

Independent Strategic Review of the ProCap and GenCap projects

Final Report

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Acronyms

AAP	Accountability to Affected People
AC	Advisory Committee
AFH	Agenda for Humanity
EDN	Expert Deployment / NorCap (NRC)
GAM	Gender and Age Marker
GEP	Gender Equality Programming
GPC	Global Protection Cluster
GRG	IASC Reference Group on Gender and Humanitarian Action
HCSS	Humanitarian Coordination Support Section
HPC	Humanitarian Programme Cycle
IASC	Inter-Agency Standing Committee
LFA	Logical Framework Approach
MEL	Monitoring, Evaluation and Learning
MOU	Memorandum of Understanding
NRC	Norwegian Refugee Council
NWOW	New Ways of Working
OCHA	Office for the Coordination of Humanitarian Affairs
PTL	Project Team Leader
SC	Steering Committee
SDP	Strategy Development Process
SU	Support Unit
TOC	Theory of Change
TOR	Terms of Reference
WHS	World Humanitarian Summit

1 Executive Summary

This strategic review of the GenCap and ProCap projects was commissioned by the United Nations' Office for the Coordination of Humanitarian Affairs (OCHA) in late 2016 and conducted in the first half of 2017. It follows a management review in 2014 and an evaluation in 2011. The purpose of the review was:

- to review the performance and relevance of the ProCap and GenCap projects
- to provide recommendations for their future as strategic, interagency resources.

The review took place against a backdrop of considerable change and development in the humanitarian sector, including the Agenda for Humanity arising out of the thinking that informed the World Humanitarian Summit. This development in thinking underlines the need for enhanced action on gender and protection. In parallel with this review, the projects are undertaking a Strategy Development Process.

The review focused on the following areas:

1. Relevance in today's operating environment
2. Vision
3. Mission
4. Impact / Outcomes
5. Operational Performance, Activities & Outputs
6. Management
7. Governance
8. Position of the projects within the humanitarian system

The review included a review of key documents, interviews with 27 key informants, an online survey completed by 87 respondents, presentations and discussions at GenCap and ProCap annual technical workshops and at a ProCap Steering Committee (SC) meeting. During the review, interim reports were provided including an Inception Report, a Pilot Project Aide-Mémoire and Aides-Mémoire for the GenCap and ProCap workshops. Regular review meetings were held with the client focal point.

A key conclusion is that there is need for the services provided by the projects but that significant changes need to be made in how the projects are run.

The following is a summary of the main recommendations.

1. Both projects remain relevant and should be retained at least until the end of 2021 provided significant changes are made by the end of 2017.
2. Both projects urgently need to clarify accountability and structure.
3. The projects should consider further consolidation.
4. Ensure the good functioning of the committees.
5. Agree, clarify and share management responses to this and earlier reviews.
6. Systematically implement monitoring, evaluation and learning
7. In the Strategic Development Process, consider strategic issues flagged in this report.
8. Review and confirm the focus of GenCap project in line with the Inter-Agency Standing Committee's Gender policy and the Agenda for Humanity.
9. In due course, review other models for the projects.

Further details on these recommendations are given in Section 5 below.

2 Introduction

2.1 This report

This report is the final deliverable under the contract signed between OCHA (the Client) and Bobby Lambert and Tim Foster (the Consultants) for an independent strategic review of the ProCap and GenCap projects.

This final report takes account of the feedback received to earlier versions of the report.

2.2 Background to this review¹

The GenCap and ProCap projects are Inter-Agency projects, which were set up in response to capacity gaps in ensuring gender and protection were sufficiently integrated into humanitarian responses. ProCap was established in 2005, followed by GenCap in 2007. Since then they have been deploying experts to support humanitarian teams and humanitarian responses in emergency contexts.

The projects have evolved and progressively taken a more strategic approach. In 2013 the Projects developed their first strategic plans, which have guided the deployments for the period: 2014-2017². An integral monitoring and evaluation (M&E) component was incorporated into the frameworks in 2014.

Each project has an inter-agency Steering Committee (SC) to provide strategic oversight and guidance of deployments. OCHA hosts and funds a Support Unit comprised of 3 staff members³ and the Norwegian Refugee Council (NRC) is the roster manager responsible for recruitment, training and human resource support for the Advisers. The project deploys experts to UN entities⁴ which have a Memorandum of Understanding with NRC for deployment of 'gratis personnel'. When deployed, Gen/Pro Cap Advisers report to the Humanitarian Coordinator and/or head of the hosting agency. When the need for an inter-agency resource to support gender or protection capacity gaps is identified, one or more UN organizations consult the humanitarian country team to agree on the needs and develop the request. The Steering Committees review and prioritize requests, based on level of urgency, strategic contribution, inter-agency buy-in and other factors.

The main aim of the ProCap project is to enhance the humanitarian protection response and contribute to global protection capacity through predictable deployment of senior personnel with proven protection expertise. It reinforces the strategic and operational protection response for Internally Displaced Persons (IDPs) and other vulnerable groups in emergencies and protracted complex crisis. Since its establishment in 2005 until the end of 2015, ProCap has made approximately 150 deployments of Senior Protection Officers.

GenCap was established as a response to evaluations that consistently found gender was insufficiently considered in response planning and activities, under the auspices of the Inter-Agency Standing Committee (IASC). The overall objective of the GenCap Project is to improve gender equality programming (GEP) in humanitarian action in accordance with the standards laid out in the IASC Gender Handbook. The project has been working to develop a sustainable, high-quality pool of Gender Advisers able to work with a "common understanding of, and ability to undertake, gender equality programming in humanitarian settings." Gender Advisers support country and regional teams' efforts to mainstream gender equality into all aspects of humanitarian response. Since its establishment in 2007 until the end of 2015, GenCap has deployed over 150

¹ This section is extracted from the TOR for the review. For further discussion on context, see section below

² The strategies were extended to cover 2017 pending the outcome of this review to guide the new strategy

³ On 6 September 2010, the two Projects' support unit/secretariats were merged into one Inter-Agency Standby Capacity Support Unit (IASCS), under the expanded Humanitarian Coordination Support Section (HCSS) in OCHA Geneva.³ In January 2014 the Support Unit was moved to the Surge Capacity Section of the Emergency Services Branch

⁴ The following UN Agencies have MOUs with NRC: FAO, IOM, OCHA, UNDP, UNESCO, UNFPA, UNHCR, UNICEF, UNIFEM, UNRWA, WFP and WHO

Senior Gender Advisers, the majority to country operations (while a small number at regional and global levels).

An independent evaluation was conducted in 2011-2012 and concluded that the Projects were relevant and should continue for the medium term (five years). Following evaluation recommendations, a management review of the projects was conducted in 2014.

Given the approach of the end of the five-year period and important changes to the humanitarian landscape, the project's steering committees and key stakeholders agreed that an independent review of the projects was required, which led to the commissioning of this review in late 2016.

2.3 Purpose of the review

The purpose of the review is:

- to review the performance and relevance of the ProCap and GenCap projects⁵
- to provide recommendations for their future as strategic, interagency resources.

The Consultants were asked to consider all options, from growth to closure of one or both projects.

This review is being conducted in parallel with a strategic development exercise for each project⁶.

2.4 Context

This review is conducted in a context in which humanitarian needs are high and likely to remain so for the foreseeable future. Climate-change, poverty, inequality, conflict and migration are all factors that may increase humanitarian risk for millions of vulnerable people. Whilst great progress has been made in risk-management measures, which has saved the lives of millions that would otherwise have been lost, further progress is required and demanded.

Against this backdrop, there is strong recognition of the need to improve the way in which such humanitarian needs are addressed. The World Humanitarian Summit, and the associated Agenda for Humanity, with its 5-point plan, highlighted the ongoing need for protection and assistance and affirmed the importance of gender equality in ensuring all needs are met equitably. The WHS highlighted the need to prevent and end conflict, as the most important and effective way of reducing risk. A key theme is the need to support resilience by adopting a people-centered, risk-informed approach. The centrality of risk management underlines the need to have a full understanding of risk (to all groups) and how people can be supported in managing their risks and having their rights respected.

With its new Secretary General, the UN is changing and the role of OCHA within that system is under review.

In this context, the need for capacity in protection and gender programming will grow and will also need to adapt to this new thinking, particularly in relation to the scope of protection (all risks) and leave no one behind (all vulnerable groups).

As part of this review, and particularly to address the question of the continued relevance of the projects in this changing humanitarian landscape, the Consultants have focused on the following key documents / resources⁷:

⁵ Due to the constraints of the review, the focus was very much on recent and current performance and relevance, rather than since the last evaluation and review.

⁶ Each project has a Strategic Plan 2014 – 2016 which have been extended to the end of 2017. The new Strategic Plans will take effect from 2018 and are currently under development.

⁷ The time constraints of this review (see Section 4) have necessarily limited the number of key documents / resources as well as depth of the analysis.

1. Agenda for Humanity⁹
2. IASC Policy on Protection in Humanitarian Action, 14 October, 2016¹⁰
3. IASC Policy Statement: Gender Equality in Humanitarian Action, 20 June 2008

In Annexes 7.1, 7.2 & 7.3, the Consultants have taken key elements from the above documents and indicated how each project potentially contributes to the implementation of the key policy statements and the Agenda for Humanity. The conclusions from this analysis are reported under Findings, Conclusions and Recommendations under the appropriate heading.

In Annex 7.4, the consultants have extracted key points from Advancing New Ways of Working, which are highly relevant to these projects, as they are to all humanitarian action. They could be usefully incorporated into the discussion on the SDP.

⁸ *The IASC Handbook: Women, Girls, Boys and Men Different Needs – Equal Opportunities is currently under revision and was not reviewed.*

⁹ *The Consultants also briefly reviewed “New Ways of Working” but in light of the constraints of this review and the scale of the issues addressed in NWOW, feel that this should feed into SDP*

¹⁰ *The Independent Whole of System Review of Protection in the Context of Humanitarian Action, May 2015 fed into the IASC Policy on Protection in Humanitarian Action and therefore was not reviewed*

3 Approach, Methodology and Timeline

The approach and methodology agreed in the Inception Phase was:

- A participative approach with the Client and Consultants working together to deliver the required review.
- Agreement on a limited number of key strategic questions that the review needed to answer.
- A detailed review of key documents.
- Interviews with key informants using a semi-structured interview format, including an initial piloting to test the questions.
- Online survey of a wider range of informants.
- Participation in two technical workshops with GenCap and ProCap to share findings and receive feedback and additional input. During the review, the consultants also participated in a ProCap SC meeting.
- Reports and aides-mémoire prepared by the Consultants and reviewed by the Client at key points during the review, including the Inception Report, Pilot Project Aide-Mémoire, Aides-Mémoire for the GenCap and ProCap workshops, a draft final report for comment, and the final report.
- Regular meetings and discussions with the client, including an inception meeting and regular project review meetings by Skype.

The timeline of the review is given below, with the number of consultant-days indicated. This timeline was regularly reviewed throughout the project to take account of key developments, including the timing of technical workshops and the ProCap SC meeting. A more detailed timeline can be found in Annex 7.14.

Activities	Days	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Inception	8	XX	X							
Desk Research & Docs	5	X	X	X	X	X	X	X	X	X
Interviews (27)	15		X	XXX	X					
Online Survey (84)	9				XX					
GenCap Aide-Mémoire	5				X					
GenCap Workshop	4				X					
ProCap SC meeting	-					X				
ProCap Aide-Mémoire	5					X				
ProCap Workshop	4						X			
Draft Review Report	5							XXX	XX	
Finalise & Submit Report	5								X	XX
Project management & liaison	5	X	X	X	X	X	X	X	X	X
Total days	70									

4 Constraints

The review had the following constraints:

- A limited amount of time (a total of 70 consultant-days), spread over 2 projects with some similarities but also some key differences.
- A view of the projects which was mainly focused on recent activities and challenges (over the last 6-12 months).
- The absence of field visits; although envisaged in the original Terms of Reference (TOR), because of budget constraints it was agreed that these were not feasible.
- Related to the time constraints, the number of interviews was limited to 27 over both projects.
- Limitations on institutional memory, related primarily to changes in project personnel, including SU, NRC and SC.
- Challenges in sourcing of key documents.

5 Findings and conclusions

Based on discussions in the inception phase, the findings and conclusions are presented under the following headings.

1. Relevance in today's operating environment
2. Vision
3. Mission
4. Impact / Outcomes
5. Operational Performance, Activities & Outputs
6. Management
7. Governance
8. Position of the projects within the humanitarian system

In the discussion below, the key review question is highlighted below each heading. These review questions were developed with the client in the inception phase and then piloted before being used in the full review. The questions were easily understood by respondents and prompted useful information and insights.

The recommendations are presented in Section 5 following the Findings and Conclusions.

5.1 Relevance in today’s operating environment

5.1.1 GenCap

Key review question: *The GenCap project has been running for ten years and much has changed in the humanitarian sector in that time. Does it remain relevant in today’s operating environment?*

Findings	Conclusions
<p>On balance, and noting a wide variety of views expressed, the general view is that the project remains relevant in today’s operating environment, is viewed positively and could be expanded.</p> <p>This is illustrated by the responses to the online survey showing good agreement on the relevance of the project’s vision, mission and strategy (see Online survey results in Annex 7.12). This is discussed further below in the questions under Vision, Mission and Strategy. The results of the online survey were borne out by discussions with key informants during interviews, with some caveats.</p> <p>Gender equality programming (GEP) may be understood and accepted in principle, but the challenge now is to embed GEP in the way everyone works and support people in learning how to do it well.</p> <p>Key issues highlighted included governance and leadership of the project, clarity of strategic focus (reconciling the Equality & Empowerment discussions), tensions with and between some key stakeholders and the lack of a clear institutional home. Strong feelings were expressed by several respondents that the problems in addressing these issues has led to a damaging atmosphere within the project. All of this has been exacerbated by the challenges faced by the OCHA SU, particularly in relation to staffing (and to a lesser extent earlier changes in NRC).</p> <p>The GenCap project is well aligned with the IASC Gender policy and the Agenda for Humanity (AFH), see Annexes 7.1 & 7.3.</p> <p>The Agenda for Humanity refers specifically to the empowerment of women and girls, whereas the IASC gender policy places somewhat more emphasis on equality before including empowerment of women and girls.</p>	<p>The project remains relevant in today’s operating environment and the need for the project will continue for some time.</p> <p>However, the issues raised, governance, leadership and strategy, need to be addressed. The management response to this review and the current strategy development process are opportunities to address these key issues.</p> <p>The project can continue to play a key facilitating role at the field level in implementing the IASC Gender policy and the AFH.</p> <p>The SDP is a good opportunity to further strengthen GenCap’s role and contribution to both.</p>

5.1.2 ProCap

Key Review Question: *The ProCap project has been running for twelve years and much has changed in the humanitarian sector in that time. Does it remain relevant in today's operating environment?*

Findings	Conclusions
<p>On balance the view is that the project remains relevant and will continue to be so for the foreseeable future. This is illustrated by the responses to the online survey showing good agreement on the relevance of the project's vision, mission and strategy (see Online survey results in Annex 7.13). This is discussed further below in the questions under Vision, Mission and Strategy. The results of the online survey were largely borne out by discussions with key informants during interviews.</p> <p>Protection challenges / gaps are growing and there is concern that protection and how it is applied in practice in the humanitarian system is still not widely understood and is a long way from being mainstreamed as standard practice in humanitarian action¹¹.</p> <p>Some criticised the project for failing to adapt while others underlined the importance of retaining the good parts of the project as it develops. Some expressed the view that the project needs to change up a gear.</p> <p>The ProCap project is well aligned with the IASC Protection policy (see Annex 7.2) and the AFH (see Annex 7.1).</p>	<p>The project remains relevant in today's operating environment and the need for the project will continue for some time.</p> <p>The project could be expanded to meet increasing protection needs (and the analysis and management of risk), to be detailed through the new strategic framework and accompanying Monitoring, Evaluation and Learning (MEL) processes.</p> <p>The project needs to build on its strengths (such as seniority, credibility, experience and skills of advisers and the interagency aspect), address some key issues and develop.</p> <p>The project can play a key facilitating role at the field level in implementing the majority of areas of the IASC protection policy. The project can also contribute at the Global level through advocacy.¹²</p> <p>Annexes 7.1 & 7.2 could be used in the SDP to further strengthen ProCap's contribution to the implementation to both IASC's protection policy and AFH.</p>

¹¹ This chimes with the findings in the "Independent Whole of System Review, 2015.

¹² The difference in conclusions for GenCap and ProCap relate more to the difference in the ways the policies are written than to differences between the projects

5.2 Vision

Key Review Question: *Is the project's vision clear and relevant?*

In the discussion below on Vision and Mission, it may be helpful to refer to the commonly used definitions of vision and mission¹³

Vision: The world we want to live in

Mission: What we do to help build that world.

See also Annex 7.8 taken from presentation to the ProCap Technical Workshop

5.2.1 GenCap

GenCap's vision is that all women, girls, boys and men of all ages and backgrounds, affected by natural disasters or conflict, are able to access humanitarian assistance and protection that cater to their distinct needs and experiences.

Findings	Conclusions
The consensus was that the Vision is broadly clear and relevant. It describes the world we want to live in.	Vision is clear and relevant and can be retained and reviewed periodically to account for major developments in the wider humanitarian world.

5.2.2 ProCap

ProCap's vision is a world where international, national and local actors fulfil their responsibilities to protect those affected by armed conflict and situations of natural disaster.

Findings	Conclusions
<p>The broad consensus was that the vision remains relevant but could be tightened up and adapted to changing circumstances.</p> <p>The need to review whether the scope of the project should be extended to cover migrants was raised by several respondents.</p> <p>The vision highlights what humanitarian actors do (protection) rather than a for instance that affected populations rights are respected.</p>	<p>The vision remains relevant but could be usefully reviewed and rephrased to focus on affected people rather than the humanitarian actors.</p> <p>Reviewing and clarifying the scope the project's target groups could be included in the ProCap strategy review, bearing in mind the IASC protection strategy and the AFH.</p>

5.2.3 Both projects

Findings	Conclusions
The vision statements for each project are written very differently but are fundamentally not dissimilar.	<p>A common vision statement for both projects could be developed incorporating the key elements of both current versions.</p> <p>This vision could be for a world in which rights are respected and risks managed for all groups.</p>

¹³ See for example, Hind, A, *The Governance and Management of Charities*, 1995

5.3 Mission

Key Review Question: *Does the project have the right mission to deliver on the vision? Is it using the right approach, covering the right set of activities, with the right clients and people?*

5.3.1 GenCap

GenCap’s mission is to facilitate and strengthen the capacity and leadership of humanitarian actors to undertake and promote gender equality humanitarian programming to ensure that the distinct needs of women, girls, boys and men of all ages are analysed and taken into account in humanitarian action at global, regional, and country levels.

Findings	Conclusions
<p>The mission statement is perceived to be fine. However, there are concerns about how the mission should be achieved, discussed below.</p>	<p>Leave the mission statement as is for now, reviewing periodically in line with developments in GenCap’s approach and way of working.</p>
<p>The mission statement focuses on “gender equality” and both the vision and mission refer to “women, girls, boys and men of all ages”. Within the project, there is considerable tension between the following positions:</p> <ul style="list-style-type: none"> • The project’s focus should remain on gender equality as in the mission statement; • The project should shift its focus towards women’s empowerment; • The project should adopt a more ‘intersectional’ approach, to include a more complete set of characteristics (gender, age, ability, caste, ethnicity, religion etc.) that affect people’s humanitarian needs and access to protection and assistance. <p>This tension has resulted in fixed positions being adopted and discussions that have become increasingly unproductive and rancorous. This tension is found within the GenCap Advisers and the Steering Committee members.</p> <p>Demand from clients is for gender equality with some advocating for a shift towards a more people centred intersectional approach.</p> <p>The intersectional approach was discussed in some depth at the GenCap technical meeting, see Annex 7.12, with considerable agreement that this is key to gender analysis and can support risk and protection analysis.</p>	<p>The ongoing divisions over the focus of the project are counter-productive both internally and externally.</p> <p>A clear and respected consensus, based on agreed normative frameworks, UN policies, the IASC gender policy and the AFH, would allow the project to move forward (see Relevance and Context above).</p> <p>Within this framework, there is potential to productively extend the intersectional approach to ensure that the rights of all groups are respected and their risks managed.</p> <p>The current strategy development process is a timely opportunity to consider these issues.</p>
<p>As described in the current strategy, the project has three main strands: deployments, training and advocacy (with a focus on feeding lessons from the field into decision-making and policy development).</p>	<p>Operating in so many ways, and with an interagency stance linked to its positioning within OCHA, offers opportunities to use field experience, and the connections with humanitarian country teams, to inform advocacy</p>

<p>Deployments are nearly always the first or sometimes the only strand that is mentioned.</p> <p>Prioritisation criteria for deployments are set out in the GenCap Strategy.</p> <p>Training is appreciated although the limitations of training alone are recognised.</p> <p>Some question the investment in the (over-) development of the project's own Gender and Age Marker (GAM).</p> <p>It is noted that GenCap makes a contribution in at least three strands of disaster management, namely: preparedness, response and recovery.</p> <p>It can operate at the global, regional, country level both strategically and operationally.</p> <p>It can interact with a wide range of actors, from partners in the field through to donors at permanent mission level in Geneva.</p> <p>The project has limited resources and funding is often uncertain.</p>	<p>at a strategic level.</p> <p>Whilst the detail of how this can be done is beyond the scope of this review, it is noted that the ongoing strategy review is an excellent opportunity to take stock of this.</p> <p>Strategic oversight of the project, informed by a strengthened MEL system can ensure that these opportunities are exploited as fully as possible, according to agreed priorities and within the resources available. A crucial aspect of this is the link with the IASC and the Gender Reference Group (GRG).</p>
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5.3.2 ProCap

ProCap aims to strengthen the collaborative response of protection agencies and non-protection mandated organizations. ProCap deploys senior personnel with proven protection expertise to field, regional and global operations, and trains mid-level protection staff from standby-partners and humanitarian organisations.

