



NORWEGIAN
REFUGEE COUNCIL

Inclusion and Gender

Level 2 – Minimum Requirements



DOCUMENT INFORMATION

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LEVEL 2 INCLUSION AND GENDER MINIMUM REQUIREMENTS

Purpose and scope

This document sets out minimum requirements on inclusion and gender. It complements [NRC Inclusion and Gender Policy](#).

Whilst the Policy (Level 1) describes what NRC's ambition is, these minimum requirements (Level 2) elaborate on how our organisation will put its commitments into practice.

This document includes minimum requirements that cannot be deviated from or adapted. It applies globally to NRC and its entities, including NORCAP and representation offices. It also includes recommendations that may be adapted to context.

The People and Organisation Director, the Global Programme Executive Director and NORCAP's Executive Director are accountable for compliance with these minimum requirements.

How do the minimum requirements work?

The minimum requirements enable all offices to be clear on what the mandated actions are to ensure inclusion and gender are considered in our programmes, in our workforce and organisational culture.

Each section of this document presents what the requirements are to achieve NRC's four commitments to inclusion and gender. As they often contribute to the achievement of several commitments, they are grouped as follows:

Commitment 1: NRC grounds all its programmes in a solid understanding of gender and diversity issues	Requirements for programming
Commitment 2: NRC delivers humanitarian programmes that promote gender equality and support inclusion	
Commitment 3: NRC commits to building a diverse workforce and an inclusive, safe, and equitable organisational culture that reflects and respects the communities we serve	Requirements for our workforce and organisational culture
Commitment 4: NRC mainstreams inclusion and gender across all its work, partnerships, policies and strategies	Requirements for our policies, strategies and partnerships

Each section describes the actions required from country, regional and global teams as well as from representation offices.

More information on roles and responsibilities and an explainer on NRC's approach to inclusion and gender equality in programmes can be found in [Annex 1](#) and [Annex 2](#).

Requirements for programming

RELEVANT COMMITMENTS IN THE POLICY

Commitment 1: NRC grounds all its programmes in a solid understanding of gender and diversity issues

Commitment 2: NRC delivers humanitarian programmes that promote gender equality and support inclusion

NRC country teams will:

In line with Safe and Inclusive Programming Minimum Standards and as part of Country Offices' SIP Action Plans

- 01 Ensure the **SIP analysis** focuses on gender and diversity issues to understand the distinct needs, capacities and specific protection risks of different groups, including how these affect people's equitable and meaningful access to assistance (Standard 1A SIP Analysis).¹
- 02 Use the findings of the SIP analysis, which includes gender, to identify and mitigate **safety risks** in our programmes, to avoid causing harm to participants or exacerbate gender-related inequalities. Continuously monitor risks and put in place mechanisms to protect and do no harm, with deliberate attention to girls, women and at-risk groups (Standard 1B SIP across the PCM).
- 03 Continuously adapt projects to ensure everyone can equally access the assistance provided, with attention to the groups most at risk of exclusion (Standard 2A Inclusion).
- 04 Include **sex-disaggregated** data and displacement status-disaggregated data in all relevant mandatory output indicators using this to identify and address gaps or imbalances in interventions (Standard 2B data disaggregation).
Where possible, country teams are recommended to collect and use data disaggregated by age and disability². Adapt targeting, outreach and programming based on the data collected.
- 05 Ensure that women, youth, older people, persons with disabilities and other context-specific vulnerable groups are meaningfully involved in **consultations and decisions** across all phases of the response, paying particular attention to those most at risk of exclusion or neglect. (Standard 4A Participation and NRC CEA Framing Paper)

¹ Please refer to the Guidance for SIP analysis. Note that the SIP analysis already includes a secondary data review that covers gender. A standalone Rapid Gender Analysis (RGA) should only be conducted on specific occasions that require a deeper understanding of gender issues than what the SIP analysis would provide. To guide you in doing so, please read Rapid Gender Analysis guidance note.

² Staff who are collecting data on persons with disabilities should be trained on approaches and tools, such as the Washington Group Short Set and the specific Child Functioning Module.

