

Age, Gender and Diversity Mainstreaming Forward Plan 2011-2016

Background

UNHCR is an organisation that strives for gender equality, respects diversity and promotes the equitable enjoyment of rights by all persons of concern. We are committed to addressing discrimination and inequality where we find it and to ensuring that we do not inadvertently contribute to further discrimination and injustice through the use of procedures and practices that fail to respond to inequalities caused by gender, life cycle stage or other factors.

UNHCR takes a two pronged approach in order to realize these commitments:

- **Integrating age, gender and diversity sensitive analysis and action** into all organisational practices, policies and programmes in order to enhance field impact.
- **Programming targeted actions** to specifically address protection gaps and ensure gender equality and the equitable protection of all persons of concern to UNHCR.

This Plan relates to the first element - the integration of age, gender and diversity sensitive action into all that UNHCR does, known as AGDM. This approach is a means to attaining UNHCR's wider goal of enhancing impact for all its persons of concern. It is not a goal in and of itself.

The **purpose** of the 2011-2016 Forward Plan is to take forward and consolidate achievements made under UNHCR's 2004-2009 AGDM ACTION Plan. It also aims to address the operational and implementation gaps identified in the 2010 evaluation of UNHCR's 2004-2009 Age, Gender and Diversity Mainstreaming Strategy and UNHCR's own internal AGDM accountability framework.

This Forward Plan **provides concrete measures for implementing UNHCR's 2011 Age, Gender and Diversity Policy**. It is based on a lengthy process of consultation with all Bureaux and Divisions.

The Forward Plan lays down **seven strategic results to be achieved over a five year period**. These results, once achieved, will collectively represent UNHCR's vision of an organisation that has integrated or 'mainstreamed' an AGD approach in order to enhance impact for all persons of concern. The seven strategic results are:

1. Strengthened internal leadership and accountability for AGD: All staff are accountable for implementing the organisation's AGD commitments. Senior managers are accountable for progress in attaining minimum standards and results in a transparent manner through UNHCR's existing accountability framework and through the career management system. Accountability mechanisms towards persons of concern are in place.
2. Integration of AGD in Programming: All advocacy, protection and service delivery provided by UNHCR is based on age, gender and diversity analysis to ensure that all persons of concern have equitable access. Additional services or targeted actions are in place to address specific needs and are, in and of themselves, age, gender and diversity sensitive. These are locally relevant and are visible, measurable and budgeted for in Country Operation Plans and Special Appeals.
3. Expanded Capacity and Knowledge for Enhanced AGD Impact: UNHCR staff and partners have the skills and knowledge to deliver on UNHCR's commitments, as set out in the 2011 Age, Gender and Diversity Policy.

4. AGD shortcomings addressed in Resource Allocation and Expenditure: UNHCR comprehensively elaborates the resources necessary to ensure that the AGD Forward Plan and Policy can be implemented. It will advocate for AGD resource allocation by national government. It will use existing resources and where shortcomings are identified it will actively seek additional resourcing. Specific needs identified through applying the AGD principles are prioritised in plans and when designing office/staffing structures.
5. Enhanced Leadership externally for AGD: UNHCR advocates for and uses its voice to promote and champion gender equality, respect for diversity and the equitable enjoyment of rights by all persons of concern throughout its work with national governments, implementing partners and other UN agencies.
6. Enhanced and Expanded Partnerships to Strengthen AGD: UNHCR has developed strategic and effective partnerships to support the organisation in meeting its AGD commitments.
7. Strengthened Monitoring and Evaluation of AGD and its Impact: Quality evidence and information on AGD impact and processes used for attaining impact is available and used.

What this Plan does not do:

- It **does not cover human resource aspects** of age, gender and diversity. These are addressed in relevant UNHCR Human Resources Policies.
- It **does not provide guidance or provide mechanisms for measuring the impact of targeted actions for the enhanced protection of persons with specific needs**. These are covered by applicable guidance and policy. UNHCR's results framework will measure impact and performance in relation to meeting UNHCR's targets for gender equality, child protection, and meeting the needs of other groups with specific needs, including older persons and persons with disabilities.

Responsibilities and mechanisms for monitoring and follow up

Responsibility for implementing the AGD approach lies with **all staff**. All Divisions and Bureaux are accountable for developing and implementing actions for meeting outcomes laid down in the Forward Plan and for reporting on results delivered. In addition:

- High level oversight will continue to be provided through existing monitoring mechanisms, including annual Senior Management Committee review and Joint AHC-Bureau Directors meeting review.
- Champions from each Bureau and Division will meet on a six monthly basis, under the coordination of the Division of International Protection. They will review implementation of actions agreed in their Divisions/Bureaux, ensure that staff get the support that they need, promote lesson learning and identify what more needs to be done.