Findings	Conclusions
<p>The mission is seen to be relevant but will need to be adapted to changing circumstances.</p> <p>The second part of the mission statement describes the means to achieve the first but only mentions deployments and training.</p>	<p>The mission remains broadly relevant but should be reviewed and rephrased, to include a focus on capacity of the humanitarian system, bearing in mind the Agenda for Humanity (including New Ways of Working (NWOW)) with the aim of delivering for affected people, see note on capacity in Annex 7.7.</p>
<p>The project has three main strands: deployments, training and advocacy¹⁴.</p> <p>Deployments are nearly always the first or sometimes the only strand that is mentioned by interviewees.</p> <p>It can operate at the global, regional, country level. Deployments at strategic level are important but can also be very useful at a more operational (cluster) level</p> <p>ProCap can make a contribution in at least three of the key strands of disaster management¹⁵, namely: preparedness, response and recovery.</p>	<p>Operating in so many ways offers opportunities to use field experience to inform global advocacy.</p> <p>Prioritisation of where and how the project invests its limited resources is a major challenge and a responsibility that the SC has taken seriously with regard to deployments. This prioritisation needs to be extended to cover training and advocacy and offers an opportunity to focus engagement at key strategic levels, such as the IASC and HC.</p> <p>The current strategy review process is an</p>

¹⁴ Specifically 'Knowledge exchange and critical analysis on protection'

<p>There is discussion about which strand is most effective to target with some feeling preparedness should be targeted more and acknowledging a need for a different approach in each strand.</p>	<p>excellent opportunity to review this.</p> <p>The criteria for deployments in the ProCap SC give excellent guidance for operational decisions on deployments. This task can be delegated to the SU/NRC, with suitable oversight, leaving the SC more time to devote to its strategic oversight of the project.</p>
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5.3.3 Both projects

Findings	Conclusions
<p>Both projects aim to build capacity within the humanitarian system, principally by deployments, training and advocacy.</p> <p>However it is noted that capacity building is concerned with more than these three components.¹⁶</p>	<p>It is timely to review the activities of the projects against a comprehensive analysis of capacity development, to check that these remain the most relevant to the vision.</p> <p>This capacity analysis could be the basis for further synergies between the two projects, as both are concerned with capacity development.</p> <p>Similarly it is not hard to envisage a shared mission statement.</p> <p>Such a joined up approach would reflect recent thinking on humanitarian action, notably in the New Ways of Working (Agenda for Humanity).</p> <p>The shared mission could utilise the experience and expertise of both ProCap and GenCap using an Intersectional approach and a comprehensive analysis of risk.</p>
<p>Three important ‘tools’ are used to build this capacity, namely deployments, training and advocacy.</p>	<p>These three tools should be kept up to date, informed by the Monitoring, Evaluation and Learning (MEL) process. This includes consideration of the full cycle of the deployment process (from client demand to roster management¹⁷), the nature, targeting of and reporting on training and the effect of advocacy activities.</p>
<p>Other good tools exist, such as mentoring and information products (such as the GAM).</p>	<p>Focusing predominantly on the 3 existing tools may lead to other opportunities being missed. Other tools could be considered as part of a longer term review of the projects.</p>

¹⁵ Used in the broad sense to encompass all disasters, whether related to conflict, natural or other hazards

¹⁶ See for example the work on capacity development by [UNDP](#) and [ECDPM](#), see also note on Capacity in Annex below

¹⁷ See note on Rosters in Annex below

<p>Comments received during our research indicated concern that deployees are sometimes used to plug gaps rather than build capacity.</p> <p>Both projects recognise this challenge and have measures in place to manage it.</p>	<p>In part, this may be inevitable for a proportion of deployments, especially when provided free of charge to the hosting agency. This risk can be managed by continued vigilance.</p>
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5.4 Impact / Outcomes including sustainability

Key Review Question: *Is the impact of the project clear and lasting? Is it being monitored and reported?*

5.4.1 GenCap

Findings	Conclusions
<p>From the interviews and as indicated in the online survey (Online survey results in Annex 7.12), there is a good level of confidence that the project is having an impact, albeit with limited hard supporting evidence.</p> <p>The methodological challenges of measuring impact (as opposed to activities) in any meaningful way are real and recognised.</p> <p>The project has attempted but not yet succeeded in putting in place realistic and useful means of assessing impact.</p> <p>There have been attempts to systematise monitoring, particularly for deployments, but this is not happening in a consistent manner. Similarly, learning from experience of what works and does not work is not taking place in a systematic or strategic way</p>	<p>The impact on the lives of affected people of any project such as this is difficult to demonstrate.</p> <p>However, more can be done to assess outcomes and outputs at the project level and to regularly test key assumptions of the logic model. Similarly, more can be done to ensure that monitoring takes place systematically for all project activities (deployments, training and advocacy) and that this is regularly reviewed at a strategic level by the SC.</p> <p>Occasional external evaluations can usefully complement, but not replace, this systematic M&E and learning.</p>
<p>All agree that in the long term, GenCap should be working its way out of business, as gender is mainstreamed.</p> <p>GenCap cannot do this on its own; it needs action by the agencies and the HC/HCT.</p> <p>It is not going to happen anytime soon, not least because agencies are not hiring their own gender staff.</p> <p>Without dedicated gender staff, gender drops off the agenda.</p>	<p>In the current context sustainability is a long way off, and largely out of GenCap's hands, being a long-term responsibility of the wider humanitarian community.</p> <p>GenCap can contribute to sustainability by ensuring careful scrutiny of the TOR for any activity, systematic follow-up on its operational activities (see below on MEL) and by engaging in advocacy at the strategic level, (with HCT, with host and client agencies and with the IASC).</p>

<p>The leadership role of the HC/HCT is critical for gender equality programming.</p> <p>GenCaps ability to engage effectively with and support HC/HCTs in the field is key to the success of the project. In some situations (large and complex crises) there be a need for more than one adviser, some at a more operational level.</p> <p>Equally important for the success of the project is for the GenCap to work with partners to help them with the “how” rather than the “what” of gender equality programming; the what is generally understood, the how is the real challenge.</p>	<p>The role of the HC/HCT, supported by GenCap, remains critical for more effective gender equality programming. Whilst this is well reflected in the GenCap project documentation, the challenge is ensuring systematic follow-up and application of learning.</p> <p>GenCap deployees have to work both at the strategic and the operational level in the field. The important thing is to ensure a ‘best-fit’ with the needs of the field. This has implications for roster management, to ensure that a variety of needs can be met, whether at a strategic or an operational level.</p>
<p>The seniority of GenCap deployees is important: it is linked with credibility and the right to participate in high-level meetings. This relates to their experience, expertise and positioning within the system/HCT.</p>	<p>The seniority of advisers is important and should be retained, noting the need to ensure the right ‘fit’ with the requirements of the field (see comments above and note on rosters in Annex 7.6).</p>
<p>Positive experiences are reported with many GenCap deployments. Concerns were expressed about the loss of momentum after the GenCap left, the challenge of turnover and length of deployment, the danger of GenCaps being used to fill gaps, relying on individuals rather than embedding in the system and the abuse of such standby agreements.</p>	<p>These are “normal” systemic challenges faced by stand-by / surge-capacity mechanisms; they can be managed by the project, recognising that they may not always be overcome.</p>
<p>There was a strong emphasis on the importance of GenCaps adopting the right approach when working with colleagues on deployment.</p> <p>Particular emphasis was put on the need to ‘work with’ colleagues to generate practical solutions. Pragmatism was viewed as more effective at generating useful results than activism. Any hint of ‘preaching’ can have the effect of turning colleagues off, so reducing the impact of the work.</p> <p>Some comments were also made about the need to have the right balance of humanitarian experience and gender expertise, with some emphasising the former and some the latter.</p>	<p>The approach and style of GenCaps on deployment have a great bearing on their impact.</p> <p>This issue can be addressed in the selection, training, support, management and leadership of the GenCaps.</p> <p>The ‘person specification’ for GenCaps is important, recognising that individuals will have different profiles and each context may have different requirements, noting the point about working with colleagues for practical solutions. The issue is one of finding the ‘best-fit’ and is a common challenge in recruitment and selection.</p>

<p>The role of a GenCap is to support, encourage and motivate agencies to do gender equality programming. It is not for the GenCap to assume this responsibility alone although there is a real risk that they will be expected to do so. This can lead to the idea that gender is a specialist and optional task, and not integral to the organisation. This supporting role may not be easy as agencies may not have anyone with specific responsibility for gender, whom the GenCap can support.</p>	<p>Maintaining a supporting role is challenging especially when partners may not have staff responsible for ensuring gender is taken on board.</p> <p>GenCaps taking on responsibility for gender may ensure short term impact but can impede longer term sustainability.</p> <p>The project can address this by providing support & encouragement to individual GenCaps in maintain this 'supporting role', while ensuring that the project's activities and particularly its advocacy efforts take this on board.</p>
<p>There may be scope for the targeting of GenCap interventions to be more on preparedness, contingency planning and recovery, with a greater focus at global level.</p> <p>The role of preparedness in reducing risk and anticipating crises is in line with a number of key priorities of the Agenda for Humanity.</p> <p>Some doubts were raised about the feasibility of making a difference during the immediate response.</p> <p>The reality is also recognised that humanitarian funding is generally more available during the response phase and there are considerable challenges in investing in preparedness.</p> <p>The GenCap strategy addresses these targeting issues in some depth.</p>	<p>Noting that the current strategy covers preparedness, it may be that in some cases, and where possible, deployments to support preparedness, contingency planning and recovery can be more effective than deployments during the immediate emergency response.</p> <p>This has to be assessed by the project on a case-by-case basis, according to the criteria set out by the project SC.</p> <p>It is noted that the current strategy development process is a good opportunity to review these criteria.</p>

5.4.2 ProCap

Findings	Conclusions
<p>The interagency approach is important, making protection part of the fabric of humanitarian action, bringing agencies together. In this respect, the association with OCHA was flagged repeatedly as being important.</p> <p>However, it is recognised that there are other means of ensuring an inter-agency approach but investigating this further is outside the scope of this review.</p>	<p>It is crucial to maintain the interagency nature of the project. In this regard the association with OCHA is seen to be valuable.</p> <p>This issue is related to the positioning of the project within the humanitarian system, discussed further below.</p>
<p>The leadership role of the HC is key for protection.</p>	<p>It is important to retain the connection between the project and HCs, which is currently through OCHA.</p>

<p>Sustainability within any context requires follow-up including implementation of strategies and plans, which may include a replacement of the ProCap deployee by regular staff. Without such follow-up, the longer-term impact may be impaired.</p>	<p>In any specific context, the main responsibility for sustainability lies with the host agency/HC, rather than the ProCap project. This issue is addressed in the current ProCap strategy.</p>
<p>There is a demand for the ProCap training and it is well attended and appreciated. However, the quality of training was questioned by some respondents. The consultants are not aware of systematic monitoring and evaluation of the training.</p>	<p>Noting that as the training is provided free of charge to attendees and represents a significant investment by the project there is a need to ensure it is systematically monitored and evaluated.</p>
<p>The methodology of measuring impact is challenging. Currently the focus is on individual deployments.</p> <p>Efforts have been made to assess impact, notably through periodic evaluations and the development of the M&E framework for individual deployments.</p> <p>However, the project has experienced challenges in ensuring transparent follow up to the evaluations and in systematically implementing and acting on its regular M&E. Deployment reports, workshop outputs etc. are not fully exploited for their value in contributing to ongoing strategic thinking.</p>	<p>The impact of the project remains difficult to demonstrate.</p> <p>The project is not systematically monitoring its activities and impact, nor is it systematically learning from successes and challenges.</p>

5.4.3 Both projects

Findings	Conclusions
<p>When asked to choose the most important attribute of deployees, survey respondents came up with very similar rankings for both projects with expertise in Protection or Gender in first place very closely followed by humanitarian expertise, then soft/interpersonal skills and interagency role with seniority last</p>	<p>While expertise in Gender and Protection is important, a rounded skill set is required.</p> <p>There is a case for the roster to include less senior roster members, partly to bring in new blood and partly for more operational assignments where a less senior person may more appropriate.</p> <p>This is related to the need to review the composition of both rosters to ensure they can meet the demands of the next 5 years, including linguistic and geographical diversity. See note in Annex 7.6 on Roster.</p>

5.5 Operational Performance, Activities & Outputs, Resourcing

Key Review Question: *Is implementation of the project going well? Main activities and outputs? Resourcing?*

5.5.1 GenCap

Emerging findings	Conclusions
<p>The process of deciding whether to respond positively or negatively to deployment requests can be very slow and frustrating from the field perspective.</p> <p>The prioritisation of assignments is not always understood and sometimes questioned.</p> <p>Once agreed, the administrative aspects of deployments are generally felt to go smoothly.</p>	<p>The GenCap strategy sets out a wide range of criteria and issues to be addressed. These criteria could usefully be summarised to give clear operational guidance to support decision-making on deployments.</p> <p>A clear system of delegation by the SC to the SU/NRC, with appropriate oversight, would help to speed up the process. This is linked to the issues of governance and management, discussed below.</p>

5.5.2 ProCap

Emerging findings	Conclusions
<p>On assignment, a pragmatic approach (sitting around the table with the team) is valued.</p>	<p>The pragmatic approach should be emphasised in selection and training of roster members.</p>
<p>There is potential for misuse of this type of capacity mechanism, especially when free to the client agency. The project recognises this and has put into place criteria and measures to deal with this. It is noted that requests which do not meet these criteria have been refused.</p>	<p>This is common to all such mechanisms, and not just to ProCap, and requires continued vigilance.</p>
<p>There is a need to strike the right balance between deployments, training and advocacy and to continually monitor this at a strategic level.</p>	<p>The SC should give guidance on the broad allocation of resources against each strand, for SU/NRC to implement.</p> <p>Systematic M&E and periodic strategic planning (such as the ongoing SDP) will help in reviewing this allocation.</p>
<p>Can deploy quickly but noted there can also be delays due to funding, lack of suitable roster members or decision making and factors outside the control of the project of host agency (security, visa issues etc). .</p>	<p>This would be helped by</p> <ul style="list-style-type: none"> • Delegation of decision-making to the SU/NRC. • Development and diversification of the roster (see note on roster in Annex 7.6). • New approaches to resourcing deployments (such as cost-sharing by the host agency).

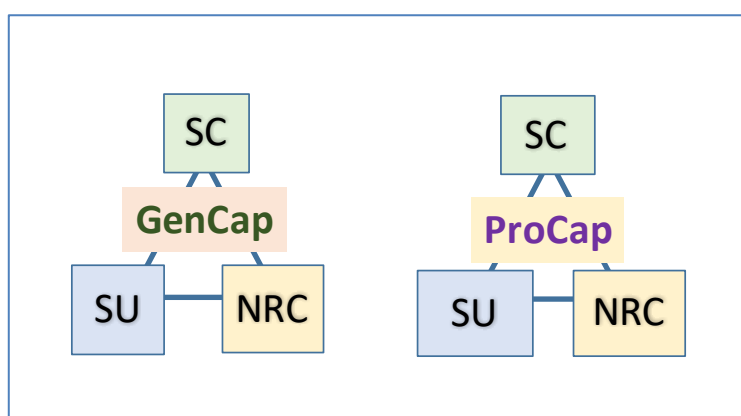
<p>Roster numbers are low with a high proportion 'inactive'.</p>	<p>There is a need to bring in new roster members.</p> <p>There is a need to revisit the roster model, recognising that roster members may be inactive for some time but are still useful resources. See note on rosters in Annex 7.6.</p> <p>There is a case for recruiting some less senior people to the roster, who can be deployed to suitable assignments (possibly alongside a senior adviser) and who can then develop into senior advisers.</p>
<p>Induction, briefing, training and support are crucial to the effectiveness of advisers.</p> <p>Some comments have been made about the need to improve briefing, induction and development of ProCaps.</p>	<p>Considerable efforts have been made by the project in these areas, and this should be monitored regularly.</p>

5.6 Management

A distinction is drawn between governance and management, recognising that they are closely linked. Governance is concerned with accountability, structures and high level processes and strategic oversight and direction: ensuring that 'the right things are done'. Management is concerned with 'doing these things right', managing the operations and processes to deliver, see also Annex 7.5.

This section is concerned with the management of the projects. The broader issue of governance of the projects is addressed in the following section.

The current governance and management structure is frequently illustrated by the projects using the triangular diagrams below.



The current roles are set out in the SOP, broadly speaking being:

- SC – oversight, direction and advocacy, but including a number of operational items
- SU – secretariat to SC, donor relations and advocacy
- NRC – roster and deployment operations, including training
- Financial management is a joint undertaking between the SU and NRC, under the supervision of the SC.

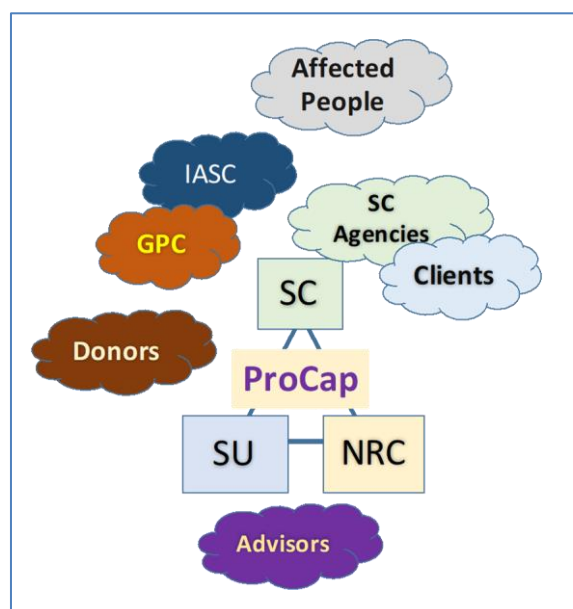
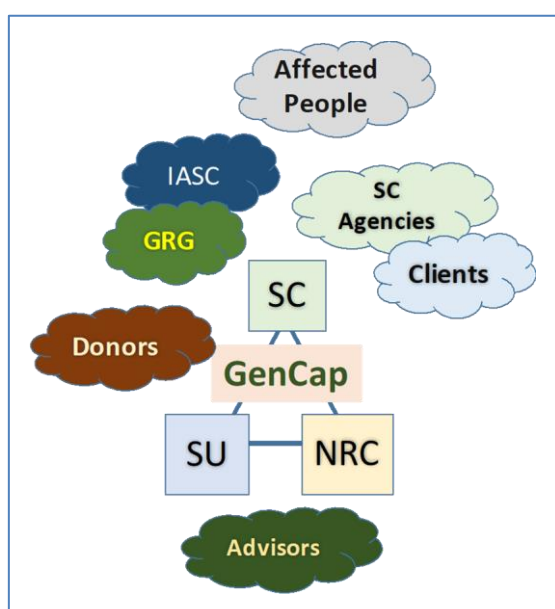
Emerging findings	Conclusions
<p>Based on observation, discussion and reflection, the consultants question how accurately the triangle reflects the reality of how the projects actually operate.</p> <p>There has been some confusion between SU & NRC roles. To help clarify these roles, a set of 'Standard Operating Procedures' for both projects has been developed and shared. However some key areas remain unclear, such as who chairs the SC meetings, who is the 'project team leader' accountable to the SC for management of the projects and who has financial responsibility.</p> <p>It is also noted that staff turnover has been a contributory factor, in the SU immediately prior to and during the review, and in NRC at the start of the review.</p> <p>Frequent reference has also been made to the inadequacy of the resourcing of the SU, in relation to its tasks.</p>	<p>The confusion over the model does not help its good functioning.</p> <p>The SC-SU-NRC "triangle" would be challenging in any project and, despite efforts to make it work, significant problems have persisted, particularly in the area of staffing, resourcing, accountability and decision-making, see below under governance. It should be revisited.</p> <p>These challenges are exacerbated when roles are left unclear, resources are inadequate, and systems are not delivering as they should.</p> <p>The projects are at risk unless all 3 components are functioning well, individually and together.</p> <p>There is an urgent need to clarify who is the 'project team leader' accountable to the SC for the management of the projects.</p>
<p>The SU is valued for its links with HC/HCTs through OCHA channels. In recent times, there have been significant problems with the functioning of the SU, related to staff turnover, gaps and morale, slow and cumbersome systems and inadequate resourcing. This has a direct impact on the functioning of the SC which relies on the SU as its secretariat.</p>	<p>The OCHA association is valued in relation to the inter-agency aspect of the projects.</p> <p>The functioning of the SU has been a major problem in recent times and needs to be addressed, particularly in terms of staff stability and resourcing. It is noted that steps have been taken in late 2016 early 2017 to address this issue.</p>
<p>The role of NRC in the deployment process is recognised as high quality and greatly valued, especially in their role as a supportive employer. However, it is noted that NRC have had problems with staffing which affected its performance and that the recent restructuring is causing some concern.</p>	<p>NRC has a track record in delivering good performance in roster management and has the capacity to continue doing so, noting its involvement with other Caps, delivering some 800 deployments in total in 2015.</p>
<p>The SCs continue to have a significant number of operational roles that hinder it from performing its key strategic and governance role.</p> <p>These issues were raised at length in the 2014 Management Review and to a lesser extent in the 2011 evaluation. The SOPs for both projects go some way towards addressing these issues</p>	<p>Noting that progress has been made on this issue, the SC role in operational matters should be limited to oversight, with a clear system of delegation of management and operations to the SU/NRC.</p>
<p>The value of the ProCap annual technical workshop was questioned given funding problems and lack of follow up.</p>	<p>Annual meetings represent an important investment which needs to be justified by tangible benefits, and tested against value for money against other investments.</p>

5.7 Governance

Key Review Question: *Is the project well governed? Does the governing body (SC) understand and fulfil its functions, notably in strategic oversight and direction and ensuring accountability? Does it have the right structures, processes and people?*

The governance structure of the projects is illustrated in the diagrams below. At the heart of each is the triangle between the SC, the SU (hosted by OCHA) and the NRC. However, accountability within the projects and to other key stakeholders is unclear.