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- 06 Make sure accessible and adequate **community feedback mechanisms** are in place, grounded in the identification of the barriers women, children, youth and other groups at risk of being excluded may face. Take swift actions to address the concerns and risks raised by project participants (Standard 3A CFM and NRC CFM handbook).
- 07 **Refer** affected populations, such as persons with disabilities, children who need protective assistance, and survivors of gender-based violence to specialised service providers, where necessary (Standard 1D Referrals).
- 08 Ensure that **project proposals** stipulate how different gender and age groups, including persons with disabilities, are affected differently by the crisis and why. Explain how the specific risks and barriers they face in accessing and using services will be addressed (SIP Standard 1B SIP across the PCM).
- 09 Make sure that personnel who oversee programmes and operations understand **how to mainstream gender and inclusion** in their interventions. At a minimum, ensure that staff follows the mandatory Kaya e-learnings on SIP (Standard 3B staff responsibility).
- 10 *Country Office teams are encouraged to attend additional modules of the Gender Training Package.*

NRC regional teams will:

- 01 As part of their engagement with **country offices**, ensure that programmes are compliant with NRC's commitments to inclusion and gender equality.
- 02 Make sure that programme staff have an understanding of how to mainstream inclusion and gender (SIP Standard 3B staff responsibility).



Photo: Marwan Mohammed/NRC

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Considering age, disability and diversity in our interventions

Besides gender, it is important to look at other identities of a displaced individual.

TAKE AGE INTO ACCOUNT IN OUR PROGRAMMES

A person's needs, capacities, and vulnerabilities change over time, depending on where they are in their life cycle. The needs or risks for an infant or child are different than from an adult, or an older person. Age influences and can enhance or reduce an individual's capacity to cope with and recover from a humanitarian crisis.

NRC's programmes should be accessible and adapted to the needs of different age groups, including children, youth, adults and older people.

ENSURE SERVICES ARE ACCESSIBLE TO PEOPLE WITH DISABILITIES

Long-term physical, mental, intellectual or sensory impairments, in interaction with various barriers, may hinder people's meaningful access to and effective participation in programmes.

All humanitarian actors have a responsibility to ensure that their programmes are accessible for persons with disabilities and to provide reasonable accommodation where necessary and appropriate.³ An example can be to add ramps in schools and latrines (universal design).

EXPLORE, WHERE FEASIBLE, HOW LGBTQIA+⁴ PERSONS CAN SAFELY BE INCLUDED IN OUR PROGRAMMES:

Whilst in times of crises, vulnerable communities often bear the brunt of the impact and are frequently left behind in the response and recovery process, for the LGBTQIA+ community, this vulnerability is further compounded by existing stigma and discrimination.

Humanitarian responses have not always met the specific needs of LGBTQIA+ individuals. Limited cultural understanding can lead to inadequate support, while systemic discrimination may result in exclusion. Like all people affected by crisis, LGBTQIA+ individuals have the right to safety, dignity, and essential services.

NRC acknowledges the specific discriminations that LGBTQIA+ groups often face in programmes and at work. We are committed to over time strengthening our capacity and knowledge on how to better ensure safe inclusion of these groups in our services, investing in capacity and organisational culture. In line with our commitment to do no harm, we will ensure inclusion is pursued without putting individuals at further risk.

Please contact the Community Engagement and Inclusion team if you would like to work towards the safe inclusion of LGBTQIA+ persons in your country programmes.

³ This means to modify our services (accommodate) to either "avoid imposing a disproportionate or undue burden on persons with disabilities or to enable them to exercise their human rights and fundamental freedoms on an equal basis with others". [IASC Disability Inclusion Guidelines](#)

⁴ Lesbian, gay, bisexual, trans, queer/questioning, intersex and asexual (the "+" is used to signify an inclusive approach to all people with diverse sexual orientation and gender identity). Please note that while the term LGBTQIA+ is increasingly understood and used in different regions of the world, in many countries LGBTQIA+ people may prefer other terms to self-identify. The alternative term SOGIESC (sexual orientation, gender identity and expression, and sex characteristics) is increasingly used.

LEVEL 2 INCLUSION AND GENDER MINIMUM REQUIREMENTS

NRC global teams will:

01

Ensure global programme teams have ownership, leadership, and competence on inclusion and gender **in their areas of programming**, building on work done in SIP.

