



### ABSTRACT

This document presents the importance of gender in the private sector and disaster management and the connections between them. Developed in two months as a starting point to a new thematic area for the Connecting Business initiative (CBI), this document maps and analyses the existing resources and previous interventions available on the theme and presents a number of case studies. It also includes a special chapter discussing the consequences of COVID-19.

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This and other materials are available online on the CBI website ([www.connectingbusiness.org](http://www.connectingbusiness.org)).

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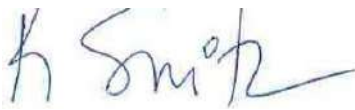
# Table of Contents

<b>Abbreviations</b>	<b>4</b>
<b>Foreword</b>	<b>5</b>
<b>Executive Summary</b>	<b>6</b>
<b>Introduction</b>	<b>9</b>
<b>Gender and the Private Sector in Disaster Management</b>	<b>10</b>
What is gender?	10
Why does gender matter in disaster risk management?	12
The gendered data bias and the availability of SADD and SADDD	17
Women are excluded from decision-making	18
Why does gender matter in private sector disaster risk management?	19
Gender in fragile situations and conflict affected areas	24
The window of opportunity	29
Methodological considerations towards a gender-transformative approach	31
<b>Gender Mapping and Analysis in Disaster Management</b>	<b>32</b>
Mapping and analysis methodology	32
Results of the desk study	33
Results of the survey	38
Results of the interviews	41
Priorities identified by the CBI Secretariat	46
<b>Special Chapter: COVID-19, Gender and the Private Sector</b>	<b>47</b>
<b>Case Studies on Gender, Private Sector and Disasters</b>	<b>54</b>
Gender Case Study: Vanuatu MSMEs in Parallel Disasters	55
Gender Case Study: Displacement in Fragile Contexts	62
Gender Case Study: Data and Technology	67
<b>Conclusions, Needs and Recommendations</b>	<b>73</b>
<b>List of Interviews and Other References</b>	<b>75</b>
<b>Annex 1: Full mapping of the existing research, tools, resources and trainings</b>	<b>78</b>

# Abbreviations

<b>A-PAD</b>	The Asia Pacific Alliance for Disaster Management
<b>ARISE</b>	UNDRR-led Private Sector Alliance for Disaster Resilient Societies
<b>BBB</b>	Build Back Better
<b>BCI</b>	Business Continuity Institute
<b>CBi</b>	Connecting Business Initiative
<b>CEDAW</b>	Convention on the Elimination of all Forms of Discrimination Against Women
<b>CERF</b>	Central Emergency Response Fund
<b>CBPF</b>	Country-based Pooled Funds
<b>CRI</b>	Climate Risk Insurance
<b>DRI</b>	Disaster Recovery Institute International
<b>DRR</b>	Disaster risk reduction
<b>ERC</b>	Emergency Relief Coordinator
<b>EWS</b>	Early Warning Systems
<b>GAM</b>	Gender and Age Marker
<b>GAR</b>	Global Assessment Report on Disaster Risk Reduction
<b>GBV</b>	Gender-based violence
<b>GDP</b>	Gross domestic product
<b>GEEWG</b>	Gender Equality and the Empowerment of Women and Girls
<b>GenCap</b>	IASC Gender Standby Capacity Project
<b>GHO</b>	Global Humanitarian Overview
<b>GiHA</b>	Gender in Humanitarian Action
<b>HCT</b>	Humanitarian Country Team
<b>IASC</b>	Inter-Agency Standing Committee (of UN and non-UN humanitarian partners)
<b>IDP</b>	Internally displaced person
<b>IFAD</b>	International Fund for Agricultural Development
<b>ILO</b>	International Labour Organization
<b>IOM</b>	International Organization for Migration
<b>MN</b>	Member Network (CBi)
<b>MSME</b>	Micro, small and medium size enterprises
<b>NGO</b>	Non-governmental organization
<b>OCHA</b>	Office for the Coordination of Humanitarian Affairs
<b>OECS</b>	Organisation of Eastern Caribbean States
<b>PDRF</b>	Philippine Disaster Resilience Foundation
<b>PSEA</b>	Protection from Sexual Exploitation and Abuse
<b>SADD</b>	Sex- and age-disaggregated data
<b>SADDD</b>	Sex-, age- and disability-disaggregated data
<b>SGBV</b>	Sexual and gender-based violence
<b>SIDS</b>	Small Island Developing States
<b>UNDP</b>	United Nations Development Programme
<b>UNFPA</b>	United Nations Population Fund
<b>UNGA</b>	United Nations General Assembly
<b>UNGC</b>	United Nations Global Compact
<b>UNHCR</b>	United Nations Refugee Agency
<b>VBRC</b>	Vanuatu Business Resilience Council
<b>WASH</b>	Water, sanitation and hygiene
<b>WRD</b>	Women's resilience to disasters

# Foreword



**Karen Smith**

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Gender is a key theme in the humanitarian field, for development, and across the private sector. While numerous actors have been exploring and developing frameworks, tools, and calls to action in these areas, we found that at the intersection of gender, private sector engagement, disaster management, and the nexus of humanitarian action and development work – there is a gap.

Given the Connecting Business initiative (CBI) mission of engaging the private sector in disaster preparedness, response and recovery through localised, collective and anticipatory action, we thought it important to explore this space to better understand challenges and opportunities to integrate the gender lens into our work.

What began as an internal exercise carried out over a mere two months is being presented here as a public document, as we realized during the course of the research that many of the insights and findings would be of interest to a broader range of stakeholders.

As such, this is not intended as an all-encompassing paper, but rather, as a starting point in the conversation so we can collaboratively define the best way forward.

In the aftermath of movements such as #MeToo that took the world by storm and with the backdrop of the COVID-19 pandemic with its extensive impact on humanitarian and development efforts worldwide, we look forward to hearing from you and building back better – for a better, more equitable world.

# Executive Summary

**The objective** of this mapping and analysis is to provide an overview on how gender, private sector and disaster management interact, as well as to offer a consolidated view of different focus areas through the specific chapters, to facilitate bringing gender into private sector disaster management discussions. This builds on the Connecting Business initiative (CBI) mandate of engaging the private sector in disaster preparedness, response and recovery.

This mapping and analysis, developed over a period of two months, contains five sections. **The first section explains the relevance of the theme**, starting with what gender is and why it matters, as well as showing the gendered data bias that affects the way disaster management is defined and understood. It explains some of the ways in which gender inequality influences people's lives and the most common gender indexes for its measurement. **Gender and related inequalities can have a significant impact on how different populations experience disasters, since they may lead to increased vulnerability, heightened exposure to risk, and restrict the capacity to access response and recovery resources. This contributes to a downward spiral of poverty, furthering gender inequalities and marginalization in society.**

Gender is a key aspect of private sector disaster management, due to the existing division of genders within the different economic sectors and in the informal sector. The chapter continues by exploring the overrepresentation of women in economic sectors hit hardest by disasters, the exclusion of women from decision-making processes, the impact of unpaid care work and gender-based violence (both of which tend to rise in disasters) on the comparatively high rate of job losses that affect women in the aftermath of disasters and on the survival and recovery of micro, small and medium size enterprises (MSMEs) run by women. It explains these dimensions in fragile situations and areas affected by conflict, highlighting the increased need for a positive private sector involvement in the field. It discusses how disasters create a window of opportunity to address gender in recovery. The first chapter concludes with a reflection on

methodology, recommending a mix of gender-responsive and gender-transformative approaches for private-sector disaster management.

**The second chapter presents the results of a literature review, a survey and interviews** with key partners and actors related to gender in disaster management. This chapter contains the main outcomes of the research, providing a mapping and analysis of progress to date by the different partners in the field. The full mapping includes almost 200 items and is provided as Annex 1, with information on each item and how to access it. The chapter also details the priorities identified by the CBI Secretariat in the field of gender, and the results will form part of an analysis that informs gender recommendations for the CBI work plan.



Empowering the blind through work in Turkmenistan.  
Photo: Claire Ladavicius / UNDP Turkmenistan.

At the time of writing, the world is suffering from the impact of the COVID-19 pandemic whose effects cannot be overlooked in the context of work on disasters. As such, this third chapter is **a special chapter on COVID-19, gender and the private sector**, explaining the major impact the pandemic has had as it relates to gender. It argues that, if approached correctly by the private sector and other actors that support public-private cooperation, this situation presents a window of opportunity for understanding the connections between gender, the private sector and disaster management.

**The fourth chapter presents three case studies** of how the private sector has addressed gender and disaster management so far. It is important to note that the emerging nature of this field means the number of cases available is limited. They currently focus on gaps, needs and existing practices, as outcomes for the most part have yet to be reported on. However, existing good practices provide a foundation that can create a positive cycle of learning and doing. The gender case studies focus on MSMEs in parallel disasters, displacement in fragile contexts, and data and technology in humanitarian contexts.

**The final chapter presents conclusions, needs and recommendations. The general conclusions are:**

1. Gender influences private sector disaster management in significant ways and offers win-win situations as its integration is good for business, advances human rights and improves the results of disaster management.
2. The topic is new and needs further development and coordination among various actors.
3. Given the importance and the urgency of gender in the ongoing COVID-19 situation, the time to act is now.

It is **recommended for the CBI Secretariat to take the theme forward** in its work by including gender as a crosscutting consideration to its work areas, as well as conducting targeted actions. These include, in cooperation with other key actors, strengthening dialogue and coordination between the private sector and other humanitarian actors on gender, as well as supporting the country-level private sector



Indigenous groups and COVID-19, Colombia.  
Photo: Jurany Carabani / UNDP Colombia.

networks as they delve further into the issue in a localised manner. Specific actions to consider are developing knowledge materials and practical gender resources for CBI Member Network (MN) operations and offering capacity strengthening through training and direct technical support to selected MNs. As a first step, CBI is already in the process of developing a business case on gender in disaster management.

However, CBI actions are only part of a broader call for action that this document seeks to motivate.

**The key considerations for the private sector** are to

1. Ensure the collection of disaggregated data and gender analysis as part of the business market analysis, including liaising with local women organizations to understand all needs.
2. Leverage the gendered analysis to target humanitarian support in the best possible way, and use empowering practices for women, women workers, women-owned businesses and the informal sector; and to always conduct these actions according to the humanitarian principles including “do no harm”.
3. Take part in capacity-strengthening initiatives on gender, as well as applying the related tools and the business case (the latter as soon to be provided by the CBI Secretariat) in practice.
4. Liaise with the CBI Secretariat, in the case of CBI MNs, to express interest to develop pilots and receive technical support on gender in private sector disaster management.
5. In the response and recovery to COVID-19, seek to address gender and consider the pandemic as a window of opportunity to change gender norms that may be harmful for people and businesses.

**The methodology** used in this document focuses on women and girls as both an affected population and agents involved in disaster preparedness, response and recovery. However, it also recognizes that gender integration is not all about women: disasters affect women, men, girls and boys differently, and gender norms can also be harmful for men. For example, in rescue work, fatalities are higher among men due to cultural considerations that influence their behaviour.

**Given the nature of the document, its target audience** is broad; it is intended first and foremost for the CBI Secretariat and its MNs, as well as other actors working with private sector disaster management. It is also geared to governments and UN agencies and offices, as their understanding of the roles of the private sector and gender are key in developing the field and related opportunities.

All actors are therefore encouraged to use the information in this and future CBI materials, as well as the highly useful materials from partners and key actors on the topic (see mapping of resources in Annex 1) to start or strengthen the understanding and integration of gender into their operations. To be part of the dialogue and solutions, actors are also encouraged to contact the CBI Secretariat directly.



A displaced man with his daughter in the Thae Chaung camp, Myanmar. Photo: Thet Thet Oo / OCHA.



# Introduction

The Connecting Business initiative (CBI), supported by the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) and the United Nations Development Programme (UNDP), is a demand-driven multi-stakeholder initiative that transforms the way the private sector engages before, during and after crises to make people and businesses more resilient, increase local capacity and alleviate human suffering. It builds the capacity for local action and uses an anticipatory approach to address underlying vulnerabilities. CBI has two outputs in its work towards the Sustainable Development Goals (SDGs), the Sendai Framework for Disaster Risk Reduction and the Agenda for Humanity:

1. Strengthened dialogue and coordination between the private sector and other humanitarian and development actors in disaster risk reduction, emergency preparedness, response and recovery;
2. Country-level private sector networks that are ready and able to anticipate, respond and recover from disasters in coordination with other actors.

While disasters affect women, men, boys and girls differently, women are disproportionately affected. Gender inequalities in societies translate into vulnerability to disasters, heightened exposure and restricted capacity to respond, all of which has an influence when it comes to natural hazards and fragile contexts. The significant connections with the private sector mean it has the potential to play a leading role in improving the situation, at the same time as pursuing its business interests.

When it comes to managing risk for the business sector, the public and society, addressing gender and including it as a crosscutting focus for all operations will help the private sector and disaster actors to achieve their goals to impact society as a whole. This approach contributes to human rights and the results of disaster management, while laying the foundation for inclusive growth and sustainable livelihoods, leaving no one behind.

This research was conducted over a period of two months and seeks to take a first step towards a gender-sensitive and gender-transformative approach to CBI and other private sector disaster management operations. It does so by mapping the existing gender resources relevant to CBI and analysing previous interventions related to gender in disaster management and the associated role and involvement of the private sector.

The contributions of all actors are important for the mapping and analysis, including governments and their ministries that are tasked with gender and inclusion, the private sector (including CBI Member Networks, MSMEs and larger companies), United Nations offices and agencies, universities and academia, civil society (including women's organizations), the donor community, and the beneficiaries (women, people and businesses affected by disasters).

The year 2020 marked the twenty-fifth anniversary of the Beijing Declaration and the twentieth anniversary of Security Council Resolution 1325 on Women, Peace and Security and it was the first year of the Decade of Action on the Sustainable Development Goals (SDGs), all of which are key achievements in gender equality and women's empowerment. While this existing framework remains in place, the COVID-19 pandemic has seriously affected progress on gender and represented a crisis for the private sector. Yet, despite their devastating impacts, crises can also provide a window of opportunity to transform traditional gender norms in society and the business sector and to build back better (BBB) through a gendered approach, enabling more meaningful development and disaster resilience for the future. The devastating effects the pandemic is having on progress on gender equality means the time to act on gender for private-sector disaster management is now.

# Gender and the Private Sector in Disaster Management

**“Gender influences private sector disaster management in significant ways and offers win-win situations as its integration is good for business, advances human rights and improves the results of disaster management”**

## What is gender?

Gender is commonly confused with sex. Sex is defined as the biological characteristics pertaining to males and females, while gender is a cultural, social construct that assigns status and roles to males and females in a society. Gender refers to the attitudes, feelings and behaviours a given culture associates with a person’s biological sex.<sup>1</sup> The status, roles and responsibilities associated with gender create differences between males and females that can result in inequality. Gender roles, that at times can be harmful, are learned. However, if something is socially constructed, it can also be deconstructed, meaning that the harmful structure can be removed or mitigated as it is man-made.

Gender inequality remains a major barrier to human development worldwide. The Gender Inequality Index<sup>2</sup> component of the Human Development Reports, is a composite measure reflecting inequality in achievements between women and men in three dimensions: reproductive health, empowerment and the labour market. Since 2006, the Global

Gender Gap Index<sup>3</sup> by the World Economic Forum has also been measuring the extent of gender gaps in terms of four key dimensions – health, education, the economy and politics – to gauge the state of gender equality in different countries.

The speech on women and power by the United Nations Secretary-General in February 2020 highlighted the influence of male-dominated power structures on our economies, our political systems and our corporations. He also noted that inequalities are built into institutions and structures, since men are perceived as the standard and women the exception: “very often women are not counted, and their experiences don’t count.”

1. Several sources, for example, [World Health Organization](#).

2. [Gender Inequality Index](#) is a component of the [Human Development Reports](#) by UNDP, which for 30 years have measured countries by their human development rather than solely on GDP.

3. The Gender Gap Index and the [Global Gender Gap Report 2020](#).

## The gender data bias and the life-threatening aspect of structural exclusion

The world has historically been designed by men for the needs of men. Those who built it did not take the “other gender” into account. Women traditionally stayed home and were not outside working, interacting in public spaces or participating in decision-making. This may have changed but the foundational structure remains.

Cars, for example, continue to be designed based on the dimensions of an average man and the crash test dummies used in research to improve car safety are made in the shape of men’s bodies. This means that the data on car safety contains a strong gender data bias. As a result, women are 47 percent more likely to be seriously injured in a car crash than men – despite the fact that men are more likely to be involved in a crash.

Gender inequality is often embedded so deeply in structures and processes that it can at times be hard to see, yet it is life threatening. Similar examples can be found throughout society and in our daily lives. This influences how, even in the most gender-advanced societies, women and men do not start from the same baseline, with inequality present in the most basic of structures. An important question is, what would a similar gender data bias mean in disaster management or early warning system design?

The good news is that what has been constructed can also be re-constructed, i.e. improved. The norms of a society are invented and can be changed if we understand the bias of the construction. This means that it is not enough just to make actions gender-responsive; we also need to make them gender-transformative by using a methodology that reshapes the structures. This will make development more meaningful for equality, advance human rights and improve results by saving lives in everything from car safety to disaster response.

Source(s): Caroline Criado Perez, [Invisible Women: Data Bias in a World Designed for Men](#) (London, Chatto & Windus, 2019), winner of the 2019 Financial Times and McKinsey Business Book of the Year awards and the 2019 Royal Society Insight Investment Science Books Prize.

This is backed by considerable statistical evidence. Women face discrimination in accessing land, financial services, social capital, education, health care and technology. For example, less than 1 percent of landholders in Yemen are women, despite women making up 60 percent of the labour force for crop farming.<sup>4</sup> The Global Gender Gap Index for 2020 reports a total of 72 countries where women are not allowed to open bank accounts or obtain credit. Furthermore, 9 in 10 countries have laws impeding economic opportunities for women, such as those barring them from factory jobs, working at night or working without permission from their husband. Approximately 35 percent of women worldwide have experienced physical or sexual violence.<sup>5</sup> The statistics are also influenced by the gender data bias (text box on page 11), which means we might not even know the exact extent of these phenomena. These inequalities are not only a

matter of human development and well-being, but they also create significant challenges to existing business and livelihood structures.<sup>6</sup>

However, the participation of women in decisions concerning them is limited. As of January 2019, only 24.3 percent of seats in the world’s parliaments are held by women, with women’s representation in conflict-affected countries even lower, at 18.9 percent in 2020 and sometimes reaching alarmingly low numbers.<sup>7</sup> In Mali, for example, after the signing of the Algiers peace agreement in 2015, women made up just 3 percent of the National Commission on Disarmament, Demobilization and Reintegration, 6 percent of the National Council for Security Sector Reform, 20 percent of the Truth, Justice, and Reconciliation Commission, and 4 percent of the subcommittees of the Agreement Monitoring Committee.<sup>8</sup> These numbers give cause for concern

4. United Nations Office for the Coordination of Humanitarian Affairs, [Gender considerations in the Humanitarian Response in Yemen](#), Humanitarian Response, no date.

5. United Nations Office for the Coordination of Humanitarian Affairs, [World Humanitarian Data and Trends 2016](#), OCHA, 2016, p. 3.

6. To be further explored in the sub-chapter “Why does gender matter in private sector disaster risk management?”

7. Inter-Parliamentary Union, [Women in national parliaments: Situation as of 1st January 2019](#).

8. United Nations Security Council, [Women and peace and security: Report of the Secretary-General \(S/2020/946\)](#).

regarding the role of women in the humanitarian-peace-development nexus. In the business world, just 29 percent of senior manager positions are held by women globally in 2020, a percentage that

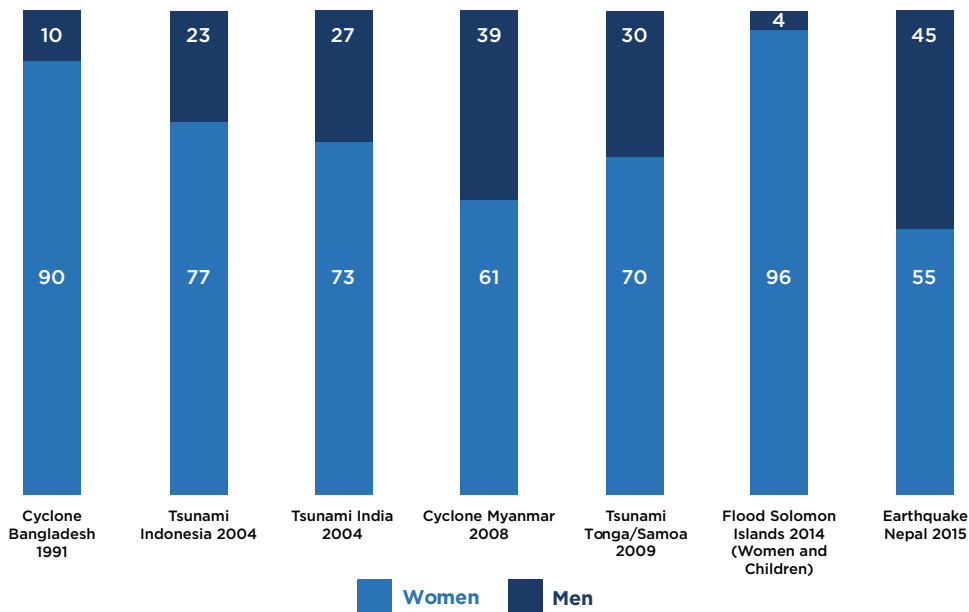
is declining steadily towards higher managerial positions.<sup>9</sup> Of the 190 speakers at the seventy-fifth United Nations General Assembly General Debate in 2020, just nine were women (4.7 percent).<sup>10</sup>

## Why does gender matter in disaster risk management?

It is not surprising that this low level of inclusion influences how women and men are affected by disasters, with disasters affecting women, girls, boys and men differently. Disasters themselves do not discriminate but their impact does. The graph below shows data from seven disasters in Asia for which sex- and age- disaggregated data (SADD) is available. It shows that female mortality is significantly higher than male mortality in these disasters.

However, it is important to note that the gendered impact of disasters is context-specific and is connected to overall gender inequality in societies. A study of natural disasters in 141 countries by the London School of Economics found that when economic and social rights are fulfilled for both sexes, the same number of women and men die in disasters.<sup>11</sup> Conversely, when women do not have the same social and economic rights as men, more women than men die in disasters, as is the case in a large majority of countries. The same research has found that globally, disasters kill more women than men and women are disproportionately affected by disasters due to structural gender inequalities.

Female versus male disaster mortality as a percentage in seven disasters from Asia-Pacific Region



Source(s): UN Women -developed graph of statistics of several disasters in which disaggregated data was collected, PowerPoint presentation, based on several sources<sup>12</sup>.

9. Catalyst Research, *Women in Management: Quick Take, 2020*.

10. General Assembly of the United Nations, President of the 75th Session, *Summary of Spokesperson's Press Briefing, 30 September 2020*.

11. Eric Neumayer and Thomas Plümpner, *The Gendered Nature of Natural Disasters: The Impact of Catastrophic Events on the Gender Gap in Life Expectancy, 1981-2002*, *Annals of the Association of American Geographers*, vol. 97, No. 3, 2008, pp. 551-566.

12. Cyclone Bangladesh: *Ikeda, 1995*; Tsunami Indonesia: *Oxfam, 2005*; Tsunami India: *Pincha, 2008*; Cyclone Myanmar: *Tripartite Core Group, 2008*; Tsunami Tonga/Samoa: *UNDP* referring to the Tonga National Assessment Report; Flood Solomon Islands: *Government of Solomon Islands, 2014*; Earthquake Nepal: *ICIMOD, 2015*, presenting Ministry for Home Affairs data.

The reasons why disasters affect women, men, girls and boys differently include:<sup>13</sup>

- People living in poverty are most vulnerable to disasters and women represent 70 percent of the world's poor.
- Men often have greater access to knowledge and education (including literacy). Globally, almost one third of countries have still not reached gender parity even in enrolment in primary education, and this focuses on disaster prone regions, such as Africa and South Asia<sup>14</sup>. As a result, the Global Gender Gap Index 2020 reports that, for example, in Senegal, the literacy rate for females is 39.8 percent, compared to 64.8 for males and in India the rate is 65.8 percent for females and 82.4 percent for males. Information reduces vulnerability and influences how well people receive early warnings.
- Internationally, women tend to have less access to resources, such as land, credit, agricultural inputs, decision-making bodies, technology and training services, than men. Less than 20 percent of landholders worldwide are women.<sup>15</sup> The digital gender divide (see Gender Case Study: Data and Technology, p. 67) is a significant factor in disasters, conflicts and pandemics. Access to these resources would enhance women's capacity to adapt to climate change and disasters.
- Women are over-represented in the informal sector<sup>16</sup> and MSMEs, the sectors of the economy that are most vulnerable to and hardest-hit by disasters.
- Women may have increased nutritional and health needs, especially when pregnant or breastfeeding. Some cultures also have household food hierarchies in which women give, or are expected to give, priority to men and children.
- Social norms and given roles affect the way women and men react to a disaster and cultural differences affect them from childhood. Culture and religion can also influence approaches.

**During monsoon season in Bangladesh, women and girls are disproportionately affected by flooding as many cannot swim or are unable to leave their homes due to cultural barriers. Social prejudice prevents girls and women from learning to swim, which severely reduces their chances of survival in flooding disasters.**

For example, in rescue situations, women may need to be rescued by other women. However, there are few women in rescue work worldwide, a situation that is also influenced by cultural considerations. Close to 90 percent of men and women hold some sort of bias against women, creating invisible barriers<sup>17</sup>.

- The household workload and care-related responsibilities increase substantially after a disaster, which forces many girls to drop out of school and contributes to women losing their work. Internationally, women provide 76.2 percent of all unpaid care work, more than three times as much as men.<sup>18</sup>
- An inequitable distribution of aid and resources is often caused by social hierarchies, since men are likely to receive preferential treatment in aid efforts. For example, women and girls suffer more from shortages of food and economic resources in the aftermath of disasters. This situation extends to microloans and other assistance that supports the recovery of livelihoods.
- After a disaster, women are more likely to become victims of domestic and sexual violence. More than 70 percent of women have experienced gender-based violence (GBV) in a crisis setting.<sup>19</sup> Women often avoid using shelters due to a fear of sexual violence, putting their lives further at risk in disasters such as hurricanes.

13. Statistics from UN Women, the United Nations Development Programme, the World Bank, the IADB and GSMA (see Annex 1).

14. UNICEF, *Gender and Education*, 2020.

15. UN News, "[Invest in rural women, help them build resilience to future crises, urges UN chief](#), 15 October 2020.

16. According to OECD and ILO, the informal economy refers to all economic activities by workers and economic units that are – in law or in practice – not covered or insufficiently covered by formal arrangements.

17. United Nations Development Programme, *Human Development Perspectives. Tackling Social Norms: a game changer for gender inequalities*, 2020.

18. International Labour Organization, *Care work and care jobs for the future of decent work*, Geneva, 2018.

19. ActionAid International, *On the frontline: Catalyzing women's leadership in humanitarian action*, ActionAid International, 2016.

- Men can also be disproportionately affected, especially in cultures where the gender gap is smaller, since men are over-represented in rescue work and viewed as the stronger sex when it comes to protecting assets and carrying out rescue work. Many Caribbean countries, for example, have reported slightly more male than female deaths in the context of disasters. Similarly, men are more likely to die in conflicts. Nonetheless, the socio-economic impact of natural hazards and conflict situations still affects women and girls more than men overall.

Gaps in responding to these considerations in the emergency preparedness, response and recovery have existed for a long time. For example, in 2014, only 4 percent of projects in UN-led inter-agency appeals were targeting women and girls<sup>20</sup>, in 2018 only 28 percent of Humanitarian Needs Overviews highlighted either the differential impact of crises on different genders or the underlying factors affecting vulnerability.<sup>21</sup> Prior to 2018, tracking the requirements and funding for gender programming

and GBV was not even possible because requirements were not included in inter-agency plans and GBV work was not mainstreamed. Once tracking was made possible, the progress has been considerable (for example, in 2020 at least 80 percent of Humanitarian Needs Overviews included gendered impact; see box below). One example of a good practice among donors to ensure gender is taken into consideration is from ECHO, as it requires the use of a gender marker in its project proposals as a standard requirement. However, overall funding for gender programming and GBV activities remains low compared to the overall funding for humanitarian operations.<sup>22</sup>

### Working on making a difference

Due to the importance and needs related to gender in disaster management, the UN system has made several efforts in supporting the partner countries in gender equality and GBV prevention and mitigation in humanitarian operations.

Project: Already prior to the gender specific system improvements, the UN system has recognized the need to target women and girls. In the Za'atari refugee camp in Jordan, despite the increase in female-headed refugee households and half of the population comprising of women and girls, 76 percent of existing cash-for-work opportunities used to target men. To redress this imbalance, UN Women designed a female-focused cash-for-work programme as part of its Oasis safe spaces. In 2015 it was the largest programme of its kind at the Za'atari camp, where 87 percent of those reached were women.

Gender and Age Marker (GAM): To highlight the importance of gender in humanitarian response, including disaster management, a “gender marker” was introduced in 2013, a programming design tool, which was later revised to be more explicit about the inclusion of ‘age’ together with ‘gender’, thus “gender with age marker”. The GAM helps programmers to design, as well as monitor gender equality in a humanitarian intervention. However, in 2015 it was reported that nearly two thirds of funding does not use the marker. In the recent years, there have been improvements: gender, age and diversity data are now a mandatory requirement in consolidated humanitarian response plans and the GAM usage is well-established in over 30 countries in 2020, compared to 15 in 2019. GenCap (page 48) is one of the key promoters and supporters of the roll out of GAM.

20. UN Women, [Closing the Gender Gap in Humanitarian Action](#), 6 May 2016.

21. United Nations Security Council, [Report of the Secretary-General on women peace and security \(S/2019/800\)](#).

22. Analysis by OCHA on Global Humanitarian Overviews (GHO) and Global Humanitarian Response Plans (GHRP). January 2021.

Humanitarian Programme Cycle (HPC): In 2019 the enhanced Humanitarian Programme Cycle (HPC) approach was introduced for the 2020 HPC. It was used as an opportunity to significantly further advance gender mainstreaming, as well as to target the priority areas of the GBV. This new approach 1) continues to highlight the centrality of sex and age disaggregated data (SADD); 2) demands a greater depth of analysis by geographical area and population group (with those identified as ‘most vulnerable’ being highlighted); 3) looks beyond immediate situation and practical needs into the structural and socio-economic characters with protective elements as a forward looking gender approach; and 4) emphasizes both mainstreaming and targeting of women and girls, recognizing that they are best served by ensuring that all humanitarian projects are developed and implemented with gender-awareness (while maintaining the importance of specifically focused projects on women and girls). OCHA is also continuing to develop new features in the HPC planning tools for constant improvements.

