GEN CAP

INTER-AGENCY
GENDER STANDBY CAPACITY PROJECT
2020 ANNUAL REPORT

OCHA

NRC
NORWEGIAN
REFUGEE COUNCIL

ACKNOWLEDGEMENTS

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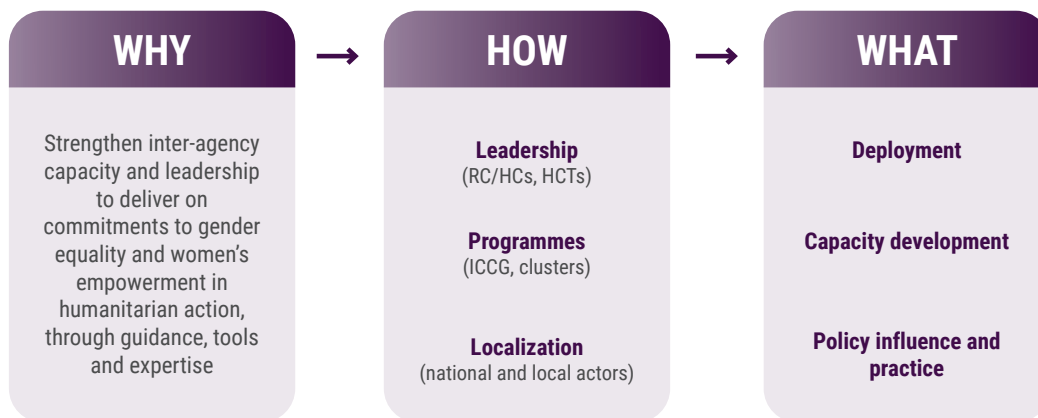
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BACKGROUND

The Inter-Agency Standing Committee (IASC) Gender Standby Capacity Project (GenCap) is managed by the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) in partnership with the Norwegian Refugee Council. 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.

In line with its theory of change, GenCap invests in tailored inter-agency deployments in support of humanitarian operations to reinforce leadership, programming and localization strategies that ensure the centrality of gender in humanitarian operations. GenCap provides capacity development, largely targeting field practitioners. The project is also engaged in policy-level discussions and the sharing of practices, tools and guidance, bringing the practitioner's perspective to global forums, inter-agency panels and thematic learning events.

The vision of GenCap, which it shares with the Protection Standby Capacity Project (ProCap), is "a world in which all persons affected by humanitarian crises are protected and humanitarian action prioritizes gender equality and women's empowerment." This vision, along with the joint ProCap/GenCap Strategic Framework 2018-2021, provides a long-term perspective to guide the impact and comparative advantages of both projects.

GenCap is governed by an Advisory Group, established in 2019, which provides strategic direction and oversight. Members of the GenCap Advisory Group also provide guidance to enable project management to achieve its objectives.

WHY	→	**HOW**	→	**WHAT**
Strengthen inter-agency capacity and leadership to deliver on commitments to gender equality and women's empowerment in humanitarian action, through guidance, tools and expertise		**Leadership** (RC/HCs, HCTs) **Programmes** (ICCG, clusters) **Localization** (national and local actors)		**Deployment** **Capacity development** **Policy influence and practice**

HUMANITARIAN LANDSCAPE

Gender equality and women's empowerment remained central areas of concern across humanitarian contexts in 2020, with overall needs compounded by the impact of the ongoing COVID-19 pandemic.

> "While the virus does not discriminate, its impacts do."

United Nations Secretary-General
António Guterres[1]

As highlighted by the United Nations Secretary-General, the pandemic has had a disproportionate impact on women and girls, causing a "parallel epidemic of gender-based violence, from violence in the home and online, to increased child marriage and sexual exploitation."[2] The United Nations Population Fund (UNFPA) has reported an estimated additional 15 million cases of gender-based violence (GBV) worldwide for every three months of COVID-19 associated lockdowns.[3] In this "shadow pandemic", it is not only GBV that is on the rise, but multiple impacts on women's well-being and health, as well as their ability to participate in social and economic life and to take the lead in post-pandemic recovery.[4]

Developments associated with COVID-19 are taking place against an already stark background of discrimination, marginalization, and violation of rights. According to the Global Humanitarian Overview (GHO) for 2021, adolescent girls in conflict zones are 90 per cent more likely to be out of school, and 60 per cent of preventable maternal mortalities occur in settings of conflict, displacement and natural disasters.[5] On average, women across the world enjoy only 75 per cent of the legal rights of men.[6] Furthermore, as noted by UNFPA, underlying gender inequality is "amplified by multiple sources of discrimination based on age, race, ethnicity, sexual orientation, disability or even geography."[7]

Within an increasingly complex humanitarian landscape, it remains important to highlight efforts towards change. This is evident in the growing number of global commitments focusing on those who are most at risk and in steps to strengthen the humanitarian system's delivery and accountability in relation to gender equality and the empowerment of women and girls.

The enhanced humanitarian programme cycle (HPC) promotes the increased engagement of gender experts in the HPC process, the increased use of sex and age disaggregated data (SADD) and greater participation of local women's organizations in humanitarian planning. In 2020, the humanitarian system also saw its first-ever thematic inter-agency humanitarian evaluation (IAHE) to assess progress on the operationalization of the IASC agenda on Gender Equality and the Empowerment of Women and Girls (GEEWG), which includes examples of best practices as well as recommendations to further strengthen and mainstream GEEWG into humanitarian action.[8]

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1 United Nations, Secretary-General Statement: We are all in this Together: Human Rights and COVID-19 Response and Recovery, 23 April 2020.