The consultants' understanding is that accountability currently rests with the agencies who are members of the Steering Committees, with senior management in OCHA, and, for GenCap, with the IASC.



Emerging findings	Conclusions
<p>Governance is a major area of weakness of the projects and has been for some time, having been flagged as a key issue in the 2014 management review.</p> <p>This is partly due to partly due to the lack of clarity on the accountability of the projects within the humanitarian system, to the lack of clarity within the projects and to the functioning of the SCs (discussed further below).</p> <p>The issue of accountability is not addressed adequately in the SOP, either internal or external. It is unclear who has ultimate executive responsibility for the good functioning of the projects, including their finances, and to whom this person is accountable. The lack of internal accountability is partly related to the triangular structure.</p>	<p>Resolving the issue of governance, including ultimate accountability for decisions, of the projects is now urgent. Without doing this, the future of the projects is in jeopardy.</p>
<p>The 2014 management review made numerous</p>	<p>Many of the recommendations of the 2011</p>

<p>recommendations for both GenCap and ProCap with specific comments on governance and accountability.</p> <p>It is noted that some of the recommendations have been taken forward (such as the development of a TOR for the SC, inclusion of NRC on SC as full member and NRC cost reporting tools)</p> <p>The 2014 management review followed a major evaluation of both GenCap and ProCap in 2011. It presented 12 main recommendations, with 3 general recommendations applying to both projects, 3 specifically for GenCAP, 2 specifically for ProCap and 4 for leadership, management and administration. Each main recommendation had a number of subsidiary recommendations. Following considerable discussion in this review, it is understood that management responses have been discussed in some depth, and some actions taken and that work is underway to consolidate these into one easily accessible note.</p>	<p>evaluation and 2014 review remain valid. Rather than repeating or refining those recommendations, this review focuses more on why these recommendations have not been fully addressed, and the processes and systems for handling emerging issues.</p> <p>The difficulty in getting clarity on the status of the management response to the 2014 management review is an indication of the challenges in accountability, governance and management faced by the project. It is timely now to ensure that this management response is documented and shared with the SC, a process which is in hand by the SU at the time of writing.</p>
<p>Noting that there are differences between the functioning of the SCs and the progress made on addressing the issues in previous reviews, concern remains that the SCs focus too much on operational tasks and not enough on providing leadership, strategic direction and oversight and ensuring accountability.</p> <p>GenCap SC members are in the main gender specialists from the organisation they represent. This brings valuable technical expertise to the table but does not necessarily bring the experience required for governance of an interagency project.</p> <p>For the ProCap SC there is a sense that, partly because of the problems with the functioning of the SC, the SC is not attracting members of sufficient seniority.</p> <p>For both projects, SC processes have been poor (e.g. timely preparation of working papers, chairing and management of meetings, minutes and follow-up etc.).</p> <p>There SOPs state that the SC is to be chaired by the SC on a rotating basis, but it is not clear if this has been agreed and implemented, noting that in some instances a member of the SU has chaired meetings.</p> <p>SC members receive no training or induction for their role.</p>	<p>A well-functioning SC is essential for the success of the project. Neither SC is functioning well and has not been for some time, noting that this issue was flagged in previous reviews.</p> <p>A key issue is that of the role of the chair of the SC. This includes including oversight of all that is needed for the SC meetings to function well, including preparation, conduct of the meetings, documentation and follow-up. The value of rotation needs to be balanced against the need for continuity and the good conduct of the chairing function.</p> <p>Time could be freed up for strategic oversight by clear delegation of deployment decisions to SU/NRC (with oversight by SC).</p> <p>The composition of the SCs should be revisited to ensure they have the right mix of skills (e.g. in governance and the technical/thematic issues faced by the projects) and of perspectives (client agencies, INGOs, roster members, donors).</p> <p>SC members should consistently receive training and induction for their role.</p>

<p>The GenCap and ProCap projects have separate SCs with very little overlap in membership.</p> <p>While agreeing that this is costly, in general it was felt by those interviewed to be necessary given the considerable differences in the remit of the projects.</p> <p>The consultants note while there are differences in technical/thematic areas, the projects have very similar operational features (capacity and rosters) and governance and strategic concerns.</p>	<p>There are certain technical & thematic issues that require separate consideration at the SC level.</p> <p>There are many governance and operational areas that are shared.</p> <p>There is already a significant amount of consolidation of activities and further consolidation could be envisaged in looking at how to strengthen the governance of the projects. This is addressed further in the recommendations below.</p> <p>In exploring this issue, it would be useful to review the range of rosters and surge capacity mechanisms available to support HCTs.</p>
<p>The scale of the projects is relatively small and each has its own governance to service. Each project is chasing similar donors and has similar issues with M&E.</p>	<p>There may be considerable economies of scale in looking at a more integrated structure.</p>

5.8 Position of the project within the humanitarian system

Key Review Question: *What is and should be the position of the projects with the humanitarian system.*

5.8.1 GenCap

Findings	Conclusions
<p>GenCap is formally the “IASC Gender Standby Capacity Project” however it is unclear how the IASC is accountable for the project and how the project is accountable to the IASC.</p> <p>One view was that GenCap should be more clearly linked with the “Gender and humanitarian action Reference Group, within the IASC”¹⁸, and effectively be its operational arm. Others strongly opposed this option.</p> <p>Within the Global Protection Cluster, gender is explicitly addressed as follows:</p> <ul style="list-style-type: none"> • “Age, gender, diversity” and “Gender based violence” are themes • There is an Area of Responsibility for “Gender-Based Violence” led by UNFPA/UNICEF <p>The Support Unit is hosted by OCHA Geneva, currently within the Surge Capacity Section of the Emergency Services Branch, noting that OCHA is currently being restructured.</p> <p>The Support Unit serves both GenCap and ProCap,.</p> <p>NRC’s Expert Deployment / NorCap brings a wealth of experience in managing standby capacity partnerships and serves both GenCap and ProCap.</p> <p>UNW, created after the GenCap project, is interested in taking an increased role in gender in humanitarian action.</p>	<p>It is not clear how Gender and by extension GenCap fits into the broader humanitarian architecture.</p> <p>This lack of clarity is seen as a significant challenge to the project.</p> <p>There is no clear emerging consensus how to meet this challenge.</p> <p>Disagreement and tension over this issue are potentially damaging to the project.</p>
<p>The Interagency aspect of the project is seen as important for the success of the project.</p> <p>The current SC is dominated by UN organisations with only one alternate INGO member.</p> <p>INGOs question their limited representation in the SC.</p>	<p>The interagency aspect is a key strength of the project and is closely linked with its association with OCHA.</p> <p>The involvement of INGOs in the project is limited although in the field they are key partners.</p> <p>INGO representation of the SC could add value, (see earlier comments on SC composition)</p>

¹⁸ See <https://www.humanitarianresponse.info/en/topics/gender>

5.8.2 ProCap

Findings	Conclusions
ProCap is formally the “Inter-Agency Protection Standby Capacity Project”.	The interagency nature of the project is valuable but brings with it unclear accountability.
ProCap has no formal link with the IASC.	A clear link with IASC could be helpful.
Aside from financial accountability of OCHA to donors, accountability for the project is unclear: who is ultimately accountable for its performance and how is that accountability exercised?	Accountability should be clarified.
The Global Protection Cluster (GPC) is a member of the ProCap Steering Committee. It has been suggested that there could be a closer linkage with the Global Protection Cluster, even to the extent that ProCap could be its operational arm. Concerns were raised by some about a closer relationship with GPC due to the dominance of UNHCR.	The implications of becoming the operational arm of the GPC would need to be fully explored. The representation of the GPC on the SC is important.
The OCHA link is valued for the interagency aspect. Questions were raised about whether the SU is best positioned within OCHA, and where this should be within OCHA.	OCHA’s hosting of the SU reinforces the interagency nature of the project as an enabling tool for the humanitarian community, delivering both surge capacity and a coordination function

6 Recommendations

Recommendation 1: Continue the projects, provided changes are made

Both projects remain relevant and should be retained at least until the end of 2021 provided the significant issues identified in this and previous reviews are addressed, and the necessary changes made by the end of 2017.

Discussion

The key issues identified in this review relate to the good functioning of the projects, namely governance, covering accountability, structure and processes, including monitoring, evaluation and learning.

It is noted that, at the time of writing this report, the projects are undertaking a strategy development process. This will give guidance on the strategic direction of the projects.

It is also noted that there is an ongoing exercise on the follow-up to 2011 & 2014 reviews.

Ensuring that the projects are well functioning at HQ level and have a clear strategic direction is crucial for them to make progress in delivering their missions.

Recommendation 2: Clarify accountability and structure

Both projects need to clarify who is ultimately accountable for their performance and to ensure that the system of ensuring accountability is fit for purpose and functioning.

This requires a high-level decision, including from the leadership of OCHA (Geneva), the SCs and NRC. Given the range of views and strength of feeling on this issue, agreement on this will require a facilitated discussion within the SCs.

This is urgent and should be done as soon as possible.

Discussion

As a contribution to the discussions and decision by the SCs, two options are presented below.

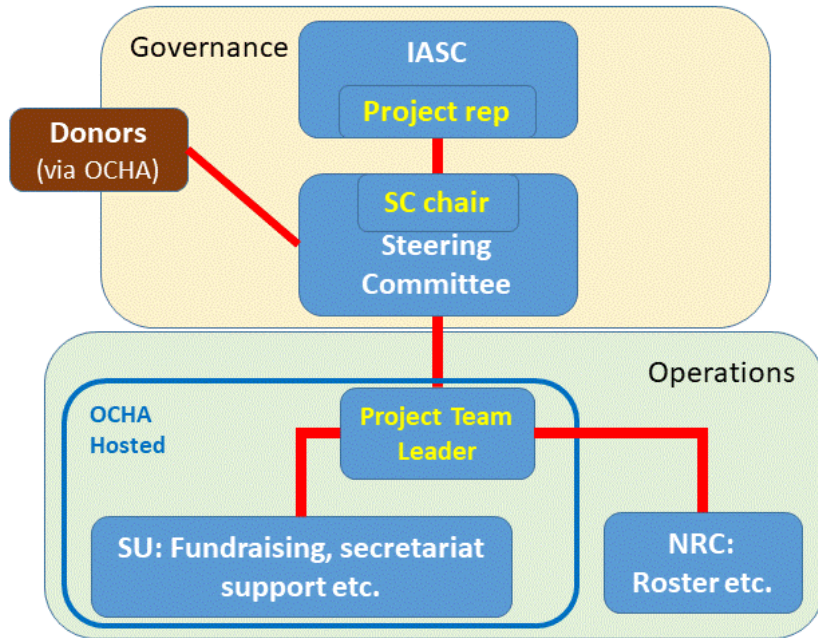
The wording below assumes the projects remain separate. However, either option could work with a consolidated project (see Recommendation 3 below).

The common features of both options are:

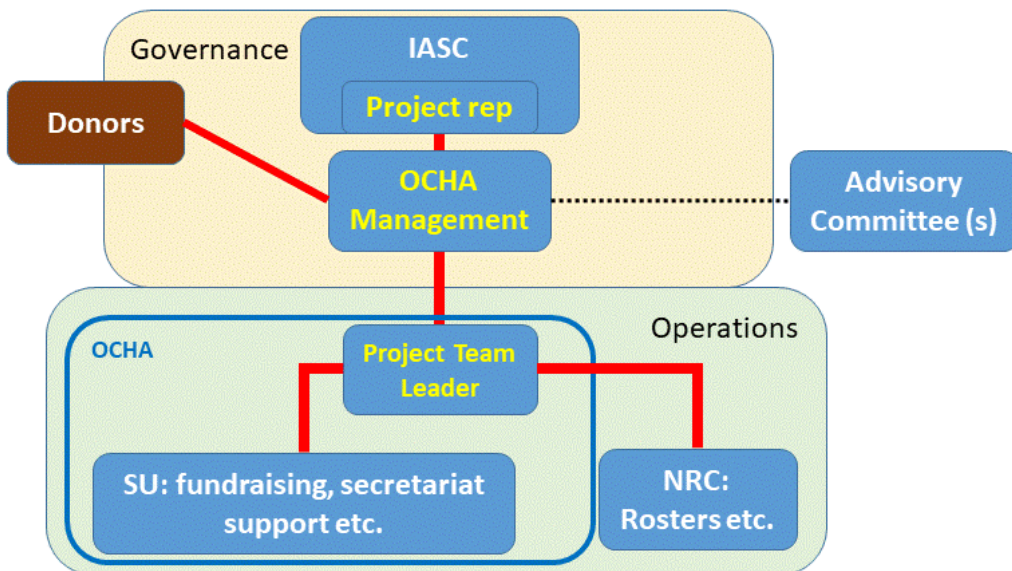
- Clear lines of accountability, with finance and performance linked, noting that
 - Financial accountability to donors is to be via OCHA
 - Accountability for performance is to be ultimately to the IASC¹⁹
- A clearly designated and adequately resourced Project Team Leader (PTL), with a contract duration sufficient for stability and continuity. The PTL is the senior operational post within the project, responsible for the management of the SU and NRC and accountable to the governance body (whether SC or OCHA).

¹⁹ This would require discussion with the IASC

Governance through SC



Governance through OCHA



The differences between the options are:

- Option 1
 - The SC role is to be firmly on governance and is to be accountable for the performance of the project
 - Accountability of the SC is to be to the IASC, suggested through the SC chair to the IASC project representative
- Option 2
 - The SC is to become an advisory committee (AC)
 - Governance is to be by OCHA through its normal management structure
 - Accountability to the IASC is to be through OCHA

More detailed comments on how this could work are given in Annex 7.5.

A further recommendation (9 below) is made concerning other possible options to be considered in the longer term.

Recommendation 3: Consider further consolidation of the projects

Whatever measures are taken to improve accountability and structure, further consolidation is an option, discussed below with an indication of the key considerations.

Discussion

It is noted that there is already considerable consolidation, including:

- Roster management, including training, for both GenCap and ProCap is provided by NRC
- There is significant consolidation within the SU

Option 1 (SC governing): Establish one governing SC responsible for the governance of both projects, with clear delegation of the management of all operations to one PTL. Where needed, Technical Working Groups²⁰, of limited size and duration, can be established to advise the SC on specific issues relating to Protection, Gender or other issues such as financial reporting, MEL or capacity.

Option 2: (OCHA governing): In this option, there would be one PTL responsible for the management of all operations. The current SCs would become Advisory Committees to advise OCHA through the PTL on specific issues relating to Protection and Gender. Other technical working groups could be established as needed (e.g. to look at capacity and/or rosters).

In looking at further consolidation, the following key considerations are flagged:

- Economy of scale: a consolidated project would be better able to absorb the 'costs of doing business' including secretariat support for the SC, M&E, resourcing and financial reporting.
- Operational synergy: The projects are concerned with a very similar set of activities relating to capacity (deployments, management of registers/rosters, training, advocacy). There is already considerable synergy as NRC conducts operations for both GenCap and ProCap. In a consolidated structure, reporting to one PTL could further develop this synergy.
- Support for Governance: This is currently split between 2 SCs and there have been significant problems in delivering an appropriate level of support. Under Option 1, one 'governing SC' would offer the possibility of attracting the right profile of SC members,

²⁰ Such working groups or sub-committees are commonly used to support a governing body

including an effective chair. It would also require SC fewer meetings in total. Under Option 2 this is less of a consideration,

- Fundraising: at present each project fundraises separately and is in competition with each other, targeting a similar set of donors, and asking for comparatively small amounts of funds. A combined project could allow the fundraising resources to be combined, with a bigger 'ask' to donors (which they generally prefer). This would not preclude securing 'earmarked' funding for one or other project.
- Safeguarding of 'thematic identity': Within a further consolidated structure, appropriate provision would be needed to safeguard the specific issues relating to Protection and Gender. This could be managed through appropriate representation on the SC / Advisory Committee (AC) and/or the use of Technical Working Groups.
- See also discussion under Recommendation 7 on shared vision and mission.

Recommendation 4: Ensure the good functioning of the committees

The good functioning of the committees (whether Steering or Advisory) is crucial to the effectiveness of the projects. This requires:

- Chairing (to include preparation, conduct and follow-up of meetings)
- Secretariat support to provide the information and facilities for the meetings
- Appropriate committee composition and clarity on roles

Discussion

Chair

It is recommended that a chair be appointed by the SC for a term sufficient to give 'stability without stagnation' suggested as 2 years, with re-election possible (at the discretion of the SC), up to an agreed maximum period, suggested as 4 years in total.

A key competency for the chair is in governance processes, including, but not confined to, the good conduct of committee meetings. The chair should have sufficient time for the required duties, including the preparation, chairing and follow-up of SC meetings, engagement with the PTL and representation at the IASC and other forums as required.

The chair could be appointed from existing members of the SC, or could be recruited externally for that role.

The Chair should be appointed as a named individual, not simply as a 'designated representative' of an agency. The Chair should not be a staff member in the SU.

Secretariat support

Adequate provision (including the allocation of financial resources) must be made for secretariat support for the preparation, information and facilities for the committee meetings. The responsibility for this is to be with the Project Team Leader.

Committee composition and roles

For Option 1, the SC would include senior representatives of the SC agencies and would have a good balance of perspectives and skills, covering humanitarian action, gender and/or protection issues, governance skills, understanding of capacity (including rosters and training), and representation of clients and advisers.

Under both options, the representation of suitably qualified INGOs should also be strengthened.

The SC would remain responsible for agreeing policy and guidelines. This could include criteria for deciding on which deployment requests to respond to positively. Under delegation from the SC, the PTL (working with the SU & NRC) would be responsible for operationalising the agreed policies

(for instance deciding on which deployment request to respond against the criteria set by the SC) and for reporting on this to the SC.

Once the role and composition of the SC/AC are agreed, the current terms of reference should be revised accordingly.

If the SC changes to an AC, the above applies, aside from a lighter focus on governance and external representation (as this would be mainly by OCHA).

Recommendation 5: Agree, clarify and share the management response to this and earlier reviews

Clarify, document and share with key stakeholders the management response to this review. As part of this ensure that the management response to previous reviews (2011 and 2014) are consolidated and reviewed by the SCs.

Discussion

This is essential for the credibility of the projects moving forward.

The management response should indicate which recommendations have been accepted, actions taken to date, in process and planned soon, as well as which recommendations have been rejected and why.

The projects should agree a sound process for taking the review recommendations forward which:

- Includes a review of both strategy (currently ongoing in a parallel process) and governance
- Is well facilitated (e.g. by a skilled, neutral facilitator who understands governance, strategy and the humanitarian architecture)
- Is timetabled to take account of key developments such as OCHA's restructuring and IASC reflections on its structure.
- Results in a documented management response which is shared with key stakeholders

It is noted that at the time of writing this report, the process of consolidating and clarifying the management response to previous reviews is in progress and the management response to this review is being planned.

Recommendation 6: Systematically implement MEL

Review, enhance and systematically implement a workable MEL approach to assessing impact, and learning on how to strengthen this impact and make it more sustainable.

Discussion

Both projects have made progress in developing monitoring and evaluation tools and systems to capture key information (including the UN Performance Evaluation Form and the ProCap M&E framework).

