

Gender and Diversity Organisational Assessment Toolkit | Pilot version

Introduction



How we work

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Saving lives, changing minds.



Strategy 2020 voices the collective determination of the IFRC to move forward in tackling the major challenges that confront humanity in the next decade. Informed by the needs and vulnerabilities of the diverse communities with whom we work, as well as the basic rights and freedoms to which all are entitled, this strategy seeks to benefit all who look to Red Cross Red Crescent to help to build a more humane, dignified, and peaceful world.

Over the next ten years, the collective focus of the IFRC will be on achieving the following strategic aims:

1. Save lives, protect livelihoods, and strengthen recovery from disasters and crises
2. Enable healthy and safe living
3. Promote social inclusion and a culture of non-violence and peace

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Acronyms

ADCAP	Age and Disability Capacity Building Programme
BOCA	Branch Organisational Capacity Assessment
CoC	Code of Conduct
FGD	Focus group discussion
G&D	Gender and diversity
GBV	Gender-based violence
OD	Organisational development
IASC	Inter-Agency Standing Committee
IC	International Conference of the Red Cross and Red Crescent
IEC	Information, education and communication
IFRC	International Federation of Red Cross and Red Crescent Societies
ILO	International Labour Organisation
LGBT	Lesbian, gay, bisexual and transgendered
LGBTI	Lesbian, gay, bisexual, transgendered and intersex
M&E	Monitoring and evaluation
MSCs	IFRC Minimum Standard Commitments to Gender and Diversity in Emergency Programming (Pilot Version, 2015)
NGO	Non-government organisation
NS/NSs	National Society/National Societies
OCAC	Organisational Capacity Assessment and Certification
PMER	Planning, monitoring, evaluation and reporting
PoA	Plan of action
RCRC	Red Cross Red Crescent
SADD	Sex- and age-disaggregated data
SEA	Sexual exploitation and abuse
SGBV	Sexual and gender-based violence
SMT	Senior management team
SOGIE	Sexual orientation, gender identity and expressions
UN	United Nations
UNCRPD	UN Convention on the Rights of Persons with Disabilities
VCA	Vulnerability and capacity assessment

Introduction

The aim of the *Gender and Diversity Organisational Assessment Tool* is to support National Societies to **fulfil commitments to gender and diversity**, while the aim of the toolkit is to provide National Societies with **practical guidance** to conduct and to follow up on a gender and diversity organisational assessment. ***The tool and the toolkit can also be used by the IFRC, with modifications.***

The toolkit helps National Societies to assess their performance on gender and diversity in the following areas;

- political will and commitment
- organisational culture
- resources and capacity
- programme delivery and implementation
- accountability

Assessing performance in each of these areas highlights those areas in which the National Society is performing well and those in which it needs to improve.

Recognising that each National Society and its context is different, the toolkit provides **guidance on adapting the tool** to suit the local context.

The toolkit includes guidance on **how** to conduct an organisation-wide gender and diversity assessment; **who** to involve; **how** to assess performance; and **how** to prepare the plan of action.

The tool and toolkit can be useful for National Societies that wish to choose only a few elements of the tool, or that wish to start with in-house discussions or smaller exercises of review and assessment. However, this toolkit is designed for National Societies that want to carry out more comprehensive organisational assessments.



Background

Central to all National Societies are the core humanitarian services that they deliver. By delivering gender-and diversity-sensitive humanitarian services, there is greater potential to reach the most vulnerable, to involve them systematically in all decision-making and to ensure that their needs inform strategic planning of all services.

Gender-and diversity-sensitive programming means having an understanding of the different needs, vulnerabilities and capabilities of women, girls, boys and men of all ages, abilities and backgrounds; and ensuring that this understanding informs programme design and delivery. Gender-and diversity-sensitive programming helps to ensure that humanitarian and development responses are appropriate and that they do not discriminate against people or

reinforce existing inequalities. It also highlights the skills and capabilities that women and men of all ages, abilities and backgrounds can bring to the process of building community resilience.¹

Gender and diversity need to be taken into account in two distinct but interlinking ways: firstly, the way that National Societies are constituted in terms of their senior leadership and the composition of their staff and volunteers; and, secondly, in the way that programmes and services are designed and delivered. Accordingly, **National Societies must strengthen their structures, capacities and programmes** to ensure that they mainstream gender and diversity effectively.

