



INTER-AGENCY  
GENDER CAPACITY PROJECT

# 2019 ANNUAL REPORT



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## BACKGROUND

The inter-agency Gender Standby Capacity Project (GenCap) is a joint Project between the Office for the Coordination of Humanitarian Affairs (OCHA) and the Norwegian Refugee Council (NRC). Established in 2007, the Project seeks to strengthen capacity and leadership to deliver on commitments to gender equality and the empowerment of women and girls in humanitarian action.

The Project helps enable the humanitarian system to find practical solutions to complex challenges. GenCap's inter-agency nature and approach, its neutrality and independence, and the expertise offered by Senior Gender Advisors are considered the Project's main added value.

GenCap deploys Senior Gender Advisors from a managed roster to provide strategic and operational support and expertise. The Project provides capacity building and training services, largely targeting practitioners in the field. The mission of the Project is also implemented through the sharing of influence and practice within the humanitarian system.

Beyond deployments of Senior Gender Advisors, the Project also provides training and capacity building techniques at the field level; enhances inter-stakeholder dialogue and influences policy and practice. For example, Senior Advisors provide a practitioner's perspective in global forums, inter-agency panels and at thematic learning events. They also provide

expertise in developing global tools and guidance frameworks.

The joint ProCap and GenCap Strategic Framework, adopted in 2018, sets out the direction and focus of project activities for the period of 2018 - 2021. The common vision of ProCap and GenCap is, "a world in which all persons affected by humanitarian crises are protected and humanitarian action prioritises gender equality and women's empowerment". This vision provides a long-term perspective to guide impact and comparative advantage of both projects.

GenCap is governed by an Advisory Group, established in 2019, which provides strategic direction and oversight for the Project. Moreover, members of the GenCap Advisory Group provide guidance to enable the management of the Project to deliver against the Project's objectives.

The Project continues to rely on the strong partnership between OCHA and NRC. Together, they are in the process of implementing the Project ReDesign, based on the recommendations of the 2019 Evaluative Review and endorsed by the Advisory Group in July 2019. The ReDesign strengthens ProCap and GenCap's project identity and its implementation will ensure greater focus on field-level impact; leadership; prioritization; capacity development; monitoring, advocacy and partnership management.



A woman selling vegetables at the Danamadja returnee site market. Credit: OCHA/Federica Gabellini

## STRENGTHENING PROCAP AND GENCAP

### Theory of Change

The development in 2019 of a joint ProCap GenCap Theory of Change (ToC) aimed to support the Projects to articulate the common vision and, in doing so, to align global and in-country support strategies with long term goals, supported by the necessary preconditions in the functional areas of communication, fundraising and administration. The Theory of Change stated that, “by investing in tailored inter-agency deployments in support of humanitarian operations, the projects aim to reinforce leadership, programmes and localization strategies that ensure the centrality of gender and protection in humanitarian operations”.

### Roster Development and Management

Throughout the year, NRC and OCHA reached out to partners at global and field levels to promote benefits of engaging with GenCap to receive technical support from its Senior Gender Advisors. Such outreach focused on contexts where gender needs were considered particularly urgent and/or where deployment could have the most significant impact. In 2019, the project management team initiated efforts to build and diversify the range of profiles and language skills included in the roster, while retaining the levels of expertise, diplomatic skills and acumen of already rostered Senior Gender Advisors. GenCap has sought out new profiles, aligned with the strategic framework, including on language skills to have representation, among others, of Arabic, English, French, Portuguese, Russian and Spanish speakers. Efforts were also made to strengthen overall roster management and administrative processes.

### Capacity Development

Training and capacity development initiatives are strategic entry points for strengthening

the institutionalization and system change of protection and gender equality in key field response mechanisms and functions. Through the trainings, GenCap seeks to enhance capacities of UN agencies, stand-by partners and NGOs in a sustainable way through a Trainer of Trainer focus in addition to the standard Gender in Humanitarian Action trainings conducted in-country by its senior advisers. The ReDesign places greater focus on capacity development through the delivery of advanced module-based training, which can be adapted to specific country contexts by the Senior Gender Advisors. Throughout the year, training approaches already began to shift from package delivery to wider capacity development, to encompass all project activities in the field and to inform, and be informed by, the MEL Framework. Building on lessons from those training events, a Capacity Development Plan was endorsed by the Advisory Group in December 2019.

