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Strategy to Integrate Gender Sensitivity in Comprehensive Disaster Management

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Strategy to Integrate Gender Sensitivity in Comprehensive Disaster Management

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LIST OF ACRONYMS

CC	Climate Change
CDEMA	Caribbean Disaster Emergency Management Agency
CDB	Caribbean Development Bank
CDM	Comprehensive Disaster Management
CDRMP	Caribbean Disaster Risk Management Programme
CEDAW	Convention for the Elimination of all Forms of Discrimination Against Women
CTO	Caribbean Tourism Organization
CWWA	Caribbean Water and Wastewater Association
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
EKACDM	Enhancing Knowledge Application of Comprehensive Disaster Management
FAO	Food and Agriculture Organization
GAC	Global Affairs Canada
GM	Gender Mainstreaming
GMS	Gender Management System
ISD	Institute for Sustainable Development, UWI
IUCN	International Union for Conservation of Nature
IGDS	Institute for Gender and Development Studies, UWI
IPCC	Intergovernmental Panel on Climate Change
MDG	Millennium Development Goals
SDGs	Sustainable Development Goals
PAHO	Pan American Health Organization
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNISDR	United Nations Office for Disaster Risk Reduction
UWI	The University of the West Indies
WTO	World Tourism Organisation

GLOSSARY OF KEY TERMS

COMPREHENSIVE DISASTER MANAGEMENT (CDM):

CDM includes planning for all and responding to all hazards and threats (both natural and man-made) during all phases of the disaster cycle (mitigation, preparedness, response, and recovery). CDM involves people in all levels and sectors of society. An integrated management approach is therefore needed, and this requires the continuous engagement of tourism policy decision-makers and practitioners.

CLIMATE CHANGE:

The UN's Intergovernmental Panel on Climate Change (IPCC) defines climate change as a change in the state of the climate that can be identified by using data from statistical tests and noting changes in the mean and the variability of its properties. It is climate change when this persists for an extended period, typically decades or longer. The IPCC's definition also refers to any change in climate over time which may be due to natural variability or as a result of human activity (IPCC). The United Nations Framework Convention on Climate Change (UNFCCC), also defines climate change. The UNFCC definition of climate change refers to "'a change of climate that is attributed directly or indirectly to human activity that alters the composition of the global atmosphere, and that is in addition to natural climate variability observed over comparable time periods" (UNFCC 2911.p2). [1]

DISASTERS:

Definitions from three UN entities (UNISDR, UNDP, and IUCN) note that disasters result from the combined factors of natural hazards and people's vulnerabilities. These vulnerabilities take the form of physical exposure, socio-economic vulnerability, and limited capacity to reduce vulnerability and disaster risk. Capacities to reduce vulnerabilities and risks arise out of a complex mix of factors: poverty, social class, age group, race/ethnicity, disability and gender relations. It is important to note that for an event to be considered a disaster, it must exceed/overwhelm the resource capacities of the people/state.

DISASTER RISK MANAGEMENT (DRM):

DRM is the systematic process of using administrative directives, organizations, and operational skills and capacities, to implement strategies, policies and improved coping capacities, to lessen the adverse impacts of hazards and the possibility of disasters.

[1] https://unfccc.int/files/press/backgrounders/application/pdf/press_factsh_science.pdf

DISASTER RISK REDUCTION (DRR)

DRR considers the possibilities of minimizing vulnerabilities and disaster risks throughout a society. The aim is to avoid (prevention) or to limit (Mitigation and Preparedness), the adverse impacts of natural hazards, within the broad context of sustainable development. DRR involves:

- Risk awareness and assessment including hazard analysis and vulnerability/capacity analysis;
- Knowledge development including education, training, research, and information;
- Public commitment and institutional frameworks, including organizational, policy, legislation and community action;
- Application of measures, including environmental management, land-use and urban planning, protection of critical facilities, application of science and technology, partnership and networking, and financial instruments; and
- Early warning systems, including forecasting, dissemination of warnings, preparedness measures and reaction capacities (International Strategy for Disaster Reduction (UNISDR 2004).

FAIRNESS:

This is impartial and just treatment or behavior without favoritism or discrimination.

FEMININITY:

These are the characteristics and traits associated with femaleness.

GENDER EQUALITY:

This reflects a situation in which all gender groups in all sectors, enjoy the same rights and opportunities such as equality in economic participation, pay for work of equal value, equality in access to power and decision making and equal capabilities to achieve their aspirations, needs, and behaviours which are equally valued and rewarded.

GENDER EQUITY:

This entails the provision of fairness and justice in the distribution of benefits and responsibilities between females, males, and other gender groups. The concept recognizes that each biological sex may have different needs and powers. Equity means that these differences should be identified and addressed in a manner that rectifies any imbalances or discrimination. Gender equity may include equal treatment or treatment that is different but considered equivalent to ensure access to human rights, benefits, obligations, and opportunities.

GENDER VS. SEX:

Gender is the social meaning given to the biological differences between males and females and the social roles and behaviors generally associated with masculinity and femininity. These experiences can change over time and can vary across cultures. Sex describes biological characteristics of being male, female or a third sex, as in every society, some persons are born with both male and female genitalia.

GENDER-SENSITIVITY:

This is understanding and taking account of the societal and cultural factors involved in gender-based exclusion and discrimination, in the most diverse areas of public and private life. It identifies and seeks to address structural disadvantages in the positions and roles of either females or males.[2]

GENDER MAINSTREAMING:

This is a strategy and process used in organizations to bring a gender perspective to all aspects of an institution's policy and activities. It does this by building gender capacity and accountability. […] With a mainstreaming strategy, gender concerns are seen as important to all aspects of development; for all sectors and areas of activity, and a fundamental part of the planning process. Responsibility for the implementation of a gender policy is diffused across the organizational structure, rather than concentrated in a small central unit." (Baden & Reeves, 2000:9)

MASCULINITY:

These are the characteristics and traits associated with maleness.

RESILIENCE:

This is the ability to prevent and mitigate disasters and crises, as well as to anticipate, absorb, accommodate or recover from and adapt to them in a timely, efficient and sustainable manner. Examples of resilience include: protecting, restoring and improving food and agricultural systems, as well as the abilities of men and women to maintain their livelihoods including in the tourism industry. Resilience for male and female visitors could mean taking steps to protect their lives in the event of a natural hazard or disaster during their vacation.

SOCIALISATION:

This is a learning process that shapes the development of masculine and feminine gender roles, attributes, behaviors, and expectations. Individuals learn from their interaction with others in the family, schools, churches, peers and the media. Positive and negative responses from these encounters, teach individuals what society expects from them regarding behaviors that are considered appropriate for their ascribed gender role. Females are ascribed the role of family caregivers and males, the role of family breadwinners and protectors. In the Caribbean, almost half of the households are headed by females who are both caregivers and providers/protectors.

SMALL ISLAND DEVELOPING STATES (SIDS):

Most are socially, economically, and geographically vulnerable and have low levels of achieved well-being on most criteria.[2]

[2] See Understanding Small Island Developing States. Retrieved from http://dro.deakin.edu.au/eserv/DU:30052185/mcgillivray-understandingsmall-2011.pdf

BACKGROUND

This General Gender Strategy (GGS) is a critical deliverable under the project, 'Enhancing Knowledge and Application of Comprehensive Disaster Management.' This project established an effective mechanism to manage and share Comprehensive Disaster Management (CDM) knowledge that can be used by various stakeholders in the region to improve resilience. Funded by Global Affairs Canada and implemented by the UWI's Institute for Sustainable Development, three Consultants from the UWI's Institute for Gender and Development Mona Campus Unit (IGDS-MCU), implemented the gender component.