2 United Nations, Secretary-General Remarks to Member States on Priorities for 2021, 28 January 2021.

3 UNFPA, New UNFPA projections predict calamitous impact on women's health as COVID-19 pandemic continues, 28 April 2020.

4 UN Women, Violence against women and girls: the shadow pandemic, 6 April 2020.

5 OCHA, Global Humanitarian Overview 2021 (p.49), December 2020.

6 United Nations, Secretary-General's Remarks to the High-Level Meeting on the 25th Anniversary of the Fourth World Conference on Women, 1 October 2020.

7 UNFPA, State of World Population 2021 (p.11), April 2021.

8 For more information, see the Inter-Agency Humanitarian Evaluation on Gender Equality and the Empowerment of Women and Girls (Inter-Agency Humanitarian Evaluation Steering Group, 2020).

GenCap is very much part of the system-wide effort to strengthen gender equality and women's empowerment in collaboration with global, regional, national and local partners. Highlighted in the IAHE report as a "success factor" at the vanguard of innovative work that has helped to increase GEEWG integration in humanitarian response, the project continues to focus on field-level impacts, the sustainability of results and the prioritization of support to align with system-wide response priorities, drawing on its comparative advantage as an independent inter-agency support.[9]

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9 For more information, see the Inter-Agency Humanitarian Evaluation on Gender Equality and the Empowerment of Women and Girls (Inter-Agency Humanitarian Evaluation Steering Group, 2020) (p. ix).

Democratic Republic of the Congo, 2020. Credit: OCHA/ Alioune NDIAYE

GenCap APPROACH: IMPACT AND SUSTAINABILITY

"I have two favorite tools, ProCap and GenCap, to help HCTs in their common strategies on protection and on gender. Luckily, we could have them deployed in Mozambique. I find them extremely useful precisely because of their low cost and sustainability. They give coherence in the strategy and at the same time are very pragmatic and practical in putting together the common efforts by the United Nations and non-governmental organizations around two key topics: protection and gender. They also help to connect with the policy part and in creating frameworks in the country so that the whole humanitarian effort in these areas becomes durable, becomes part of the development efforts in these areas. We really contribute to building something that remains and can continue to help the country and help the population. I'm really fond of these two."

Ms. Myrta Kaulard, Resident and Humanitarian Coordinator in Mozambique[10]

In 2020, the COVID-19 pandemic highlighted, and added to, existing challenges related to gender equality and the empowerment of women and girls in humanitarian settings. This was also reflected in the uptick in requests for GenCap support from the field and the level of sustained support provided by GenCap in most contexts of engagement.

GenCap deployments are activated in response to direct requests from Resident and Humanitarian Coordinators (RC/HCs). GenCap works across the leadership, programming and localization pillars. To ensure the effectiveness and sustainability of the support, GenCap advisers consult with key stakeholders to collaboratively design a road map to improve gender equality programming and coordination. The road map highlights agreed outcomes, outputs and activities over a period of up to three years with clear roles for management, clusters, gender focal points and local actors. The systemic approach is overseen by the RC/HC.

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10 Extracted from an interview with the RC/HC Mozambique during the OCHA Leadership Series 2020. See Humanitarian Leadership Stories | IASC (interagencystandingcommittee.org).
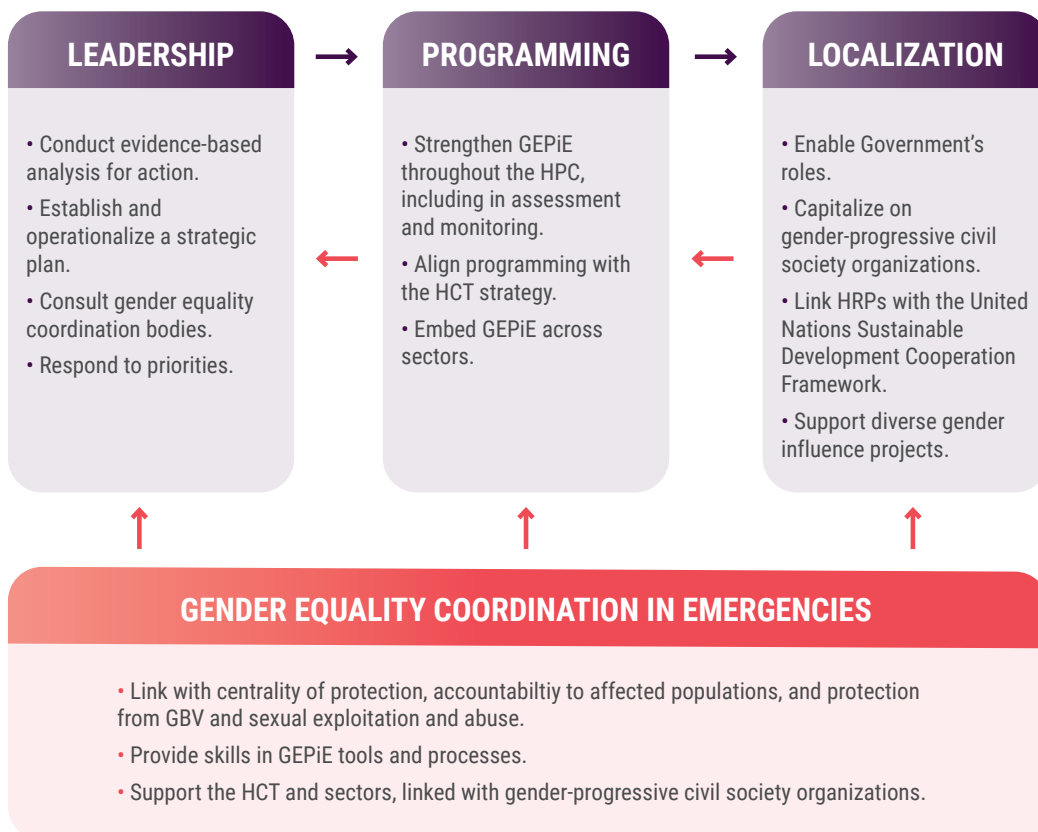
Gender equality programming in emergencies road map

