GENDER REFLECTIONS: TWO YEARS OF THE ROHINGYA REFUGEE RESPONSE (September 2019)

ACHIEVEMENTS, CHALLENGES AND RECOMMENDATIONS

Since 25 August 2017, over seven hundred thousand Rohingya fled armed conflict and violence in Rakhine State, Myanmar, and crossed the borders into Bangladesh’s south eastern district of Cox’s Bazar. They settled into existing and newly built camps in the area bringing the count to over 900,000 Rohingya refugees, adding to Rohingya refugees who had resided in Cox’s Bazar for three decades, and making it one of the largest refugee settlements in the world. Women and girls make up fifty-two percent of the total refugee population.

The Joint Response Plans 2018 and 2019 laid out the overall strategy of humanitarian partners and the Government of Bangladesh to respond to the situation, focusing on enhanced access to services which meet minimum standards and for all targeted people. Strategic Objectives of the Joint Response Plan 2019 focus on three areas: (i) Collectively deliver protection to refugee women, men, girls and boys; (ii) Provide life-saving assistance to affected populations; and (iii) Foster social cohesion. The Joint Response Plan mentions the need for both targeted activities by protection actors, as well as all humanitarian partners’ commitment to integrating protection and gender mainstreaming across sectors.

At the two-year mark of the crisis response since its start in August 2017, which built on efforts in the older camps decades before then, efforts are underway to review the implementation of the current Joint Response Plan and formulate the next response plan. Priorities have shifted to a longer-term focus, looking at ways in which the Rohingya can be equipped with knowledge and skills which can support their leadership, empowerment, economic resilience and self-sustainability; and also consider how host communities can be supported to also respond to impacts on their lives and livelihoods from the crisis and support social cohesion.

In light of the preparations for the upcoming Joint Response Plan 2020, the “Gender Reflections” looks back at achievements and gaps in the overall response to-date, while considering new challenges, opportunities, demands and the changing nature of the crisis. The document makes recommendations to the Government of Bangladesh and humanitarian community on key issues around Gender Equality and the Empowerment of Women and Girls (GEEWG) across the Rohingya Refugee Response.

Gender Mainstreaming in the Rohingya Refugee Response

The humanitarian response is based on the IASC Policy and Accountability Framework on Gender Equality and the Empowerment of Women and Girls in Humanitarian Action, and the Protection Framework. The Protection Framework has four key pillars, of which the first is on securing the identity and registration of refugees. The second is on strengthening the protective environment for refugees with access to information and services in the national systems; third, addressing critical living conditions to reduce protection risk and negative coping mechanisms, and improve social cohesion. Finally, the fourth talks about preparing for durable solutions in the short and medium term.

While the Joint Response Plans 2018 and 2019 talk about the safe return of refugees and forcibly displaced Myanmar nationals, it also states the responsibility of humanitarian partners in meeting the immediate needs of the affected population – in food, shelter, water, sanitation, health services and other needs. It recognizes the different vulnerabilities, needs, capacities, demands, situations, barriers and opportunities of women, girls, men and boys in the response; and clearly states that protection and gender equality mainstreaming should be a ‘priority for all sectors and within the humanitarian leadership at all levels. A Gender with Age Marker (GAM) analysis of

1 The Gender with Age Marker 2018 was developed by the Inter Agency Standing Committee to assess the extent to which programmes and projects address gender- and age-related differences in humanitarian response. The GAM asks a set of questions around programmatic actions and then automatically generates a score from 0 to 4 - with 0 being no action taken which targets or mainstreams
the 195 JRP Project plans for Rohingya Humanitarian Crisis Response demonstrated 74% of 2019 JRP project plans will significantly contribute to gender equality, including across age groups. Although projects and programming in some sectors are fully tailored to promote gender equality across age groups scoring the highest on the GAM scale (12% of JRP projects), the overall GAM score for the 2019 JRP is 4(M) which implies that “the project will significantly contribute to gender equality, including across age groups”.

Based on the IASC Policy and Accountability Framework, “Gender Equality Commitments: Key Actions on GEEWG in Humanitarian Action were endorsed by the Strategic Executive Group (SEG) co-chairs on 5 April 2018 formulated by the Gender in Humanitarian Action (GiHA) Working Group, Co-Chaired by UN Women and UNHCR. The (GEEWG)Commitments have been mainstreamed within the JRP 2019. Over twenty organizations are working on gender issues in the response, with a number of actors providing support and coordination to these efforts (namely the Protection Sector Working Group, GBV sub-sector, GiHA Working Group and PSEA Network).