This General Gender Strategy supports the following output and deliverable:

OUTCOME 1: INTEGRATING GENDER SENSITIVITY IN INSTITUTIONAL ARRANGEMENTS

OUTPUT **3.1.2**

Gender-sensitive strategies developed for mainstreaming the CDM Framework. The strategies produced were presented to the Caribbean Disaster Emergency Management Agency (CDEMA) for endorsement.

DELIVERABLE **6.3**

Two gender-sensitive strategies for mainstreaming the CDM Framework were produced. One general strategy tailored for application to any sector; and one strategy developed for the tourism sector.

This General Gender Strategy complements other project deliverables which include: Generic Gender Manual, Gender Manual for Tourism and a Gender Strategy for Tourism.

Development of this General Gender Strategy was guided by:

1. The Terms of Reference provided by the EKACDM Initiative team;
2. The Gender Consultants' knowledge of gender, tools to mainstream gender in climate change, disaster risk management and in the tourism sector;
3. Findings of the 2017 EKACDM Needs Assessment study; and
4. Feedback from stakeholders and the EKACDM Initiative's Peer Reviews Network

The strategies were also guided by the findings of a Needs Assessment study conducted as part of this gender component of the EKACDM project. The drafts were revised based on feedback from the EKACDM Initiative team and the Stakeholder workshop held on January 24, 2018. Details are provided later in this document.

RESEARCH METHODOLOGY

The methodology used to conduct the 2017 EKACDM Needs Assessment study involved:

A Desk Review of relevant documents including the CDM Framework 2014-2024.

Interviews, focus group discussions and consultations with several stakeholder groups engaged in disaster risk management, climate change, gender, and the following sectors: tourism, agriculture, health, water, and financial management. The consultations were facilitated by participation in several meetings:

i. Gender and Agriculture with FAO and CDEMA in Guyana from May 17- 19 2017;

ii. The World Meteorological Conference held in St Vincent and the Grenadines from May, 29 to June 2, 2017;

iii. The UNWTO, The government of Jamaica and World Bank Group Conference on 'Jobs and Inclusive Growth: Partnerships for Sustainable Tourism' held in Montego Bay, Jamaica, November 27-29, 2017; and

iv. The Climate Smart Sustainable Tourism Forum, held in St. Kitts from December 11-15, 2017.

An online questionnaire survey using Survey Monkey completed by stakeholders in the targeted sectors and countries, using a non-random 'snowball' sampling method.

RESEARCH FINDINGS

The research findings confirmed the need for the two manuals and two strategies and guided their content. The needs assessment study showed that stakeholders had:

1. Varying levels of knowledge about gender and comprehensive disaster management.
2. Varying levels of technical capacity to integrate gender sensitivity in disaster risk management.
3. Interest in increasing their knowledge and capacity to support gender mainstreaming.
4. Need for practical tools for training that would include case studies and exercises, a glossary of key concepts and definitions, checklists to guide action to integrate gender perspectives in comprehensive disaster risk management.
5. Need for guidance on how an organization could create an institutional framework to integrate gender sensitivity in CDM.

PURPOSE/ OBJECTIVES OF THE STRATEGY

The specific objective or result desired is improved resilience and sustainability in organizations in the five economic sectors (agriculture, water, tourism, health and financial management), and in nine CDEMA participating countries. The Strategy supports CDEMA's Comprehensive Disaster Management (CDM) Framework 2014-2024, which includes gender as a cross-cutting issue.

The specific goals to achieve this objective include:

Providing accessible materials to policymakers and practitioners in the public sector, private sector, and civil society groups, to build their capacity to mainstream gender-sensitivity in CDM-related policies and programmes to build resilience and sustainability.

Communicating changes being proposed which include building awareness among policymakers and practitioners to empower them to establish a gender management system to integrate gender-sensitivity in CDM policies, programmes, and strategies for their sector or organization.

BENEFITS OF THE STRATEGY

This General Gender Strategy complements and builds on previous work in the Caribbean on disaster management in various economic sectors. These initiatives have helped to build a culture of resilience and promote sustainable development. This work has been led by CDEMA, in partnership with the various national, regional and international partners and stakeholders.

This Strategy adds value to previous work by providing training tools to strengthen the integration of gender-sensitivity in CDM policies, programmes, and strategies. These tools can be adapted for use in various sectors.

This General Gender Strategy, therefore:

- Increases policymakers and practitioners knowledge of gender as a tool of analysis, its role in disaster management and how to promote gender-sensitivity in CDM to build resilience.
- Enables specialists in gender and development and disaster risk management, to understand the linkages between gender and CDM better and empowering them to support the integration of gender sensitivity in CDM.
- Provides organizations with tools to establish a gender management system to support the integration of gender-sensitivity in CDM policies, programmes, and strategies.
- Increases stakeholders' knowledge of core concepts, definitions, and gender mainstreaming tools, as well as commitments to mainstreaming gender in CDM.
- Provides stakeholders with access to a range of technical resources to support their work.

CORE GUIDING PRINCIPLES

The Strategy is guided by two core principles:

Gender equality: This is the first principle. It is based on global human rights commitments to integrate gender as a cross-cutting issue. Gender equality is included in the CDM Framework, in CEDAW, and in the UN's Sustainable Development Goals. This principle has implications for regional, national and organizational policies in the tourism sector.

Comprehensive Disaster Management: This is the second principle. It includes planning for all hazards and threats (both natural and man-made) during all phases of the disaster cycle (mitigation, preparedness, response, and recovery). Participation is a core principle of CDM. This requires the involvement of people in all levels and sectors of society, and as such an integrated management approach should be used by tourism policy decision-makers and practitioners.

The main aims of linking gender and CDM are to ensure:

1. A more holistic and integrated approach to disaster management.
2. Gender concerns are identified and addressed in all phases of the process: policy, project design, and implementation of all planned activities and programmes.
3. Gender-related needs and inequalities/gender gaps are identified and addressed.
4. Gender expertise is available to support the implementation process.
5. Broader and more equitable participation of primary and key stakeholders in the process taking account of their specialized knowledge, needs, and capacities.
6. Coherence between policy commitments and institutional practices.

SUMMARY OF COMMITMENTS TO INTEGRATE GENDER-SENSITIVITY IN THE CDM FRAMEWORK 2014-2024

The global and regional commitments to integrate gender as a cross-cutting theme in the Comprehensive Disaster Management Framework 2014-2024 are reflected in Figure 1 below. The Framework represents the regional commitment to use CDM to achieve safer, more resilient and sustainable development in CDEMA participating member states. A summary of the Regional Comprehensive Disaster Management Strategy and Results Framework 2014- 2024 is available at http://www.cdema.org/cdema_strategy_summary.pdf.

FIGURE 1: ILLUSTRATES THE LOGIC MODEL INCLUSIVE OF THE PURPOSE STATEMENTS AND CROSS-CUTTING THEMES

Consistent with CEDAW (UN Convention on the Elimination of all forms of Discrimination Against Women) and other commitments to mainstream gender in sustainable development.

Figure 1 shows that CDEMA has included gender as a cross-cutting theme in CDM and four (4) priority areas have been identified for Comprehensive Disaster Management:

1. Strengthened institutional arrangements for CDM;
2. Increased and Sustained Knowledge Management and Learning for CDM;
3. Improved integration of CDM at sectoral levels; and
4. Strengthened and sustained community resilience.