National Societies' commitments to gender and diversity are outlined in the following documents:

- *Strategy 2020*
- *IFRC Strategic Framework on Gender and Diversity Issues 2013-2020*
- *IFRC Strategy on Violence Prevention, Mitigation and Response 2011-2020*
- *Resolution 3 of the 32nd International Conference of the Red Cross and Red Crescent - Sexual and Gender-Based Violence: Joint action on prevention and response*
- *The IFRC Minimum Standard Commitments to Gender and Diversity in Emergency Programming (2015 Pilot)*
- *The IFRC Gender Policy (2009)*
- *The IFRC HIV/AIDS Policy (Nov. 2002)*
- Strategic Plans of many National Societies
- Gender and Diversity and/or Social Inclusion policies of many National Societies

IFRC Strategic Framework on Gender and Diversity Issues, 2013 – 2020

The goal of the Strategic Framework is that “the IFRC and its member National Societies meet the needs and basic rights – and build on the capacities and resilience – of people of all ages, without any gender discrimination and with respect for diversity”.

National Societies and the IFRC should strive to achieve the three outcomes of the IFRC Strategic Framework on Gender and Diversity Issues 2013-2020:

1. Systematic incorporation of gender and diversity in all programmes, services and tools (covering the full project cycle from assessment to planning, monitoring, evaluation and reporting).

¹ Adapted from the Explanatory Note on the IFRC Strategic Framework on Gender and Diversity Issues, 2013, <http://www.ifrc.org/PageFiles/71047/Explanatory%20note%20-%20IFRC%20Strategic%20Framework%20on%20Gender%20and%20Diversity%20Issues-English.pdf>

2. Improved gender and diversity composition at all levels (governance, management, staff and volunteers).
3. Reduced gender- and diversity-based inequality, discrimination and violence through the active promotion of fundamental principles and humanitarian values.²



Purpose

The purpose of this tool is to provide National Societies with a standard method of conducting an organisational assessment on gender and diversity. The assessment can be carried out as a standalone process or complementary to the Organisational Capacity Assessment and Certification (OCAC) or Branch Organisational Capacity Assessment (BOCA). In addition, the assessment can be conducted for the whole National Society or for selected branches or offices. The findings of the assessment inform recommendations to the National Society on how to strengthen gender and diversity in all areas of the organisation.

The tool and the whole toolkit should also prove useful for National Societies that wish to choose a few elements of the tool to start an in-house discussion or a small exercise of review and assessment without going through all elements and each step of the assessment, recommendations and plan of action process.

It is important to note that this organisational assessment tool addresses the gender and diversity aspects of the organisation only and, as such, **is not a substitute for the OCAC and BOCA tools.**



² <http://www.ifrc.org/Global/Documents/Secretariat/201412/IFRC%20Strategic%20Framework%20on%20Gender%20and%20Diversity%20Issues-English.pdf>

Organisational assessment on gender and diversity



Intended users

This tool is intended for use by any National Society that wishes to assess and ultimately to enhance its performance on the integration of gender and diversity issues for the purposes of designing and the delivery of more targeted and more effective services.

Implementation of the tool can be facilitated by Gender and Diversity Coordinators, Advisers, Officers and Focal Persons, who have a good understanding of, or who have been trained in, the OCAC/BOCA methodology or OCAC/BOCA trained staff who have received a thorough orientation on gender and diversity issues from or have the support of the Gender and Diversity Focal Person.