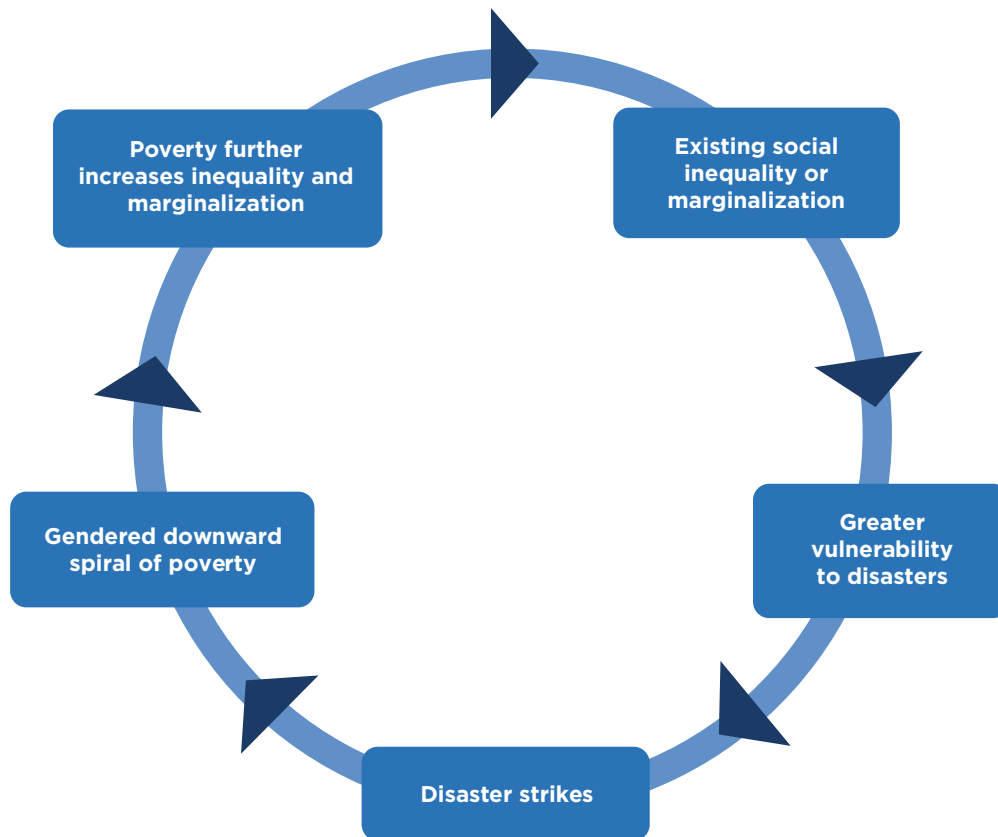
Central Emergency Response Fund (CERF): All project submissions to the United Nations Central Emergency Response Fund (CERF) for 2020 are now informed by a gender analysis and completed the mandatory GAM. Humanitarian Country Teams (HCTs) are also being asked to outline a gender strategy for CERF funding and to provide SADD in CERF proposals and reports. Of the 65 million people targeted with life-saving assistance through CERF in 2020, approximately 50 percent were women and girls. For the first time, CERF also earmarked a portion of its underfunded emergencies envelope for GBV programming.

Evaluation: In 2020, the Inter-Agency Standing Committee (IASC) completed the first-ever Inter-Agency Humanitarian Evaluation on Gender Equality and the Empowerment of Women and Girls in Humanitarian Action upon the request of the Emergency Relief Coordinator (ERC).

Reporting: Tracking and reporting remain a challenge. Where gender and GBV activities are mainstreamed (in comparison to separate actions), they are naturally more difficult to track, both in terms of funding and results. The inter-agency plans that do not have projects, report the funding by cluster, which is a more general level than a project; when there are no GBV-specific requirements in those plans, this funding does not appear “against requirements”. Some donors also provide unearmarked or thematic funding that agencies should use for gender and GBV priorities, however, this makes reporting difficult since details about how flexible funding is used are often not provided regularly to the Financial Tracking Service of OCHA. For the 2021 HPC, the data collection on funding requirements for GBV was simplified. The issue still partially remains, however, in cases where the funding flows do not specify the amount for GBV. The IASC has tasked OCHA to work with donors and agencies to better solve these challenges, with advances expected already in 2021.

Source(s): UN Women “[Restoring Dignity And Building Resilience: Monitoring Report on UN Women’s Programming in Za’atari Refugee Camp June–October 2015](#) (Jordan, UN Women, 2015); Inter-Agency Standing Committee 2015 “[Gender equality in the 2015 strategic response plan](#)”; OCHA “[Global Humanitarian Overview 2021](#)” and the related article on “[Pooled Funds and Humanitarian Emergencies](#)”; OCHA “[2020 GAM completion report](#)”; Correspondence and analysis with the OCHA team,

According to UN Women<sup>23</sup>, the gender inequalities that exist in society increase vulnerability to disasters, heighten exposure to risk and restrict capacity. Moreover, the impact of disasters further contributes to increased poverty, which often results in a downward spiral of poverty in the aftermath of disasters, widening the gap between women and men. This cycle is illustrated in the image below. When gender is not properly integrated and addressed in disaster management and disaster risk reduction (DRR) it jeopardizes the efforts and progress made towards gender equality and the SDGs. The phenomenon is currently ongoing on a devastating scale also in the COVID-19 situation<sup>24</sup> (see Special Chapter on COVID-19, p. 47).



23. Several sources, including [UN Women Disaster Risk Reduction](#), [UN Women Facts and figures: Humanitarian action](#); and [Women's Resilience to Disasters Knowledge Hub](#) ([preventionweb.net](http://preventionweb.net)).

24. UN Women Press release: [COVID-19 will widen poverty gap between women and men, new UN Women and UNDP data shows](#).



## The gendered data bias and the availability of SADD and SADDD

Disasters affect women, girls, boys and men differently, which means it is important to have SADD available in disaster situations to understand the gender and age specific needs and coping mechanisms. SADD and gender analysis are two of the most effective ways to promote gender equality in humanitarian efforts. Historically, the collection of SADD has been inconsistent.<sup>25</sup> More recently however, a review of 16 out of 20 of the 2020 Humanitarian Needs Overviews (HNOs) , found that progress is underway, as for example the “people in need” figure was consistently disaggregated by sex, and the majority of clusters had disaggregated their data by sex and other identity characteristics.<sup>26</sup> There is still work to be

done as the national governments often continue to lag on the collection of SADD, which is critical considering their leading role in most disasters, and to the existence of baseline data for emergency assessments.

For a more intersectional approach, there is an increasing demand towards the collection of sex-, age- and disability disaggregated data (SADDD), promoted also by several UN agencies and the overall humanitarian system. This approach is recommended also when considering the role of the private sector in disaster management and their possibility to develop innovative tools and instruments for this purpose.

### The private sector advocating a gender-neutral response and property rights

As per the written constitution in Sri Lanka, theoretically there is no overt discrimination against women with regards to property rights and ownership. However, many communities have customary laws, in which women are required to obtain the written consent of their husband when trying to dispose of their immovable property. In the aftermath of the 2004 Tsunami, government resettlement programs required single ownership of new property in the name of the ‘head of the household’, which tends to exclude women. Thus, women who owned houses pre-Tsunami were unable to hold new property or have property registered in their name. The Asia Pacific Alliance for Disaster Management (A-PAD) Sri Lanka, a CBI Member Network, carries out advocacy for a more gender-neutral law and assistance.

It is also important to note that the world is influenced by gender-bias data, which means we do not understand the full impact of disasters on women even though they tend to be the most affected. Loss and damage from emergencies are usually recorded in terms of productive resources and economic sectors, which are often disproportionately represented by men. There is a well-known gendered aspect of land ownership within families, which further complicates the data. For example, despite women also working on family farms, since men officially own the land, losses (and assistance) are registered for men.<sup>27</sup>

Furthermore, the vital contributions of women to the unpaid care work in our societies can require as much commitment as full-time paid employment. Women can spend 14 hours a day cooking, cleaning, fetching wood and water, and caring for children and the elderly,<sup>28</sup> yet economic models class this as leisure time. Both unpaid care and the informal economy, in which women are over-represented, are not considered among the officially affected sectors and activities. For example, there is a difference in reporting fishing as an official livelihood (men) and in selling the catches in informal marketplaces (women). The higher representation of women in

25. In 2015 ACAPS reviewed 105 needs assessments and found that 40 percent did not provide SADD for any sector, and 20 percent for only one sector. ACAPS, “[Meeting information needs? A review of ten years of multisector coordinated needs assessment reports](#)”, 2016.

26. All 2020 HNOs finalized and published by 4 March 2020 were reviewed and scored by multi-agency teams comprised of representatives from donor entities and UN Agencies.

27. More information can be found in Sarah Bradshaw and Maureen Fordham, “[Women, Girls and Disasters: A Review for DFID](#)”, London, Department for International Development, 2013.

28. Oxfam International, [Time to Care: Unpaid and underpaid care work and the global inequality crisis](#), Oxford, Oxfam GB, 2020.

the informal sector and unpaid work means that women's livelihoods more often go unreported and much of their losses are invisible in the statistics.

Men are also often interviewed as heads of households in damage and needs assessments. This has the effect of tending to represent the damages and needs affecting men. In general, men spend the most time outside the home, meaning it is women who better understand the needs of children, older people or vulnerable groups that may form part of the family. As a result, even though women bear the brunt of the socio-economic impacts, loss of livelihoods and difficulties in recovery, many of their needs (or those affecting vulnerable groups) go unreported.



Assistant to the chairman of the Deaf and Bling Society in Turkmenistan. Photo: Claire Ladavicius / UNDP Turkmenistan.

## Women are excluded from decision-making

While women are the most affected by disasters, they are also the most excluded from decision-making at all levels of preparedness, response and recovery. Apart from the cultural influence on decision-making power at the community and family levels, women also tend to work longer hours, combining paid work and unpaid care responsibilities, which hinders their ability to participate in community decision-making in humanitarian contexts. Apart from the obvious human rights concerns regarding half of the population, this has a significant impact on the results of disaster work.

That said, women can be powerful agents of change across disaster preparedness, response and recovery. For example, their understanding of their families' needs gives them knowledge that would otherwise be excluded from successful disaster management programmes. Furthermore, they often have strong informal networks that make them invaluable participants in early warning systems and in identifying and delivering services to reach the most vulnerable people in crisis response and recovery.

**There is evidence that decisions are different if taken by women. This can influence the outcome of risk management.** This diversity in protecting assets and families can help disaster work from the perspective of both the private and public sector. The responsibility women have for vulnerable groups (children, older people and people with disabilities) means that including gender in disaster management has a significant influence on the response for the majority of the people who are most vulnerable to disasters.

## Why does gender matter in private sector disaster risk management?

Disasters have a significant impact on the global economy: between 1998 and 2017, affected countries reported direct losses of \$2.9 trillion.<sup>29</sup> The bulk of these losses were felt by developing countries and for many small island developing states (SIDS), the losses of a single disaster can exceed gross domestic product (GDP), as was the case with Hurricane Maria in Dominica in 2017.

Stable markets, healthy and secure employees, consumers who can purchase products and services, good governance and strong institutions are all vital to the functioning of the private sector. There is a clear moral and business case for the private sector to be engaged as a key stakeholder across DRR, emergency preparedness, response, recovery efforts and building long-term resilience. Conflicts and disasters are costly for the whole of society. Private sector investment in making assets such as capital, facilities and workers more resilient helps strengthen local resilience. The economy and livelihoods structure needs to be resilient against shocks. MSMEs can represent as much as 90 percent of all firms in an economy and on average account for 60–70 percent of total employment and 50 percent of GDP.<sup>30</sup> There are also regional variations. In Asia, MSMEs make up 96 percent of all businesses and account for two in three private-sector jobs.<sup>31</sup> Private sector involvement in this work area is essential for building on the previously mentioned characteristics of gender in disasters.

The McKinsey Global Institute report “The power of parity: How advancing women’s equality can add \$12 trillion to global growth”<sup>32</sup> shows that gender inequities are not only a moral and social conundrum but also an economic one: women account for half of the world’s working-age population but for only 37 percent of GDP. This discrepancy robs the global economy of \$12 trillion in shared wealth that could be added if each country improved gender equality as quickly as the fastest-improving country in its region. If we achieved a “full-potential” scenario, in which women play an identical role in labour markets to men, as much as \$28 trillion could be

added to global annual GDP by 2025. That can be seen as the true cost of gender inequality.

Women’s economic equality is good for business, too. Companies greatly benefit from increasing employment and leadership opportunities for women, which is shown to increase organizational effectiveness and growth. It is estimated that companies with three or more women in senior management functions score higher in all dimensions of organizational performance.<sup>33</sup>



A woman participating to building back better in Barbuda after Hurricane Irma, 2017. Photo: Kerrie Hall / UNDP 2017.

29. UN News, [Disasters: UN report shows climate change causing 'dramatic rise' in economic losses](#), 10 October 2018.

30. United Nations, [Micro-, Small and Medium-sized Enterprises Day, 27 June, 2020](#).

31. UN Women, [Guidance Note for Action: Supporting SMEs to Ensure the Economic COVID-19 Recovery is Gender-Responsive and Inclusive](#), Bangkok, UN Women Regional Office for Asia and the Pacific, 2020.

32. McKinsey Global Institute, [The power of parity: How advancing women's equality can add \\$12 trillion to global growth](#), McKinsey & Company, 2015.

33. McKinsey & Company, [Women Leaders, a competitive edge and after the crisis: Results of a global survey of almost 800 business leaders conducted by McKinsey & Company in September 2009](#), Women Matter 3, McKinsey & Company, 2010.

The UNDP Business for Gender Equality Programme, dedicated to support the transformation of business practices, regulations and practices for the advancement of gender equality and women's empowerment, recognizes several aspects that influence the gender dimension in disaster management.<sup>34</sup> It highlights that women are over-represented in the sectors that are hardest-hit in disasters, such as agriculture and agricultural trade. As women are over-represented in these industries, they are more likely to suffer economic losses.

Women are also more affected by poverty and extreme poverty than men. The United Nations Secretary General António Guterres's speech<sup>35</sup> on women and power in February 2020 highlighted that the gender wage gap is one of the reasons why the significant majority of the world's poor are women and girls. In rural areas, the gender pay gap is as high as 40 percent. The business sector has an important role in addressing this issue.

Women are over-represented in the informal sector and in MSMEs, either as owners or workers, and are deeply affected by informality, as they lack access to safety nets and social protection.<sup>36</sup> In small businesses such as the hospitality industry and MSMEs operating in other sectors where the cash coverage ratio is smaller, this often leaves women without the necessary assets to plan and recover. At the same time, MSMEs are the backbone of economies. Recovery is also more difficult for women-owned MSMEs as emergency conditions increase the burden of home-related and caring responsibilities, which tend to affect women's use of time.

The responsibility of unpaid work influences women in business in many ways. The increased burden of unpaid care work in disasters influences women's use of time and economic recovery, the survival of women-led MSMEs, and the increased loss of jobs by women. However, this is largely not taken into account, due to the informality of unpaid work and small businesses. As women often combine paid work with unpaid care responsibilities, they also tend to work longer hours, which hinders their ability to participate in community decision-making in humanitarian contexts,<sup>37</sup> making it even harder for their needs to be heard and factored in.



Guatemala. Photo: Caroline Trutmann / UNDP Guatemala.

In terms of business continuity, larger companies sometimes provide business continuity training for smaller companies in the value chain. However, there are limitations to how well larger business continuity plans translate into business continuity for women-led MSMEs, as the characteristics or organizational arrangements largely do not incorporate the needs of women. For example, there is a lack of consideration of the increased burden of unpaid care work in disasters, which hinders women's opportunities to attend to their businesses. This reality often goes unacknowledged. Even if a woman is responsible for the disaster preparedness work of a family business, it is more likely that the man will participate in the business continuity training. To protect their livelihoods, women need to have access to business training and business continuity training, specifically in MSMEs and for women living in poverty.

Any capacity-building training offered must recognize that, in many cases, women are already very skilled businesspeople, many of whom already know how to run a business in local contexts. A key aspect to addressing gender in capacity-building training is addressing the structural inequalities that women-led businesses and women workers face in disasters. These can include the increased unpaid care workload at home and the increased risk of

34. United Nations Development Programme, *UNDP COVID-19 BIZ4GE: Business for Gender Equality Programme for a gender responsive COVID-19 action*, Booklet for private sector partners.

35. United Nations News, *Invest in rural women, help them build resilience to future crises, urges UN chief*, 15 October 2020.

36. ActionAid, *On the frontline: Catalysing women's leadership in humanitarian action*, paper prepared for the World Humanitarian Summit, Turkey, May 2016.

37. *ibid.*

## COVID-19, displacement and MSME survival

The CBI Member Network in Turkey, Business for Goals, conducted surveys on COVID-19 to analyse how enterprises have responded to risk. The surveys were conducted in March and May 2020 and included both local enterprises and enterprises run by Syrian refugees.

In the first survey, Syrian businesses were more optimistic than Turkish enterprises. However, in the second survey the situation was reversed.

UNFPA, IOM, UN Women and UNDP supported the design of the survey, and a gender perspective was included.

The results showed that women were much more affected, as were women-led enterprises or initiatives, partly because they were undertaking four times more unpaid care work than men.

The next step focuses on analysing what enterprises need to address these gaps and to enable women-led MSMEs to survive and recover in a context marked by a heavy workload at home and at work.

violence and GBV, as these impact opportunities for recovery. The training should provide solutions rooted in the realities of women-led MSMEs.

Women often face multiple financial and non-financial barriers to accessing finance. This may be due to several reasons, depending on the context

and the situation. Examples include biased credit processes, lack of collateral, unfavourable lending policies, lack of working capital, reduced social networks, higher risk aversion and higher financial illiteracy, all of which negatively impact women's opportunity to access the financial and tax relief and stimulus adopted by many countries.

## The problem of non-regulated microfinancing for women-led MSMEs

Microfinancing has become a popular way of supporting MSMEs, enabling women-led enterprises to recover from a disaster. However, addressing women is often not enough, as there are other gender considerations to consider.

The Asia Pacific Alliance for Disaster Management Sri Lanka (APAD-SL), the CBI private sector Member Network, reports that, in the context of its efforts towards gender justice in disaster management, men may encourage women to take out a loan that is then not used for the woman's purpose. Instead, it may be used to pay off another of the family's or the man's loans, for example.

This can lead to devastating consequences for the woman, as the interest rates for loans taken from financing companies can be high. Many organizations provide microfinancing but it is not regulated. Recovery efforts must protect loan beneficiaries from similar situations.

As a solution, APAD-SL recommends that companies' engagement in microfinancing be controlled and that safety nets be provided for women. There have also been positive results from microfinance initiatives; women were reported to pay the loans back better than men, which contributes to a better financial future for them.

The business sector continues to be male-dominated, while women's participation and roles in business committees is minimal. Ensuring women are included on boards and in leadership positions is an important aspect of gender equality; however, this does not necessarily improve the other aspects of gender inequality, such as the structural inequalities, unless these women are trained in gender matters.

It is not only about women's inclusion, as men can also be powerful actors in promoting gender equality and should be invited to become such champions and allies. There may also be cultural pressure in business; openly addressing certain gender aspects is not necessarily considered compatible with maintaining credibility as a business expert or professional.

As mentioned in the previous chapter, a large majority of women have experienced GBV in crisis settings, while crowded homes, substance abuse, limited access to services and reduced peer support exacerbate these conditions. The lack of security negatively affects labour productivity and performance due to the emotional and physical distress caused.

As women deal more directly with the consequences of disaster, women who have paid jobs or are involved in businesses have important potential and knowledge of how to make the business more resilient. If given the chance, they can be an excellent resource, specifically considering the impact for the local level livelihood structure.

Furthermore, women often have strong informal networks, making them invaluable participants in early warning systems (EWS) as well as to identify and deliver services to the most vulnerable in crisis response and recovery. The private sector often cooperates with several pillars of a functional EWS and women are valuable members in the entire four-pillar EWS, including 1) risk knowledge; 2) monitoring and warning services; 3) dissemination of meaningful warnings to those at risk, and; 4) preparedness and response actions to the alerts. Gender helps to identify, for example, who is most at risk, who has access to the information needed to generate early warnings, how to address warning messages when knowing that men and women access, process, interpret and respond to information in different ways, and how to connect

the early warning to early action in the most efficient and inclusive ways. Gender also influences the distribution of goods (formal and informal) and the exchange of goods after a warning has taken place. The impact of gender can therefore be significant in EWS, as women are often responsible for other vulnerable groups (such as children and the elderly) and can ensure their inclusion as well.<sup>38</sup>

Businesses can also react to women's needs that would be otherwise neglected, by providing solutions tailored for women in health, shelter and protection, food security, and targeted communication.

Ensuring that the needs of women, men, girls and boys are understood and considered by the private sector too, and that interventions at the preparedness, response and recovery stages are inclusive, lays the foundation for sustainable growth and ensures that no one is left behind. It also creates a more resilient livelihood structure for the community. While crises often have devastating impacts, they can also provide an opportunity to transform traditional gender norms in business and business continuity: "Build Back Better" (BBB) also applies to the private sector and gender work.



Emergency employment program in Dominica. Photo: Zaimis Olmos / UNDP.

38. Climate Risk and Early Warning Systems (CREWS) Operational Procedures Note No 3 Gender-Sensitive Programming, 2017, and CREWS Impact Feature [Bridging the gender divide in early warnings access across the Caribbean](#), 2020.

## Connection to climate change

UNDP recognizes that for women who already face inequalities within their society, climate change has the potential to reinforce and exacerbate disparities. Likewise, the impact of climate change disproportionately affects women and girls due to existing gender inequalities and also threatens to undermine socio-economic gains made over previous decades.

With limited or no access to land and other resources, including finance, technology and information, women and girls suffer more climate change consequences. For instance, rural women, who are generally the lead caregivers in their families and households, will likely face a heavier burden because they are required to walk longer distances to fetch water and fuel. Women and girls have also seen their water collection time increased and firewood and fodder collection efforts thwarted in the face of droughts, floods and deforestation. These tasks occupy a significant portion of their time that could have been used for their education, leisure, or business.

Women and girls also remain marginalized in climate change decision-making spheres—from the community level to parliaments and international climate negotiations. Global climate finance for mitigation and adaptation programmes remain out of reach for women and girls because of their lack of knowledge and capacity to tap into these resources.

Yet despite their heightened vulnerability to climate change, women should not merely be seen as victims. Women manage 90 percent of all household water and fuelwood needs in Africa and can therefore effect significant change in natural resource management. Women, especially rural women, often act as the backbone of their family, supporting household food security, health and wellness, while also contributing to economies through crop and livestock production and other sources of income.

Women have developed adaptation and resilience-building strategies and mitigation techniques, such as driving the demand for renewable energy at the household and community levels for lighting, cooking and productive-use solutions that the international community must now support. Women are founders of cooperatives, green energy entrepreneurs, scientists and inventors, and decision-makers with respect to the use of natural resources.

If policies and projects take into account women's particular roles, needs and contributions to climate action and support women's empowerment, there will be a greater possibility of limiting global warming to 1.5°C, in line with the 2030 Agenda for Sustainable Development. It is imperative to embrace and scale up the initiatives of 51 percent of the world's population.

UNDP and UN Women have been collaborating to advance gender equality and women's leadership on climate change. For example, in Ecuador, the two United Nations agencies have teamed up with the government to support the inclusion of gender in the country's climate action plans. Through the Climate Promise, and an existing regional project 'Enabling Gender-Responsive Disaster Recovery, Climate and Environmental Resilience in the Caribbean' (known as 'EnGenDER'), UNDP is supporting four countries—Antigua and Barbuda, Grenada, Dominica, and Saint Vincent and the Grenadines—to apply a gender lens to their climate change commitments set out under their Nationally Determined Contributions (NDCs).

Source(s): Anita Bhatia and Ulrika Modéer "[Let's Get Climate Action into Traction with Gender Equality](#)", Inter Press Service News Agency, 11 September 2019; UNDP Climate, "[WALK A MILE IN HER SHOES - Building rural women's climate-resilience in the wake of COVID-19](#)", 14 October 2020.

## Gender in fragile situations and conflict affected areas

Gender is an important consideration in fragile situations and conflict-affected areas. Unlike in cases of natural hazards, more men are likely to die in conflicts, mainly due to their more direct participation. Women, on the other hand, face an increased risk of loss of livelihoods and are affected by the majority of economic loss.<sup>39</sup> In addition to their involvement in the informal economy, women are over-represented in agricultural trade, which is often most impacted by crises. In many ways, women also pay the double burden of economic and family responsibility in post-conflict settings, particularly in the absence of men who might be imprisoned, disabled or even dead. In fact, in many settings, reconstruction efforts can only be effective if women are recognized as valuable economic participants, rather than as a “vulnerable group”.

Gender in fragile situations and conflict-affected areas leads to differentiated impacts in other areas of society. Girls are often kept out of school due to safety concerns. A 2020 UNHCR report<sup>40</sup> shows that 48 percent of all refugee children of school age are out of school and that 50 percent of refugee girls may not return when their classrooms open, a “chilling prediction, which would have an impact for generations to come”.

In 2000, the United Nations Security Council adopted Resolution 1325 on Women, Peace and Security, with October 2020 marking the twentieth anniversary of the resolution’s adoption. It specifically addresses how women and girls are differentially impacted by conflict and war, for example through sexual and gender-based violence (SGBV), while recognizing the critical role that women can and do play in peacebuilding efforts. As of 24 October 2019, there are nine United Nations Security Council resolutions that form the foundation of the Women, Peace and Security Agenda.<sup>41</sup> They link gender equality to the maintenance of international peace and security and establish a straight line between violence against women, civil oppression and conflict, thus highlighting the important role of women in political and economic decision-making at the early stages of recovery processes. Today, the Women,



Destruction of weapons in Bosnia and Herzegovina. Photo: UNDP Bosnia and Herzegovina.

Peace, and Security agenda is one of the main thematic pillars of the Security Council’s work. As the world deals with the coronavirus pandemic, this resolution matters now possibly more than ever, and integrating the private sector is essential for understanding the entire spectrum of the matter.

UN Women’s programmes on women, peace and security support women’s engagement in all aspects of peacebuilding, towards more inclusive, egalitarian societies that can end gender discrimination and resolve conflicts without violence. UN Women trains peacekeepers to detect, address and stop conflict-related sexual violence. The Women, Peace, and Security Index<sup>42</sup> helps establish an empirical link between the security of women and the stability of nations. Other initiatives support justice and security institutions that protect women and girls from violence and discrimination, as well as public services that are fully responsive to women’s needs. An evaluation of the implementation of the Women, Peace and Security resolution stresses that a gender lens must be introduced into all aspects of the Security Council’s work and that a strong gender architecture at the United Nations is crucial.

39. United Nations Entity for Gender Equality and the Empowerment of Women, [Facts and figures: Humanitarian action](#), no date.

40. The UN Refugee Agency, [Coming together for refugee education](#), 2020.

41. UN Women, [The Global norms and standards on women, peace and security](#).

42. Georgetown Institute for Women, Peace and Security’s Resource Center, [Women, Peace and Security Index](#).



The participation of women is essential as there is strong evidence suggesting that women's participation in peace processes contributes to longer, more resilient peace after conflict.<sup>43</sup> Women are often the first to notice the rising tensions that can escalate to violence. They are also the first responders in the aftermath of conflict, taking on the lion's share of care work for families and stepping in to repair shattered economies. Yet, despite this, women remain largely invisible to, and excluded from peace processes and negotiations.

Displacement (see *Gender Case Study: Displacement in Fragile Contexts*) is another important consideration. Women workers, including women migrant workers, of which there are 34 million in Asia and the Pacific region alone, play a crucial role in services and labour-intensive manufacturing as well as in SMEs and in the informal sector, on which much of the formal sector depends.<sup>44</sup>

Paivi Kannisto, UN Women Chief of Peace, Security and Humanitarian Action highlights<sup>45</sup> that crisis-affected women “taking hold of the microphone” in refugee and displacement settings represent a necessary disruption in power—influencing who speaks, in what formats, on what topics and with whose priorities, stating, “The voices of crisis-

affected women, often not heard as a result of gender and social norms, should resonate loudly and clearly in spaces where decisions about their lives are made.” This can also undoubtedly contribute to recovery; raising women from victims to empowered agents contributes to stronger MSMEs, improved livelihoods and more stable societies.



Photo: Gözde Dogan / UNDP Turkey.

## Gender-based violence

UN Women reports that sexual violence against women and girls is widespread in conflict situations and is also used as a war tactic in many places. Reports from the Democratic Republic of the Congo on the extent of conflict-related sexual violence range from 18 to 40 percent among women and girls and between 4 and 24 percent among men and boys.<sup>46</sup> Domestic violence, trafficking and child marriage are also exacerbated during conflict and affect more women and girls.<sup>47</sup>

The United Nations Secretary-General's speech on women and power in February 2020 highlighted that “there is a straight line between violence

against women, civil oppression and conflict. Billions of dollars are spent every year on peace and security, but we should be asking whose peace, and whose security. In some countries the levels of femicide<sup>48</sup> are comparable to a war zone—and nobody is calling a ceasefire.” How should femicide and SGBV be understood in the private sector's role in the focus areas of (and as part of) conflict and fragile situations? This is a question that requires urgent answers.

Apart from being a war tactic, increased SGBV in conflicts and humanitarian settings is often linked to the increased stress of the situation or also to

43. Jana Krause, Werner Krause and Piia Bränfors, [Women's Participation in Peace Negotiations and the Durability of Peace](#), International Interactions, vol. 44, No. 6, August 2018.

44. United Nations Entity for Gender Equality and the Empowerment of Women, [Women as a Force for Accelerated and Inclusive Economic Recovery Post-COVID-19 in Asia-Pacific](#), Action Brief, Bangkok, Thailand, UN Women Regional Office for Asia and the Pacific, 2020.

45. Luisa Dietrich and others, [Who holds the microphone? Crisis-affected women's voices on gender-transformative changes in humanitarian settings: Experiences from Bangladesh, Colombia, Jordan and Uganda](#), New York, NY, United Nations Entity for Gender Equality and the Empowerment of Women, 2020.

46. United Kingdom, Home Office, [Country Policy and Information Note Democratic Republic of Congo \(DRC\): Women fearing gender-based harm or violence, Version 1.0](#), June 2017.

47. United Nations Security Council, [Report of the Secretary-General on women and peace and security, 9 October 2019 \(S/2019/800\)](#), para. 42. Also see Women's Refugee Commission, [A Girl No More: The Changing Norms of Child Marriage in Conflict](#), New York, 2016.

48. Femicide is a sex-based hate crime term, broadly defined as the intentional killing of females (women or girls) because they are females.

targeting women in humanitarian assistance. Men have expressed feelings of being excluded and emasculated by humanitarian programming that targeted women to receive financial assistance.<sup>49</sup> Affected men in Bangladesh, Jordan and Uganda were reported to be visibly shaken by this turn and expressed a sense of having lost their purpose in life, as the humanitarian organizations had replaced their role as a provider and a protector. GBV is always wrong and should not be blamed on the victim's participation in operations that can empower them. However, in order to do no harm, this matter needs

to be analysed and addressed when targeting women in private sector operations. Several documents and CBI Member Networks (Sri Lanka and Vanuatu) highlighted a similar matter: women's empowerment needs to be analysed thoroughly and men need to have a role in the process of change. This will avoid negative side effects, such as GBV or overburdening women with added (not balanced) responsibilities. One way of addressing the matter in the private sector operations is to include stress management and psychological first aid in business contingency planning.

### High-level meeting at the 75th session of the United Nations General Assembly stresses the need to stop gender-based violence (GBV)

GBV is an umbrella term for any harmful act that is perpetrated against a person's will, and that is based on socially ascribed (gender) differences between males and females. It includes acts that inflict physical, sexual or mental harm or suffering, threats of such acts, coercion, and other deprivations of liberty. These acts can occur in public or in private. GBV affects 1 in 3 women worldwide and occurs disproportionately in humanitarian settings, such as in conflicts, where protection and social structures, governance systems and services are disrupted or destroyed.

Rape is a weapon of war and is the most neglected tactic in response and negotiation processes. It breaks will power, shatters communities and has long-lasting consequences on women's ability to be active participants in society and the economy. It is one of the root causes of women's weaker role in the private sector—survivors of GBV and their families have lower incomes and education over time, and their communities are more likely to suffer poverty.

COVID-19 is making a difficult situation even worse, and survivors cannot access the support needed. COVID-19 has increased child marriages, as families in economic despair will marry the girls to a husband who will provide for them. Therefore, GBV needs to be integrated into the COVID-19 response.

A high-level event on strengthening commitments to preventing, responding to, and protecting against sexual and gender-based violence (SGBV) in humanitarian crises was held during the 75th Session of the United Nations General Assembly (UNGA 75) in September 2020. This event aimed to follow up on progress made at the Oslo SGBV conference in May 2019 and to address these matters.

The high-level speakers identified actions to address SGBV, which included protection of civilians, psychosocial support, stopping impunity of SGBV, helplines for survivors, mobile phones and health kits available through health workers and reporting of SGBV facilitated through health care workers. The private sector has an opportunity to address all of these priorities.

