GEN CAP

INTER-AGENCY STANDING COMMITTEE
GENDER STANDBY CAPACITY PROJECT

2021 ANNUAL REPORT

OCHA

NRC
NORWEGIAN
REFUGEE COUNCIL

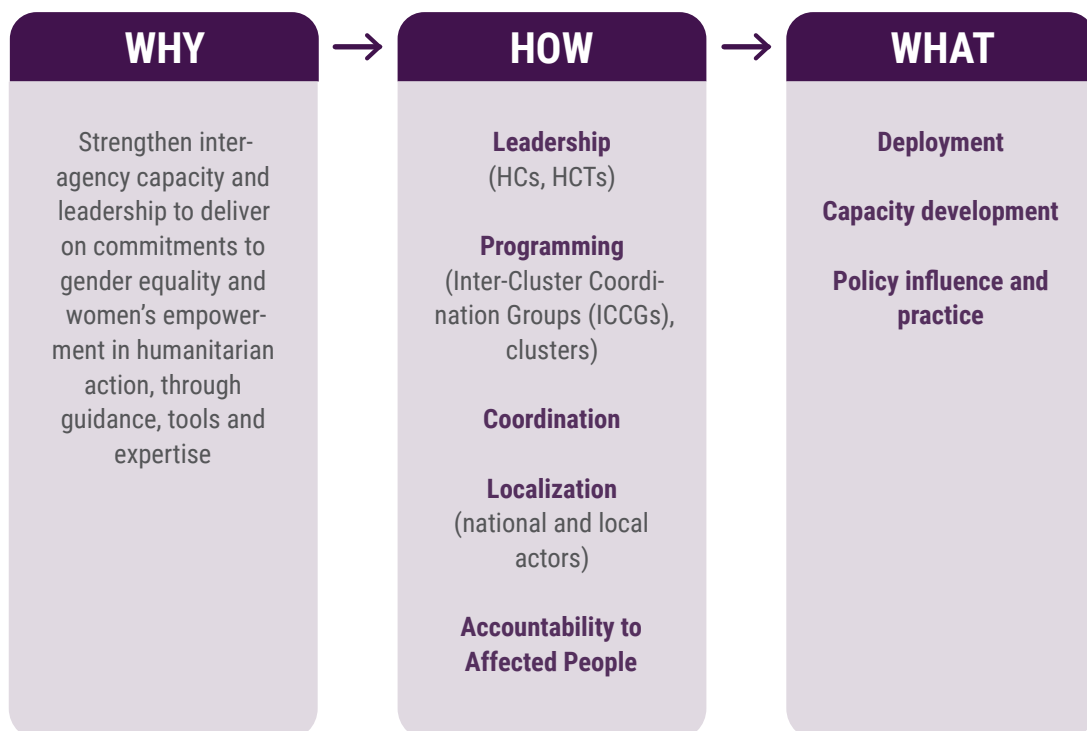# ACKNOWLEDGEMENTS

CONTENTS

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 (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.

As an independent, inter-agency tool, GenCap serves the core function of providing Humanitarian Coordinators (HCs) and Humanitarian Country Teams (HCTs) with dedicated strategic and technical expertise. GenCap contributes to gender equality in humanitarian action across the pillars of leadership, programming, coordination, localization and accountability to affected people (AAP). It also provides capacity development, largely targeting field practitioners. In addition, the project is engaged in policy-level discussions and the sharing of best practices and lessons learned, bringing the practitioner's perspective to global forums, inter-agency panels and thematic learning events.

The common vision of GenCap and its sister project, 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 GenCap and ProCap Strategic Framework 2018–2021, is the basis on which the GenCap project focuses its work.

GenCap is governed by an Advisory Group, established in 2019, which provides guidance related to priorities and project implementation.

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** (HCs, HCTs) **Programming** (Inter-Cluster Coordination Groups (ICCGs), clusters) **Coordination** **Localization** (national and local actors) **Accountability to Affected People**	**Deployment** **Capacity development** **Policy influence and practice**

HUMANITARIAN LANDSCAPE

> "Achieving gender equality remains the greatest human rights challenge in our world."