Achievements and Challenges

To ensure a strong understanding of the gender dynamics and in particular the different needs of women and girls, a number of analyses have been conducted by humanitarian actors. Reviews and assessments of interventions from a protection and gender perspective have also been undertaken to learn from and improve the response. Lessons learned from such assessments have been integrated in the work of specific sectors. For example, the WASH sector is modifying latrines based on feedback from beneficiaries to better address their different needs, i.e., male and female latrines are separated and made spacious for washing and bathing.

During the midterm review of the JRP 2018 conducted by the Protection Working Group and the GiHA Working Group reported the achievements by various sectors, it also highlighted a lack of understanding among humanitarian staff on the importance and need to mainstream gender and protection across the response; lack of prioritization of the issue; and persisting gaps in inclusion and access to services across camps and sectors for persons with specific needs, in particular adults and children with disabilities, older persons, chronically or severely ill persons, and persons living with HIV/AIDS, LGBTI persons, adolescent girls, female headed households and unaccompanied and separated girls and boys.

In Oxfam’s 2018 report “One Year On”, the study finds that the response was still not adequately meeting women’s issues and concerns, and more was needed to be done to address specific needs concerning women and girls, overcome gender barriers they face and create an environment where women are valued.

A more recently conducted “Gender Operational Review” by Women’s Refugee Commission in July 2019 looks at how gender and intersections are addressed by different humanitarian agencies in the Rohingya Refugee Response and presents a more updated review of progress in this area.

A summary of the various findings from studies conducted and ongoing has been presented in the table below. This looks at different key areas and actions and highlights the challenges and gaps against the Gender Equality Commitments as endorsed by the SEG co-chairs. The table has been updated to include the recommendations made from the Learning Event jointly held by the Gender Hub and the Gender in Humanitarian Action Working Group on the 3rd of September. Over 90 participants from NGOs, INGOs and UN Agencies were present, covering most of the sectors in the response, and therefore offering a wide range of perspectives and opinions.

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gender and age; to 4 being the highest score with actions that address both gender and age. An additional M or T score is used to reflect if actions target everyone (gender mainstreaming) or targets a specific group (Targeted Action).

2 National-level guidance to the ISCG is provided by a Strategic Executive Group (SEG) co-chaired by the UN Resident Coordinator and the heads of IOM and UNHCR. Members include UN agencies, international NGOs (BRAC, Action Contre la Faim, Médecins Sans Frontières and Save the Children) and the Red Cross / Red Crescent Movement (ICRC and IFRC).
Table 1. Summary of Achievements, Gaps and Challenges and Key Recommendations against the Gender Equality Commitments