The event members—especially Bangladesh, Ireland, Lesotho, Norway, Samoa and Sweden—also highlighted that the ongoing twentieth anniversary of Security Council Resolution 1325 on Women, Peace and Security must be a year of concrete action.

Progress has also been made. The protection cluster received \$61 million from the Central Emergency Response Fund (CERF) in 2020, managed by the Emergency Relief Coordinator (ERC) of OCHA on behalf of the United Nations Secretary-General. This is the highest ever amount in a year, a double in comparison to the \$30.2 million in 2019 and nearly 10 percent of the overall CERF funding. The

49. Luisa Dietrich and others, *Who holds the microphone? Crisis-affected women's voices on gender-transformative changes in humanitarian settings: Experiences from Bangladesh, Colombia, Jordan and Uganda*, New York, NY, United Nations Entity for Gender Equality and the Empowerment of Women, 2020.

number of plans with identified GBV funding requirements also grew from 11 in 2018 (35 percent) to 18 in 2020 (80 percent).

Gender equality and support to GBV continued to be an important focus area for Country-based Pooled Funds (CBPFs) in 2020. The CBPFs saw a gradual increase over the years in GBV allocations, the Oslo conference being one of the push factors. In 2020, CBPFs allocated \$390 million (around 65 percent of total allocations) to projects that intend to contribute to gender equality: Some 815,500 women and girls received reproductive health services; A total of 2.8 million people in 47 countries were reached with GBV-related services (including prevention, risk mitigation and response services); Over 10 million women and young people received life-saving sexual and reproductive health care and services to address GBV, and; 10.8 million people received protection services, including legal aid and referrals to GBV services and psychosocial support.

OCHA reports that 90 percent of pledges made at the Ending Sexual and Gender-based Violence in Humanitarian Crises event, held in Oslo in 2019, have been fulfilled.

Source(s): The 75th Session of the United Nations General Assembly 2020 “A high-level event on strengthening commitments to preventing, responding to, and protecting against SGBV in humanitarian crises”; OCHA “[Global Humanitarian Overview 2021](#)” and the related article on “[Pooled Funds and Humanitarian Emergencies](#)”; [CBPFs 2019 in Review](#); Correspondence and analysis

## Connection to the economy and to the private sector

When women experience violence, entire families and communities suffer. In fact, violence against women impacts entire economies. UN Women estimates that SGBV costs the world 2 percent of its annual GDP. According to the Copenhagen Consensus Center’s National Intimate Partner and Sexual Violence Survey,<sup>50</sup> the annual cost of intimate partner violence worldwide is \$4.4 trillion, which is about 5.2 percent of global GDP. This also has a cost for the private sector: data from the National Intimate Partner and Sexual Violence Survey<sup>51</sup> estimates that women (and employers) in the United States lose almost 8 million days of paid work each year because of intimate partner violence. That’s the equivalent of 32,114 full-time jobs. It is important to note that SGBV impacts all genders, but unfortunately, the reporting and statistics for men and other genders on SGBV remains even more scarce.

The United Nations has identified six priority action areas in Women, Peace and Security, which includes ensuring women’s participation in economic decision-making in post-conflict situations. This has implications for the private sector and the role of women within it. A 2015 Global Study on the Implementation of United Nations Security Council Resolution 1325 by UN Women<sup>52</sup> found that conflict-affected communities that had more women reporting higher levels of empowerment experienced the most rapid economic recovery and poverty reduction.

In her London School of Economics and Political Science article *Maximising the Role of Business in Fragile and Conflict-Affected Environments: Women’s Contributions to Peace*,<sup>53</sup> Dr. Christina Bache argues that business is in a unique position to disrupt gender-based constraints and patriarchal cultures that impede women’s agency. Furthermore, it is paramount that business be included in

50. James Fearon and Anke Hoeffler, [Benefits and Costs of the Conflict and Violence Targets for the Post-2015 Development Agenda](#), Conflict and Violence Assessment Paper, Copenhagen Consensus Center, 2014.

51. Sharon G. Smith and others, [The National Intimate Partner and Sexual Violence Survey: 2015 Data Brief-Updated Release](#), Atlanta, Georgia, Centers for Disease Control and Prevention, National Center for Injury Prevention and Control, 2018.

52. Radhika Coomaraswamy and others, [Preventing Conflict, Transforming Justice, Securing Peace: A Global Study on the Implementation of United Nations Security Council Resolution 1325](#), United Nations Entity for Gender Equality and the Empowerment of Women, 2015.

53. Available [here](#).

development and peacebuilding strategies, as companies increasingly shape the conditions that determine whether instability will evolve into a durable peace or collapse into armed conflict.

Carmen Niethammer, a private sector development expert and gender diversity leader, estimates that the private sector, which provides 9 out of 10 jobs in developing countries,<sup>54</sup> has not been known as a natural partner in supporting women, peace and security issues, “yet there is a significant potential for private sector companies—small and large, local and international—to make a difference by investing in a skilled and stable workforce that includes women and men.”<sup>55</sup> Investing in women’s economic participation, including through entrepreneurship, is often crucial for the stability of conflict-affected societies’ already fragile economies—and thus for private sector companies’ stability. The private sector can help identify opportunities where a more level playing field for women can support women’s economic participation, with the post-conflict environment presenting an opportunity to improve legislation for both businesswomen and men. Globally women have on average just three quarters of the legal rights afforded to men.<sup>56</sup>

Ensuring that women and their needs as employees are addressed is essential, given that women are an integral part of the workplace, marketplace and the communities in which they operate. Niethammer also estimates that, in addition to creating entrepreneurial opportunities for women, corporations and businesses can play an important role in promoting women as employees while gaining critical insights into the women’s customer market. The latter is critical when women are seen as an affected population whose needs should be considered during conflict, as there are several relevant gender considerations for concrete action within the sectoral cluster approach’s supplies and services. An analysis of these needs requires an assessment that is disaggregated by sex and age, in which the private sector can also contribute significantly. The data and targeting may also help and shape humanitarian aid related to crisis- and conflict-affected areas.

Another important role for the private sector is to keep governments and international organizations accountable for their commitments when it comes to including women in peace and security measures.



Photo: Kaya / UNDP Burkina-Faso

A new initiative by Finland and Spain, Commitment 2025, was launched to ensure that women’s inclusion and meaningful participation in peace processes becomes the norm by 2025. While focusing mostly on governments and international organizations, Commitment 2025 is an example of potential platforms that can also include critical partnerships with the private sector, to address any public sector shortcomings and gaps.

Including the existing private sector mechanisms such as the CBI workstream on Fragile Situations and Conflict-Affected Areas and the United Nations Global Compact (UNGC)’s Business for Peace platform in consultations, similar to those of the Informal Expert Group on Women, Peace and Security, could be a key step in the right direction in enabling private sector participation.

The United Nations Guiding Principles on Business and Human Rights recognizes the heightened risk of human rights abuses in conflict-affected settings, and suggests that States help ensure that businesses are not involved with such abuses, including by providing adequate assistance to business enterprises to assess and address the heightened risk of abuses, “paying special attention to both gender-based and sexual violence.”

54. International Finance Corporation, *IFC Jobs Study: Assessing Private Sector Contributions to Job Creation and Poverty Reduction*, Washington, D.C., World Bank, 2013.

55. Carmen Niethammer, *Women, Peace And Security—Challenges And Opportunities In Light Of The Corona Pandemic*, Forbes, 4 April 2020.

56. The World Bank Group, *Women, Business and the Law 2020*, Washington, D.C., 2020.

The Global Study on the implementation of Security Council Resolution 1325 recommends working with the private sector to develop and use new technologies which increase women's physical security and strengthen conflict prevention (see case studies 2 and 3 for further information). Innovative sources of funding and support, including from the private sector, should be considered—although the study also states that private financing or technology and innovation investments are still scarce.

As in other disasters, a crisis can enable a change in traditional gender norms. In conflict situations, there is a significant increase in female-headed households during and after conflict. Although they suffer from the highest rates of poverty,<sup>57</sup> there are also cases, such as the Nepal civil war, in which traditional gender roles and inequalities have been changed. This is due to the changed context enabling women to access the public and economic sector of the society, and to maintain their new status as active participants after the conflict.

### The Maoist conflict in Nepal

During the conflict, women combatants' gender roles shifted to include roles previously reserved only for men. Non-combatant women took sole responsibility for the household after their husband died, disappeared or migrated away from the region or country. These non-combatant women faced many challenges in the search for livelihood options but managed to develop their entrepreneurship and leadership skills. Therefore, gender roles, which were confined within households, transformed towards the public sphere when these women started operating restaurants and tailoring shops, farming and selling vegetables in the local markets and getting involved in local NGOs and financial organizations.

Source(s): Luna K.C., Gemma Van Der Haar and Dorothea Hilhorst, "[Changing Gender Role: Women's Livelihoods, Conflict and Post-conflict Security in Nepal](#)", *Journal of Asian Security and International Affairs*, vol. 4, No. 2 (September 2017).

## The window of opportunity

Post-disaster response and recovery programmes represent huge investments by development and humanitarian relief agencies. The International Recovery Platform reports<sup>58</sup> that since 1980, the World Bank alone has invested about \$35 billion dollars in loan commitments for projects that included at least one disaster component. As devastating as disasters are, there is also an opportunity to turn the recovery efforts into improved future development.

The Sendai Framework for Disaster Risk Reduction identifies build back better (BBB) as an important priority within DRR and management. It focuses on ensuring that the same risk, which existed before the disaster struck, is not maintained or replicated in the rebuilding phase. BBB is beginning to be widely understood in infrastructure rebuilding; however, its scope is much wider, as it also refers to building the business sector back better – and in this case, building a society that recognizes the structural



Disaster training in Haiti. Photo: Moliere Solon / UNDP Haiti.

57. For example, income for female-headed households in Jordan can be up to one-third lower when compared to male-headed households. Beatrix Buecher and James Rwampigi Aniyamuzaala, *Women, Work & War: Syrian women and the struggle to survive five years of conflict*, p.5, Amman, Jordan, CARE International, 2016.

58. International Recovery Platform, *Why Gender Issues in Recovery Are Important?*, Knowledge for Recovery Series, Info kit 1, no date.

led to a disaster and gendered affectations, and ensures that the same gendered risk is addressed when learning from the disaster and rebuilding for the future. This kind of recovery goes beyond just rebuilding what used to be normal because it recognizes opportunities the crisis has offered to set societies on a better development path. In other words, it recognizes the structural gender inequalities that have catalysed a significant impact of the disaster and addresses them in the rebuilding for a more equal society and decreased risk for future disasters. The consideration of disasters as an opportunity to improve pre-existing conditions therefore applies to the gender equality situation.

The BBB approach provides a “window of opportunity”, seeking to change societies in a positive way for the success of the recovery and as a true example of the humanitarian-development nexus. Post-tsunami literature from Sri Lanka<sup>59</sup>, for example, emphasizes how the aftermath of the tsunami provided an opportunity for women to participate in decision-making that affected their lives, while being part of the rebuilding of their families and society; this empowered role has partly remained.

However, the window of opportunity for change closes very quickly in disasters. To encourage such an approach, analysing how the various stages of disaster response could be redesigned is important. Gender analysis is not optional but imperative to directing aid and planning for full and equitable recovery. Women’s organizations at the community and country levels have insight, information, experience, networks and resources that are vital to increasing disaster resilience. It is therefore essential to work with them on the topic.



Women and Business in Sri Lanka. Photo: UNDP Sri Lanka.

59. For example, Ruwani Renuka & Eka Srimulyani (2015) [Women after the tsunami: Impact, empowerment and changes in post-disaster situations of Sri Lanka and Aceh, Indonesia](#), *Asian Journal of Women's Studies*, 21:2.

## Methodological considerations towards a gender-transformative approach

There are five steps in the gender scale for disaster management and disaster risk reduction (DRR).<sup>60</sup>

	<p><b>1. Gender-blind disaster management does not consider gender as a factor.</b></p>
	<p><b>2. Gender-aware disaster management recognizes that different genders are impacted differently or have different needs but makes only minor adjustments to address this.</b></p>
	<p><b>3. Gender-sensitive disaster management ensures disaster preparedness, response and recovery proactively consider gender, making some adaptations to respond to the specific needs, concerns, and capabilities of marginalized gender groups.</b></p>
	<p><b>4. Gender-responsive disaster management analyses and systematically takes into account the needs, opportunities, roles and relationships of women, men, boys and girls formed by gender norms within a given culture and society. It starts from the participation of all genders and recognizes intersectionality of the matter, rising specific attention to women's rights as part of a people-centred approach of disaster preparedness, response and recovery.</b></p>
	<p><b>5. Gender-transformative disaster management seeks to address the root causes and structures that lead to gender inequalities and discrimination. It proactively designs and redesigns approaches, policies and practices to reduce gender-based inequalities and to meet the needs of all people.</b></p>

<sup>60</sup> Classification by Practical Action, in Sarah Brown and others, *Gender Transformative Early Warning Systems: Experiences from Nepal and Peru*, Rugby, United Kingdom, Practical Action, 2020, and [UN Women Disaster Risk Reduction](#).

# Gender Mapping and Analysis in Disaster Management

“The topic is new and needs further development and coordination among various actors”

As the objective of this document is to provide an overview on how gender, private sector and disaster management interact, it was considered that an overview needs a holistic approach that goes beyond a desk study. Views from different stakeholders were considered important to know where we are at apart from the existing materials, and to hear from key experts, actors and the business sector what is needed to go forward.

The mapping of gender-specific programming in disaster management and an analysis of previous

gender-responsive and gender-transformative interventions therefore included a desk study, as well as a sample survey and interviews. The interviews in particular provided the opportunity to connect with different actors to understand their views and to initiate the conversation on the focus areas for CBI future actions on gender.

The results of each method are analysed separately below. The full mapping is listed in Annex 1 and all documents mentioned in this chapter can be found in the annex.

## Mapping and analysis methodology

The research methods included the following phases:

Planning the mapping and analysis, with stakeholder identification: It was considered most useful for CBI’s purposes to contextualize the mapping and analysis within a broader study. This also provided rationale around the theme and enabled COVID-19 and case studies to be included in the document. Planning and stakeholder identification were conducted in cooperation with the CBI Secretariat.

Desk study and analysis: The desk study involved consulting relevant actors’ websites, conducting calls, meetings, gathering survey results and reading news articles with the purpose of mapping existing gender-related research, tools, resources and training. The items were organized by category in an Excel table, and information was added on organization/author; name of the item; whether it was about the private sector, disasters or both; how to access it; and additional information, where relevant. Altogether, 183 relevant items were



identified.<sup>61</sup> After the mapping, the analysis and graphs were developed for the document; however, more documents may subsequently be identified and added to Annex 1.

Designing and conducting a sample survey: The survey methodology, with the questions and interview templates, was developed and shared with the CBI Secretariat for comments. Adjustments were made accordingly. The survey was then placed into a digital form and tested, after which it was shared with the pre-identified actors. After a follow-up, 15 answers were received: 6 of them from CBI Member Networks and 9 from the United Nations offices and agencies. The survey results were organized into an Excel table and processed. The sample responses from the survey, however, are too small to be considered as quantitatively relevant data. Therefore, although the inputs were analysed, they were used mainly a source of tentative data to plan the interviews and some qualitative information from the answers were leveraged for the analysis. However, they were not deemed an inclusive sample.

Designing and conducting interviews: The interview methodology had two phases. The first phase focused on mapping and analysing the existing resources and intervention coordination structures, as well as priorities for current and future operations that different actors saw in the field. The questions and the interview templates were developed and shared with the CBI Secretariat for comments. Adjustments were made accordingly. Interviews were agreed both independently and with CBI Secretariat support, depending on the interviewee organization. Answers were documented and

displayed as raw data in an Excel table for the CBI Secretariat. The second round of interviews focused on CBI MNs, with the aim of identifying good practices and case studies, as well as their perceptions, gaps, challenges, and essential needs for better gender integration from the country perspective. During the second round, seven CBI MNs were interviewed (Fiji, Haiti, Mexico, Philippines, Sri Lanka, Turkey and Vanuatu), with the participation of 10 people. Altogether 25 interviews were prepared and conducted with different offices across the two phases, including the participation of 47 people. A detailed list can be found in the reference section.

Data processing and analysis: The data processing and analysis involved analysing the results of the desk study, survey results and interview results—each separately, initially. The results were elaborated into chapters within this document. The pre-written main chapters were then fully elaborated, mainly based on the documents consulted for the mapping (which also serve as the references). Specific case study text boxes were included in the relevant chapters, from the examples that had come up during the interviews.

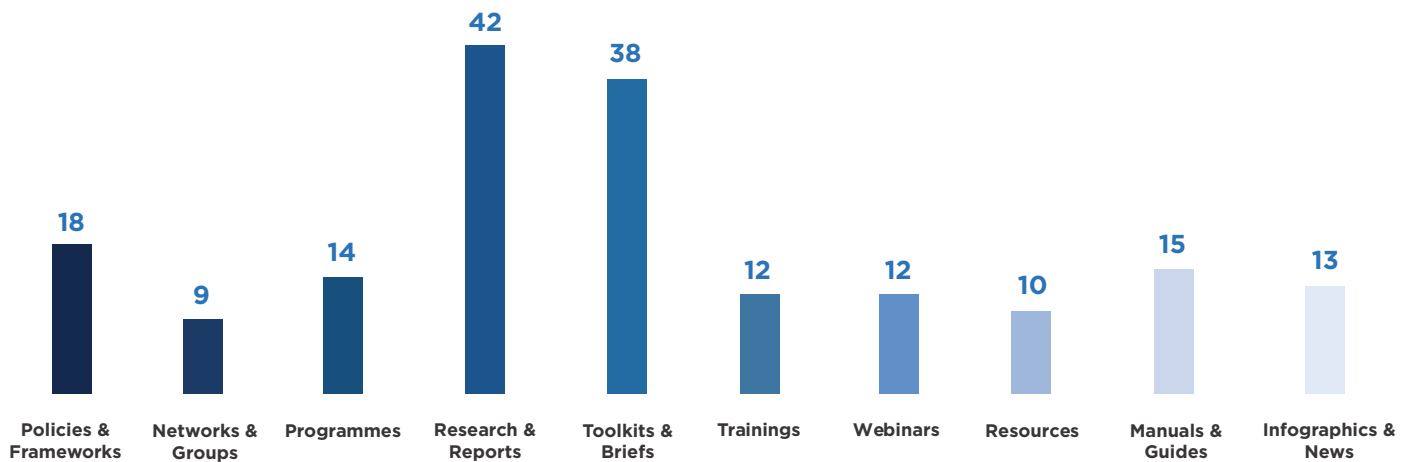
The three case studies were elaborated based on the second phase of interviews, the mapping results and further research on the topic. The existing cases were analysed according to their relevance to the field and methodology, and developed into separate, independent products, which were added to this mapping and analysis to offer more in-depth examples. The special chapter on COVID-19 was elaborated as a combination of the available materials and results of all phases.

## Results of the desk study

Gender materials for disaster management and the private sector were identified through desk research, survey and interviews. A total of 183 relevant items<sup>62</sup> were identified, categorized and listed in Annex 1. The following information is given for each item: item type or category; organization or author; item name; whether it corresponds to the private sector, disasters or both; how to access it; and any additional information that may be relevant. The chart below shows each category of items.

62. This number and the statistics represent the situation on 11 October 2020.

### Mapping of Gender Materials



The SDGs, Sendai Framework for Disaster Risk Reduction and Agenda for Humanity are the global frameworks on development, disaster management and DRR. The Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW) and the Beijing Declaration with its Platform for Action highlight the framework for gender equality, and both also address the importance of gender in disasters. The United Nations Security Council’s Resolution 1325 on Women, Peace and Security and Resolution 1366 on Conflict Prevention are the essential resolutions for gender in conflicts and fragile contexts. The OCHA policy “Gender Equality: A gender-responsive approach” and the UNDP Gender Equality Strategy 2018–2021 are the gender contexts in which CBI works.

With regard to networks and groups, the Inter-Agency Standing Committee (IASC) Reference Group on Gender and Humanitarian Action, coordinated by OCHA, supports the integration of gender equality and women’s empowerment into the humanitarian action system, and brings together representatives from United Nations agencies, NGOs, donors, Member States and NGO consortia. Disaster Recovery Institute International (DRI) has a Women in Business Continuity Management group and the Business Continuity Institute has a Women in Resilience group.

Within UNDP there is a good variety of programmes<sup>63</sup> with the private sector, from which the Business for Gender Equality has a specific gender focus and admits Gender Equality Seals for Businesses. In

the Latin America and the Caribbean region there is also a good practice project entitled “Ann Alé” (En Marcha in Spanish). This project targets women and their situations for economic recovery and improved livelihoods during post-crisis periods. It has been replicated and is now adapted to COVID 19. The OCHA/IASC Gender Standby Capacity Project (GenCap) strengthens the capacity and leadership of humanitarians for gender equality programming in humanitarian action. It does this by deploying Gender Capacity Advisers to support the Humanitarian Coordinator, Humanitarian Country Teams, United Nations agencies, cluster leads, NGOs and governments.

In the mapping, the research and reports section had the highest number of items per category (however, not many combine both disasters and the private sector). The UNDP 2019 Gender Equality Strategy Annual Report explains how UNDP has been working with partners, including in the private sector. For example, the BHD International Bank in the Dominican Republic implemented a gender-smart business strategy, leading to an increase in women’s financial contribution by nearly 40 percent over three years. The report also explains how gender equality is integrated into the COVID-19 response and recovery efforts, including in work on the green economy. In Cambodia, for example, UNDP is co-creating a Women’s Resilience Index as part of a Climate Information and Early Warning Systems project, which also supports women’s leadership and decision-making in community-based DRR, a critical area in the COVID-19 recovery.

63. Some of these have also been presented in the text boxes of this study.

The UN Women report *From Insights to Action: Gender equality in the wake of COVID-19*<sup>64 65</sup>, gives an excellent overview of the gender situation within the context of the COVID-19 pandemic. The UN Women COVID-19 small and medium enterprises (SMEs) reports from UN Women Asia & Pacific are essential COVID-19 gender cases. There is also an Inter-Agency Humanitarian Evaluation on Gender Equality and the Empowerment of Women and Girls, which was published in November 2020. It is also worth mentioning that the University College London Institute for Risk and Disaster Reduction has a Centre for Gender in Disasters that provides research on the matter but does not (yet) include the private sector.

The recent Inter-Agency Humanitarian Evaluation on Gender Equality and the Empowerment of Women and Girls (GEEWG) from November 2020 provides an independent assessment of the degree to which GEEWG has been implemented and integrated within IASC humanitarian responses since 2017. While the report does not include the private sector, it provides information on the existing interagency structures that is valuable for private sector integration and consideration. The evaluation identifies some progress in integrating GEEWG into inter-agency humanitarian responses since 2017 (especially in protracted crises), improvement in the collection and reporting of SADD and the improved availability of quality gender expertise at cluster and agency levels. However, it also recognizes gaps in coordination and long-term gender expert capacity at the country-level to sustain GEEWG mainstreaming, the availability of gender expertise at the outset of humanitarian operations and in women’s meaningful participation in decision-making in response.

Toolkits, briefs and guidance notes are the second highest category in number. These were listed in the same section, as many of them overlap in content. For example, the very relevant UNDP Business for Gender Equality brief offers a toolkit for gender-responsive COVID-19 action. UN Women Asia & Pacific has developed four guidance notes for action in regard to COVID-19; these address how response, recovery and SMEs can consider gender aspects, and how to integrate migrant women. Apart from the COVID-19 items, OCHA has a general and useful Gender Toolkit in disaster management and UNDP has a Gender and Recovery Toolkit. The variety of different gender toolkits ranges from technology to GBV, and from conflict to mask production.

The most used training in gender and disasters is the Gender in Humanitarian Action (GiHA) training; UN Women also organizes Training of Trainers (ToT) at the regional level for this GiHA training. Other relevant and well-known training in the field include the IASC/UN Women “Different Needs—Equal Opportunities”; “I know gender”, with Chapter 10 on Gender Equality in Emergencies; and “Implementation of the United Nations Security Council Resolutions on the Women, Peace, and Security Agenda”. Among its suite of capacity building and learning initiatives, the IASC Gender Standby Capacity Project (GenCap) offers GiHA ToT training and has hosted the Gender and Age Marker (GAM) until its transition to OCHA headquarters in 2021. The European Community Humanitarian Office (ECHO) has training on “Mainstreaming gender and age in humanitarian action”. DRI and the Business Continuity Institute (BCI) organize training and certification at a cost on business continuity plans and resilience, and the institutes have specific interest on women’s role in business (although this is not yet included in training).



Women in Guatemala. Photo: Giovanni Diffidenti / UNDP Guatemala.

64. Ginette Azcona and others, *From Insights to Action: Gender equality in the wake of COVID-19*, United States, United Nations Entity for Gender Equality and the Empowerment of Women, 2020.

65. UN Women and UNDP signed a memorandum of understanding for cooperation in 2019 and cooperated on this report as well.

## The Power of a Gender Tool

The Philippine Disaster Resilience Foundation (PDRF) participated in the GiHA training supported by the United Nations Population Fund (UNFPA). Even though the GiHA training does not specifically address private sector operations, PDRF reported that it was very useful for identifying concrete steps for gender integration in their disaster management work.

After the training, PDRF identified that consulting women in the communities is critical in addressing their real needs properly. PDRF also felt that the training helped them to systematize and better apply gender practices. In September, PDRF and its partners published social media advocacy content on how the private sector can take women into consideration in the workplace and in business.

A large variety of webinars have also been recorded on the topic, and especially on the COVID-19 response, mainly by UNDP, with some focusing directly on gender and the private sector, or women led SMEs in the context of COVID-19.

The mapping includes a large variety of manuals, guides and handbooks on the theme, including the IASC Different Needs—Equal Opportunities and The Gender Handbook for Humanitarian Action. A practical guide, Making Disaster Risk Reduction Gender-Sensitive: Policy and Practical Guidelines by UNDP, the International Union for Conservation of Nature and the United Nations Office for Disaster Risk Reduction (UNDRR), was developed 10 years ago but remains very useful. Conflict-related materials on gender, as well as regional handbooks are also included.

The resources section includes the Women's Resilience to Disasters Knowledge Hub, which is the first knowledge hub on gender-responsive disaster risk management and climate change resilience. It provides quality data, evidence, tools and learning opportunities and was launched by UN Women and Australia's Department of Foreign Affairs and Trade. The first phase, launched on 13 October 2020, introduces the Hub, provides knowledge and guidance on gender-responsive resilience building and develops the Women's Resilience to Disasters (WRD) community of practice. The second phase will be launched in mid-2021 on the new "PreventionWeb" website. The UNDP Crisis Response Portal has a library with gender tools, and UNDP is developing a Gender and Crisis Facility for its Crisis Bureau. This will unite capacity and country support alongside knowledge management tools in one place, as well as enabling gender deployment

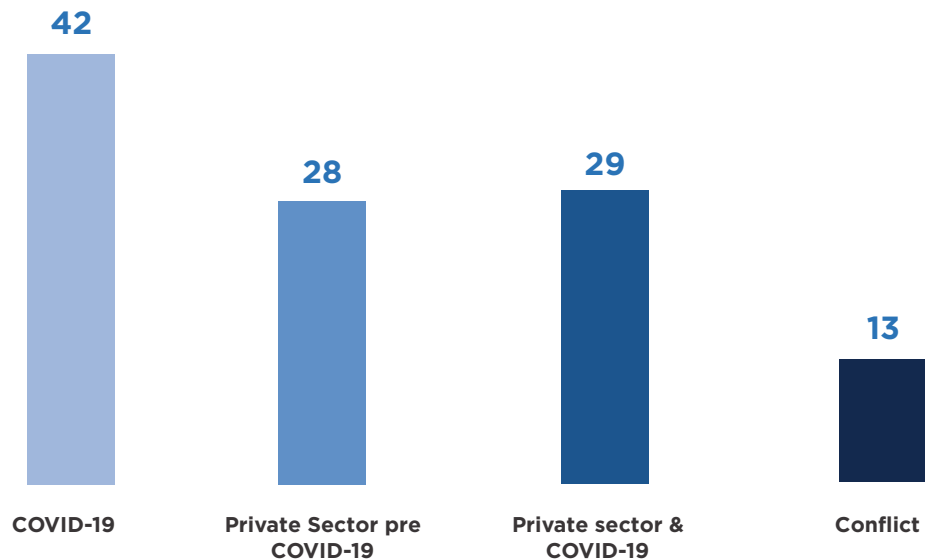
and COVID-19 actions and support. Other smaller electronic libraries and resources have also been mapped (the most relevant ones).

The infographics section has some excellent visual illustrations on gender and disasters, such as UN Women's Closing the Gender Gap in Humanitarian Action, and the news section lists some very specific or timely articles on the theme.

However, this is just a sample of the large variety of existing material. Gender in disaster management is a field that has already been recognized under the Hyogo Framework for Action and it is clear that there are many more documents available on gender and disaster management on the country and regional levels.

In total, 161 of these gender items include disasters (of any kind), of which 42 focus on COVID-19 and 13 focus on conflict. Only 28 of the gender items include the private sector in a pre-COVID-19 context and a large majority of these are crosscutting considerations from only one perspective. For example, there is no handbook or training module that would combine the three fields of gender, the private sector and disaster management.

## Number of items mapped for selected categories



COVID-19 brought a peak in interest on recognizing the private sector in gender and disaster management because, as in all emergencies, the pandemic exacerbated already existing gender inequalities. However, this disaster now has a significant effect on the economy and the private sector. Within a few months, 29 items on gender, the private sector and disaster were published (and of course there may exist more than what is reflected in the mapping). The field is still finding its shape and form, but considering the Sendai Framework for DRR and the BBB practices, COVID-19 – despite its devastating impact on the global gender situation and human suffering – is presenting an opportunity to develop the field of gender, the private sector and disaster management combined.

There is a large variety of materials for the private sector in emergencies, for example by CBI, UNDP's Business for Goals and the UNDRR-led ARISE private sector alliance for disaster resilient societies. Some are very timely, such as the UNDRR COVID-19 Small Business Continuity and Recovery Planning Toolkit. However, these do not mention gender and are therefore mainly excluded from the mapping. The few that do mention gender, do so in a gender-aware way,<sup>66</sup> recognizing the matter but suggesting only minor (if any) changes to practices.



Emma Perez, vice-president of the Women's Committee, Pangoa Cooperative, Peru. Indigenous communities in Peru are growing organic coffee. Photo: UNDP.

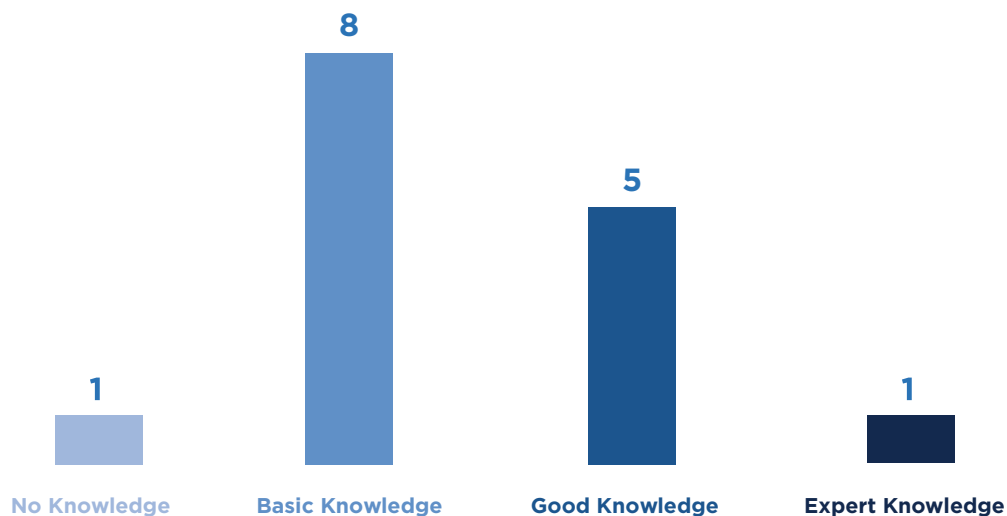
66. Gender focus can be classified according to a five-step category: gender-blind, gender-aware, gender-sensitive, gender-responsive and gender-transformative.