In collaboration with field leadership, GenCap Senior Gender Advisers undertake baseline assessments to help identify existing capacity and gaps and collectively define priority areas, activities, expected outcomes and outputs and responsible lead agents. These priorities are set out in the gender equality programming in emergencies (GEPiE) road map, a collective action plan that is anchored and endorsed at the Humanitarian Country Team (HCT) level. The road map provides pathways for individual operations to embed gender equality into leadership (RC/HC, HCT), programming (Inter-Cluster Coordination Group (ICCG), clusters) and engagement with national and local actors. The gender equality coordination mechanism, a network of gender focal points from potentially clusters, gender-progressive civil society organizations, development, peace-building and national authorities, engages with all three pillars as the humanitarian operation progresses along the road map process.

The road map is accompanied by a deployment plan outlining the required GenCap outputs. GenCap matches expert skills with needs in the field, serving as a catalyst for the road map process and supporting field operations in their efforts to achieve established milestones. The project provides sustained and predictable support through sequenced deployments of up to three years.

GenCap focuses on strategic outputs that will leverage system change towards the centrality of gender equality in humanitarian response. Progress and results are assessed against the initially established baselines and indicators.

GEPiE road map: a holistic approach

LEADERSHIP → **PROGRAMMING** → **LOCALIZATION**

LEADERSHIP
- Conduct evidence-based analysis for action.
- Establish and operationalize a strategic plan.
- Consult gender equality coordination bodies.
- Respond to priorities.

PROGRAMMING
- Strengthen GEPiE throughout the HPC, including in assessment and monitoring.
- Align programming with the HCT strategy.
- Embed GEPiE across sectors.

LOCALIZATION
- Enable Government's roles.
- Capitalize on gender-progressive civil society organizations.
- Link HRPs with the United Nations Sustainable Development Cooperation Framework.
- Support diverse gender influence projects.

GENDER EQUALITY COORDINATION IN EMERGENCIES
- Link with centrality of protection, accountabiltiy to affected populations, and protection from GBV and sexual exploitation and abuse.
- Provide skills in GEPiE tools and processes.
- Support the HCT and sectors, linked with gender-progressive civil society organizations.

Road map processes and status

Road map process initiated in 2020	Road map development					Road map management		
	Expression of interest from RC/HC	Inception and baseline assessment	GEPiE road map developed	Road map endorsed by HCTs	Deployment plan agreed in line with the road map	Road map implementation	Assessment of progress and results	Assessment of sustainability
Burkina Faso	Completed	In progress						
Cameroon	Completed	Completed	Completed	Completed	Completed	In progress		
Chad	Completed	Completed	Completed	In progress	In progress			
DRC	Completed							
Haiti	Completed	In progress						
Mali	Completed	Completed	Completed	Completed	Completed	In progress		
Mozambique	Completed	Completed	In progress					
Niger	Completed							
Somalia	Completed	Completed	In progress					
South Sudan	Completed	In progress						
Syria (Gaziantep)	Completed	In progress						
Yemen	Completed	In progress						
Zimbabwe	Completed	Completed	Completed					

■ Completed as of end 2020
■ In progress as of end 2020

Monitoring, evaluation and learning framework

GenCap has adopted a monitoring, evaluation and learning (MEL) Framework to track and measure the progress of each deployment and capacity development initiative. The MEL Framework contributes to resolving or mitigating operational and programmatic bottlenecks. It also ensures that strategic decisions and advocacy are based on evidence and takes the collective experience of the deployed Senior Gender Advisers into consideration. The MEL Framework continues to be assessed to make appropriate adjustments.

Capacity development model

GenCap considers capacity development as a strategic entry point for strengthening the institutionalization of gender equality in key field response mechanisms and functions. Following the recommendations of the 2019 evaluative review of ProCap and GenCap, the project now places greater focus on delivering advanced modules for experienced participants, tailoring existing modules to different audiences and undertaking a systematic review to capture the latest trends and lessons learned from the field.[11]

Through the MEL Framework, GenCap continues efforts to better track, document and monitor its investment in capacity development. This approach will ensure that the capacity development component over time becomes an integral part of the overall project strategy, contributing to changes within targeted operations.