This includes:

- Ensure that new **SOPs, procedures, guidance and tools** take into consideration inclusion and gender. Collect and disseminate relevant promising and good practices.
- Work with global gender and diversity specialists to continue building capacity, with the aim of supporting country teams in the setting and implementation of inclusion and gender specific goals in their **SIP Action Plans**.
- In coordination with regional teams, identify and support specific contexts and programmes where gender and diversity are or should be a priority.
- Disseminate relevant SIP and gender **training** with staff across the technical line and promote the mandatory Kaya e-learnings on SIP ([SIP Standard 3B staff responsibility](#)).
- Assist country teams in **developing programmes** that consider and address affected people's distinct needs and priorities. Make sure this is adequately reflected in corresponding proposals.

02

Ensure that dedicated global gender and diversity specialists continuously:

- Support selected country teams with inclusion and gender-specific goals in their **SIP Action Plans**.
- Lead on the **institutionalisation** of inclusion and gender into NRC's programming procedures, such as integrating SIP analysis into the PCM, as well as monitoring of implementation, including through the Key Control.
- Build capacity of staff to enable them to guide country teams, facilitate remote and in-person staff training, including Training of Trainers sessions.
- Use, update and disseminate relevant **SIP and gender resources** available, such as the mandatory SIP Kaya e-learning and in particular, NRC's gender training and relevant guidance and tools.

MEETING OUR COMMITMENTS IN DIFFERENT CONTEXTS

NRC will comply with all relevant laws, regulations, and international standards related to diversity, equity, and inclusion, including but not limited to anti-discrimination laws, and human rights principles. The cultural context, national laws and the sensitivity of diversity issues may place limitations upon NRC. However, NRC will always work to promote gender equality and inclusion to the greatest extent possible.

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NORCAP will:

- 01 Ensure that considerations for inclusion and gender guide NORCAP's **partnerships, assignments, advocacy and programmes**, and that inclusion and gender concerns are specifically analysed and addressed in new business development and offerings that NORCAP provides to its partners.
- 02 **NORCAP experts promote inclusion and gender** in programmes and within the organisations where this is relevant.
- 03 Ensure that all **concept notes and project proposals** are informed by an inclusion and gender analysis and address priority issues.
- 04 Use, promote and report on gender, disability and age markers in projects and among NORCAP's partners where this is relevant.
- 05 Provide **pre-departure briefings** on key inclusion and gender issues focusing on the contexts where NORCAP staff and experts operate.
- 06 Encourage staff and experts to utilise inclusion and gender **tools** and online **training** of NRC and other partners.

Explaining NORCAP's role in programming

NORCAP does not implement programmes or deliver services directly. Instead, NORCAP works with partners to strengthen protection, gender equality, and the fulfilment of human rights. The current challenges in providing a response that addresses protection, gender, and rights violations often come down to a lack of expertise. NORCAP strengthens the capacity of UN agencies, regional intergovernmental bodies, and national authorities on inclusion and gender.



Photo: Milena Ayala/NRC

Requirements for our workforce and organisational culture

RELEVANT COMMITMENT IN THE POLICY

Commitment 3: NRC commits to building a diverse workforce and an inclusive, safe, and equitable organisational culture that reflects and respects the communities we serve

Requirements for all levels, including NORCAP:

01

Ensure ownership, leadership, and competence on inclusion and gender in **all areas of our operational processes, systems, and procedures** throughout the employee lifecycle.

02

Provide **equitable employment opportunities** to all individuals through initiatives such as:

- Hiring managers and the Global Recruitment Centre should proactively include recruitment partners and diversity job boards that cater to diverse candidates and underrepresented groups when posting external job advertisements.
- Consider other value-add credentials aside from formal education (i.e. competencies, transferable skills, lived experience etc.) over formal qualifications, with a focus on competencies and experiences.
- Ensure that the hiring panel has diverse participants, including different staff profiles (gender, age and other identity factors).
- Ensure diversity in the candidate shortlist by proactively including underrepresented groups, such as women and people with disabilities, throughout the entire recruitment process.
- *Where feasible*, implement systems/processes for anonymous recruitment in the initial hiring stages, where personal details of candidates are hidden from hiring managers to promote fairness and inclusivity by reducing unconscious biases.
- Provide equal remuneration to women, men and non-binary staff for equal work, mentoring opportunities, and maternity and paternity leave, paid whenever feasible within the reasonable parameters provided.