## Results of the survey

The survey was sent to CBI Member Networks, UNDP, OCHA and United Nations agencies that form part of the cluster approach. A total of 15 responses were received, of which 9 were from the United Nations and 6 from the CBI Member Networks.

Knowledge of the importance of gender in disaster management was 2.4 on average on a scale from 1 to 4 (calculations are based on the survey answers). The private sector average was 2.2 (basic knowledge) and the United Nations participants had an average of 2.5 (between basic and good knowledge).

**Knowledge on Gender According to the CBI Survey**



The specific needs faced by women in disasters that the private sector could help to address included providing appropriate health and hygiene facilities, considering gender in shelter, food and non-food items (20 percent of answers). Considerations of GBV were equally mentioned and that Vodafone Turkey has already reacted to this by establishing a helpline for women to call. Of the responders, 14 percent also noted that women more easily lose employment in disasters; that household properties are usually in the name of the husband or male family members, which means that women face an even more difficult situation in accessing financing facilities; or that women are not aware of opportunities they are able to access. Women also need to be guided and encouraged to apply

for social protection services especially in health, an area in which the private sector can support bridging the gap, as this has an effect on the recovery of women.

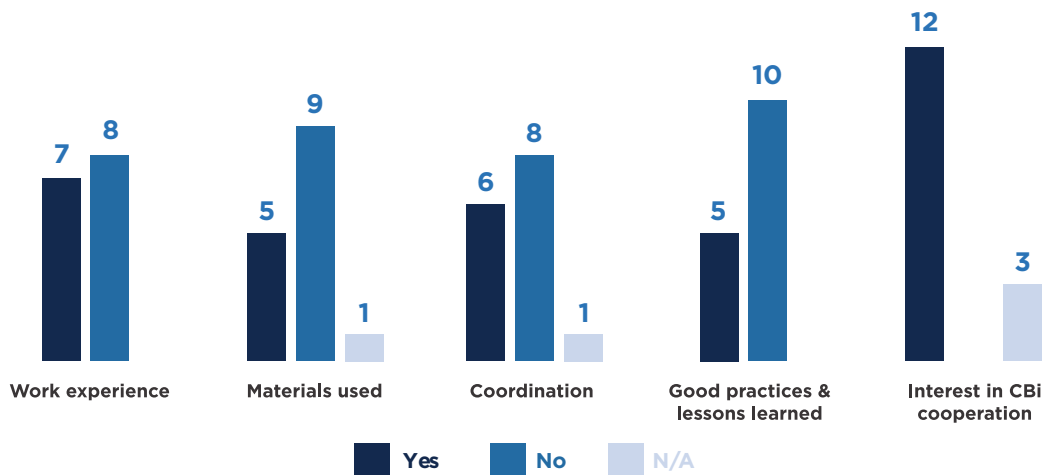
It was mentioned that the private sector involved in disaster risk management should have a clear responsibility and a programme strategy to promote gender equality with the United Nations/UNDP. The private sector highlighted that they should partner with NGOs to understand and address the matter properly; business mentoring and support networks could be created. Support for women entrepreneurs and finance institutions could design incentives for women entrepreneurs in disaster settings. Time-use and the burden of

domestic work on women was noted in COVID-19 context, for which the government and private sector policies should allow flexible working hours and strengthening of telecommuting options.

Engaging women in capacity-building, training, awareness-raising and collecting best practices were considered the most significant aspects (mentioned by 47 percent of all responses) affecting how the private sector could help to strengthen the role women play in disaster management or to increase the participation of women, including increasing women’s financial literacy and knowledge of their rights (in cases of violence). Support for the participation, role and leadership of women in disaster management and response was also highly mentioned (40 percent of all responses included this aspect); in negotiations on aid or support being provided by the private sector; in estimating the needs and challenges of women and girls in disasters (including humanitarian supplies to respond women’s needs, protection and women’s centres); and in applying a gender lens to social protection, policies and protocols. On private sector actions, it is important to include women on boards, to empower them to make decisions and to support committees led by women to coordinate reconstruction efforts. Support is needed in establishing women’s cooperatives for reconstruction activities and revitalizing the economy. It is also advised to adjust programming to take into consideration the economic and reproductive role of women in communities.

The results show that 47 percent of the people and offices answering the survey had worked on the issue of gender in relation to private sector engagement in disaster preparedness, response and recovery, or had addressed women’s needs, roles and participation at least to some extent (while 53 percent reported not having done so). The experiences include training taken on GiHA and rotary projects. The Vanuatu Network had just received a grant to set up a business support and mentor network to assist women in business recovery, which was needed due to the economic effects of COVID-19. The Philippines Network is currently in the process of mainstreaming gender into policies and projects. Turkey’s Network has worked with UNDP, UN Women and the International Labour Organization (ILO) to design surveys with a gender perspective and has developed public briefings and hosted a webinar entitled “How does COVID-19 Affect Women in Business?”, in which two women entrepreneurs talked about the challenges they face in accessing finance and the market. They are also designing a new programme with UNDP on developing policies for work-life balance and have cooperated with UN Women, UNFPA, Accor Hotels and Vodafone to present good examples on addressing GBV.

Experience on gender in private sector disaster management according to the survey



In contrast, 9 persons had not created or used any research, tools, policies, resources or training on gender in disaster management or gender in private sector disaster management (preparedness, response and recovery), while 5 persons had done so to some extent and 1 person was waiting for such initiatives to be launched. The positive answers also mentioned the involvement of a gender-specific team (United Nations) or using business continuity plans developed by the private sector. PDRF also mentioned the GiHA and Addressing Gender-Based Violence in Emergencies courses, which they are accessing through UNFPA Philippines and which aim to provide private sector participants with a strong foundation on the subject of gender.

Furthermore, 8 persons had not been involved in any dialogue or coordination for gender-responsive interventions by private sector entities in disaster management (such as gender topics addressed in public-private cooperation, South-South cooperation, CBi/ARISE/UNGC Network meetings, United Nations/NGO coordination meetings, academic discussions on the topic, or similar), nor had they cooperated with any actors in this field. In contrast, 6 persons had been involved in such dialogue or coordination, and 1 person was waiting for already planned cooperation on gender to be launched soon. Positive answers included cooperation in Turkey (CBi MN) with UNDP, UN Women, UNFPA, the UNGC and two major business associations; in Vanuatu with Save the Children, Care International, World Vision, Red Cross and the Vanuatu Government; and in the Philippines there is an ongoing discussion with UNFPA on developing programmes that encourage the private sector to include gender mainstreaming in their programmes.

In addition, 5 persons mentioned having, or having been involved with, lessons learned or good practices in applying the gender lens to private sector interventions in disaster management or in supporting women-owned businesses before, during and after crises. These highlighted the role of women in business and communities; participation at planning and consultation (as the mere presence of both sexes minimizes the chance that the concerns and issue will be overlooked); identifying

more gender champions; and training more women and MSMEs to institutionalize gender-equal project planning, implementation and monitoring initiatives. The CBi Member Network in Turkey reported the need for extra measures in access to finance, and support for women entrepreneurs and cooperatives has risen. One MN was just in the process of collecting good practices and Vanuatu preferred to send a separate report.<sup>67</sup>

The main goals and gaps the offices face in working more systematically on gender in private sector disaster management included limited knowledge and experience and lack of existing materials. It was proposed that these be addressed through capacity-building and training modules including examples (5 responses), evidence of differentiated impacts on women-led businesses, and applying a systems-thinking approach. Individual responses also addressed the focus on SMEs, rather than only larger corporations, providing support to the government, mapping of women's networks, resources and expertise, and mainstream gender in policies and projects.

Finally, 12 persons responded that they want to cooperate with CBi on the theme of gender in private sector and disaster management and 3 persons did not provide an answer.<sup>68</sup> The areas of interest for collaboration were addressing private sector disaster response (also in COVID-19); migration and human mobility; family businesses; insurance; advocacy on the theme; training; knowledge management; addressing the lack of sustainable and equal participation of sexes in disaster risk management decision making; planning and implementation; monitoring and evaluation processes; and cooperation needs to include gender into everyone's agenda. Further conversation needs were identified to advance on the theme.

67. See Gender Case Study: Vanuatu MSMEs in Parallel Disasters for further information.

68. This was due to the survey being an open questionnaire and in some cases the answers reflected cooperation forms and opportunities, but did not provide a clear "yes" answer due to which it cannot be counted as such.

69. The interviews are separated into first phase "mapping" and second phase "case studies".

70. Included in the desk study section and in the Annex 1 "Resources" section.



## Results of the interviews

A total of 18 interviews were conducted in the first phase,<sup>69</sup> with the participation of 37 people. Of these interviews, three were within the CBI Secretariat and 15 with partners, including the Conrad N. Hilton Foundation, UN Women, the UNGC, World Bank, DRI, OCHA, the donor community and different UNDP units (gender, crisis response, DRR and recovery). One of the main purposes of the interviews was to further map the materials. These have been included in Annex 1 and analysed in the desk study section. Many actors recognized that resources and evidence on all three areas combined are scarce. UN Women is currently mapping gender-responsive DRR in 3,000 documents, of which some (but not many) include the private sector. The first version was launched on 13 October 2020 on PreventionWeb<sup>70</sup> for the celebration of the International Day for Disaster Risk Reduction.

For the questions on the needs that women face in disasters that the private sector could help to address, and how the private sector could help to strengthen women's role in disaster management or increase their participation, the importance of the private sector was highlighted, but it was often admitted that there is a need to investigate it further. Specific themes that were identified included gender considerations in needs assessments, in needs of the communities (accountability to affected populations) and in the availability of SADD. Gender-based responsibilities were considered important, as women are primarily providers of care for children and elderly and vulnerable groups, impacting the recovery of most people vulnerable to disasters. This also makes women more likely to lose their jobs in a disaster. Migrant women are particularly vulnerable, and socio-economic recovery should be migrant-inclusive and gender-responsive. Addressing these needs is something the private sector can do or contribute to. GBV, which increases during disasters, creates further risks for women-led businesses, their recovery and survival. The losses and wage gap puts women's economic recovery at risk. It was considered important to build linkages with ministries for women and disaster offices so that the systems are structurally integrated.

The digital gender divide was mentioned several times, including how women and men access mobile phones and information, as this is a main source of communication in disasters and influences empowerment. The private sector could play a very important role in providing access to these sources

of information. This was connected to a broader role of innovation and technology, as well as to the capacity building needs regarding how to use these technologies.

In terms of business, it was considered important to support the private sector to understand the gender perspective, both in know-how and how-to, and that corporate social responsibility (CSR) should be extended to gender. The role of the private sector was recognized as very broad. It was also acknowledged that some countries and chambers of commerce are more advanced than others, which needs to be taken into consideration in design. The needs of employees should also consider women. The Women Empowerment Principles are the roadmap for businesses on how to empower women, yet they do not specifically focus on disasters. The UNGC noted how COVID-19 is bringing disasters into their work as well and highlighted the need to support business in a gender-sensitive response to crises, as well as supporting survivors of GBV.

The work related to insurance was considered important in terms of bearing in mind women's needs and making offers suitable for women, considering their limited resources. The private sector's advocacy role in regard to gender was also noted, as the private sector is often an expert in communication and marketing (or has resources to hire expertise on these). The private sector could therefore help to tailor and distribute messages for behaviour change and address the overburdening of women in the care work related to disasters. The importance of gender in livelihoods and economic empowerment were mentioned, as women are the backbone of the local economy; there should be information on the ways in which businesses can access that. The private sector can also help with tailoring humanitarian products that are designed for women's needs in different life-saving sectors, including emergency kits. Another important concern was that women do not know how to access the support and social protection that might be available to them, for example in cash-for-work programmes or microfinance. There might be a gender stakeholder group and a private sector group in disaster management, but they do not connect with one another and this should also be addressed. It was also recognized that targeting women in operations can also create a threat of GBV, in which stress and male exclusion were recognized as important factors.

## Gender-responsive Climate Risk Insurances

Climate Risk Insurance (CRI) can help protect individuals, small businesses or entire countries from damage caused by the impact of extreme weather events. Large-scale opportunities are emerging for different models of CRI. If partly or fully subsidized, and part of a larger disaster management strategy, CRIs also allow disaster-prone countries to manage disaster risk themselves rather than waiting for international aid.

Gender-responsive CRI schemes can provide risk protection that addresses differences in women and men's vulnerability to both climate risks and disaster-induced loss of well-being. The case for integrating gender considerations into CRI starts with the assumption that women and men, as well as their businesses, can be impacted differentially by disasters and thereby engage in diverse CRI models.

However, SADD is often not analyzed or used to inform product design, and the levels of female participation in the leadership and workforce of different CRI schemes is unknown. More awareness of the benefits of gender-responsive CRI is also required, as varied levels of understanding exist on the gender-dimensions of macro- and meso-level CRI.

The private sector has much potential in influencing the gender responsive CRI, and women-led MSMEs can benefit from them in significant ways. However, not everything needs to be built independently as support exists. Solutions to assist gender responsive CRI are being developed and published. For example, the International Fund for Agriculture Development (IFAD) has developed a checklist for insurance designers and implementers to help them reach out to women producers every step of the way, and to strengthen rural women producers' access to CRI.

Sources: InsuResilience Global Partnership 2019 "[Integrating Gender Considerations into Different Models of Climate Risk Insurance \(CRI\)](#)"; IFAD 2019 "[Making agricultural and climate risk insurance gender inclusive: How to improve access to insurance for rural women](#)"; United Nations University "[Seven things you need to know about climate risk insurance](#)".

The private sector continues to be male-dominated<sup>66</sup>, which affects the gender situation. Even in family businesses where women are often in charge of preparedness, it is the men who tend to attend training. DRI reported that, according to their statistics, 35 percent of certified resilience professionals are women and in many other industry conferences only roughly 10 percent of speakers are women. At DRI conferences this number is 35 percent, thanks in part to the efforts of its Women in Business Continuity Committee. This lack of representation also contributes to making women's needs invisible. There are challenges for women to speak about these matters. Building women's leadership was considered an important aspect and having good practices is a powerful way to highlight the importance of the topic.

COVID-19 has shown that it is important for businesses to protect the weakest link in the

supply chain (with women being overburdened with care and home responsibilities, this often means women-led MSMEs). It should also be noted that the private sector is interested in its own survival, so it is important to understand their perspective, the issue of sustainability and to speak the same language. This may mean that the well-being of their female employees, for example, during COVID-19, needs to be expressed from the perspective that healthy employees make better business. New business models with social and environmental impacts can address both COVID-19 and gender inequalities. COVID-19 has also made companies take social responsibility more seriously and support smaller companies. It was highlighted that disasters will increase in the future; today the pandemic and tomorrow the climate crisis, so women need to be considered within private sector disaster management.

66. Please see chapter "Why does gender matter in private sector disaster risk management?" for more information and context.

Women's active role was acknowledged, as in many cultures, women are often leaders at the local level. It was assessed that the strengths and weaknesses of both genders should be recognized in disaster management; Men were considered at times to be less able to cope and respond to the emotional side of the response towards affected populations, an aspect that is also important at the local level; therefore, response groups should also include women. Another interviewee mentioned that women are unofficial leaders, but that this gets lost in a crisis situation.

How women-led MSMEs receive the needed support is key. To enable this, women should be engaged within programming from an early stage and offered professionalization to enable them to fulfil their potential as agents of change in the private and public sectors, to formalize their role as critical agents in global survival.

The need for women to be included was highlighted when discussing needs assessments and decision making in private sector operations. This is also context-specific for cultural norms—all regions are affected by gender but in different ways, so there needs to be context-specific understanding. It was also highlighted that not all women have the same needs, as age also influences how they are affected in different life situations. Women's ability to engage in markets and collecting data were considered important for private sector involvement.

There is a significant increase in aid from the private sector, so private sector interventions need to be coordinated in the humanitarian structure and also in gender-related matters to ensure that they are integrated rather than separate actions. The importance of the local level in finding solutions was highlighted. Male-dominated companies working in humanitarian settings should connect with women's organizations to find solutions that fit women.

### Good practice in action: cooperation between the private sector and humanitarian actors

The CBI Member Networks (MNs) report good progress in cooperation with the private sector and humanitarian actors.

The private sector has a seat in the Philippines Humanitarian Country Team, represented by the Philippine Disaster Resilience Foundation (PDRF), cooperating with OCHA and reporting to the Civil Defence. The Philippines COVID-19 Humanitarian Response Plan has a section on gender and a section on the private sector.

In Sri Lanka, progress is also ongoing, as the CBI MN is cooperating closely with the government on many themes related to gender, such as advocating for the inclusion of women in search and rescue teams, which is important considering that culturally women need to be rescued by women. In the same context, the CBI MN is advocating and including women's needs into shelter conditions.

Furthermore, regarding dialogue and coordination for gender-responsive interventions by private sector entities in disaster management or cooperation with any actors in this field, actors reported having participated in CBI and ARISE events; however, these had not addressed gender matters. Individual experiences of working with the UNGC supporting women's principles were also mentioned.

The Global Reference Group on Gender, co-chaired by OCHA and Oxfam, was mentioned but its private sector approach was limited. Cooperation experiences with UNDP and UN Women included the Business for Gender Equality Programme and

the We Empower Programme, in cooperation with the UNGC but its disaster side is limited. Business Call to Action (BCtA) support for women entrepreneurs was also mentioned, as well as the UNDP Gender Equality Seal for companies (the Business for Gender Equality Programme's flagship initiative), although this is in the development rather than humanitarian context. Working with telephone companies to map and share information and text messages and sharing work with local private sector companies, not only with women, were also considered important aspects of cooperation. It was also noted that everything functions under the government cooperation umbrella, so support should start from there.

## 44 Gender Mapping and Analysis in Disaster Management

Cooperation experiences with UN Women were mentioned several times, including working with direct interventions (Mexico and Ecuador were mentioned here) and this cooperation was considered important to help to see whether actions are gender-sensitive. In 2018, UN Women and the ILO, with funding from the European Union, launched the three-year programme “Win-Win: Gender Equality Means Good Business” (2018–2020), which has been extended to 2021. The programme is being implemented in six pilot countries: Argentina, Brazil, Chile, Costa Rica, Jamaica and Uruguay. The Generation Equality programme brings together many actors, including the private sector. The Business for Gender Equality Forum (UN Women and ILO) is currently planning the fifth forum, with a focus on build back better (BBB) and private sector recovery, in partnership with the European Investment Bank. The last forum was held in 2018 in Chile.

A need for global coordination was highlighted to integrate the opportunities that gender and private sector involvement bring to sectoral operations (cluster approach), such as in cash-based actions in food security, hygiene in the Water, Sanitation and Hygiene (WASH) cluster and protection in shelters. The opportunities provided by technology should be connected to this, as there are promising results on women’s access to cash interventions and markets through technology. The Women’s Refugee Commission was recognized as an important actor for addressing the early marriage of girls, as well as the private sector role to support and create safe environments.

It was also mentioned that in the aftermath of a disaster all actors are very willing to cooperate. There is the psychosocial aspect, as people need to find a way out of a disaster and all actors want to move in the same direction (although there are differences between natural hazards and conflict situations in this regard). Recovery plans, however, are mostly created with governments or United Nations agencies (the private sector is still often excluded). Work that exists with the private sector is mainly in donations. The private sector may be interested in a gender focus but does not know how to proceed, and the United Nations needs to create this connection and knowledge. It was noted that the United Nations focuses on small businesses, while bigger companies can better offer resources and can have a unique role in looking at professionalization.

There were cooperation efforts within the offices as well, such as within the DRI, which had established the Women in Business Continuity Management International Committee for shared learning. Also, BCI has the Women in Resilience group. NGOs work in this field with gender on the local and national levels, including the International Federation of Red Cross and Red Crescent Societies, the GiveDirect Cash transfer programme and Bangladesh Rural Advancement Committee, which has a graduation model for women to move away from poverty.

Most of all, on the cooperation aspect it was highlighted that as initiatives exist in separate fields, the work that has been done in these different fields needs to be linked and connected together, while making sure what has been harvested in different spaces (including in COVID-19).



Building Back Better in Dominica after the devastating 2017 hurricane season. Photo: Zaimis Olmos / UNDP Dominica.

For lessons learned and good practices gender focal points in different agencies (World Food Programme, UNICEF, etc.) were mentioned, as well as the gender in post-disaster work (such as post-disaster needs assessments). Supporting microfinancing and UNDP work on business certificates for businesses that recognize and address women and gender issues (BCTA with gender; Gender Equality Seal; Gender in Business) were recognized as good practices. A good practice was also engaging women early and systematically, to ensure their participation throughout the project life cycle.

Specific cases were mentioned from UNDP work in the Ecuadorian post-earthquake, in which the

economic recovery process focused on women and on not doing harm. However, there were also lessons learned as actions targeted to women resulted in GBV. Another good practice from Ecuador was the Chamber of Commerce being involved—it is beneficial to have the private sector tell the story to others in a peer-to-peer format because they speak the same language. In Costa Rica “More women, more nature” focuses on micro and small enterprises and was launched on 15 October 2020. A lesson learned from a province in China mentioned an economic response programme for SMEs, as women-led SMEs were not accessing government support. Another good example came from the Latin America and the Caribbean region, through the originally small “En Marcha” project (“Ann Alé” in Haitian creole).

### Ann Alé – En Marcha

In cooperation with Koica, this UNDP project started in Mexico and was then extended. It supports microenterprises in economic recovery after a disaster, with a specific focus on women-led enterprises. The project conducts a baseline assessment to understand the situation of the company, then provides training, and a fitting grant or tools.

Ann Alé was implemented in Haiti in 2010, as the country was recovering from the 2010 earthquake. The project had a strong community partnership and was therefore well received by vulnerable communities. Women-led micro and small businesses were included in the cash-for-work activities, which were very important for them to take part in such early work in disaster. Some of these businesses were informal ones, which were then formalized. Aside from the economy, it also contributed to women’s self-esteem and relaunched women’s lives, rather than simply relaunching businesses.

This small project from Mexico and Haiti led to a proven good practice, which was systematized and implemented in Ecuador after the 2015 earthquake. This good practice has now been digitalized for COVID-19.

The World Bank is elaborating best practices on how legislation is being integrated in the Caribbean, Central America, Europe, Central Asia and Africa, to provide evidence-based interventions, which are needed to convince organizations that do not directly work with gender.

Several people also mentioned that it would be helpful if CBI created packages and best practices to give an opportunity to learn before a disaster, as there is no clear idea of what should be done. It is important for these materials and training to be available to all.

On the question of future steps, specifically on the main future goals and gaps for more systematic work on gender in private sector disaster management; what would be needed to better incorporate gender aspects into the work; future programming; and whether the office would be interested in future collaboration with CBI in this field, all interviewees were interested in cooperating with CBI. The majority mentioned that the gender work in CBI is needed and very timely and that they had an interest in the results. Having the strategic direction from the wider UNDP angle was also mentioned, as well as the urgent need to start connecting the dots within UNDP work on gender, economic development and disaster management. It was considered important to advance the

role that the private sector can play in disaster management, as the private sector was considered to have tremendous opportunities to change social issues such as gender inequalities. Gender might not always be the top priority for the private sector, but it is considered essential to work with gender for opening doors (to increase the understanding of the importance of gender). Highlighting gender issues can create resistance so it should be approached carefully.

It was recognized as good business sense to include gender in business practices. Some gaps affect men as well. Two people mentioned that developing a business case for gender could be an option as discussing numbers is essential if you are speaking with the business management. Examples are also key as they show that it can be done. It is a way of thinking differently, and business cases and human rights are not mutually exclusive. However, it is necessary to speak the language of business and consider how to present the information.

The specific areas for future development of the field mentioned innovative practices on women's businesses, on climate and risk, access to insurance and financial products for women and their livelihoods, innovation and technology and the private sector role in it, capacity-building, training targeted at women entrepreneurs on risk-informed business planning, GBV, research, livelihoods and access to safety nets, early warning systems and hydromet services, mainstreaming and addressing systemic change, for example, United Nations Country Offices to be engaged in CBI MN countries to also integrate the private sector into the code of conduct, related trainings and the do no harm principle.

Building on existing work with the private sector at the local and regional level was seen as important

for the future, as well as cooperating with CBI Networks to gather information and making it available, as the practical know-how and impact happens at that level. Assistance for women through the private sector, private sector engagement as an employer of women, the private sector's direct access to interaction with women through health clinics, education and other services were all seen as significant benefits. Direct engagement with women was recognized as essential for success, as it is a dialogue on what the private sector can offer and what is needed.

Often, things are not seen from women's perspectives, but it should not be the goal that women adapt to a world that is built on neglecting their needs, such as security. Women may prefer running small businesses from their homes as it keeps them safe and improves their social status. Women are strategic and they can help identify solutions for the private sector to address women, based on needs and ownership.

Other specific actions that were mentioned included cooperation with gender colleagues, analysing if there is a role in GenCap in cooperating with the private sector lenses, supporting women's organizations and improving the status of women and girls in the organizations.

Note: Under different circumstances (time and scope), further interviews would have been beneficial, especially to investigate the country-level initiatives further, as most specific needs and examples came from that level. Different actors do consider gender in some way and mapping the overall scope would require more extensive research. It was evident in the interviews that the closer it got to the field level, the more there were specific comments and views of gender, private sector and disaster management combined.

## Priorities identified by the CBI Secretariat

Meetings were also held with the CBI Secretariat members and several needs were identified, including applying a gender lens within conflict-affected and/or fragile areas, human mobility and forced displacement, MSME resilience, business continuity planning, impact measurement, innovation and technology and partnership strategies.

Specific attention was expressed with regards to the need to provide training and capacity-building on gender for private sector networks, a gender lens for the guides and matrices that the networks are developing, indicators, knowledge products and the composition of the committees, which then influences decision making.

# Special chapter: COVID-19, Gender and the Private Sector

## COVID-19 and gender

A record 235 million people will need humanitarian assistance and protection in 2021, a near 40 percent increase on 2020 which is “almost entirely from COVID-19”, according to the UN’s emergency relief chief Mark Lowcock<sup>67</sup>. The pandemic bears the hallmarks of many gendered impacts often witnessed in a disaster of this scale, with serious implications for the overall gender situation worldwide. The UN Women report *From Insights to Action: Gender Equality in the Wake of COVID-19*, published in August 2020, estimates that the pandemic will push 47 million more women and girls below the poverty line. According to the report, the poverty rate for women was expected to decrease by 2.7 percent between 2019 and 2021, but due to the pandemic and its fallout, projections now point to an increase of 9.1 percent.

The impact of the COVID-19 response is deeply gendered and is exacerbating existing gender inequalities, widening the poverty gap between women and men. During his virtual townhall speech in August 2020, the United Nations Secretary-General, António Guterres, stressed that the pandemic has already reversed decades of limited and fragile progress on gender equality and women’s rights. The pandemic is exposing vulnerabilities in social, political and economic systems which are, in turn, amplifying the impacts of the pandemic.

Achim Steiner, UNDP Administrator, highlights<sup>68</sup> that women are bearing the brunt of the COVID-19 crisis as they are more likely to lose their source of income and less likely to be covered by social protection measures: “Women are employed in some of the most affected sectors, like accommodation, food services, and domestic work, and they have been particularly vulnerable to layoffs and loss of livelihood”. The digital gender gap further worsens the situation for women. Although digital channels can offer a lifeline in rural areas, providing information on access to health care as well as agricultural updates,

**The COVID-19 pandemic is a health crisis, a care crisis and an economic crisis, and each of these crises has a gender dimension that cannot be overlooked.**



COVID-19 emergency response activities in Bangladesh. Photo: Fahad Kaizer / UNDP Bangladesh.

the gender digital divide is particularly wide for rural women, who make up just a quarter of users of digital agricultural solutions<sup>69</sup> (see Gender Case Study: Data and Technology for more information). According to the ILO, it is estimated that 72 percent of domestic workers around the world had lost their jobs by June 2020.<sup>70</sup>

*The From Insights to Action: Gender Equality in the Wake of COVID-19* report by UN Women further estimates that there is a heightened risk of GBV, exploitation, and abuse arising from movement restriction, financial loss and stress, and economic disempowerment. Services essential to the health, safety, protection and recovery of women and

67. OCHA Global Humanitarian Overview 2021.

68. United Nations Development Programme and United Nations Entity for Gender Equality and the Empowerment of Women, [COVID-19 will widen poverty gap between women and men, new UN Women and UNDP data shows](#), 2 September 2020.

69. United Nations, [Secretary-General's message on the International Day of Rural Women - 'Building Rural Women's Resilience in the Wake of COVID-19'](#), 15 October 2020.

70. International Labour Organization, [Impact of the COVID-19 crisis on loss of jobs and hours among domestic workers](#) (Geneva, Switzerland, 2020).

girls are being deprioritized in many settings. Those already most vulnerable, including displaced women and migrant workers (see *Gender Case Study: Data and Technology* for more information), are especially affected by these vulnerabilities. Crucially, in this twentieth anniversary year of United Nations Security Council Resolution 1325, the gains most threatened include advances made on the Women, Peace and Security Agenda.

Every society and community depend on women to ensure safety and resilience during the crisis, from their provision of essential care, childcare and domestic work, to their maintenance of other essential sectors such as retail and food supply. Women health care and community workers comprise more than 70 percent of the frontline pandemic workforce<sup>71</sup> and are active providers

of informal (and unpaid) care work. Yet, women continue to be undervalued, systemically excluded from decision-making on COVID-19, including on pandemic-related security challenges, and their personal levels of agency and choice are severely restricted. A survey of 30 countries with COVID-19 task forces and committees showed that, on average, only 24 percent of members were women – and in conflict-affected countries, women’s representation in COVID-19 task forces is even lower, at 18 percent.<sup>72</sup> Research shows<sup>73</sup> that for every three men quoted in media coverage of the COVID-19 outbreak, only one woman is quoted. In fragile settings, women are further marginalized to the periphery of peace and political solutions, and their decision-making power and access to information is further diminished by the pandemic.<sup>74</sup>

### Critical inter-agency GenCap support and its importance in COVID-19 crisis

#### What is GenCap and why it matters?

The inter-agency Gender Standby Capacity Project (GenCap) is based on a partnership between the Office for the Coordination of Humanitarian Affairs (OCHA) and the Norwegian Refugee Council (NRC). Established in 2007, the Project seeks to strengthen capacity and leadership to deliver on commitments to gender equality and the empowerment of women and girls in humanitarian action. GenCap’s inter-agency nature and approach, its neutrality and independence, and the expertise offered by Senior Gender Advisers are considered the Project’s main added value, through which it has successfully promoted for SADD usage, enabled the development of Humanitarian Country Team (HCT) gender strategies, provided concrete gender support to clusters and agencies, ensured visibility of gender equality in the HCT agenda, influenced decision making and resource allocation, advanced women’s economic empowerment, meaningful leadership of women’s groups and GBV prioritization, and connected strategic HCT-level thinking to practical operational considerations, among other achievements.

According to the recently published Inter-Agency Humanitarian Evaluation (IAHE) on Gender Equality and the Empowerment of Women and Girls (GEEWG), the GenCap project has been a key success factor contributing to mainstreaming of GEEWG into long-term Inter-Agency Standing Committee (IASC) humanitarian responses. At a country level, dedicated GenCap senior advisors have been invaluable at both strategic and cluster levels to inform GEEWG programming. It was also noted that GenCap senior advisors are highly valued and their presence has had an important catalytic effect on GEEWG operationalization in a response. In crisis contexts with GenCap senior advisors present, GEEWG operationalization progressed and gender equality programming and coordination saw substantive improvements.

While GenCap was highly valued in the evaluation, it is also a stand-by temporary support. The GEEWG evaluation highlighted that in sudden onset disasters the deployment of the GenCap senior

71. Mathieu Boniol and others, *Gender equity in the health workforce: Analysis of 104 countries*, Health Workforce Working Paper, No. 1, World Health Organization, 2019.

72. United Nations Security Council, *Women and peace and security. Report of the Secretary-General, 2020. (S/2020/946)*.