This could be further assisted during the strategy review process, by the review of the logic models (Theory of Change (TOC) or Logical Framework Approach (LFA)), linking impact to inputs, with key indicators for monitoring and evaluation of the projects, including key assumptions to be reviewed at regular intervals.

A significant issue emerging in this review is the need for the MEL process to be both realistic and systematically applied. Ensuring this happens is a key governance responsibility, noting that the responsibility for conducting specific MEL activities may be delegated to the SU and/or NRC.

A major element of such a systematic approach is to ensure that mission reports (whether for deployments, training or advocacy) are systematically produced, analysed (including a follow-up some months later), synthesised, acted on and communicated.

See also Annex 7.9, Measuring Impact.

Recommendation 7: Consider the following issues in the SDP

At the time of writing this report, a strategy development process is underway for both projects. Several issues identified in this review are flagged for consideration in this SDP, including:

- Ensuring that the views and needs of client agencies (including potential clients) are taken fully into account.
- In line with “Leave no one behind” commitment in the Agenda for Humanity, ensure that all groups in need or at risk are included in the remit of the projects, whether refugees, IDPs or migrants. There is no need, and it may be counterproductive, to highlight any particular group.
- A review of the vision and mission statements for each project
 - Consideration of a shared vision for both projects, focusing on what the world in which affected people live should look like (rather than what the projects do). This could include the concepts of ‘rights respected and risks managed’ for all in the affected populations taking account of gender, age, ability, ethnicity (the intersectional approach).
 - If the projects are to be further consolidated (see Recommendation 3 above), develop a shared mission statement. The combined mission statement could link to the vision with a short description of the main project activities in working towards that.
- As part of the strategy review process, review/clarify the logic model (theory of change or logical framework) for the projects, and outline the key indicators for monitoring and evaluation of the projects as a whole (see discussion above under Recommendation 6 on MEL) and the main assumptions (to be reviewed periodically)
- Review and agree the broad prioritisation, and associated allocation of resources, between:
 - Deployments, training, advocacy and other capacity support options
 - Activities at the global, regional and national level
 - Preparedness, response and recovery
 - Project management and governance, including secretariat support

Recommendation 8: Review and confirm the focus of GenCap project in line with IASC gender policy and the Agenda for Humanity

Discussion

During the review, it was evident that there is considerable tension between those who promote gender equality (as in the mission statement) and those who favour a women’s empowerment agenda (as a prerequisite of gender equality). Furthermore, there is an acknowledged need to look at all groups, (gender, age, ability, class, ethnicity, etc), with the intersectional approach thin ice’

A way forward is to clarify and confirm the focus, in line with agreed IASC policy and AFH, recognising the need for a pragmatic approach in the field to deliver best results according to context.

Recommendation 9: In due course, review other models for the projects

It is recommended that, once the accountability and governance of the projects is addressed for the short to medium term, consideration is then given to other models of the projects.

Discussion

During this review, it became clear to the consultants that the priority was to address the accountability and governance of the projects in the short to medium term.

However, it is also noted that there is a need to take a longer-term view of their location within the humanitarian system and their associated governance 'set-up'.

Such a review requires research and consultation that is outside the limited scope of this review.

It would involve:

- Mapping of other capacity support and roster/register projects, including developments in surge capacity
- Reviewing, sharing and learning from their experiences
- Examine the potential for complementarities, synergies and efficiencies

7 Annexes

7.1 Agenda for humanity²¹

Core responsibilities	Key transformations	Potential impact	
		ProCap	GenCap
1. Political leadership to prevent and end conflicts	a. Demonstrate timely, coherent and decisive political leadership	Through HCT	
	b. Act early	Supports possible intervention in all four strands of disaster management	
	c. Remain engaged and invest in stability		
	d. Develop solutions with and for people		
2. Uphold the norms that safeguard humanity <i>Note: Norms = IHL & IHLR for purposes of this CR</i>	a. Respect and protect civilians and civilian objects in the conduct of hostilities	Through HCT	
	b. Ensure full access to and protection of the humanitarian and medical missions	Access: Through HCT & partners	
		Protection: Through HCT	?
	c. Speak out on violations	Through HCT & partners	
	d. Take concrete steps to improve compliance and accountability	Through HCT	
	e. Uphold the rules: a global campaign to affirm the norms that safeguard humanity	Through HCT & partners	
3. Leave no one behind	a. Reduce and address displacement	Through HCT	
	b. Address the vulnerabilities of migrants and provide more regular and lawful opportunities for migration	Supports focus on humanitarian need rather than any group	
	c. End statelessness in the next decade	Through HCT?	?
	d. Empower and protect women and girls	Through HCT & partners. ProCap, GenCap on empowerment?	
		Focus on protection	Focus on empowerment
	e. Eliminate gaps in education for children, adolescents and young people	Through HCT & partners	
	f. Enable adolescents and young people to be agents of positive transformation		
	g. Address other groups or minorities in crisis settings		
4. Change people's lives: from delivering aid to ending need	a. Reinforce, do not replace, national and local systems	Through HCT & partners	
	b. Anticipate, do not wait, for crises	As b.	
	c. Deliver collective outcomes: transcend humanitarian-development divides	Through HCT & partners	
5. Invest in humanity	a. Invest in local capacities	Through HCT & partners	
	b. Invest according to risk	Supports risk informed approach	
	c. Invest in stability	Through HCT & partners	
	d. Finance outcomes, not fragmentation: shift from funding to financing	Possible argument to use in fund raising	
	e. Diversify the resource base and increase cost-efficiency	Diversify: Supports not only OCHA sourcing funds / financing from traditional donors Cost efficiency: Supports merging projects	

²¹ <http://www.agendaforhumanity.org/>

7.2 IASC Protection Policy - Implementation²²

4. IMPLEMENTATION OF THE POLICY	ProCap
<p>It is necessary for all levels of leadership in IASC organizations to hold themselves and their staff accountable for the effective and consistent implementation of this policy. Specifically, this requires a commitment to advancing protection as an outcome, ensuring that:</p>	
<ul style="list-style-type: none"> • Effort of affected persons to rebuild their resilience and their own protection are supported, including through a meaningful and consistent engagement with humanitarian actors and involvement in decision-making. 	Indirectly through deployments and training
<ul style="list-style-type: none"> • Leadership supports and promotes collaboration to harness the diverse mandates and expertise of IASC organizations in achieving protection outcomes while, at the same time, promoting accountability – including accountability to affected people (AAP). 	Collaboration: Key facilitating role during deployments and training Accountability: Possible facilitating role during deployments
<ul style="list-style-type: none"> • Protection considerations, including an analysis of threats, vulnerabilities, capacities and the potential for unintended negative consequences are applied before, throughout and beyond a humanitarian response (in all aspects of the Humanitarian Programme Cycle (HPC)), including in recovery and development activities. 	Key facilitating role during deployments and training
<ul style="list-style-type: none"> • Humanitarian Coordinators and HCTs report on and are supported in making progress towards defined protection outcomes, including with the technical capacity and resources required. 	
<ul style="list-style-type: none"> • Insofar as mandates, expertise and confidentiality protocols allow, all humanitarian actors actively contribute to protection outcomes by collecting and sharing data and information; contributing to analysis; reporting on violations; engaging in advocacy; and committing programming, activities, funding and other resources in support of protection outcomes. 	
<ul style="list-style-type: none"> • Humanitarian programmes and activities are carried out in compliance with this policy, and staff and partner staff of IASC organizations understand the rationale and contents of this policy and their obligations thereunder. 	
<ul style="list-style-type: none"> • All relevant governmental, intergovernmental, and non-governmental partners are adequately informed of this policy, as appropriate, and with a view to including regional, national and local actors in the collective and comprehensive approach to protection as described in this policy. 	
<ul style="list-style-type: none"> • This policy is considered when IASC organizations recruit, train and manage the performance of their staff. 	Possible facilitating role during deployments and training
<p>Humanitarian responses to crises must endeavour to adhere to the highest standards of protection. This in turn demands each IASC member organization to commit to a cultural change whereby protection is understood as a shared, system-wide responsibility that is core to humanitarian action. All staff of IASC member organizations must therefore be encouraged, supported and incentivized by all levels of leadership to consider protection in all their actions; adhere consistently to a principled approach to humanitarian action, regardless of the political dynamics driving or influencing a crisis; and contribute to preventing, stopping, reporting on and remedying risks, violations and harm experienced by affected persons in crisis.</p>	Contribute through OCHA / GRG / SC members

²² https://interagencystandingcommittee.org/system/files/iasc_policy_on_protection_in_humanitarian_action_0.pdf

7.3 IASC Gender Policy - Actions²³

The IASC shall undertake the following actions to promote gender equality in humanitarian action

A. Global Level	GenCap
1. IASC Members and Standing Invitees	
IASC Members and Standing Invitees will promote gender equality in their representation to the IASC including as Principals, in Sub-Working Groups, Taskforces, and other working mechanisms of the IASC. Where necessary, members shall provide staff appropriate training and knowledge for meaningful contributions to inclusion of gender equality programming in IASC decision-making.	Contribute through OCHA / GRG / SC member representatives
(i) Ensure gender equality is systematically incorporated into IASC policy development and operational guidance.	
(ii) Ensure that IASC policy and guidance concerning gender equality programming is effectively communicated to the field level and field operations held accountable for their implementation.	Lead role during deployments and training
2. IASC Principals and Working Group	
The IASC Principals will ensure that gender equality is addressed adequately in all aspects of the IASC's work, including in approving policies and direction of the IASC overall coordination and norm setting functions.	
The IASC Working Group will:	
(i) Ensure that gender equality programming is incorporated in the development and implementation of IASC policies and operational guidelines and operational guidelines, and an accountability framework will be developed by the Sub-working Group on Gender for this.	Contribute through OCHA / GRG / SC member representative
(ii) Hold specific discussions on the effectiveness the IASC gender equality policy and actions to ensure women, girls, boys and men have equitable access to and benefit from humanitarian protection and assistance response.	
3. IASC Subsidiary Bodies	
a) The Sub-Working Group on Gender Equality in Humanitarian Action will:	
(i) develop an annual plan to support implementation of this policy statement. The Gender SWG will provide guidance and support to all bodies and structures of the IASC to be able to incorporate gender equality into relevant aspects of their work.	Contribute through linkages with Sub-Working Group
(ii) Develop an accountability framework for monitoring the implementation of this statement.	
b) All other IASC subsidiary bodies will:	
(i) Integrate gender equality into their annual work plans to demonstrate their commitments and actions to routinely incorporate gender equality into their areas of work.	Contribute through OCHA / SC member representatives

²³ https://interagencystandingcommittee.org/system/files/legacy_files/IASC%20Gender%20Policy%2020%20June%202008.pdf

<p>(ii) Nominate a focal point to be responsible for inclusion of gender equality programming into the SWG annual work plans and maintain contact with the IASC SWG on Gender in Humanitarian Action.</p>	
<p>4. Global Cluster Leads will:</p>	
<p>(i) Provide guidance to clusters at country level on how to integrate gender equality as a crosscutting issue in accordance with the country level cluster leads generic terms of reference.</p>	<p>Key facilitating role during deployments and training</p>
<p>(ii) Work with all members of the global cluster working groups, as well as cluster actors at the country level, to strengthen their capacities to incorporate gender equality in cluster programmes and other efforts.</p>	
<p>B. Field-Level</p>	
<p>In accordance with their Terms of Reference, Humanitarian Coordinators and Resident Coordinators will, through the Cluster/ Sector Leads and the IASC Humanitarian Country Teams, incorporate gender analysis and actions into programming, assessment and policy development through the actions listed below. Cluster leads are accountable to the RC/HC for ensuring that the needs, contributions and capacities of women and girls as well as men and boys are addressed. Other IASC Members and Standing Invitees will promote these gender equality strategies in their work as members of the Humanitarian Country Team. They are further encouraged to share and promote IASC materials and resources, including as related to work on conflict prevention, early warning, disaster risk reduction, and post-conflict reconstruction and rehabilitation.</p>	<p>Key facilitating role during deployments and training</p>
<p>Country level actions to ensure gender equality programming</p>	
<p>(i) Ensure multi-sectoral needs assessments and the identification of humanitarian priorities are based on sex and age- disaggregated data and gender analysis of these data.</p>	
<p>(ii) Facilitate intra- and inter-cluster/ sector coordination and information management on gender equality issues.</p>	
<p>(iii) Support a robust inter-agency working group or network on gender equality in humanitarian response, and appoint and support focal point on gender equality and diversity to facilitate coordination and Gender Equality Policy Statement</p>	
<p>information sharing between and within different agencies and sectors/ clusters as well as between the field and headquarters</p>	
<p>(iv) Ensure that a gender analysis informs the planning processes, including Humanitarian Action Plans and CAPs.</p>	
<p>(v) Actively support the implementation of the UN Secretary-General's Bulletin on Sexual Abuse and Exploitation by UN staff and related personnel and honour the humanitarian community' s obligations to provide support to victims of SEA.</p>	
<p>(vi) Carry out effective advocacy for women's, girls' boys' and men's full and equal enjoyment of their human rights.</p>	
<p>(vii) Promote consultation with and engagement and support of local women, youth, as well as the active involvement of groups representing specific needs or capabilities in the definition of priorities for humanitarian assistance and the design, delivery and monitoring of assistance programmes. Gender, age and diversity participatory assessments will reveal the specific needs of women, girls, boys and men.</p>	
<p>ix) Conduct systematic monitoring and evaluation of programmes using a gender lens and sharing findings at intra and inter-agency meeting</p>	

7.4 Advancing New Ways of Working – Key points

“We must bring the humanitarian and development spheres closer together from the very beginning of a crisis – to support affected communities, address structural and economic impacts, and help prevent a new spiral of fragility and instability. Humanitarian response, sustainable development and sustaining peace are three sides of the same triangle. This is the essence of the New Way of Working agreed in Istanbul. The Secretary-General and I are committed to turning this commitment into action.”

Key points

- Strong commitment from field leadership and operational actors on NWOW needs to be backed by unified direction from headquarters. There is a need for a clear roadmap from the UNDG and IASC to move forward systemically.
- Lack of development actors in fragile contexts is not always the impediment for the NWOW, as most humanitarian actors are actually multi-mandated and could do more if obstacles are addressed – need to strengthen development work streams in country, and financing support for long term activities as well as medium-term activities that are seen as the responsibility of neither humanitarian nor development donors.
- Innovations are everywhere. The field needs the leeway to adapt tools and services to their own needs. Context-specificity is key.
- A more flexible approach to planning and coordination is needed. There is an urgent need to move from cookie cutter approaches to a spectrum of options based on typologies of crises that are flexible and adaptable

7.5 Governance and management

7.5.1 Broad working definitions

The Consultants used the following broad definitions in their analysis:

Governance is:

- setting the vision, mission and strategic objectives of an organisation
- ensuring oversight
- providing guidance
- managing risks
- ensuring management has the resources to fulfil its role

Management is:

- delivering the strategic objectives
- managing human, material and financial resources
- day-to-day operational decision making
- ensuring governance has the information they need to fulfil their role

The two need to work together, respecting the role of the other while understanding that there will be times where roles overlap or when both have to work together e.g. developing the strategy.

7.5.2 ProCap and GenCap

Possible confusion in roles

The Consultants assumed at the start of the review that the role of the SC was primarily that of governance while that of the SU & NRC was primarily management.

It became obvious during the review that there was not such a clear split with for instance:

- the SC taking an operational role in decisions around deployments,
- the SU chairing SC meetings
- and NRC managing significant financial risk.

This lack of clarity is damaging to the projects.

The SC members have in-depth technical expertise, which has great benefits for the project, but also the danger that the SC gets too involved in operational matters to the detriment of the governance role.

“Good offices”

The SC members hold their seats as representatives of organisations rather than as individuals. This can be advantageous as SC members bring their own experience and networks to the table and the ‘good offices’ of their own organisation, whether for fund raising, advocacy or resolving important high level issues on particular deployments.

The other side of this coin however is that organisations may see it as important to be members of the SC in order to secure ProCap and GenCap deployments for their own organisation.

7.5.3 Discussions on accountability and structure

The following comments are offered as a contribution to the discussion on accountability and structure.

The system of accountability needs to include both accountability for performance and financial accountability (the latter currently with OCHA for SU resourcing and with OCHA and NRC for project funding), with both clearly linked. Financial accountability includes ensuring resources are sourced and are allocated adequate to the agreed tasks.

In considering accountability, we note that accountability is mutual (reflecting a relationship) and that the means of exercising accountability need to be specified (and may include annual appraisals, project review meetings, periodic reports etc.). Accountability is facilitated by sound, transparent and well documented processes, including monitoring, evaluation and learning.

Accountability to affected people²⁴ would be through the IASC²⁵ (representing the humanitarian system and noting its Commitments to Accountability to Affected People). In practical terms this is exercised at field level through the work of the projects. The IASC would be accountable for the good functioning of the projects, including approval of major decisions. Within the IASC there is would be a clearly designated 'Project Representative', responsible for ensuring that the IASC exercises this accountability for good functioning.

Under Option 1:

- Accountability to the IASC would be through the SC, with the chair of the SC responsible for ensuring this happens, for example through regular briefings with the IASC project representative.
- The SC member agencies would be accountable to the IASC for the good governance of the projects and for oversight of the designated Project Team Leader. The agencies exercise their accountability by appointing suitable representatives to the SC, with the time and skills to do the job. The IASC would be accountable to the SC for providing high level oversight and direction.
- NRC would be responsible for agreed activities (such as roster and training), accountable through OCHA via the PTL to the SC and thence the IASC.

Under Option 2:

- Accountability to the IASC would be through OCHA, with the leadership of OCHA responsible for ensuring this happens, for example by ensuring regular briefings with the IASC project representative and the PTL within OCHA. The IASC would be accountable to OCHA for providing high level oversight and direction.
- OCHA would be accountable for strategy and governance, with advice from the advisory committees.
- The GenCap and ProCap steering committees become advisory committees, providing guidance on agreed areas, such as strategic direction, sectoral and thematic issues and monitoring, evaluation and learning.
- NRC would be responsible for agreed activities (such as roster and training), accountable to OCHA, via the PTL, and thence to the IASC.

²⁴ Recognising that it is not practical for the project(s) to exercise this accountability itself, it does so through the humanitarian system, in this case represented by the IASC

²⁵ This would have to be discussed and agreed with the IASC

7.6 Rosters

This short annex is based on the consultants' experience with RedR and other rosters and registers since 1980.

7.6.1 Introduction

Organisations have developed a range of methods for recruiting and rapidly deploying the right people. These include the following which are presented here in approximate descending order of cost to the organisation and ~~but also~~ in descending order of speed of response.

- Emergency response teams
- Internal rosters of staff members
- Standby agreements
- Secondments
- External registers²⁶ (or rosters) of pre-selected people who are however not on full-time contracts with the deploying organisation
- External recruitment

This document focuses on internal and external rosters in the humanitarian world. The following brief descriptions highlight some of the broad differences between internal and external roster while recognising that each roster will have its unique features.

7.6.2 Internal rosters

Members of an organisation's internal roster are full time staff members of the organisation, who may normally work on non-emergency programmes. They generally need the agreement of their manager to be on the roster.

Roster members receive special training to prepare them for deployments. They are expected to make themselves available for a certain amount of time each year while they remain on the roster. They can be deployed very rapidly.

They are deployed for a maximum period which has been agreed in advance with their manager. After a deployment, they return to their regular post.

7.6.3 External registers

A number of support organisations, for example NRC, Canadem, UNV, RedR and Mango, maintain registers of individuals who can be deployed in emergencies with frontline organisations.

Each support organisation uses different criteria to select register members and each register has its own particular strengths. The financial and administrative procedures by which a frontline organisation may access each register also vary. Most registers will have restrictions on which organisations they will serve.

7.6.4 Common issues with rosters (and registers)

Misuse

A roster is set up for surge capacity in sudden onset emergencies or to develop capacity in humanitarian action in the case of ProCap and GenCap but is actually used for one or more of the following reasons:

- A deployment from the roster is an order of magnitude quicker than the organisation's own recruitment processes

²⁶ The terms roster and register are both used although some people argue that there are differences between the two.

- Roster deployees are cheaper or indeed free when compared with a direct hire
- Hiring someone on an external consultancy contract gets around caps on the number of staff the organisation is allowed to hire.

Expectations and commitment

There is often confusion around expectations and commitments on both sides. Roster organisations might expect roster members to be always available (or in other words be an ERT without the associated costs) which is not realistic unless there is a retainer agreement.

On the other hand roster members may expect the organisation to deploy them regularly without regard to demand for their particular skill sets.

Size

How many people do you need on a roster to ensure that a certain number of deployments of say 3 months can be undertaken each year with no more than a certain number at any one time?

This will depend on expectations and commitment, but may be of the order of 10 on the roster for each deployment.

New blood

Typically efforts are made to attract A Team members to a new roster. A Team members however will need to retire or be retired at some stage and new blood found. One possible strategy for finding that all important new blood might be to recruit people to the roster who demonstrate potential and deploy them where they are the best person available (typically in times of high demand) in situations where it is felt they have an excellent chance of succeeding. Being given this opportunity not only builds the next generation but also builds loyalty of the new members to the roster.