DRM policymakers and practitioners can use this Strategy to integrate gender-sensitivity in CDM, in four (4) important areas:

- **Management of all Hazards through All Phases of the Disaster Management Cycle.** This implies integrating gender perspectives in a comprehensive disaster plan for any sector. This Plan would cover the management of all hazards through all phases of a disaster management cycle: prevention and mitigation, preparedness, response, recovery, and rehabilitation.
- **Promotion of a Participatory Approach to Disaster Management.** This implies that decision makers responsible for disaster management in public sector, private sectors or community organizations should ensure broad and equitable participation of key stakeholders.
- **Promotion of Sustainable Development.** Decision-makers should use gender-sensitive strategies to address vulnerabilities of key stakeholders, to reduce risks and losses associated with natural and technological hazards related to climate change.
- **Promotion of Gender–sensitivity in CDM Policies, Programmes, and Strategies.** Decision-makers should ensure that their disaster plans reflect gender sensitivity to the needs of all relevant stakeholders for all phases of all disasters.

OTHER CORE COMMITMENTS AND CONCEPTS

In addition to CEDAW and the CDM Framework, this Strategy is also guided by other global concepts, commitments, and principles. Among these are:

- The Beijing Platform for Action from the Fourth World Conference on Women in 1995
- The United Nations' Sustainable Development Goals (2015-2030) which replaced the Millennium Development Goals (2000-2015)
- The United Nations Framework Convention on Climate Change (UNFCCC)
- The Sendai Framework which replaced the Hyogo Framework for Action
- The CARICOM Charter of Civil Society
- The Paris Agreement

CONTENT OF THE STRATEGY

The Strategy includes several actions that can be taken to realize the overall objective and goals of the EKACDM Initiative.

There are three (3) components

1. **A Gender Equality Action Plan (GEAP**) template - a 'concept map' of the process to establish a Gender Management System (GMS) in any sector or organization;

2. **An Implementation Plan (IP)** has been drafted for the tourism sector. This can be adapted for use in any of the five economic sectors to support the integration of gender-sensitivity in CDM policies, programmes, and strategies. It includes objectives, strategies/activities, performance indicators, resources needed and a timeframe.

3. **A Gender Operational and Management Assessment Tool**- This is an institutional assessment tool that can be used to evaluate gender sensitivity in an organization to guide programme interventions.

HOW TO USE THE STRATEGY

Decision-makers will need to read this General Gender Strategy as well as the General Gender Manual to enable them to guide the development of a Gender Management System (GMS). Below is a summary of resource materials that can be used to guide the process.

Resource Materials:

- **A Glossary** that can be used as a tool to sensitize stakeholder and build awareness of basic concepts and definitions.
- **A Checklist to Integrate Gender-Sensitivity in Comprehensive Disaster Management.**
- **A Generic Gender Action Plan (GAP)** This has been drafted for the tourism sector but can be adapted for use in any economic sector.
- **A draft Implementation Plan for the tourism sector that can be adapted.**
- **An Institutional Assessment Tool** that can be used in any economic sector.
- **Key resources that can be used to support gender mainstreaming.** Other materials include checklists, glossaries, and definitions as well as exercises that can be adapted for specific training workshops.
- **A basic research tool** that can be adapted to guide the collection of sex-disaggregated data to meet the needs of the organization. Analysis of information collected can then be used to guide a series of actions, to integrate gender-sensitivity in CDM policies and programmes.
- **A List of References and Websites** that provide access to many online resources that can be downloaded, to build knowledge and capacity.

RESPONSIBILITIES

Responsibilities of key stakeholders are included in the generic Gender Action Plan (GAP), with more details in the draft Implementation Plan, presented in a matrix. This planning tool specifies responsibilities to achieve agreed objectives, activities, resources required and the timeframe.

SUMMARY OF KEY DELIVERABLES IN THE IMPLEMENTATION PLAN

These include:

1. **Gender Policy:** The Policy will equip institutions to identify and address gender imbalances before, during or after a disaster. For example, it can guide a Human Resource Division to review its policies and practices, to ensure there is equity (fairness) and equality.
2. **Establishment of a Gender Management System (GMS):** The GMS is an approach that can help to create an enabling environment in an organization to integrate gender sensitivity in CDM. This usually includes:
    a. **Allocation of Human and Financial Resources** to support the implementation of a Gender Action Plan: (staffing, research, training, gender audits, etc.).
    b. **Building Awareness of Gender Roles and Disaster-related Risks:** Integrating the social and gender dimensions of disaster vulnerability and risks in CDM Planning; examining how men's and women's roles influence their livelihoods (jobs, occupations), their perspectives on specific natural hazards (pre-disaster) and their capacity to cope in the post-disaster phase.
    c. **Promoting Participation:** Companies organizing consultations with key stakeholders, ensuring equitable participation of vulnerable groups.
    d. **Conducting Needs Assessment Research:** Collecting and analyzing sex-disaggregated data to develop a Needs Assessment/ Disaster Vulnerability Risk Profile, linked to gender roles, occupations, economic status, etc. This information would help to reduce per-disaster vulnerabilities and ability to recover in the post-disaster period.
    e. **Establishing a Monitoring and Evaluation Framework.** Developing Gender Indicators to measure progress in promoting equality and equity.
3. **Developing a Gender Action Plan:** The Policy would help an organization to ensure that its policies and practices are consistent with global commitments and national laws to promote gender equality, reduce inequalities and support the empowerment of women. The Policy would support:
    - Providing equal pay for work of equal value for both male and female employees;
    - Economic empowerment of women by appointing women to job positions where they are qualified but underrepresented, especially in senior management positions.

- Eliminating inequalities, discrimination and stereotyping in occupations based on sex, disability, sexual orientation or other socio-economic factors. These actions would support disaster preparedness by reducing economic vulnerabilities before there is a natural hazard and improve capacity to cope in the post-recovery period;
- Adoption of family-friendly workplace practices that will enable women with family responsibilities to combine paid work and unpaid caregiving work. The latter includes child-care facilities, flexible working hours, etc.). It would also include adopting family-friendly leave practices to enable families to share caregiving more equitably and reduce the burden on women.

TARGET AUDIENCE

The primary target audience includes:

1. CDEMA's leadership and technical staff;
2. Caribbean policymakers and practitioners in government Ministries, Departments and Agencies (MDAs) who have a responsibility to promote good governance and coherence between global, regional and national commitments and disaster management policies, programmes and strategies; and
3. Other CDEMA partners in regional and non-governmental organizations involved in disaster management: local community groups, civil society organizations as well as private sector groups.

ASSUMPTIONS

The Strategy assumes that users are:

1. Leaders in senior positions which enables them to take strategic decisions for their organization or sector;
2. They are adult learners who bring valuable knowledge and experience to the process; and
3. They have an understanding of disaster management and CDM but may have less knowledge of mainstreaming gender sensitivity in CDM policies, programmes, and strategies.

VALIDATION WORKSHOP RESULTS

The two-day validation workshop was to review and validate, two tools (manuals), and two strategies produced for policymakers and practitioners to understand gender as a concept and tool of analysis and how to support the integration of gender-sensitive policies and strategies related to (CDM).

The validation workshop on January 23- 24, 2017 was attended by twenty-one persons: (5 males and 16 females) from eight (8) CDEMA participating member states: Antigua and Barbuda, Barbados, Guyana, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname and Jamaica. They represented:

- Regional organizations: The Caribbean Disaster Emergency Management Agency (CDEMA); and the Caribbean Tourism Organization (CTO);
- National organisations: Ministries of Tourism, Ministry of Agriculture, Food and Fisheries, Department of Gender Affairs, the National Emergency Management Organization (NEMO), the National Coordination Centre for Disaster Management; the Westmoreland Municipal Corporation, Disaster Preparedness Parish Coordinator, The Rural Agricultural Development Agency (RADA) in Jamaica and the Office of Disaster Preparedness and Emergency Management (ODPEM).

*A full copy of the Validation workshop report is included as an attachment.