### Monitoring, Evaluation and Learning Framework

A Monitoring, Evaluation and Learning (MEL) Framework developed in 2019 for implementation starting in 2020, will allow GenCap to track progress against each of the roadmap results to measure and report on results at global, regional or field level and to resolve or mitigate operational and programmatic bottlenecks, when needed. The MEL Framework will ensure that strategic decisions and advocacy are based on evidence and the collective experience of the rostered Senior Advisors. It will also promote knowledge exchange among Senior Advisors, and between the Senior Advisors and the humanitarian community. The impact of the MEL Framework will be continuously assessed over the coming years in order to make appropriate adjustments.



## GENCAP IN 2019

In 2019, the focus of GenCap has continued to be strengthening leadership and capacity within the humanitarian system to deliver on commitments to gender equality and women's empowerment. This implies the enjoyment of equal opportunities and rights between women, girls, men and boys in humanitarian action; and the empowerment of women, in particular, so that women and girls acquire the means to build resilience and be part of the decision-making process for their distinct needs.

This year, Senior Gender Advisors were instrumental in ensuring that guidance, best practices and tools in gender equality programming were integrated into the humanitarian response, including through the development of gender strategies, inter-agency programming and operational support and localization approaches. They were pivotal in ensuring that the coordination bodies, including the Humanitarian Country Team (HCT) and the Inter-Cluster Coordination Group (ICCG) were trained in the use of the gender guidelines and policies and could actively operationalize them. Gender equality mainstreaming was an

integral component of all deployments and was a key deliverable in each Senior Gender Advisor's workplan, along with goals related to gender-based violence (GBV), Prevention of Sexual Exploitation and Abuse (PSEA), localization and disaster risk reduction.

GenCap continued to be guided by the Inter-Agency Standing Committee (IASC) Policy on Gender Equality and the Empowerment of Women and Girls in Humanitarian Action (2017) and the IASC Gender Handbook, whilst receiving guidance from the IASC-associated entity, the Reference Group on Gender and Humanitarian Action (GRG). GenCap also continues to facilitate the use of the IASC Gender with Age Marker (GAM), a tool which supports the incorporation of gender in humanitarian programme action.



Woman with young child, Jalalabad, Afghanistan. Credit: OCHA/Charlotte Cans

## Project Results

### GenCap deployments

The focus of GenCap deployments in 2019 was in accordance with the 2018 – 2021 Strategic Framework and the guidance provided through the ReDesign process.

A total of 26 Senior Gender Advisors were on the roster in 2019. Through the year, GenCap deployed 14 Senior Gender Advisors to one global (implementation of the IASC GAM) and 13 country level assignments, namely to Afghanistan, Bangladesh, Cameroon, the Central African Republic (CAR), Chad, Colombia, Haiti, Malawi, Mali, Nigeria, ‘Whole of Syria operation’, Tanzania, and Yemen. This included deployments to system-wide emergencies, complex humanitarian crises, protracted crises, natural disaster contexts, refugee crises, and transitional/recovery contexts. Senior Gender Advisors with the appropriate profile and skills were deployed in a timely manner and worked

under the direct supervision of the Humanitarian Coordinator. However, for largely administrative purposes, the Senior Gender Advisors were in different cases hosted by OCHA, UN Women (UNW), the UN Refugee Agency (UNHCR) or the World Food Programme (WFP).

### Developing gender strategies

In 2019, a key objective for GenCap was to ensure that the RC/HC, RCs, HCTs and UNCTs in the countries of deployment had the ability to lead and promote gender equality and the empowerment of women and girls in humanitarian action. Mainstreaming these activities into the humanitarian response was therefore a priority. Senior Gender Advisors held an important role in bringing about further engagement by leadership structures vis-à-vis the overall gender commitments and accountabilities of the humanitarian system.