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11 Protection Capacity and Gender Capacity Evaluative Review 2019. See GenCap and ProCap Evaluative Review 2-5-19 (interagencystandingcommittee.org).
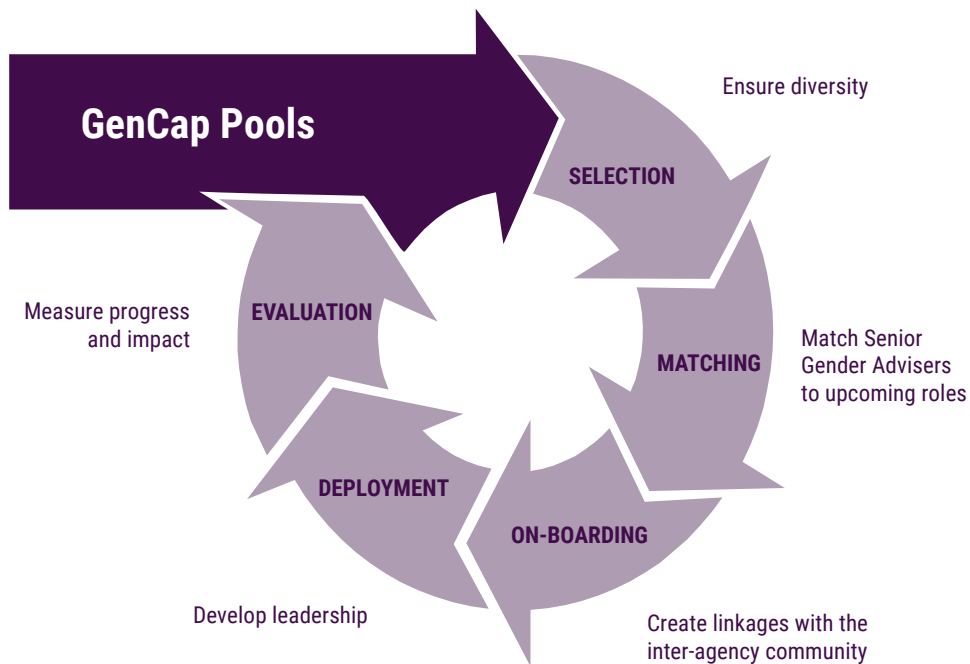
Expert pool development and management

GenCap continues efforts to strengthen and diversify its expert pool in terms of skill sets, functional and geographical backgrounds, languages and gender composition. GenCap has been progressively adding new candidates to the expert pool, which comprised 39 advisers at the end of 2020, up from 26 in 2019. GenCap collaborates with partners to fast-track experts. The number of roving advisers has also been increased to promote greater agility.

GenCap is committed to supporting continued capacity development for its Senior Gender Advisers. This is in recognition of their high-quality expertise and diverse skill sets being essential to the continued impact and success of the project. Senior Gender Advisers are supported throughout their tenure through tailored onboarding, mentoring, coaching and thematic learning. Evaluations are conducted at the end of their assignments to measure progress in their capacity development and identify areas to be further strengthened.

In 2020, GenCap collaborated with the OCHA Humanitarian Leadership Strengthening Section (HLSS) on capacity development and talent management. Among the outcomes of this collaboration was a strengthened model of the expert pool life cycle, drawing in particular on the experiences of the IASC High Potential Pool, a talent-accelerator process targeting future leaders. Strong collaboration with HLSS also resulted in the development of a learning seminar that will bring together GenCap and ProCap senior advisers for a series of coach-led activities in 2021. Having captured the learning needs and interests of senior advisers, including soft skills and thematic technical areas, the initial phase of the series will be integral to the 2021 roster-strengthening activities.

Life cycle of GenCap Senior Gender Advisers

GenCap Pools

Ensure diversity

SELECTION

Match Senior Gender Advisers to upcoming roles

MATCHING

ON-BOARDING

Create linkages with the inter-agency community

Develop leadership

DEPLOYMENT

EVALUATION

Measure progress and impact

2020: RESPONDING TO GROWING DEMAND

2020 was a highly successful year for GenCap. The project completed a reform process at the management and operational levels, piloted the road map methodology in the field and committed to providing longer term gender expertise to a high number of humanitarian operations.

## Overview of results

Deployments

As a reflection of global trends, the number of field requests for GenCap support increased. While this was in part due to the impact of COVID-19, the increase reflects other factors such as protracted conflicts and climate change as well as confidence in the results-based support GenCap offers to humanitarian operations in the field.

In 2020, GenCap deployed to 16 contexts (15 at country level and 1 at global level), compared with 14 in 2019. This amounted to more than 90 deployment months in 2020, up from 55 months in 2019. GenCap engaged with 13 out of 25 country operations with humanitarian response plans (HRPs), signalling the project's high relevance to system-wide priorities.

GenCap engaged in the following country operations: Burkina Faso, Cameroon, Chad, Colombia, the Democratic Republic of the Congo (DRC), Haiti, Mali, Mozambique, Niger, Somalia, South Sudan, Syria, Turkey (Whole of Syria operation), Yemen and Zimbabwe. At the global level, GenCap supported the continued roll-out of the IASC Gender with Age Marker (GAM), which helps focus attention on gender and age in humanitarian projects and programmes.