The existing accountability framework for age, gender and diversity mainstreaming and targeted actions will be revised and will support senior managers in meeting the accountabilities laid down in this Forward Plan. It will also provide an important monitoring mechanism. Progress on meeting Forward Plan commitments will be assessed as part of the development of the annual Global Analysis of the Accountability Framework, presented internally and externally. There will therefore be no additional *formal* reporting requirements upon staff. An external evaluation will be conducted at the end of the Plan term.

This is a 'living document' and the content will be reviewed and modified, if necessary, in 2013.

Strategic Result 1: Strengthened internal leadership and accountability for UNHCR's AGD approach

All staff are accountable for implementing the organisation's AGD commitments. Senior managers are accountable for progress in attaining minimum standards and results in a transparent manner through UNHCR's existing accountability framework and through the career management system. Accountability mechanisms towards persons of concern are in place.

| Outcome | Responsibility | Timeline | Resources required |
|---|--|--|---------------------------------|
| 1.1 UNHCR is publicly accountable, internally and externally, for AGD results in policy and programmes. This includes availability of readily accessible, responsive feedback mechanisms to people of concern and annual dissemination of progress in meeting AGD accountability actions. | All Senior managers IGO Field Staff | On-going and annual reporting in June | FICSS Independent Consultant |
| 1.2 All Directors report to the Troika twice a year on strategies for addressing shortcomings in implementation of minimum standards for AGD and targeted actions, set out in the accountability framework and AGD Forward plan. | DHC, AHCs Bureau Directors Division Directors AGD focal points, Representatives Desk officers | On-going Annual Programme Review Mid-Term Review Special SMC/AHC-Bureaux Directors meetings | Existing |
| 1.3 All Representatives and Regional Representatives report to the Bureau Director annually, through their accountability framework and through the CMS, on strategies for addressing shortcomings in implementation of minimum standards for AGD and targeted actions, as set out in their accountability framework. | Representatives Regional Representatives Bureau Directors | On-going Annual | Existing |
| 1.4 Staff, in accordance with their function, are held accountable for and are encouraged to deliver AGD results through the career management system | Line Managers DHRM | On-going Annual | Existing |
| 1.5 Structured field- regional office- Bureau-HQ dialogue, stocktaking and feedback on AGD results is integrated into existing processes, including Regional Representatives meetings and annual and mid-term programme reviews. | Bureaux Regional and Country Representatives Divisions | On-going | Existing |
| 1.4 Policies, standards and practices for inspections, investigations, management reviews and ad hoc inquiries are based on sound age, gender and diversity analysis and support UNHCR in meeting its goal of ensuring equitable results for all persons of concern. | IGO | On-going | Existing |

Strategic Result 2: Integration of AGD in Programming.

All advocacy, protection and service delivery provided by UNHCR is based on age, gender and diversity analysis to ensure that all persons of concern have equitable access to UNHCR support. Additional services or targeted actions are in place to address specific needs and are, in and of themselves, age, gender and diversity sensitive. These are locally relevant and are visible, measurable and budgeted for in Country Operation Plans and Special Appeals.

| Outcomes | Responsibility | Timeline | Resources required |
|--|---|-----------------|---------------------------|
| 2.1 The Country Operation's annual or emergency response budgeting, protection and programme planning are based on sound age, gender and diversity analysis and reflect the results of participatory assessments by age, sex and background. This is visible and measurable through the country operation plan and special appeal. | Country and Regional Representatives Bureau Directors AHC (O) DESS Representatives DPSM | On-going | Existing |
| 2.2 On-going and quality AGD sensitive participatory analysis, planning, prioritisation, budgeting, implementation and monitoring and evaluation take place within the context of UNHCR's community based approach | DIP Bureau Country and Regional Representatives | On-going | Existing |
| 2.3 Additional services or targeted actions, including advocacy actions, are in place to address specific needs and are, in and of themselves, age, gender and diversity sensitive. These are locally relevant and are visible, measurable and budgeted for in Country Operation Plans and Special Appeals. | Country and Regional Representatives Bureau Directors AHC (O) DESS Representatives DPSM | On-going | Existing |
| 2.4 All Protection and Programme related guidance and reporting mechanisms are AGD sensitive and explicitly refer to ensuring that groups with specific needs are reflected in programmes | DPSM DIP | 2012 | Existing |

Strategic Result 3: Expanded Capacity and Knowledge for Enhanced AGD Impact

UNHCR staff and partners have the skills and knowledge to deliver on UNHCR's commitments, as set out in the 2011 Age, Gender and Diversity Policy.

| Outcomes | Responsibility | Timeline | Resources required |
|--|---|-----------------|--|
| 3.1 All UNHCR staff, including senior managers, are aware of organisational AGD commitments and the implications of these for their work | All staff DPSM DIP | 2012 | Existing |
| 3.2 Staff, in accordance with their function, have AGD competence through relevant training. | DHRM DIP DESS Bureau Divisions Ethics Office | On-going | Existing Additional for targeted training |

