GENDER & DISASTER TASKFORCE
W O R K P L A N

Goal:	To reduce the compounding effects of gender on disaster impacts
Lived Values/Principles:	▪ Model effective behaviours through the leadership and conduct of the task force ▪ Include affected participants across the plan-do-review cycle rather than 'do solutions to them' ▪ Prioritise actions that offer early successes, are systematically desirable, and will bring a lasting desirable effect ▪ Ensure all objectives are SMART where possible (Specific, Measurable, Articulate, Realistic and Timely)

TABLE 1: OBJECTIVES, STRATEGIES & OUTCOMES

No.	Objective	Strategies	Activities (numbered as per Table 2)	Outcome / Benefit

1	To transform the work environments and practices of emergency service organisations so that women find working in them to be welcoming and inclusive.	▪ Directly influence fire and emergency service agencies (through senior leaders setting directions, determining behaviours, improving processes and allocating resources), to:
		  - Remove barriers/discouragements to women's participation.
		  - Facilitate solutions (Facilitators/Enablers)
		▪ Awareness-raising and providing resources to brigades and at ground-level (e.g. training, information).
		▪ ESOs to share strategies re: women-friendly work environments (e.g. CFA & MFB to speak to each other).
		▪ Sharing best-practice strategies, case studies.
		▪ Recruitment, Retention and Leadership – removing barriers (women), plus diverse groups (age) – also, about being in an ESO is a viable option. Promoting benefits of diversity.
			1, 2, 3, ,4, 5, 6, 7, 8, 9, 14, 11	▪ Better opportunities and conditions for women in fire and emergency organisations.
				▪ Better functioning of fire and emergency agencies, including improved support for employees/volunteers.
				▪ (Women hold traditionally-male roles).

2	To transform the work environments and practices of emergency service organisations so that men feel encouraged to work against harmful, destructive, conscious and unconscious masculine behaviours to	▪ Directly influence fire and emergency service agencies (through senior leaders setting directions, determining behaviours, improving processes and allocating resources), to:
		  - (Insert Statement re: Men)
		  - Facilitate solutions (Facilitators/Enablers)
			1, 2, 3, 4,5, 6, 8, 9, 14, 11, 7	▪ Better men's health including reductions in substance abuse, depression and suicide.
				▪ (Less pressure, more support, less destructive).

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	self and others, and feel less pressure to engage in them.	▪ Awareness-raising and providing resources to brigades and at ground-level (e.g. training, information). ▪ ESOs to share strategies re: women-friendly work environments (e.g. CFA & MFB to speak to each other). ▪ Sharing best-practice strategies, case studies. ▪ Recruitment, Retention and Leadership – removing barriers (women), plus diverse groups (age) – also, about being in an ESO is a viable option. Promoting benefits of diversity.		
3	To improve the gender-specific support that men and women in ESOs and other emergency management organisations receive after disasters.	▪ Use the evidence from the research to re-design post-disaster support (including counselling/debriefing), particularly in ESOs/emergency management orgs. For example: - Women's Health Checklists/Snapshots (link) *Notes:* *Accessibility (for men and women) of appropriate counselling, debriefing.* *Long-term nature of debriefing and recovery.* *Understand the pressures facing communities.* *Work with agencies which provide counselling services.*	1, 2, 3, 4, 6, 7, 10, 11, 12, 13, 14	▪ Men and women report a better experience (e.g. accessibility, jobs, risk taking etc.) of the post-disaster period. ▪ HR practices encourage reporting and help-seeking, and respond in a supportive manner (e.g. deal with issues raised).
4	To achieve the Objectives 1-3 in ways that improve respect for the needs of diverse groups, for example culture, sexuality, age, in relation to how it intersects with the issue of gender.	▪ Directly influence fire and emergency service agencies (through senior leaders setting directions, determining behaviours, improving processes and allocating resources), to: - (Insert Statement re: Diversity) - Facilitate solutions (Facilitators/Enablers) ▪ Awareness-raising and providing resources to brigades and at ground-level (e.g. training, information).	1, 2, 3, 4, 5, 6, 7, 9 , 11	▪ Increase our understanding of how gender intersects with other areas of diversity, and how this affects outcomes of natural disaster. ▪ Representation on committees, leadership positions, decision-making. ▪ People feel valued ▪ People don't feel disadvantaged in relation to their culture, sexuality or