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<tr>
<th>Achievements:</th>
<th>Challenges and Gaps:</th>
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<tr>
<td>• GEEWG is being monitored through the JRP 2019 where all sectors included gender equality-related indicators³. The mid-term review of the 2019 JRP shows that the Protection Sector in particular has not only strong gender in indicators, even dedicating one indicator specifically to protection and gender mainstreaming, but also strong monitoring and reporting on SADD.</td>
<td>• The competency of humanitarian actors to analyse gender dynamics within their area is limited. Though some actors understand the importance and need for SADD most still fail to use and report on it. Actors reported that collecting and using SADD was time and resource consuming and therefore seen as a trade-off with other priorities. Lack of SADD and its analysis has affected the effectiveness of the interventions.</td>
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<td>• Gender, age and diversity data, as well as Gender Mainstreaming information has been made available through Gender Profiles and regular Gender Briefs⁴.</td>
<td>• Knowledge of gender analytical frameworks and tools is limited leading to gaps in gender analysis⁵. There is no structured way in which humanitarian actors are undertaking gender analysis, as the tools and methodology are not standardised.</td>
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<td>• Technical support to assessments, monitoring and other efforts has been provided by the GiHA WG, the Gender Hub and the re-establishment of Gender Focal Points in all sectors and working groups.</td>
<td>• Gender analyses are not always well understood, used in planning and programming, and often lacks depth in terms of how gender intersects with other factors and the gender power dynamics. The specific needs of men and boys and people from the Sexual Orientation, Gender Identity and Expression and Sexual Characteristics (SOGIESC) community are largely overlooked in such analyses⁶. Similarly, disability inclusion is still very limited and understanding of the intersection between gender and disability often overlooked.</td>
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<td>• Gender analysis have been conducted by various organizations to inform the response, as well as assessment of interventions and programming from a gender and protection perspective.</td>
<td>• More broadly, there has been few social norms research undertaken to look more deeply in gender norms and roles and gender dynamics, and how these have changed since the beginning of the response.</td>
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<td>• Through improved gender and age analysis of the issues, more targeted and appropriate support has been delivered. Collection and use of SADD by the WASH sector led to greater engagement of women in the design and location of latrines that better suited their needs.</td>
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³ WRC 2019. Gender Operational Review.
⁶ WRC, 2019. Gender Operational Review.
**Recommendations:**
- Institutionalize and systematize gender analysis, assessment and research in the program cycle to ensure projects are planned, implemented, monitored and evaluated based on identified needs, barriers, capacities and aspirations of women, girls, men and boys of diverse background. Donors must make financial provisions for gender assessment, on-going gender analysis and social norms research, and sectors/agencies should earmark resources.
- Ensure gender analysis and SADD cover issues of intersectionality and that these are given due attention throughout the program cycle.
- Design gender indicators and monitor against those to assess (1) whether segments of the populations are not being reached; (2) the difference in needs for, targeting of and access to humanitarian services across age and gender; (3) identifying the incremental changes of women and girls’ agency and leadership; and, (4) changes in the attitudes of men and boys and for the wider community towards gender equality. Refer to the IASC 2017 Gender Handbook for more information.
- Reinforce accountability and leadership of humanitarian actors to translate the Gender with Age Marker into action beyond the planning stage. Good practices and the positive results of using SADD and gender analysis should be highlighted and shared.

2. Support **women’s economic empowerment** through livelihoods and skills development interventions (including cash-based programmes) which are accessible and minimize risk to women and girls. Adopt strategies that recognize, reduce and redistribute the unpaid care and household responsibilities assigned to women and girls.

**Achievements:**
- Cash for work (CfW) schemes have been designed around some of the work and services needed in the camps (i.e. road or bridge construction), with some women taking part in those. Many effective innovations have been set up to include women in economic opportunities such as the Site Management Engineering Project Women’s Inclusion. Women from host communities have also been included in these schemes.
- Many organizations have been providing skills development training for income generation to women and girls in the camps to support long-term solution and provide transferable skills that can be used in whichever context.
- Most women-friendly spaces, such as Women-Led Community Centres and Multi-Purpose Women Centres, offer life-skills training such as basic literacy and numeracy and practical livelihood skills training (reusable sanitary pads, mobile service repair, tailoring, block printing, handicrafts, etc.).

**Challenges and Gaps:**
- The main challenges remain the government’s restrictions on refugees right to work and access economic opportunities outside the camps.
- Overall, not enough income generating opportunities have been created to meet the needs of refugees and host communities. Many of the CfW initiatives implemented by organizations have had low numbers of female participants, due to the nature of the work and its outdoor location that is seen as unfit for women. Men and boys have been largely missed from the skills development activities, leaving them idle. People with disability, especially women, have largely been excluded from these schemes, despite being amongst the poorest.
- Skill development opportunities have not always taken into account gendered barriers to participation (double time burden of women and girls, cultural restrictions, access to technology, information and skills). Intersectional issues that lead to even greater barriers...
- Access to markets for selling these products have also been considered by some agencies, with a women-only market space established in camp 5 for women to sell and buy their produce. (i.e. for adolescent girls or women with disabilities) have been even less considered.
- Many women had little or no control over the cash earned, with male household members ultimately deciding income expenditure.