GenCap Deployments in 2020

Deployments by response type
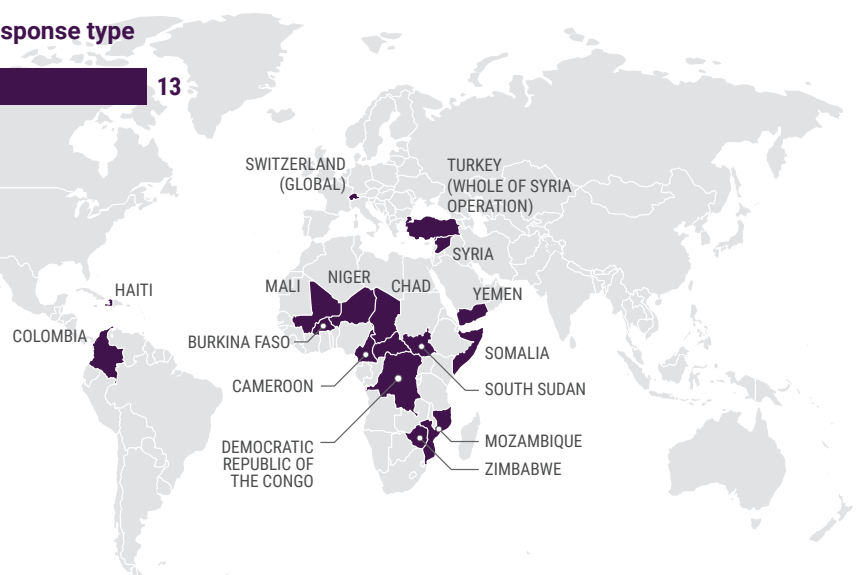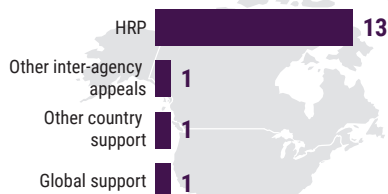
Syria, 2020.
Credit: OCHA

GenCap presence in 2020

Deployments were prioritized based on the potential impact on the humanitarian response, including at the strategic level; the sustainability of the impact; the scale and severity of the crisis and the existing response capacity in the field.

GenCap's work in the field is guided by the IASC Policy on Gender Equality and the Empowerment of Women and Girls in Humanitarian Action (2017) and the IASC Gender Handbook (2018).[12] GenCap also continues to facilitate use of the IASC GAM.

GenCap advisers were highly valued by field operations. The presence of GenCap was closely associated with the development of comprehensive HCT gender strategies to garner collective action and had an important catalytic effect on GEEWG operationalization in the response.

The types of deployment contexts in which GenCap engaged varied, including emerging crises, complex emergencies, protracted crises and transitional contexts. Context typology influenced focus areas. In addition to the work on negotiating road maps, in **Mozambique**, GenCap provided assistance linking human-

itarian and development efforts, including through mainstreaming gender in the Common Country Analysis that underpins the United Nations Sustainable Development Cooperation Framework. In **Niger**, the advocacy efforts of the GenCap Senior Gender Adviser facilitated a rapid gender analysis on COVID-19 and contributed to the inclusion of the women, peace and security agenda in the humanitarian operation. In **Turkey** (Whole of Syria), the GenCap adviser started the process of championing accountability and inclusion by supporting women's representation in humanitarian forums; coordination across technical groups working on gender, inclusion and community engagement; and the inclusion of gender and diversity dimensions in monitoring and assessment tools. In **Syria**, the 2021 Humanitarian Needs Overview (HNO) and HRP saw strengthened analysis of the difference of impacts on affected women, men, girls and boys. In **Haiti**, GenCap expertise contributed to gender mainstreaming in humanitarian action in support of the HCT compact. In **South Sudan**, the senior adviser also provided support on addressing gender in the humanitarian-development collaboration context of South Sudan. In the **DRC**, GenCap contributed to strengthening leadership, promoting the use of the IASC GAM,

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12 For further information on these documents and other guidance, refer to the "Key GenCap Documents" page.

and helping ensure that the HNO and the HRP reflect stronger gender analysis, in particular though collaboration with relevant non-governmental organizations (NGOs) to develop a gender profile in each sector for gender and GBV analysis. In **Zimbabwe**, GenCap assisted the operation to understand the different impacts of COVID-19, strengthened the HNO and HRP with gender analysis and worked with clusters on gender equality programming.

Some crisis contexts (e.g. Mali, Mozambique, Somalia and South Sudan) saw the simultaneous deployment of GenCap and ProCap advisers. As such, 2020 was a pilot year for greater synergy between the two projects and the agendas they represent. For example, in **Somalia**, GenCap and ProCap senior advisers maintained strong collaboration with partners around several joint deliverables, including on the establishment of an Inter-Cluster Inclusion Working Group. GenCap and ProCap senior advisers in Somalia are also working together to develop an HCT road map that cuts across gender equality and centrality of protection, as well as a joint mapping with the aim to capture the level of engagement between local organizations and the humanitarian response.