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| 3.3 UNHCR documents, disseminates, builds on and applies good practice | DIP Bureaux Country and Regional Offices | On-going | Existing |
| 3.4 Existing guidelines and policies are properly understood and put to use | All Staff With additional responsibilities by DIP | On-going | Existing |
| 3.5 RBM guidance provides clear information on: how to carry out AGD analysis; how to ensure that RBM frameworks are AGD sensitive; how to develop AGD sensitive indicators and measure AGD results and; the necessity of disaggregating data. | DPSM | 2012 | Existing |

Strategic Result 4: AGD shortcomings addressed in Resource Allocation and Expenditure

UNHCR comprehensively and publicly elaborates the resources necessary to ensure that the AGD Plan and Policy can be implemented. It will advocate for AGD resource allocation by national governments. It will use existing resources and where shortcomings are identified it will actively seek additional resourcing. Specific needs identified through applying the AGD principles are prioritised in plans and when designing office/staffing structures.

| Outcomes | Responsibility | Timeline | Resources required |
|---|---|----------------------------------|---------------------------|
| 4.1 All Bureaux and Divisions have an appropriately resourced, measurable and realistic strategy for supporting AGD results in the field and at Headquarters, as laid down in this Forward Plan | Directors | 2011 for approval. Then on-going | Existing |
| 4.2 Field operations are able to and do resource AGD sensitive priorities and meet gaps in addressing needs of groups with specific needs, according to locally defined priorities. | DER, DHC, Regional and Country Representatives Bureaux Donors | On-going | Existing and Additional |
| 4.3 Resource mobilisation activities, both in the field and at headquarters, for UNHCR operations globally and locally, incorporate age, gender and diversity sensitive analysis and targeted actions for groups with specific needs. | DER Regional and country Representatives | On-going | Existing |
| 4.4 Operations advocate with national government for national budgets that impact on persons of concern to be age, gender and diversity sensitive and address groups with specific needs. | DER Regional and country Representatives | On-going | Existing |

Strategic Result 5: Enhanced Leadership externally for AGD

UNHCR advocates for and uses its voice to promote/champion gender equality, respect for diversity and the equitable enjoyment of rights by all persons of concern throughout its work with national governments, implementing partners and other UN agencies.

| Outcomes | Responsibility | Timeline | Resources required |
|--|--|-----------------|---------------------------|
| 5.1 Standard advocacy practice with Government and relevant legal institutions includes the prioritisation of age, gender and diversity perspectives into all aspects of relevant legislation and/or practice, as relevant to country context. This includes advocacy for systematic | Regional and Country Representatives Executive Office | On-going | Existing |

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| collection of disaggregated data. | | | |
| 5.2 Activities relating to raising awareness and mobilising political and public support for persons of concern to UNHCR in the host country and globally incorporate age, gender and diversity sensitive analysis. | Regional and Country Representatives DER | On-going | Existing |
| 5.3 In all regional and inter-agency fora UNHCR staff systematically advocate for AGD sensitive approaches. | Executive Office Operational Staff, Staff at Headquarters, where relevant to function | On-going | Existing |

Strategic Result 6: Enhanced and Expanded Partnerships to Strengthen AGD

UNHCR has developed strategic and effective partnerships to support the organisation in meeting its AGD commitments.

| Outcomes | Responsibility | Timeline | Resources required |
|---|---|-----------------|---------------------------|
| 6.1 Strategic and effective partnerships and referral systems with NGOs, groups of persons with specific needs, community based organisations and government partners are in place. These ensure that the needs and rights of groups of persons with specific needs are met. AGD concerns are integrated into existing awareness raising and training activities with partners. | Executive Office DER DPSM DIP/UNHCR NYO DHRM | On-going | Existing |

Strategic Result 7: Strengthened Monitoring and Evaluation of AGD and its Impact

Quality evidence and information on AGD impact and processes used for attaining impact is available and used.

| Outcomes | Responsibility | Timeline | Resources required |
|---|---|------------------|---------------------------|
| 7.1 Analysis, evaluations, lessons-learned, reviews and other studies commissioned by or developed by HQ and Regional and Country Offices fully integrate age, gender and diversity analysis and, where possible, AGD results. | Director PDES for thematic evaluations. Senior managers for commissioned work DHC | On-going | Existing |
| 7.2 Evaluations assessing specific areas related to the enhanced protection of groups with specific needs are conducted | PDES | On-going | Existing and Additional |
| 7.3 UNHCR's key operational tools are fully aligned with and supportive of an AGD approach. The results framework enables the collection and monitoring of AGD results, including disaggregated data, ensuring that quality evidence and information on AGD programming results are available across UNHCR for decision making. | DPSM | 2012 On-going | Existing |
| 7.4 AGD results communicated externally | DER DIP | On-going | Existing |