

UNHCR Accountability Framework for Age, Gender and Diversity Mainstreaming



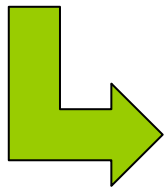
2007

First Global Analysis

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Goal of the Accountability Framework

- Creation of an enabling organisational and operational environment for achieving equitable outcomes for **all** persons of concern.



women, men, boys and girls
of all backgrounds

Background

- ❑ 3 independent evaluations:
 - critique led to AGDM approach
- ❑ 2005 AGDM evaluation:
 - highlighted need for leadership at senior levels
- ❑ 2005 Report: Transparency and its significance for enhancing accountability at UNHCR
- ❑ Extensive consultations at HQ and field, desk review and development of accountability framework
- ❑ Framework piloted in 2006: 20 Reps and HQ
- ❑ Rolled out for all offices in 2007, except for advocacy based operations

Purpose of the Accountability Framework

- ❑ **Establishes minimum standards** of office practice
- ❑ **Supports staff**, especially managers, in meeting their commitments and to demonstrate organisational leadership **by placing accountability with senior management** in a transparent, public and personal manner.
- ❑ **Identifies gaps** in compliance with Executive Committee Conclusions in order to gain a better understanding with governments, including donors, of shared responsibility.
- ❑ **Measures trends**: individual, regional and global.
- ❑ **Yr 1 = Baseline** for measuring future progress

Method

- Simple check box format to gauge progress towards four main equality objectives:
 - age, gender and diversity mainstreaming in operations (AGDM)
 - enhanced protection of women and girls of concern to UNHCR
 - enhanced protection of children of concern to UNHCR, including adolescents
 - enhanced response to and prevention of sexual and gender based violence (SGBV).

- Country/Regional Representatives and other senior managers at Headquarters required to tick 'fully/ partially/ not at all' complied with in relation to a number of accountability benchmarks.

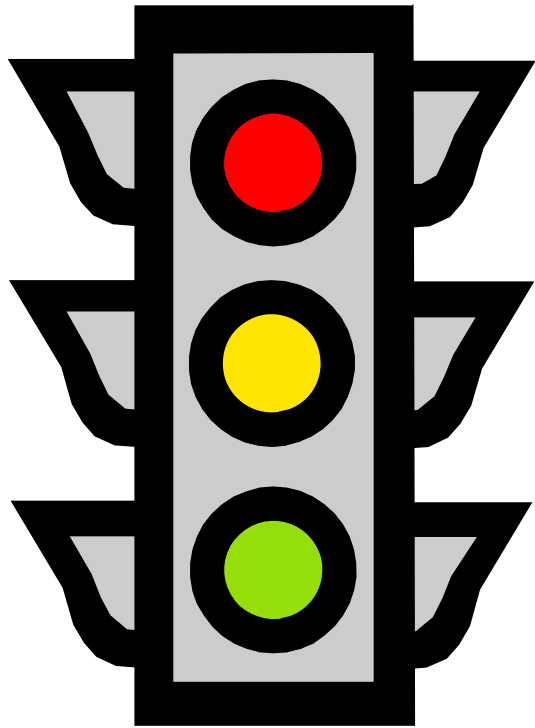
Caveats noted in the Analysis....

- Subjectivity: Importance of triangulation with IGO, SIRs, 360 degree evaluations etc.
- Effort v. Achievement
- First year: number of actions couldn't be completed by submission date

Key Findings

- ❑ **UNHCR shown important organisational commitment to accountability and AGDM:** lessons for others
- ❑ **High Submission Rate:** 94% of participating country Representatives, 100% of accountable staff at Headquarters
- ❑ **Good Baseline for measuring future trends:** Country level- 49% actions fully complied with, 48% partially and 3% not at all
- ❑ **Regional distinctions:**
 - Africa: SGBV, AGDM
 - Asia: Enhanced protection of women and girls

What is UNHCR doing best/worst at?