Since the beginning of the COVID-19 pandemic, GenCap has been able to adapt to the new operational environment. The project offered support to respond to urgent needs created by the pandemic while continuing interventions at the longer term, strategic level. For example, a qualitative assessment of the gendered impact of COVID-19 was conducted in **Yemen**. It identified unequal caregiving burdens imposed on mothers and girls, evidence of gender power dynamics over cash and in-kind assistance and increased GBV as a result of dwindling family resources and confinement conditions, among other findings. The assessment recommended a set of practical actions for clusters to address the identified risks under their respective mandates and highlighted the critical role of donors in increasing flexible and long-term funding to Yemen in support of women and girl's empowerment. GenCap also offered ad hoc support for Yemen's application for the Women's Peace and Humanitarian Fund COVID-19 Emergency Response Window. In **Niger**, GenCap facilitated a COVID-19 Rapid Gender Analysis (RGA),

the first country-based RGA on COVID-19, to inform the humanitarian response to the pandemic. In **Syria**, GenCap supported Syria's Camp and Informal Settlement Strategy on the Prevention of COVID-19 and the World Health Organization Syria Monitoring Framework.

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Mali: a catalyst for collective ownership and accountability

For Mali, 2020 was a challenging year marked by armed conflict, widespread sexual and gender-based violence, and natural shocks such as floods and droughts, all of which were aggravated by the COVID-19 induced health crisis. According to the revised 2020 HRP for Mali, 5.5 million people were targeted for assistance, including 2.7 million women and girls, out of 6.8 million people in need.[13] The country ranks 184th among the 189 countries ranked in relation to their level of gender inequality.[14]

GenCap deployed a Senior Gender Adviser to support the Mali HCT in shaping a strategic road map to catalyse system change towards greater adherence to IASC policies on gender equality and the empowerment of women and girls. GenCap was fully supported by the humanitarian coordination leadership (Humanitarian Coordinator, Deputy Humanitarian Coordinator), ensuring that gender remained high on the HCT agenda. The collaborative approach towards operationalization of gender equality programming in emergencies included continuous dialogue, consultation and monitoring between the leadership level and GenCap, a key ingredient to strengthening collective commitments and accountabilities, as well as the drive to translate the initiative into action for sustainable results.

As part of the inception phase, GenCap conducted extensive consultations with 43 key informants to establish the baselines and targets of the road map. Key informants included humanitarian leadership, clusters, technical experts, civil society organizations, local and international NGOs, United Nations agencies, donors and the Government. Efforts were made to acknowledge and enable existing local capacities as part of the process.

The final road map endorsed by the Mali HCT features several NGOs as lead or co-lead for specific activities to be taken forward under the set of collectively agreed objectives. In the road map implementation phase, GenCap will continue to provide support to enhance implementation outcomes, monitoring and evaluation of the interventions.

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13 OCHA, Revised Humanitarian Response Plan Mali 2020 (p.12), July 2020.

14 UNDP, Human Development Report 2020: Gender Inequality Index (p. 364), December 2020.

Mali, 2016.
Credit: OCHA/
Katy Thiam

Cameroon, 2015. Credit: UNHCR/ Catianne Tijerina

Cameroon: towards gender mainstreaming

According to the revised 2020 HRP for Cameroon, 3.4 million people were targeted for assistance, including 1.7 million women and girls, out of 6.2 million people in need.[15] Overall, 39 per cent of the national population lives below the poverty line, with the ratio for women even higher, at 52 per cent.[16] The country ranks 153rd among the 189 countries ranked in relation to their level of gender inequality.[17] Cameroon has chiefly been considered a development context for some time, while the humanitarian situation has emerged relatively recently, with a considerable scaling up of the humanitarian response. This situation has had implications in terms of local capacities and the mainstreaming of gender in emergencies.

One of the focus areas of GenCap has been to enhance gender-sensitive programming. On the occasion of the 16 Days of Activism Against GBV, the Senior Gender Adviser advocated commitments from all sectors to curb inequalities and strengthen the socio-economic status of women and girls as a way to address the underlying causes. GenCap also worked closely with the water, sanitation and hygiene (WASH) sector to ensure that gender, GBV, age and disability factors were better incorporated and reflected in interventions. GenCap facilitated a series of workshops in partnership with the Ministry of Water Resources and Energy and the United Nations Children's Fund (UNICEF), which were attended by more than 100 WASH actors. This helped in collectively defining and agreeing on sector-wide actions to be implemented in line with the WASH five minimum commitments.

At the strategic level, GenCap helped facilitate the establishment of a Gender Steering Committee. Under the leadership of the RC/HC and chaired by UN Women, the committee brings together OCHA, UNICEF, the Gender Working Group and a donor representative to support the institutionalization of gender equality programming in targeted clusters/ sectors and inter-agency processes based on findings and recommendations under the deployment to date.

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15 OCHA, Revised Humanitarian Response Plan Cameroon 2020 (p.7), July 2020.

16 Ibid (p.16).

17 UNDP, Human Development Report 2020: Gender Inequality Index (p. 363), December 2020.

Capacity development

GenCap seeks to provide capacity development, including through training and learning activities, at the global, regional and country levels. This area of work aims to reinforce the capacity of humanitarian actors and local stakeholders to engage and incorporate gender equality in humanitarian action and strengthen the accountability of the humanitarian system for gender equality programming and women's empowerment through the application of the IASC Policy on Gender Equality and the Empowerment of Women and Girls in Humanitarian Action and the revised IASC GAM.