United Nations Secretary-General António Guterres[1]

Gender equality and the empowerment of women and girls remains a central area of concern across humanitarian contexts. An already complex situation has been further compounded by the impact of the COVID-19 pandemic. Violence against women and girls has escalated around the globe, engendering a shadow pandemic of gender-based violence (GBV).[2] COVID-19 has also manifested "interlocking health, socioeconomic and protection crises for displaced women and girls," who endure higher rates of domestic and sexual violence and child marriage.[3] An estimated 20 per cent of forcibly displaced women in humanitarian crises have been subjected to sexual violence. According to a survey in 15 post-conflict contexts in Africa, displaced women and girls experienced 73 per cent more intimate partner violence and 32 per cent more early marriages during the first months of COVID-19, between May and July 2020.[4]

The pandemic has further deepened structural marginalization and discrimination against women and girls. For example, the global gender poverty gap for women aged 25 to 34 is expected to widen as a result, from 118 women for every 100 men in 2021, to 121 women in 2030.[5] Women and girls also account for almost two thirds of those who suffer from chronic food insecurity globally. Compared with men, they are 10 per cent more likely to be food insecure, a rise of 4 per cent from 2020 to 2021.[6] Women farmers also face different hurdles when it comes to accessing land, agricultural inputs and credit, exposing them to even greater risk of hunger.

Against this backdrop and in recognition that addressing the needs of women and girls is a prerequisite for stability and development, GenCap continues to deliver on its mission. As a recognized success factor contributing to the mainstreaming of gender equality and the empowerment of women and girls into long-term humanitarian responses, GenCap remains focused on field impact, sustainable results and strategic and operational support aligned with system-wide response priorities.[7]

1. United Nations, Secretary-General's message to the Annual Meeting of the International Gender Champions, 8 February 2022.
2. UN Women and UNFPA, Impact of COVID-19 on Gender Equality and Women's Empowerment in East and Southern Africa, 2021.
3. UNHCR, COVID-19 Deepens Threats for Displaced Women and Children, 5 July 2021.
4. IRC, What Happened? How the Humanitarian Response to COVID-19 Failed to Protect Women and Girls, October 2020.
5. UN Women, From Insight to Action, Gender Equality in the Wake of COVID-19, 2020.
6. FAO, State of Food Security and Nutrition in the World, 2021.
7. Inter-Agency Humanitarian Evaluation Steering Group, The Inter-Agency Humanitarian Evaluation on Gender Equality and the Empowerment of Women and Girls, 2020.

GENCAP DEPLOYMENT MODELS: IMPACT AND SUSTAINABILITY

Through the reforms of the last two years, which have aimed to reinforce the relevance, effectiveness, timeliness and more lasting impact of the project's investments, GenCap deployment models have been developed along three main categories: (i) country-level deployments to support the HCT road map process for gender equality programming in emergencies (GEPiE); (ii) country- or regional-level deployments to support a Humanitarian System-Wide Scale-Up Activation or other sudden-onset or rapidly deteriorating crises; and (iii) global-level deployments contributing to linking policy and advocacy with practice.

Country GEPiE road map deployment

GenCap provides up to three years' tailored support to country operations with a view to providing a pathway to embed gender equality into leadership, programming, coordination and engagement with national and local actors and affected people. In 2021, this type of deployment was delivered in 18 country contexts.[8]