Structure

This tool is a step-by-step guide to initiating and conducting an assessment, analysing the data and information that emerges, making recommendations to the National Society and, subsequently, leading the National Society through a process to strengthen and deepen the integration of gender and diversity into every aspect of the organisation. The assessment should be conducted using the assessment tool, which **will need to be adapted to each National Societies' specific context.**

Gender and Diversity Organisational Assessment Tool

The relevant elements/indicators that need to be adapted to the defined diversity context are marked with*

Theme I: Political will and leadership

Leadership demonstrates a commitment to gender and diversity					Total score	Comments
Points	2	1	1	1	1	
1. Policy, Strategy, frameworks	A policy and/or strategy on gender and diversity is established and endorsed with a clear review window in the coming five years	A plan of action/framework is that is based on the policy/strategy is developed with specific and measurable results is approved	Staff are aware of the gender and diversity policy/strategy and how it relates to their work	The integration of gender and diversity during revision of all NS policies/strategies takes place	The policy/strategy/plan of action is monitored, reviewed and updated on a regular basis	
2. The Board of Governance ensures follow-up of National Society commitments to gender and diversity	The Board has a plan for ensuring equal representation and voice of men and women, as well as *diverse groups, in middle and senior management	The Board receives regular progress reports on gender and diversity issues, including management, staff and volunteer composition and gender and diversity balance data	The Board receives gender and diversity awareness session as part of orientation	The Board has a gender of diverse groups from the society, including youth and *underrepresented groups in the community	There is a designated Board member who is responsible for monitoring the NS plan and championing gender and diversity issues within it	
Representation						
Points	2	1	1	1	1	
3. Improved gender and diversity composition at all levels of the National Society (governance, management, staff and volunteers)³ (See also sub-theme 9 under People Management)	The NS's statutes and/or internal regulations specify that a balanced and fair gender and *diversity balance/representation at all levels is a goal	Leadership has put in place and enforces proactive strategies to recruit or promote underrepresented genders and *diverse groups including in senior management positions	There has been an increase in underrepresented genders and *diverse groups in staff and volunteers	There has been an increase in underrepresented genders and *diverse groups in the Board	Proactive strategies are in place to ensure improved composition of volunteers, according to genders and *diverse groups	
4. Fair representation in internal and external events/forums	Events are organised with gender balanced and diversified panels and speakers	NS sends gender and diversity balanced delegations/representatives to external events, forums and conferences	Events are organised with gender balanced and diversified participants and invited guests	Events are organised to be gender and diversity sensitive* e.g. taking into account time for prayer, disability accessible venues		

3 Several initiatives can be taken to proactively and over a long-term recruit underrepresented groups with the necessary expertise and competency. This can include diversifying channels of recruitments, establish mentorship programmes and support training opportunities to existing staff members and volunteers, etc.

Representation				
Points	2	1	1	1
5. Partnerships on gender and diversity within the Movement	Gender and diversity are identified as an integral part in partnership agreements with IFRC, ICRC and other NSs	The NS has an agreement on how to clearly mainstream gender and diversity in programmes/projects supported by other NSs	The NS collaborates with ICRC, IFRC or other NSs on how to strengthen its overall capacity on gender and diversity	The NS participates in Red Cross Red Crescent networks on gender and diversity
6. Partnerships with organisations promote gender and diversity	NS participates in gender and *diversity ⁴ related networks in the country (participates in network/cluster meetings, contributes to joint events, etc.)	Ensure new collaborations with stakeholders are formed on the basis of agreements on IFRC and the NS's commitments to gender and diversity	Review existing collaborations with stakeholders follow up on the IFRC and the NS's commitments to gender and diversity	The NS actively advocates in forums to promote its commitments to gender and diversity
Maximum total score for theme: 33				

Theme II: Organisational culture

The National Society provides a fair, equitable and safe environment for all genders and *diverse groups				
Points	2	1	1	1
7. National Society encourages gender-and diversity-sensitive behaviour of all staff, members and volunteers	Leadership and senior management paying equal attention to all genders and diverse groups, discourage expressions of discriminatory/insulting jokes and comments made, etc.	NS encourages gender and diversity- sensitive behaviour from all staff, members and volunteers, e.g. in terms of language used, jokes and comments made	Ensure representation of all genders and *diverse groups in decision-making meetings in the NS	NS puts in place procedures (e.g. policies, plans and panels) to ensure disciplinary measures are in place to hold staff and volunteers accountable for any sexual harassment and abuse they may commit
Total score				Comments

⁴ This can include networks working on minority groups, persons with disability, children, etc.