Language skills

Always a challenge! While English is the obvious new lingua franca, French, Arabic, Spanish etc. are important working languages in many crises. The challenge is twofold: first establishing the contacts, means and networks for recruitment; second, to establish and maintain an esprit de corps across languages groups.

Geographical diversity

While being an independent and external “expert” can be an advantage, it can also be a liability in terms of lack of knowledge regarding culture and history. An roster member who excels in some locations may well be far less successful in others.

Who needs who most?

Someone who is ambitious to move into the sector / to start working at a higher level, will see a roster as an important opportunity. A more experienced person on the other hand may have no difficulty obtaining more interesting offers than they can manage whether they are on a roster or not.

Cherry picking

Deployments into high profile and new emergencies especially in exotic and not too dangerous countries are far easier to fill than those into long running, long forgotten intractable emergencies in tough insecure environments.

Underestimating costs

Set up costs may be properly budgeted and relatively easy to fund raise as a new project. Long term maintenance is far more challenging. The big risk is that the roster details become out of date and inaccurate and the staff members allocated to maintain the roster are less and less senior, and further and further away from understanding the realities of deployments.

7.7 Capacity development

7.7.1 Three levels

Useful to consider three levels of capacity of a system to perform:

1. Environment –e.g. is there an adequate legal framework, an effective coordination structure, the political will to make difficult decisions?
2. Organisation – e.g. is the organisation committed to achieving the goal, does it have the right structure and adequate resources (human, material & financial)?
3. Individual – e.g. does the individual have the right motivation, attitudes, skills and knowledge etc.?

If the system is not performing (e.g. rights are not respected and risks are not managed) one has to consider all three levels; in an extreme case the best staff member will have difficulty achieving anything if working in a dysfunctional organisation and a hostile environment.

7.7.2 ProCap and GenCap

Both projects aim to develop capacity using three means:

1. Deployments
2. Training
3. Advocacy

These can be mapped onto the levels proposed above as follows, noting that this is not an exact science

	Environment	Organisation	Individual
Deployments	?	✓✓	?
Training	?	✓	✓✓
Advocacy	✓	✓	✓

7.7.3 Strategic choices

No project has unlimited resources and therefore every project has to be make often difficult strategic choices based on an analysis of the system and the project's own capacity. This might lead to a decision by way of example that the main effort should be on deployments but that say 20% of effort should be on training and 10% on advocacy.

The analysis can be taken further in looking more closely at deployments, training and advocacy.

Deployments – are they plugging gaps and/or leading to sustainable change? Both have value but important to be clear when negotiating assignments.

Training – often the default for individual capacity development but can be complemented / replaced by mentoring, coaching etc. and is an ineffective means of developing capacity if the wrong people have been recruited in the first place.

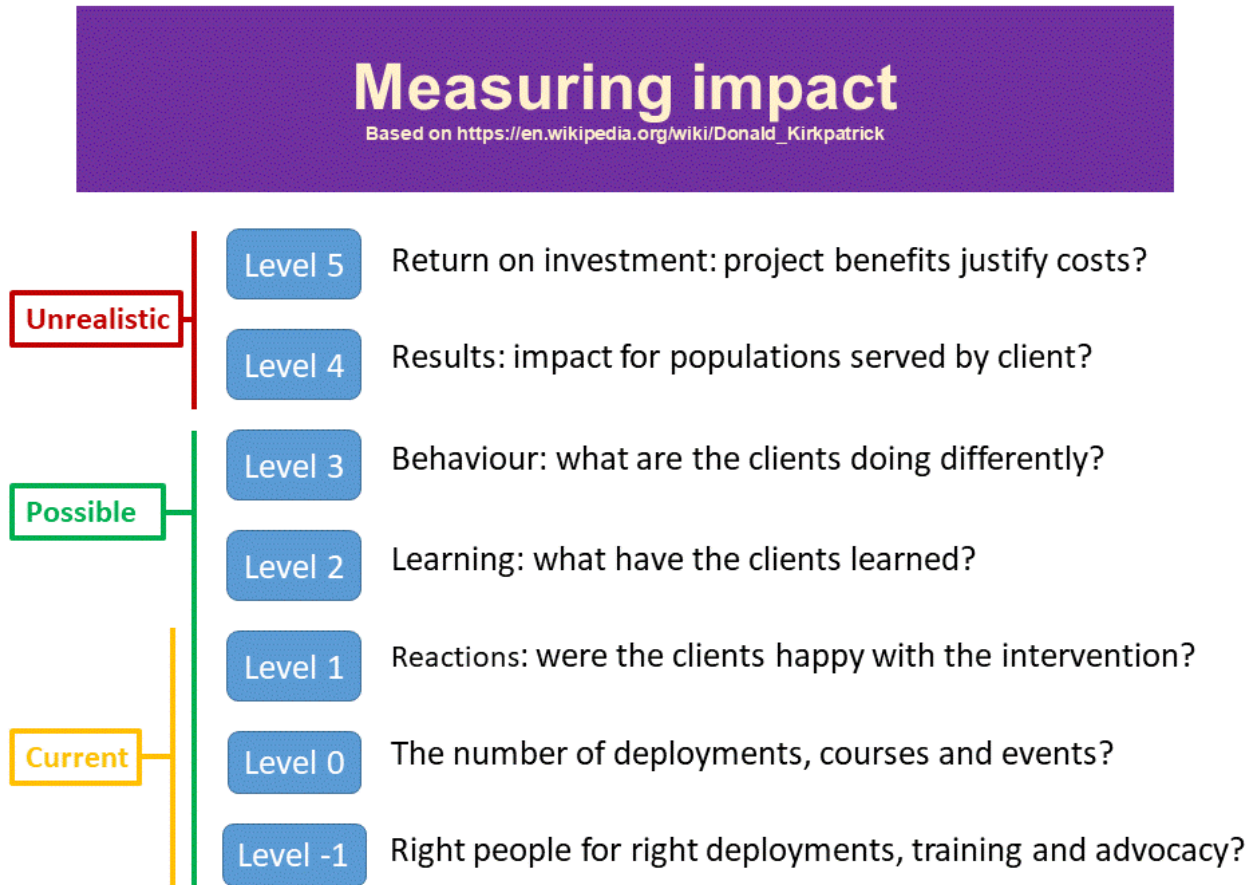
Advocacy – this can range from ensuring that project partners are kept up to date on the challenges faced by the projects by for instance briefings by returned deployees and trainers to participation in fora where changes in the humanitarian architecture is being reviewed

7.8 Strategy elements



7.9 Measuring impact

The following diagram, based on Kirkpatrick's work, illustrates the various levels at which impact can be measured.



7.10 Interview format

Interviewee:		Interviewer	
Organisation:		Date / Time	
Position		Type:	By telephone / In person

Introductions

Purpose:

- Review the performance and relevance of the ProCap and GenCap projects
- Provide recommendations for their future as strategic, interagency resources.

Who we are:

Foster, Lambert Independent consultants with experience in responding to disasters in developing and developed countries, skilled in training, facilitation, evaluation and research.

Contracted by UNOCHA to conduct this review.

Why one or both of us?

Who you are:

Which hat are you wearing?	Donor / SU / EDN / SC / Adviser / Client / Other
Which project to focus on?	GenCap / ProCap / Both / Neither

Review methodology:

Literature research
 Online survey
 Semi-structured interviews
 Present in workshops
 Report

This interview:

Purpose: To hear your views

Duration: Allowed 60 minutes, but will aim for 45 minutes – how does this work for them

Style: Open - feel free to make inputs as you see fit

Confidential: We won't attribute comments directly to individuals.

Background noise: Typing in the background – making notes

Questions: Any questions before we proceed?

Questions (areas to explore)

Open question

What springs to mind when someone mentions the project(s)?

Prompts if required: 10+ years old – a lot has changed (WHS) etc.. Projects still relevant in today's world

Follow up on any interesting points, noting that some points may also come up in Elephant question

Interview notes:

What do you think of the Vision and Mission of the project(s)?

Clear, Relevant? Are other 'capacities on tap' as / or more important? Other risk factors for affected people?

Interview notes

Are the projects making a clear and lasting impact? And how do we know?

Interview notes

Are the projects effectively implemented and appropriately resourced?

Interview notes

Are the projects well managed and is their governance fit for purpose?

Any issues you would like to flag as SC considers this further?

Interview notes

Other comments / elephants in the room/ the question we should have asked?

Interview notes

Concluding

- Any questions from you?
- Next steps (interviews, online survey, workshops, report)
- Many thanks

Interview notes

Interviewer reflections & summary notes

Interview notes

7.11 Interviews

In total, 27 interviews were planned and completed for this review to cover both projects. The list of interviewees was agreed with the Client following the Inception phase with a view to having the distribution between the various categories of informants as indicated in the table below.

All 27 interviews have now been completed. The actual number of interviews within each category however varied from those planned as indicated in the table below after discussion between the Client and the Consultants.

The increased representation of “SC members” was seen as important as Governance emerged as an important challenge early in the review. The increased representation of “Other” reflects the difficulty of placing some key informants who have a close relationship with both projects within the first 9 categories.

Table 1 – Interview categories

Category	Planned number of interviews at Inception		Actual number ²⁷ of interviews	
1. Donor representative	2	7%	2	7%
2. OCHA SU member	1	4%	1	4%
3. NRC Support Team member	1	4%	0.5	2%
4. Gencap SC member	1	4%	2.3	9%
5. Procap SC member	1	4%	2.3	9%
6. Gencap deployee	3	11%	4.3	16%
7. Procap deployee	3	11%	3.3	12%
8. Gencap client ²⁸	7	26%	4.8	18%
9. Procap client ²⁸	7	26%	3.7	14%
10. Other	1	4%	2.7	10%
Total	27	100%	27	100%

²⁷ Fractions reflect that some people interviewed fall into more than one category

²⁸ Primarily field based Humanitarian and Resident Coordinators but also Global WASH and Protection Cluster coordinators and member of OCHA’s inter-cluster coordination team to be added.

7.12 GenCap technical workshop

The Consultants facilitated two sessions during the GenCap technical workshop including:

- Presentation of the results of the online survey, see 7.12.1 GenCap online survey results
- Presentation by the consultants and feedback from participants on the emerging findings and conclusions of the review – see 7.12.2 GenCap voting form analysis
- An Open space exercise where participants could select topics to raise, select and discuss as a contribution to the review (and the consultants would suggest the SDP) – see 7.12.3 Open space

7.12.1 GenCap online survey results²⁹

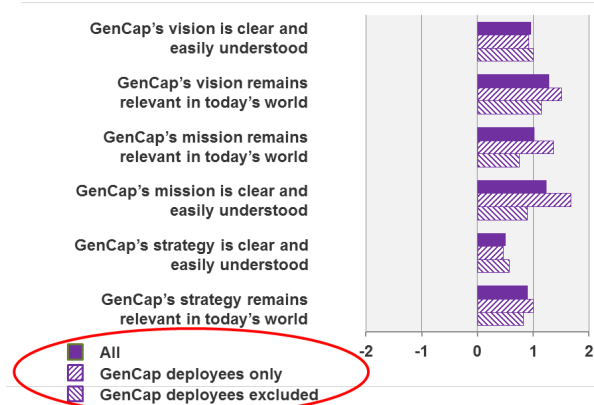
The responses to the online survey are presented below.

Where the scale is from -2 to +2, the results are a weighted average of the responses received.

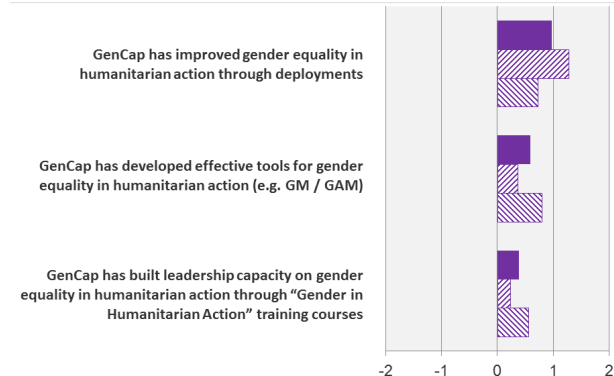
Response in relation to statement	Scored
Disagree completely	-2
Disagree somewhat	-1
Neither agree nor disagree	0
Agree somewhat	+1
Agree completely	+2

Respondents were forced to rank roster member attributes in order of importance in Q7.

Q3, 4 & 5: GenCap's vision, mission and strategy



Q6: Impact of the GenCap project?

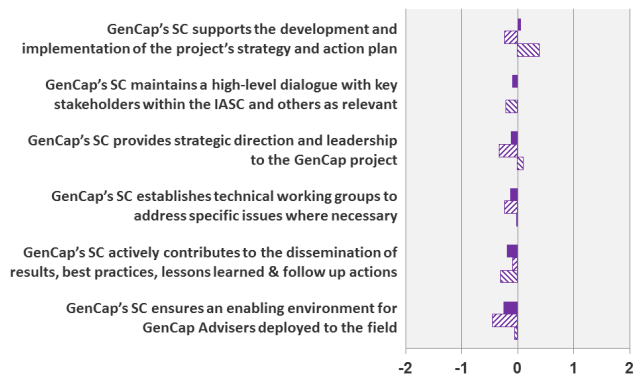


²⁹ The presentation given at the workshop did not differentiate between GenCap deployee responses and others and used a slightly different format. Further analysis and a refinement of the formatting were carried out by the Consultants after the workshop at the request of the participants.

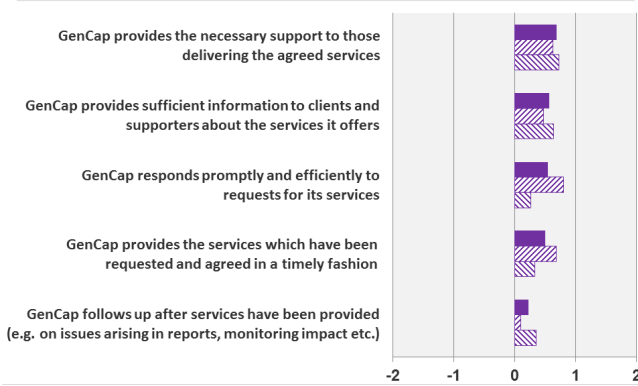
Q7: GenCap roster members – most important attribute



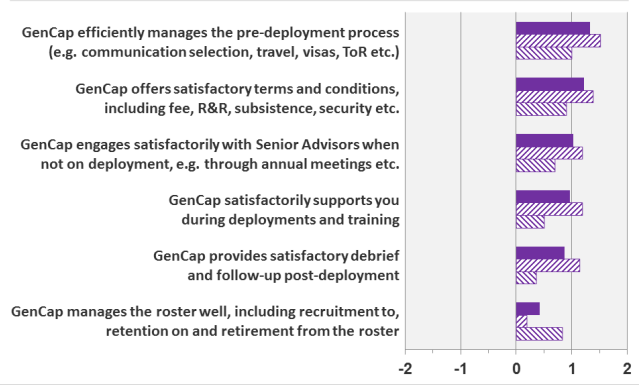
Q8: GenCap's Steering Committee



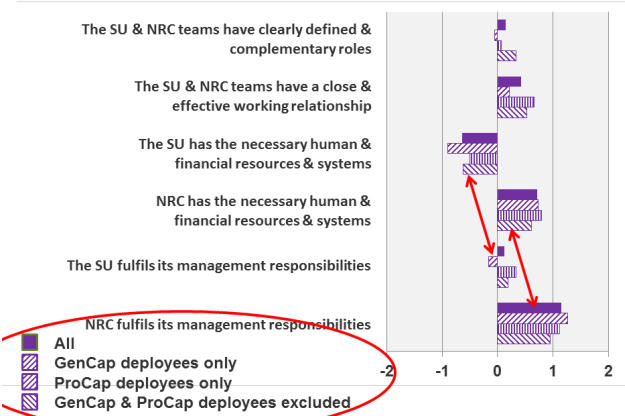
Q9: Services which the GenCap project provides to clients and supporters



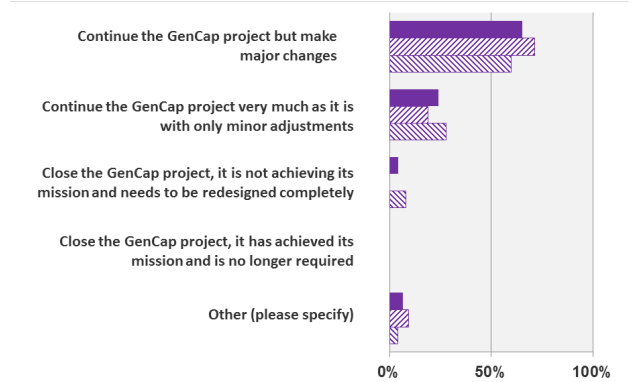
Q10: The support GenCap project provides to deployees / advisers / trainers



Q22: OCHA's Support Unit (SU) and NRC's Expert Deployment / NORCAP



Q11: New 5 year strategy development



7.12.2 GenCap voting form analysis

Participants at the GenCap technical workshop were given a print out of the emerging findings and tentative conclusions and asked to indicate whether they either agreed or disagreed with each finding and conclusion. Ten voting sheets were received.

If they ticked the “Agreed” column, this was scored as 1, if they ticked the “Disagreed” column, this was scored as 0 and if they ticked on the line between the two, then this was scored as 0.5.

The averages below were calculated using the sum of these scores divided by the number of responses for each finding and conclusion.

The standard deviation was similarly calculated.

If a respondent skipped a finding or conclusion, the response was ignored from that person for that finding or conclusion in the calculation of both the average and the standard deviation.

The following table indicates how to interpret the results

Average	Standard deviation	What this means
Approaching 1	Approaching 0	Strong agreement
Around 0.5	Approaching 1	Wide range of opinions!
Approaching 0	Approaching 0	Strong disagreement

Emerging findings and tentative conclusions

Emerging findings	Average	Standard Deviation	Tentative conclusions	Average	Standard Deviation
<p>Relevance in today's operating environment The GenCap project has been running for ten years and much has changed in the humanitarian sector in that time. Does it remain relevant in today's operating environment?</p>					
On balance, the view is that the project remains relevant in today's operating environment and is viewed positively and could be expanded.	0.97	0.11	The project remains relevant in today's operating environment and the need for the project will continue for some time. However, there are several serious issues (see below) which need to be addressed urgently.	0.95	0.22
Gender equality programming (GEP) may be understood and accepted in principle, but the challenge now is to embed GEP in the way everyone works and support people in learning how to do it well.	0.95	0.22			
Some feel however that the project has lost its way with some feeling it needs to change radically or be closed.	0.37	0.46			
<p>Vision Is the project's vision clear and relevant? [GenCap's vision is that all women, girls, boys and men of all ages and backgrounds, affected by natural disasters or conflict, are able to access humanitarian assistance and protection that cater to their distinct needs and experiences.]</p>					
The consensus was that the Vision is broadly clear and relevant. Fine tuning the text and editing it to reflect changes in the humanitarian environment (e.g. migration) were suggested.	0.79	0.41	Vision is clear and relevant and can be retained and reviewed periodically to account for major developments in the wider humanitarian world.	0.80	0.40
<p>Mission Does the project have the right mission to deliver on the vision? Is it using the right approach, covering the right set of activities, with the right clients and people? [GenCap's mission is to facilitate and strengthen the capacity and leadership of humanitarian actors to undertake and promote gender equality humanitarian programming to ensure that the distinct needs of women, girls, boys and men of all ages are analysed and taken into account in humanitarian action at global, regional, and country levels.]</p>					
The mission statement is perceived to be fine. However there are concerns about how the mission should be achieved, discussed below.	0.83	0.37	Mission statement is fine, leave as is for now, review periodically in line with developments in GenCaps approach and way of working.	0.80	0.40

<p>The mission statement focuses on “gender equality” and both the vision and mission refer to “women, girls, boys and men of all ages”. Within the project, there is considerable tension between the following positions: + The project’s focus should remain on gender equality as in the mission statement; + The project should shift its focus towards women’s empowerment; + The project should adopt a more ‘people-centred’ approach, building on the current gender and age approach, to include a more complete set of characteristics (ability, caste, ethnicity, religion) that affect people’s humanitarian needs and access to protection and assistance. There is strong agreement that this tension has resulted in fixed positions being adopted and discussions that have become increasingly unproductive and rancorous. This tension is found within the GenCap Advisers and the Steering Committee members. This was one of the major points to emerge from the interviews.</p>	0.93	0.25	<p>The ongoing divisions over the focus of the project are highly damaging both internally and externally. A clear and respected consensus would allow the project to move forward. This issue needs to be addressed promptly</p>	0.95	0.22
<p>Demand from clients is for gender equality with some advocating for a shift towards a people centred approach. The women’s empowerment approach is not in demand. This was one of the major points to emerge from the interviews.</p>	0.47	0.49			
<p>The project has three main strands: deployments, training and advocacy/tools. Deployments are nearly always the first or sometimes the only strand that is mentioned. Training is appreciated although the limitations of training alone are recognised.</p>	0.97	0.11	<p>Operating in so many ways offers opportunities to use field experience to inform global advocacy.</p>	0.94	0.24
<p>Some question the investment in the (over-)development of the project’s own GAM.</p>	0.73	0.44			
<p>GenCap can make a contribution in at least three strands of disaster management, namely: preparedness, response and recovery. It can operate at the global, regional, country level both strategically and operationally.</p>	1.00	0.00	<p>There is a danger that without clear direction, the project spreads itself too thinly across many areas.</p>	0.75	0.43
			<p>Prioritisation of where and how the project invests its limited resources is a major challenge and an important one to address strategically and should be</p>	1.00	0.00