Central to GenCap's approach is firmly anchoring the project at the field leadership level. A key tool is the HCT GEPiE road map. In collaboration with the field 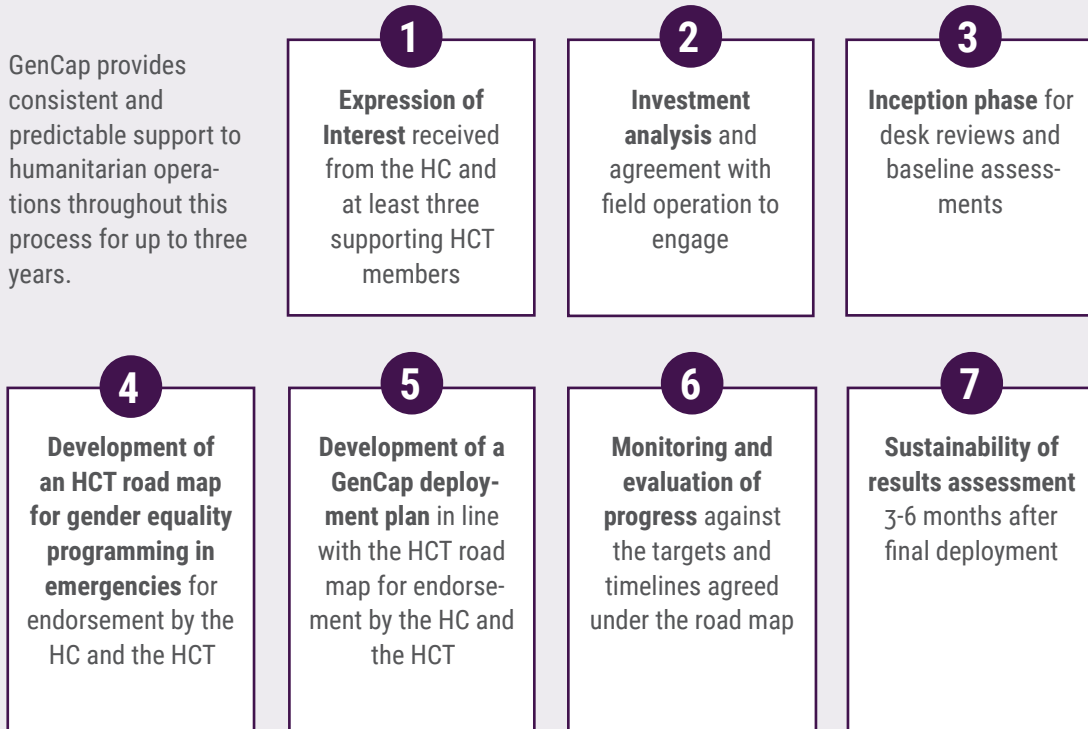leadership and the HCT, GenCap Senior Gender Advisers undertake baseline assessments to identify existing capacities, gaps and priorities specific to the country context. Clusters, national and local actors, women's organizations and HCT leadership are engaged from the initial stage of GenCap intervention. Inclusive consultations provide the basis for a GEPiE road map that defines priority areas, activities, expected outcomes and outputs, as well as responsible lead agents and organizations for the HCT's concerted efforts, usually over a two-year time frame. This approach helps ensure collective ownership of the gender equality agenda, thus fostering sustainability of GenCap investments beyond the deployment period and laying the ground for standardized monitoring of progress.

In parallel, GenCap develops a deployment plan outlining GenCap's own outputs in line with the HCT road map, with a focus on strategic elements that will leverage system change towards the centrality of gender equality in humanitarian response. Through its deployment plan, GenCap works with the operation for two to three years to implement its road map, providing customized support along the different stages of the process from baseline assessment, establishing priorities, implementing, monitoring and review.

---

8. This includes 18 out of the overall 20 country-level deployments conducted by GenCap in 2021, namely Burkina Faso, Cameroon, Central African Republic, Chad, the Democratic Republic of the Congo, Haiti, Honduras, Mali, Mozambique, Niger, Nigeria, the Philippines, Somalia, South Sudan, Turkey (Whole of Syria), Venezuela, Yemen and Zimbabwe. See the "2021: responding to growing demand | Deployments" chapter for further elaboration on these deployments.

GenCap GEPiE road map process

GenCap provides consistent and predictable support to humanitarian operations throughout this process for up to three years.

1 **Expression of Interest** received from the HC and at least three supporting HCT members

2 **Investment analysis** and agreement with field operation to engage

3 **Inception phase** for desk reviews and baseline assessments

4 **Development of an HCT road map for gender equality programming in emergencies** for endorsement by the HC and the HCT

5 **Development of a GenCap deployment plan** in line with the HCT road map for endorsement by the HC and the HCT

6 **Monitoring and evaluation of progress** against the targets and timelines agreed under the road map

7 **Sustainability of results assessment** 3-6 months after final deployment

System-wide Scale-Up support deployment

GenCap proactively reaches out to emerging or rapidly changing crises operations, particularly those under the IASC Humanitarian System-Wide Scale-Up Activation Protocols, to engage early and provide technical GEPiE expertise for an initial six months in line with the IASC Scale-Up time frame, with a possibility of extension or transition to the GEPiE road map process.

Under these circumstances, the project fast-tracks deployments and focuses on supporting the operation in prioritizing and addressing immediate humanitarian needs. This includes assistance in analysing and integrating gendered issues, inclusive of equitable participation by affected people, in multi-cluster or multisectoral assessments, and conducting a rapid gender analysis (RGA). GenCap also contributes to identifying gender equality issues and gender-responsive indicators, tailoring programming and resource mobilization accordingly. GenCap further plays an important role to mobilize gender experts and focal points to coordinate GEPiE processes across clusters and sectors and with the HCT, and to plug in local actors and promote inclusive and meaningful participation of affected populations.

For example, such support was provided to the **Afghanistan** and **northern Ethiopia** responses in 2021. Equally, in-country support to **Haiti** and the **Philippines** was prioritized following the impact of natural disasters.[9] From 2022, the project will, in agreement with coordination leadership, automatically trigger the deployment of an inter-agency Senior Gender Adviser to an affected country/region once an IASC Scale-Up activation is declared.