The National Society contributes to reduce gender- and diversity-based inequality and discrimination and violence				
Points	2	1	1	1
8. Staff, volunteers and members are encouraged to support a culture of open dialogue on gender, diversity and power	Sensitisation of staff, members and volunteers to gender and diversity sensitive policies, organisational structures and expectations	Mainstream and integrate information related to gender and diversity sensitive policies, organisational structures and expectations into NS trainings and workshops	Opportunities are created within programmes, for learning and dialogue to promote gender equality and respect for diversity and to prevent gender and diversity-based discrimination. This includes engagement with community, indigenous or religious leaders and external organisations to build support for actions to transform gender relations and promote equality.	Opportunities are created within the NS to promote the equal sharing of power and participation in decision making process for women, men and those from other *diverse backgrounds.
Maximum total score for theme: 10				

Theme III: Resources and capacities

People management					Total score	Comments
Points	2	1	1	1		
9. Staff composition is gender and diversity balanced and is representative of the community	Policies are in place for equitable recruitment, equal benefits for equal work and equitable opportunities	Job advertisements are written in a neutral language which does not show preference for a gender, age, background etc., and the text states that the NS strives to be a non-discriminatory organisation (Exceptions are made for positions where the nature of the work requires a certain gender, age, language skill, etc.)	HR staff, managers and interview panels are trained in how to recruit and interview candidates in an unbiased way (all candidates should get the same tests and be asked the same questions. The focus should be on their ability to fulfil the work in the job description, not their family situation, etc.)	Applications to job advertisements, written tests etc. are anonymised of name, age and gender	1	Affirmative action initiatives are used to increase the number of staff from underrepresented gender/*group (where two candidates are equally qualified for a job, the candidate from the underrepresented gender/group is preferred, internal mentorship arrangements help to advance the career of underrepresented gender/group to positions of higher responsibilities, etc.)

10. <i>Volunteer composition has a fair gender and diversity balance and is representative of the community</i>	Policies are in place for equitable recruitment and equitable opportunities	The NS is perceived as welcoming and accepting of persons of all genders and backgrounds who want to be volunteers	Affirmative action initiatives are used to increase the number of volunteers from underrepresented gender/groups (e.g. methods/campaigns are used to recruit more male/minority group volunteers) The NS makes a proactive effort in recruiting volunteers to ensure a gender balance and that diverse groups from the community are represented	Trainings, including first aid trainings, are adapted to *persons with disabilities/translated to various languages spoken in the community, etc.	The NS successfully recruits new volunteers ensuring a gender balance and the inclusion of diverse groups from the community	
11. <i>Safe, accessible, enabling facilities</i>	Facilities have accessible culturally appropriate gender sensitive sanitary facilities (toilets, showers, etc. Female, male, sex segregated, unisex) with locks and lights	*NS has disability friendly facilities (parking lot and ramp for wheelchairs, braille language, pictographs, lifts, etc.)	*Prayer rooms are available to all	*NS office(s) has nursery/breastfeeding rooms available for mothers with babies	Child care facilities are available for staff (and volunteers) where affordable and accessible facilities are not provided in the community	
Knowledge, skills, attitudes						
Points	2	1	1	1	1	
12. <i>Tools, manuals, materials</i>	IFRC gender and diversity materials are translated and contextualised to NS, country and community	IFRC gender and diversity materials are disseminated	IFRC gender and diversity materials are used	Case studies and new materials related to gender and diversity, and based on IFRC, ICRC and local government standards are developed by the NS	Gender and diversity related materials from other organizations/actors are adapted to the ICRC mandate, the volunteer structure and context and used	

