



Humanitarian Strategy

2014-2017

6/20/2014

“At UN Women..., we believe that beyond gender-sensitive relief provision and gender-responsive protection, women’s empowerment is an often neglected element of humanitarian response, which is key to its effectiveness... The aim of UN Women’s engagement in humanitarian action is to ensure consistency and sustainability in addressing gender equality concerns across the humanitarian-development continuum as well as to improve awareness and commitment, enhance capacity and strengthen partnerships with national entities, civil society, regional institutions and the international humanitarian system... [UN Women’s] role is to support coordination and accountability efforts of humanitarian providers to ensure responses meet women’s needs in humanitarian emergencies. ...UN Women plans to develop capacity for assessment and coordination of gender-specific needs in humanitarian responses and help concentrate the collective synergies, skills and resources of partners to meet women’s immediate survival and safety needs and to build women’s empowerment for the longer-term resilience of communities and sustainability of humanitarian action.”

UN Women, DARA, Humanitarian Response Index 2011: *Addressing the Gender Challenge*, 2012

I. CONTEXT AND PURPOSE

The needs and vulnerabilities of women, men, girls and boys affected by crisis are distinct and often different. Addressing these needs with effective, quality programming requires incorporation of gender equality considerations across all phases of humanitarian action – including preparedness, assessment, analysis, planning and implementation. This incorporation is essential to comply with international legal and normative frameworks that protect the equal rights of women, girls, boys and men, as well as those that define humanitarian rights and responsibilities, based on the principles of humanity, neutrality, impartiality and independence.

Normative Frameworks Relating to UN Women’s work on Humanitarian Action:

- General Assembly A/RES/64/289 - July 2010 System Wide Coherence (establishment of UN Women).
- Convention on the Elimination of All Forms of Discrimination Against Women (1979)
- Beijing Platform for Action (1995)
- UN Security Council Resolution: 1325, 1820, 1888, 1889, 1960, 2106 and 2122
- Humanitarian Charter and Minimum Standards in Disaster Response (2004 and 2010)
- ECOSOC Resolutions E/RES/2012/3 and E/RES/2013/6 - Strengthening the Coordination of Emergency Humanitarian Assistance of the United Nations (2012 and 2013)
- Commission on the Status of Women Resolution 56/2 and its 2014 follow up – Gender Equality and Women’s Empowerment (2012 and 2014).
- GA Resolution 67/209- International Strategy for Disaster Reduction (2013)

UN Women established a Humanitarian Unit in October 2012 within its Programme Division in New York. The work of the Unit builds on humanitarian activities previously undertaken by UN Women's (and prior to that, UNIFEM's) Peace and Security Unit. UN Women's Humanitarian Unit will consolidate and support humanitarian work, including disaster risk reduction, preparedness, risk prevention and mitigation, at the global, regional and national levels, working closely with all Divisions within the organisation. This document presents UN Women's Humanitarian Strategy that will guide the organization's work in this area. The Strategy has been developed following consultations both within

The concept of *humanitarian action* includes response, disaster risk reduction and preparedness for risk prevention and mitigation, and early recovery. UN Women engages across this space in order to complement and enhance UN efforts to - move away from a short-term, service provision model to one that builds on development gains, enhances sustainability and national ownership, strengthens the resilience of communities and countries - and is accountable to the populations affected by crisis. ***In this context, UN Women's humanitarian work will focus on preparedness, response and the transition to early recovery***

and outside the organisation, with the wider humanitarian community, UN Agencies, Member States, UN Women's Executive Board, donors, NGOs and CSOs. These consultations have contributed to defining UN Women's comparative advantage/added value in this sector. In addition, UN Women seeks to actively benefit from the experience of more established humanitarian organisations.

When natural disasters occur or conflict erupts, lives change in an instant. People are killed and injured, families and communities are displaced, infrastructure, both physical and social, is destroyed and government and other national capacity may also be

destroyed or depleted. Crisis are not gender-neutral; women, girls, boys and men of all ages are affected differently and their resulting needs are distinct, as are their resources, capacities and coping strategies.

Just as crises are not gender-neutral, humanitarian action cannot be either.

Humanitarian action (disaster risk reduction and mitigation, response and early recovery) presents opportunities for new and more progressive gender roles and relationships. For example, women may assume new roles in providing for their families, they may emerge as leaders and decision-makers in their communities, girls may get a chance to go to school, boys may be protected from recruitment to armed forces or forced labour and men may take on new roles in child care. Opportunities can arise during crisis *to build back better* in terms of the capacity of local institutions, livelihoods, service delivery and inclusive decision-making, using principles such as ownership, participatory approaches and sustainability which also strengthen resilience and disaster risk reduction.¹

Seizing these opportunities requires policy-makers and practitioners to recognise and value the skills and capacity that women and girls – like men and boys – utilize to prepare for, respond to and recover from crisis. It also requires communities' willingness to recognise that everyone has a role to play in disaster risk reduction, response and early recovery and to seek common solutions that benefit

¹ GPPi, Julia Steets, Donor Strategies for Addressing the Transition Gap and Linking Humanitarian and Development Assistance, June 2011

everyone equally. These are important departures from traditional views of women and girls as inherently vulnerable, passive recipients of humanitarian assistance and protection.