---

9. See the "2021: responding to growing demand | Deployments" chapter for further elaboration on these deployments.

Afghanistan, 2019.
Credit: OCHA/ Charlotte Cans

Global GEPiE deployment

GenCap provides strategic, technical and capacity-building support to global actors to strengthen the relevance and practicality of global processes, tools and guidance vis-à-vis the field responders. GenCap's rich expertise and lessons accumulated through working with the leadership and inter-agency stakeholders in the field put the project in a useful position to contribute to linking policy and practice.

Most notably, working with global communities, GenCap explores ways to incorporate gender equality measures and intersectional considerations into key global guidance and processes and strengthen headquarters support to enhance the capacity of field actors to implement global guidance and tools to advance gender equality. GenCap also develops strategic recommendations based on evidence and promotes them at strategic events and with key stakeholders, propping advocacy efforts.

During 2021, this type of support was provided to facilitate the management handover of the

IASC Gender with Age Marker (GAM) to OCHA and to strengthen gender equality measures in selected areas of the humanitarian programme cycle (HPC).[10]

Deployment prioritization criteria

Despite a record amount of funding allocated to humanitarian emergencies in recent years, humanitarian needs continue to outgrow available resources. In view of this, GenCap, like all humanitarian actors, seeks to prioritize requests for support, based on a clear set of criteria for decision-making.

GenCap's current prioritization tool, as outlined in the table below, considers system-wide priorities, the project's own niche and comparative advantages and the expected return on investment. It is also aligned with the GenCap Strategic Framework, which sets out the overarching direction and focus of the project's work. The tool guides resource allocation, strengthens the effectiveness and coherence of project interventions, and outlines predictable approaches to reduce duplication and enhance complementarity.

---

10. See the "2021: responding to growing demand | Policy influence and the sharing of practice" chapter for further elaboration on these deployments.

Prioritization of IASC GenCap support to humanitarian operations

DEPLOYMENT TYPES	PRIORITIZATION CRITERIA
Country GEPiE road map deployment	**INFORM Global Crisis Severity Index** – The index represents operational priorities. The project will positively consider engaging and investing in a context, should it fall within the top 30 most severe crises of the index. This can be extended to the top 40 most severe crises under certain circumstances, including a direct request for support from an HC.
	HC support for the GEPiE road map process – To anchor the work of the project at the leadership level, direct support for the road map process and an established reporting line to the HC are considered critical enabling factors for more sustainable impact.[11]
	Proxy GEPiE competence indicators[12]: In particular, presence of an HCT gender equality strategy, the existence of a GEPiE working group (or similar), and the use of the IASC GAM at the design and monitoring phases – These elements are used as proxy indicators to measure existing capacity in the country operation. The lower the capacity, the more likely the request will be prioritized.
	Presence of an AAP working group and proposed connection with the AAP working group – Where operations convene an AAP working group, there are opportunities for synergies related to how the operation engages with affected people and feedback mechanisms and how affected people are empowered. GenCap values connections between GenCap and the AAP working group, which may integrate valued support in operations.
	Geographical spread – To avoid pooling all GenCap resources in limited geographical areas, geographical regional spread/diversity of deployment contexts can be considered.
Humanitarian System-Wide Scale-Up Activation deployment	**The IASC Humanitarian System-Wide Scale-Up Activation** – An IASC Scale-Up declaration will automatically trigger GenCap deployment of a Senior Gender Adviser to the affected country/region, in agreement with coordination leadership. GenCap will make an adviser available within 72 hours of activation unless the operation requests otherwise.
	HC support for gendered assessments/RGAs – Such assessments gather evidence and analysis for advice and guidance, interventions and programming in a rapidly evolving and/or challenging environment.
Global GEPiE deployment	**Expected impact** – GenCap will consider the expected impact of the requested area of work across multiple operations, sectors and partners.
	GenCap's comparative advantages and priorities – GenCap will consider skill sets and the availability of appropriate resources and whether critical needs at country level are simultaneously being met by other resources within the expert pool.
	Stakeholder partnering with the project – GenCap will ensure the project's neutrality can be preserved, and that the deployment aligns with its mandate.

---

11. For further information, refer to the GenCap and ProCap [Evaluative Review](#) of 2019.

12. These indicators include: HCT has an active gender equality strategy; the HCT integrates gender equality into strategic decisions; the HCT convenes a GEPiE working group; resources for GEPiE are coordinated; the ICCG promotes GEPiE in the HPC; the ICCG shares GEPiE information; the clusters mainstream GEPiE into programming; the GEPiE working group supports with GEPiE in the HPC; the GEPiE working group supports with tools and processes; the GEPiE working group shares intersectional gender analysis, with links to transversal Areas of Responsibilities and nexus actors; the government promotes GEPiE in humanitarian action; local actors and civil society organizations contextualize tools and processes; gender-progressive civil society organizations are involved in the management of preparedness and response; gender equality measures are coherent and linked across the nexus; clusters engage with different gender groups in their diversities across the HPC; and clusters work to empower different gender groups in their diversities.