13. Technical knowledge and attitudes	High number of staff, volunteers, management and senior leaders trained in the Minimum Standard Commitments ⁵ (or: Total # trained (#m/#f))	High number of staff, volunteers, management and senior leaders trained in particular diversity issues (disability inclusion, SOGIE, child protection, etc.) (or: Total # trained (#m/#f))	High number of staff trained in sexual and gender based violence prevention and response (or: Total # trained (#m/#f))	High number of staff, volunteers, management and senior leadership trained on Internal Protection Systems such as Prevention of Sexual Exploitation and Abuse, Code of Conduct, Child Protection and Anti-Harassment guidelines (or: Total # trained (#m/#f))	Increasing number of staff, volunteers, management and senior leaders trained in IFRC's cross-cultural behaviours and communications training (or: Total # trained (#m/#f))	
14. Gender and diversity resource person(s)	The NS has a part time Gender & Diversity Focal Point/officer or advisor for the whole organisation (not only responsible for one project/programme)	The NS has a Gender & Diversity committee/steering group or a specific gender and diversity unit/department	Gender & Diversity Focal Points are designated at branch and department levels	Personnel assigned to gender and diversity have the knowledge and skills to support targeted and integrated work with regards to gender and diversity	Personnel assigned to gender and diversity have the opportunity and support from within the National Society to support targeted and integrated work with regards to gender and diversity	
Finance and budget						
Points	2	1	1	1	1	
15. Specific allocations for gender and diversity activities	Budget is allocated to gender and diversity mainstreaming from core National Society budget and reported on as part of annual spending	Funds dedicated to gender and diversity mainstreaming are spent	Staff are aware that gender and diversity commitments receive some core funding from NS budget	Funds are given for marking particular workplace events that promote gender and diversity inclusion, such as International Women's Day, 16 Days of Activism against GBV, International Day for People with a Disability, etc.	Recommendations from previous gender and diversity budget spends or audits are implemented	
Maximum total score for theme: 42						

⁵ <http://www.ifrc.org/Global/Photos/Secretariat/201505/Gender%20Diversity%20Minimum%20Standard%20Commitments%20in%20Emergency%20Programming.pdf>

Theme IV: Programme delivery and implementation

(in line with the IFRC Minimum Standard Commitments to Gender and Diversity in Emergency Programming⁶)

Project cycle (planning, implementation, monitoring, evaluation, lessons learnt, reporting)					Total score	Comments
Points	2	1	1	1		
16. Planning and designing	Project/programme planning and design is based on gender- and diversity- sensitive analysis	Projects/programmes are in line with the IFRC's Minimum Standard Commitments to Gender and Diversity in Emergency Programming, as per the specific sector requirements (health, WASH, shelter, etc.)	Project/programme has gender-and diversity-sensitive indicators	Planning, monitoring, implementation and evaluation includes engagement of *various groups, in particular vulnerable groups		
17. Sex, age, disability, *diversity disaggregated data (i.e. girls, boys, women, men, elderly, *other relevant diversity factors)	Sex- and age- disaggregated data is collected	Disability- disaggregated data is collected	Other diversity* disaggregated data is collected	The collected data is analysed to understand the gender and diversity impact of projects/programmes on targeted communities, and to ensure that any barriers to reaching *vulnerable community members are reduced	Data analysis is used to adapt activities to ensure that the intended *targeted groups and *vulnerable are reached, included and engaged	
18. Targeted actions are taken to meet the needs of specific groups where they face barriers leading to reduced accessibility, inclusion or engagement	Targeted actions are taken for discriminated genders(s) (e.g. change meeting time to make sure that girls can participate right after school hours, add costs for male family members to accompany girls/women)	Targeted actions are taken for people with disability (e.g. adapt facilities to ensure access, disseminate information through targeted channels in a way which is understood, provide extra means of transport, add costs for a family member/carer to accompany)	*Targeted actions are taken for vulnerable children	* Targeted actions are taken for groups based on other diversity factors dependent on the NS context and the needs within the communities the NS serves.		