73. Women in Global Health, *OPERATION 50/50: Women’s Perspectives Save Lives*, 10 July 2020.

74. McKinsey & Company, *COVID-19 and gender equality: Countering the regressive effects*, 15 July 2020.



advisors can often be done after the initial front-line response activities had been developed; and when GenCap senior advisors conclude their assignment, the quality of GEEWG programming often declines. Therefore, the existence of the inter-agency gender role at the HCT level needs to be considered as a standard, in addition to the GenCap deployments.

#### GenCap contributions to the COVID-19 response

GenCap saw an uptick in field requests for deployments in 2020, partially in light of the impact of COVID-19 on gender indicators. GenCap deployed to 16 different contexts in 2020. At the same time, the number of deployment months of senior gender experts under the GenCap project almost doubled in comparison to 2019. Deployments were conducted in line with system-wide priorities, engaging with 13 out of 25 coordinated appeal (Humanitarian Response Plan) country contexts.

Recent GenCap deployments take into account the impact of COVID-19: targeted support was provided to Niger on COVID-19 Rapid Gender Analysis; Syria on Camp and Informal Settlement Strategy on the Prevention of COVID-19, and WHO Syria Monitoring Framework COVID-19 Preparation and Response; Yemen on process and application for the Women's Peace and Humanitarian Fund COVID-19 Emergency Response Window; and Inter-Agency Standing Committee (IASC)'s Results Group 2 on Accountability and Inclusion (practical guidance for Risk Communication and Community Engagement for Migrants, Refugees and other Vulnerable Groups in the context of COVID-19 Response).

In addition to GenCap, there also exists a Protection Standby Capacity Project (ProCap), which seeks to build global protection capacity and enhance the humanitarian system's protection response. To learn more and to request the support of gender and/or protection advisers to your country, please visit GenCap and ProCap webpage.

Source(s): OCHA 2019 "[GenCap Annual Report 2019](#)"; IASC 2020 "[Inter-Agency Humanitarian Evaluation on Gender Equality and the Empowerment of Women and Girls](#)"; Correspondence with ProCap GenCap management team.

## Solutions and the role of the private sector

Investing in reducing gender inequality is not only smart and affordable, but also an urgent choice that governments can make to reverse the impact of the pandemic on poverty reduction. The UN Women report *From Insights to Action: Gender Equality in the Wake of COVID-19* estimates that it would take just 0.14 percent of global GDP (\$2 trillion) to lift the world out of extreme poverty by 2030; and \$48 billion to close the gender poverty gap. However, the number could end up being much higher, especially if governments fail to act – or act too late.

The United Nations Secretary-General, António Guterres, urged<sup>75</sup> governments to put women and girls – particularly their inclusion, representation, rights and protection – at the centre of all efforts to tackle and recover from COVID-19, highlighting the equal importance of putting money into the hands of women working in both formal and informal economies: “Cash transfers, credits and loans should be targeted at women, to mitigate



Women working at MAS Intimates Private Limited, Sri Lanka. Photo: Unichela Panadura / Facility MAS Intimates.

**The main purpose of the UNDP COVID-19 Gender Service Offer for the Private Sector is to safeguard the resilience and viability of the private sector, ensuring structural barriers affecting women are addressed to prevent the exacerbation of gender inequalities due to the COVID-19 crisis, to preserve and advance the SDGs.**

the immediate impact of job losses and increased caring responsibilities”. He also stressed that the millennia of patriarchy have resulted in a male-dominated world with a male-dominated culture that damages everyone – women, men, girls and boys, but we have an opportunity to rebuild, forming more equal, inclusive, and resilient societies. In his message for the International Day of Rural Women on 15 October 2020, the Secretary-General stressed that “invest[ing] in rural women” is imperative to provide them with access to health care, social protection and agricultural information; close the digital divide; respond to the “shadow pandemic of violence against women”; tackle discriminatory land and inheritance laws that expose rural women to losing their sources of income; and support women’s unpaid care and domestic work.

The private sector can address many of these needs in their COVID-19 disaster management. For example, it can address the digital gender divide in the community, or it can make sure its employees have the necessary digital equipment to carry out their work (see *Gender Case Study: Data and Technology* for more information).

Companies also need to protect their workers, their marketplace and their supply chains with gender lenses,<sup>75</sup> considering women’s realities, as their care work and home-based work is often blurred. It is time for innovative business solutions – failure to implement these solutions or ignorance of gender responsiveness will influence future recovery.

Two recommendations from *UN Women’s From Insights to Action: Gender Equality in the Wake of COVID-19* report concerning the shared effort of COVID-19 response and recovery are also particularly relevant for the private sector. The first

encourages stakeholders to address the pandemic’s economic impacts and the devastation of jobs and livelihoods, stating that “eliminating inequality in the labour market is more urgent than ever, including to address occupational segregation, gender pay gaps and inadequate access to affordable childcare”. Improved gender data collection and expanding research on the gendered impacts of COVID-19, especially on those most marginalized, is highlighted as particularly essential. More disaggregated data on cases, deaths, hospitalization and testing are vital to understanding the pandemic’s impact on different groups of women. The private sector can contribute to this disaggregation in many ways and the availability of this data has an important role to play in the future development of the entire field of gender, private-sector and disaster management.

COVID-19 is likely to be a protracted crisis and therefore it is important to factor gender into the pandemic response and recovery, to enable the latter to address the majority of vulnerable populations. Connecting the different gender actors, such as the national gender bureaux, can provide an environment where new, lateral thinking and long-term solutions can flourish. The United Nations can function as a bridge between the public and the private sectors, which is more necessary now than ever before.



Women and Business, Sri Lanka. Photo: UNDP Sri Lanka.

75. United Nations News, [Generations of progress for women and girls could be lost to COVID pandemic, UN chief warns](#), 31 August 2020.

76. United Nations Development Programme, [UNDP COVID-19 BIZ4GE: Business for Gender Equality Programme for a gender responsive COVID-19 action](#), Booklet for private sector partners.

## The United Nations and the private sector addressing gender in COVID-19

The COVID-19 Global Gender Response Tracker was launched on 28 September 2020<sup>77</sup> by UNDP and UN Women. It monitors policy measures enacted by governments worldwide to tackle the COVID-19 crisis, and highlights responses that have integrated a gender lens. It includes national measures that are directly addressing women's economic and social security, including unpaid care work, the labour market and violence against women. The Gender Response Tracker includes over 2,500 measures across 206 countries and territories and specifically analyses government measures with a gender lens in three areas: those that tackle violence against women and girls, those that support unpaid care and those that strengthen women's economic security. Data from the tracker show that most of the world's nations are not doing enough to protect women and girls from the economic and social fallout caused by the COVID-19 crisis.

The UNDP Business for Gender Equality Programme now also includes disasters linked to the COVID-19 pandemic.



COVID-19 response activities in Bangladesh. Photo: Fahad Kaizer / UNDP Bangladesh.

### The UNDP COVID-19 Business for Gender Equality Programme

The UNDP Business for Gender Equality Programme has developed a booklet for private sector partners to address gender in COVID-19 preparedness, response and recovery. It focuses on protecting workers, workplaces and the supply chain, especially in the context of women-owned businesses and MSMEs, as well as providing and advising on shared solutions for implementing gender-sensitive COVID-19 management.

The Programme recognizes that the impacts of the COVID-19 response (for example, self-isolation, social distancing and school closures) are not equally distributed: gender-responsive COVID-19 actions in the private sector recognize that the COVID-19 crisis has a profound socio-economic impact on people and economic activity in general, but a pronounced effect on highly vulnerable groups, especially women. Private-sector responses must take this into account.

77. The COVID-19 Global Gender Response Tracker tool from 2020 is available [here](#).

The third edition of the Global Humanitarian Response Plan COVID-19 Progress Report from September 2020<sup>78</sup> recognizes that COVID-19 has deepened existing vulnerabilities and inequalities, and reports of GBV have increased dramatically. It also recognized the private sector's role within the Plan. Although GBV services, including clinical management of rape, are critical life-saving services in emergency contexts, funding for GBV prevention and response remains inexcusably low. This is of particular concern in fragile and conflict-affected countries with an ongoing humanitarian crisis where the direct and indirect impact of the pandemic have been further amplified.

The report states that, as in other crises, local women-led organizations are often the first responders during a crisis. They have strong networks and trust within the community which helps them identify the most vulnerable groups in need of assistance. They also bring to the table their experience, having played a role in past emergencies, which makes their leadership and participation critical for an effective humanitarian response. However, the report does not mention the cooperation of the private sector with these groups.

In conclusion, the disaster management field does address gender, and it does include the private sector, but it does not address the two working in cooperation, despite there being a clear but unexploited connection between private sector actions and addressing the needs of women.



Okra farming in Benin, 2020. Photo: UNDP Benin.

### The increasing need to coordinate on gender in the COVID-19 response agenda

In Afghanistan and Yemen, the revival of Gender in Humanitarian Action Working Groups and gender networks have helped to prioritize gender equality in the COVID-19 response. More women-led civil society organizations in both countries are participating in the gender and humanitarian coordination structures with the support of UN Women, the International Rescue Committee and OCHA. Regular gender analysis and updates are developed and shared with the Humanitarian Country Teams to help keep gender and women, peace and security-related issues on the agenda.

In Iraq, Libya, Myanmar and Yemen, including internally displaced women and girls in focus group discussions and humanitarian needs assessment consultations has strengthened and informed the COVID-19 response to ensure it meets the distinct needs of women and girls affected by the crisis.

78. United Nations Office for the Coordination of Humanitarian Affairs, *Global Humanitarian Response Plan COVID-19, Progress Report, Third Edition., 2020*

## COVID-19 as a window of opportunity for gender, private sector and disaster management

COVID-19 has proved a significant economic challenge, but alongside its impact on the economy and the private sector, it has also increased interest in the private sector's inclusion in the existing area of gender and disaster management. The COVID-19 pandemic has sparked an influx of gender and private-sector related publications on disaster management – a matter seldom addressed in any publications or materials prior to the crisis. The pandemic has also brought to light the structural inequalities within societies, the disproportionate impact of the effects of the pandemic on women and girls and the revolution needed in policies to address them.

Despite its horrifying effect on poverty and gender inequality, COVID-19 also offers a unique window of opportunity for developing gender lenses for private-sector disaster management and DRR. The crisis is currently affecting all three fields (private sector, gender and disaster management), and this presents an unprecedented opportunity to work together to identify the gendered structures and links between these fields in order to develop them. However, as is often the case of disaster opportunities, this window will quickly close. The failure to address gender in the pandemic response, recovery and build back better (BBB) could have devastating impacts on the situation of women, who are being heavily impacted by the pandemic. The involvement of women's organizations at country and community level becomes essential to gain an understanding of the situation on the ground.

In addition to learning about this very new field, the BBB practices inspired by the pandemic will also provide an opportunity for women to become involved in the green economic recovery, thus having a greater impact on climate change matters, as women are considerably disadvantaged by the effects of climate change.



COVID-19 in Togo. Photo: Emile Kenkou / UNDP Togo.

# CASE STUDIES

## On Gender, Private Sector and Disasters

“We learn by doing and raise the chance of success in our work for the global community, the most vulnerable and the marginalized”<sup>79</sup>

- António Guterres, United Nations Secretary-General



# GENDER CASE STUDY: VANUATU MICRO-, SMALL- AND MEDIUM-SIZED ENTERPRISES (MSMES) IN PARALLEL DISASTERS

OCHA-UNDP Connecting Business initiative (CBI)



Country	Vanuatu
Region	The Pacific
Project coordinators	Implemented by the Vanuatu Business Resilience Council, a CBI Member Network Financed by the Women's Peace and Humanitarian Fund COVID-19 Emergency Response Window
Key result area	Women small business owner's involvement in the economic recovery of their communities
Project implementation period	October 2020 to October 2021

# CONTEXT

## Small Island Developing States

Small Island Developing States (SIDS) are islands in the Caribbean Sea and the Atlantic, Indian and Pacific Oceans. They are some of the most beautiful places on Earth, but their generally small size and relatively remote nature present them with several challenges. They are reliant on imports and are extremely vulnerable to climate change and – due to their limited livelihoods structure – to acute exposure to economic shocks beyond domestic control.

## Parallel disasters

The 2019 United Nations Global Assessment Report on Disaster Risk Reduction (GAR) discusses the systemic nature of risk, predicting that this Century is likely to be dominated by the emergence of large-scale dynamic risks that inherently have economic, social and environmental impacts, the three areas upon which the SDGs are built. The root causes of the risks make them interconnected, and the occurrence of parallel disasters is expected to rise in the future.

Less than a year from the publication of the GAR 2019, the World Health Organization declared COVID-19 a pandemic. The COVID-19 pandemic is a complex manifestation of systemic risk, as it includes elements of surprise and non-linearity. COVID-19 is a health crisis, a care crisis and an economic crisis. According to the United Nations World Tourism Organization, the COVID-19 pandemic will result in a contraction of the tourism sector in SIDS by 20 to 30 percent in 2020. This estimate is likely to be conservative for countries relying on foreign tourists, as the recent data on daily air traffic indicate a drop of almost 80 percent since January 2020.

Nonetheless, the pandemic does not stop the occurrence of natural hazards. On 5 April 2020, Tropical Cyclone Harold – a Category 5 cyclone – struck land in Vanuatu, affecting the livelihoods and homes of more than 100,000 people across the northern islands (in an island with a population of less than 300,000). These crises have put Vanuatu's people in at increased risk, both economically and socially.

Parallel disasters are difficult to manage, as they have cumulative and interconnected effects. With tourism representing approximately 40 percent of Vanuatu's GDP and borders now closed due to the COVID-19 pandemic, many of Vanuatu's businesses also closed, or are at risk of closing, due to loss of income. There has also been a suppression of import and export opportunities due to reduced transportation networks. In addition to this, many people in Vanuatu are subsistence farmers, which results in a very limited internal cash economy. This micro economy means businesses that relied on tourism, for example, are not easily able to adapt, as there are very few new viable alternatives.

## Micro, small and medium-sized enterprises (MSMEs)

Local companies and MSMEs are at the forefront of the response on the ground and are usually the main providers of employment and livelihoods for local populations in Vanuatu. Leveraging the supply chains of larger enterprises has also been identified as an efficient way of building the resilience of MSMEs.





Photo: Karina Coates / OCHA

### THE STRUGGLE OF A WOMAN-LED MSME IN VANUATU

Tauranga Farm is a semi-commercial farm, run by Alice Manuake, with a focus on women in agriculture. It has a 25-hectare plot in the Snakes Hill area, half of which is farmed. The farm has a good level of mechanization – for example, they own a tractor. They primarily produce vegetable products, which they sell at the main municipal market, and to retail outlets such as Traverso or Au Bon Marché.

Since COVID-19 struck, the Tauranga Farm has seen demand for their produce fall by roughly 50 percent and have therefore reduced their production accordingly. This has been exacerbated by supply issues – such as unavailability of preferred seeds. Members of the local community work on the farm, and the lower production means the amount of community work has dropped by a third. With the fall in demand, they have diversified their products – for example, producing baskets of vegetables to sell to office workers – and have reduced the price of some products. Supply costs, such as fuel or seeds, remain a high cost for them.

Source: Vanuatu Economic Outlook Report (2019).

# THE PHOENIX PROJECT – CAN AN ISLAND RISE AND RECOVER FROM A CYCLONE SWELL?

## Assessments

In the course of analysis carried out after the borders closed, the Vanuatu Business Resilience Council (VBRC) – a member of the OCHA-UNDP Connecting Business initiative (CBI) – noticed that women-led MSMEs were over-represented in the hardest-hit sectors such as handicrafts industries (locally known as “mama industries”) that used to be popular among tourists. The male-dominated industries, such as fishing and transportation, were far less affected. The existing cooperation with international organizations assisted with understanding gender perspectives. With this knowledge, VBRC focused on women small business owners when formulating their actions and providing its private sector response in a double-disaster scenario.

## Major goals

The Phoenix Project focuses on accelerating economic recovery by providing targeted support to women small business owners who in turn will drive the economic recovery of their communities. The participating women business owners will be given the tools to endure the current period of economic downturn, before being supported to re-establish business in the capital city of Port Vila.



A child carries food assistance after the Cyclone Pam in Vanuatu, 2015. Photo: Victoria Cavanagh / WFP.

## Outputs and outcomes

Project outputs will include delivering a mix of life coaching sessions, business skills training and network development programmes, and providing cash grants.

The outcomes sought are that the women small business owners will have increased their capacity to more effectively manage their businesses, to positively affect the local economy and improve women-led support networks. These will, in turn, contribute to more stable communities and families that are self-sufficient and galvanized.

## Characteristics

The Phoenix Project looks at supporting women to not only sustain their businesses but to offer mentoring and leadership to the women of their community, providing hope and a sense of confidence in what is to come. Women participants will be selected based on the following criteria:

1. Female citizen of Vanuatu
2. Experience running their own business and that business is in decline or has closed due to the COVID-19 situation
3. Proven ability to employ staff
4. Have a viable business idea that will lead to either being a sole trader or employer of other staff
5. Basic literacy skills
6. Available to commit an average of one full day each week to this project over the course of approximately 30 weeks of active coaching

The project is focused on the development of networks by the women participants for themselves and the women in their communities. For example, a formation of a Women in Business network will focus on the development of a peer group of women from the wider business community and the participants themselves. Due to the nature of bringing together a group of women business owners from different business/industry sectors, partnerships with industry groups will be determined by the participants and the sector they are representing. The development of the women's community leadership skills will lead to partnerships created in the network they established.

In order to better comply with the "do no harm" principle, the project cooperates with the Vanuatu Women's Centre which works under the Department of Women's Affairs. The centre's qualified staff will coach the women in understanding and identifying risks and how best to manage them and will provide information on support resources available in Vanuatu.

The project has identified ways to ensure the sustainability of the project's benefits including having a long-term vision, a focus on partnerships, well-documented project results and diversification of funding sources.

## Building back better through a window of opportunity

The United Nations Secretary-General highlights that in order to address gender, it is important to put money into the hands of women working in both formal and informal economies: “Cash transfers, credits and loans should be targeted at women, to mitigate the immediate impact of job losses and increased caring responsibilities”.

The Phoenix Project aims to do that by involving women through assessment, implementation and partnerships with women’s organizations that can advise on the local context and needs. The alliance of the private sector, the Government, women and women’s organizations is essential for such operations. The VBRC is already at the planning stage for the identification of champions and using the materials for future advocacy.



Members of the Mataso community making their return to Mataso. They had been evacuated from their island to the capital city Port Vila, Vanuatu, prior to the passing of Cyclone Pam. Photo: Yaelle Link / OCHA.

Despite the enthusiasm, VBRC is also concerned about the other issues of gender within disasters. GBV was considered an issue in a stressful double-disaster scenario. Domestic violence is a big issue in the region, and according to the VBRC Chairperson, experiences “a massive increase during disasters”. It was considered important to target both men and women for constructive stress management practices. Delivering a stress programme to businesses was deemed an essential part of the project, as well as of business continuity planning for the

future, as it helps to develop safe households, and helps people and businesses to recover more quickly.

Women's economic empowerment does more than increase their economic resilience; it can change women's lives through general empowerment and increased self-esteem. According to the principles of the window of opportunity created by the disasters in a context in which women may adapt to new roles in a society, the Phoenix Project could lay the groundwork for a more gender-equal future, to the benefit of the entire island.



Members of the Mataso community making their return to Mataso. They had been evacuated from their island to the capital city Port Vila, Vanuatu, prior to the passing of Cyclone Pam. Photo: Yaelle Link / OCHA.

**Cover Photo:** Vanuatu recovery after a cyclone. Photo: Glen Craig, Vanuatu Business Resilience Committee.

**Acknowledgements:** VBRC Phoenix Project Document; Interview of Glen Craig, Chairperson of VBRC; [United Nations Global Assessment Report on Disaster Risk Reduction \(2019\)](#); Joseph-Brown, Lynette S. and Tuiloma-Sua, Dawn (2012): [Integrating Gender in Disaster Management in Small Island Developing States: A Guide](#). UNDP Cuba, UNDP Barbados and OECS, and UNDP Pacific Centre: Caribbean Risk Management Initiative.

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## GENDER CASE STUDY: DISPLACEMENT IN FRAGILE CONTEXT



Country

The Philippines, Rwanda, Sri Lanka, Tanzania, Uganda

Region

Asia and Africa

Key result area

Private sector addressing gender in displacement and forced migration

## DISPLACEMENT AND FORCED MIGRATION

On the topic of human mobility and forced migration, the United Nations Refugee Agency (UNHCR) estimates that 75 percent of refugees and displaced people are women and children. The inclusion of women in formulating responses should therefore be seen as the most direct method of making these responses fit for purpose, particularly since women are also often the primary caregivers of children and the most knowledgeable about their needs.

The International Organization for Migration (IOM) states that it is recognized that a person's sex, gender, gender identity and sexual orientation shape every stage of the migration experience. Gender influences reasons for migrating, who migrates and to where, how people migrate and the networks they use, opportunities and resources available at destinations, and relations with the country of origin.



Internally displaced women in Somalia. Photo: Tobin Jones / AU UN IST.

## PRIVATE-SECTOR GENDER WORK IN SRI LANKA

The Asia Pacific Alliance for Disaster Management Sri Lanka (A-PAD SL), a CBI Member Network, works on protection issues and carries out humanitarian awareness-raising with the private sector after conflicts. These activities are guided by a handbook specifically created for private-sector local needs, based on the minimum standards in disaster response issued by the Sphere Project. The standards have been translated into local languages. Through this work, the private sector was encouraged to form partnerships with the humanitarian sector, including for the protection of girls and their right to education. A-PAD SL facilitates this in cooperation with the national and local governments.

Risks, vulnerabilities and needs are also largely shaped by gender, and often vary drastically for different groups. The roles, expectations, relationships and power dynamics associated with being a man, woman, boy or girl, significantly affect all aspects of the migration process, and can also be affected in new ways by migration.

According to Care International, all forms of violence against women increase during disasters and displacement. The United Nations Population Fund (UNFPA) reports that female migrants face major risks, including sexual exploitation, trafficking and violence. Migrant women face double discrimination – as women and as migrants, and women and girl migrants are more likely to face health problems – both in transit and at their destinations.

Displacement can, however, break down cultural barriers, to the benefit of women, as under the different circumstances present at their destination, women may, for example, adopt new entrepreneurial behaviours. The new structures then tend to stay in place after crises. Crises should therefore always be seen as events that can also enable to improve existing inequalities as some changes challenge the existing inequality structures. This document presents a collection of case studies of gender and displacement, in which the private sector has played a role



Refugees from Central African Republic in Timangolo site, Cameroon. Photo: C. Tijerina / UNHCR.



## PHILIPPINES PRIVATE SECTOR GENDER PROJECTS IN CONFLICT-AFFECTED AREAS

On May 2017, militants affiliated with the Islamic State of Iraq and the Levant (ISIL), including the Maute and Abu Sayyaf Salafi jihadist groups, clashed with the Philippine government security forces. Known as the Battle of Marawi, the five-month long armed conflict is now known as the longest urban battle in the modern history of the Philippines. The siege has displaced 78,466 families and has affected 86,772 school children. The damage caused to properties and infrastructure is estimated at 20 billion pesos (approximately USD \$414 million). Of those displaced, more than 3,000 internally displaced persons (IDPs) families are in the city of Marawi, while over 22,000 continue to reside in temporary shelters outside the city, mostly in the adjoining municipalities of Lanao del Sur, the City of Iligan, and Balo-i (Lanao del Norte).

The armed conflict in Marawi and other parts of Lanao del Sur caused substantial damage and disrupted businesses and other sources of employment. While displaced, most returned families have depleted their resources and are struggling to restore their essential livelihoods. The consequent loss of livelihoods among these IDPs is among the main challenges to local economic recovery and is one of the major areas for intervention among the various forms of assistance being provided. To ensure that whatever assistance provided leads to sustainable and meaningful incomes for target beneficiaries, there is a need for a structured and systematic approach to the nature of the livelihoods introduced, anchored on existing or viable industries in the local area.

The Philippine Disaster Resilience Foundation (PDRF), a private-sector CBI Member Network, is implementing a Weaving Hope in Marawi project, targeted to women, to converge activities in the hand-woven goods (particularly textile) industry in Marawi. The project aims to identify points of convergence and proposed partnerships that would assist women IDPs in and from Marawi to gain meaningful and sustainable livelihoods from participation in activities in the hand-woven goods industry. The activities include conducting value-chain assessment of the industry in Marawi, focusing on gender dynamics within the value chains, pinpointing opportunities for increasing female participation and ownership, as well as identifying and addressing major barriers to the participation of women.

Encouraging innovation has also been a growing trend in Marawi. One popular method of introducing innovation is holding an ideation event. An ideation event usually spans a few days and involves building or gathering teams to solve defined problems through technological or social enterprise-based solutions. PDRF held an ideation challenge in November 2019 in Marawi and the City of Iligan, with the aim of finding creative solutions for livelihood and business recovery, technology and education, gender advocacy, or peace-building through technological or social enterprise solutions. Ten youth groups, whose proposed solutions were deemed to have the most potential, were selected from among 30 entries. Palapa sa Lumba, an initiative that supports IDP women through the processing of the local condiment “palapa”, was awarded first prize.

PDRF also participated in a Gender in Humanitarian Action training workshop, supported by UNFPA. After the training, they reported that the gender gaps were easier to identify and that they were able to systemically integrate addressing them in their operations. They recognized that at the community level in certain conflict areas (the predominantly Islamic areas), all the local leaders were men, as were all members of decision-making committees. Despite initial resistance to developing women-led initiatives, the actions were successful – in addition to the project’s direct benefits, women now participate in community discussions. PDRF recognized that building women’s capacity is important, not only to engage them but also to enhance their role in society.

The projects are implemented in partnership with the United States Agency for International Development (USAID) Strengthening Urban Resilience for Growth and Equity (SURGE) Project, Marawi Response Project (MRP), Mindanao State University – Iligan Institute of Technology and the Bangon Marawi Chamber of Commerce and Industry.

## MOBILE GENDER GAP IN REFUGEE CAMPS IN AFRICA

The mobile gender gap in refugee contexts has received little dedicated attention, partly due to the lack of availability of sex and age disaggregated data (SADD). GSMA has conducted research on the mobile gender gap in refugee camps to provide SADD and help private sector companies to address the digital gender gap in order to improve humanitarian results and promote better business. The results are noteworthy:

- In the Nyarugusu refugee camp (Tanzania), gendered barriers to mobile access were stark: 62 percent of men reported owning a mobile phone, compared with only 36 percent of women (a gender gap of 42 percent).
- Women in the Kiziba Refugee Camp (Rwanda) are 5 percent less likely to have used a mobile phone in the last three months and are 15 percent less likely to own a mobile phone compared with men.
- In Bidi Bidi Refugee Settlement (Uganda), the difference is even greater: women are 23 percent less likely than men to have used a mobile phone in the last three months and 47 percent less likely to own a mobile phone.

In addition, in the Bidi Bidi Refugee Settlement, women (including those that are not mobile phone users) are 35 percent less likely to use mobile money than men – in the Kiziba camp, it is slightly lower, at 15 percent. The gap remains when looking only at mobile phone users. This is a significant exclusion factor when designing technology-based humanitarian interventions. However, providing a phone is not enough. Of the women who did not own a mobile phone, 33 percent in the Kiziba camp and 26 percent in Bidi Bidi stated that a key reason that they did not own a mobile phone was that they did not know how to use one.

Women in both refugee contexts were more likely than men to face difficulty reading or writing, which complicates phone use. In the Kiziba camp, 34 percent of women had at least some difficulty with literacy compared with 15 percent of men; in Bidi Bidi, 74 percent of women had challenges, compared with 48 percent of men. Providing a mobile phone can also create harm – women reported that husbands sometimes prevent their wives from using mobile phones and can be a potential cause of gender-based violence.

Humanitarian stakeholders and the private sector both have an important role to play in bridging the mobile gender gap in refugee contexts. The stakeholders' actions will be most effective if they are coordinated and base their actions on an understanding of the context-specific barriers affecting refugee women.

**Cover Photo:** A family of internally displaced people living in Kafia site (near Baga Sola), Chad, 2015. Photo: Mayanne Munan/OCHA Chad.

**Acknowledgements:** PDRF interview; PDRF project document “Weaving Hope in Marawi”; PDRF project document “Youth Entrepreneurs’ Forum and Tech and Social Enterprise Ideation Challenge”; A-PAD interview; GSMA (2019), [Bridging the mobile gender gap for refugees](#); GSMA (2019), [Mobile for Humanitarian Innovation Podcast – Episode 1: Gender and Inclusivity](#); IOM statistics; UNHCR (2018), [Global Trends: Forced displacement in 2017](#); Care International (2017), [Suffering in silence: The 10 most under-reported humanitarian crises of 2016](#).

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## GENDER CASE STUDY: DATA AND TECHNOLOGY



Country

Global

Project coordinators

GSMA, UN Women, UNICEF

Key result area

Private-sector solutions to address the digital gender divide for improved disaster management

# THE DIGITAL GENDER DIVIDE

## Sex-, age- and disability-disaggregated data

As disasters affect women, girls, boys and men differently, it is important to have sex-, age- and disability- disaggregated data (SADDD) available in disaster situations, in order to know who is affected. The use of SADDD and gender analysis are some of the most effective ways to promote gender equality in humanitarian efforts; however, only 40 percent of coordinated needs assessments provided SADDD for any sector and 20 percent provided SADDD for just one sector.

### CBi: SRI LANKA IN ACTION

The Asia Pacific Alliance for Disaster Management Sri Lanka (A-PAD SL), the CBi Network, is working with the local and national governments to provide disaggregated data, cooperating with the Department of Census and Statistics. Mapping needs to be carried out before disasters occur to be able to provide the necessary supplies where they are needed most. A-PAD SL has partnered with the Disaster management Centre to create hygiene kits for women, men and children.

## The digital gender divide

Today, the digital transformation provides new avenues for the economic empowerment of women and can contribute to greater gender equality. As the reach of mobile technology has grown, it has become an increasingly powerful tool with which to deliver life-enhancing information, services and opportunities to millions who have not been able to access them before. Mobile is the primary way most people in low and middle-income countries (LMICs) access the Internet. As Internet access becomes a gateway to new economic opportunities, government services and global information, there is a tremendous risk that the rate of women's access is not keeping pace with new technology. The digital gender divide needs to be resolved, especially in the humanitarian context, as the cost of the digital gender divide is simply too high for women in particular and for operations in general.

The Mobile Gender Gap Report 2020 states that women in LMICs are 8 percent less likely than men to own a mobile phone, and 20 percent less likely to use mobile Internet, or own a smartphone. Furthermore, 165 million fewer women than men still do not own a mobile phone across LMICs, and 300 million fewer women use mobile Internet. While this “mobile gender gap” is well-documented, new econometric analysis by GSMA Intelligence and GSMA Connected Women finds that women are likely to have this digital gap, even when other relevant socio-economic and demographic factors are controlled for.

The gender gap is still widest in South Asia, with women being 51 percent less likely to have full use of digitalization in comparison to men, and remains fairly consistent in other regions, such as sub-Saharan Africa, which has the second largest gender gap at 37 percent. In specific country cases, Mozambique has a gender gap in mobile ownership of 24 percent and in Tanzania, 2 percent in urban areas but 16 percent in rural areas, which shows that there are significant context-related differences.