ENTRY POINTS TO INTEGRATE GENDER-SENSITIVITY IN THE PROGRAMME AND PROJECT MANAGEMENT CYCLES FOR COMPREHENSIVE DISASTER MANAGEMENT IN AN ECONOMIC SECTOR:

UNDERSTANDING THE MAIN PHASES[3]

PHASE 1. PRE-DISASTER: PLANNING, PREPARATION, MITIGATION

Gender sensitivity is integrated into the Table below, which was adapted from Delaney & Shrader (2000). It highlights gender considerations in different phases of a disaster and key activities required to build resilience.

TABLE 1: PHASES AND PRIORITY ACTIVITIES TO INTEGRATE GENDER-SENSITIVITY IN CDM

PHASES	PRIORITY ACTIVITIES
1. Pre-Disaster	Conduct Gender-sensitive vulnerability assessment and Risk Perception.
2. Emergency	Identify psychological coping strategies for males & females during the hazard. Develop Gender-sensitive temporary shelters.
3. Transition (Rehabilitation and recovery)	Conduct Gender-sensitive Needs assessments (social, economic and other needs). Identify new vulnerabilities created for both sexes in this phase of the disaster.
4. Reconstruction	Consider opportunities for both sexes: • New Gender Roles (more flexibility) • New Gender Relationships (more equality and cooperation between sexes) • New livelihood/job opportunities

Source: Adapted from Delaney & Shrader (2000).

[3] Content in this section is guided by several documents including UNDP (2012): Integrating gender in disaster management in Small Island Developing States: A Guide.

PHASE 1:
PRE-DISASTER

During the **Pre-disaster Phase**, the aim is to identify, assess and reduce risks for employees based on gender and other background factors.

1. Identify gender-related risks and vulnerabilities for each sex before the hazard event;
2. Organise, prepare and design programmes to support both male and female workers;
3. Mobilize technical and financial resources to address needs identified;
4. Develop a Monitoring and Evaluation Framework with gender-sensitive indicators to assess progress.

VULNERABILITY ASSESSMENT - CHECKLIST OF ACTIVITIES:

1. Collect **gender-sensitive data** on the number of males and females employed in the -sector or organization to include sex, age, occupation, income, and other factors;

2. Conduct a gender analysis of the data collected to develop a **Vulnerability Profile** of workers in the sector or organization: Key questions: What is the social, economic and occupational and job status by sex? Is there equity in the participation of employees in the governance mechanisms for decision-making for Comprehensive Disaster Management? Do female and male employees have equal access to financial and technical resources to prepare for a disaster and to recover after an event?

3. Conduct a **Risk assessment** exercise with staff to determine their perception of risks related to a specific hazard (e.g., hurricane or flood) and assess how their main source of livelihood could be affected by the hazard.

4. Organise training to help employees to understand men's and women's tasks in preparing for a disaster, coping with the emergency and taking action to recover after the event.

EXAMPLES OF MITIGATION ACTIVITIES

Below are examples of structural and non-structural mitigation activities:

1. **Structural Activities**

Physical infrastructure: Assess the capacity of the physical infrastructure of the work building to withstand the new norm of a Category 4 or Category 5 hurricane. Encourage employees to assess the capacity of their homes to withstand a hurricane (for example) and to take steps to hurricane-proof their houses.

Temporary shelter: Discuss alternative housing arrangements in case of a hazard (e.g., moving to temporary accommodation or a shelter).

2. Non-structural Activities

Policy Commitments: Assess and ensure that the necessary legal and institutional frameworks are in place to protect the rights and lives of male and female staff. (e.g., Develop a Gender Policy and Gender Action Plan).

Education and training: Organise programmes for all staff to enable them to understand the organization's disaster preparedness programme, their roles in the mitigation process and the importance of their participation in decision-making meetings.

PHASE 2:
EMERGENCY

Employees and their families may need to have access to temporary shelter. The Checklist below includes some factors to consider:

EMERGENCY CHECKLIST

1. **Family Profile:** Profile of family members (numbers and sex; age - children, elderly, disability & sick).
2. **Gender-related Disaster Risks:** Consider that women and girls have a higher risk of sexual violence - especially in shelters. Consider the higher risk of males to injury from activities related to their role as protectors, e.g., moving persons at risk before or during the disaster and risks linked to them staying at home during the emergency to protect property and other assets.
3. **Food Needs:** Consider access to food during the emergency: e.g., equitable (fair) distribution methods to ensure priority access for the most vulnerable persons. Assess food needs of diverse population groups (differences linked to age, religion, health status, special dietary needs- diabetics).
4. **Personal Hygiene Needs:** Prepare Dignity Kits. These will include: a) sanitary pads for females in their reproductive years; adult diapers for elderly males & females or family members with disabilities if required; infant diapers for babies and children. Include plans to ensure sanitary disposal of these products.
5. **Water:** Consider adequate water supplies for both sexes for personal hygiene. Also make provisions for adult females who will need more water than males to meet their reproductive needs (periods) as well as fulfill their family caregiving responsibilities for young children, dependent adults, family members who are sick or have a disability as well as their gender roles linked to cooking washing, cleaning.
6. **Psychosocial Needs:** Assess and address differences in psychosocial needs of males vs. females of different ages, as there are likely to be differences in coping skills related to gender and age etc. Older persons may be more at risk of depression due to unfamiliar surroundings. Older males may be forgotten in the distribution of food. Assess risks for adult males and boys who may be at higher risks linked to their masculine roles as protectors, and their likely involvement in physical activities to save others. Consider the needs of Men who have Sex with Men (MSM) who may face discrimination and may be unable to have access to a shelter because of social discrimination related to their sexual identity and sexual orientation. The same applies to women who have sex with women and transgender men and transgender women.
7. **Physical Needs:** Assess needs of older males and females who may need assistance to go to the bathroom because of reduced physical mobility.
8. **Persons with Disabilities:** Males and females with disabilities of different ages may be vulnerable at several levels and all stages of a disaster. They may require special needs linked to their intersecting vulnerabilities (age, sex, disability, poverty, etc.). Their vulnerability may vary with the type of disability. Consider the needs of homeless persons the majority of whom are men and may also include children living and working on the street.

BUILD RESILIENCE:

1. Build the capacity of employees to conduct a risk assessment. This may include the perception of personal and work-related risks; risk mapping; risk management and sustainable development.
2. Use gender-sensitive early warning systems (EWS) for male and female staff to ensure methods used are accessible for each group. Partner with specialist organizations working with children, youth, persons with disabilities to have access to relevant EWS to meet the needs of staff and their families.
3. Collaborate with National Disaster Agency personnel including Disaster Needs Assessment technical teams to:
    a. Train staff to support the data collection process of Disaster Needs Assessment teams that are organized to assess the differential impact of a disaster on males and females because of their roles, responsibilities, and backgrounds.
    b. Facilitate employees' participation in the gender analysis process which will identify and assess the differential impacts of a disaster on males and females because of their respective gender roles, responsibilities, backgrounds, job skills.
    c. Support the development of a gender-sensitive Staff Vulnerability Profile that will identify and help to prioritize responses to the disaster, first addressing the needs of the most vulnerable persons.

PHASE 3:

TRANSITION (REHABILITATION AND RECOVERY)

Consider gender and class differences in the ability of employees to access financial and other resources: cash and kind. Consider needs of male and female workers to restore their housing, living conditions, assets and livelihoods after a hazard event.

RECOMMENDED ACTIVITIES

1. **Training:** provide training for all staff (management and employees) to mainstream gender sensitivity in disaster risk reduction in the recovery phase.
2. **Participation:** facilitate the participation of all staff in planning programmes to support post-disaster needs assessment and disaster recovery.
3. **Safety:** Involve staff in damage assessment, repair, and rehabilitation of damaged physical infrastructure.
4. **Infrastructure and Housing:** facilitate the participation of staff representatives in planning committees linked to the rebuilding of any infrastructure damaged or destroyed. At the community level, this may include rebuilding roads, bridges, health and education facilities, restoring water and power supplies and managing disposal or solid waste and debris from the hazard. Assess differences in tenure of property (e.g., who owns vs. who rents what type of residence, access to hazard insurance, etc.).