⁶ www.ifrc.org/Global/Photos/Secretariat/201505/Gender%20Diversity%20Minimum%20Standard%20Commitments%20in%20Emergency%20Programming.pdf

19. Collaborations and networks	Lessons learnt and good practices are shared internally in the NS (between programmes, projects and branches)	Lessons learnt are shared with targeted communities and beneficiaries	Collaborations are established with non-RCRC organisations/* for specific groups (women's organisations, disabled persons' organisations), including for project implementation	Participation in inter-agency GBV clusters/working groups during emergencies	Participation in national/regional networks on gender and *diversity	
Maximum total score for theme: 22						

Theme V: Accountability

Internal accountability for gender and diversity mainstreaming							Total score	Comments
Points	2	1	1	1	1	1		
20. Leadership seeks to understand and analyse gender and diversity issues in the workplace through staff feedback mechanisms	A mechanism with multiple channels of reporting is in place for staff to safely file allegations of harassment, discrimination and violence in the workplace	All staff complaints and feedback is confidentially managed by a trusted staff member	The senior leadership receive notices of feedback given by staff (anonymised) and communicate actions taken to address such feedback	Staff are aware of and trust the feedback mechanisms and aware of the consequential steps that will need to be taken				
21. Policies and mechanisms are in place for liability and accountability to staff	A code of conduct, policy and functioning reporting mechanism for anti-sexual harassment is in place	Staff feedback is used to improve implementation of this mechanism and NS designates someone in senior management accountable for improvements	The policy and mechanism is publically communicated (including on job descriptions and in recruitment)	The policy and mechanism is revised every two years (or other interval decided)	Partner organisations are aware of and subscribe to the policy (in contracting arrangements and practice)			
22. Policies and mechanisms are in place for liability and accountability of staff to communities	A Code of Conduct outlining staff behaviour exists and functioning reporting mechanism exists	A functioning feedback mechanism is in place to receive and address community feedback on: Sexual exploitation and abuse (SEA) committed by staff or volunteers, unequal treatment or perceptions thereof, and breaches of Staff Code of Conduct	There is a clear and confidential system for investigating and disciplining staff members and volunteers who are subject of complaints from community	There is a functioning referral mechanism for victims/survivors who make complaints and the NS will ensure that victims/survivors get adequate support	There is annual training for managers, staff members and active volunteers on protection from SEA (PSEA), including communicating about it with communities			

External accountability for gender and diversity					
Points	2	1	1	1	1
23. The National Society reports on gender and diversity publicly	An online and hard-copy (available upon request) document is available to the public (donors, governments, everyone) that communicates progress on gender and diversity priorities, progress, data, core spending and programme budget spending	Media coverage of the document is promoted	Communications resources and plans exist to share this information to RCRC partners, current and future donors, communities and government stakeholders	The NS presents all reports with sex, age, disability and other relevant diversity disaggregated data at a minimum	The NS ensures that public documents are gender and diversity sensitive, including in photos and symbols (done in a way that promotes dignity, privacy, safety)
24. Communication with communities about Red Cross Red Crescent staff and volunteer behaviour and Code of Conduct	Information, Education and Communication (IEC) materials (that are accessible in local languages) are disseminated in all communities served, about the NS staff and volunteer codes of behaviour (including Code of Conduct (CoC), child protection and prevention of SEA)	Volunteers (including spontaneous volunteers in emergencies) are briefed about Code of Conduct, child protection and preventing SEA, and are able to share reporting lines about how to report violations with communities and amongst themselves	Staff have capacity to report any feedback from community members to the relevant NS authority	Staff and volunteers know how to refer generalised issues of child protection, GBV and violence to a relevant local expert agency	The NS shares IEC materials and dissemination plans with other community-based and humanitarian agencies in the same communities to coordinate messages given to communities
Maximum total score for theme: 29					
Maximum total score: 136					



The Fundamental Principles of the International Red Cross and Red Crescent Movement

Humanity The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace amongst all peoples.

Impartiality It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

Neutrality In order to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

Independence The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.

Voluntary service It is a voluntary relief movement not prompted in any manner by desire for gain.

Unity There can be only one Red Cross or Red Crescent Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

Universality The International Red Cross and Red Crescent Movement, in which all societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.



International Federation
of Red Cross and Red Crescent Societies
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