The humanitarian community has struggled to consistently take advantage of opportunities for advancing gender equality and women's empowerment in humanitarian action. There is room to engage affected communities, national civil society and local government effectively in their own relief and recovery. Often the *tyranny of the urgent* has been cited as an excuse for inaction on these issues and service provision continues to struggle in taking a people-centred approach to humanitarian action. The continued practice of seeing communities and individuals as victims and beneficiaries rather than agents for change and recovery hinders the successful integration of gender equality in to humanitarian efforts. These shortcomings impact women and girls' assistance, protection and empowerment outcomes.

"Twenty years after General Assembly resolution 46/182 laid out a framework for the coordination of emergency humanitarian assistance of the United Nations, humanitarian needs continue to increase as a result of new and on-going conflicts, the increasing frequency and intensity of natural disasters and the

Currently, more than 300 million people are affected by crises. Factors such as climate change, the increased targeting of civilians in conflict and increasing food prices all exacerbate economic losses, human suffering and death. They present increased challenges for the international humanitarian capacity and reverse development gains. It is predicted that vulnerability and humanitarian needs will increase significantly within the coming decades due to population growth and urbanization, increased food and energy consumption and water scarcity, increased displacement due to slow onset and sudden onset crises². The humanitarian system recognises the need to shift from a reactive system that responds to emergencies to one that focuses on risk reduction (preparedness, prevention and mitigation) with stronger collaboration and coordination between humanitarian, national and development actors

The gap between the humanitarian and development fields also underpins the short-term orientation of humanitarian action. Linking humanitarian action with development early on in emergency settings and integrating early recovery as a part of the response increases the relevance and sustainability of humanitarian efforts.

The lack of full integration of gender equality into humanitarian action can lead to the entrenchment and/or regression into negative gender stereotypes coupled with discriminatory attitudes and social norms. In the absence of dedicated and systematic institutional coordination and leadership on gender equality and women's empowerment, humanitarian action will continue to fail women and girls. There is limited institutional coordination of gender equality and women's empowerment in humanitarian action. Responsibility for the task of ensuring that humanitarian action integrates a gender dimension has fallen largely to the IASC's Gender Equality in Humanitarian Action Reference Group at the policy level and to its operational arm, GenCap, as well as a handful of gender 'champions', at the programmatic field level.

² OCHA Occasional Policy Briefing Series: Brief No. 1: Global Challenges and Their Impact on International Humanitarian Action, 2010

A coordinated standardised approach to humanitarian action based on gender equality and women's empowerment should be institutionalized so that it is systematic, effective and sustainable. Specifically, the voice, agency and capacity of women's grassroots women's organizations must be present at the humanitarian "table" to shift humanitarian outcomes for women and girls.

II. HUMANITARIAN ACTION IN UN WOMEN'S STRATEGIC PLAN - THE VISION AND DESIRED OUTCOME

The aim of UN Women's engagement in humanitarian action is to ensure consistency and sustainability in addressing gender equality concerns across the humanitarian-development continuum. UN Women will raise awareness, enhance capacity and strengthen partnerships with national entities, civil society, regional institutions and the international humanitarian system. It will support coordination and accountability efforts to respond consistently and effectively to women's needs in humanitarian emergencies.

UN Women's mandate of enabling gender equality and women's empowerment through normative and intergovernmental engagement, coordination of the UN system and development-focussed operational programming will significantly improve the results of humanitarian action by making it more gender equal. UN Women will be enhancing its engagement in humanitarian action at a critical time when new developments and reform processes, such as the IASC Transformative Agenda, are shaping the future of the humanitarian system. UN Women will use the current momentum of a more people-centred approach to humanitarian action to leverage stronger focus on gender equality and women's empowerment. This requires UN Women's Regional and Country Offices, when required, to integrate a humanitarian agenda within their coordination and programming work to provide timely technical assistance and support required to humanitarian regional and country teams.

OVERALL GOAL OF UN WOMEN'S HUMANITARIAN STRATEGY: Integration of gender equality and women's empowerment considerations in the development and implementation of normative, policy and procedures in humanitarian action.

UN Women commits to support existing system-wide coordination efforts for gender-responsive humanitarian action at the global level through the Inter-Agency Standing Committee (IASC) as well as at the regional and national level, to address the specific needs of women and girls. UN Women will work closely with the Office for the Coordination of Humanitarian Affairs (OCHA) and other UN Agencies and relevant national and local stakeholders.

UN Women's mission statement, as set out in the Secretary-General's report on *A Comprehensive Proposal for the New Entity*, provides for "the achievement of equality between women and men as partners and beneficiaries of development, human rights, *humanitarian action* and peace and security"³ (italics added).

UN Women's Strategic Plan (2014-2017), includes a separate outcome on humanitarian action under Impact 4 - *Peace and security and humanitarian action are shaped by women and men's equal*

³ A/64/588, para. 5

leadership and participation and defines humanitarian action as including preparedness and disaster risk reduction, response and early recovery. This outcome and the three associated outputs cited below from UN Women's Strategic Plan (2014-17) will facilitate increased focus, action and accountability in this area of UN Women's work.