PHASE 4:
RECONSTRUCTION

1. **Employment and job opportunities:** Discuss with staff, the implications of any changes in their job situation as some may face unemployment after a disaster. CDM planning should include considering alternative income generating activities for each group of workers in the short and medium term. Consider training for female and male employees in non-traditional occupational skills (e.g., training women in construction, building repairs after a disaster).

MAIN RECOMMENDATIONS

OUTCOME 1:

INTEGRATING GENDER SENSITIVITY IN INSTITUTIONAL ARRANGEMENTS. GENDER MANAGEMENT SYSTEM[4] (GMS) ESTABLISHED BY CDEMA TO DRIVE THIS PROCESS.

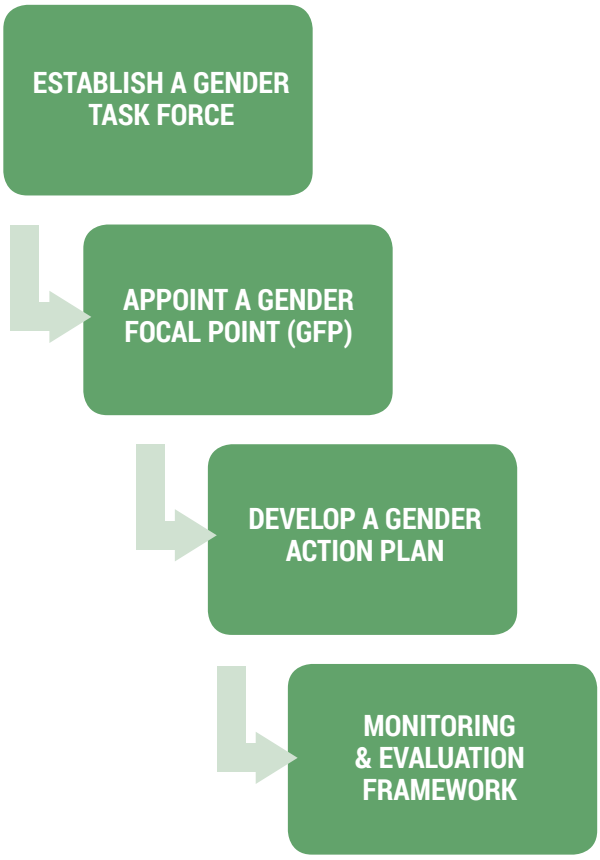
This would involve:

1. Establishment of a Gender Management System. The GMS is a strategy that has been used globally to support gender mainstreaming. The link to the Commonwealth Secretariat's website below explains in more detail how CDEMA can create a GMS. It also provides additional resources and approaches that can be used to ensure that gender equality is a guiding principle in all government policies, plans, and programmes. Like CDM it calls for a broad-based partnership between government and other key stakeholders, including civil society and the private sector.
2. Reviewing and enhancing CDEMA's Gender Sub-committee to become a Gender Task Force to lead to a process of gender mainstreaming in the CDEMA Secretariat, CDM programmes and CDEMA participating states, and across priority sectors.
3. Recruitment of a Gender Focal Point (GFP) in CDEMA, to lead the process and to support a network of GFPs in all the CDEMA participating states.
4. Development of a Gender Action Plan for CDEMA *and the allocation of technical and financial resources to support implementation*. CDEMA participating states would be asked to develop their national GAP to integrate gender-sensitivity in CDM.
5. Identification of entry points to further integrate gender-sensitivity in CDEMA's institutional policies and programmes and national disaster management organizations in all CDEMA participating states and regional partners.
6. Development and use gender indicators to support monitoring and evaluation of the Gender Action Plan in CDEMA and the CDEMA participating

[4] See http://eige.europa.eu/gender-mainstreaming/resources/international/gender-management-system-gms- toolkit

INSTITUTIONAL STRATEGY FOR CDEMA TO INTEGRATE GENDER-SENSITIVITY IN THE CDM FRAMEWORK 2014-2024

Policymakers and practitioners at regional, national and sector level can use the following approaches:



STRENGTHENING CDEMA'S GENDER WORKING GROUP

CDEMA established a Gender Working Group (GWG) to lead the process of integrating gender sensitivity in the four (4) main CDM Outcomes and related activities included in the CDM Framework.

The GWG is a mechanism to enable Caribbean gender experts can support CDM implementation. It is comprised of representatives of CDEMA and several institutions committed to gender mainstreaming in development policies and programmes. Members provide 'policy and technical guidance on and promote the mainstreaming of gender considerations in disaster risk management initiatives conducted by CDM Stakeholders.[5]

The core membership of the Gender Working Group includes representatives from the following agencies:

1. Caribbean Disaster Emergency Management Agency (CDEMA)
2. UN Women
3. United Nations Children's Fund (UNICEF)
4. United National Economic Commission for Latin America and the Caribbean (UN ECLAC)
5. Centre for Gender and Development Studies, University of West Indies (UWI)[6]
6. United Nations Development Programme (UNDP)
7. La Facultad Latinoamericana de Ciencias Sociales (FLACSO)
8. National Level Representation (TBD)
9. Red Cross
10. Pan-American Health Organization (PAHO)
11. Caribbean Development Bank (CDB)

[5] See http://www.cdema.org/
[6] Now the Institute for Gender and Development Studies (IGDS), UWI

Specific roles and responsibilities of the Gender Working Group are to:

1. Serve as a regional think tank on mainstreaming gender in disaster risk management (DRM);
2. Provide policy guidance to the CDM CHC on gender mainstreaming;
3. Identify regional targets for mainstreaming gender in DRM;
4. Provide technical guidance and support to monitoring, evaluation and reporting systems related to gender mainstreaming in DRM;
5. Advocate and support the mainstreaming of gender within sector, national and regional disaster risk management initiatives;
6. Promote and support gender studies and research in DRR in the region; and
7. Report at the CDM CHC meetings, progress on gender mainstreaming in CDM. (Source: CDEMA Website)

NB: Some of the agencies in the GWG have been supporting initiatives to integrate gender sensitivity in DRM.

OVERVIEW OF INITIATIVES

1. **Gender Training:** CDEMA has organized several training events over the years. One of the most recent initiatives undertaken was their collaboration with the **Food and Agriculture Organisation (FAO)** to organize a joint training workshop to integrate gender equality in disaster risk management in the agriculture sector. The aim was to strengthen the capacity of national practitioners in gender-responsive disaster risk reduction as well as climate change adaptation in the agriculture sector. This regional workshop was held on 17-19 May 2017 in Georgetown, Guyana and was attended by 25 representatives from 12 countries. Two IGDS Mona Unit gender specialists attended and supported the training and also conducted interviews for the EKACDM Initiative needs assessment.

   CDEMA also organized gender training sessions at the **Caribbean Disaster Conference** held in Barbados and has increased partnership with the UWI's IGDS Mona Unit in recent years, to conduct a gender audit of the organisation's policies and programmes, and to integrate gender sensitivity in disaster data collection tools and in training disaster managers across the region.

2. **Research & Publications:** CDEMA has also produced the 'Disaster Risk Reduction Education Toolkit published in 2014. This includes a gender component Section 6 focuses on gender and climate change investigation. This is an example of gender resource materials produced by CDEMA. This builds on earlier work that included collaboration between UN ECLAC, UNDP and UNIFEM (now UN Women) in 2005 on research that led to the publication of **'Grenada: A Gender Impact Assessment of Hurricane Ivan – Making the Invisible Visible.'**
   UNDP /CRMI / IGDS Mona Unit Research: In 2008-2009, eight studies were completed and published by the UNDP as part of the Caribbean Risk Management Initiative project. Links to these reports are included in the List of References as resources that can be used to support gender & CDM training.