It can interact with a wide range of actors, from partners in the field through to donors at permanent mission level in Geneva. The project has limited resources and funding is often uncertain.			a key part of the role of the SC.		
Impact / Outcomes including sustainability					
Is the impact of the project clear and lasting? Is it being monitored and reported?					
There is a high level of confidence that the project is having an impact, but limited hard supporting evidence. The methodological challenges of measuring impact (as opposed to activities) in any meaningful way are real and recognised. The project has attempted but not yet succeeded in putting in realistic and useful means of measuring impact.	0.89	0.31	The impact of the project remains difficult to demonstrate.	0.87	0.32
There have been attempts to systematise monitoring, but this is not happening in a consistent manner. Similarly, learning from experience of what works and does not work is not taking place in a systematic or strategic way.	1.00	0.00	The project is not systematically monitoring its activities and impact, nor is it learning operationally or strategically from successes and challenges.	0.95	0.22
			This (lack of monitoring and learning) could threaten the funding for the project.	0.89	0.31
All agree that in the long term, GenCap should be working its way out of business, as gender is mainstreamed.	0.53	0.50	In the current context sustainability is a long way off, and to a great extent out of GenCap's hands.	0.79	0.39
GenCap cannot do this on its own; it needs action by the agencies and the HC/HCT.	1.00	0.00			
It is not going to happen anytime soon, not least because agencies are not hiring their own gender staff.	0.71	0.46	Sustainability is a long-term responsibility of the wider humanitarian community	1.00	0.00
Without dedicated gender staff, gender drops off the agenda.	0.82	0.37			
The leadership role of the HC/HCT is critical for gender equality programming. GenCaps ability to engage effectively with and support HC/HCTs in the field is key to the success of the project. Equally important for the success of the project is for the GenCap to work with partners to help them with the “how” rather than the “what” of gender equality programming (the what is generally understood, the how is the real challenge)	0.98	0.11	The role of the HC/HCT, supported by GenCap, remains critical for more effective gender equality programming	1.00	0.00
			GenCaps have to work both at the strategic and the operational level in the field.	0.97	0.11
The seniority of GenCap deployees is important: it is linked with credibility and the right to participate in high-	0.83	0.37	The seniority of advisers is important and should be retained.	0.94	0.23

level meetings.					
Positive experiences are reported with many GenCap deployments. Concerns were expressed about the loss of momentum after the GenCap left, the challenge of turnover and length of deployment, the danger of GenCaps being used to fill gaps, relying on individuals rather than embedding in the system and the abuse of such standby agreements.	1.00	0.00	A good project which faces the “normal” systemic and stand-by capacity challenges which can be managed but not always overcome.	1.00	0.00
There was a strong emphasis on the importance of GenCaps adopting the right approach when working with colleagues on deployment. Particular emphasis was put on the need to ‘work with’ colleagues to generate practical solutions. Pragmatism was viewed as more effective at generating useful results than activism. Any hint of ‘preaching’ can have the effect of turning colleagues off, so reducing the impact of the work.	0.91	0.26	The approach and style of GenCaps on deployment have a great bearing on their impact. This issue can be addressed in the selection, training, support, management and leadership of the GenCaps.	0.97	0.11
Some comments were also made about the need to have the right balance of humanitarian experience and gender expertise, with some emphasising the former and some the latter.	0.97	0.12	The ‘person specification’ for GenCaps is important, recognising that individuals will have different profiles and each context may have different requirements. The issue is one of finding the ‘best-fit’ and is a common challenge in recruitment and selection.	1.00	0.00
The role of a GenCap is to support, encourage and motivate agencies to do gender equality programming. It is not for the GenCap to assume this responsibility alone although there is a real risk that they will be expected to do so. This can lead to the idea that gender is a specialist and optional task, and not integral to the organisation. This supporting role may not be easy as agencies may not have anyone with specific responsibility for gender, whom the GenCap can support.	1.00	0.00	Maintaining a supporting role is challenging especially when partners do not have their own gender staff. GenCaps taking on responsibility for gender may ensure short term impact but can damage longer term sustainability.	0.85	0.33
The targeting of GenCap interventions could be more on preparedness, contingency planning and recovery, with a greater focus at global level. Some doubts were raised about the feasibility of making a difference during the immediate response.	0.40	0.49	Deployments to support preparedness, contingency planning and recovery may be more effective than deployments during the immediate emergency response.	0.36	0.47

Operational Performance, Activities & Outputs, Resourcing

Is implementation of the project going well? Main activities and outputs? Resourcing?

The process of deciding whether to respond positively or negatively to deployment requests can be very slow and frustrating from the field perspective.	0.93	0.26	This process and prioritisation requires further attention by this current review.	0.94	0.24
The prioritisation of assignments is not always understood and sometimes questioned.	0.90	0.27			
Once agreed, the deployments themselves go smoothly administratively.	1.00	0.00			

Management

The area of management (by SU and NRC) is separated from that of governance (SC).

There has been some confusion between SU & NRC roles. To help clarify these roles, a matrix has been developed and shared although it is unclear whether it has been formally approved. It is also noted that high staff turnover is a contributory factor.	0.88	0.32	The SC – SU- NRC “triangle” would be challenging in any project and could usefully be revisited.	0.94	0.23
The role of NRC in the deployment process is recognised as high quality and greatly valued, especially in their role as a supportive employer. However some feel they could do more in terms of development of team cohesion and enforcing the agreed party line. Recent restructuring caused some disruption.	0.85	0.33	These challenges are exacerbated when roles are left unclear, resources are scarce, and systems are not delivering as they should.	1.00	0.00
The SU is valued for its links with HC/HCTs through OCHA channels. There have recently been significant problems with the functioning of the SU, related to: staff turnover, gaps and morale; slow and cumbersome systems; and resourcing issues. This has a direct impact on the functioning of the SC which relies on the SU as its secretariat.	0.97	0.12			

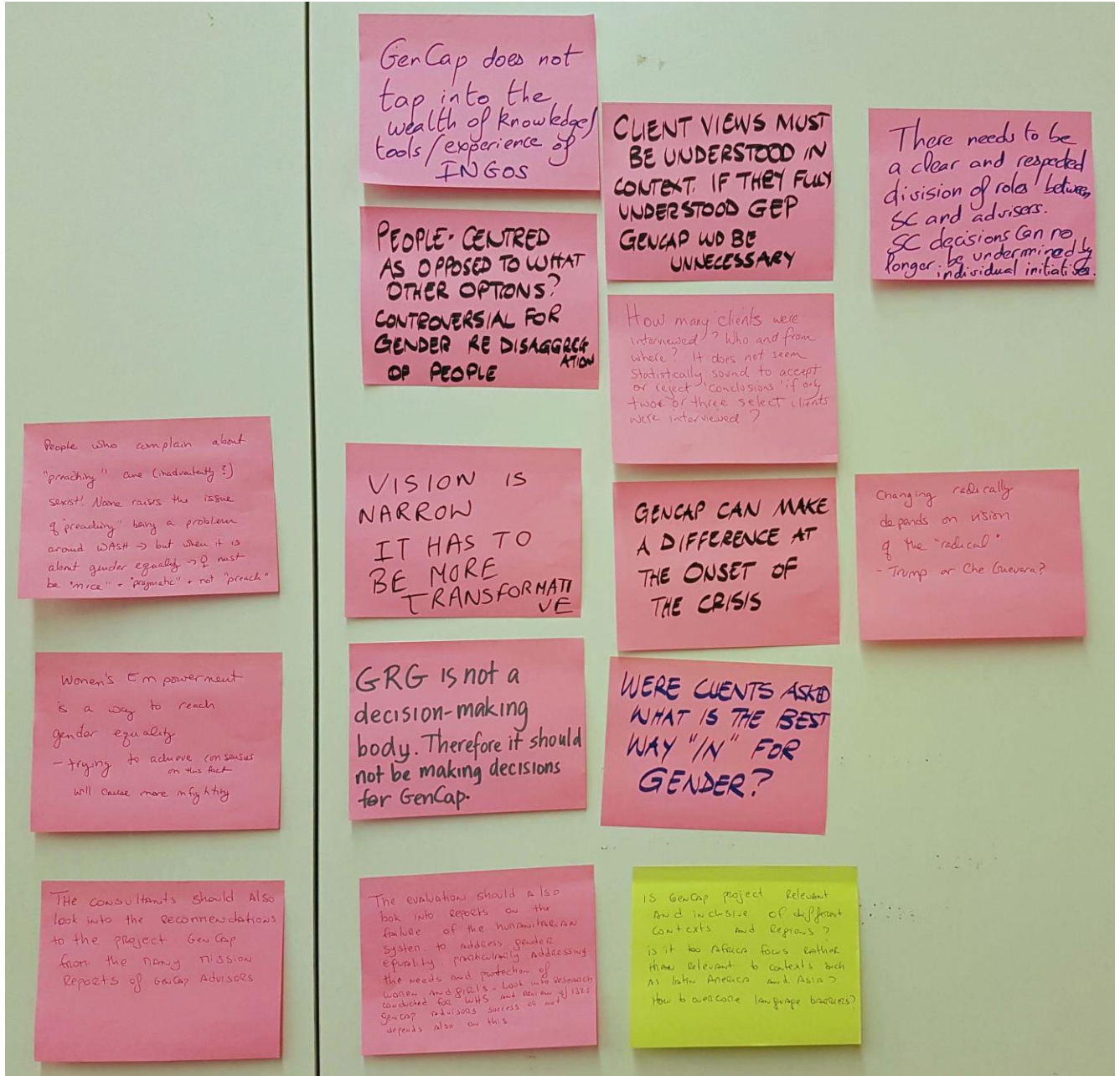
Governance

Is the project well governed? Does the governing body (SC) understand and fulfil its functions, notably in strategic oversight and direction and ensuring accountability? Does it have the right structures, processes and people?

<p>A management review was undertaken in 2014 which made over 20 recommendations for GenCap. The review dealt with both the management and the governance of the GenCap and the ProCap projects. Although some recommendations are understood to have been taken forward (such as the development of a TOR for the SC, inclusion of NRC on SC as full member and NRC cost reporting tools), no formal management response has been seen by the Consultants.</p> <p>The 2014 management review followed a major evaluation of both GenCap and ProCap in 2011. It presented 12 main recommendations, with 3 general recommendations applying to both projects, 3 specifically for GenCAP, 2 specifically for ProCap and 4 for leadership, management and administration. Each main recommendation had a number of subsidiary recommendations. A management response plan was prepared but it remains unclear whether it was fully followed through.</p>	0.88	0.29	<p>Many of the recommendations of the 2011 evaluation and 2014 review remain valid. Rather than repeating or refining those recommendations, this review focuses more on why these recommendations have not been fully addressed, and the processes and systems for handling emerging issues.</p> <p>The lack of a formal management response to the 2014 management review demonstrates the extent of the challenges in governance and management faced by the project.</p>	0.93	0.26
<p>The SC focuses too much on operational tasks and not enough on providing leadership, strategic direction and oversight and ensuring accountability.</p>	0.94	0.24	<p>A well-functioning SC is essential for the success of the project. The SC is not functioning well and has not been for some time.</p>	1.00	0.00
<p>SC members are in the main gender specialists from the organisation they represent. This brings valuable technical expertise to the table but does not necessarily bring the experience required for governance of an interagency project. SC members receive no training or induction for their role.</p>	0.94	0.24			
<p>SC processes are poor (e.g. timely preparation of working papers, chairing and management of meetings, minutes and follow-up etc.).</p>	0.83	0.35			
<p>The GenCap and ProCap projects have separate SCs with very little overlap in membership.</p> <p>While agreeing that this is costly, in general it was felt by those asked in the interviews to be necessary given the considerable differences in the remit of the projects.</p>	1.00	0.00	<p>On balance, separate SCs may be justified.</p>	0.93	0.25
<p>Technically the projects are very different but the strategic issues have considerable overlap.</p>	0.94	0.24	<p>However an alternative structure could be envisaged including a combination of strategic oversight and 'technical supervision'. This could be considered in looking at how to strengthen the governance of the</p>	0.87	0.34

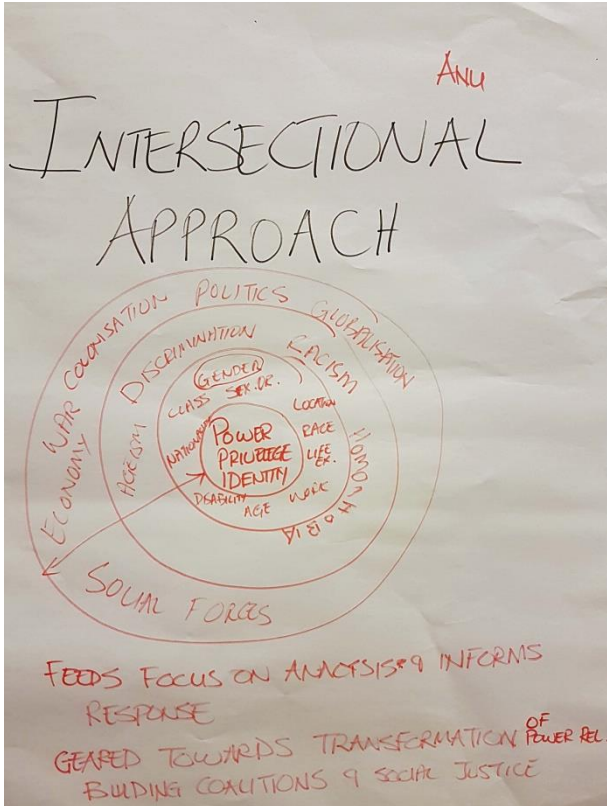
			project.		
Position of the project within the UN and humanitarian system					
GenCap is formally the "IASC Gender Standby Capacity Project" however it is unclear how IASC is accountable for the project and how the project is accountable to the IASC.	0.95	0.22	Gender and by extension GenCap has no clear institutional home and it is not clear how it fits into the broader humanitarian architecture.	0.88	0.32
One view was that GenCap should be more clearly linked with the "Gender and humanitarian action Reference Group, within the IASC"[1], and effectively be its operational arm.	0.50	0.49	This lack of a clear institutional home is seen as a significant challenge to the project. There is no clear emerging consensus how to meet this challenge. Disagreement and tension over this issue are potentially damaging to the project.	1.00	0.00
Others strongly opposed this option (<i>of GenCap being Op Arm of GRG</i>).	0.93	0.26			
Within the Global Protection Cluster, gender is explicitly addressed as follows: + "Age, gender, diversity" and "Gender based violence" are themes + There is an Area of Responsibility for "Gender-Based Violence" led by UNFPA/UNICEF	0.62	0.49			
The Support Unit is hosted by OCHA Geneva, currently within the Surge Capacity Section of the Emergency Services Branch. The Support Unit serves both GenCap and ProCap.	1.00	0.00			
OCHA's hosting role and the recent move to the Surge Capacity Section are questioned by some.	0.46	0.48			
NRC's Expert Deployment / NorCap brings a wealth of experience in managing standby capacity partnerships and serves both GenCap and ProCap.	1.00	0.00			
The Interagency aspect of the project is seen as important for the success of the project.	1.00	0.00	The interagency aspect is a key strength of the project.	1.00	0.00
The current SC is dominated by UN organisations with only one alternate INGO member.	0.93	0.25	The involvement of INGOs in the project is limited although in the field, they will be key partners.	0.97	0.11
INGOs question their limited representation in the SC.	1.00	0.00	INGO representation of the SC could add value.	1.00	0.00

Additional comments



7.12.3 Open space

Intersectionality



INTERSECTIONALITY

- A GENDER ANALYSIS IS INTERSECTIONAL IN THAT IT TAKES AGE, SEX, ETHNICITY, DISABILITY ETC INTO ACCOUNT IN ORDER TO UNDERSTAND FULLY ALL THE NUANCES AND TO DESIGN RESPONSES BASED ON THAT ANALYSIS
- RELATIONSHIPS AND POWER DYNAMICS BETWEEN SEX, RACE, CLASS, ABILISM, AGEISM ETC ARE LINKED AND CHANGE OVER TIME
- MULTI-LEVEL ANALYSES ~~BET~~ INDIVIDUAL EXPERIENCES AND BROADER REVEAL ^{HOW} POWER RELATIONS ARE SHAPED
- EXPLICITLY GEARED TOWARDS TRANSFORMATION OF POWER RELATIONS; BUILDING COALITIONS & SOCIAL JUSTICE

Gender equality

APRIL

Gender Equality and Women's empowerment go hand in hand. W H S made strong commitments to GE, WE and a focus on ♀ and girls. How do we do GE without WE?

- Based on context and Analysis
- How do we have inclusive language so that we are not rendering others invisible
- Backlash/perception that we only do women and girls
- GenCaps have become everything for everyone, expected to do all crosscutting for humanitarians
- Global backlash against women's rights
- GenCap has ~~the~~ lost the plot and needs to get back course
- Style / Soft skills of advisors influence how is presented.

Impact

IMPACT // evidence // knowledge management // (Arabic)

New st GenCap Strategy

- 2 - Define theory of change
- ② ^{WHAT} Indicators / results ^{output outcome impact}
- ③ ^{HOW} - redefine / # I2E template - global / regional / level / country
 - Post-deployment monitoring
 - Partnerships - review - research
 - twinning
- ④ Localization / contextual TOR
- ⑤ Ownership (host org / SU / SC)
- ⑥ Information products
- ⑦ Advocacy

Vision

PETER.E

VISION - REFOCUSING TO A MORE TRANSFORMATIVE APPROACH

CURRENT FOCUS:

- NARROW - GENDER SENSITIVE APPROACH (DIFFERENT NEEDS - W, G, B, M)
- FOCUS ON ACCESS, GENDER MAINSTREAMING

^{WHY} → NEED TO BROADEN TO INCLUDE OUTCOMES OUT:

- PARTICIPATION - NEP, INCREASED LOCALISATION
- DECISION MAKING
- ACCESS
- ACCOUNTABILITY

→ TO BE ABLE TO LEAD THE DISCOURSE ON GENDER TO BE ABLE TO ADAPT TO DIFFERENT GLOBAL COMMITMENTS

→ SHIFT FROM NEEDS TO RIGHTS BASED APPROACH

PROPOSED RE-FORMULATION

^{ENGAGE} EQUAL RIGHTS AND EQUAL OPPORTUNITIES TO BENEFIT FROM ASSISTANCE AND PROTECTION FOR ALL, INCLUSIVE OF SEX AGE AND DIVERSITY IN A PARTICIPATORY APPROACH THAT ENSURES ACCESS, ACCOUNTABILITY AND EMPOWERMENT

Analysis

Criteria for SC selection

Simon + Team

Criteria for Selection to the SC and What/Kind of Support GenCaps can expect from SC / or agencies represented in the SC

1. This topic will be discussed again (in detail) tomorrow - last day of workshop - spelling out
 - Role of NRC
 - And other Members.
2. Matter of Criteria should be raised and discussed covering aspects of:
 - Technical Skills
 - Management Skills
 - Political Clout
 - other expertise
 - Good understanding of Inter-agency

brought in brief to SC.
3. The project is currently not represented well in some crisis areas. e.g. South Sudan, etc
 - How are requests for GenCap deployment prioritised?
4. More INGOs should be represented in SC Policy / Operational experience
5. (Review findings) will be useful for Team Strategy and Meeting for SC Members to understand what to expect

Mission

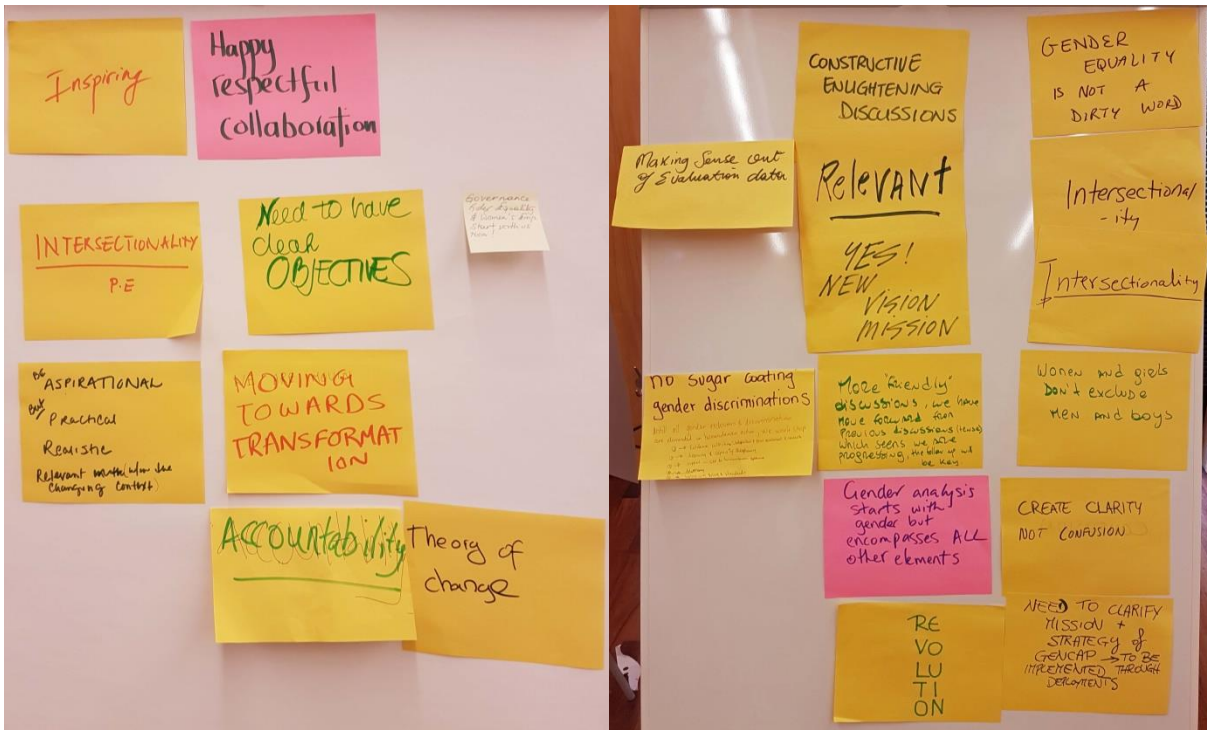
GenCap Mission

- Zola
- Indgi
- Amel
- Ayoo*

1. Mission does not clearly articulate gender equality intention. In gender speak, it is **Gender Neutral**
2. How do we marry aspirational, practical and realistic intentions in life-threatening & life-saving contexts?
3. Proposals: on MISSION
 - a) Promoting gender equality throughout all the phases of humanitarian action, from emergency response to recovery.
 - b) Support Humanitactors to eliminate barriers in access to humanit. assistance occasioned by gender inequalities by:
 - CB
 - Supporting GEP
 - Gender gap analysis
 - Advocacy.