In drafting and revising the HCT Gender Strategies and contributing to inter-agency products,

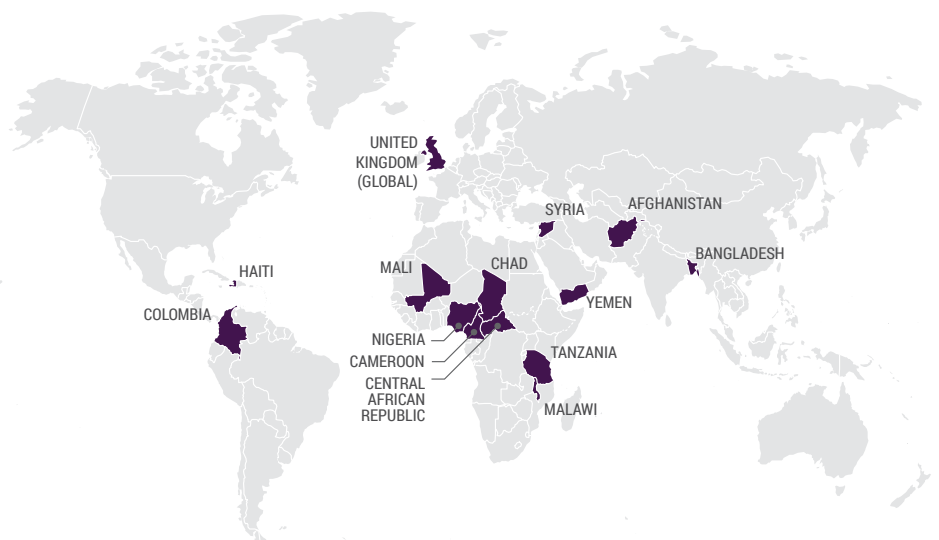
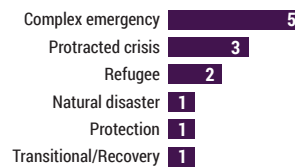
## GenCap deployments 2019

In 2019, GenCap deployed **14 GenCap Senior Gender Advisors to 13 countries and one GenCap adviser globally** to support the implementation of the Gender with Age Mark (GAM).

### Deployments by Gender



### Deployments by Type



such as Humanitarian Response Plans (HRP) and flash appeals, the Senior Gender Advisors were paramount in ensuring these products were gender-responsive.

### **Inter-agency programming and operational support**

GenCap facilitated the deployment of Senior Gender Advisors with emphasis on the promotion of gender equality and women's empowerment in Afghanistan, Bangladesh, CAR, Chad, Colombia, Malawi, Mali, Nigeria, Sudan, Syria, Tanzania and Yemen. GenCap Senior Advisors incorporated gender analysis into humanitarian planning and facilitated the use of the GAM in the humanitarian program cycle.

In Haiti, the Senior Advisor developed a network of focal points representing each sector and provided an in-depth training on knowledge, skills and soft skills for Gender Equality Programming (GEP).

Throughout the year, Senior Gender Advisors were able to advocate for gender analysis with a variety of clusters and sectors and to train partners to apply gender dimensions in needs assessments. For example, in the context of the 'Whole of Syria' operation, the Senior Gender Advisor worked closely with various bodies that focused on data collection for Multi-Sector

Needs Analysis (MSNA) to improve reporting and analysis on gender and age for the Humanitarian Response Plan (HRP). The GenCap Senior Advisor also worked with CashCap, an NRC initiative, to mainstream gender in cash programming. Data gathering tools were developed and shared, and joint trainings on cash and gender were also held. In this context, the collection of Sex and Age Disaggregated Data (SADD), including of the elderly and people with disabilities, was a key achievement for the HCT. The data was incorporated in all operational tools and the MSNA. An effort was made to coordinate the gender analysis through all the 'Whole of Syria' hubs – in Gaziantep, Amman, Beirut and Damascus – towards a coherent response to the crisis. The Senior Advisor also advocated that donors engage in discussions with different sectors on challenges related to access to - and participation of - affected communities.

### **Promoting localization**

The Projects invested in deployments to support HCTs in their localization efforts to establish and sustain gender and protection mainstreaming strategies and localization strategies.

In 2019, GenCap promoted the inclusion of national and local civil society organizations (CSOs) in decision-making in humanitarian action and helped increase participation and



Children play games in Hakimpara refugee camp, Cox's Bazar, Bangladesh. Credit: OCHA/Vincent Tremeau



representation in forums, such as the Protection Cluster and the GBV Sub-Working Groups.

In Chad, the GenCap Senior Gender Advisor worked closely with local NGOs to improve the collection of SADD, reinforcing the basis for strategic decision-making. In Mali, in accordance with the localization programme, the Senior Gender Advisor helped ensure women leaders and national and local women's organizations became key players in the humanitarian response.

### A focus on Gender-based violence

GenCap addressed sexual and gender-based violence at the country level through strategic inclusion in HCT protection strategies and sexual and gender-based violence prevention in the annual Humanitarian Needs Overviews (HNOs) and HRPs.