3. **Collaboration for EKACDM Initiative:** CDEMA also provided strategic support to the IGDS Mona Unit team for this project. This included facilitating access to key regional and international institutions (CDB, CTO, Meteorological Institute, FAO) meetings and resource persons, as well as providing documents to enhance the gender component of the EKACDM Initiative.

4. **Public Education:** CDEMA's Executive Director Mr. Ronald Jackson and Deputy Executive Director, Mrs. Elizabeth Riley have also used public education platforms to promote the importance of gender sensitivity in CDM.

SPECIFIC RECOMMENDATION TO CDEMA

1. Review and strengthen the Gender Working Group which represents CDEMA's Gender Task Force.

2. Provide additional funding to enable the GWG to increase technical and financial resources to stakeholders in the five sectors to integrate gender sensitivity in the CDM.

3. Identify areas to further strengthen gender-sensitivity in CDM, within the Secretariat and through a partnership with regional and national stakeholders.

For example:

1. COMPOSITION:

Include representatives of CDEMA's senior management as well as technical teams and communications officer. The latter can improve 'marketing' of gender- sensitivity in CDM, improve knowledge sharing.

Roles and responsibilities of the Gender Working Group:

i. CDEMA's management team could agree to convene a special meeting of the Gender Working Group to further promote gender sensitivity in CDM;

ii. Organize annual half-day gender sensitization workshops for all staff at the CDEMA Secretariat and stakeholders at the annual CDM Conferences;

iii. Review and strengthen institutional capacity to collect and analyze sex-disaggregated data to better address the needs of the most vulnerable; and

iv. To enhance use Gender Sensitive Needs Assessment tools previously developed.

2. APPOINT A FULL-TIME GENDER FOCAL POINT (GFP):

Appoint a full-time Gender Specialist in CDEMA's Secretariat with knowledge and experience of mainstreaming gender in CDM CDEMA can seek assistance from a Gender Consultant if needed to build internal technical capacity to support the implementation of the GAP as well as monitoring and evaluation.

Encourage CDEMA member agencies to implement Gender Management Systems to mainstream gender in CDM. The return on investment can contribute to increased knowledge and effectiveness and will help to build the culture of resilience and gender sensitivity.

Roles/Tasks and Responsibilities of the Gender Focal Point

The main responsibilities of the GFP in CDEMA and organizations of National Disaster Agencies or partners are to:

1. Provide leadership to support the implementation of the Gender Action Plan.

2. Organize annual gender sensitization sessions for staff and/or national partners.

3. Provide technical advice to CDEMA's professional staff on how best to integrate gender sensitivity in their CDM related activities.

4. Support monitoring implementation and reporting on progress, achievements, challenges linked to the GAP;
5. Recruit gender consultants as needed to support training etc.
6. Collaborate with the Communications team to support the dissemination of relevant information to build capacity to mainstream gender in CDM initiatives.

GFP's Qualifications/Core skills

GFPs should have:

1. Knowledge and experience of gender, gender mainstreaming and DRM;
2. Experience in promoting gender equality policies and programmes.
3. Interest in acquiring the requisite knowledge and skills if they do not have formal gender training.

Note: Please use this link for a generic job description for a gender focal point. http://www.un.org/womenwatch/osagi/gmfpdrafttors.htm

3. DEVELOP A GENDER ACTION PLAN (GAP)

The GAP is a document that includes programme activities to support the implementation of planned activities such as:

1. Gender training workshops for internal and external stakeholders.
2. Activities to support staff to integrate gender-sensitivity in CDM in all phases of the disaster management cycle.

4. DEVELOP A MONITORING AND EVALUATION FRAMEWORK/ IMPLEMENTATION PLAN

The M&E Framework supports the implementation of the Gender Action Plan. The tools and resources in this strategy document can be adapted for use to develop gender-sensitive indicators to measure and report on progress on agreed actions linked to promoting comprehensive disaster management.

Below are examples of tools that DRM policymakers and practitioners can use to develop and implement a Plan of Action and evaluate progress.

The GAP supports the Implementation Plan. It specifies how an organization will promote gender-sensitivity in CDM, in its policies and its operational strategy. The goal is gender equality. The GAP outlines the general steps that policymakers can be used to institutionalize and integrate gender-sensitivity in CDM. The GAP supports the work of the Gender Focal Point (GFP), guides the Board and CEO's commitment or provide financial and technical resources, to train staff, conduct needs assessment research, build capacity and establish systems to reinforce the GAP. The more detailed Implementation Plan is also provided.

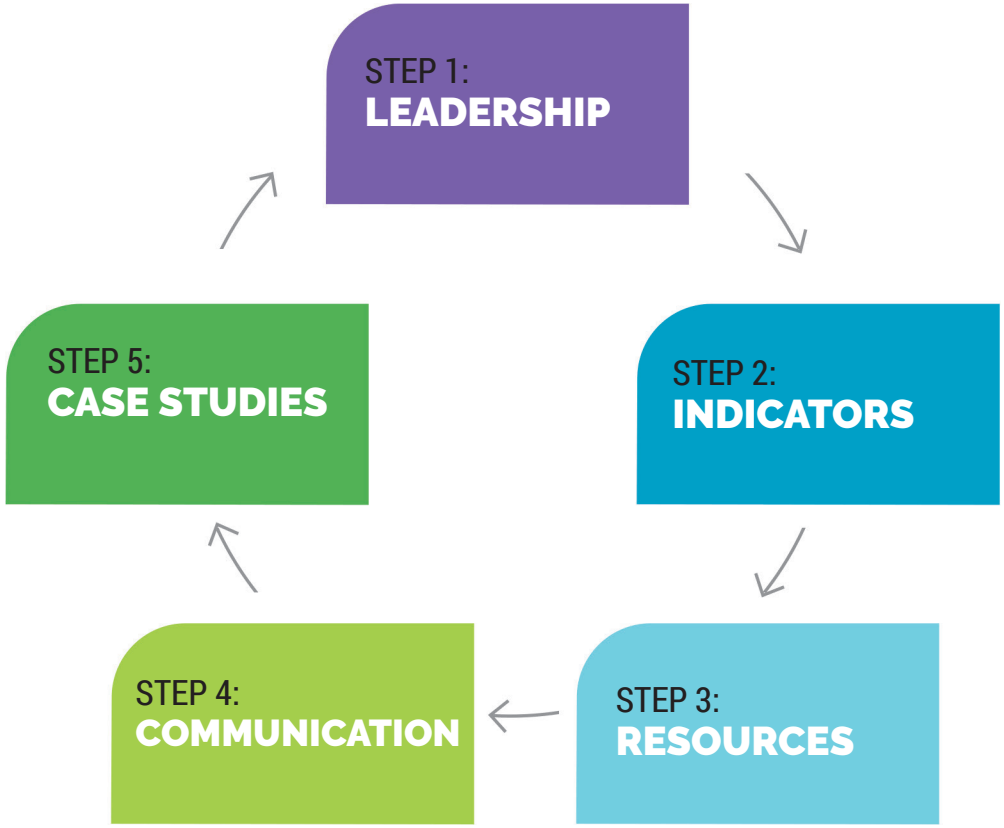
TOOL #1:
GENDER ACTION PLAN (GAP)