VENUE: All special needs access has to be a great one for those who are disabled.

7.12.4 Feedback on session



7.13 ProCap technical workshop

The Consultants facilitated two sessions during the GenCap technical workshop including:

- Presentation of the results of the online survey, see 7.13.1 ProCap online survey results
- Presentation by the consultants and feedback from participants on the emerging findings and conclusions of the review – see 7.13.2 ProCap voting form analysis
- An Open space exercise where participants could select topics to raise, select and discuss as a contribution to the review (and the consultants would suggest the SDP) – see 7.13.3 Pro Cap Open space

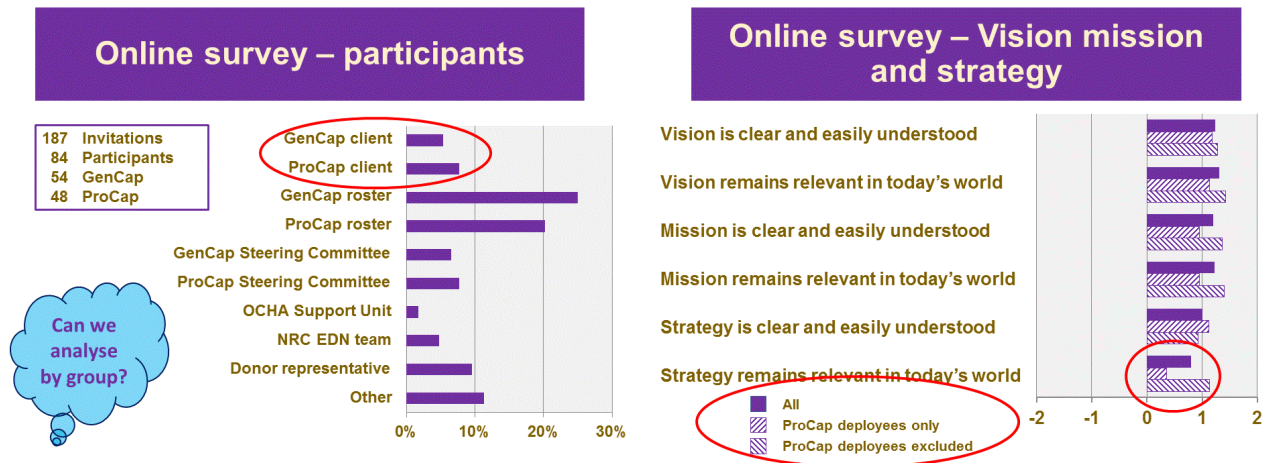
7.13.1 ProCap online survey results

The responses to the online survey are presented below.

Where the scale is from -2 to +2, the results are a weighted average of the responses received.

Response in relation to statement	Scored
Disagree completely	-2
Disagree somewhat	-1
Neither agree nor disagree	0
Agree somewhat	+1
Agree completely	+2

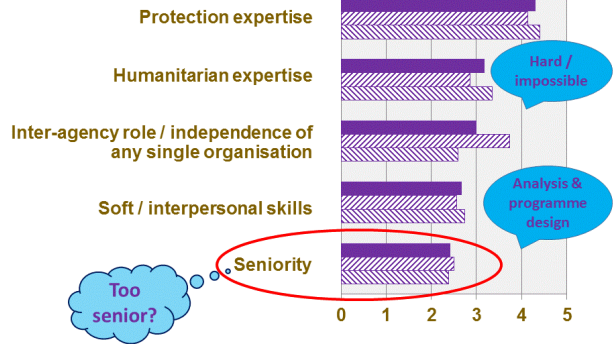
Respondents were forced to rank roster member attributes in order of importance with 1 least important through to 5 most important..



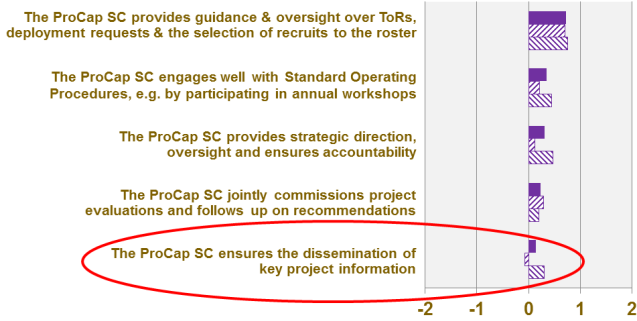
Online survey – Impact



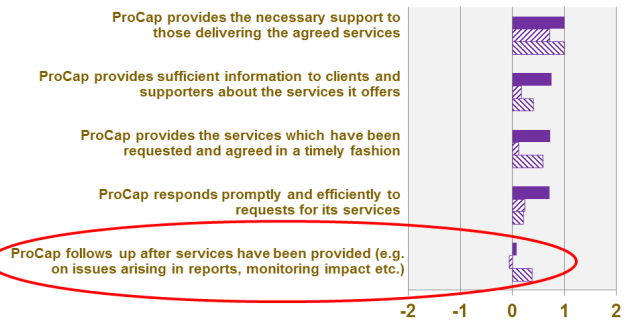
Online survey – ProCap roster members – Most important attribute



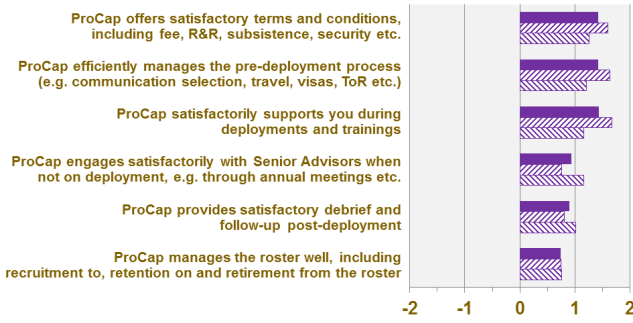
Online survey – ProCap Steering Committee



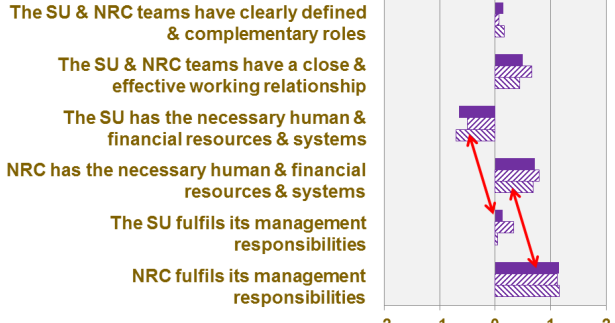
Online survey - Services provided by ProCap project to clients & supporters



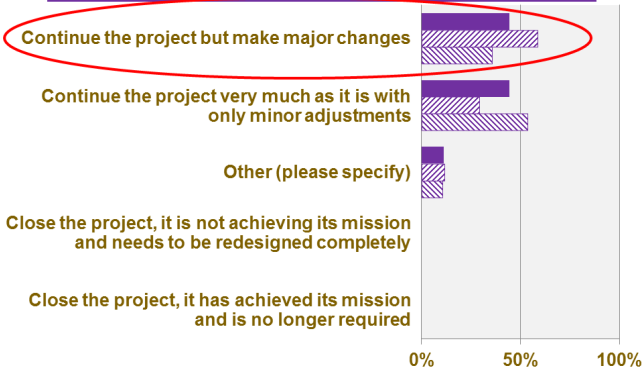
Online survey - Support provided by ProCap project to deployees / advisers / trainers



Online survey – OCHA’s Support Unit (SU) and NRC’s Expert Deployment / NORCAP



Online survey - New 5 year strategy development



Online survey - Comments



7.13.2 ProCap voting form analysis

Participants at the ProCap technical workshop were given a print out of the emerging findings and tentative conclusions and asked to indicate whether they either agreed or disagreed with each finding and conclusion. Ten voting sheets were received.

If they ticked the “Agreed” column, this was scored as 1, if they ticked the “Disagreed” column, this was scored as 0 and if they ticked on the line between the two, then this was scored as 0.5.

The averages below were calculated using the sum of these scores divided by the number of responses for each finding and conclusion.

The standard deviation was similarly calculated.

If a respondent skipped a finding or conclusion, the response was ignored from that person for that finding or conclusion in the calculation of both the average and the standard deviation.

The following table indicates how to interpret the results

Average	Standard deviation	What this means
Approaching 1	Approaching 0	Strong agreement
Around 0.5	Approaching 1	Wide range of opinions!
Approaching 0	Approaching 0	Strong disagreement

Emerging findings and tentative conclusions

Emerging finding	Average	Standard deviation	Tentative Conclusions	Average	Standard deviation
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Relevance in today's operating environment

The ProCap project has been running for twelve years and much has changed in the humanitarian sector in that time. Does it remain relevant in today's operating environment?

On balance the view is that the project remains relevant and will continue to be so unless there is a seismic change in the humanitarian architecture.	1.00	0.00	The project remains relevant in today's operating environment and the need for the project will continue for some time.	0.89	0.33
Several see protection challenges / gaps growing and feel that protection is still not well understood and a long way from being mainstreamed.	1.00	0.00	The project could be expanded to meet what are seen as increasing protection needs, to be detailed through the strategy review and Monitoring, Evaluation, Accountability and Learning (MEAL) processes.	0.63	0.61
Some criticised the project for failing to adapt while another underlined the importance of retaining the good parts of the project as the project develops.	0.86	0.38			
Some expressed the view that the project needs to change up a gear.	0.88	0.35	The project needs to build on its strengths (such as seniority of advisers and interagency aspect), address some key issues and develop.	1.00	0.00

Vision

Is the project's vision clear and relevant?

ProCap's vision is a world where international, national and local actors fulfil their responsibilities to protect those affected by armed conflict and situations of natural disaster.

The broad consensus was that the vision remains relevant but could be tightened up and adapted to changing circumstances.	1.00	0.00	The vision remains relevant but could be usefully reviewed and rephrased.	0.88	0.35
The need for clarity on whether the project includes refugees, IDPs & migrants was mentioned and also whether the vision should focus on the world in which affected population should live (enjoyment of rights?) rather than what actors do (protect?).	0.75	0.50	Reviewing the scope the project's target groups could be included in the ProCap strategy review.	0.78	0.47

Mission

Does the project have the right mission to deliver on the vision? Is it using the right approach, covering the right set of activities, with the right clients and people?

ProCap aims to strengthen the collaborative response of protection agencies and non-protection mandated organizations. ProCap deploys senior personnel with proven protection expertise to field, regional and global operations, and trains mid-level protection staff from standby-partners and humanitarian organisations.

The mission is seen as relevant but will need to be adapted to changing circumstances.	1.00	0.00	The mission remains relevant but could be usefully reviewed and rephrased.	1.00	0.00
The second part of the mission statement describes the means to achieve the first but only mentions deployments and training.	0.92	0.20			
The project has three main strands: deployments, training and advocacy. Deployments are nearly always the first or sometimes the only strand that is mentioned by interviewees.	0.78	0.47	Operating in so many ways offers opportunities to use field experience to inform global advocacy.	0.78	0.47
It can operate at the global, regional, country level. Deployments at strategic level are important but can also be very useful at a more operational (cluster) level	0.56	0.67	There is a danger that without clear direction, the project spreads itself too thinly across many areas.	0.67	0.58
ProCap can make a contribution in at least three strands of disaster management, namely: preparedness, response and recovery.	0.89	0.33	Prioritisation of where and how the project invests its limited resources is a major challenge and a responsibility that the SC has taken seriously.	0.63	0.61
There is discussion about which strand is most effective to target with some feeling preparedness should be targeted more and acknowledging a need for a different approach in each phase.	0.57	0.65	The criteria developed by the SC, could be used more systematically and transparently for all deployments. This can be linked to the issue of delegation by the SC to the SU/NRC, see below under governance	1.00	0.00

Impact / Outcomes including sustainability

Is the impact of the project clear and lasting? Is it being monitored and reported?

The interagency approach is important, making protection part of the fabric of humanitarian action, bringing agencies together.	0.89	0.33	Important to maintain the interagency nature of the project	1.00	0.00
The leadership role of the HC is key for protection	0.90	0.32	Important to retain the connection between the project and HCs which is currently through OCHA	1.00	0.00
Regarding sustainability, if no replacement of the ProCap deployee by regular staff, the longer term impact will be impaired.	0.89	0.33	The main responsibility for sustainability lies with the hosting agency.	0.67	0.58
Building capacity is important but quality of training criticised.	0.00	1.00	Capacity development is an important area for further development, including training.	0.88	0.35
The methodology of measuring impact is challenging and currently the focus is on activities rather than outcomes.	0.88	0.35	The impact of the project remains difficult to demonstrate.	0.67	0.58
There have been some attempts to improve M&E but	0.88	0.35	The project is not systematically monitoring its	1.00	0.00

these have not been followed through			activities and impact, nor is it learning operationally or strategically from successes and challenges.		
Deployment reports, workshop outputs etc. are not exploited and are not fed into strategy	1.00	0.00			

Operational Performance, Activities & Outputs, Resourcing

Is implementation of the project going well? Main activities and outputs? Resourcing?

Interagency 'hat' and seniority of deployees are important.	0.89	0.33			
On assignment a pragmatic approach (sitting around the table with the team) is valued.	0.90	0.32			
There is potential for misuse of surge capacity mechanisms especially when "free", (no cost to client agency).	0.83	0.37	This is common to all such mechanisms, and not just to ProCap.	0.80	0.45
Need to balance deployments, training and advocacy.	0.50	0.71	Decision for SC broad allocation of priorities for SU/NRC to implement	0.71	0.53
Can deploy quickly but also delays due to funding / lack of suitable roster members / decision making	0.78	0.47	Delegation of decision-making to SU/NRC.	0.86	0.38
Lack of briefing, induction and development of ProCaps, noting these are important.	0.44	0.75	Role for induction, briefing, training and support.	0.67	0.58

Management

The area of management (by SU and NRC) is separated from that of governance (Sc)

NRC's role and SU interagency access are both valued.	0.67	0.58			
There is some confusion between SU & NRC roles. A matrix has been elaborated to clarify these roles but it is unclear whether the matrix has been formally approved by the SC.	0.90	0.32	The SC – SU- NRC "triangle" would be challenging in any project and could usefully be revisited.	0.80	0.45
Gaps, sick leave & restructuring have all reduced capacity of SU and NRC below the required level	0.75	0.50	Project is at risk without a well-functioning SU	0.67	0.58
The management of this review itself has raised concerns, especially the lack of clarity regarding the involvement of the SC.	0.71	0.53	These challenges are exacerbated when roles and accountability are left unclear, resources are scarce, and systems are not delivering as they should.	1.00	0.00
SU support to the SC has suffered recently.	0.78	0.47			
The value of the annual technical workshop was questioned given funding problems and lack of follow up.	0.00	1.00	Annual meetings represent an important investment which needs to be justified by tangible benefits, and tested against value for money against other investments.	0.78	0.47

Governance

Is the project well governed? Does the governing body (SC) understand and fulfil its functions, notably in strategic oversight and direction and ensuring accountability? Does it have the right structures, processes and people?

Concerns about governance and management, need to shake up	1.00	0.00	Governance is a major area of weakness in the project which needs to be addressed.	0.89	0.33
<ul style="list-style-type: none"> o Weak process: chairing, minutes, decisions, induction members. 	1.00	0.00			
<ul style="list-style-type: none"> o SC is preoccupied with deployments and politicking rather than strategy and oversight 	0.75	0.50	Project is at risk without a well-functioning SC.	0.80	0.45
<ul style="list-style-type: none"> o Annual meetings not well used 	0.63	0.61			
Membership of SC is an issue, if ineffective forum, cannot attract the senior participants	0.90	0.32			
Concern that SC not getting support it needs from SU for governance role	0.50	0.71	SC needs to ensure it gets the necessary support from SU.	0.71	0.53
			As SC role is governance, time could be freed up for this by delegation of deployment decisions to SU/NRC (with oversight by SC).	0.88	0.35
There is a need to clarify the response and follow-up to the 2011 evaluation and the 2014 management review.	0.89	0.33	Initiation of a further review rather than full follow up on the previous evaluation and review is a major cause for concern.	0.71	0.53
Many of the recommendations of the 2011 evaluation and 2014 review remain valid.	0.89	0.33			
The GenCap and ProCap projects have separate SCs with very little overlap in membership.	1.00	0.00			
While agreeing that this is costly, in general it was felt by those asked in the interviews to be necessary given the considerable differences in the remit of the projects.	1.00	0.00	Separate SCs may be justified.	0.88	0.35
			However an alternative structure could be considered, involving strategic oversight by one body for both 'projects', with committees providing 'technical supervision' each project.	0.75	0.50
Technically the projects are very different but the strategic issues have considerable overlap	0.78	0.47	This could be considered in looking at how to strengthen the governance of the project	0.86	0.38
Some discussion regarding both projects about rights vs power vs protection vs needs	0.25	0.87			

Position of the project within the UN and humanitarian system

ProCap is formally the "Inter-Agency Protection Standby Capacity Project". The nature of the link with the IASC is unclear.	0.89	0.33	The interagency nature of the project is valuable but brings with it unclear accountability.	1.00	0.00
			Accountability should be clarified.	1.00	0.00

Aside from financial accountability of OCHA to donors, accountability for the project is unclear. Who is ultimately accountable for its performance and how is that accountability exercised?					
The GPC Global Coordinator is a member of the ProCap Steering Committee. It has been suggested that there could be a closer linkage with the Global Protection Cluster, even to the extent that ProCap could be its operational arm.	0.22	0.88	The implications of this would need to be fully explored.	0.90	0.32
Concerns were raised by some about a closer relationship with GPC due to the dominance of UNHCR.	0.90	0.32			
Positioning with OCHA keeps the project interagency but some questioning about whether best positioned within OCHA (for operational reasons).	0.89	0.33	OCHA's hosting of the SU reinforces the interagency nature of the project as an enabling tool for the humanitarian community, delivering both surge capacity and a coordination function	0.67	0.58
			OCHA operational issues should be addressed.	0.89	0.33

Preliminary recommendations

The key recommendations are as follows

Ensure strategic review process moves ahead well, with key voices heard (beneficiaries, clients and advisers) and main points addressed	1.00	0.00
Follow up previous evaluations / reviews and clarify management response and follow-up	0.89	0.33
Ensure SC meetings are functioning well (chairing, preparation, documentation and follow-up of meetings, with agreed calendar)	1.00	0.00

Relevance

Keep the project going whilst responding to need and demand for making significant changes.	1.00	0.00
Outline and agree the plan for the strategic review process and ensure that the voices of beneficiaries, clients (current and potential) and ProCap experts are given due consideration	1.00	0.00

<p>These changes to be developed and agreed as part of the planned strategic review process, drawing on:</p> <ul style="list-style-type: none"> o This review o Previous reviews (2011 and 2014) o Consultations with the stakeholders, especially clients and roster members 	0.89	0.33
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Vision

None at this stage

Mission

None at this stage

Impact / Outcomes

<p>Following up previous reviews and evaluations (2011 and 2014):- Clarify, document and share with key stakeholders the management response to the above, indicating which recommendations have been accepted or rejected (with reasons) and actions taken to date, in process and planned soon.</p>	0.88	0.35
<p>Strengthen regular monitoring of and learning from ongoing activities</p>	0.88	0.35
<p>Capturing and following up including learning, for example by:</p>	1.00	0.00
<ul style="list-style-type: none"> · Ensure all parts of the regular M&L are in place (good enough, check weakest link – ‘dashboard’) 	0.75	0.50
<ul style="list-style-type: none"> · Strengthen the current End of Mission reporting from the client / hosting agency (Performance Evaluation report) 	0.86	0.38
<ul style="list-style-type: none"> · Clarify and document the response to the recommendations contained in end of mission (Performance Evaluation) reports 	0.75	0.50
<ul style="list-style-type: none"> · Ensure that reports on other activities (Training, Advocacy) and on key events (e.g. the Annual ProCap meeting) are received and any recommendations considered and acted on. 	1.00	0.00

<ul style="list-style-type: none"> Review the full cycle of 'marketing' (need, demand, clients, promotion), handling requests, deploying, debriefing, follow-up and learning. Management to do the review with SC to taking note and ensuring action); noting the comments made about the need to develop the roster to meet demand. 	0.88	0.35
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Operational Performance

None at this stage

Management

None at this stage

Governance

Review the internal structure and processes of the project	1.00	0.00
Review and update the current TOR of the SC <ul style="list-style-type: none"> Clarify the key governance aspects that are a priority for the SC, including oversight, MEAL (see above under impact/outcomes), strategic direction, prioritisation and resourcing Clarify the key management and operational aspects that are within the remit of the SU/NRC, with appropriate delegation to SU/NRC and reporting from them to SC, see matrix note below 	1.00	0.00
Ensure that the governance processes are fit for purpose: <ul style="list-style-type: none"> Calendar of key events (strategy review/develop, reporting, meetings, appeal) SC meetings (chairing, preparation, documentation and follow-up of meetings) Ensure adequate provision is made to resource this, including provision for chairing and secretariat support, with agreed TOR for key officers (starting with Chair) 	0.88	0.35
SC to formalise matrix for SU & NRC, ensure resourcing in place, then adjust if resourcing problematic.	0.71	0.53

Clarify the lines of accountability within the project SC, SU, NRC, Member Agencies, ProCap experts and how this accountability is exercised o Who takes major strategic decisions, (close, continue or make major changes)? o Who has ultimate financial responsibility?	0.88	0.35
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Position of the project

None at this stage

7.13.3 Pro Cap Open space

The consultants suggested that the broad theme could be Strategy, Impact, Governance & Management but participants were not bound by these.