For example, in Cox's Bazar in Bangladesh, the Senior Advisor supported the establishment of a gender hub. The hub brought together technical experts and advisers on GBV, PSEA and protection to share good practices on gender-responsive humanitarian action, to conduct monitoring of gender indicators and to encourage research on gender mainstreaming. This approach was recognised by donors and its replication has been encouraged in other contexts. In Mozambique, the Senior Gender Advisor deployed as part of the response to the

impact of floods and focused on GBV in natural disaster contexts.

### Protection from Sexual Exploitation and Abuse

GenCap Senior Gender Advisors have in many instances throughout 2019 supported country humanitarian leadership on PSEA, in line with commitments of the Strategic Framework.

In Bangladesh, the PSEA Network was sustained in the continued response to the Rohingya refugee crisis. As part of the Gender Hub initiative, Senior Advisors strengthened synergies between Gender in Humanitarian Action (GiHA), the GBV Sub-sector Working Group and PSEA to enhance coherence and strengthening of gender/GBV mainstreaming and PSEA efforts.

In Chad, prevention and advocacy dimensions were integrated to strengthen internal PSEA capacity, including through stakeholders' support and an inter-organizational complaint mechanism, the SEA Cell. The objective of the Cell is to receive and treat SEA reports on a regular and continuous basis. The advocacy dimension contributed to building confidence and trust between stakeholders and the PSEA mechanisms, to overcome fears of reprisals, to better understand the obligation to report SEA cases or even suspicions, and to ensure the impartiality of the mechanism regardless of the

Women wait at the health centre in Minawao refugee camp. Credit: OCHA/Ivo Brandau.





status of the survivors, the alleged offender of SEA, and the status of the mechanism.

**Contributing to disaster-risk reduction and natural disaster contexts**

In response to the 2019 Southern African floods, a Senior Gender Advisor was deployed to Malawi to support the RC’s efforts to reduce gender inequalities with a focus on recovery. With GenCap support, the RC took the lead in ensuring a gender lens was applied to the drafting of the Flash Appeal, which subsequently helped enable women’s groups to participate in the response and to be engaged in preparedness plans for future disasters.

A joint ProCap and GenCap mission to Mozambique was completed as part of the ReDesign pilot, with the objective of testing GenCap’s contribution in natural disaster settings. The mission highlighted the importance of deploying a Senior Gender Adviser at the onset of a crisis. It also provided substantive evidence of the added value of a GenCap deployment in this type of setting.

**Humanitarian, development and peace collaboration**

In Nigeria, the Senior Gender Advisor was instrumental in creating a bridge between the humanitarian and development actors, which in turn became reflected in the HRP. Such sup-

port by GenCap is expected to facilitate the development of collective outcomes through joint analysis, planning and programming, and a coordinated platform for the delivery of humanitarian and development assistance.

In Tanzania, the Senior Gender Advisor was deployed to the Office of the RC, working closely with the UNCT. Following the GenCap Advisor’s guidance on the integration of gender in the humanitarian-development nexus, the refugee response was effective in increasing women’s participation in the recovery phase.

**Resource mobilization for gender equality activities**

In 2019, GenCap Senior Advisers ensured that gender equality and women’s empowerment was incorporated into relevant tools and mechanisms such as HRPs and the Central Emergency Response Fund (CERF).

In CAR, the Senior Gender Advisor strengthened the use of gender analysis and GAM in the HRP and was the focal point for the inclusion of gender considerations in pooled fund allocation processes, including sharing tools and guidance on how to strengthen gender analysis in projects that were submitted. GenCap also strengthened gender analysis and use of the IASC gender marker in proposals for the consideration of the CERF Underfunded Emergencies



IDPs in Mopti, Mali. Credit: OCHA/Katy Thiam

(CERF UFE) window and for CAR Humanitarian Fund Standard Allocations.

In the context of the ‘Whole of Syria’ operation, the Senior Gender Advisor invested in ensuring a strong baseline for the HRP analysis. In particular, the GenCap Advisor assisted agencies to conduct assessments using SADD, which improved accountability and reporting to donors.

In Nigeria, the Senior Gender Advisor engaged on the participation of the donors’ group in the HCT, promoting gender analysis and increasing their commitments to fund programmes and projects with high gender sensitivity. The wide use of GAM in the operation in the north-eastern part of Nigeria helped identify projects scoring high on gender.