Outcome 4.3: Gender equality and women's empowerment commitments adopted and implemented throughout humanitarian action including preparedness, disaster risk reduction, response and early recovery.

- *Output 4.3.1*: Evidence-based knowledge on gender-responsive humanitarian action including performance measurement and accountability frameworks, is accessible to policy-makers, practitioners and decision-making bodies.
- *Output 4.3.2*: Enhanced national and regional capacity of institutions and partners to develop and implement gender-responsive policies and measures for humanitarian action.
- *Output 4.3.3*: Existing coordination mechanisms are more gender-responsive and better analyse and address the distinct needs of women, girls, men and boys.

To implement the above commitments of the Strategic Plan, UN Women will continue to strengthen its field capacity at the Regional and Country level and sustain capacity at headquarters to ensure that adequate policy guidance and technical expertise is provided on normative, coordination and capacity building priorities for gender equality in humanitarian action. Strengthening of UN Women's capacity in humanitarian action will be done through a multifaceted approach:

- i) recruitment of staff where demand for dedicated technical expertise cannot be met by the current office structure in humanitarian contexts;
- ii) developing strategic partnerships with key humanitarian stakeholders, offering stand-by personnel through technical rosters; and
- iii) continued capacity building of its senior national staff to create a pool of cadre that could be deployed on detail assignments to support integration of gender equality in humanitarian action as required.

UN Women's approach to humanitarian action leverages its mandate for a system wide gender-responsive policy and programme, ensuring the specific needs of men, women, boys and girls are met. UN Women will work towards implementing such approach at the country, regional and global levels. We will prioritize strengthened capacity in UN Women Regional Offices in Bangkok, Dakar and Nairobi. National Programme Specialists have been hired in Pakistan, South Sudan, Colombia and the Democratic Republic of Congo.

III. UN WOMEN'S COORDINATION AND LEADERSHIP ROLE IN PROMOTING GENDER EQUALITY AND WOMEN'S EMPOWERMENT IN HUMANITARIAN ACTION

In undertaking its mandate to enhance "existing coordination mechanisms to generate a more effective United Nations system-wide humanitarian action to respond to the specific needs of women and girls", UN Women seeks to complement and enhance the capacity of other UN entities to serve their

respective mandates and deliver on gender equality and women's empowerment in their humanitarian efforts. UN Women will facilitate the work of the UN and the wider humanitarian system to implement their policy commitments to gender equality and women's empowerment in humanitarian action. By leveraging and drawing from the UN and the humanitarian system's combined strengths, UN Women can provide the means to achieve more sustained results in support of crisis affected women and girls.

UN Women will rely on existing expertise to support the formulation, adoption and implementation of gender equality commitments made by member states in intergovernmental fora, UN global meetings and initiatives. This will include support on the roll out of the Transformative Agenda, coordination of implementation of 2008 IASC Policy on Gender Equality in Humanitarian Action, the implementation of CSW58 Resolution on Gender Equality and Women's Empowerment in Natural Disaster, engagement with the World Humanitarian Summit (WHS) and the preparation and implementation of the Hyogo Framework for Action (HFA).

Present in a number of crisis-affected and post-crisis countries with a broad network of women's groups, from grassroots' organisations to government ministries, UN Women is well positioned to enhance the capacities of gender machineries to engage in humanitarian action. It is positioned to promoting more community/ women-led early warning/response; enhancing particularly women-led CSOs and grassroots women's organisations in leading humanitarian action at community levels; enhancing linkages of these women constituencies to humanitarian programming at sub-national levels to enhance more community participation in planning and responses.

UN Women will play a pivotal role in raising awareness about the importance of gender equality and women's empowerment in humanitarian action initiatives and coordination mechanisms. UN Women will also ensure that gains made for women and girls of all ages in development programming are not lost when the focus changes to a different 'mode' and new actors and coordination mechanisms come into play.

When a crisis occurs, the focus shifts from development/recovery to humanitarian response. In the case of large-scale humanitarian responses, this typically involves the establishment of a Humanitarian Country Team (HCT) under the Resident/Humanitarian Coordinator and UNOCHA or, in the case of refugee crisis, UNHCR; activation of the cluster system (with up to 11 sectors - food security, health, nutrition, WASH, protection, shelter, camp management, education, livelihoods, emergency telecommunications and logistics⁴); and the triggering of specific humanitarian financing channels.

Through a phased approach, in the shorter term, UN Women Country and Regional Offices will engage – where appropriate - in coordination of and/or participation in GBV sub-clusters and other humanitarian activities. In the longer term UN Women commits to engaging systematically and consistently within the coordination efforts for gender equality in humanitarian action.

To achieve these goals, it is critical that the organisation is able to engage within the humanitarian architecture in established cluster/sector and inter-cluster/sector coordination mechanisms. However, since UN Women is not a humanitarian agency and is currently not a member of the IASC, its inclusion in the HCT is not automatic and often requires considerable lobbying. IASC GenCap Advisers offer an

⁴ <https://clusters.humanitarianresponse.info/about-clusters/what-is-the-cluster-approach>

alternative but this effort is neither consistent nor institutionalized. Going forward and in the long-term, it is important that UN Women Country Offices in crisis countries are well equipped to add value and engage effectively with, and to offer a substantive and proactive service to the coordination and programmatic efforts of the HCT.