**Recommendations:**

- Longer-term self-reliance programmes need to be envisioned to ensure women are empowered to engage in skills development and livelihood activities. A joint livelihoods strategy from different sectors and agencies needs to be developed, where specific actions for women and girls are prioritized. An overall JRP objective on livelihoods/self-reliance would ensure that sectors and agencies come together to focus on this issue.
- Barriers women and girls face in accessing economic empowerment activities needs to be addressed in the strategy. This includes access to information, technology, and skills (including business and financial skills). Men and boys’ engagement will be crucial to ensure women’s and girls’ participation in livelihood/skill development activities (through addressing time burden and cultural restrictions) and to ensure women’s economic empowerment (through access to and control over resources).
- Sectors (i.e. Food Security, Shelter, WASH, and Site Management and Site Development) offering CfW must prioritise more women including those with disabilities to participate in livelihoods and CfW schemes. Scaling up good practices and innovation in skills development can also be explored. Participation can be increased by minimizing backlash through applying an age, gender and diversity lens and the principle of “do no harm” in the selection of recipients, delivery methods and service providers.
- Working through women-friendly spaces have shown to be an effective method for delivering skill development for women and girls in a safe and enabling environment. Therefore, CfW schemes can be implemented through women-friendly spaces by different service providers. Other schemes i.e. for cash for care work should be explored as a potential livelihood opportunity for women and to formally recognize their contributions. Consult the Rohingya and host community women and men on other viable CfW schemes.
- Joint advocacy to the government should be considered positioning livelihoods as a sustainable solution given the potential decrease of funding in the future.

3. Ensure the **leadership and meaningful equal representation** of women and marginalized groups in the overall response.

**Achievements:**
- A women’s leadership sub-working group has been established by GiHA WG aimed to coordinate the work on leadership, participation and representation of women, in the response and camp governance.

**Challenges and Gaps:**
- Generally, there is a lack of understanding on the concept of women’s leadership. Strengthening women’s leadership has been largely applied only to issues faced by women, such as GBV or reproductive health.

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8 Oxfam Gender Analysis 2018
9 The principle of “do no harm” requires humanitarian organisations to strive to minimize the harm they may inadvertently cause through providing aid, as well harm that may be caused by not providing aid (such as adding to tensions with host communities).
10 Service providers here imply humanitarian actors, Government officials and private contractors.
Training on women's leadership, participation and empowerment has been launched to strengthen Rohingya women's agency, leadership and decision-making power at the community, household and individual levels, coordinated through GiHA WG. Commitment has also been shown in promoting women's equal participation as voters and elected leaders in past, ongoing and planned camp election processes.

Gender and GBV trainings are being provided to CiCs, police, government officials and humanitarian agencies. Gender Officers are also being seconded to support CiCs. Gender training to all CiCs support staff is also being rolled out as a part of the Site Management Capacity Sharing Initiative.

Efforts on promoting women's participation and leadership culminated in 45% of women elected in the recent camp elections for the refugee community representations (July 2019) in Nayapara Camp.

Increased women's leadership and participation has been met with backlash from communities due to conservative and patriarchal norms. Female volunteers and staff have reported harassment, threats and intimidation, forcing many to quit their positions. Similarly, self-organized women’s groups are facing backlash from male community members.

Female elected leaders have also faced barriers in fulfilling their roles and influencing camp level decisions due to lack of incentives/payment, gendered double burden of household chores, restrictive social norms and harassment/security issues.

Not enough work has been done to engage men and boys, including religious and camp leaders, i.e. imams and mahjis, to lessen social taboos, promote the benefits of GEEWG in the community and deal with the backlash. Little has been done to look at how women and men engage with each other and understanding inter-gender relations.

Recommendations:
- Strengthen understanding on women’s participation and leadership in the Rohingya refugee and host community context. Look at gaps and barriers but also how women themselves view leadership and what their aspirations are, to promote sustainable and homegrown choices.
- Greater commitment and support needed to women leadership, including effective incentives, capacity building and soft skills training opportunities, safety and security assurance, networking opportunities and spaces, and other support (child-care, mental care, etc). Agencies must properly resource their women’s leadership programs for this.
- Engaging with men and boys as leaders and household members is crucial to ensuring sustainable, meaningful and safe participation and leadership of women. Transformative conversations with men and boys that look at issues of women’s rights, power dynamics, gender norms and gender roles will have a significant impact. More broadly, across the response, and within all sectors, gender transformative approaches must be integrated to support women’s leadership and participation, while balancing with the principle of “do no harm” (ensuring sensitivity to the context of the Rohingya refugees' culture and practice of Islamic faith).

4. Prevent, mitigate and respond to gender-based violence and sexual exploitation and abuse, through systematic gender mainstreaming that addresses harmful societal and institutional gender norms/practices. For this end, work with men and boys in achieving the goal of gender equality and the empowerment of women and girls in humanitarian action, and in promoting positive masculinities.

