included by end of 2016	The CRF
		G&D is integrated in project documents to back donors according to their requirements.	# of reports to back donors which satisfy their G&D requirements	100% by end of 2016
				Project documents

Core Competency Unit				
Priority goal no.	Goal	Indicators	Bench mark	Means of verification
SO23456 OD1-expertise	All technical advisors integrate gender and diversity issues in their thematic areas of expertise	% of sub-chapters in the thematic frameworks which integrate G&D	100% by end of 2016	Thematic frameworks
		# of training material packages which integrate G&D	100% by end of 2016	Materials used in briefs and debriefs

Humanitarian Diplomacy and External Relations Unit				
Priority goal no.	Goal	Indicators	Bench mark	Means of verification
SO23456 IP3	Staff has necessary understanding of NorCross G&D rating	% of staff having received training on the NorCross G&D rating model for project documents	100% by end of 2016	Training documentation
		% of projects which score 2 on the NorCross G&D rating mechanism	100% by end of 2017	Scoring sheet for rating G&D in project documents
	Contact with donors include information on how NorCross integrates G&D in its work by the International Department	% of donor reports which score 2 on the NorCross G&D rating mechanism	100% by 2017	Donor reports

International Personnel Unit				
Priority goal no.	Goal	Indicators	Bench mark	Means of verification
SO23456 OD2-recruitment	Ensure that records are kept of age and sex composition in delegate deployments	A register for documenting the age and sex of delegates according to work task and geography is developed	Fully used by end of 2016	Include a column on age/sex in both Hvem/hva/hvor and our ERU deployment lists
OD2-codes of conduct	Routines on codes of conduct are strengthened. This includes implementing the IFRC Child Protection Policy and the IASC policy on zero tolerance of sexual exploitation and abuse of beneficiaries by humanitarian	% of deployed NS delegates who have signed the zero tolerance policy of sexual exploitation and abuse of beneficiaries by humanitarians	100% by end of 2016	Documents signed
		% of deployed NS delegates who have signed the child protection policy	100% by end of 2016	Documents signed
	# of staff with a role in handling SEA complaints	1 training on SEA by mid-2016	Records and materials from training	

	actors. NorCross will prevent and respond to cases perpetrated by delegates within NorCross.	trained in responding to cases		
		# standard operating procedure/manual for responding to SEA cases is developed	1 Standard operating procedure/manual is developed by mid-2017	Standard operating procedure/manual
SO23456 OD1-expertise	Delegates' technical capacity on gender and diversity relevant to their specific areas of work is considerably strengthened.	% of IMPACT trainings mainstreaming gender and diversity issues	100% by end of 2017	Done
SO23456 OD3		% of ERU roster delegates that have completed IASC gender e-learning	75% by end 2016 100% by end of 2017	Delegate database

Programme Unit				
Str.obj/ levels	Goal	Indicators	Bench mark	Means of verification
SO23456 OD1-expertise	Staff and long term delegates have adequate knowledge and understanding to integrate gender and diversity in all projects	# of staff who has completed a mandatory gender and diversity course as decided by NorCross	100% of all staff has completed the Gender IASC online course by end of 2016	- Records of completing the online course
		# vulnerability and G&D analyses available for regions and countries guiding the work of staff and long term delegates for their respective geographic areas	By end of 2017, every region and every country has a vulnerability and G&D analysis available	Vulnerability and G&D analyses
SO23456 IP5-project managem	G&D is systematically incorporated in all	% of NorCross project documents which score 2 on the G&D rating	100% by end of 2017	Project documents

ent	programmes, projects and activities supported by NorCross			
SO23456 OD3, IP5 program management	Host National Societies' knowledge and integration of G&D in activities supported by NorCross is strengthened	# of HNSs participating in/organizing gender and/or diversity trainings	- 10 HNSs have organized internal G&D trainings by end of 2017	- Records and material from trainings
		Representatives supported by NorCross from PNSs have participated in regional/global G&D trainings	15 PNSs by end of 2017	Invoices, records and materials from trainings
Global programmes				
Str.obj/ levels	Goal	Indicators	Bench mark	Means of verification
SO23456 IP2	The G&D structure in the Movement continues to be supported, especially through the RCRC Global G&D Group, and the IFRC G&D Senior Officer and Regional Advisors	# of IFRC and ICRC activities supported by NorCross	By end of 2017, 2 IFRC G&D positions are still supported by NorCross	Reports on activities by IFRC and ICRC
SO23456 OD2	All IFRC collaborations are gender and diversity sensitive	The IFRC MoU from 2017 includes a requirement to integrate gender and diversity aspects in all collaborations and projects implemented (in accordance with the IFRC Strategic Framework on Gender and Diversity Issues)	Done by end of 2017	New IFRC MoU from 2017 –
		Agendas and contents of meetings integrate gender and diversity	All meetings by end of 2017	Meeting agendas and minutes
		The ICRC MoU includes a requirement	Done by end of 2017	ICRC MoU

