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## Gender in Emergencies Guidance Note

### Recommendations for Rapid Gender Analysis

*This guidance note provides information on why and how to provide recommendations within your rapid gender analysis. The primary audience of this guidance note is gender advisers.*

The final – and perhaps most important – step to completing a rapid gender analysis is to provide clear recommendations to improve some of the problems or gaps you have identified in your analysis of the different needs, capacities and contributions of women, men, boys and girls. Remember that the purpose of collecting this information is to improve your response effort (and potentially those of your partners as well). Ask yourself, how can you now use the information you have to make targeted and practical recommendations to people within and beyond your organisation in order to improve the response effort?

**What is a recommendation?** Recommendations are a call to action. They propose the best course of action, considering the time and resource constraints. They should describe clearly what should happen next; be stated as precise steps; and be relevant, credible and feasible.

**1) Know your audience** There are a number of questions you should ask yourself as you begin:

- Who has the power to influence the change you want to see?
- Are your recommendations targeting the right stakeholder?

- Are your recommendations clear about who they are addressed to?

One way to clarify this is to list the recommendations under separate target audience groups. For example – one section might include recommendations to CARE staff; another section might include recommendations to peer agencies; another section might list recommendations to governments. It is important to understand your audience and what power they have to influence the process. For example, there is no point asking a government department to undertake an action that is under the remit of another government department, or to respond to a recommendation that is so vague it is not clear what they can do.

- Are your recommendations written clearly, without too much jargon? Your audience may not have the expertise you do, or the language skills you do. Always use simple language to ensure that everyone can understand your recommendations.

**2) Know your timeline:** Are there any activities that need to be done first, before other activities can proceed? Consider writing your recommendations in an order of priority of what needs to be done first. Indicate whether some recommendations represent ‘first steps’ and

whether they should be reviewed over the coming months.

**3) Be SMART:** A way of measuring that you have included all that should go into a recommendation is to ask whether they are SMART: Specific, Measurable, Achievable, Relevant and Time-bound.

- **Specific:** consider who, what, when, where, why and how in developing the recommendation.  
*Not specific: "Improve the safety of toilets"*  
*Specific: "Improve the safety of toilets by putting locks on the doors"*
- **Measurable:** consider including a numeric or descriptive measurement.  
*Not measurable: "Create safe spaces for women and children"*  
*Measurable: "Support the creation of a women's centre and a youth recreational area"*
- **Achievable:** consider the resources needed and set a realistic goal.  
*Potentially too difficult to achieve: "Ensure the camp population know their rights"*  
*More achievable: "Provide training to the most vulnerable 20% of the camp population in how to report sexual exploitation and abuse"*
- **Relevant:** consider how your recommendations respond to the priority problems you have identified in your gender analysis. The authority of your recommendation rests on the evidence that you have provided – be careful not to stray too far from your analysis. Or, if in the process of writing the recommendations you see that more evidence is needed, improve the evidence in your analysis.  
*For example, if your recommendation includes improvements for disability access but your analysis does not mention the specific needs of people with a disability, consider strengthening your analysis.*
- **Time-bound:** consider setting realistic deadlines for achieving your recommendations.  
*For example, instead of "Immediately place privacy screens around women's toilets and*

*showers", you can state "Within the first month, ensure adequate sanitary items have been delivered to all women and girls of reproductive age".*

Ideally, a recommendation should include all SMART elements. *For example: "By the end of the month, ensure that all of the women's toilets in the camp have locks on the doors".*

**4) Be clear:** The way you format your recommendations can help people better understand and therefore better follow them. There are different ways to do this, depending on the type of information you're presenting. Recommendations may be presented at the beginning or end of a report.

1. Consider some **top-line messages:** Not everyone will read your full report. Many people skip straight to the recommendations section. To help your message stand out, consider including a summary of the most important conclusions that emerged out of your analysis, both in the executive summary or introduction sections of your report (up front) and repeated in the recommendations section (usually at the end). This could take the format of bullet points that echo key messages to summarise the report. The summary should clearly justify the specific recommendations listed in the report. These key messages can also serve as an advocacy tool to influence other stakeholders. They describe both the main problems and state what needs to be done to improve the situation.
2. Consider **bold headings** for your recommendations, followed by more detailed instructions. *For example, "Distribute female hygiene kits: women have stated a preference for disposable sanitary towels, and the women assisting the monitoring are best placed to distribute them. Distribution must be repeated to the same households to ensure a regular monthly supply for menstruating women."*
3. Consider **categorising** your recommendations for **different topics.** *For example, the following recommendations are categorized by topics:*

**WASH**

- *Before distribution, adapt WASH kits so that children can safely carry the jerry cans*
- *Etc.*

**WINTERISATION**

- *Distribution must prioritise the 10 per cent of households headed by women*
- *Etc.*

4. If relevant, consider **categorising** your recommendations to your **different target audiences**. For example:

**CARE should:**

- *Targeting*
- *Gender specific programming*
- *Gender mainstreaming*

**The government should:**

- *Targeting*
- *Gender specific programming*
- *Gender mainstreaming*

**Partner agencies should:**

- *Targeting*
- *Gender specific programming*
- *Gender mainstreaming*

5) **Plan your follow up:** What is the most effective way to ensure that what you recommend gets done? Is it enough to share your report, or do you need to discuss the findings in more detail through workshops, meetings or direct conversations with influential people? Before organising a forum to discuss the findings of your analysis, be clear on what you want to get out of it. Consider how you might use these opportunities to convince others to implement your recommendations.

**Multiply impact:** Part of your follow-up plan should include a strategy to ‘multiply impact’. While the recommendations from rapid gender analyses are generally targeted towards CARE staff, it is useful to consider how create an impact beyond our immediate target beneficiaries or projects.

health supplies).

Think about how we might communicate the lessons learned with peer agencies, donor governments, host governments, or local leaders to improve the quality of other actors’ relief efforts. For example, CARE might only be able to access a certain portion of a camp population with training on reporting sexual exploitation and abuse, but if we were to work in partnership with others we could possibly expand access to the whole camp population. Consider the specific recommendations needed to drive this process.

**Language use:** When providing recommendations to external agencies consider what language will resonate most effectively with different stakeholders.

- If governments are hostile to civil society organisations, what kind of language do you need to use to achieve a stronger partnership? You may need to draft different versions of your recommendations with language targeted to different audiences.
- Beware of using terms common within CARE that others may be unfamiliar with. For example, ‘beneficiaries’ is a term more commonly used than ‘impact group’ and ‘authorities’ or ‘leaders’ is more commonly used than ‘duty bearers’. Your recommendations are more likely to be implemented if people understand them.

**Strategic relationships:** Consider what relationships you need to build to ensure that your recommendations are implemented. This means understanding who has power over the decisions that need to be made, and developing strategies to access those people.

**Develop strategy:** Consider how your evidence and experiences might be useful for other situations. Develop a strategy for sharing any relevant information more broadly (for example, improving UNHCR’s camp management policies across their global operations; or ensuring donor governments provide adequate funding for reproductive