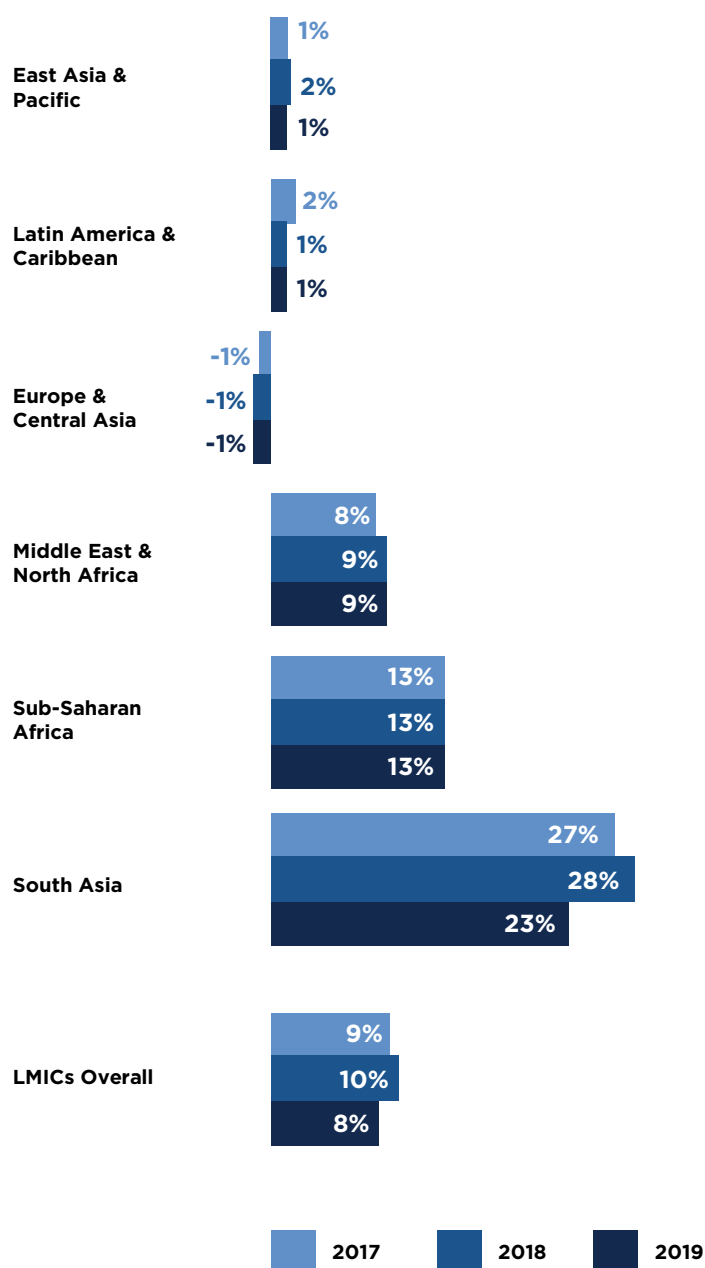
As a result, women are prevented from accessing essential health, education and finance services, especially during disasters. Often women and girls can miss out on valuable aid and support in a crisis. In refugee camps and settlements, mobile phones can play numerous roles in supporting women's livelihoods and well-being. Women use them to run businesses and create a livelihood and they are also a conduit for receiving important information regarding the camp and informing themselves about political developments back home. When mobile phones are in the hands of the men of the household alone, he influences who has access to information and power. When women have access to mobile phones, it empowers them and gives them agency over economic decisions such as water, sanitation and other supplies. The use of a mobile phone requires a certain level of literacy and even technical aptitudes, so basic skills have become an important aspect to address.

### The digital gender divide during the COVID-19 pandemic

The digital gender divide has a significant impact on women during the COVID-19 pandemic, particularly exacerbated by lockdowns and reduced opportunities. The *From Insights to Action: Gender Equality in the Wake of COVID-19* report by UN Women, published in August 2020, shows that the impact of the COVID-19 response is deeply gendered and is intensifying existing gender inequalities, widening the poverty gap between women and men. The digital gender divide is contributing to women's loss of jobs during the pandemic.

Despite women having less access than men to mobile technology, they tend to be the primary caregiver for children, the elderly and the sick in the home, and often run informal microbusinesses from domestic settings. A mobile connection can support women during the current global crisis in a number of ways, including helping them to run a business, as during the pandemic, the digital world serves as a virtual marketplace for sustaining microbusinesses or finding essential products. Technology is also important, as it facilitates using mobile money to pay for essential bills and services, taking care of relatives and vulnerable groups, being connected and protected from GBV, and attending to other matters relevant in a disaster scenario, such as health, food security and hygiene.

### Regional Gender Gaps in Mobile Ownership 2017-2019





Women from the Somuma community, Democratic Republic of Congo, providing feedback as part of the community engagement of Ebola prevention. Photo: Martine Perret / UN.

### Private-sector involvement: the challenges and solutions

GSMA reports that affordability remains the primary barrier to mobile phone ownership for men and women. Among mobile users who are aware of mobile Internet, a lack of literacy and digital skills continues to be one of the main barriers to use. Safety concerns are also a key barrier to women's mobile Internet access, particularly in Latin America. It is also an important factor in South Africa, where 22 percent of women reported safety and security-related issues as the main barriers to Internet access, compared with only 5 percent of men. Although relevance has declined in importance as a barrier, it remains a critical factor in several countries. Family approval was also listed as a top reason in Africa and Asia among women, increasing in both regions since 2018.

There are several ways in which the private sector can intervene to address the digital gender divide in disaster management:

- Partner with humanitarian organizations to ensure products are suitable for specific emergency, humanitarian or refugee contexts and are tailored to the needs of particular groups of women.
- Make simpler and cheaper mobile phones available to markets.
- Consider offering innovative finance schemes to women.
- Organize trainings and capacity-building for women to equip them to use the technology relevant to their situation. Enable facilitators to act as champions for digital literacy and support the learning of women beneficiaries and refugees.

- Deliver training to women on the relevance of mobile technology and how it benefits them in humanitarian settings, as well as on preparing for, responding to and recovering from a disaster, particularly from the perspective of their small businesses, recovery and opportunities.
- Establish user profiles: in one refugee camp alone, addressing the challenges women face could lead to over 10,000 additional connected women.
  - Improve the quality and availability of SADDD to set targets, create strategies and track progress. This will allow analysis to be undertaken to establish the percentage of female customers and whether women's usage is deepening and inform strategies and initiatives to support this where it is not.
  - Understand women's needs and barriers to mobile ownership and use in their respective markets, and design targeted interventions to address these barriers.
  - Consider the effect of social norms on women in the design and implementation of policies, products and services.
  - Consult and involve women users in product, service and policy design and implementation, including testing and piloting with women, and proactively tailor
- Develop marketing campaigns aimed specifically at women, addressing their barriers and highlighting relevant benefits, or at families, raising awareness of the benefits of women having access to technology.
- Private sector companies working with early warning systems (EWS) should also collect information, conduct gender analysis and address the digital gender divide, to improve the final impact of the four-pillar EWS, noting that women receive, interpret and react to messages differently from men.

## HOW IS IT DONE?

### BEST PRACTICE - USE TECHNOLOGY TO INFORM ABOUT GENDER-BASED VIOLENCE

The third edition of the Global Humanitarian Response Plan COVID-19 Progress Report notes that in Bangladesh's Cox's Bazar, UNICEF supported the development of a mobile application for adolescents to keep them engaged and informed about GBV services available during COVID-19 lockdown restrictions. Since its development, more than 4,000 adolescent girls have accessed this application.

### BEST PRACTICE - ESTABLISH A PROGRAMME TO ADDRESS THE DIGITAL GENDER DIVIDE

The GSMA Connected Women Programme works with mobile operators and their partners to address the barriers to women accessing and using mobile Internet and mobile money services, with the aim of reducing the gender gap in these areas and simultaneously unlocking significant commercial opportunities for the mobile industry and socio-economic benefits for women.

### BEST PRACTICE - USE GENDER-RESPONSIVE TECHNOLOGY IN YOUR COVID-19 RESPONSE

In the Za'atari and Azraq refugee camps in Jordan, a curfew is in place from 6 p.m. to 10 a.m. Even during the day, regulations are in place: people must stay indoors, unless they need to buy food or seek medical attention. UN Women in Jordan has been able to seamlessly and remotely ensure that cash continues to reach Syrian refugee women involved in its cash-for-work programmes at the Oasis empowerment centres in the camps.

An innovative blockchain cash-disbursement system safely advances women's economic empowerment, because it can be managed remotely. Women can access their salaries through an iris-scanning technology that identifies and links each woman to their account on UN Women's blockchain available in World Food Programme-run local supermarkets. Work is scarce as many workplaces remain closed during the lockdown but UN Women beneficiaries continue to receive their salaries. Women can choose to save their money, receive cash-back, or purchase food and essential supplies at supermarkets, which remain open. The IrisGuard system involves no physical contact and beneficiaries need not touch any buttons, making it a safe and hygienic method. Only the person whose iris scan is linked to the account can withdraw cash from the system, which ensures security and accountability for the account holder.

**Cover Photo:** Registering births in Senegal's remote regions is costly and time-consuming, but a new mobile phone app allows village chiefs like Yaya Kandé to text the details of newborns to government registrars, thereby securing their full rights of citizenship. Photo: IRIN.

**Acknowledgements:** GSMA Connected Women (2020), [The Mobile Gender Gap Report 2020](#); [Reaching 50 Million Women with Mobile: A Practical Guide](#); UN Women (2020), [Using technology to assist vulnerable Syrian refugees during COVID-19 lockdown](#); United Nations Office for the Coordination of Humanitarian Affairs (2020), [Global Humanitarian Response Plan COVID-19 Progress Report. Third Edition](#); OECD (2018), [Bridging the Digital Gender Divide](#); A-PAD Interview.

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# Conclusions, Needs and Recommendations

“For the importance and the urgency of the matter in the ongoing COVID-19 situation, the time to act is now”

The objective of this mapping and analysis has been to provide an overview on how gender, private sector and disaster management interact, as well as to offer a consolidated view of different focus areas through the specific chapters, to facilitate bringing gender into private sector disaster management discussions. This was done through a document mapping and analysis, a sample survey and interviews of different stakeholders, as well as offering smaller and larger case examples that further deepen the understanding and the importance of the theme. Annex 1 presents close to 200 materials that further guide the work.

It is, however, recognized that a mapping and analysis that was conducted over a period of two months can only offer an overview. This was a challenge within the process, as the needs and interest on the topic are high. Many partners and key specialists in the field provided recommendations, which have been included in this document to the extent that has been feasible within its existing scope. Some are listed as needs and recommendations for future steps.

**Therefore, the general conclusions** are:

1. Gender influences private sector disaster management in significant ways and offers win-win opportunities as its integration is good for business, advances human rights and improves the results of disaster management.
2. The topic is new and needs further development and coordination among various actors.
3. Given the importance and the urgency of gender in the ongoing COVID-19 situation, the time to act is now.

**Further needs that were identified include** (but are not limited to):

**Strengthened cooperation:**

- Clear linkages between gender, the private sector and disaster management need to be strengthened at all levels, including information sharing among actors and work groups (focus on the business community).
- Collaboration of the business sector with national gender bureaux and women’s networks should be strengthened to better understand women’s needs and capacities.
- Governments are to be supported further by private sector gender initiatives in government-led disaster management.
- The private sector should strive to be increasingly part of the humanitarian structure, cluster approach, coordination, Humanitarian Country Team and Humanitarian Response Plan.

**Gender specific data:**

- The private sector to collect, analyze and make available SADD in disasters through their operations. The analysis may include (but is not limited to) elements such as participation of women beneficiaries, economic empowerment, gender role in the livelihood structure, gender-based responsibilities and SGBV.
- Gender analysis to be comprehensively included in economic/private sector needs assessments and post-disaster needs assessments, improving the targeting and the results of disaster management. This is also specific to context, age and disability.

### Private sector use of its specific strengths:

- Knowledge in marketing leveraged to advocate and communicate on the importance of gender and improve behaviors in disaster management through messages and targeting.
- An increasing focus on gender-related matters and needs in disaster management (to be reinforced by the support materials mentioned below) and in specific areas of expertise, such as climate insurances, digital gender divide and the gendered burden of care work.
- Women and women-led MSMEs to be targeted in disaster management actions and assisted to be aware of disaster-related opportunities available. This includes an increase in access to training for women and women led MSMEs.
- Highlighting the role women can play in the field of gender in private sector disaster management, to be advanced through the COVID-19 actions and Build Back Better.

### Support materials to develop include:

- A business case for gender in disaster management used for awareness raising and advocacy.
- A capacity-building and training module (know-how and how-to) on gender, the private sector and disaster management, available to everyone.
- A good practice and evidence package on gender, the private sector and disaster management. To this end, a case study template developed with key partners would ensure that it correspond to the needs of the business sector and other actors, with easy identification of the outputs and measurable changes generated.
- A manual and a toolkit on how to integrate gender in private sector disaster management, as well as a guide on gender-specific products that the private sector can provide in disaster management.
- Gender lens integrated into the guides and matrices of private sector networks.

It is **recommended for the CBI Secretariat to take the theme forward** in its work by including gender as a crosscutting consideration to its work areas, as well as conducting targeted actions. These include, in cooperation with other key actors, strengthening dialogue and coordination between the private sector and other humanitarian actors on gender, as well as supporting the private sector and country-level private sector networks as they delve further into the issue in a localised manner.

Specific actions to consider are:

- Developing knowledge materials and practical gender resources for CBI Member Network (MN) operations.
- Offering capacity strengthening through training and direct technical support to selected MNs.
- Developing a business case on gender in disaster management.

### The key considerations for the private sector are to:

1. Ensure the collection of disaggregated data and gender analysis as part of the business market analysis, including liaising with local women organizations to understand all needs.

2. Leverage the gendered analysis to target humanitarian support in the best possible way, and use empowering practices for women, women workers, women-owned businesses and the informal sector<sup>79</sup>; and to always conduct these actions according to the humanitarian principles<sup>80</sup> including “do no harm”.<sup>81</sup>

3. Take part in capacity-strengthening initiatives on gender, as well as applying the related tools and the business case (the latter as soon to be provided by the CBI Secretariat) in practice.<sup>82</sup>

4. Liaise with the CBI Secretariat, in the case of CBI MNs, to express their interest to develop pilots and receive technical support on gender in private sector disaster management.

5. In the response and recovery to COVID-19, seek to address gender and consider the pandemic as a window of opportunity to change gender norms that may be harmful for people and businesses.

The role of the governments, UN agencies and offices, and the civil society is also important, as their understanding of the role of the private sector and gender is key in developing the field and related opportunities. All actors are encouraged to use the information of this and the future CBI gender materials to start or strengthen the understanding and integration of gender into the field and related opportunities, and to be part of the dialogue and solutions.

79. Please see Annex 1 for further material on guides.

80. The principles of humanity, neutrality, impartiality and independence are fundamental to humanitarian action. Learn more [here](#).

81. “Do no harm” is the principle that requires humanitarian actors to endeavor not to cause further damage and suffering as a result of their actions.

82. Practical support materials are being developed by the CBI. For all private sector actors involved or interested in being involved in gender and the private sector in disaster management, please visit the CBI website or contact the CBI Secretariat to find out more about materials and collaboration opportunities available.

# List of Interviews and Other References

## List of people interviewed

### CBI Networks

- Mike Spencer, Fiji Business Disaster Resilience Council (FBDRRC), Fiji, 30 September 2020
- Pelin Kihitir, Director of the Business for Goals Platform, Turkey, 29 September 2020
- Glen Craig, Chairperson of Vanuatu Business Resilience Council (VBRC), 1 October 2020
- Trina Aspuria, Philippine Disaster Resilience Foundation (PDRF), 29 September 2020
- Candice Bismonte, Philippine Disaster Resilience Foundation (PDRF) Community Resilience Officer, 29 September 2020
- Toni Zuniga, Philippine Disaster Resilience Foundation (PDRF), 29 September 2020
- Firzan (“Hush”) Hashim, Country Director of Asia-Pacific Alliance for Disaster Management (A-PAD), Sri Lanka, 25 September 2020
- Vajini Herat Gunaratne, Asia-Pacific Alliance for Disaster Management (A-PAD), Sri Lanka, 25 September 2020
- Luis Gomez, Director of Centro Nacional de Apoyo para Contingencias Epidemiológicas y Desastres (CENACED), Mexico, 29 September 2020
- Joseph Fanja, Alliance pour la Gestion des Risques et la Continuité des Activités (AGERCA), Haiti, 25 September 2020

### UNDP

- Ronald Jackson, Head of Disaster Risk Reduction and Resilience Building Team, Crisis Bureau, 9 September 2020
- Angelika Planitz, Team Leader, Disaster and Climate Risk Governance, 9 September 2020
- Diana Gutierrez, Manager, Global Programme on Business for Gender Equality, 8 September 2020
- Andrea Quesada Aguilar, Gender, Sustainable Development and Environment Consultant, Gender Cluster, 8 September 2020
- Carlo Ruiz Giraldo, Policy Advisor on Economic Recovery, Recovery Solutions and Human Mobility, Crisis Bureau – Global Policy Network, 3 September 2020
- Rita Sciarra, Team Leader, Inclusive Growth and Poverty Reduction, Regional Hub for Latin America and the Caribbean, 7 September 2020
- Cecilia Aipira, Disaster Risk Reduction Specialist, 9 September 2020
- Sanny Ramos Jegillos, Practice Coordinator on Disasters, 9 September 2020
- Rita Missal, Programme Specialist, 9 September 2020
- Armen Grigoryan, Team Leader, 9 September 2020
- Patrick Gremillet, Senior Partnership Advisor, Crisis Bureau, 9 September 2020
- Sophie Baranes, CADRI Coordinator, 9 September 2020
- Caitlin Boyce, Crisis Bureau, 6 October 2020

### **OCHA**

- April Pham, Senior Gender Advisor and Head of Gender Unit, 8 September 2020
- Marina Skuric-Prodanovic, System-Wide Approaches and Practices Section (SWAPS) Coordinator, 3 September 2020
- Sille Bern Jensen, Gender Specialist, Gender Team, 8 September 2020
- Toni-Anne Vinell Stewart, Gender Specialist, Gender Team, 8 September 2020

### **UN Women**

- Päivi Kannisto, Chief of the Peace and Security Unit, 24 September 2020
- Rahel Steinbach, Programme Specialist, DRR and Resilience, 24 September 2020
- Funmi Balogun, Director of Humanitarian Action, 24 September 2020
- Theresia Thylin, Head of Humanitarian Research and Innovation, 24 September 2020
- Tatyana Jiteneva, Sustainable Peacebuilding, 24 September 2020
- Maria Holtsberg, Regional Humanitarian and DRR Advisor, Regional Office for Asia and the Pacific, 8 September 2020
- Tonni Brodber, Deputy Representative, Caribbean Multi-Country Office, 7 September 2020
- Kyana Bowen, Programme Officer - Humanitarian, Climate Change and Disaster Risk Resilience, Caribbean Multi-Country Office, 7 September 2020 World Bank:
- Cristina Otano, Senior Operations Officer (Gender), Global Facility for Disaster Risk Reduction (GFDRR), 30 September 2020 United Nations Global Compact:
- Michelle Breslauer, Senior Manager, Governance and Peace, 25 September 2020
- Aude Coquatrix, Senior Manager, Social Sustainability and Gender Equality, 25 September 2020

### **USAID Bureau for Humanitarian Assistance**

- Emmanuel Nougou-Ngog, Acting Team Leader, Private Sector Engagement
- Melissa Joy, Gender, Age, and Social Inclusion Team Leader
- Lara Sulzman, Humanitarian Protection Specialist, Protection Team, Protection and Community Capacities Division
- Kavita Sethuraman, Gender, Age and Social Inclusion Team

### **Institutes**

- Chloe Demrovsky, President and Chief Executive Officer of Disaster Recovery Institute International (DRI), 10 September 2020

### **CBI Executive Committee member**

- Rachel Huguot, Hilton Foundation, 15 September 2020

### **CBI**

- Tiina Turunen, Programme Specialist
- Tiina Mylly, Fragile Contexts and Conflict Affected Areas
- Florian Rhiza Nery, Network Specialist

## Survey

- Fifteen organizations participated in the survey. The survey questions can be found [here](#).

## Main webinars influencing the research

- University College London: Why do we need a gender perspective in conflict and disaster studies? 24 August 2020.
- IASC: Protection from Sexual Exploitation and Abuse (PSEA) sensitization/awareness session. 11 September 2020.
- UNDP: Webinar No. 89: Gender inequality and the COVID-19 crisis: A Human Development Perspective. 26 August 2020.
- GSMA: Empowering Women and Girls: Understanding and Addressing the Gender Gap in Official Identification. 30 September 2020.
- UNDP: From Recovery to Transformation: Launch of the COVID-19 Global Gender Response Tracker. 28 September 2020.
- United Nations General Assembly (UNGA): Strengthening commitments to prevent, respond, and protect against sexual and gender-based violence in humanitarian crises. High-level event hosted by Norway, Somalia and the United Arab Emirates in cooperation with UNFPA, UNOCHA, the International Committee of the Red Cross and Norwegian Church Aid. 28 September 2020.
- CBI: CBI Member Network Webinar. 28 September 2020.
- UNGA: Catalysing Digital Financial Services for Women Across Africa: Supporting Recovery, Resilience, and Innovation During COVID-19. 23 September 2020.

## Other references

- References for direct quotes are cited in the main body of the text and in the footnotes. A full list of references used to formulate this document can be found in the mapping document (Annex 1).

# Annex 1

## Full mapping of the existing research, tools, resources and trainings

The Annex 1 is an excel tool that helps to identify useful materials for specific purposes. You may request the tool in Excel format by contacting CBI

### Policies, frameworks, resolutions, conventions, declarations, road maps

Type of material	Organization/author	Product name	Private sector specific	Disaster	Available at	Additional information
Agenda	United Nations and all actors	<b>Sustainable Development Goals</b>	Yes	Yes	<a href="https://sdgs.un.org/goals">https://sdgs.un.org/goals</a>	Goal 5 on Gender; Disaster risk reduction within Goal 13; Private-sector participation and as cross-cutting
Framework	United Nations Office for Disaster Risk Reduction and all actors	<b>Sendai Framework for Disaster Risk Reduction 2015-2030</b>	Yes	Yes	<a href="https://www.preventionweb.net/files/43291_sendaiframeworkfordrren.pdf">https://www.preventionweb.net/files/43291_sendaiframeworkfordrren.pdf</a>	Includes gender and private sector
Agenda	United Nations Office for the Coordination of Humanitarian Affairs and all actors	<b>Agenda for Humanity</b>	Yes	Yes	<a href="http://agendaforhumanity.org/">http://agendaforhumanity.org/</a>	Leaving no one behind as one of the five priorities
Convention	United Nations General Assembly	<b>Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW)</b>	Yes	Yes	<a href="https://www.un.org/womenwatch/daw/cedaw/">https://www.un.org/womenwatch/daw/cedaw/</a>	Convention on the Elimination of All Forms of Discrimination against Women (CEDAW)
Declaration	United Nations Fourth World Conference on Women	<b>Beijing Declaration and Platform for Action</b>	Yes	Yes	<a href="https://www.un.org/womenwatch/daw/beijing/platform/">https://www.un.org/womenwatch/daw/beijing/platform/</a>	
Resolution	United Nations Security Council	<b>United Nations Security Council resolution 1325 on women, peace and security</b>	No	Conflict	<a href="https://www.unwomen.org/en/docs/2000/10/un-security-council-resolution-1325">https://www.unwomen.org/en/docs/2000/10/un-security-council-resolution-1325</a>	
Resolution	United Nations Security Council	<b>United Nations Security Council resolutions 1366 and 2001 on conflict prevention</b>	No	Conflict	<a href="https://www.securitycouncilreport.org/un-documents/document/cpr-s-res-1366.php">https://www.securitycouncilreport.org/un-documents/document/cpr-s-res-1366.php</a>	Includes gender
Policy	United Nations Office for the Coordination of Humanitarian Affairs	<b>Gender Equality: A Gender-Responsive Approach</b>	No	Yes	<a href="https://www.unocha.org/sites/dms/Documents/OCHA%20Policy%20Instruction%20on%20Gender%20Equality%202016-2020.pdf">https://www.unocha.org/sites/dms/Documents/OCHA%20Policy%20Instruction%20on%20Gender%20Equality%202016-2020.pdf</a>	
Strategy	United Nations Developments Programme	<b>UNDP Gender Equality Strategy 2018-2021</b>	No	Yes	<a href="https://www.undp.org/content/undp/en/home/librarypage/womens-empowerment/undp-gender-equality-strategy-2018-2021.html">https://www.undp.org/content/undp/en/home/librarypage/womens-empowerment/undp-gender-equality-strategy-2018-2021.html</a>	

Policy	European Union, Directorate-General for European Civil Protection and Humanitarian Aid Operations	<b>Gender: Different needs, Adapted Assistance</b>	No	Yes	<a href="https://ec.europa.eu/echo/files/policies/sectoral/gender_thematic_policy_document_en.pdf">https://ec.europa.eu/echo/files/policies/sectoral/gender_thematic_policy_document_en.pdf</a>	
Call to action	European Union, Directorate-General for European Civil Protection and Humanitarian Aid Operations	<b>Call to Action on Protection from Gender-Based Violence in Emergencies</b>	No	Yes	<a href="https://ec.europa.eu/echo/sites/echo-site/files/booklet_eu_leadership_c2a.pdf">https://ec.europa.eu/echo/sites/echo-site/files/booklet_eu_leadership_c2a.pdf</a>	
Framework	Gender Standby Capacity Project	<b>GenCap and ProCap Strategic Framework 2018-2021</b>	No	Yes	<a href="https://reliefweb.int/report/world/gen-cap-and-pro-cap-strategic-framework-2018-2021-adopted-june-2018">https://reliefweb.int/report/world/gen-cap-and-pro-cap-strategic-framework-2018-2021-adopted-june-2018</a>	The strategic direction and focus of the work of the IASC Gender Standby Capacity Project (GenCap) and the Inter-Agency Protection Standby Capacity Project (ProCap) 2018-2021.
Policy brief	United Nations	<b>The Impact of COVID-19 on Women</b>	Yes	COVID-19	<a href="https://www.un.org/sites/un2.un.org/files/policy_brief_on_covid_impact_on_women_9_apr_2020_updated.pdf">https://www.un.org/sites/un2.un.org/files/policy_brief_on_covid_impact_on_women_9_apr_2020_updated.pdf</a>	
Policy brief	United Nations Development Programme	<b>Policy Brief: Unpaid Care Work</b>	Yes	No	<a href="https://www.undp.org/content/undp/en/home/librarypage/womens-empowerment/policy-brief-unpaid-care-work.html">https://www.undp.org/content/undp/en/home/librarypage/womens-empowerment/policy-brief-unpaid-care-work.html</a>	
Agenda for action	United Nations	<b>Beijing Agenda for Global Action on Gender-Sensitive Disaster Risk Reduction</b>	No	Yes	Library folder	
Recommendations for action	United Nations Entity for Gender Equality and the Empowerment of Women, United Nations Development Programme, United Nations Office for Disaster Risk Reduction, Viet Nam	<b>Ha Noi Recommendations for Action on Gender and Disaster Risk Reduction</b>	No	Yes	<a href="https://asiapacific.unwomen.org/en/digital-library/publications/2016/07/ha-noi-recommendations-for-action-on-gender-and-drr">https://asiapacific.unwomen.org/en/digital-library/publications/2016/07/ha-noi-recommendations-for-action-on-gender-and-drr</a>	Regional Asia-Pacific Conference on Gender and Disaster Risk Reduction, 16-18 May 2016, Ha Noi, Viet Nam
Discussion	United Nations Development Programme	<b>Engaging Women in Post-Conflict Economic and Political Decision-Making: Lessons for Responding to COVID-19</b>	Yes	COVID-19	<a href="https://www.sparkblue.org/wpsrecovery">https://www.sparkblue.org/wpsrecovery</a>	
Working paper	United Nations Development Programme	<b>Gender Inequality and the COVID-19 Crisis: A Human Development Perspective</b>	No	COVID-19	<a href="http://hdr.undp.org/en/content/gender-inequality-and-covid-19-crisis-human-development-perspective">http://hdr.undp.org/en/content/gender-inequality-and-covid-19-crisis-human-development-perspective</a>	

## Networks, groups, alliances

Type of material	Organization/author	Product name	Private sector specific	Disaster	Available at	Additional information
Coordination group	United Nations Office for the Coordination of Humanitarian Affairs; Inter-Agency Standing Committee	<b>Inter-Agency Standing Committee Reference Group on Gender and Humanitarian Action</b>	No	Yes	<a href="https://interagencystandingcommittee.org/iasc-reference-group-on-gender-and-humanitarian-action">https://interagencystandingcommittee.org/iasc-reference-group-on-gender-and-humanitarian-action</a>	
Network	Inter-Agency Standing Committee	<b>Protection against Sexual Exploitation and Abuse Network</b>	No	Yes	<a href="https://pseataskforce.org/">https://pseataskforce.org/</a>	
Network	University College London	<b>Gender and Disaster Network</b>	No	Yes	<a href="http://www.gdnonline.org/">http://www.gdnonline.org/</a>	
Group	Disaster Recovery Institute International	<b>Women in Business Continuity Management</b>	Yes	Yes	<a href="https://foundation.drii.org/what-we-do/women-in-business-continuity-management/">https://foundation.drii.org/what-we-do/women-in-business-continuity-management/</a>	This community provides female business continuity, crisis management and disaster recovery professionals with learning and networking opportunities as well as support for women
Group	Business Continuity Institute	<b>Women in Resilience</b>	Yes	Yes	<a href="https://www.thebci.org/group/women-in-resilience.html">https://www.thebci.org/group/women-in-resilience.html</a>	Training for women in business continuity, crisis management, emergency management, security, disaster recovery, risk and organizational resilience (charges fees but admits scholarships)
Communication/platform	United Nations Development Programme	<b>Gender Network</b>	No	No	<a href="https://www.yammer.com/undp.org/#/threads/inGroup?type=in_group&amp;feedId=7629171">https://www.yammer.com/undp.org/#/threads/inGroup?type=in_group&amp;feedId=7629171</a>	A knowledge-sharing platform for people passionate about gender. Only accessible for UNDP
Communication/platform	United Nations Development Programme	<b>Gender and Recovery Community of Practice</b>	No	No	<a href="https://www.yammer.com/undp.org/#/threads/inGroup?type=in_group&amp;feedId=10045238">https://www.yammer.com/undp.org/#/threads/inGroup?type=in_group&amp;feedId=10045238</a>	Only accessible for UNDP
Communication/platform	United Nations Development Programme	<b>Gender Equality and Women's Empowerment</b>	No	No	<a href="https://www.yammer.com/undp.org/#/threads/inGroup?type=in_group&amp;feedId=6029852">https://www.yammer.com/undp.org/#/threads/inGroup?type=in_group&amp;feedId=6029852</a>	
Initiative	United Nations	<b>Women's Entrepreneurship Accelerator</b>	Yes	No	<a href="https://www.we-accelerate.com/">https://www.we-accelerate.com/</a>	A multi-partner initiative designed to inspire, educate, and empower women entrepreneurs around the world
Alliance	Capacity for Disaster Reduction Initiative	<b>Capacity for Disaster Reduction Initiative</b>	No	Yes	<a href="https://www.cadri.net/">https://www.cadri.net/</a>	A global partnership of 20 organizations working towards the achievement of the Sustainable Development Goals by providing countries with capacity-building services to help them reduce climate and disaster risk