### Capacity building

In 2019, GenCap undertook a review of GenCap capacity building, with a view to identifying how it could be improved, in line with the Strategic Framework. The GenCap Working Group on the Training of Trainers on Gender in Humanitarian Action (GiHA) met in Bangkok in January 2019 to evaluate the Training of Trainers pilot period, which ended in 2018, and to identify improvements for 2019 and beyond. The outcome of these initiatives resulted in the revision of the training of trainers in accordance with the Projects’ ReDesign.

Two regional GiHA training of trainers events were held in 2019. In October, a training was held in Kenya for the East Africa region and included 25 representatives from South Sudan, Rwanda, Uganda, Ethiopia, Kenya, Somalia and Tanzania. In November, a training was held in Jordan for the Middle East region and included 31 representatives from Syria, Iraq, Yemen, Iran, Jordan, Turkey, the occupied Palestinian territory (oPt) and the United Arab Emirates. GenCap ensured appropriate content, including relevant case studies, and translated the materials into Arabic.

### Policy Influence and Sharing Practice

In 2019, GenCap identified recurring challenges and best practices through deployments and trainings to promote knowledge sharing in all gender-related efforts in humanitarian action. GenCap Senior Gender Advisors contributed to discussions and provided support in the development and implementation of policies, frameworks and tools which impact gender equality and women’s empowerment. Senior Gender Advisors also worked with existing partners to complement ongoing efforts to promote exchange on best practice.

GenCap participated in various events and conferences to promote mainstreaming of gender equality. In March 2019, GenCap held a side event at the UN Commission on the Status of Women (CSW), which focused on bringing together key stakeholders from the humanitarian community to discuss challenges and collective efforts in enhancing gender equality programming, highlighting tools, policies and practices from operations.



### IASC Gender with Age Marker

In 2019, GenCap continued to promote the use of the IASC Gender with Age Marker (GAM). GAM is a tool to support gender equality programming in humanitarian action, which replaced the IASC Gender Marker in 2018. The GAM is based on the premise that systematically thinking about and responding to the GAM questionnaire results in more inclusive and responsive projects. It recognizes that there is no “quick fix” to improve programme quality, but that users need to reflect on - and make decisions about - how gender and age differences will be accommodated and addressed.

In the design phase, the purpose of the GAM is reflective learning. The questionnaire takes users through the areas they need to reflect on in order to design a gender and age responsive programme. In the monitoring phase, GAM results provide a unique overview of how gender and age differences are being addressed across a range of accountability and protection indicators, at global or country level, or by organization.

GAM has been a catalyst for different organizations working on gender equality, harmonizing data collection on gender equality and monitoring and implementation of gender equality programming. Results to date demonstrate in-

creasing awareness of the importance of gender equality and inclusion in crisis response, as well as improved quality of gender analysis in many organizations. GAM results highlight the need to build understanding of social roles and dynamics, as important factors in needs analysis, and for actors to share a common view of gender differences that will affect how aid is delivered.

In 2019, GAM completion rates in 20 humanitarian operations ranged from 5 per cent, in Niger, to 81 per cent in Ukraine. On average, approximately 50 per cent of accepted HPC projects in 2019 had applied the GAM. Completion rates were highest in countries with a GenCap Senior Advisor and/or with programme staff trained in GAM. To note that IASC Results Group 2 on Accountability and Inclusion has set a target for 2020 that 80 per cent of IASC projects will apply the GAM.

GAM is undergoing minor adjustments in 2020, based on lessons from over 8,000 GAM submissions for 2019 and 2020, to improve the quality and utility of data, and to incorporate disability-related information.

Global and country reports of 2019 GAM results are available on the website, <https://iascgenderwithagemarker.com>

### OPERATIONAL PROJECTIONS FOR 2020

In 2020, with the implementation of the Re-Design, the deployment of GenCap capacities will be underpinned by reinforced analysis of humanitarian situations and the support available in emerging and protracted crises and strategic support to catalyse system changes necessary to make gender equality central in humanitarian response. The Project will continue to provide its support through the three key modalities of deployments, capacity-building and policy influence and the sharing of practice, yet, at the same time working to overcome any artificial separation between the three.

Since the outbreak of the COVID-19 pandemic, the Project has attempted to adapt its operational modalities with an emphasis on continuing to deliver and support the field in any way

possible. While travel restrictions are likely to hamper in-country deployments, the Project expects to maintain or accommodate upward trends as regard the number of deployment months as compared to 2019.