Due to the COVID-19 pandemic, the project converted its residential Gender in Humanitarian Action (GiHA) training of trainers (ToT) to a virtual format. Two pilot sessions were offered to participants from the Southern Africa and West Africa regions. The sessions spanned over four weeks to benefit participants from United Nations entities and international and local NGOs, including organizations with development and human rights expertise. According to a post-event survey, the participants found the training particularly useful in enhancing understanding of gender in humanitarian normative frameworks and coordination architecture. They also noted that it helped foster synergy among Senior Gender Advisers and GiHA trainers in the regions. Building on the lessons learned from the pilot sessions, GenCap will finalize an online package that will be rolled out more widely in 2021.

Progress was also made on the repository of capacity development resources. The repository complements the existing GiHA training toolkit and includes specialized training modules. It is expected that the repository will help Senior Gender Advisers deliver in-country training in a more systematized way, thereby contributing to the overarching objective to advance localization and ensure sustainability of the project's impact beyond the time frame of deployments.

To highlight some of GenCap's country-level capacity-building endeavours, in **Haiti**, gender, human security and preparedness training was offered to local organizations and preparedness coordination bodies. In **Yemen**, training on needs assessment related to core gender ca-

pacities was conducted for the Gender Network members and cluster gender focal points. As a follow-up, the participants agreed to pursue practical actions to strengthen local gender capacities. For example, GiHA ToT in Arabic will be made available to 25 members of the Gender Network from South and North Yemen, and the course material will also be distributed to local trainers. GenCap also facilitated a webinar with four operations in the Middle East and North Africa region (Yemen, Jordan, the occupied Palestinian territory, Syria (Gaziantep)) to discuss how they operationalized gender equality coordination mechanisms.

Policy influence and the sharing of practices

By linking policy and practice, GenCap continues to play a role within the broader community on gender equality and the empowerment of women and girls. Senior Gender Advisers provide a practitioner's perspective in global forums and support the development of tools and guidance frameworks, drawing from the wealth of experience, expertise and lessons learned through working in close collaboration with leadership and inter-agency stakeholders in the field. GenCap, as an IASC initiative, has established linkages with global networks that provide avenues for the project to contribute to evidence-based policy formulation, whether at the IASC level or through direct cooperation with individual agencies, international NGOs, NGO networks and other actors.

GenCap also facilitates the operationalization of global policies and tools in specific country contexts, supporting country-level commitments to and the implementation of the IASC Policy on Gender Equality and the Empowerment of Women and Girls in Humanitarian Action (2017) and the IASC Gender Handbook (2017). GenCap also facilitates the use of the IASC GAM, a tool that supports the incorporation of gender in humanitarian programming. In addition, GenCap works in close partnership with the IASC Gender Reference Group and contributes to strengthening regional, national and local policies to integrate gender equality programming and women's empowerment in preparedness activities.

IASC Gender with Age Marker

In 2020, GenCap continued to promote use of the IASC GAM, a questionnaire-based tool to support gender equality programming in humanitarian action.

Recognizing that there is no quick fix to improve programme quality, GAM is based on the premise that systematically thinking about how gender and age differences will be accommodated and addressed in humanitarian action results in more inclusive and responsive projects.

In the programme-design phase, the purpose of GAM is reflective learning. The questionnaire takes users through the areas they need to reflect on 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 the global, country or organizational level.

GAM has served as a catalyst for different organizations working on gender equality by harmonizing data collection, monitoring and implementation of gender equality programming. Results to date demonstrate increasing awareness of the importance of gender equality and inclusion in crisis response, as well as improved quality of gender analysis. GAM results highlight the importance of building understanding of social roles and dynamics as essential factors in needs analysis, and of shar-ing a common view of the gender differences that affect delivery.

In 2020, GAM completion rates across 25 humanitarian operations varied.[18] On average, approximately 70 per cent of humanitarian projects have used GAM in the design phase over the past two to three years. Its use is currently a requirement in the HPC, as well as for some donors. By the end of 2020, more than 11,000 projects globally had applied GAM, signalling a significant increase in its uptake and the impact of the dedicated GenCap resource at the global level.[19]

In the global role, a dedicated Senior Gender Adviser has helped build awareness and knowledge by promoting GAM across the sector. Completion rates were highest in countries with a GenCap Senior Gender Adviser and/or programme staff trained in using the tool. The adviser also provided expert reports to several United Nations agencies and international NGOs on request that collated the reflections on individual projects to provide an overview of strengths and areas for improvement, catalyzing leadership interest in organizational performance. GenCap's promotion of the tool has also contributed to the GAM now being included in gender workshops by OCHA, UN Women, UNICEF, the START Network, GiHA and the Swedish Civil Contingencies Agency, as well as in NGO training courses.

The GenCap Senior Gender Adviser worked with the Gender Unit of OCHA on refining the GAM questionnaire and dashboard, which allow users to filter results by country, year and project phase. While the GAM is now managed by the OCHA Gender Unit, GenCap will continue to provide support to in-country application of the tool through its regular deployments and include the tool in GEPiE road maps, systems-building and training activities.

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18 OCHA, 2020 GAM Completion report (p.1), December 2020.
19 Ibid.

GenCap ORIENTATION AND PROJECTIONS

Building on the results of 2020, GenCap will continue to engage in emerging crises, protracted conflicts, natural disaster settings, as well as transitional or 'triple nexus' (humanitarian, development and peacebuilding) contexts. The project will leverage the wide range of experience and expertise among Senior Gender Advisers. GenCap will also continue to engage with gender-progressive civil society organizations, nontraditional actors and others to ensure a more inclusive response.