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		▪ ESOs to share strategies re: women-friendly work environments (e.g. CFA & MFB to speak to each other). ▪ Sharing best-practice strategies, case studies. ▪ Recruitment, Retention and Leadership – removing barriers (women), plus diverse groups (age) – also, about being in an ESO is a viable option. Promoting benefits of diversity.		age.
5	To improve the gender-specific support that men and women, along with boys and girls, throughout the community receive after disasters.	▪ Leverage, link with and influence existing organisations, community groups and initiatives so they reduce the unwanted effects of gender on disaster outcomes (for example, by endorsing other proposals and initiatives and identifying best practice). ▪ Focus on groups which influence the community – Engaging and influencing those groups, then sharing best-practice, providing resources. ▪ Capability-building within community (look to best-practice, fundamental skills needed to enable this).	1, 2, 3, 4, 6, 8, 9, 10, 11	▪ Better functioning of communities before, during and after fires and emergencies. ▪ Reduced violence particularly against women. ▪ Better sustaining of livelihoods (including employment) after disasters.
6	To embed a gender lens across culture and systems relating to disasters to improve community outcomes following future disasters.	▪ Leverage, link with and influence existing organisations, community groups and initiatives so they reduce the unwanted effects of gender on disaster outcomes (for example, by endorsing other proposals and initiatives and identifying best practice). ▪ Build gender into community resilience programs and communication.	1, 2, 3,4, 7, 9, 10, 11, 13, 15	▪ Widespread understanding of gender and disaster issues, underpinned by evidence.
7	To ensure efficient and responsive Taskforce planning, reflective of gender equity and representative of the principles of the foundation document.	▪ Apply SMART principles (including evaluation) ▪ Secure a sustainable funding and resource base. ▪ Gender equity of Taskforce and working groups. ▪ Reflective practice of Taskforce (challenging each other, for example: language, how transformation happens in complex environments) ▪ Communication strategy.	16 (Plus 'Works Program' Activities)	▪ Funding secured. ▪ Gender-balance of meetings. ▪ Training sessions. ▪ (Note: Evaluation of Taskforce meetings?)

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TABLE 2: TASKFORCE ACTIVITIES / WORKPLAN

No.	Activity	Tasks	Resources/Assets	Responsibility	Timeframe
1	Raising awareness of the prevalence, issues and impacts on ESOs of gender inequality at a Brigade/Station level. Develop some resources to assist facilitators to lead a session illustrating positive behaviours to promote inclusion for women and conscious and unconscious male behaviours that are harmful / destructive towards healthy working relationships with women.	▪			High Priority
2	Identify the range and frequency of behaviours across recruitment, retention and leadership to assess the current baseline of gender inequality within ESOs and identify constructive behaviours	▪			
3	Identify opportunities to share strategies for gender equality between ESOs	▪			
4	Audit and assess the current baseline of gender equality issues within each ESO, including identifying existing examples of local ESO and community cultures that support either women well, men well or both. Review past efforts to changing ESO and volunteer cultures in relation to gender, with a view to learning what worked and didn't work.	▪ Implement Gender Audit in each ESO, using the WHIN/WHO audit tool. ▪ Undertake survey in each ESO regarding the use of gendered language/metaphor – and its effects. ▪ Assess adequacy of peer support models. ▪ (Idea: Refer to Lakoff's work)			High Priority
5	Identify andseek to champion positive behaviours highlighted by the audit across ESOs to provide some quick win opportunities that can be implemented effectively				
6	Provide support to the groups that the audit identified as supporting women well, men well or both, for the purpose of helping those cultures build on and share their practices more widely. The people involved are to be asked what they consider to constitute support.				
7	Train key and influential ESO leaders & staff – on harmful, destructive, conscious and unconscious masculine behaviours to self and others highlighting consequences such as family	▪ Implement Training in: - Gender Equity (in each ESO) - FV after Natural Disasters (in each ESO,			

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	violence and organisationsal / localised cultures.	Victorian Government, Case Managers) - Identifying Family Violence (for GPs, allied health professionals, Vets, agricultural industry). ▪ (Idea: Pull together diverse groups around a *theme*, rather than a strict agenda/direction. Must be well-facilitated.)			
8	Review and change agency recruitment and performance processes so they better associate merit with desired gender-related behaviours.				
9	Facilitate conversations that support diverse participants to learn from differences and broaden the understanding they have of gender-related issues and their personal choices and contributions to maintaining them.				
10	Identify and implement ways of engaging women better in planning processes across the emergency management spectrum (which is characterised as planning, preparedness, response and recovery), with particular priority on recovery.				
11	Change practices on data collection so that the data expressly identifies sex-related and age-related information including women's participation in emergency service organisations, women in family violence after disaster, and the effect of particular disasters on women and men's health and well-being (such as the numbers, extent and proportions of men and women who have to take time off work or access services).	▪ All ESOs/agencies collect sex-disaggregated data			
12	Incorporate into relief and recovery arrangements the need to address male health and well-being issues.	▪ Implement M.Tuckey tool (Gold standard) in ESOs (or other options) for debriefing staff. ▪ Implement peer support models in ESOs (for educating men).			
13	Identify and influence existing community development programs and men's health programs to address post disaster understanding of how communities will be impacted.				
14	Analyse the gender-based work behaviours, structures and				

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	expectations that wider society sanctions, that disaster-related work accentuates and that are unhelpful to transforming gender-related aspects of agency culture.				
15	Support action-research initiatives such as by WHGNE with NDRGS.				
16	Identify possible further actions.	▪ Systematically review the recommendations from the gender and disaster reports – 'The way he tells it' and 'Men on Black Saturday'			

NOTES TO THE PLAN:

▪ Objectives must be SMART.

▪ The following strategy (from the framework document) has been incorporated into the 'Leverage, link with and influence existing organisations' strategy:

  - Help other initiatives by endorsing relevant proposals.