To this regard, the central dimensions of UN Women's engagement in humanitarian action will be comprised of:

Coordination and Leadership – Working with existing coordination mechanisms, humanitarian and UN partners, UN Women will ensure that humanitarian action policies, programmes and operational procedures and standards integrate gender equality and women's empowerment. Upon request, UN Women will provide member states and national partners with the necessary gender-equality and women's empowerment guidance as they develop or strengthen national strategies in line with the global normative framework and policies on humanitarian action.

Technical Expertise - In countries where it has a Country Office, UN Women will provide the UN and Humanitarian Country Teams with the guidance and tools to ensure gender-responsive humanitarian response plans and programmes. UN Women will leverage and work through the existing humanitarian architecture, such as the cluster/ sector teams and other established Gender Theme Groups within UNCTs. In the context of rapid onset and/or developing crisis and where it has no or limited country presence, depending on the capacity of the UN system and requests, UN Women will be ready to support and provide the necessary short term gender expertise/capacity to ensure the coordinated efforts of HCTs and Cluster/ Sector System incorporate gender equality and women's empowerment in their operations. To facilitate this, UN Women plans to establish agreements with stand-by capacity rosters (e.g. IrishAid's Rapid Response Corps, Norwegian Refugee Council's rosters) to provide flexible expertise to complement its capacity to support the humanitarian coordination mechanisms.

UN Women will also provide guidance on gender mainstreaming in assessments, gender analysis and programme implementation to ensure the needs and vulnerabilities of all men, women, boys and girls in a crisis affected population are identified and appropriately addressed. Given its close and ongoing work with gender machineries and network of civil society organizations at country level, particularly with women led organizations, UN Women will ensure their engagement in incorporating gender equality and women's empowerment priorities in national recovery plans.

Capacity Building – UN Women will proactively pursue capacity development of gender machineries, civil society organizations and other relevant national and local stakeholders to enable their effective engagement in humanitarian action efforts. UN Women will also strengthen participation of affected populations, particularly women and girls in disaster risk reduction (preparedness, prevention and mitigation) and peacebuilding. This will contribute to strengthening linkages between humanitarian and development work. UN Women will build synergies between advocacy and prevention and response programmes on Gender-based Violence and Ending Violence against Women. UN Women will also support participation of women civil society organizations as first responders in humanitarian action efforts.

Evidence Based Response and Advocacy - UN Women will support the development of evidence based knowledge and identify knowledge gaps to support stronger humanitarian response across the range of humanitarian clusters/sectors. The evidence based knowledge will also be used to strengthen ongoing advocacy on gender equality and women's empowerment, including in UN Security Council briefings and UN Secretary General Reports.

IV. IMMEDIATE OPPORTUNITIES FOR UN WOMEN IN HUMANITARIAN ACTION

IASC Membership will enable UN Women to influence normative and policy work on gender equality in humanitarian action and for applying gender equality expertise to the coordination and leadership in humanitarian action at the field level.

Strategic Partnerships with regional organizations such as the Regional Commissions, African Union, League of Arab States, Association of Southeast Asian Nations (ASEAN); UN Agencies including with UNOCHA, UNDP, UNICEF, UNFPA, UNHCR, and UNISDR are very important at the global, regional and country levels.

Presence and work in 89 Countries - UN Women's work on ending violence against women, peace and security and women's empowerment, in 89 countries as well as in a number of crisis-affected and/or disaster-prone countries and regions is an advantage for engaging in humanitarian action.

Networks of Women's Organizations - UN Women has established a strong network with women's organizations at local, national, regional and global levels enabling it to incorporate the voices and enhance participation of local women in humanitarian action. Given the special relationships it has with national women's grassroots organisations and national machineries, UN Women can help position grassroots women's organisations at the centre of humanitarian action and ensure their participation in decision-making forums relating to all dimensions of humanitarian action. This opportunity must be exploited to its fullest.

UN Women 'Stand-by Capacity' Roster which includes Gender and Humanitarian Action experts is active and will provide much-needed capacity on the ground although **identifying and retaining high-level experts remains a challenge**. In addition to the establishment of the roster and the GenCap, UN Women will also increase staff capacities in gender and humanitarian action, including in disaster risk reduction.

V. LEVELS OF ENGAGEMENT

UN Women will engage in humanitarian action – disaster risk reduction and mitigation, humanitarian response and early recovery – at global, regional and country level and work closely with the UN system and other partners.

INSTITUTIONAL DEVELOPMENT AND LINKAGES:

Close linkages within the organisation's existing work in peace and security, women's economic empowerment and leadership and violence against women at the country, regional and global levels will be essential. Incrementally, and based on country prioritisation criteria, capacity of UN Women staff will be developed to engage in coordination and leadership in humanitarian action.

PARTNERSHIPS AND COORDINATION AT THE REGIONAL AND GLOBAL LEVELS

UN Women will engage strategically in intergovernmental processes, policies, standards and inter-agency initiatives and partnerships at the regional and global levels. Among others, UN Women will use its membership and co-chairpersonship of the IASC Sub-Working Group on Gender and Humanitarian Action as entry points for such work.