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 spoken and gender composition. GenCap has been progressively adding new profiles on a rolling basis to the expert pool, which comprised 30 advisers (27 women and 3 men) by the end of 2021. The project is striving to increase the number of roving advisers and surge advisers to promote greater agility.

GenCap Senior Gender Advisers have extensive experience and expertise across gender in humanitarian action (GiHA). They typically have hands-on competence in inter-agency, inter-sectoral coordination; RGAs and multi-sectoral or sectoral assessments; gender programming and mainstreaming approaches; elaboration of gender equality strategies and action plans; and capacity-building on gender equality principles and tools and the practical translation of global policies and tools in specific crisis contexts, among others. Many of the experts have significant assets on diverse transversal areas, such as GBV response and prevention, protection against sexual exploitation and abuse (PSEA), AAP, communication with communities and humanitarian–development collaboration.

GenCap is committed to supporting the continued capacity development of its Senior Gender Advisers. This is in recognition of their high-quality expertise and diverse skill sets being essential to the successful delivery of the project. GenCap advisers are supported throughout their tenure and provided with 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 2021, GenCap continued to collaborate 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.

2021: RESPONDING TO GROWING DEMAND

Deployments

As a reflection of global trends, the number of requests for GenCap support increased to 22, compared with 16 in 2020 and 14 in 2019. The number of deployment months tripled over the last two years, from 55 months in 2019 to 180 months in 2021. While this can in part be seen in the context of the COVID-19 global pandemic, which has shone a light on and aggravated gender inequality, the increase also reflects other factors such as protracted conflicts and climate change as well as confidence in the results-based support GenCap offers to humanitarian operations.

GenCap support in 2021 reached 22 contexts. This included 20 deployments at the country level, including Afghanistan, Burkina Faso, Cameroon, the Central African Republic, Chad, the Democratic Republic of the Congo (DRC), Haiti, Honduras, Mali, Mozambique, Niger, Nigeria, northern Ethiopia, the Philippines, Somalia, South Sudan, Turkey (Whole of Syria operation), Venezuela, Yemen and Zimbabwe. All country-level deployments supported those with Humanitarian Response Plans (HRPs) or other inter-agency appeals or plans, signalling the project's high relevance to system-wide priorities. At the global level, GenCap supported the continued roll-out of the IASC GAM and the strengthening of gender equality measures in selected areas of the HPC.

GenCap's work at the country level is guided by the IASC Policy on Gender Equality and the Empowerment of Women and Girls in Humanitarian Action (2017) and the IASC

GENCAP DEPLOYMENTS
January-December 2021

GLOBAL

TURKEY
(WHOLE OF SYRIA)

AFGHANISTAN

HONDURAS

HAITI

YEMEN

MALI   NIGER

SOUTH
SUDAN

CHAD

BURKINA
FASO

NIGERIA

ETHIOPIA

PHILIPPINES

CAMEROON

SOMALIA

VENEZUELA

CENTRAL
AFRICAN REP.

DEM.
REP. OF
THE CONGO

ZIMBABWE

MOZAMBIQUE

Gender Handbook (2018).[13] GenCap also continues to facilitate use of the IASC GAM.

GenCap Senior Gender Advisers are highly valued by field operations. The presence of GenCap is closely associated with the development of comprehensive HCT gender strategies to garner collective action towards gender equality and has an important catalytic effect on the operationalization of gender equality and the empowerment of women and girls in the response.[14] GenCap's work is also evaluated as leading to strengthened gender-equality programming, meaningful involvement of women's groups, response programming informed by gendered assessments and gender analysis, and the alignment of programming across the humanitarian–development–peace nexus.[15]

The types of deployment contexts in which GenCap engaged varied, from sudden-onset and emerging crises, complex emergencies and protracted crises to transitional contexts. The extracts below indicate some of the work streams that have benefitted from GenCap Senior Gender Advisers support. Examples offer a glimpse of such support and is by no means exhaustive.