TOOL #1 GENDER ACTION PLAN (GAP) MATRIX						
	OBJECTIVES	PURPOSE	ACTIONS	TARGETS	RESPONSIBILITY	TIMELINE
1	Institutional framework established to support the integration of gender sensitivity in CDM policies, programmes and strategies	**Build resilience** of stakeholders in a sector to prepare for and recover from all natural hazards across all phases of a disaster event, for all hazards and all phases (pre-disaster, emergency, rehabilitation and recovery/post-disaster) **Build awareness** of gender as a tool of analysis to identify how gender differences contribute to inequalities that create vulnerabilities for males and females of different ages, education and socio economic backgrounds. **Integrate gender sensitivity in CDM polices programmes and strategies**	Establish Gender Management System by: 1 Appointing a Gender Task Force 2. Recruiting a Gender Focal Point 3. Developing a Gender Action 4. Organizing awareness building training sessions for lead & staff to build institutional capacity to mainstream gender in CDM. Provide training on gender and CDM Conduct gender-sensitive research to identify roles, gender gaps and needs Use research data to guide actions to integrate gender sensitivity in CDM policies, programmes, and strategies.	Gender Management System established Gender Task Force appointed Gender Focal Point recruited Gender Action Plan and Implementation Plan developed. Financial resources allocated for GAP Research budget Planning budget	CEO and Board	Y1
2	Institutional framework strengthened to integrate gender sensitivity in CDM.	Create enabling environment to integrate gender sensitivity in CDM process.	Three or four (4) gender sensitization sessions held to build knowledge and skills in gender mainstreaming in CDM E.g. 2 for management and 2 for staff	Increased gender equality in the appointment of Management Employees	GFP	
3	Increased staff awareness of gender equality, audit, findings, gaps, plans.	Check for evidence of CGM in CC and CRM.	Make presentations to Board, CEO, staff, internal and external stakeholders.	Board and Staff	GFP	
4	Support gender review of Vision Mission & programmes.	Conduct gender review Mission and Vision Statement, Policies and programmes of organizations working on CDM Plan.	Develop framework to produce gender inclusive framework.	Implement the proposed GEPOS to mainstream gender.	GFP	
5	Establish monitoring and reporting mechanism for GAP with gender indicators to assess progress re CDM.	Establish monitoring and reporting mechanism for GAP.	GM reports included in Annual reports on integrating gender sensitivity in CDM submitted to the Board.		GFP/CEO/Gender assessment	

TOOL #2:

IMPLEMENTATION PLAN: TIPS ON HOW TO DEVELOP AN IMPLEMENTATION PLAN

There are five (5) steps to develop a gender-responsive Implementation Plan to integrate gender-sensitivity in CDM.[7]



LEADERSHIP:

Define who will be responsible for ensuring that gender issues are integrated into CDM activities.

INDICATORS:

Develop and use gender-sensitive indicators to monitor the impact of programme interventions on stakeholders, promote gender equality and guide alternative measures if needed. Indicators can include the number of men and women, their forms of participation, and their numbers in decision- making positions.

RESOURCES:

Develop a budget line for gender-related actions (e.g. budget for awareness-raising workshops).

COMMUNICATION:

Develop gender-responsive communication methods to reach both men and women. Develop a partnership with the target groups to create relevant messages on gender equality in DRM and CDM.

CASE STUDIES:

Document who benefits from the proposed activities and identify good practices for future use.

[7] Adapted from FAO's Training Manual for gender sensitivity in DRM. Available at: http://www.fao.org/3/a-i6531e.pdf)

GENERIC IMPLEMENTATION PLAN FOR POLICY-MAKERS TO PROMOTE GENDER-SENSITIVITY IN COMPREHENSIVE DISASTER MANAGEMENT							
STRATEGIC GOALS	OBJECTIVES	STRATEGY/ACTION	PERFORMANCE INDICATORS	BUDGET	TIMELINE	RESPONSIBILITY	PROGRESS
YEAR 1							
Leadership Commitment to Gender Mainstreaming and integration of gender-sensitivity in CDM policies programmes & strategies.	Establish organizational structure, programme & three-year strategic plan to support gender mainstreaming.	Develop Concept paper to propose gender mainstreaming policy and Plan.	Gender Task Force established Three-year Gender Action Plan approved Technical and financial resources allocated to support GM	Budget for GM	Q1	Board & CEO	
Gender Management System institutionalised.	The framework established to mainstrem gender sensitivity in CDM in all phases of disasters.	GMS established in sector or organization	GMS established in Y1				
Staffing Appoint a Gender Focal Point (GFP) to support the integration of gender sensitivity in CDM.	Recruit internal GFP, assign duties, & provide training as needed. OR Recruit qualified external consultant as GFP.	-Appoint GFP; - Clarify GFP's JD, roles & responsibilities; Prepare GFP's work plan & deliverables Provide training for GFP if needed	GFP appointed in the first quarter GFP-JD & work plan prepared Q1 GFP Trained by the end of Q1	Company	Q1	Board, CEO, HRD	
	Allocate financial resources for GM/GAP	Identify company finances to support GM/GAP project budget for Y1 with projections of Y2 and Y3.	Budget developed Financial resources allocated to support GAP.	Budget items: -Personnel -Training - Research -Communication	Q1	Board, CEO & Financial Manager	
Gender Task Force (GTF)	Establish GTF to govern the process to develop and implement GAP/IP	GTF members recruited - roles, tasks, responsibilities clarified, - support development of a work plan, budget activities & timetable for Y1 Planning meetings with GTF & GFP.	GTF members recruited, briefed Work plan, budget & timetable developed.	Allocation of Meetings Preparation of Work plan & budget	Q1	CEO & GTF	
Gender Action plan	Develop a GAP for Y1	GAP developed to address needs identified	GAP developed in Q1 Y2	Allocation for GFP (staff) & programme activities - Training workshops - Misc.	Q1	GFP & GTF	

Participation Mobilise internal staff & stakeholders	Leaders, staff & other stakeholders mobilized & sensitized on gender, and gender mainstreaming in CDM	Three (3) workshops organized to develop Gender Action Plan to integrate gender in CDM 1/ leadership & 2 staff.	- 3 workshops held in Q2-Q4 of Y1		1 Q2 & 2 in Q3 & Q4	CEO & GFP	
Conduct Risk & Needs Assessment Study	Risk & Needs Assessment Profile of Staff developed System agreed for data collection and analysis	Gender-sensitive research conducted to include collection & analysis of data disaggregated by sex, age, and other factors.	Report on gendered /Vulnerability Profile developed	Funds allocated for research,	Y1 Q3 - Q4	Board, GTF, GFP	
		Data analyzed to develop Gendered Vulnerability profile & needs of staff		Funds for data analysis, report writing & dissemination	Y 1Q4	Board, GTF, GFP	

YEAR 2

STRATEGIC GOALS	OBJECTIVES	STRATEGY/ACTION	PERFORMANCE INDICATORS	BUDGET	TIMELINE	RESPONSIBILITY	PROGRESS
Revise Gender Action Plan for Y2 based on Vulnerability Profile research	GAP revised for Y2 to address priority needs identified for each sex	Staff consultations; & Planning meetings with GTF & GFP	GAP developed in Q1 Y2	-Staff Personnel -Training -Misc.	Q1	GFP & GTF	
Staff aware of gender & links with CDM	Increased awareness of gender, and gender mainstreaming in CDM Staff able to assess family & livelihood risks if there is a natural hazard	Three (3) workshops organized to sensitize leaders (1) & staff (2) to understand links between gender & CDM	-75% of leaders & staff participate in 3 workshops	-Staff Personnel -Training -Misc.	1 Q3 & 2 Q4	CEO & GFP	
Gender Action Plan activities implemented	At least 50% of staff participate in the development of GAP.	Work teams and departments meet and agree on specific interventions needed to address issues of gender, vulnerability & CDM identified for males and females	One activity implemented per department /team	Staff Personnel Planning meeting dates and times	Q4	GFP+ HODs	
Evaluation of achievements vs. GAP targets for Y1	Identify lessons learnt from the evaluation of assessment of achievements vs. plans; challenges & opportunities.	Prepare Annual Report with input from stakeholders	Annual evaluative report on GAP developed and disseminated	- Staff time to reflect on GAP and prepare report	Q4	GFP and HODs report to GTF	