UN Women will also consult and partner with other UN Agencies and humanitarian forums on maximizing UN Women's role and comparative advantage in engaging in humanitarian action. This will enhance UN Women's engagement in humanitarian action in the UN and the broader humanitarian system.

COUNTRY LEVEL

Multiple and flexible humanitarian action modalities will be required to respond to different countries' needs also taking into account the configuration of the UNCT, HCT and UN Women's in-country presence and capacity on humanitarian action. A measured approach to building capacity and training staff in these modalities will have to be taken, to ensure a standardised, yet tailored capacity for country offices.

At the country level, where UN Women is already engaged with National Disaster Management Authorities and/or relevant government planning units, this engagement could also include building their technical support to enhance engendering overall national disaster management plans and processes.

VI. IMPLEMENTATION PLAN

Three areas of work are included here, namely disaster risk reduction and mitigation, humanitarian response and early recovery. Each area of work comprises two components: (i) mainstreaming humanitarian action into UN Women's work; and (ii) supporting the mainstreaming of gender equality and women's empowerment programming into DRR, humanitarian and early recovery specific interventions across the UN humanitarian system, which at the country level is the Humanitarian Country Team (HCT).

Following is an action plan for UN Women's engagement in humanitarian action for the period January 2014 to December 2017. The three areas of work – DRR (preparedness, prevention and mitigation), response and early recovery – are preceded by overarching issues that UN Women needs to address in order for the organisation to realise comprehensively its mandate to support “existing coordination mechanisms to generate a more effective United Nations system-wide humanitarian response to respond to the specific needs of women and girls”.

UN WOMEN HUMANITARIAN ACTION PLAN – JANUARY 2014 TO DECEMBER 2017

IASC Membership	<p>UN Women to request “standing invitee” membership to the IASC with a perspective of seeking full membership towards end of 2016. This will allow UN Women to directly influence the development of IASC normative policies and procedures to ensure that gender equality and women’s empowerment are appropriately integrated and that the IASC honours its commitments to gender equality in humanitarian action as specified in its 2008 policy statement.</p> <p>UN Women’s Humanitarian Unit presently co-chairs the IASC Gender SWG. UN Women must maintain the co-chair of the group as, especially in the absence of full membership, it presents some opportunities to influence the development of normative policies and standards for gender equality programming in humanitarian action. UN Women is the Secretary of the IASC Gender Reference Group and is promoting the implementation of 2008 IASC Policy on Gender Equality and Women’s Empowerment at all levels by supporting the implementation of activities as outlined in its annual work-plan.</p>
Internal Consultations	<p>UN Women’s Humanitarian Unit to continue working with all relevant Divisions, Policy and Coordination and Trust Funds, the Civil Society Section and Intergovernmental Support in order to optimise intra-organisational synergies and to maximize fully UN Women’s mandate in responding to gender equality and women’s empowerment in humanitarian action.</p>
External Consultations & Partnerships	<p>UN Women to consult systematically with other UN Agencies and humanitarian forums and stakeholders, including Member States and women’s grassroots organisations’ platforms (e.g. Huairou Commission, including GROOTS International, the Civil Society Organisations’ Advisory Groups (CSAGs), etc.)</p> <p>UN Women to work in close collaboration with UNOCHA, UNISDR, UNHCR, IOM, UNICEF and UNFPA to establish a vision of incrementally expansive collaboration at the global, regional and country levels. UN Women and UNOCHA to finalize plan of action to pilot joint coordination efforts in six countries/regions as initiated between both organisations’ Programme Divisions’ Directors in 2013. UN Women to enter into partnerships with organizations that share the same vision and could enhance UN Women’s response capacities by deploying stand by personnel: NRC, DRC, CANADEM, Irish Aid etc.</p> <p>UN Women to work with the World Humanitarian Summit (WHS) preparatory process and the WHS Secretariat to ensure that 2016 WHS integrates gender equality and women’s empowerment as a key humanitarian issue and challenge for the future.</p>
IASC GenCap Steering Committee	<p>UN Women is a member of the GenCap Steering Committee and will further develop its relationship with GenCap in order to provide support to UN Women country and regional teams already engaging or planning to engage in humanitarian and DRR work. UN Women will work very closely with the GenCap steering committee and will contribute substantively to the GenCap Management Review</p> <p>UN Women’s Humanitarian Unit and Coordination Division will look at the organisation’s role in the implementation, development of and oversight of the IASC Gender Marker within the context of other development-focused gender markers and the SWAP..</p>
Stand By Capacity	<p>UN Women will develop agreements with a number of stand-by capacity rosters (e.g. IrishAid’s Rapid Response Corps, Norwegian Refugee Council’s various rosters) to provide flexible expertise to complement UN Women’s country office capacity, on an as needed basis.</p>