## Programmes

Type of material	Organization/author	Product name	Private sector specific	Disaster	Available at	Additional information
Programme	Gender Standby Capacity Project	<b>Inter-agency Protection and Gender Standby Capacity Project</b>	No	Yes	<a href="https://www.humanitarianresponse.info/en/coordination/gencap">https://www.humanitarianresponse.info/en/coordination/gencap</a>	
Programme	United Nations Development Programme	<b>Business for Gender Equality</b>	Yes	No	<a href="https://www.genderequalityseal.org/">https://www.genderequalityseal.org/</a>	Gender Equality seal is part of the Business for Gender programme
Programme	United Nations Development Programme	<b>Genera Igualdad</b>	Yes	No	<a href="http://americalatinagenera.org/newsite/index.php/es/iniciativas-destacadas/empresas-por-la-igualdad">http://americalatinagenera.org/newsite/index.php/es/iniciativas-destacadas/empresas-por-la-igualdad</a>	
Programme	United Nations Development Programme	<b>Business Call to Action</b>	Yes	No	<a href="https://www.businesscalltoaction.org/business-call-action">https://www.businesscalltoaction.org/business-call-action</a>	Business Call to Action – a lot of materials that are not directly linked to gender although gender is encouraged (index that measures companies)
Programme	Women for Women International	<b>Women for Women International</b>	Yes	No	<a href="https://www.womenforwomen.org/">https://www.womenforwomen.org/</a>	Targets the social, economic and cultural barriers women face
Programme	University College London, Institute for Risk and Disaster Reduction	<b>Gender-Responsive Resilience and Intersectionality in Policy and Practice</b>	No	Yes	<a href="https://www.ucl.ac.uk/risk-disaster-reduction/research-projects/2019/nov/gripp-gender-responsive-resilience-intersectionality-policy-and-practice">https://www.ucl.ac.uk/risk-disaster-reduction/research-projects/2019/nov/gripp-gender-responsive-resilience-intersectionality-policy-and-practice</a>	
Programme	United Nations Development Programme	<b>Sustainable Development Goals Value Chains</b>	Yes	Yes	<a href="http://www.odscadenasvalor.org/">http://www.odscadenasvalor.org/</a>	With a gender focus. The “Ann Alé” programme (French) and “En Marcha” programme (Spanish) have been adapted and digitalized to provide a specific response to the SMEs to help them recover from the COVID-19 pandemic (replicated)
Introduction of a programme	United Nations Development Programme	<b>Ann Alé: Project for Economic Recovery and Improved Livelihoods During the Post-Crisis Period</b>	Yes	Yes	Library folder	The “Ann Alé” programme (French) and “En Marcha” programme (Spanish) have been adapted and digitalized to provide a specific response to the SMEs to help them recover from the COVID-19 pandemic. Implemented in Mexico and Haiti. (Replicated)
Programme evaluation	United Nations Development Programme	<b>“Formative Evaluation of Pilot Ann Alé: Summary of Preliminary Findings and Recommendations”</b>	Yes	Yes	Library folder	2015

Programme report	Gender Standby Capacity Project	<b>Scalability Study of the UNDP Korea Trust Fund Project “Empowerment of vulnerable women through livelihoods and micro-enterprise creation in earthquake</b>	Yes	Yes	Library folder	2014
Programme evaluation	United Nations Development Programme	<b>“Formative Evaluation of the Ann Alé Pilot Project”</b>	Yes	Yes	Library folder	
Programme	World Bank; World Meteorological Organization; United Nations Office for Disaster Risk Reduction	<b>Climate Risk and Early Warning Systems Caribbean</b>	Yes	Yes	<a href="https://www.gfdr.org/en/crews-caribbean">https://www.gfdr.org/en/crews-caribbean</a>	Gender and Vulnerable Groups in early warning systems, private sector and gender
Programme	United Nations Entity for Gender Equality and the Empowerment of Women, European Union, private sector	<b>Industry Disruptor</b>	Yes	No	<a href="https://thedoschool.com/industry-disruptor/">https://thedoschool.com/industry-disruptor/</a>	A unique incubation and mentorship programme that provides entrepreneurs of all genders that run enterprises in India that benefit females the chance to tackle key sustainability challenges in the fashion industry
Project	United Nations Development Programme Bangkok Regional Hub	<b>“Accelerating Disaster Risk Reduction and Enhancing Crisis Response through Digital Solutions “</b>	Yes	Yes	Library folder	Strengthening disaster risk reduction and recovery by improving digitalization of disaster data through innovative partnerships and solutions to support risk-informed development so that no one is left behind
Project	Vanuatu Business Resilience Council	<b>Phoenix Project</b>	Yes	COVID-19	Library folder	Supporting women-owned businesses in the face of the double disaster of COVID-19 and cyclone Harold

## Research, studies, evaluations and reports

Type of material	Organization/author	Product name	Private sector specific	Disaster	Available at	Additional information
Research	United Nations Development Programme; United Nations Entity for Gender Equality and the Empowerment of Women	<b>Conflicting Identities: The Nexus between Masculinities, Femininities and Violent Extremism in Asia</b>	No	Yes	<a href="https://www.undp.org/content/undp/en/home/librarypage/democratic-governance/the-nexus-between-masculinities-femininities-and-violent-extremism-in-asia.html">https://www.undp.org/content/undp/en/home/librarypage/democratic-governance/the-nexus-between-masculinities-femininities-and-violent-extremism-in-asia.html</a>	
Research	Asia Pacific Forum on Women, Law and Development	<b>“Climate Change and Natural Disasters Affecting Women Peace and Security”</b>	No	Conflict	<a href="http://apwld.org/wp-content/uploads/2015/03/Climate-change-Natural-disasters-Conflict.pdf">http://apwld.org/wp-content/uploads/2015/03/Climate-change-Natural-disasters-Conflict.pdf</a>	
Research	Practical Action	<b>Gender-Transformative Early Warning Systems: Experiences from Nepal and Peru</b>	No	Yes	<a href="https://reliefweb.int/report/nepal/gender-transformative-early-warning-systems-experiences-nepal-and-peru">https://reliefweb.int/report/nepal/gender-transformative-early-warning-systems-experiences-nepal-and-peru</a>	
Research	London School of Economics	<b>The Gendered Nature of Natural Disasters: The Impact of Catastrophic Events on the Gender Gap in Life Expectancy, 1981-2002</b>	No	Yes	<a href="http://eprints.lse.ac.uk/3040/1/Gendered_nature_of_natural_disasters_(LSERO).pdf">http://eprints.lse.ac.uk/3040/1/Gendered_nature_of_natural_disasters_(LSERO).pdf</a>	
Research	Mercy Corps	<b>Rethinking Resilience: Prioritizing Gender Integration to Enhance Household and Community Resilience to Food Insecurity in the Sahel</b>	No	Yes	<a href="https://www.mercycorps.org/sites/default/files/2019-12/Rethinking_Resilience_Gender_Integration.pdf">https://www.mercycorps.org/sites/default/files/2019-12/Rethinking_Resilience_Gender_Integration.pdf</a>	Sahel
Study	United Nations Entity for Gender Equality and the Empowerment of Women	<b>Global Study on the implementation of Security Council resolution 1325 (2000)</b>	No	Yes	<a href="https://www.peacewomen.org/sites/default/files/UNW-GLOBAL-STUDY-1325-2015%20(1).pdf">https://www.peacewomen.org/sites/default/files/UNW-GLOBAL-STUDY-1325-2015%20(1).pdf</a>	
Programme	United Nations Development Programme	<b>Sustainable Development Goals Value Chains</b>	Yes	Yes	<a href="http://www.odscadenasvalor.org/">http://www.odscadenasvalor.org/</a>	With a gender focus. The “Ann Alé” programme (French) and “En Marcha” programme (Spanish) have been adapted and digitalized to provide a specific response to the SMEs to help them recover from the COVID-19 pandemic (replicated)
Research article	Christina Bache	<b>Maximizing the Role of Business in Fragile and Conflict-Affected Environments: Women’s Contributions to Peace</b>	Yes	Conflict	Library folder	

Research	Sharon M. Danes; Jinhee Lee; Sayali Amarapurkar; Kathryn Stafford; George Haynes; Katherine E. Brewton	<b>Determinants of Family Business Resilience after a Natural Disaster by Gender of Business Owner</b>	Yes	Yes	<a href="https://doi.org/10.1142/S1084946709001351">https://doi.org/10.1142/S1084946709001351</a>	
Research article	Theresia Thylin; Maria Fernanda Novelo Duarte	<b>Theresia Thylin; Maria Fernanda Novelo Duarte</b>	Yes	Yes	<a href="http://www.doi.org/10.1080/13552074.2019.1627778">http://www.doi.org/10.1080/13552074.2019.1627778</a>	The opportunities and risks for women and girls associated with the application of blockchain technology in humanitarian settings
Study	Disaster Recovery Institute International	<b>"A Study of Women in Business Continuity Management"</b>	Yes	Yes	Library folder	Progress made, but much room for improvement remains
Summary publication	United Nations Development Programme; United Nations Entity for Gender Equality and the Empowerment of Women	<b>From Insights to Action: Gender equality in the wake of COVID-19</b>	Yes	COVID-19	<a href="https://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2020/gender-equality-in-the-wake-of-covid-19-en.pdf?la=en&amp;vs=5142">https://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2020/gender-equality-in-the-wake-of-covid-19-en.pdf?la=en&amp;vs=5142</a>	Summarizes the data, research and policy work produced by UN Women on the impact of the COVID-19 pandemic on women and girls, including how it is affecting extreme poverty, employment, health, unpaid care and violence against women and girls
Evaluation	Inter-Agency Standing Committee	<b>The Inter-Agency Humanitarian Evaluation (IAHE) on Gender Equality and the Empowerment of Women and Girls (GEEWG)</b>	No	Yes	<a href="https://interagencystandingcommittee.org/inter-agency-humanitarian-evaluations/inter-agency-humanitarian-evaluation-iahe-gender-equality-and">https://interagencystandingcommittee.org/inter-agency-humanitarian-evaluations/inter-agency-humanitarian-evaluation-iahe-gender-equality-and</a>	
Report	United Nations Entity for Gender Equality and the Empowerment of Women, Regional Office for Asia and the Pacific	<b>The Philippines and COVID-19: Impact on the Private Sector</b>	Yes	COVID-19	<a href="https://asiapacific.unwomen.org/en/digital-library/publications/2020/08/the-philippines-and-covid-19-impact-on-the-private-sector">https://asiapacific.unwomen.org/en/digital-library/publications/2020/08/the-philippines-and-covid-19-impact-on-the-private-sector</a>	
Report	United Nations Entity for Gender Equality and the Empowerment of Women, Regional Office for Asia and the Pacific	<b>Indonesia and COVID-19: Impact on the Private Sector</b>	Yes	COVID-19	<a href="https://asiapacific.unwomen.org/en/digital-library/publications/2020/08/indonesia-and-covid-19-impact-on-the-private-sector">https://asiapacific.unwomen.org/en/digital-library/publications/2020/08/indonesia-and-covid-19-impact-on-the-private-sector</a>	
Report	United Nations Entity for Gender Equality and the Empowerment of Women, Regional Office for Asia and the Pacific	<b>Viet Nam and COVID-19: Impact on the Private Sector</b>	Yes	COVID-19	<a href="https://asiapacific.unwomen.org/en/digital-library/publications/2020/08/viet-nam-and-covid-19-impact-on-the-private-sector">https://asiapacific.unwomen.org/en/digital-library/publications/2020/08/viet-nam-and-covid-19-impact-on-the-private-sector</a>	
Report	Institute for International Law of Peace and Armed Conflict	<b>World Risk Report 2019</b>	No	Yes	<a href="https://reliefweb.int/sites/reliefweb.int/files/resources/WorldRiskReport-2019_Online_english.pdf">https://reliefweb.int/sites/reliefweb.int/files/resources/WorldRiskReport-2019_Online_english.pdf</a>	Gender as cross-cutting

Report	United Nations Office for Disaster Risk Reduction	<b>Global Assessment Report for Disaster Risk Reduction</b>	No	Yes	<a href="https://gar.undrr.org/">https://gar.undrr.org/</a>	Gender as cross-cutting
Report	World Economic Forum	<b>Global Gender Gap Report 2020</b>	Yes	No	<a href="http://www3.weforum.org/docs/WEF_GGGR_2020.pdf">http://www3.weforum.org/docs/WEF_GGGR_2020.pdf</a>	
Report	United Nations Development Programme Haiti	<b>"Innovation for Social Cohesion in Conflict-Affected Areas"</b>	No	Conflict	Library folder	With gender focus
Report	Save the Children; Plan International	<b>Because We Matter: Addressing COVID-19 and Violence against Girls in Asia-Pacific</b>	No	COVID-19	<a href="https://resourcecentre.savethechildren.net/library/because-we-matter-addressing-covid-19-and-violence-against-girls-asia-pacific">https://resourcecentre.savethechildren.net/library/because-we-matter-addressing-covid-19-and-violence-against-girls-asia-pacific</a>	
Report	GMSA	<b>The Mobile Gender Gap Report 2020</b>	Yes	No	<a href="https://www.gsma.com/r/gender-gap/">https://www.gsma.com/r/gender-gap/</a>	
Report	World Bank	<b>The Economic and Social Impact of COVID-19</b>	Yes	COVID-19	<a href="http://documents1.worldbank.org/curated/en/444031591289647448/pdf/The-Economic-and-Social-Impact-of-COVID-19-Private-Sector.pdf">http://documents1.worldbank.org/curated/en/444031591289647448/pdf/The-Economic-and-Social-Impact-of-COVID-19-Private-Sector.pdf</a>	
Report	United Nations Entity for Gender Equality and the Empowerment of Women	<b>Gender Flash Report on the Beirut Explosion</b>	No	Yes	Library folder	
Report and case studies	United Nations Entity for Gender Equality and the Empowerment of Women	<b>Funding for Gender Equality and the Empowerment of Women and Girls in Humanitarian Programming</b>	No	Yes	<a href="https://www.unwomen.org/en/digital-library/publications/2020/06/funding-for-gender-equality-and-the-empowerment-of-women-and-girls-in-humanitarian-programming">https://www.unwomen.org/en/digital-library/publications/2020/06/funding-for-gender-equality-and-the-empowerment-of-women-and-girls-in-humanitarian-programming</a>	
Report	CARE	<b>"Left Out and Left Behind: Ignoring Women Will Prevent Us from Solving the Hunger Crisis Policy Report"</b>	No	Yes	<a href="https://reliefweb.int/report/world/policy-report-left-out-and-left-behind-ignoring-women-will-prevent-us-solving-hunger">https://reliefweb.int/report/world/policy-report-left-out-and-left-behind-ignoring-women-will-prevent-us-solving-hunger</a>	
Report	United Nations	<b>Every Woman, Every Child</b>	No	No	<a href="https://www.everywomaneverychild.org/">https://www.everywomaneverychild.org/</a>	To be published on 25 Sept
Evaluation	Government of Finland, Ministry for Foreign Affairs	<b>Evaluation of Natural Disasters and Climate Change from the Perspective of Poverty Reduction</b>	Yes	Yes	<a href="https://www.preventionweb.net/publications/view/13826">https://www.preventionweb.net/publications/view/13826</a>	With gender chapter
Analysis	Inter-Agency Standing Committee	<b>Gender Marker in CAPs and Pooled Funds, Analysis of Results and Lessons Learned</b>	No	Yes	<a href="https://interagencystandingcommittee.org/gender-and-humanitarian-action-0/documents-public/2011-iasc-gender-marker-caps-and-pooled-funds">https://interagencystandingcommittee.org/gender-and-humanitarian-action-0/documents-public/2011-iasc-gender-marker-caps-and-pooled-funds</a>	
Review	Government of the United Kingdom, Department for International Development	<b>Women, Girls and Disasters – A review for DFID</b>	No	Yes	<a href="https://gsdrc.org/document-library/women-girls-and-disasters-a-review-for-dfid/">https://gsdrc.org/document-library/women-girls-and-disasters-a-review-for-dfid/</a>	

Assessment	United Nations Development Programme	<b>Justice for Women amidst COVID-19</b>	No	COVID-19	<a href="https://www.undp.org/content/undp/en/home/librarypage/womens-empowerment/justice-for-women-amidst-covid-19.html">https://www.undp.org/content/undp/en/home/librarypage/womens-empowerment/justice-for-women-amidst-covid-19.html</a>	
Publication	United Nations Population Fund	<b>Las Mujeres son el Tejido – Salud Reproductiva para Comunidades en Crisis [Women Are the Fabric – Reproductive Health for Communities in Crisis]</b>	No	Yes	<a href="https://www.unfpa.org/sites/default/files/pub-pdf/women_fabric_spa_0.pdf">https://www.unfpa.org/sites/default/files/pub-pdf/women_fabric_spa_0.pdf</a>	
Publication	United Nations Entity for Gender Equality and the Empowerment of Women	<b>The Effect of Gender Equality Programming on Humanitarian Outcomes</b>	No	Yes	<a href="https://www.unwomen.org/en/digital-library/publications/2015/7/the-effect-of-gender-equality-programming-on-humanitarian-outcomes">https://www.unwomen.org/en/digital-library/publications/2015/7/the-effect-of-gender-equality-programming-on-humanitarian-outcomes</a>	
Publication	Organization for Security and Co-operation in Europe, Office for Democratic Institutions and Human Rights	<b>Gender and Early Warning Systems – An Introduction</b>	No	Yes	<a href="https://www.osce.org/files/f/documents/1/a/40269.pdf">https://www.osce.org/files/f/documents/1/a/40269.pdf</a>	
Article - think piece	United Nations Entity for Gender Equality and the Empowerment of Women and United Nations Capital Development Fund	<b>COVID-19 does discriminate – The Unproportionable Burden of Pandemics on Women and Women with Disabilities</b>	Yes	COVID-19	<a href="https://sway.office.com/2OoRBv1DZuHpflmB?ref=Link">https://sway.office.com/2OoRBv1DZuHpflmB?ref=Link</a>	
Article	International Recovery Platform	<b>Why Gender Issues in Recovery Are Important?</b>	No	Yes	Library folder	Post-disaster window of opportunity
Article	Inter-American Development Bank	<b>Hurricane Mitch: Women's needs and contributions</b>	No	Yes	<a href="https://publications.iadb.org/en/publication/11597/hurricane-mitch-womens-needs-and-contributions">https://publications.iadb.org/en/publication/11597/hurricane-mitch-womens-needs-and-contributions</a>	
Assessment	World Meteorological Organization	<b>Caribbean 2017 Hurricane Season: An Evidence-Based Assessment of the Early Warning System</b>	No	Yes	<a href="https://library.wmo.int/index.php?lvl=notice_display&amp;id=20700#X21Bj8vis2w">https://library.wmo.int/index.php?lvl=notice_display&amp;id=20700#X21Bj8vis2w</a>	Gender chapter
Report	Mercy Corps	<b>What We Know About Energy, Gender and GBV in Emergencies</b>	No	Yes	<a href="https://www.mercycorps.org/research-resources/what-we-know-about-energy-gender-and-gbv-emergencies">https://www.mercycorps.org/research-resources/what-we-know-about-energy-gender-and-gbv-emergencies</a>	
Impact feature	World Bank; United Nations Office for Disaster Risk Reduction	<b>Bridging the Gender Divide in Early Warnings Access across the Caribbean</b>	No	Yes	<a href="https://spark.adobe.com/page/ibJHMKPYKGUcl/">https://spark.adobe.com/page/ibJHMKPYKGUcl/</a>	
Analysis	United Nations Development Programme	<b>Can Conflict Analysis Processes Support Gendered Visions of Peacebuilding? Reflections from the Peace and Stability Development Analysis in Fiji</b>	No	Conflict	<a href="https://www.undp.org/content/undp/en/home/librarypage/womens-empowerment/gender-and-cpr/can-conflict">https://www.undp.org/content/undp/en/home/librarypage/womens-empowerment/gender-and-cpr/can-conflict</a>	This paper highlights key issues, lessons and opportunities regarding the integration of gender issues and concerns in conflict analysis processes, such as the Peace and Stability Development Analysis in Fiji.

Report on results – survey	United Nations Development Programme, Business for Goals Turkey	<b>The Impact of COVID-19 on Enterprises in Turkey: Syrian owned enterprises</b>	Yes	COVID-19	<a href="https://www.business4goals.org/wp-content/uploads/2020/07/Infographic_Syrian_owned_Enterprises.pdf">https://www.business4goals.org/wp-content/uploads/2020/07/Infographic_Syrian_owned_Enterprises.pdf</a>	No gender
Report on results – survey	United Nations Development Programme, Business for Goals Turkey	<b>Impact of COVID-19 on Enterprises in Turkey</b>	Yes	COVID-19	<a href="https://www.business4goals.org/wp-content/uploads/2020/06/B4G_MavisAnket_Infografikler_ENG_Final.pdf">https://www.business4goals.org/wp-content/uploads/2020/06/B4G_MavisAnket_Infografikler_ENG_Final.pdf</a>	Gender included
Policy report	CARE	<b>Left Out and Left Behind: Ignoring Women Will Prevent Us From Solving the Hunger Crisis</b>	No	COVID-19	<a href="https://www.care.org/wp-content/uploads/2020/08/Left-Out-and-Left-Behind.pdf">https://www.care.org/wp-content/uploads/2020/08/Left-Out-and-Left-Behind.pdf</a>	

## Toolkits, briefs and guidance notes

Type of material	Organization/author	Product name	Private sector specific	Disaster	Available at	Additional information
Toolkit	United Nations Office for the Coordination of Humanitarian Affairs	<b>Gender Toolkit (in disaster management)</b>	No	Yes	<a href="https://reliefweb.int/sites/reliefweb.int/files/resources/OCHA%20Gender%20Equality%20Toolkit%20Dec%202012.pdf">https://reliefweb.int/sites/reliefweb.int/files/resources/OCHA%20Gender%20Equality%20Toolkit%20Dec%202012.pdf</a>	Implementing the OCHA Gender Policy
Toolkit	United Nations Development Programme	<b>UNDP Gender and Recovery Toolkit</b>	Yes	Yes	<a href="https://www.undp.org/content/undp/en/home/librarypage/womens-empowerment/undp-gender-and-recovery-toolkit.html">https://www.undp.org/content/undp/en/home/librarypage/womens-empowerment/undp-gender-and-recovery-toolkit.html</a>	Recovery
Toolkit	United Nations Development Programme	<b>Integrated Approach to Disaster Recovery: A toolkit on Cross-cutting Issues – Lessons from the Tsunami Recovery Unit</b>	No	Yes	<a href="https://www.undp.org/content/undp/en/home/librarypage/womens-empowerment/gender_and_cpr/integrated_approach_to_disaster_recovery_atoolkit_on_cross-cutting_issues.html">https://www.undp.org/content/undp/en/home/librarypage/womens-empowerment/gender_and_cpr/integrated_approach_to_disaster_recovery_atoolkit_on_cross-cutting_issues.html</a>	Recovery
Capacity-building package	United Nations Development Programme	<b>Mainstreaming Gender in Mitigation and Technology</b>	No	Yes	<a href="https://www.undp.org/content/undp/en/home/librarypage/womens-empowerment/mainstreaming-gender-in-mitigation-and-technology.html">https://www.undp.org/content/undp/en/home/librarypage/womens-empowerment/mainstreaming-gender-in-mitigation-and-technology.html</a>	
Case studies	United Nations Development Programme	<b>Price of Peace: Financing for Gender Equality in Post-Conflict Reconstruction</b>	Yes	Yes	<a href="https://www.undp.org/content/undp/en/home/librarypage/womens-empowerment/price-of-peace-financing-for-gender-equality-in-post-conflict-reconstruction.html">https://www.undp.org/content/undp/en/home/librarypage/womens-empowerment/price-of-peace-financing-for-gender-equality-in-post-conflict-reconstruction.html</a>	UNDP-commissioned case studies in Kosovo, Sierra Leone, Southern Sudan and Timor-Leste examine if and how resources were allocated and used in post-conflict reconstruction initiatives to promote gender equality and address women's needs
Tool	United Nations Development Programme	<b>Economic Dividends for Gender Equality (EDGE) Certification process for UNDP</b>	Yes	No	<a href="https://intranet.undp.org/Lists/Home%20Page%20Announcements/DispForm.aspx?ID=597">https://intranet.undp.org/Lists/Home%20Page%20Announcements/DispForm.aspx?ID=597</a>	Only accessible for UNDP. The EDGE Certification will assess the state of gender equality in the UNDP workplace. It is the leading global assessment and business certification for gender equality in the workplace.

Brief	United Nations Development Programme; Global Gender and Climate Alliance	<b>Gender Adaptation and Disaster Risk Reduction</b>	No	Yes	<a href="https://www.undp.org/content/undp/en/home/librarypage/womens-empowerment/gender-adaptation-and-drr.html">https://www.undp.org/content/undp/en/home/librarypage/womens-empowerment/gender-adaptation-and-drr.html</a>	
Brief	United Nations Development Programme	<b>Gender-Based Violence and COVID-19</b>	No	COVID-19	<a href="https://www.undp.org/content/undp/en/home/librarypage/womens-empowerment/gender-based-violence-and-covid-19.html">https://www.undp.org/content/undp/en/home/librarypage/womens-empowerment/gender-based-violence-and-covid-19.html</a>	
PowerPoint	United Nations Entity for Gender Equality and the Empowerment of Women	<b>Addressing Gender Inequality through Climate Change Action and DRR - Project Focus areas</b>	No	Yes	Library folder	
Action brief	United Nations Entity for Gender Equality and the Empowerment of Women	<b>Women as a Force for Accelerated and Inclusive Economic Recovery Post-COVID-19 in Asia and the Pacific</b>	No	COVID-19	Library folder	
Toolkit	European Union, Directorate-General for European Civil Protection and Humanitarian Aid Operations	<b>Gender-Age Marker</b>	No	Yes	<a href="https://ec.europa.eu/echo/files/policies/sectoral/gender_age_marker_toolkit.pdf">https://ec.europa.eu/echo/files/policies/sectoral/gender_age_marker_toolkit.pdf</a>	
Toolkit	International Federation of Red Cross and Red Crescent Societies	<b>Protection, Gender and Inclusion in Emergencies: Toolkit</b>	No	Yes	<a href="https://media.ifrc.org/ifrc/document/protection-gender-inclusion-emergencies-toolkit/">https://media.ifrc.org/ifrc/document/protection-gender-inclusion-emergencies-toolkit/</a>	
Toolkit	Mercy Corps	<b>Measuring Gender Dynamics in Resilience: Tools for Integrating Gender into Resilience-Focused Programs</b>	No	Yes	<a href="https://www.mercycorps.org/research-resources/gender-dynamics-resilience-programs">https://www.mercycorps.org/research-resources/gender-dynamics-resilience-programs</a>	
Brief	United Nations Office for Disaster Risk Reduction Asia-Pacific	<b>Leave No One Behind in COVID-19 Prevention, Response and Recovery</b>	Yes	COVID-19	<a href="https://library.wmo.int/index.php?lvl=notice_display&amp;id=20700#X2lBj8vis2w">https://library.wmo.int/index.php?lvl=notice_display&amp;id=20700#X2lBj8vis2w</a>	Gender chapter
Brief	United Nations Entity for Gender Equality and the Empowerment of Women	<b>Women, Peace and Security</b>	No	Conflict	<a href="https://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2013/12/un%20women%20briefthematicpsuswebrev3%20pdf.pdf?la=en">https://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2013/12/un%20women%20briefthematicpsuswebrev3%20pdf.pdf?la=en</a>	
Brief	Women's Empowerment Principles	<b>COVID-19 and Gender Equality: A Call to Action for the Private Sector</b>	Yes	COVID-19	<a href="https://www.genderequalityseal.org/wp-content/uploads/2020/05/WE-EMPOWER_wepscovid19updated9aprilfinal-20200409233006.pdfbriefthematicpsuswebrev3%20pdf.pdf?la=en">https://www.genderequalityseal.org/wp-content/uploads/2020/05/WE-EMPOWER_wepscovid19updated9aprilfinal-20200409233006.pdfbriefthematicpsuswebrev3%20pdf.pdf?la=en</a>	
Brief	United Nations Development Programme, Business for Gender Equality	<b>UNDP COVID-19 BIZ4GE</b>	Yes	COVID-19	<a href="https://www.genderequalityseal.org/wp-content/uploads/2020/05/BOOKLET_EXT_Gender-Offers_Private-Sector_COVID-19_UNDP_14052020.pdfanalysisprocessessupportgenderedvisionsofpeacebuild.html">https://www.genderequalityseal.org/wp-content/uploads/2020/05/BOOKLET_EXT_Gender-Offers_Private-Sector_COVID-19_UNDP_14052020.pdfanalysisprocessessupportgenderedvisionsofpeacebuild.html</a>	This brief provides a toolkit for businesses and the economy in general on why and how to integrate gender considerations



Brief	United Nations Entity for Gender Equality and the Empowerment of Women	<b>Women Tackling COVID-19: Livelihood and Prevention through Mask Production</b>	Yes	COVID-19	Library folder	
Brief	United Nations Entity for Gender Equality and the Empowerment of Women	<b>Women's Resilience to Disasters Program</b>	No	Yes	Library folder	
Guidance note for action	United Nations Entity for Gender Equality and the Empowerment of Women, Regional Office for Asia and the Pacific	<b>Supporting SMEs to Ensure the Economic COVID-19 Recovery is Gender-Responsive and Inclusive</b>	Yes	COVID-19	<a href="https://asiapacific.unwomen.org/en/digital-library/publications/2020/04/guidance-note-for-action-supporting-smes-to-ensure-the-economic-covid-19-recovery">https://asiapacific.unwomen.org/en/digital-library/publications/2020/04/guidance-note-for-action-supporting-smes-to-ensure-the-economic-covid-19-recovery</a>	
Guidance note for action	United Nations Entity for Gender Equality and the Empowerment of Women, Regional Office for Asia and the Pacific	<b>Gender-Sensitive Private Sector Response to COVID-19 for Accelerated and Inclusive Economic Recovery</b>	Yes	COVID-19	<a href="https://asiapacific.unwomen.org/en/digital-library/publications/2020/04/guidance-for-action-gender-sensitive-private-sector-response-to-covid-19">https://asiapacific.unwomen.org/en/digital-library/publications/2020/04/guidance-for-action-gender-sensitive-private-sector-response-to-covid-19</a>	
Guidance note for action	United Nations Entity for Gender Equality and the Empowerment of Women, Regional Office for Asia and the Pacific	<b>Women as a Force for Accelerated and Inclusive Economic Recovery Post-COVID-19 in Asia-Pacific</b>	Yes	No	<a href="https://asiapacific.unwomen.org/en/digital-library/publications/2020/03/wea-post-covid-19-in-asia-pacific">https://asiapacific.unwomen.org/en/digital-library/publications/2020/03/wea-post-covid-19-in-asia-pacific</a>	
Guidance note for action	United Nations Entity for Gender Equality and the Empowerment of Women, Regional Office for Asia and the Pacific	<b>Addressing the Emerging Impacts of the COVID-19 Pandemic on Migrant Women in Asia and the Pacific for a Gender-Responsive Recovery</b>	Yes	COVID-19	<a href="https://asiapacific.unwomen.org/en/digital-library/publications/2020/04/guidance-for-action-addressing-the-emerging-impacts-of-the-covid-19-pandemicnder-responsive-recovery">https://asiapacific.unwomen.org/en/digital-library/publications/2020/04/guidance-for-action-addressing-the-emerging-impacts-of-the-covid-19-pandemicnder-responsive-recovery</a>	
Brief	United Nations Entity for Gender Equality and the Empowerment of Women	<b>COVID-19 and Ending Violence Against Women and Girls</b>	No	COVID-19	<a href="https://www.genderequalityseal.org/wp-content/uploads/2020/05/UNW_COVID-19-and-GBV-ending-violence.pdf">https://www.genderequalityseal.org/wp-content/uploads/2020/05/UNW_COVID-19-and-GBV-ending-violence.pdf</a>	Including economic impact of violence against women and girls and COVID-19
Guidance note	United Nations Development Programme	<b>Women, Peace and Human Security: A Guidance Note on Parliamentary Engagement During and Post-COVID-19</b>	No	COVID-19	Library folder	
Guidance note	United Nations Development Programme	<b>Prevent and Respond to Gender-Based Violence</b>	No	Yes	Library folder	
Guidance note	United Nations Development Programme	<b>Promote Transformative Livelihoods and Economic Recovery to Advance Gender Equality</b>	Yes	Yes	Library folder	
Guidance note	United Nations Development Programme	<b>Ensure Gender Equality Is at the Core of Disaster Risk Reduction and Recovery</b>	No	Yes	Library folder	