In **Afghanistan**, GenCap was deployed with a mission to strengthen the coherence and impact of GiHA work streams in support of the operation under the IASC Scale-Up protocols. Against the quickly deteriorating gender equality situation, GenCap is supporting the HC, the HCT and clusters to develop an interagency review of distinct needs and issues on the basis of available gender analyses to inform current programming as well as to undertake an RGA based on knowledge gaps to inform multiple clusters and the HCT on further action. GenCap is also organizing training and technical assistance to cluster gender focal points on

---

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

14. Inter-Agency Humanitarian Evaluation Steering Group, the Inter-Agency Humanitarian Evaluation on Gender Equality and the Empowerment of Women and Girls, 2020.

15. IASC Results Group 4 on Humanitarian-Development Collaboration, IASC Mapping of Good Practice in the Implementation of Humanitarian-Development Peace Nexus Approaches, 2021.

gender equality programming in the HPC, and designing programmes, as well as meaningful engagement with different gender groups in their diversities.

In **Burkina Faso**, the GEPiE road map entered the implementation phase during 2021, facilitated by GenCap. The road map aims at having a system in place to monitor and assess progress and gaps in achieving prioritized outputs based on data and results-oriented indicators. The road map also seeks to coordinate gender equality programming across humanitarian action based on clearer roles and responsibilities, with linkages to the nexus. GenCap is further organizing training for ICCG members to bolster their capacity on gender mainstreaming in humanitarian action by using IASC tools.

GenCap is also contributing to the implementation of the GEPiE road map in **Cameroon**. The GEPiE road map for Cameroon pursues strengthening programming and coordination to respond to distinct assistance and protection needs; refining analysis, programming tools and strategic planning to mainstream gender; and reinforcing data and analysis to inform strategic decisions and advocacy. Affected women and men are being consulted to determine how they access and how they are satisfied with the assistance provided. As part of the road map implementation, GenCap established GiHA working groups in the North West and South West regions to enhance local GiHA coordination. All members of the working groups were trained to train their respective cluster members. Collaborating with the national gender working group, they coordinate mentoring support to the clusters and local analyses on the most pressing gender equality issues. These data and analyses will help forge a common vision for the regions, informing the choice of assistance types, delivery methods and targets. Similar working groups are being set up in the two other crisis-affected regions of Cameroon in 2022. While the adviser found substantial information about women and girls, she also identified a lack of analysis of the experiences and needs of men and boys. In light of this, GenCap produced a gender

analysis focusing on men and boys to augment the gender analyses for women and girls.

In the **Central African Republic**, GenCap led the development of a GEPiE road map in close collaboration with the HCT and wider stakeholders on the ground. There was space to engage several government ministries, actors on humanitarian and development issues and local civil society organizations, contributing to coordinated action across the nexus.[16] Furthermore, GenCap supported the clusters in integrating gender equality measures and linking gender with GBV and PSEA efforts.

In **Chad**, GenCap facilitated the review of the GEPiE coordination mechanism from the perspective of how the Gender and Human Rights Thematic Group interacts with the HCT and clusters, links with GBV sub-cluster, Protection Cluster and transversal groups, and engages with local actors. Clusters also received capacity support in undertaking an RGA, which fed into the programming of the Food Security, Health and Nutrition clusters.

In the **DRC**, GenCap participated in the review of the modus operandi of the national inter-cluster working group and the mapping of existing cross-cutting tools encompassing protection, PSEA, age, gender and disabilities. The mapping sought to pick out common threads to avoid duplication and pinpoint the best ways to disseminate the tools with field partners, while identifying needs for additional tools or support. GenCap further facilitated the collection of disaggregated data on gender, age and disabilities for clusters and worked with UN Women to draft a gender mainstreaming strategy. The project supported the operation to draft a GEPiE road map.

In **Haiti**, GenCap facilitated the collective consultation whereby the Resident and Humanitarian Coordinator and the HCT committed to achieving the following results from 2021 to 2023: demonstration of gender equality in all aspects of humanitarian action and HCT activities, including cross-sectoral strategy and analysis, response planning and resource allocation; integration of gender and

---

16.   IASC Results Group 4 on Humanitarian-Development Collaboration, IASC Mapping of Good Practice in the Implementation of Humanitarian-Development Peace Nexus Approaches, 2021.

age aspects throughout the HPC and sectoral programming to empower women in all phases of the programming process; and dynamic consultations with affected populations, civil society and government. GenCap supported drafting a road map and assisting the operation to convene a working group of local, national and international actors to coordinate gender equality programming for humanitarian action.