Resource Mobilisation	<p>In order to be effective and comprehensive, UN Women needs to engage on multiple levels. This includes being able to offer practical technical support at the country and regional level, as well as engaging on a number of key global and regional policy initiatives and mechanisms. Established in early October 2012, the Humanitarian Unit is staffed by the Humanitarian Adviser (P5), a Programme Associate (G6) and two temporary assignments (P4, P3). The demand for technical support and guidance at the country, regional and headquarters is increasing significantly. In addition to six pilot countries where UN Women and UN OCHA will work together to strengthen gender equality in humanitarian action, there are also great demand coming from emerging emergencies. The demand is also increasing for operational engagement in the context of level 3 and level 2 emergencies.</p> <p>The roll out of the Transformative Agenda, the implementation of CSW Resolution on Gender Equality and Women’s Empowerment in Natural Disaster, the engagement within the World Humanitarian Summit (WHS), the increasing involvement of UN Women with the implementation of the Hyogo Framework for Action (HFA) all present opportunities and also challenges for UN Women’s capacities to engage meaningfully unless it is matched with the right level of resources.</p> <p>UN Women will explore access to a number of donor funding streams focused on DRR (disaster preparedness, mitigation and prevention) and response and early recovery. With the existing and emerging demands for support, additional resources for the Unit and UN Women’s work in Humanitarian Action are required.</p>
Report in updated Strategic Plan 2014 – 2017	<p>The Strategic Plan 2014-2017 includes reference to UN Women’s <i>Accountability to Gender in Humanitarian Action Report</i> to inform high level IASC policy discussions. This is a new initiative that would be developed in 2014 and implemented from 2015 onwards. It would tap into OCHA’s Online Project System (OPS) and Financial Tracking Service (FTS) including the IASC Gender Marker. This will also be informed from a study that UN Women will be supporting with regards to establishing a base line to the extend the 2008 IASC policy on Gender Equality and Women’s Empowerment is implemented across the board.</p>
Training and Training of Trainers; Capacity Strengthening of UN Women personnel	<p>UN Women’s Humanitarian Unit is supporting the development of a condensed version of the e-learning tool on “Different Needs Equal Opportunities” to be made mandatory for all staff in 2015. UN Women will also explore the possibility of adapting the GenCap training package, (piloted in July 2013) to be complemented by some of other material from the Peace & Security training package and the PDNA gender training to be finalized in June 2014 as part of UN/World Bank/European Commission joint declaration. Once completed, it will be necessary to consider opportunities and platforms to implement the training programme for UN Women staff including staff that will act as trainers of trainers in broader humanitarian and women’s grassroots organisations.</p>
Engagement at Geneva-level	<p>Geneva hosts many of the actors and mechanisms of the humanitarian operations’ architecture including the Global Clusters (with the exception of Food Security, which is hosted by FAO and WFP in Rome), UN OCHA’s Humanitarian Coordination and Field Coordination Support Sections (HCSS and FCSS respectively), as well as UNISDR, UNHCR, WHO etc. In order for UN Women to be engaged in the many initiatives and mechanisms that take place in Geneva, it would be important for UN Women to consider having a presence there starting 2016.</p>
Resolution 56/2 - Gender Equality and the Empowerment of Women in Natural Disasters	<p>The Government of Japan sponsored the CSW (2014) Resolution on Gender Equality and Women’s Empowerment in Natural Disasters. UN Women will work with its partners to design a road map for its implementation.</p>

UN WOMEN HUMANITARIAN ACTION PLAN – JANUARY 2014 TO DECEMBER 2017		
AREA OF WORK - DISASTER RISK REDUCTION: PREPAREDNESS FOR RISK MITIGATION AND PREVENTION		
Institutional Development	Partnership & Coordination at Regional, Global Levels	Country Level
<ul style="list-style-type: none"> • Map and consolidate UN Women’s work in DRR at the global, regional and country levels to understand and, subsequently, to consolidate UN Women’s work in this area Timeline: 2014 • Strengthen capacity of regional and country teams, especially those in crisis-prone locations, to engage in relevant inter-agency efforts to ensure gender equality in humanitarian action and also to develop national and local-level DRR programmes that are aligned and integrated with ending violence against women, economic empowerment and leadership/participation programmes. Timeline: Ongoing • Develop policy and standard guidance on DRR for country and regional offices, drawing on experiences in Fiji, Bangkok, Kenya, etc. This process will entail a consultative approach, growing the model with case studies, analysing the potential for application of the policy and guidelines. Timeline: 2015 	<ul style="list-style-type: none"> • Partnership with UNISDR – including on the 2015 DRR global event and, as per earlier discussions between UN Women and UNISDR, consider the development of a 3/4-country pilot project. Timeline: 2014 through 2015 • Partnership with UNOCHA – Liaise with OCHA on preparedness assessments and response planning at the national and regional level including the minimum preparedness package (MPP) Timeline: Beginning with deployment in mid-2014 of a GenCap Adviser to UN Women/OCHA Bangkok RO who will further develop the work initiated by GenCap Advisers to UN Women and OCHA in Fiji RO in the past two years. 	<ul style="list-style-type: none"> • Engage in the Delivering as One and UNDAF/P processes at country-level to enhance meaningful coordination of gender and women’s empowerment in the humanitarian/development nexus. Timeline: Ongoing • Partner with food security and conflict management coordination mechanisms for more holistic approaches to DRR. These structures are usually government-led mechanisms in most contexts but more sustainable in the absence of OCHA as a coordinating function. Timeline: Ongoing