Bulama Jet water point, Pulka, Borno State, Nigeria. Credit: OCHA/ Yasmina Guerda

**FINANCIAL UPDATE**

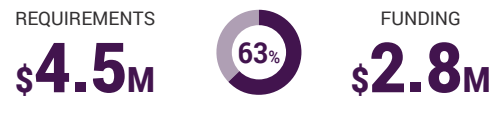
For the current reporting period, January to December 2019, GenCap was supported by generous contributions from Ireland, Norway, Sweden, Switzerland, and the United States of America.

In 2019, GenCap appealed for US\$4.47 million, of which 63 per cent was raised. An audited report from NRC is available on request.

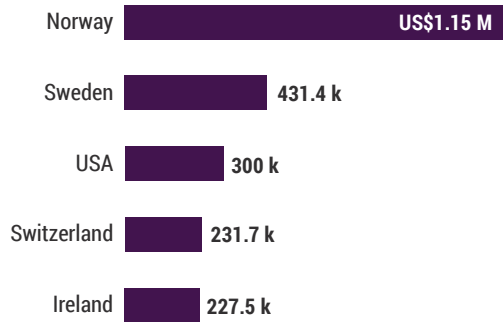
OCHA and NRC will continue to mobilize resources annually to deliver against the outcomes of the joint ProCap GenCap Strategic Framework 2018 – 2021 and the 2020 Appeal. ProCap and GenCap will aim to continue to nurture a base of core supporters to the Projects by continuing to build support and confidence in their successes. The Projects will invest in relations with new potential donors and strive to expand their donor base globally. The Projects will also aim at capitalising on garnering the support of key strategic advocates who can authoritatively promote the Projects. OCHA and NRC remain committed to continuing to explore opportunities for more flexible funding through multi-year and unearmarked funding mechanisms.

The ProCap GenCap ReDesign and the MEL Framework will strengthen results-based reporting and accountability and inform an enhanced visibility approach which will reinforce resource mobilization.

**GenCap Funding**



FUNDING BY DONOR COUNTRY





## ACRONYMS AND ABBREVIATIONS

<b>CAR</b>	Central African Republic
<b>CERF</b>	Central Emergency Response Fund
<b>CSO</b>	Civil Society Organisation
<b>ECOSOC</b>	United Nations Economic and Social Council
<b>GAM</b>	Gender with Age Marker
<b>GBV</b>	Gender Based Violence
<b>GEEWG</b>	Gender Equality and the Empowerment of Women and Girls
<b>GEP</b>	Gender Equality Programming
<b>GENCAP</b>	Gender Capacity
<b>GIHA</b>	Gender in Humanitarian Action
<b>GRG</b>	Gender Reference Group
<b>HC</b>	Humanitarian Coordinator
<b>HCT</b>	Humanitarian Country Team
<b>HNO</b>	Humanitarian Needs Overview
<b>HPC</b>	Humanitarian Program Cycle
<b>HRP</b>	Humanitarian Response Plan
<b>IASC</b>	Inter-Agency Standing Committee
<b>IDP</b>	Internally Displaced Persons
<b>MEL</b>	Monitoring, Evaluation and Learning Framework (MEL)
<b>NGO</b>	Non-Governmental Organisation
<b>MSNA</b>	Multi-Sectoral Needs Analysis
<b>NGO</b>	Non-Governmental Organisation
<b>NRC</b>	Norwegian Refugee Council
<b>OCHA</b>	Office for the Coordination of Humanitarian Affairs
<b>PSEA</b>	Protection from Sexual Exploitation and Abuse
<b>PROCAP</b>	Protection Capacity
<b>RC</b>	Resident Coordinator
<b>SADD</b>	Sex-and-Age-Disaggregated Data
<b>SC</b>	Steering Committee
<b>SGBV</b>	Sexual and Gender Based Violence
<b>TOC</b>	Theory of Change
<b>TOT</b>	Training of Trainers
<b>UN</b>	United Nations
<b>UNCT</b>	United Nations Country Team
<b>UNDP</b>	United Nations Development Programme
<b>UNHCR</b>	United Nations Refugee Agency
<b>UNWOMEN</b>	The United Nations Entity for Gender Equality and the Empowerment of Women
<b>WFP</b>	World Food Programme
<b>WOS</b>	Whole of Syria



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