Achievements:
- Services for GBV prevention and response are available in the 34 camps and in some of the surrounding host communities. Various

Challenges and Gaps:
- Comparatively, more focus has been placed on responding to GBV, rather than prevention measures and addressing the root
mechanisms to respond to GBV incidents have been set up: 29 one-stop centres for integrated GBV and health services are operational, a GBV helpdesk was established in Camp 4 tended by 5 female police officers, and 100 female police officers have been trained on gender responsive policing.

- Overall improvements on SGBV response have also been made: referral pathways have been updated, strengthened and expanded, the SGBV information management system has been rolled out, and case management has been strengthened through standardizing tools and SOPs.
- Community outreach and engagement activities to raise awareness on GBV issues and protection have been conducted in all the camps\(^\text{11}\).
- Men and boys have been engaged through training and awareness on gender equality and positive masculinities as a practical strategy to end SGBV\(^\text{12}\). A male engagement task team is also set up to ensure a unified approach to engagement of men and boys in GBV; as well as working with male survivors of GBV.
- A new PSEA communication strategy has been developed through a participatory approach with Rohingya communities to better meet the needs of the refugees on preventing and responding to SEA. Consultations done for the PSEA communication strategy highlighted that while knowledge of SEA was high among refugees, ability and confidence to report it was low, and high perceived rates of SEA have eroded trust for humanitarian workers.
- A GBV Information Management System has been rolled out, and GBV incidents data is regularly compiled, analysed and reports are developed and shared with different sectors to inform GBV multi-sector interventions.

causes of GBV. Not enough attention has been paid by different sectors on how to use gender analysis to better plan and implement the response in ways that prevent and mitigate risks of GBV.

- Some of the camps are not yet covered by certain types of activities, including activities targeted at youth and adolescents, capacity building of communities and distribution of dignity kits.
- Gaps also remain in terms of availability and accessibility of mental and psychosocial support as well as legal and justice services\(^\text{13}\).
- Barriers in accessing women friendly centres and one-stop centres have also been noted, due to cultural factors (i.e. the practice of purdah and the wearing of burka\(^\text{14}\)), lack of information on services available, and lack of disability-friendly spaces and lack of age-friendly spaces for girls and young women. There is also a lack of entry points to initiate projects for host communities.
- Some vulnerable groups have not been fully included in the response, including male survivors of GBV, persons with diverse SOGIESC, adolescent girls, and women with disabilities, female heads of households and older women.
- Sexual exploitation and abuse remain a pervasive issue and has had negative consequences on the trust and relationship between humanitarian workers and refugees.

\(^{11}\) Between January and June 2019 according to the GBV sub-sector 5Ws.
\(^{12}\) Between January and June 2019 according to the GBV sub-sector 5Ws.
\(^{13}\) GBV sub-sectoral working group.
\(^{14}\) Purdah and burkah are the physical and in many ways the cultural veil that women have to wear to ‘protect’ themselves from the male gaze. Particularly enforced after puberty, girls and women do not freely mix with men that are not immediate family members, i.e. fathers, brothers, husbands and sons. In the Rohingya community this is strongly enforced by religious and camp leaders.
**Recommendations:**

- Community-level prevention and response to GBV needs to be supported and strengthened in the Rohingya response. Clearly identified barriers to services need to be addressed, especially for the most vulnerable (adolescents, elderly, people with disabilities, etc.), with barriers identified and addressed. Availability of services need to be communicated appropriately and the reach is extended to everyone so that no one is left behind, particularly information on access to justice for survivors of GBV.
- Long-term programming that includes social norms change, social cohesion and livelihoods is required. Donors should consider multi-year funding to support this.
- Engagement with government, especially MoWCA, and security actors is crucial. The response should work with CiCs and RRRC on increasing their knowledge of GBV as they are key actors and often entry points in accessing justice.
- Preventing, mitigating and responding to SGBV will require the inclusion and awareness of men and adolescent boys in addressing harmful norms and cultural practices. A sustained engagement and support with women, girls, men, and boys is needed to equip them with the knowledge and skills to become agents of change and address attitudes and practices on gender equality, masculinities, SGBV and reproductive health rights e.g. family planning.
- More services are needed for male survivors of GBV, including increasing entry points and male staff for these services.