UN WOMEN HUMANITARIAN ACTION PLAN – JANUARY 2014 TO DECEMBER 2017		
AREA OF WORK - HUMANITARIAN RESPONSE		
Institutional Development	Partnership & Coordination at Regional and Global Levels	Country Level
<ul style="list-style-type: none"> • Internal capacity-building at country, regional and HQ-levels - Drawing on modalities and lessons learned (including from Palestine and Pakistan) and drawing on technical assistance of the Humanitarian Unit, a joint project with UNOCHA, UN Women Humanitarian Unit to develop a modular-based training, training of trainers package for strengthening the organisations' capacity in the coordination of GEWE in humanitarian action <i>Timeline: On-going, commencing with the parallel implementation of the UN Women/OCHA joint pilot project 2014 – 2015 and the modular-based training package (see under 'General Activities' in section above.</i> • UN Women Roster of Consultants/Experts – Proactive use of UN Women's roster of Gender in Humanitarian Action Consultants and Experts for capacity-building and surge deployments <i>Timeline: Ongoing. The roster is 'live' since the beginning of June 2013.</i> • Gender-based violence (GBV) – UN Women Humanitarian Unit and Peace & Security and ERAW Sections at HQ level, as well as relevant country and regional offices, to consult about work in the area of gender-based violence prevention and response in natural disasters and conflict. Thereafter, these sections to broaden the consultations with the GBV Area of Responsibility and its membership on UN 	<ul style="list-style-type: none"> • OCHA - UN Women aligns its strategy with OCHA's efforts on gender in humanitarian action in order to ensure complementarity and mutual reinforcement at HQ and field levels. UN Women and UNOCHA are planning the implementation of a six-country pilot project <i>Timeline: 2014 – end 2015 (with possible extension as more countries are piloted with lessons learned from first pilot phase)</i> • UNHCR and IOM - At the global level, explore strategic partnership with UNHCR on conflict-induced refugee/IDP, and IOM for other forms of displacement. <i>Timeline: 2015 (This timeline will not preclude the development of strategic partnerships with UNHCR and IOM at the country level, from which a global MoU/LoA may emerge)</i> • UNFPA and UNICEF - increased engagement with UNFPA and UNICEF on field leadership of GBV sub-clusters and on the delivery of Protection/ GBV multi sector services. <i>Timeline: Given UN Women's existing letter of agreement with UNFPA, this extension in joint actions should be explored in the near future. 2014 – 2017.</i> • Impact of Gender Equality Programming on 	<ul style="list-style-type: none"> • Technical Support - The Humanitarian Unit provides technical support to country teams engaging or proposing to engage in humanitarian action or activities. <i>Timeline: On-going</i> • Depending on demand for support, the Humanitarian Unit to develop criteria for prioritising offices to receive technical support. This might include such factors as the offices' commitment to and investment in dedicated resources for humanitarian action; the presence of an OCHA Office; a HC & HCT; the availability or the potential to secure a GenCap Adviser within the UN Women office to support and mentor UN Women staff, level of crisis response etc. <i>Timeline: Mid 2014 and ongoing</i>

<p>Women's coherent comparative advantage in this area of work.</p> <p>Timeline: <i>On-going.</i></p>	<p>Humanitarian Outcomes Study - UN Women is managing and co-funding with Government of Canada a study on the impact of GEP on humanitarian outcomes.</p> <p>Timeline: <i>May 2013 – July 2014</i></p> <ul style="list-style-type: none">• Partnership with other important non-UN humanitarian stakeholders – e.g. IFRC and other National Red Crescent Societies; NGOs, CSOs, CSO Consortia and CSO Advisory Bodies, etc.• Partnership with important institution on stand-by capacity personnel – NRC, DRC, Irish Aid, CANADEM etc. <p>Timeline: <i>Ongoing – at country, regional and global level, as appropriate.</i></p>
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UN WOMEN HUMANITARIAN ACTION PLAN – JANUARY 2014 TO DECEMBER 2017		
AREA OF WORK - EARLY RECOVERY ⁵		
Institutional Development ⁶	Partnership & Coordination at Regional and Global Levels	Country Level
<ul style="list-style-type: none"> Partnership with UNDP— Establish linkages to ensure that gender aspects are both incorporated and measured in early recovery programming. Development of monitoring tools for assessing the sustainability of women’s engagement in Early Recovery, as well as socio-cultural impacts of their engagement is essential to ensure the do no harm principle is applied and women and girls are as engaged as men and boys in their communities’ recovery. <p>UN Women to explore the application by UNDP of their <i>Eight-Point Agenda for Women’s Empowerment and Gender Equality in Crisis Prevention and Recovery</i></p> <p>Timeline: 2014 – 2017</p>	<ul style="list-style-type: none"> Post-disaster needs assessments (PDNAs): UN Women’s Humanitarian Unit continues to work with UNDP, the World Bank and the European Commission on the development of comprehensive guidance and training materials and, where possible, regional and country-based trainings. <p>Timeline: 201-4 - 2015</p> <ul style="list-style-type: none"> Partnership with the Peace-Building Support Office (PBSO) - UN Women, through its Peace & Security Division, supports the implementation of the Seven-Point Action Plan on gender-responsive peace-building with specific changes across the UN in relation to mediation, post-conflict planning, financing for recovery, elections and governance, civilian deployment, justice and security sector reform, and economic recovery issues. The Humanitarian Unit to support work in this regard, especially in relation to Pillar 4 (SCR1325) on Recovery. <p>Timeline: As arises but more systematically from mid-2014.</p>	<ul style="list-style-type: none"> National-level PDNAs – Humanitarian Unit – directly or through the UN Women Roster of Experts - provides technical support to Country Offices on national-level PDNAs. <p>Timeline: As they arise</p>