As a contribution to the discussion, the consultants had presented earlier in the workshop the following slides.

Strategy – issues emerging?

- Vision** The world we want to live in. • Protection or rights? Mention ProCap?
- Mission** Our part in making that world • WHS, migration, assault on rights?
- Environmental analysis** Issues & trends in the operating environment impacting our work •
- Achievements to date** To demonstrate credibility • Limited number & high level
- Strategic objectives** Where we will put the most effort •
- Resource strategies** How we plan to secure the resources to deliver on our strategy •
- Delivery strategies** How we plan to deliver our strategy • Emphasise any changes
- Implementation plan** Level of detail required well below a project proposal!

Measuring impact

Based on https://en.wikipedia.org/wiki/Donald_Kirkpatrick

- Level 5 Return on investment: project benefits justify costs?
- Level 4 Results: impact for populations served by client?
- Level 3 Behaviour: what are the clients doing differently?
- Level 2 Learning: what have the clients learned? HBI
- Level 1 Reactions: were the clients happy with the intervention?
- Level 0 The number of deployments, courses and events? BOS
- Level -1 Right people for right deployments, training and advocacy?

↑

Governance and Management

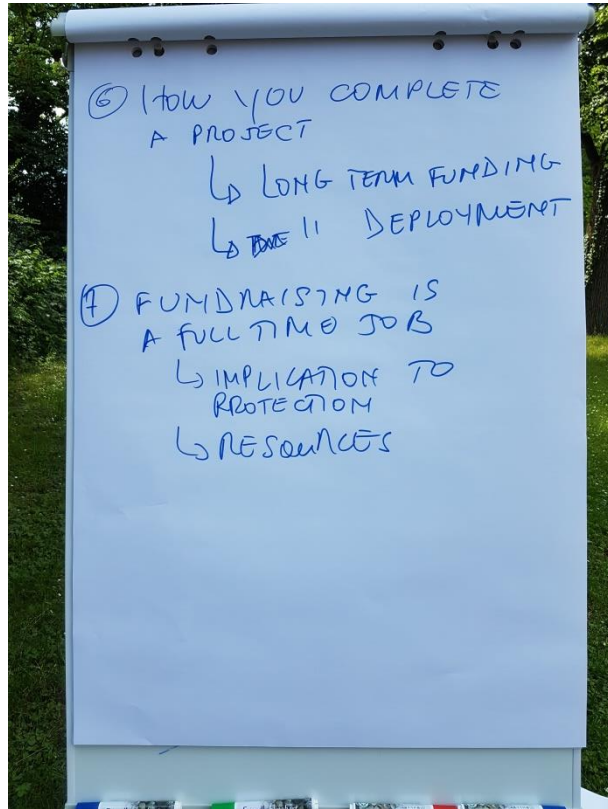
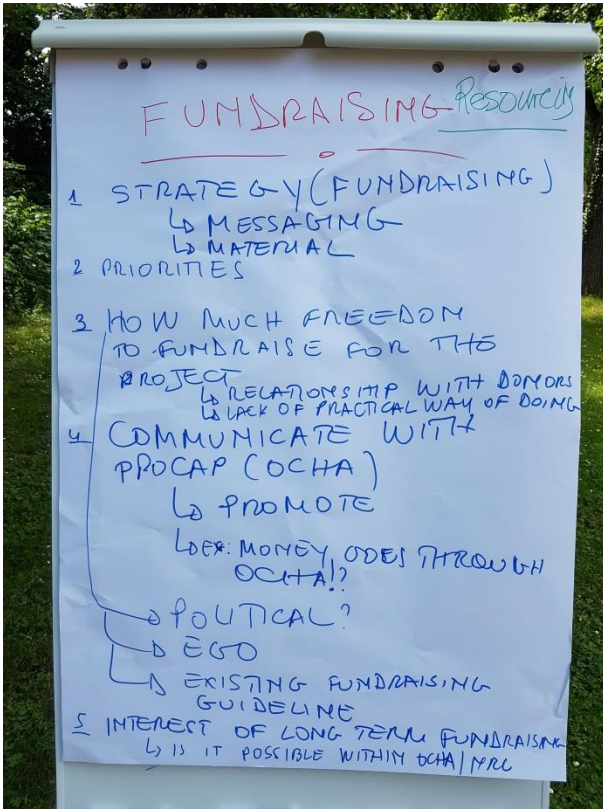
- **Governance structures**
 - The triangles (Same for ProCap & GenCap)
 - Other stakeholders..?
 - Accountability – and how exercised?
 - Who makes big decisions?
- **Processes**
 - Oversight & Direction (strategic)
 - M&E
 - Resourcing strategy
- **Management**
 - Clear reporting lines to SC – CEO?
 - Delegation from SC (operational matters)
 - Securing resources & working within..

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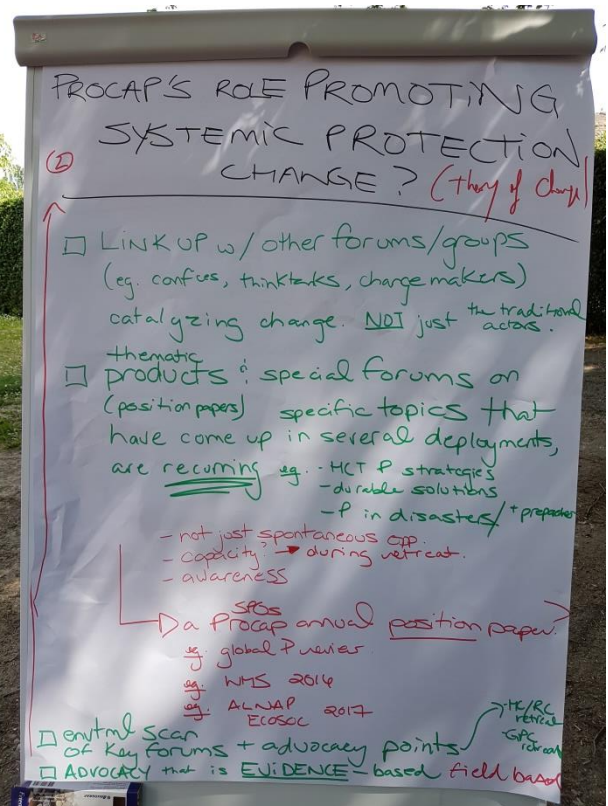
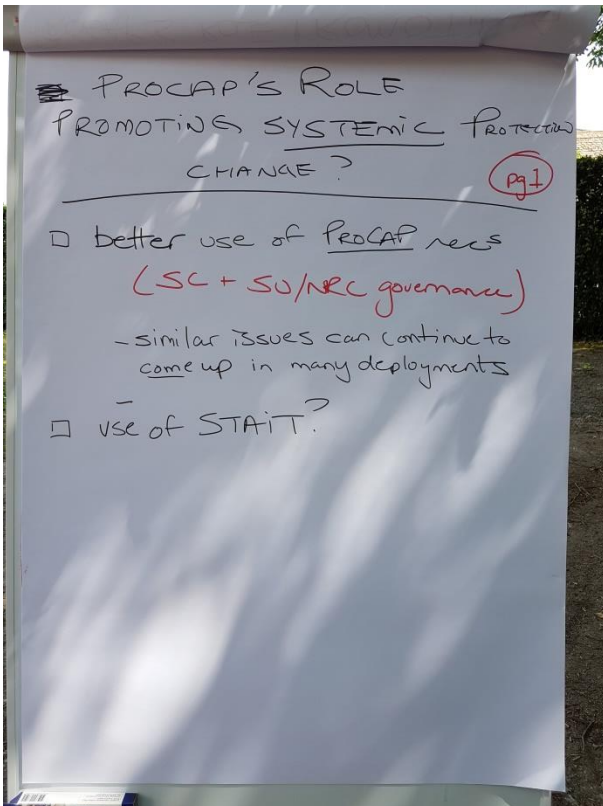
graph TD
    AP[Affected People] --- SC[SC]
    IASC[IASC] --- SC
    Clients[Clients] --- SC
    SC_Ag[SC Agencies] --- SC
    GPC[GPC] --- SC
    SC --- ProCap[ProCap]
    ProCap --- SU[SU]
    ProCap --- NRC[NRC]
    Advisors[Advisors] --- ProCap
            
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The topics selected by the participants were: Fundraising, ProCap’s role promoting systemic protection change, Structure, Inter-Agency Chapeau & Continuity in non-protection agency, see below.

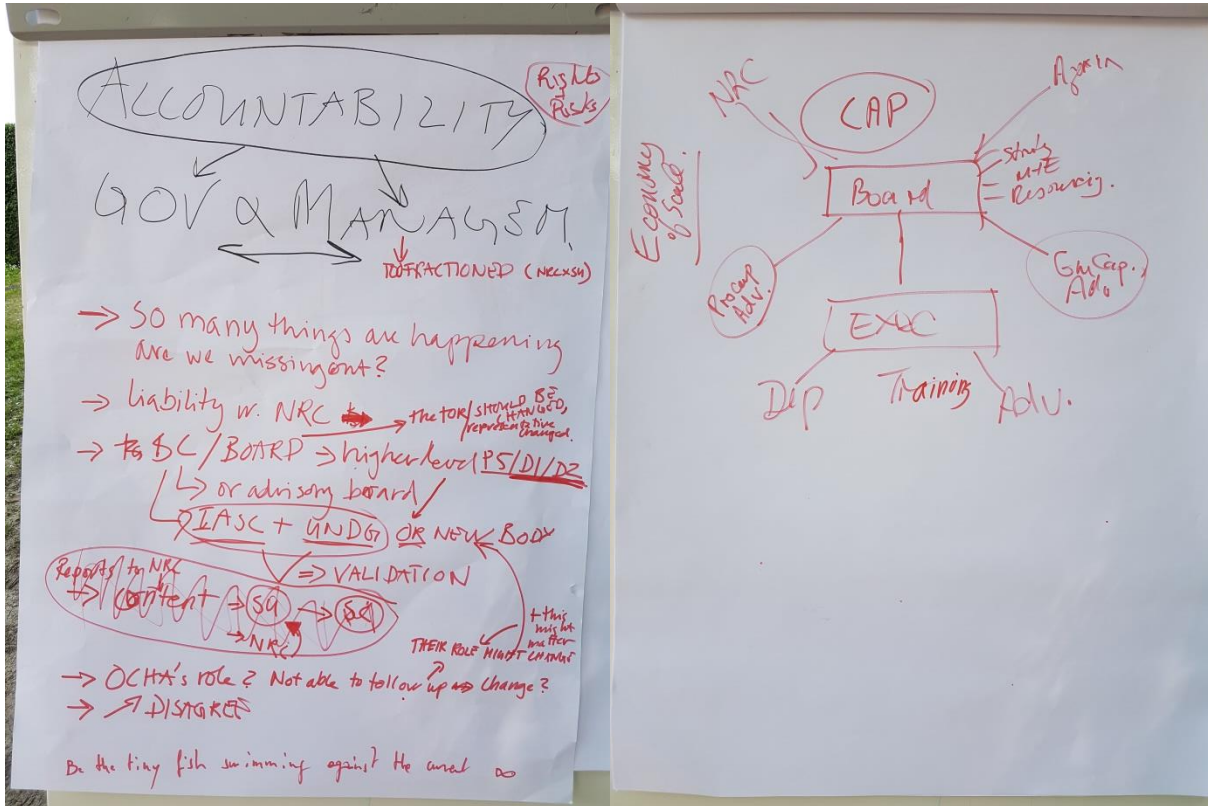
Fundraising



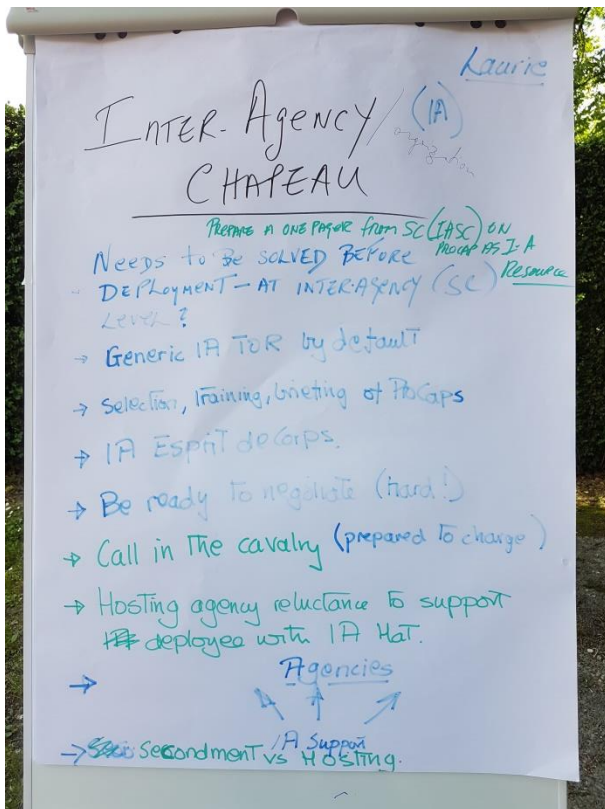
ProCap's role promoting systemic protection change



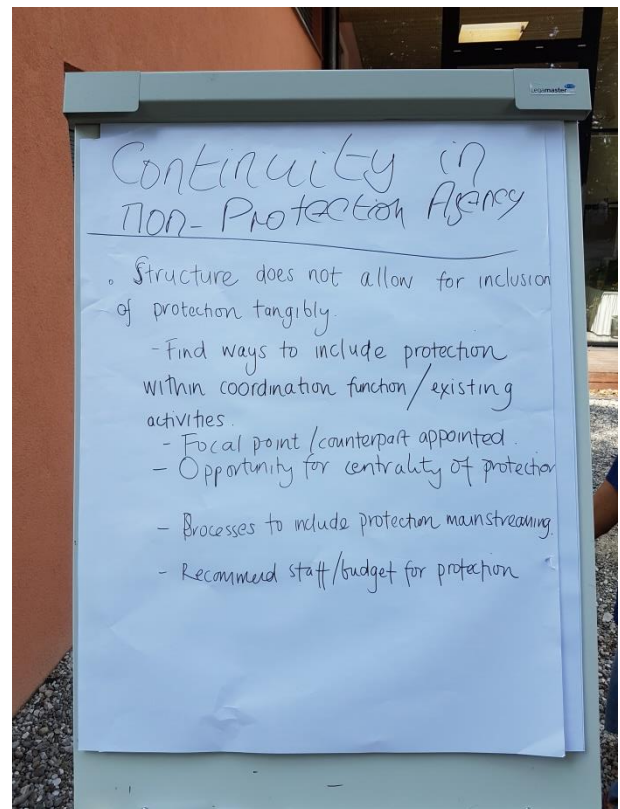
Structure



Inter-Agency Chapeau



Continuity in non-protection agency



7.14 Timeline as agreed 24 May 2017

Activities	Days	Week commencing																																						
		Contract 1 (agreed)														Contract 2 (subject to confirmation)																								
		07-Nov	14-Nov	21-Nov	28-Nov	05-Dec	12-Dec	19-Dec	26-Dec	02-Jan	09-Jan	16-Jan	23-Jan	30-Jan	06-Feb	13-Feb	20-Feb	27-Feb	06-Mar	13-Mar	20-Mar	27-Mar	03-Apr	10-Apr	17-Apr	24-Apr	01-May	08-May	15-May	22-May	29-May	05-Jun	12-Jun	19-Jun	26-Jun	03-Jul	10-Jul			
Contract 1 (agreed)		X																																						
Contract in principle agreement	0.0	X																																						
Meet and greet in Geneva	0.0	X																																						
Develop & share detailed proposal	0.0	X																																						
Contract preliminary admin (UN forms)	0.0																																							
Contract signature & mobilisation	0.0										X																													
Contract 1 (agreed)	0.0																																							
Inception																																								
Share, receive and briefly review key documents	3.0																																							
Inception Meeting GVA, prep, attend, 2 consultants	2.0				X																																			
Draft & share Inception Report	2.0											X																												
Client reviews and feeds back on inc rep													X																											
Revise & Finalise Inception Report	1.0												D																											
Inception	8.0																																							
Desk research and interviews																																								
Desk research of selected documentation	5.0																																							
Develop 2x questionnaires, share & review with client	2.0											X																												
Conduct pilot round of interview s x 9 (telcon)	3.0																																							
Share Aide Memoire key points from pilot	3.0																	D																						
Review, share, agree and and revise questionnaires	1.0															X																								
Further interview s x 18 (telcon)	6.0																	X																						
Desk research and interviews	20.0																																							
Online surveys x2																																								
Develop online 2x surveys, share, review & agree	3.0															X																								
Review and finalise online survey	2.0															X																								
Review lists of informants for online survey	2.0															X																								
Client Issues online survey	0.0																X																							
Time for respondents to complete survey	0.0																																							
Review & compile online survey results	2.0																		X																					
Online survey	9.0																																							
Geneva Stakeholder workshops x2																																								
Key Findings Aide Mémoire, completion contract 1	4.0																																							
Contract 2 (subject to confirmation)																																								
Prepare for 2x1d w orkshops																																								
GenCap: client feedback, comments & clarifications	2.0																																							
Update Aide-memoire for second workshop	2.0																																							
ProCap: client feedback, comments & clarifications	2.0																																							
Attend and contribute to 2 w orkshops, inc travel																																								
GenCap w orkshop in Geneva	4.0																																							
ProCap w orkshop in Geneva (Mon 29)	4.0																																							
Geneva Stakeholder workshop	18.0																																							
Donor consultation																																								
Preparation	0.5																																							
Liaison	0.5																																							
Attend and present, inc travel	1.5																																							
Debrief	0.5																																							
Donor consultation	3.0																																							
Reporting																																								
Draft Report, develop & share	5.0																																							
Client to review report and give feedback	0.0																																							
Discuss, review & respond to client feedback	2.0																																							
Final report, complete and submit	3.0																																							
Reporting	10.0																																							
Project Management																																								
Client liaison, updates, issues arising, etc	5.0																																							
Other	5.0																																							
Completion contract 2																																								
Total consultant days	73.0		X																																					

Notes
 1. BL on leave
 2. Possible limited availability client and / or consultants assumed week either side of Easter
 3. TF on leave TBC & BL in S Sudan TBC
 3 weeks review at client request