03

As part of ongoing organisational development and training, build **staff capacity and analysis skills** in the importance and relevance of gender equality, inclusion and intersectionality, including unconscious bias, cultural competence, inclusive leadership and “do no harm”. Include relevant gender and diversity-sensitive approaches and learning materials in all staff capacity strengthening initiatives.

04

Ensure that all **annual operating plans, job descriptions, and performance plans** reflect NRC’s commitment to equity and inclusion.

LEVEL 2 INCLUSION AND GENDER MINIMUM REQUIREMENTS

- 05 **Attract and retain employees** who are dedicated to promoting gender equality, inclusion, and social and racial equity.
- 06 **Adjust equipment and facilities** to ensure that the office environment is accessible to all employees.
- 07 Recognise the inherent value of **diverse perspectives, experiences, and backgrounds**, and actively seek to incorporate staff involvement from different parts and levels of the organisation at various stages and throughout our decision-making processes.
- 08 Continuously analyse and monitor our **internal people analytics** to better understand the gender and diversity composition of human resources at all levels (management, staff). Data will be examined to identify possible obstacles to equal opportunities and define strategies, captured in the DEI action plan, to redress any evidence of inequalities.
- 09 Take all measures to prevent and respond to all forms of **sexual harassment, exploitation, and abuse**, including child abuse in all programmes and operations, in line with the Safeguarding Policy, the Minimum Safeguarding Requirements, and the CFM Handbook.
- 10 *Where relevant, to drive systemic change across our organisation, it is strongly recommended, across all levels, to:*
 - Foster, role-model and showcase gender-equitable and inclusive **leadership**, power-sharing practices, and gender-equitable approaches.
 - Ensure that **our workforce reflects the diversity of the communities we serve**, staying relevant and responsive to those in need of our support.
 - At all senior leadership levels, positions must include diverse member representation.
 - Promote diverse representation across all levels, including staff, surge teams and leadership.
 - Work collaboratively (both within your teams and across departments, regions and countries) and look for opportunities to **exchange learning experiences and knowledge** on gender, diversity, and other layers of people's characteristics, to create more effective strategies:
 - For promoting equality, embracing diversity, and understanding other layers of people's characteristics; and
 - For enhancing participation and access to equal opportunities for those who are discriminated against, neglected, or marginalised.
 - **Use data** to enable effective conversations and decision-making processes pertaining to the employee lifecycle and workforce planning.
 - Review and reiterate programmes, initiatives, action plans to ensure there is impact on progress against metrics in scorecards (include technical skills and behaviours).

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NRC regional and country teams will:

- 01 **Regional Directors** and their regional teams are **accountable for country-level DEI plans**.

Country Directors and teams will **review country-level office DEI action plans** with due attention to how gender and diversity issues are included, tracked and monitored.



Photo: Tareq Mnadili/NRC

NRC global teams will:

- 01 **Review global DEI action plans** (incl. regional and country level data/metrics) with due attention to how gender and diversity issues are included, tracked, and monitored.
- 02 Establish and implement **organisational and personnel policies** that promote gender equality by fostering a respectful, flexible, and safe work environment for individuals of all genders.
- 03 Take proactive steps to lessen disadvantages or remove barriers throughout our **employee pipeline**, assisting groups that are potentially at a disadvantage or underrepresented within our workforce.
- 04 Promote **staff awareness**, training/education, and ensure there are effective systems for assessing, mitigating, and managing risks (i.e. operational, reputational, workplace culture and compliance risks). Please refer to our [risk management policy](#) and establish robust reporting and monitoring processes.

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NORCAP will:

Provide equitable employment opportunities throughout NORCAP:

- 01 Ensure that attention is paid to gender and diversity when **identifying new experts** and when managing the pool of experts. This includes recruitment, talent management, capacity development, induction training, onboarding, offboarding, risk assessment and follow-up during assignments.
- 02 Ensure that the **NORCAP pools of experts** reflect the diversity of the communities where NORCAP works, staying relevant and responsive to those in need of our support.
- 03 *Where relevant*, NORCAP will create stronger linkages between its projects and expert assignments on CEA, GBV, Protection, Gender and Human Rights.