⁵ “Early Recovery is defined as a multi-dimensional process, guided by development principles. It aims to generate self-sustaining nationally-owned and resilient processes for post-crisis recovery. Early recovery occurs in parallel with humanitarian activities, but its objectives, mechanisms and expertise are different. Early recovery aims to; augment on-going humanitarian assistance operations; support spontaneous recovery initiatives by affected communities; and establish the foundations of longer-term recovery”. Adapted from - <http://er.humanitarianresponse.info/>

⁶ While UN Women is very active in the development field, its lack of systematic and/or comprehensive engagement in humanitarian response, including early recovery, means that it has not been in a position to influence early recovery efforts to ensure that opportunities realised are maintained in development programming or, conversely, to ensure that gains made for women and girls in development are not lost when the focus changes from crisis to early recovery.

Annex 1: UN Women Humanitarian Unit – Four-Year Indicative Budget

Outcomes	Outputs	Activities	Budget	Funds Already Secured - Amount (USD)	Funds to Be Raised - Amount (USD)	Total	
4.3 Gender Equality Commitments adopted and implemented in humanitarian action which includes disaster risk reduction and preparedness, response and early recovery Indicator 4.3.a: Percentage of intergovernmental outcome documents on humanitarian action with specific provision to strengthen targeted action for gender equality and women's empowerment in humanitarian action Target: 25% (2015) 50% (2017)	4.3.1 Evidence based knowledge including performance measurement accountability frameworks on gender-responsive humanitarian action, is accessible to policy makers, practitioners and decision making	Ongoing evidence based research and reporting	1xP5 Humanitarian Advisor	1,117,964	-	1,117,964	
		Provide UN Women's input into the development of normative policies, frameworks and guidelines	1xP4 Programme Specialist	951,064	-	951,064	
		Develop internal policy and standard guidance on DRR and disaster preparedness	1xP3 Programme Specialist	-	788,912	788,912	
			1xG6 Programme Associate	386,004	-	386,004	
	Human Resources			2,455,032	788,912	3,243,944	
Baseline: Baseline from desk review of inter governmental outcome documents by UN Women HQ(Gender and Humanitarian Unit) Source: Annual desk review of intergovernmental outcome documents by UN Women HQ (Gender and Humanitarian Unit)	4.3.2 Enhanced national and regional capacity of institutions and partners to develop and implement gender-responsive policies and measures for	Manage and maintain UN Women Roster SURGE Capacity experts for humanitarian action	Deployments - 20xRoster (6 months)	-	2,377,660	2,377,660	
		Ongoing membership of IASC GenCap Steering Committee	Curriculum Development	-	150,000	150,000	
		Provide capacity training to UN Women Country Teams and to roster experts	2xCountry Office Training	-	120,000	120,000	
		Provision of Training to UN Women Roster Members on UN Women mandate and strategies	2xUN Women Roster Trainings	-	300,000	300,000	
		Implementation of joint UN Women/ OCHA GenCap pilot programme in up to 6 countries	Field Missions (4 missions/ year =16)	-	160,000	160,000	
			GenGap Steering Committee	-	40,000	40,000	
			National Programme Specialist (4 countries)	Colombia, DRC, South Sudan, Pakistan	400,000	1,200,000	1,600,000
			Deployments and Training		400,000	4,347,660	4,747,660
		4.3.3 Existing coordination mechanisms are more gender-responsive and better analyze and address distinct needs of women and girls	Engagement with UNISDR, including 2015 DRR global event and development of 3-4 country pilot projects	Secretariat of IASC Gender Reference Group	-	40,000	40,000
			Maintain role as co-chair of IASC Gender Reference Group to influence development of normative policies and standards for GEP in humanitarian action	Drafting of flagship report	-	120,000	120,000
Partnership with OCHA on preparedness assessments and response planning at national and regional level include. Minimum Preparedness Package (MPP)	Publishing, Design, Printing and Dissemination		-	100,000	100,000		
Develop other formal partnerships with humanitarian oriented coordinating agencies including and other major NGOs etc.	Communication and Advocacy Materials		40,000	-	40,000		
	Translation, Miscellaneous		-	80,000	80,000		
	Advocacy, Policy and Communication		40,000	340,000	380,000		
Total				2,895,032	5,476,572	8,371,604	
Management Fee (8%)				231,603	438,126	669,728	
Grand Total				3,126,635	5,914,698	9,421,332	