	All ICRC collaborations are gender and diversity sensitive	to integrate gender and diversity aspects in all collaborations and projects implemented		
		Agendas and contents of meetings integrate gender and diversity	All meetings by end of 2017	Meeting agendas and minutes
SO23456 OD2, IP5- policy	G&D is continually integrated into all MoUs and agreements with HNSs	# of MoUs / agreements with HNSs	100% by end of 2017	MoUs and agreements with HNSs
Africa				
Str.obj/ levels	Goal	Indicators	Bench mark	Means of verification
SO6 IP5	HNS are strengthened on G&D through NSD	# of HNSs with gender and diversity policy and plan of action	5 by end of 2017	- Policies and plans of action from African HNSs
SO2345 OD3	HNSs are supported to integrate G&D throughout the project management cycle	# of HNSs project documents which score 1 or 2 on the NorCross G&D rating	80% by end of 2017 -compared to baseline 2015	Project documents
SO2345 IP3	Disability inclusion is strengthened in HNS's programmes	# of HNS with disability inclusion incorporated in programmes	30% by end of 2017	Project documents
SO2 IP3	Capacity building for GBV interventions/ programming for partners in the region	# of GBV trainings and workshops organized	- 2 by end of 2015 - 4 (2 additional) by end of 2016 - 6 (2 additional) by end of 2017	- Records and materials from trainings
		# of countries with GBV programmes	- 3 by end of 2015	- Project documents and field visits
SO2 IP3	Host National Societies' knowledge and	# of registered use of	- 30% by end of 2017	- Project documents and field visits

	integration of violence prevention in activities supported by NorCross is strengthened	RCRC discrimination, violence prevention tools		
Americas				
Str.obj/ levels	Goal	Indicators	Bench mark	Means of verification
SO6 IP5	HNS are strengthened on G&D through NSD	# of HNSs with gender and diversity policy and plan of action	3 by end of 2017	Policies and PoA
		Guatemala RC's gender policy reviewed and implemented	Ultimo 2016	Policy and POA G&D analysis
SO2345 IP5- project managem ent	HNSs are supported to integrate G&D throughout the project management cycle	# of HNSs project documents which score 1 or 2 on the NorCross G&D rating	- all NORAD proposals by end of 2016 - all new MFA proposals by end of 2017	Project documents
SO3 IP3	Guatemala Red Cross systematically focuses on the LGBT community in its HIV/Aids projects	% of direct beneficiaries in HIV/Aids related activities belonging to the LGBT community	10 % by the end of 2017	- Project documents and field visits
SO2 IP3	Capacity building for GBV interventions/ programming for partners in the region	# of countries with GBV programmes	- 2 approved by end of 2015	- Project documents and field visits
	Guatemala Red Cross has systematically integrated GBV in its project portfolio	# of projects with specific GBV indicators	Ultimo 2016	- Project documents and field visits

SO2345 IP3	HNS knowledge and integration of disability inclusion in activities supported by NorCross is strengthened	# of HNS with disability inclusion incorporated in programmes	- 30% by end of 2017	- Project documents and field visits
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Asia – Pacific

Str.obj/ levels	Goal	Indicators	Bench mark	Means of verification
SO6 IP5- policy	HNS are strengthened on G&D through NSD	Pakistan RC has a G&D policy, strategy and Plan of Action	Policy, strategy and Plan of Action in place by end of 2017	Existence of policy, strategy and PoA
		Afghanistan RCS of G&D policy, strategy and Plan of Action	- Policy, strategy and Plan of Action in place by end of 2016	Existence of policy, strategy and PoA
		# of trainings/seminars conducted by Afghanistan RCS' Gender Unit	Policy and PoA dissemination seminars have been organized at all seven branches by end of 2016	Documentation from seminars
SO2345 IP3	HNSs knowledge and integration of G&D in activities is strengthened	# of joint trainings/ learning workshops organized for several HNSs	- 1 by end of 2016 - 2 (1 additional) by end of 2017	- Records and materials from trainings
		- # of staff and volunteers from Vietnam RC HQs technical departments participate in a workshop on gender mainstreaming in Red Cross activities.	- 150 participants by end of 2015 - 200 (50 additional) participants by end of 2016	- Records and materials from trainings
		- # of staff and	- 25 participants	- Records and