Photo: Tarek Jacob/NRC

Requirements for our policies, strategies and partnerships

RELEVANT COMMITMENT IN THE POLICY

Commitment 4: NRC mainstreams inclusion and gender across all its work, partnerships, policies and strategies

Requirements for all levels, including NORCAP:

- 01 Update gender security aspects in **safety and security** training so that they properly address the evolving risks in the different country contexts.
- 02 Portray and promote diversity and equality in **the communications, advocacy and representation of NRC**, using written, verbal, and visual communication that avoids bias, stereotypes, and harmful norms, including those based on gender, sexual orientation, disability, and ethnicity. Ensure that staff from diverse backgrounds act as NRC spokespersons, fostering inclusivity and effectively reaching a broad audience.
- 03 Ensure that gender and diversity are considered in **fundraising**, and that related donor priorities are communicated across the organisation.
- 04 *It is recommended to* enhance the focus on inclusion and gender in **BSC strategies** to be reported on during triannual reporting.



Photo: Abdulkadir Mohamed/NRC

LEVEL 2 INCLUSION AND GENDER MINIMUM REQUIREMENTS

NRC country teams will:

- 01 In our programming, build **equitable and collaborative partnerships** with rights-based organisations (such as women’s rights, women-led, social justice, and human rights groups) and representative organisations (for example refugee-led, youth-led, LGBTQIA+, and organisations for or of people with disabilities). Work together to enhance NRC’s capacities to understand and address the barriers that specific displaced population groups face in accessing assistance and to amplify the voices of marginalised communities. Ensure this collaboration is grounded in local priorities and does not compartmentalise or marginalise the knowledge, lived experience, and practices of local actors.
- 02 Where relevant, it is recommended to:
 - Discuss and understand the perspectives of **local actors** we work with, and their capacity/interest in gender-sensitive responses.
 - Select partner organisations that share our values of equality and non-discrimination, using relevant tools.
 - Promote **cross-learning** and reflection on inclusion and gender among staff and local actors and share this learning within NRC.
 - Provide local actors with the resources they need to build their **capacity** on inclusion and gender in programming (e.g. budgeting for costs related to training, connection to specialised organisations, space to innovate, ideas and information).
- 03 Ensure inclusion and gender are incorporated in our internal and external **operational processes**, such as in our safety and security risk management and during implementation of the Safeguarding Minimum Requirements:
 - Include the identification of gender and other diversity factors which can increase risks as well as mitigation measures to address them in Security Risk Assessments and Risk Registers.
 - Integrate gender and other diversity aspects in Pre-Departure Information Packages and Arrival Briefings, as well as pre-field assignment briefings.

NRC regional teams will:

- 01 Highlight key regional gender and diversity issues to donors, partners, and other interlocutors, demonstrating that the voices of marginalised communities are heard and considered in our **advocacy, programme development, business development and fundraising**.
- 02 Ensure that **support to country teams** relating to business development, fundraising and partnerships include advice on gender and diversity aspects.

LEVEL 2 INCLUSION AND GENDER MINIMUM REQUIREMENTS

NRC global teams will:

01

Ensure that **inclusion and gender are integrated across all our new areas of development and policies**, including for instance work on community engagement and accountability, climate and environment, self-reliance and durable solutions, digital products, market systems, and collaboration with local partners.



Photo: Delphine Brun/NRC

02

In coordination with regional teams, **identify contexts** where gender equality and attention to specific diversity issues should be supported.

NORCAP will:

01

Ensure **ownership, leadership, and competence** on inclusion and gender in programme and project solutions and operational processes, including safety and security risk management and safeguarding approaches.

02

Ensure that **risk registers** include the identification of gender and diversity factors which can increase risks as well as mitigation measures.

03

Ensure that new/ revised **SOPs, procedures, guidance, and tools** take into consideration inclusion and gender.

04

Collect and share **good practices** on inclusion and inclusion mainstreaming.

05

Advocate with partner organisations to embrace NORCAP's values of equality and non-discrimination.

06

Where relevant, NORCAP will also strengthen evidence-based **advocacy** on protection, gender, community engagement and inclusion.