YEAR 3							
STRATEGIC GOALS	OBJECTIVES	STRATEGY/ACTION	PERFORMANCE INDICATORS	BUDGET	TIMELINE	RESPONSIBILITY	PROGRESS
Assess coherence/gap between commitments to gender equality in CDM and company policy & practice / programme	Conduct Gender Review /audit of company policy, Mission, and Vision statement to identify any gaps/needs	Develop TORs, budget and organize a team to conduct Gender Review of organization's policy vision and mission statements.	Report on review of company policy vision and mission conducted and submitted to Gender task force, Board & staff.	Consultants GFP time Funding to hire consultant - prepare report; - report dissemination	Q1-	CEO & GGTF with support from GFP,	
Company policy, Vision, Mission revised to reflect gender sensitivity in CDM as needed	Company V & M reflects gender sensitivity to CDM	Consultant recruited to revise policy vision and mission documents for review and approval by Board	Policy documents revised and approved by Board	Consultant Printing & dissemination	Q2 and Q3	CEO, GTF, GFP, and Consultant	
Staff re-sensitised to integrate gender sensitivity in CDM.	Sensitisation sessions organized for leaders and staff to build capacity to integrate gender- sensitivity in CDM	Sensitisation Workshops held	Two workshops held : -one for policymakers -one for staff	Consultant Workshop costs report	Q3 (1) & Q4 (1)	CEO, GTF, GFP, and Consultant	
M & E Framework established with Gender Indicators	M & E Framework includes gender indicators	M & E framework developed with data sources and gender indicators		Consultant to support the development of M&E Framework.	Q1-	CEO, GTF, GFP, and Consultant	
Evaluation Report with data on progress challenges on integrating gender sensitivity in CDM.	Report on progress, challenges and continue the cycle of change	Evaluation conducted	Evaluation report completed	Evaluation costs	Q4		

TOOL #3:
GENDER OPERATIONAL AND MANAGEMENT ASSESSMENT TOOL[8]

A Gender Operational and Management Assessment Tool can be used to assess the level of gender sensitivity in their organization related to CDM.

OPERATIONAL MANAGEMENT

Consider how and to what extent your organization demonstrates each of the good practice elements related to operational management in promoting gender-sensitivity in CDM
Select the rating that best describes your organization's current capability level (1 to 4).
In the space below the rating make brief notes about areas of strength and areas of improvement related to the specific good practice element. Note examples of tangible evidence where possible.

Good practice element	1. Aspirational We want to be able to do this well.	2. Emerging We are developing, however, we need more capability	3. Consolidating We do this well, but we are looking to improve.	4. Transformative We do this really well and are open to sharing with others.
1) Management responsibilities, accountabilities and delegations to integrate gender- sensitivity in CDM are well understood throughout the organization.	1	2	3	4
2) Staff members are supported by skilled and supportive management to integrate gender-sensitivity in CDM in all phases of a disaster (pre and post)	1	2	3	4
3) The Organization's plans reflect policy commitment to gender equality SMART Gender Indicators developed. These are: Specific, Measurable, Achievable, Realistic and includes a timeframe to integrate gender -sensitivity in the CDM in all phases of a disaster (pre and post)	1	2	3	4

[8] Adapted from MSD Organisational Capability Self-Assessment Tool - Version 1: January 2013

Good practice element	1. Aspirational We want to be able to do this well.	2. Emerging We are developing, however, we need more capability	3. Consolidating We do this well, but we are looking to improve.	4. Transformative We do this really well and are open to sharing with others.
4) All the organization's systems, policies, and practices are monitored, regularly reviewed and improved to gender -sensitivity in the CDM in all phases of a disaster (pre and post).	1	2	3	4
5) The organization's programmes are delivered in a manner that ensures the best use of all male and female staff.	1	2	3	4
6) The effectiveness in integrating gender -sensitivity in the CDM monitoring & evaluating pre and post-disaster activities	1	2	3	4

OPERATIONAL MANAGEMENT SUMMARY RATING

Add ratings for the six (6) good practice elements related to the organization's operational management to mainstreaming gender in CDM Divide the total by six to get the organization's summary rating for operational management. Check whether this feels right regarding your evidence and adjust if necessary. Include a brief commentary and evidence for your adjusted rating.

Rating:	Adjusted rating:
Commentary and evidence:	

TOOL #4:

CHECKLIST TO INTEGRATE GENDER-SENSITIVITY IN COMPREHENSIVE DISASTER MANAGEMENT

VISION AND MISSION STATEMENT & STRATEGY:

Do the vision and mission statement & strategy reflect:

- Commitments to gender-sensitivity in CDM policies and programmes?
- Diversity and gender differences among the target population groups.

PARTICIPATION:

- Do decision-making bodies for CDM reflect gender equity or gender balance?
- Are representaives of vulnerable groups included?

PROGRAMMES

- Does the Implementation Plan include action to identify and reduce gender discrimination or gender gaps between women and men?
- Are actions planned to empower women and vulnerable groups to prepare for and recover from natural hazards adequately?
- Are mechanisms in place to collect and use knowledge of women and other vulnerable groups to address both practical and strategic needs as part of disaster planning?
- Is there equitable access to resources, assets, and knowledge to guide the adoption of gender-sensitive approaches to CDM?
- Is there consideration of differences in women's and men's time use and workloads and the challenges they face in striving to balance work and family responsibilities.

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USEFUL WEBSITES

Caribbean Disaster Emergency Management Agency (CDEMA) See: http://www.cdema.org/

CDEMA Gender Working Group: See http://www.cdema.org/index.php?option=com_content&view=article&id=948&Itemid=480

Caribbean Community Climate Change Centre (CCCCC). See http://www.caribbeanclimate.bz/

CCCCC. Impacts and Risk assessments and strategies and policies Available at: http://www.caribbeanclimate.bz/our-work/impacts-and-risk-assessment-and-strategies-and-policies/ (resource for sectors)

CCCCC - Community based adaptation projects. See http://www.caribbeanclimate.bz/category/community-based-adaptation-projects/

Caribbean Tourism Organisation Disaster Management Resources. Available at: https://www.onecaribbean.org/resources/disaster-management/

European Union: http://www.gender-net.eu/

UNDP: http://www.unesco.org/new/en/natural-sciences/priority-areas/gender-and-science/cross-cutting-issues

UNISDR Prevention Web: https://www.unisdr.org/we/inform/preventionweb

THE EKACDM INITIATIVE

The Enhancing Knowledge and Application of Comprehensive Disaster Management, EKACDM) Initiative is a five year project which was implemented in the Caribbean region from September 2013 to December 2018 by the Disaster Risk Reduction Centre, the Institute for Sustainable Development, the University of the West Indies.This Initiative seeks to establish an effective mechanism and programme to promote an integrated approach to Comprehensive Disaster Management knowledge in the Caribbean region, to fast track the implementation of the CARICOM Enhanced Comprehensive Disaster Management (CDM) Strategy and Frameworks (2007 - 2012 and 2014 - 2024).

The ultimate outcome of the EKACDM Initiative is to reduce the impact of natural and technological hazards and the effects of climate change on men, women and children in the Caribbean region. It seeks to position the region with greater knowledge and practical solutions to strengthen climate adaptation, and other sustainable practices that will make the region more resilient and sustainable.

For further information:

http://www.uwi.edu/EKACDM/index.aspx
http://uwi.edu/drrc/
http://www.uwi.edu/isd/