GenCap will work in synergy with the existing humanitarian architecture at the global, regional and national levels, notably HCTs, United Nations Country Teams, clusters/sectors, working groups and task teams, as well as IASC structures and partners on gender and protection.

Within this overall framework, some of the priorities for 2021 are outlined below.

Strengthen impact
On the operational front, GenCap will consolidate the road map model and ensure quality inter-agency support to RC/HCs, HCTs, the wider humanitarian operations and other stakeholders. Trends in the humanitarian landscape, such as the increase in overall needs compared with 2020, the multifaceted impact of the COVID-19 pandemic and prevailing gender inequality, highlight the importance of continuing to deliver timely and effective GenCap support.

Engage early in crises
GenCap will strive to facilitate access to relevant expert support in the early phases of crises, helping the response operationalize IASC gender policies and guidance. The project will provide support to the leadership, programming and localization pillars in line with recommendations of the recent IAHE on GEEWG.

Work with strategic advocates
GenCap will continue to foster coherence and collaboration within the humanitarian system, as well as with partners in development and peacebuilding. This will include renewed efforts to strengthen relations and partnerships with strategic advocates among stakeholders, end-users and partners and ensure complementarity with other parts of the system.

Increase visibility of results
To ensure predictability of support to operations, project management will continue to engage with partners to broaden the donor base, building on GenCap's success in translating its unique mandate and niche work into results at a time when greater attention and resources to gender in global humanitarian operations are clearly needed.

Make the impact sustainable
GenCap will continue efforts to weave sustainability into its core work. To this end, project engagement is activated by a direct request from RC/HCs to secure leadership buy-in to GenCap deployment and the broader gender agenda. The deployed Senior Gender Advisers are anchored at HCT level, thus enabled to leverage the collective actions of the humanitarian architecture in-country and nurture collective accountability and ownership. Following reforms, GenCap now provides longer term support for up to three years to ensure in-country capacity is developed. HCs and HCTs welcome the option of longer term support to building systems rather than short-term deployments. The project supports an operation's efforts to localize strategies and includes national and local authorities and actors in conducting country-level capacity-building activities. It promotes linking gender-progressive civil society to HCTs and clusters. Through the MEL Framework, the project will continue to gather evidence and lessons to further ensure impact sustainability. In addition, under the new methodology a sustainability assessment may be conducted within six months of the last GenCap intervention.

FINANCIAL UPDATE

In 2020, GenCap was supported by generous contributions from Norway, Sweden, Switzerland and the United States of America.

Under the appeal for January 2020 – June 2021, GenCap is requesting a total of US$4.99 million to address growing gender equality capacity requirements within the humanitarian system. As of December 2020, around 36 per cent ($1.81 million) was funded.
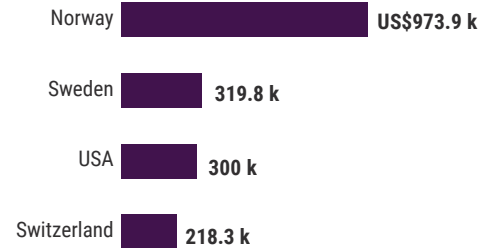
The timeline of the appeal considers adaptations made in light of the COVID-19 response. Furthermore, it allows GenCap to secure more predictable and sustained support to the field, which is critical to effecting change in mainstreaming and prioritizing gender. Strong demand from the field and longer term commitments to providing support to field operations will necessitate adequate investment and predictable financing in 2021 and beyond.

Resource mobilization is essential to ensure timely delivery of support in response to the growing field demand. At the same time, individual assignments are becoming increasingly resource-intense, as operations tend to require longer term, multifaceted engagements. GenCap continues efforts to broaden its donor base. Through the continued implementation of reforms, including the MEL Framework, GenCap is committed to strengthening results-based reporting and accountability.

GenCap Funding

REQUIREMENTS
$4.99M

36%

FUNDING
$1.81M

FUNDING BY DONOR COUNTRY

Norway — US$973.9 k

Sweden — 319.8 k

USA — 300 k

Switzerland — 218.3 k

ACRONYMS AND ABBREVIATIONS

DRC Democratic Republic of the Congo

GAM Gender with Age Marker

GBV gender-based violence

GEEWG Gender Equality and the Empowerment of Women and Girls

GenCap Gender Standby Capacity Project

GEPiE gender equality programming in emergencies

GHO Global Humanitarian Overview

GiHA Gender in Humanitarian Action

HCT Humanitarian Country Team

HLSS Humanitarian Leadership Strengthening Section

HNO Humanitarian Needs Overview

HPC Humanitarian Programme Cycle

HRP Humanitarian Response Plan

IAHE Inter-Agency Humanitarian Evaluation

IASC Inter-Agency Standing Committee

ICCG Inter-Cluster Coordination Group

MEL monitoring, evaluation and learning

NGO non-governmental organization

OCHA Office for the Coordination of Humanitarian Affairs

ProCap Protection Standby Capacity Project

RC/HC Resident and Humanitarian Coordinator

RGA Rapid Gender Analysis

SADD Sex and Age Disaggregated Data

ToT training of trainers

UNFPA United Nations Population Fund

UNICEF United Nations Children's Fund

WASH water, sanitation and hygiene