**Achievements:**

- Women have started to mobilize and self-organize into grassroots network and are advocating for their rights with camp management, ICC and global platforms. Some examples are the Rohingya Women Advocacy and Empowerment Network (RWAEN) and Shanti Mohila.
- Newly formed women CSOs, self-help groups and networks are being engaged by various organization to implement activities and efforts on GEEWG, such as promoting literacy or awareness raising on topics such as women's rights, sexual violence, etc. Networking has been promoted through the establishment of women-friendly centres. Similarly, women volunteers have been hired and trained

**Challenges and Gaps:**

- Issues of representation have also been noted, with older women and adolescent girls accessing women's groups, committees, CSOs and networks, but rarely in leadership positions.
- While there are both male and female staff working on the Rohingya Response, the exact numbers are not known. Within local organizations, female staff are generally confined to gender-specific positions with few women on senior or decision-making roles.
- Female staff and volunteers (both Rohingya and Bangladeshi) face difficult working conditions in camps and on occasion have been subjected to threats, especially when working with Rohingya

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15 In the text, ‘women friendly centres’ encompasses the different types of women and girls’ spaces provided by organizations.
for various purposes, including outreach, information dissemination and service provision.

- LGBTI issues has been raised through some new initiatives in the Rohingya community. Groups such as the Bondhu Welfare Society is an active member of the GiHA WG. A Hijra\(^\text{16}\) working group has also been established to raise specific issues faced by the hijra community.

- Partnership with and financing of local CSOs/NGOs has been limited. Language has been a significant barrier, especially for building capacities and knowledge sharing as most resources are only available in English.

Recommendations:

- More engagement of women-led CSOs to address barriers of inclusion (translating documents, holding meetings in different languages), and providing them with intensive capacity building (organisational development, programming and advocacy) and support (in registration to authorities, safety and transportation issues, etc).

- More spaces for women to self-organize and support for women’s mobilisation are required, and these must be inclusive and accessible to all women, including older women and adolescent girls, women living with disabilities, literate/educated and illiterate/uneducated, and strive to have inclusive governance structures. Networking between women-led CSOs/self-help groups needs to be promoted, including between Rohingya and host communities.

- Greater involvement with the government, especially MoWCA, including through co-chairing GBV sub-sector, Protection, GiHA Working Groups. Advocacy for increasing the number of female CiCs and providing gender training to existing CiCs.

- More engagement with local media in reporting positively on women’s leadership and participation.

6. Make financial provisions to fully resource GEEWG programming for both mainstreaming and targeted action, creating specific budget lines for the purpose.

Achievements:

- The Rohingya Refugee Response has successfully prioritized and has made efforts to ensure gender equality is mainstreamed across the response and within humanitarian projects and has standalone gender targeted response. However, information on the amount of resources (human, financial) dedicated for GEEWG is not available.

- Some mechanisms are put in place to assess degree of GEEWG mainstreaming in humanitarian projects. The IASC Gender with Age Marker has been rolled out for the Joint Response Plans 2018 and 2019 to ensure actions and financing of GEEWG through sectoral programmes and project proposals.

Challenges and Gaps:

- Gender budgeting is not systematically carried out in planning and monitoring among agencies. This is largely due to lack of understanding on what constitutes as gender mainstreaming activities in projects. Beyond this, whether projects have effectively mainstreamed gender is not always measured.

- Oxfam in their report “One Year On” states and according to a UN global study conducted in 2015, that at least 15% of new humanitarian funding is needed to further GEEWG. While some donors have requirements for gender mainstreaming, this is not enforced by the humanitarian community.

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\(^\text{16}\) Hijras are intersex or transgender people. Although recognized as a third gender group, in reality they socially marginalized.
• Systems are not set up to track financing dedicated to targeted gender actions and/or gender mainstreaming.

Recommendations:
• Earmark gender budget to ensure funding for gender mainstreaming and targeted activities and resources for women and girls, including women and girls with disabilities and SOGIESC for the delivery of effective programming.
• At the sectoral level, a system should be put in place to track financing for gender equality in the response and provide a clear picture of gender equality commitments during the planning phase of the next JRP. The Gender with Age Marker can be used to indicate level of gender-responsiveness. A gender budget tracking system could be put in place and gender audits carried out during and at the end of projects to ensure all population groups have benefited.
• Gender budgeting training for agencies - to support organizations to better plan targeted gender actions and gender mainstreaming in actions, guidelines and examples of good practices should be provided. Guidelines should cover both programming and operational issues.

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