In **Honduras**, as part of localization efforts, GenCap provided technical support to integrate gender equality in the consultation and planning process of the National Plan for Reconstruction and Sustainable Development. Moreover, jointly with the Permanent Contingency Commission of Honduras and relevant HCT members, GenCap designed and facilitated training on gender equality in disaster risk reduction. Around 200 members (over 67 per cent of whom were women) of the Municipal Emergency Committees of seven regions benefited from the training, contributing to enhancing the local planning and response to emergencies from a gendered perspective. GenCap also led the translation into Spanish of the IASC Policy and Account-ability Framework on Gender Equality and the Empowerment of Women and Girls in Humanitarian Action to facilitate better understanding and application by local actors. In terms of programming, GenCap supported the 2021 Humanitarian Needs Overview (HNO) and the HRP regional planning process, which led to the integration of gender analysis and gender equality programming in all sections of the HRP. According to the IASC GAM data, 90 per cent of all humanitarian projects reported incorporating gender equality measures in their programming.

In **Mali**, the HCT GEPiE road map started implementation in 2021, with several NGOs leading or co-leading areas and activities under the collectively agreed objectives. As part of its implementation, GenCap established the Cluster Gender Focal Point Network as a GEPiE coordination mechanism, comprising 59 gender focal points from the seven clusters and representatives of the ICCG, to provide technical support, coordination, capacity-building and knowledge management to the different clusters for gender equality in Mali's humanitarian action. In 2021, GenCap focused on building the capacities of gender focal points (shifting to training of trainers in 2022). Rapid Gender Analyses were conducted in Gao, Segou, Mopti and Timbouctoo. GenCap, in cooperation with UNFPA also led the translation into French of the IASC Policy and Accountability Framework on Gender Equality and the Empowerment of Women and Girls in Humanitarian Action to facilitate better understanding and application by local actors. OCHA and UN Women funded the training initiatives.

In **Mozambique**, GenCap likewise assessed how the humanitarian operation organized around GEPiE by undertaking a desk review and interviewing 31 key informants from across the United Nations, international and local NGOs, civil society organizations and the Government. The results fed into the HCT GEPiE road map, which outlines the collective commitments of the HCT to produce and regularly update robust gender analysis covering both climate change and conflict crises; to establish a GEPiE coordination inter-cluster mechanism; to build capacities of the ICCG, clusters and gender-progressive civil society organizations to conduct gender analysis and integrate GEPiE into assessment, programming and monitoring; and to reinforce the capacity of local actors including women-led organizations to effectively contribute to climate change responses and peacebuilding, among others. GenCap provided support through an online regional GiHA training (of which Mozambique was one of the participating operations) and the deployed adviser continued the support to clusters through supporting gender focal points. GenCap will work with the operation to support the implementation of the road map and its monitoring and assessment in the coming years.

In **Niger**, backed by strong buy-in from the HC and the HCT, the baseline assessment was started in consultation with a wide range of stakeholders. GenCap delivered training on the use of the IASC GAM for humanitarian actors, mainly international and national NGOs, in collaboration with UN Women.

In **Nigeria**, the baseline assessment process was started. Concurrently, GenCap supported the creation of a web platform dedicated to the Nigeria Gender Technical Team to facilitate

the tracking of gender coordination, capacity development, relevant assessment and analysis and advocacy initiatives, as well as the sharing of knowledge and available tools and guidance. GenCap also contributed to integrating gender equality and women's empowerment objectives, activities and indicators in the 2022 Nigeria HRP.

In the **Philippines**, GenCap initiated support immediately following Typhoon Rai. While extending support to address the immediate humanitarian needs, GenCap is focusing on developing an HCT GEPiE road map and strengthening gender equality in the context of Mindanao operations. GenCap is also contributing to linking gender equality with cross-cutting issues and building the capacity of actors on the ground. GenCap collaborated with actors to produce a Gender Alert for Typhoon Rai cluster responses.

In **South Sudan**, a baseline assessment was conducted and a road map was drafted. GenCap provided advice for the Food Security Needs Assessment to integrate gender equality issues. GenCap expertise was requested to help mainstream gender in humanitarian action. GenCap know-how was also solicited to better address gender in the humanitarian–development collaboration context. GenCap contributed to reflecting gender analyses in the strategic documents, notably the HNO and the HRP. The Senior Gender Adviser supported humanitarian gender focal points to convene to support clusters and the ICCG. GenCap also promoted the IASC GAM with gender focal points as a tool to improve gender equality in the HRP. GenCap training further benefited the ICCG members in integrating gender equality in their programming objectives and indicators.