		volunteers from HQs and project officers who participate in a Disability Inclusion training.	by end of 2015 - 50 (25 additional) participants by end of 2015	materials from trainings
		# of trainings organized on G&D by Pakistan RC	- 1 by end of 2015 - 3 (2 additional by end of 2016	- Records and materials from trainings
SO45 IP3	Vietnam NRC is strengthened on integrating G&D in activities supported by NorCross	# of beneficiaries in Vietnam NRC from vulnerable groups supported by NorCross funded OD and DRR projects	More than 50% of beneficiaries supported by NSD and DRR projects will be women, old lonely people and people with disability by end of 2015.	- Project documents and field visits
SO6 IP3			More than 50% of the beneficiaries supported by Red Cross volunteer teams in the 4 NSD chapters will be from vulnerable groups by end of 2015.	- Project documents and field visits
SO2345 IP5-project management	HNSs are supported to integrate G&D throughout the project management cycle	# of project documents by Pakistan RC which score 1 or 2 on the NorCross G&D rating	70% by end of 2016 - 90% by end of 2017	Project documents
		# of project documents by Afghanistan RCS which score 1 or 2 on the NorCross G&D rating	- 30% by end of 2016 - 60% by end of 2017	Project documents
Europe				
Str.obj/levels	Goal	Indicators	Bench mark	Means of verification
SO6 IP5-policy	Russia Red	Existence of G&D policy, strategy and Plan of Action	Policy, strategy and PoA developed by 2017	Policy, strategy and PoA

	Cross' organizational and staff capacity on G&D is strengthened			
SO2345 IP3	# of trainings on gender and diversity issues for CWP coordinators	-1 training conducted by end of 2016 - 2 trainings (1 additional) conducted by end of 2017	Records and materials from trainings	
Middle East and Northern Africa				
Str.obj/ levels	Goal	Indicators	Bench mark	Means of verification
SO23456 IP5- project management	HNSs' are supported to integrate gender and diversity throughout the project management cycle	# of project documents which score 1 or 2 on the NorCross G&D rating	100% by end of 2017	PMER documents
SO23456 IP2	The gender and diversity structure in MENA IFRC is supported	# of MENA IFRC zonal G & D advisers supported # of MENA HNS trained in G & D by MENA IFRC	1	Pledge for financial support to MENA G & D advisor Annual report from MENA IFRC G & D Advisor

Twinning				
Str.obj/ levels.	Goal	Indicators	Bench mark	Means of verification
SO2345 OD2, IP5- policy	District branches cooperating in Twinning collaborations are supported to integrate G&D in programmes	# of new and revised Twinning Agreement Cooperations and Plans of Action integrating G&D	100% by end of 2017	Agreement documents and Plans of Actions
SO2345 OD1, IP3	Volunteer and staff capacity increased on integrating G&D in activities	# of participants who attend the G&D session included at annual Twinning meeting	100 by fall 2016	Meeting documentation
SO2345 IP5- project managem ent	Twinning programmes integrate G&D throughout the project cycle	# of project documents integrating G&D	5 districts reporting on this by end of 2017	Project documents
		# of templates adjusted to integrate gender and diversity issues	100% by end of 2015	Templates

Disaster Management Unit				
Priority goal no.	Goal	Indicators	Bench mark	Means of verification
SO3 OD1- expertise	Delegates have adequate knowledge and understanding to integrate gender and diversity in emergency operations	% of new ERU delegates trained in G&D aspects within their respective field of work	100% by end of 2016	Pre- and post-training test on gender and diversity
	ERU material is adapted to ensure appropriate response integrating G&D	# of ERU operations with appropriate field equipment in stock	100% of ERUs within the period 2016-2017	Stocklists
SO23 OD1- expertise	Survivors of sexual violence in emergencies are provided with	# of ERUs equipped with post-rape treatment services	100% of ERUs within the period 2016-2017	Packing lists

	appropriate health care			
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Roles and responsibilities

Follow-up of the Implementation Plan is the responsibility of every staff and delegate.

The main responsibility for the operationalisation of the policy lies with the Director of the International Department and its Heads of Units (the Section Leader Group – SLG), especially the incorporation of the Gender and Diversity Implementation Plan in the sections' overall annual Plans of Action.

The Gender and Diversity Steering Group in the International Department has the responsibility to follow up the Implementation Plan and advise on way forward. The G&D Steering Group meets quarterly.

The G&D Steering Group will consist of:

- The G&D Adviser for the International Department, who acts as the chair
- One focal point from the Strategy and Coordination Unit
- One focal point from the Core Competency unit
- One focal point from the HR and Field Personnel unit
- One focal point from the Humanitarian Diplomacy and External Relations unit
- One focal point from the Disaster Management Unit
- One focal point from each of the geographic teams in the Programme Unit

All focal points will have individual stand-ins who participate in the G&D Steering Group meetings and processes when necessary. Men are encouraged to be focal points and stand-ins.

Focal points are responsible for:

1. ensuring that gender and diversity is included in the units' Plan of Action
2. promoting that gender and diversity must be included in every personal Plan of Action
3. reporting back to SMG/their units
4. speaking on behalf of SMG/units in the G&D Steering Group

Focal points will also receive additional training/external input to increase their competencies on gender and diversity-related issues. Focal points will have gender and diversity included in their job descriptions.