Guidance note	United Nations Development Programme	<b>Advancing Gender Equality and Women's Empowerment in Crisis and Recovery Settings</b>	No	Yes	Library folder	
Key messages	Inter-Agency Standing Committee	<b>Inter-Agency Standing Committee Key Protection Advocacy Messages COVID-19</b>	No	COVID-19	Library folder	A set of key messages to support advocacy to help address increased protection concerns for vulnerable populations in humanitarian contexts as a result of COVID-19
Minimum standards	International Federation of Red Cross and Red Crescent Societies	<b>Minimum Standards for Protection, Gender and Inclusion in Emergencies</b>	No	Yes	<a href="https://media.ifrc.org/ifrc/document/minimum-standards-protection-gender-inclusion-emergencies/">https://media.ifrc.org/ifrc/document/minimum-standards-protection-gender-inclusion-emergencies/</a>	
Brief	International Federation of Red Cross and Red Crescent Societies	<b>Prevention and response to Sexual and Gender-Based Violence in COVID-19</b>	No	Yes	<a href="https://media.ifrc.org/ifrc/document/prevention-response-sexual-gender-based-violence-covid-19/">https://media.ifrc.org/ifrc/document/prevention-response-sexual-gender-based-violence-covid-19/</a>	
Toolkit	International Federation of Red Cross and Red Crescent Societies	<b>Protection, Gender and Inclusion in Emergencies: Toolkit</b>	No	Yes	<a href="https://media.ifrc.org/ifrc/document/protection-gender-inclusion-emergencies-toolkit/">https://media.ifrc.org/ifrc/document/protection-gender-inclusion-emergencies-toolkit/</a>	Also training, facilitators and participant manuals available on this issue
Commitment	Government of Finland, Ministry for Foreign Affairs; Government of Spain, Ministry for Foreign Affairs, the European Union and Cooperation	<b>Commitment 2025 on Women's Inclusion in Peace Processes</b>	No	Conflict	<a href="https://finlandabroad.fi/documents/384951/0/240919+Commitment+2025+ES-FIN+%282%29.pdf/3035c462-c67c-11a7-b936-88144165a688?t=1569834339954">https://finlandabroad.fi/documents/384951/0/240919+Commitment+2025+ES-FIN+%282%29.pdf/3035c462-c67c-11a7-b936-88144165a688?t=1569834339954</a>	
Impact brief	United Nations Global Compact	<b>Commitment 2025 on Women's Inclusion in Peace Processes</b>	Yes	COVID-19	<a href="https://www.unglobalcompact.org/take-action/20th-anniversary-campaign/uniting-business-to-tackle-covid-19/genderequality">https://www.unglobalcompact.org/take-action/20th-anniversary-campaign/uniting-business-to-tackle-covid-19/genderequality</a>	
Self-assessment tool	United Nations Entity for Gender Equality and the Empowerment of Women	<b>Protection, Gender and Inclusion in Emergencies: Toolkit</b>	Yes	No	<a href="https://www.unwomen.org/en/digital-library/publications/2015/9/un-women-private-sector-accountability-framework">https://www.unwomen.org/en/digital-library/publications/2015/9/un-women-private-sector-accountability-framework</a>	Private sector partner self-assessment tool for gender equality and empowerment of women
Brief	Business Fights Poverty	<b>Measuring Gender Dynamics in Resilience: Tools for Integrating Gender into Resilience-Focused Programs</b>	Yes	COVID-19	<a href="https://www.genderequalityseal.org/wp-content/uploads/2020/05/Biz-Fights-Poverty-COVID-19.pdf">https://www.genderequalityseal.org/wp-content/uploads/2020/05/Biz-Fights-Poverty-COVID-19.pdf</a>	
Consultation	United Nations	<b>Leave No One Behind in COVID-19 Prevention, Response and Recovery</b>	Yes	Yes	<a href="https://www.preventionweb.net/publications/view/40425">https://www.preventionweb.net/publications/view/40425</a>	

## Training

Type of material	Organization/author	Product name	Private sector specific	Disaster	Available at	Additional information
Training	Inter-Agency Standing Committee; United Nations Entity for Gender Equality and the Empowerment of Women	<b>Gender in Humanitarian Action Training</b>	No	Yes	<a href="https://www.humanitarianresponse.info/en/coordination/gencap/document/giha-training">https://www.humanitarianresponse.info/en/coordination/gencap/document/giha-training</a>	The best known training for gender and disasters
Training	Inter-Agency Standing Committee; United Nations Entity for Gender Equality and the Empowerment of Women	<b>“Climate Change and Natural Disasters Affecting Women Peace and Security”</b>	No	Conflict	<a href="https://interagencystandingcommittee.org/gender-and-humanitarian-action-0/news/online-coursedifferent-needs-equal-opportunities-increasing">https://interagencystandingcommittee.org/gender-and-humanitarian-action-0/news/online-coursedifferent-needs-equal-opportunities-increasing</a>	A course with guidelines on gender-sensitive humanitarian programming through the ADAPT & ACT and cluster approach
Training	Inter-Agency Standing Committee; United Nations Entity for Gender Equality and the Empowerment of Women	<b>Gender-Transformative Early Warning Systems: Experiences from Nepal and Peru</b>	No	Yes	<a href="https://trainingcentre.unwomen.org/portal/product/i-know-gender-1-2-3-gender-concepts-to-get-started-international-frameworks-for-gender-equality-and-promoting-gender-equality-throughout-the-un-system/">https://trainingcentre.unwomen.org/portal/product/i-know-gender-1-2-3-gender-concepts-to-get-started-international-frameworks-for-gender-equality-and-promoting-gender-equality-throughout-the-un-system/</a>	Includes chapter 10 on gender equality in emergencies
Training	Inter-Agency Standing Committee; United Nations Entity for Gender Equality and the Empowerment of Women	<b>The Gendered Nature of Natural Disasters: The Impact of Catastrophic Events on the Gender Gap in Life Expectancy, 1981-2002</b>	No	Yes	<a href="https://trainingcentre.unwomen.org/portal/product/gender-responsive-budgeting/">https://trainingcentre.unwomen.org/portal/product/gender-responsive-budgeting/</a>	Introductory guidance on applying a gender-equality approach across all stages of the humanitarian programming cycle (cost: \$60)
Training	United Nations Entity for Gender Equality and the Empowerment of Women Training Centre	<b>Implementation of the UN Security Council Resolutions on the Women, Peace, and Security Agenda</b>	No	Conflict	<a href="https://trainingcentre.unwomen.org/portal/product/implementation-of-the-un-security-council-resolutions-on-the-women-peace-and-security-agenda/">https://trainingcentre.unwomen.org/portal/product/implementation-of-the-un-security-council-resolutions-on-the-women-peace-and-security-agenda/</a>	
Training	United Nations Entity for Gender Equality and the Empowerment of Women	<b>Gender and Disarmament</b>	No	Conflict	<a href="https://trainingcentre.unwomen.org/portal/product/gender-and-disarmament/">https://trainingcentre.unwomen.org/portal/product/gender-and-disarmament/</a>	
Training	United Nations Entity for Gender Equality and the Empowerment of Women Training Centre	<b>Understanding Violence against Women and Girls</b>	Yes	Yes	<a href="https://trainingcentre.unwomen.org/portal/product/understanding-violence-against-women-and-girls/">https://trainingcentre.unwomen.org/portal/product/understanding-violence-against-women-and-girls/</a>	With a gender focus. The “Ann Alé” programme (French) and “En Marcha” programme (Spanish) have been adapted and digitalized to provide a specific response to the SMEs to help them recover from the COVID-19 pandemic (replicated)
Training	European Union, Directorate-General for European Civil Protection and Humanitarian Aid Operations	<b>Mainstreaming Gender and Age in Humanitarian Action</b>	No	Yes	<a href="https://else.dgecho-partners-helpdesk.eu/learn">https://else.dgecho-partners-helpdesk.eu/learn</a>	English and Spanish

Training catalogue	International Federation of Red Cross and Red Crescent Societies	<b>Protection, Gender and Inclusion Training Catalogue</b>	No	Yes	<a href="https://media.ifrc.org/ifrc/document/protection-gender-inclusion-training-catalogue/">https://media.ifrc.org/ifrc/document/protection-gender-inclusion-training-catalogue/</a>	
Training	Disaster Recovery Institute International and Business Continuity Institute	<b>Business Continuity Plans and Resilience</b>	No	COVID-19	See DRII and BCI (in Network listing)	These courses provide certification, but are for a fee. Integrated women's groups may offer scholarships.
Education programmes	University College London, Institute for Risk and Disaster Reduction	<b>Institute for Risk and Disaster Reduction: Centre for gender in Disasters</b>	No	Yes	<a href="https://www.ucl.ac.uk/risk-disaster-reduction/research/centre-gender-and-disaster">https://www.ucl.ac.uk/risk-disaster-reduction/research/centre-gender-and-disaster</a>	Plans to integrate the private sector soon under new programme funding
Brief	Asian Disaster Preparedness Center	<b>Gender Perspectives in Disaster Preparedness and Humanitarian Response for Local Actors</b>	No	Yes	<a href="https://courses.adpc.net/courses/course-v1:ADPC+APP-ADPC-01+2018/about">https://courses.adpc.net/courses/course-v1:ADPC+APP-ADPC-01+2018/about</a>	

## Webinars

Type of material	Organization/author	Product name	Private sector specific	Disaster	Available at	Additional information
Webinar	United Nations Development Programme, Bangkok Regional Hub gender team and FairBiz team	<b>Private-Sector Inclusive Responses to COVID-19</b>	Yes	COVID-19		21 May. The webinar will bring together private-sector speakers and discuss how companies can integrate gender into their COVID-19 responses and support female employees.
Webinar	United Nations Development Programme	<b>Socio-Economic Implications of COVID-19: Gender Perspective</b>	Yes	COVID-19	<a href="https://web.microsoftstream.com/video/ab84f510-8192-494b-833c-bdb48866ed5a?list=studio">https://web.microsoftstream.com/video/ab84f510-8192-494b-833c-bdb48866ed5a?list=studio</a>	Only accessible for UNDP
Webinar	United Nations Development Programme	<b>Emerging Gender Data for COVID Response and Recovery</b>	No	COVID-19	<a href="https://web.microsoftstream.com/video/fe3d3d7e-ea1d-454d-9e58-4102a830302d?channelId=c6326cdd-433e-4191-9bff-clb3e6e5697e">https://web.microsoftstream.com/video/fe3d3d7e-ea1d-454d-9e58-4102a830302d?channelId=c6326cdd-433e-4191-9bff-clb3e6e5697e</a>	Only accessible for UNDP
Webinar	United Nations Development Programme	<b>The Impact of COVID-19 on Gender Inequalities: UNDP's COVID-19 Gender</b>	No	COVID-19	<a href="https://web.microsoftstream.com/video/3d95ab58-f60e-453a-9685-d350b292971a">https://web.microsoftstream.com/video/3d95ab58-f60e-453a-9685-d350b292971a</a>	Only accessible for UNDP. Raquel Lagunas, Officer-in-Charge, UNDP Gender Team
Webinar	United Nations Development Programme	<b>Leveraging Private-Sector Capabilities for a Gender-Responsive COVID-19 Action</b>	No	COVID-19	<a href="https://web.microsoftstream.com/video/18a0663e-71e1-48b2-ba78-42ccc4395e32">https://web.microsoftstream.com/video/18a0663e-71e1-48b2-ba78-42ccc4395e32</a>	Only accessible for UNDP. Diana Gutierrez, Manager of the Global Programme Business for Gender Equality, Bureau for Policy and Programme Support (BPPS), UNDP
Webinar	United Nations Office for Disaster Risk Reduction Asia-Pacific	<b>Leave No One Behind in COVID-19 Prevention, Response and Recovery</b>	No	Yes		

Webinar	United Nations Development Programme, Business Call to Action	<b>Solutions and Support for Women-Led Businesses to Navigate the COVID-19 Crisis</b>	Yes	COVID-19	<a href="https://www.businesscalltoaction.org/webinars/solutions-and-support-women-led-businesses-navigate-covid-19-crisis">https://www.businesscalltoaction.org/webinars/solutions-and-support-women-led-businesses-navigate-covid-19-crisis</a>	
Webinar	United Nations Development Programme, Business Call to Action	<b>Solutions and Support for Women-Led Businesses to Navigate the COVID-19 Crisis</b>	Yes	No	<a href="https://www.businesscalltoaction.org/webinars/challenges-women-supply-chains">https://www.businesscalltoaction.org/webinars/challenges-women-supply-chains</a>	
Webinar	United Nations Development Programme, Business Call to Action	<b>Gender Equality and Business</b>	Yes	No	<a href="https://www.businesscalltoaction.org/webinars/gender-equality-and-business">https://www.businesscalltoaction.org/webinars/gender-equality-and-business</a>	
Webinar	United Nations Development Programme, Business Call to Action	<b>Desafíos y soluciones para la continuidad de las empresas en Colombia [Challenges and Solutions for Business Continuity in Colombia]</b>	Yes	Yes	<a href="https://www.businesscalltoaction.org/webinars/desaf%C3%ADos-y-soluciones-para-la-continuidad-de-las-empresas-en-colombia">https://www.businesscalltoaction.org/webinars/desaf%C3%ADos-y-soluciones-para-la-continuidad-de-las-empresas-en-colombia</a>	
Webinar	United Nations Development Programme, Protection against sexual exploitation and abuse	<b>Awareness/Sensitization Sessions for Front-line Responders to the Beirut Blast</b>	No	COVID-19	<a href="https://trainingcentre.unwomen.org/course/index.php?categoryid=1">https://trainingcentre.unwomen.org/course/index.php?categoryid=1</a>	Sexual exploitation and abuse (SEA) core principles, zero-tolerance policy to SEA, prevention and response and how to conduct "contextualized safeguarding" in response to the Beirut Blast
Academic lecture	University College London, Institute for Risk and Disaster Reduction	<b>Why Do We Need a Gender Perspective in Disasters?</b>	No	Yes	<a href="https://www.youtube.com/watch?v=BFCKhcfn2SQ">https://www.youtube.com/watch?v=BFCKhcfn2SQ</a>	Institute for Risk and Disaster Reduction. Centre for Gender in Disasters. Dr. Punam Yadav and Prof. Maureen Fordham. Private sector may be part of a new project.

## Resources

Type of material	Organization/author	Product name	Private sector specific	Disaster	Available at	Additional information
Knowledge hub	United Nations Entity for Gender Equality and the Empowerment of Women	<b>Women's Resilience to Disasters</b>	No	Yes	<a href="https://www.preventionweb.net/wrd/">https://www.preventionweb.net/wrd/</a>	
Library	United Nations Development Programme	<b>Crisis Response Portal</b>	No	Yes	<a href="https://intranet.undp.org/sites/crr/response/SitePages/Gender.aspx">https://intranet.undp.org/sites/crr/response/SitePages/Gender.aspx</a>	Only accessible for UNDP. Gender-specific guidance notes: 1) Prevent and respond to gender-based violence in crisis and recovery settings; 2) Promote transformative livelihoods and economic recovery to advance gender equality in crisis and recovery settings; 3) Promote the participation and leadership of women and women's organizations in crisis and recovery;

						4) Ensure women's access to justice, security and human rights in crisis and recovery settings; 5) Enhance women's agency in peace processes and political institutions in crisis and recovery settings; 6) Ensure gender equality is at the core of disaster risk reduction and recovery; 7) Transform government to deliver equally for all in crisis and recovery settings.
Mapping	United Nations Entity for Gender Equality and the Empowerment of Women	<b>List of Gender-Related COVID-19 Resources by United Nations Entity (22 May 2020)</b>	No	COVID-19	<a href="https://www.unwomen.org/-/media/headquarters/attachments/sections/how%20we%20work/unsystemcoordination/gender-related-covid-19-resources-by-un-entity-en.pdf?la=en&amp;vs=1433">https://www.unwomen.org/-/media/headquarters/attachments/sections/how%20we%20work/unsystemcoordination/gender-related-covid-19-resources-by-un-entity-en.pdf?la=en&amp;vs=1433</a>	
Checklist	United Nations Development Programme	<b>How to Integrate Gender into Socio-Economic Assessments</b>	No	Yes	<a href="https://www.undp.org/content/undp/en/home/librarypage/womens-empowerment/how-to-integrate-gender-into-socio-economic-assessments.html">https://www.undp.org/content/undp/en/home/librarypage/womens-empowerment/how-to-integrate-gender-into-socio-economic-assessments.html</a>	
Standard operating procedures	United Nations Office for the Coordination of Humanitarian Affairs	<b>OCHA Standard Operating Procedures on Sexual Misconduct</b>	No	COVID-19	Library folder	Protection from sexual exploitation and abuse and sexual harassment
Experiences	United Nations Entity for Gender Equality and the Empowerment of Women	<b>"Who holds the microphone?" Crisis-Affected Women's Voices on Gender-Transformative Changes in Humanitarian</b>	No	Yes	<a href="https://www.unwomen.org/en/digital-library/publications/2020/08/research-paper-crisis-affected-womens-voices-on-gender-transformative-changes">https://www.unwomen.org/en/digital-library/publications/2020/08/research-paper-crisis-affected-womens-voices-on-gender-transformative-changes</a>	
Library	Disaster Recovery Institute International	<b>Women in Business Continuity Management Library</b>	No	Yes	<a href="https://drii.org/crm/presentationlibrary">https://drii.org/crm/presentationlibrary</a>	Webinars on panel discussions and other materials
Library	International Federation of Red Cross and Red Crescent Societies	<b>International Federation of Red Cross and Red Crescent Societies Document Library on Gender</b>	No	Yes	<a href="https://media.ifrc.org/ifrc/document/protection-gender-inclusion-emergencies-toolkit/">https://media.ifrc.org/ifrc/document/protection-gender-inclusion-emergencies-toolkit/</a>	Includes IFRC policy on gender, prevention and response to sexual and gender-based violence in COVID-19. Good practices.
Resource	Mercy Corps	<b>Library on Research and Resources</b>	No	Conflict	<a href="https://europe.mercycorps.org/en-gb/research-resources?fid=82#grid">https://europe.mercycorps.org/en-gb/research-resources?fid=82#grid</a>	
Resource	United Nations Development Programme	<b>COVID-19 Global Gender-Response Tracker</b>	Yes	COVID-19	<a href="https://www.undp.org/content/undp/en/home/covid-19-gender-dashboard.html">https://www.undp.org/content/undp/en/home/covid-19-gender-dashboard.html</a>	
Resource	United Nations Development Programme Mexico	<b>Superar la desigualdad, Reducir el Riesgo - Gestión del Riesgo de Desastres con Equidad de Género [Overcoming Inequality, Reducing Risk - Disaster Risk Management with Gender Equity]</b>	Yes	No	<a href="https://www.preventionweb.net/publications/view/2980">https://www.preventionweb.net/publications/view/2980</a>	Developing a comprehensive approach that makes it possible to understand gender relations in the context of disaster risk and promote its incorporation in development policies

## Manuals, guides and handbooks

Type of material	Organization/author	Product name	Private sector specific	Disaster	Available at	Additional information
Handbook	Inter-Agency Standing Committee	<b>Different needs - equal opportunities</b>	No	Yes	<a href="https://interagencystandingcommittee.org/system/files/legacy_files/women_girls_boys_men_different_needs_equal_opportunities_iasc_gender_handbook_for_humanitarian_action_english_language.pdf">https://interagencystandingcommittee.org/system/files/legacy_files/women_girls_boys_men_different_needs_equal_opportunities_iasc_gender_handbook_for_humanitarian_action_english_language.pdf</a>	Widely known gender handbook for humanitarian action
Manual	United Nations Development Programme	<b>Gender Approaches in Conflict and Post-Conflict Situations</b>	No	Conflict	<a href="https://www.undp.org/content/undp/en/home/librarypage/womens-empowerment/gender-approaches-in-conflict-and-post-conflict-situations.html">https://www.undp.org/content/undp/en/home/librarypage/womens-empowerment/gender-approaches-in-conflict-and-post-conflict-situations.html</a>	
Guide	United Nations Development Programme; United Nations Entity for Gender Equality and the Empowerment of Women	<b>Gender and disaster risk reduction in Europe and Central Asia</b>	No	Yes	<a href="https://www.eurasia.undp.org/content/rbec/en/home/library/gender-equality/gender-and-disaster-risk-reduction-workshop-guide-for-facilitato.html">https://www.eurasia.undp.org/content/rbec/en/home/library/gender-equality/gender-and-disaster-risk-reduction-workshop-guide-for-facilitato.html</a>	Workshop guide for facilitators. The workshop module, based on the experience and specific circumstances of the region, has been used to conduct a series of training sessions in the Europe and Central Asia region
Handbook	United Nations Development Programme	<b>Parliamentary Handbook on the Women, Peace and Security Agenda</b>	No	Conflict	<a href="https://www.undp.org/content/undp/en/home/librarypage/crisis-prevention-and-recovery/parliament-as-partners-supporting-women-peace-and-security-agend.html">https://www.undp.org/content/undp/en/home/librarypage/crisis-prevention-and-recovery/parliament-as-partners-supporting-women-peace-and-security-agend.html</a>	
Guide	United Nations Development Programme	<b>The Gender Equality Seal Certification Programme for Public and Private Enterprises: Putting Principles into Practice</b>	Yes	No	<a href="https://www.undp.org/content/undp/en/home/librarypage/womens-empowerment/the-gender-equality-seal-certification-programme-for-public-and-.html">https://www.undp.org/content/undp/en/home/librarypage/womens-empowerment/the-gender-equality-seal-certification-programme-for-public-and-.html</a>	
Guide	United Nations Entity for Gender Equality and the Empowerment of Women Latin America and the Caribbean	<b>Global Study on the implementation of Security Council resolution 1325 (2000)</b>	No	Yes	<a href="http://dipecholac.net/noticias/regional/guia-regional-y-kit-de-herramientas.html?fbclid=IwAR3xR6BmXuc5FvPCqoFajwoqQkYJG-v-JuEKx2xEpiC_xDfNZiteBK0VsQw">http://dipecholac.net/noticias/regional/guia-regional-y-kit-de-herramientas.html?fbclid=IwAR3xR6BmXuc5FvPCqoFajwoqQkYJG-v-JuEKx2xEpiC_xDfNZiteBK0VsQw</a>	
Guide	United Nations Entity for Gender Equality and the Empowerment of Women	<b>Sustainable Development Goals Value Chains</b>	No	Yes	<a href="https://www.unwomen.org/-/media/Headquarters/Media/Publications/en/O4EGenderResponsiveEarlyWarning.pdf">https://www.unwomen.org/-/media/Headquarters/Media/Publications/en/O4EGenderResponsiveEarlyWarning.pdf</a>	
Guide	United Nations Entity for Gender Equality and the Empowerment of Women	<b>Sustainable Development Goals Value Chains</b>	No	Yes	<a href="https://www.undp.org/content/undp/en/home/librarypage/crisis-prevention-and-recovery/integrating-gender-in-disaster-management-in-small-island-develo.html">https://www.undp.org/content/undp/en/home/librarypage/crisis-prevention-and-recovery/integrating-gender-in-disaster-management-in-small-island-develo.html</a>	Caribbean risk management initiative

Guide	International Federation of Red Cross and Red Crescent Societies	<b>A practical guide to Gender-sensitive Approaches for Disaster Management</b>	No	Yes	<a href="https://www.ifrc.org/PageFiles/96532/A%20Guide%20for%20Gender-sensitive%20approach%20to%20DM.pdf">https://www.ifrc.org/PageFiles/96532/A%20Guide%20for%20Gender-sensitive%20approach%20to%20DM.pdf</a>	
Manual	United Nations Development Programme, International Union for Conservation of Nature, United Nations Office for Disaster Risk Reduction	<b>Making Disaster Risk Reduction Gender-Sensitive Policy and Practical Guidelines</b>	No	Yes	<a href="https://www.undp.org/content/undp/en/home/librarypage/womens-empowerment/gender_and_cpr/making_disaster_riskreductiongender-sensitivepolicyandpracticalg.html">https://www.undp.org/content/undp/en/home/librarypage/womens-empowerment/gender_and_cpr/making_disaster_riskreductiongender-sensitivepolicyandpracticalg.html</a>	
Guidebook	Inter-Agency Standing Committee	<b>The gender handbook for humanitarian action</b>	No	Yes	<a href="https://interagencystandingcommittee.org/system/files/2018-iasc_gender_handbook_for_humanitarian_action_eng_0.pdf">https://interagencystandingcommittee.org/system/files/2018-iasc_gender_handbook_for_humanitarian_action_eng_0.pdf</a>	
Manual	University of the West Indies, Enhancing Knowledge and Application of Comprehensive Disaster Management	<b>Gender Mainstreaming Training Manuals and Strategies</b>	No	Yes	<a href="https://www.uwi.edu/ekacdm/">https://www.uwi.edu/ekacdm/</a>	Caribbean
Handbook	United Nations Development Programme	<b>Gender Handbook for practitioners</b>	No	No	Library folder	
Guidance note	World Bank	<b>Gender Informed Monitoring and Evaluation in Disaster Risk Management</b>	No	Yes	<a href="https://www.ucl.ac.uk/risk-disaster-reduction/research/centre-gender-and-disaster">https://www.ucl.ac.uk/risk-disaster-reduction/research/centre-gender-and-disaster</a>	
Guide	United Nations Entity for Gender Equality and the Empowerment of Women	<b>Gender Inclusion and Women's Empowerment at the Centre of Resilience</b>	No	Yes	<a href="https://courses.adpc.net/courses/course-v1:ADPC+APP-ADPC-01+2018/about">https://courses.adpc.net/courses/course-v1:ADPC+APP-ADPC-01+2018/about</a>	Operationalizing the Asia Regional Plan for Implementation of the Sendai Framework for Disaster Risk Reduction

## Infographics, illustrations, news and videos

Type of material	Organization/author	Product name	Private sector specific	Disaster	Available at	Additional information
News and guidance	United Nations Entity for Gender Equality and the Empowerment of Women	<b>COVID-19 and Its Economic Toll on Women: The Story Behind the Numbers</b>	Yes	COVID-19	<a href="https://www.unwomen.org/en/news/stories/2020/9/feature-covid-19-economic-impacts-on-women">https://www.unwomen.org/en/news/stories/2020/9/feature-covid-19-economic-impacts-on-women</a>	
News	Philippine Disaster Resilience Foundation	<b>Training on Gender in Humanitarian Action and Gender-Based Violence in Emergencies</b>	Yes	Yes	<a href="https://covid19.pdrf.org/resource_center/training-on-gender-in-humanitarian-action-and-gender-based-violence-in-emergencies/">https://covid19.pdrf.org/resource_center/training-on-gender-in-humanitarian-action-and-gender-based-violence-in-emergencies/</a>	
News article	United Nations Development Programme	<b>Costa Rica lanza programa financiero para mujeres que protegen los recursos naturales [Costa Rica Launches a Financial Programme for Women that Protect Natural Resources]</b>	Yes	No	<a href="https://www.cr.undp.org/content/costarica/es/home/presscenter/pressreleases/2019/costa-rica-lanza-programa-financiero-para-mujeres-que-protegen-l.html">https://www.cr.undp.org/content/costarica/es/home/presscenter/pressreleases/2019/costa-rica-lanza-programa-financiero-para-mujeres-que-protegen-l.html</a>	



News article	United Nations Development Programme	<b>COVID-19 Will Widen Poverty Gap between Women and Men, New UN Women and UNDP Data Shows</b>	Yes	COVID-19	<a href="https://www.undp.org/content/undp/en/home/news-centre/news/2020/COVID-19_will_widen_poverty_gap_between_women_and_men.html">https://www.undp.org/content/undp/en/home/news-centre/news/2020/COVID-19_will_widen_poverty_gap_between_women_and_men.html</a>	
News article	United Nations Entity for Gender Equality and the Empowerment of Women	<b>Gender Equality Matters in COVID-19 Response</b>	No	Yes	<a href="https://www.unwomen.org/en/news/in-focus/in-focus-gender-equality-in-covid-19-response?gclid=EAlalQobChMI6aLimoPF6wIVENGyChIqAwHbEAAYASAAEgKZY_D_BwE">https://www.unwomen.org/en/news/in-focus/in-focus-gender-equality-in-covid-19-response?gclid=EAlalQobChMI6aLimoPF6wIVENGyChIqAwHbEAAYASAAEgKZY_D_BwE</a>	
Infographic	United Nations Entity for Gender Equality and the Empowerment of Women	<b>Closing the Gender Gap in Humanitarian Action</b>	No	Yes	<a href="https://interactive.unwomen.org/multimedia/infographic/humanitarianaction/en/index.html">https://interactive.unwomen.org/multimedia/infographic/humanitarianaction/en/index.html</a>	Available in English, French, Spanish, Chinese
Illustration	United Nations Entity for Gender Equality and the Empowerment of Women	<b>Unpaid Care Work, Your Daily Load And Why It Matters</b>	Yes	No	<a href="https://interactive.unwomen.org/multimedia/explainer/unpaidcare/en/index.html">https://interactive.unwomen.org/multimedia/explainer/unpaidcare/en/index.html</a>	From domestic chores to caring for loved ones, people collectively spend 16 billion hours on unpaid care work every day. This work largely falls on women and increases in times of crisis.
Video	United Nations Development Programme	<b>El camino de Don Miguel y Doña Martha [The Story of Don Miguel and Doña Martha]</b>	No	Yes	<a href="https://www.youtube.com/watch?v=xNRhCymPTpg">https://www.youtube.com/watch?v=xNRhCymPTpg</a>	In Spanish. An illustration of why gender matters in disaster risk reduction.
Article	United Nations News	<b>Generations of Progress for Women and Girls Could be Lost to COVID Pandemic</b>	Yes	Conflict	<a href="https://news.un.org/en/story/2020/08/1071372">https://news.un.org/en/story/2020/08/1071372</a>	
Article	United Nations Entity for Gender Equality and the Empowerment of Women	<b>Using Technology to Assist Vulnerable Syrian Refugees During COVID-19 Lockdown</b>	No	Yes	<a href="https://www.unwomen.org/en/news/stories/2020/4/feature-technology-to-assist-refugees-during-covid-19-lockdown">https://www.unwomen.org/en/news/stories/2020/4/feature-technology-to-assist-refugees-during-covid-19-lockdown</a>	Jordan
Article	Carmen Niethammer	<b>Women, Peace and Security – Challenges and Opportunities In Light of the Corona Pandemic</b>	Yes	Conflict	<a href="https://www.forbes.com/sites/carmenniethammer/2020/04/04/women-peace-and-securitychallenges-and-opportunities-in-light-of-the-corona-pandemic/#365b168f62eb">https://www.forbes.com/sites/carmenniethammer/2020/04/04/women-peace-and-securitychallenges-and-opportunities-in-light-of-the-corona-pandemic/#365b168f62eb</a>	
News	GSMA	<b>Does Just Being a Woman Reduce the Likelihood of Using Mobile?</b>	Yes	No	<a href="https://www.gsma.com/mobilefordevelopment/blog/does-just-being-a-woman-reduce-the-likelihood-of-using-mobile/?ID=a6g1r000010tPMAAY&amp;JobID=539699&amp;utm_source=sfmc&amp;utm_medium=email&amp;utm_campaign=CW_Q3">https://www.gsma.com/mobilefordevelopment/blog/does-just-being-a-woman-reduce-the-likelihood-of-using-mobile/?ID=a6g1r000010tPMAAY&amp;JobID=539699&amp;utm_source=sfmc&amp;utm_medium=email&amp;utm_campaign=CW_Q3</a>	Influence on early warning system
News	Alisha Haridasani Gupta	<b>Why Did Hundreds of Thousands of Women Drop Out of the Workforce?</b>	Yes	COVID-19	<a href="https://www.nytimes.com/2020/10/03/us/jobs-women-dropping-out-workforce-wage-gap-gender.html?referringSource=articleShare">https://www.nytimes.com/2020/10/03/us/jobs-women-dropping-out-workforce-wage-gap-gender.html?referringSource=articleShare</a>	
News	United Nations Development Programme	<b>Gender and Recovery</b>	No	Yes	<a href="https://www.bing.com/videos/search?q=Gender+and+recovery+UNDP+Osservatore+youtube&amp;view=detail&amp;mid=05975694FAEE4E5DA6CD05975694FAEE4E5DA6CD&amp;FORM=VIRE">https://www.bing.com/videos/search?q=Gender+and+recovery+UNDP+Osservatore+youtube&amp;view=detail&amp;mid=05975694FAEE4E5DA6CD05975694FAEE4E5DA6CD&amp;FORM=VIRE</a>	





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