- ❑ **Enhanced protection of Children, including Adolescents (41% Fully)**
- ❑ **SGBV Prevention and Response (48% Fully)**
- ❑ **AGDM (51% Fully)**
- ❑ **Enhanced Protection of Women and Girls (55% Fully)**

Constraints

- ❑ Lack of staffing
- ❑ Lack of financial resourcing
- ❑ Socio-cultural obstacles
- ❑ Lack of partner engagement

Initiatives taken at country level

- **Ethiopia:** Conflict around schooling averted
- **Panama:** SGBV Protection
- **Kyrgyz Republic, Moldova:** Translation of PA tool
- **Tanzania:** BID for large scale operations
- **Lebanon:** Safe houses for SGBV affected persons
- **Nepal, Bangladesh, Ethiopia:** Translation of SGBV SOPs

Accountability framework:

9 Spot Checks

- ❑ Most findings confirmed
- ❑ Lack of sharing of completed framework with staff
- ❑ Used as one off exercise: shared with staff for completion purposes
- ❑ Seen as useful tool
- ❑ Suggestions for improvements made: including need to ringfence funding

Bureau Directors

- 55% actions partially complied with
- 45% fully complied with
- Good practice:
 - Matrix of countries' completion record and constraints
 - Annual Reps Meeting
 - Actions included in Reps' CMS objectives
- Biggest Challenges:
 - Meeting with country teams to discuss agdm and targeted action
 - Reviewing compliance with accountability actions

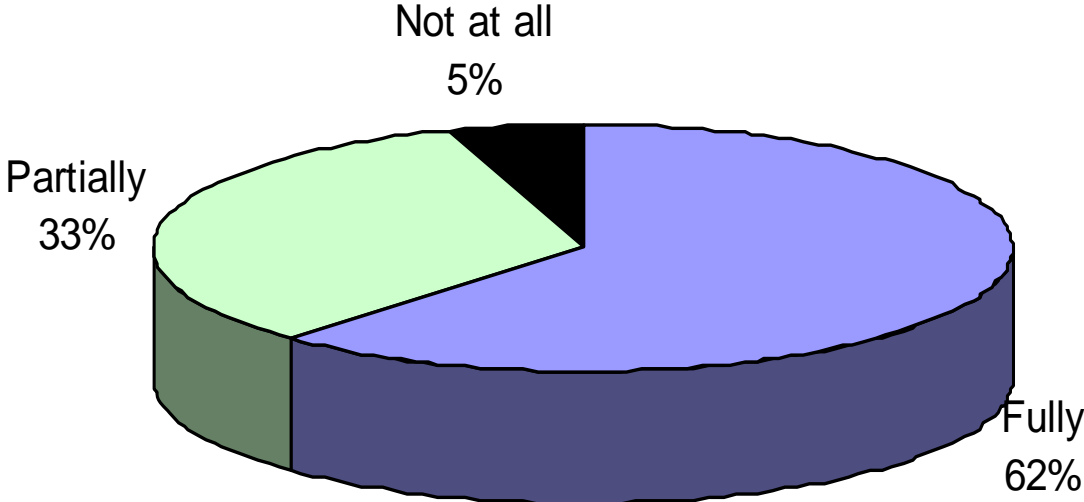
Other Senior Managers

- ❑ Individualised actions based on job descriptions: cross comparison not relevant. Comparisons over time per individual needed.
- ❑ **Full compliance:** Updates, leadership, reviewing documentation, advocacy.
- ❑ **Challenges:** Monitoring when on mission, follow up with staff, upward reporting and advocacy for resourcing gaps.

Some Examples of Practice...

- ❑ High Commissioner's Special Projects on SGBV and for Public Health: influenced by participatory assessment
- ❑ Meetings with MFTs to discuss progress: AHC (O)
- ❑ Meetings with diverse groups of women: DHC
- ❑ Launching of Accountability Framework and ensuring proper implementation: AHC (P)
- ❑ Gender sensitive recruitment (Director DOS)
- ❑ Review of HQ plan to align with accountability actions (Director DIPS)

Chart 8: Overall Organisational Compliance with Accountability Actions 2007



Recommendations to UNHCR

- All managers to share analysis with staff
- All managers to share 2008 framework with staff and remind them of commitments: not one off exercise
- Follow up with staff in countries in difficulty
- Share summary with governments, including donors, NGOs, to ensure they can address their responsibilities
- Continue with spot checks

Recommendations to External Stakeholders

- Use accountability exercise not only to hold UNHCR to account for its performance but also to provide the additional technical and financial support necessary to successful compliance with the framework's requirements.