In **Turkey (Whole of Syria)**, the GenCap Senior Gender Adviser championed accountability and inclusion by supporting women's representation in humanitarian forums and promoting the inclusion of gender and diversity dimensions in monitoring and assessment tools. GenCap was diligent in facilitating capacity-building efforts. For example, the GenCap adviser contributed to reactivating the gender focal points network by providing trainings and supporting sectoral analyses. GenCap further provided training of trainers to diverse groups, including NGOs, donors, United Nations agencies and other

field practitioners on the application of the IASC GAM to mobilize GEPiE programming. All trainings were made available in Arabic to enhance local GEPiE practices and frameworks owned by local authorities, NGOs and civil society. GenCap, in addition, mapped the capacity building programmes available for the ministries and local councils as well as active gender groups, networks and civil society organizations to help identify gaps and a way forward. The Senior Gender Adviser conducted a gender analysis with local actors in Syria to understand the distinct needs of women, girls, boys and men in hard-to-reach areas.

In **Venezuela**, GenCap started its engagement with the country operation during the fourth quarter of 2021 with the objectives of developing and implementing an HCT GEPiE road map, strengthening gender analysis and tailored programming in the HNO and the HRP, building capacity in GEPiE and the IASC GAM application, and facilitating engagement of women-led and gender progressive civil society organizations.

In **Yemen**, GenCap made recommendations on specific gender-sensitive response to the Protection/GBV; Food Security; Health/ Reproductive Health and Sexual Rights; Nutrition; Water, Sanitation and Hygiene; Shelter and Camp Coordination and Camp Management clusters, based on evidence generated by the RGA on the gendered impact of COVID-19 in Yemen. GenCap also assisted inter-cluster coordination on how to address gaps and challenges related to gender equality programming at the field level, following a field visit to displacement and refugee camps in South Yemen. GenCap established a Gender and GBV Focal Point Network with connections to the Gender Reference Group and GBV sub-cluster. Links were also fostered with other humanitarian gender equality coordination mechanisms in Jordan, oPt, Gaziantep and Iraq.

In **Zimbabwe**, GenCap provided analysis of gendered impacts of the COVID-19 and climate change emergencies in Zimbabwe and discussed findings and implications with clusters. A gender equality strategy was drafted. The deployment was completed during the second quarter of 2021 in agreement with the operation.

Chad, 2021.
Credit: OCHA/
Federica
Gabellini

Leveraging its inter-agency role, GenCap mobilized the inter-agency RGA as a collective and multi-stakeholder process for coordinated use. In 2021, this included GenCap contributions to the RGAs in **Ethiopia**, which brought together national organizations, international NGOs and United Nations agencies; in Gao, Ségou, Mopti and Tombouctou in **Mali**, which informed the HPC 2022 process; in **Somalia** with the Camp Coordination and Camp Management Cluster and its partners; and in **Syria** in collaboration with the United Nations Population Fund (UNFPA) and national and international NGOs.

In addition, GenCap regards the establishment and use of a GEPiE working group as a critical component to integrate gender equality programming into the humanitarian operation. In facilitating the establishment of a GEPiE working group, GenCap engages with clusters, gender specialists from agencies and organizations, gender-progressive civil society, academics and government ministries where appropriate. Key functions of these working groups include supporting clusters in incorporating gender analysis in their assessments, tailoring activities to be sensitive, responsive and transformative to the gender agenda, supporting the monitoring of implementation and changes of trends, and reporting to the HCT on emergent issues and progress.

In addition to the above, GenCap conducted two global deployments in 2021 to facilitate the management handover of the IASC GAM to OCHA and to strengthen gender equality measures in selected areas of the HPC.[17]

Challenges remain concerning COVID-19 and its implications, including on international travel and duty of care obligations. While GenCap has been obliged to offer remote support or work in a hybrid setting in some cases, the vast majority of deployments were returning to in-country support during the fourth quarter of 2021.

---

17. See the "2021: responding to growing demand | Policy influence and the sharing of practice" chapter for further elaboration on these deployments.

GenCap in northern Ethiopia: strengthening gender equality coherence in a rapidly evolving situation

Hostilities in northern Ethiopia continue to affect civilian lives, increasing humanitarian needs, notably with a growing number of displaced people and hindered humanitarian access.[18]

Following the IASC System-Wide Scale-Up activation in April 2021, GenCap fast-tracked the deployment of a dedicated Senior Gender Adviser in support of the northern Ethiopia response. At the beginning of the deployment, GenCap conducted a rapid consultation with around 30 stakeholders at both national and sub-national levels to help identify gaps in gender equality programming capacities and potential interventions to address these gaps. GenCap developed minimum gender equality commitments for the Tigray HCT, the ICCG and clusters to serve as a measure of whether GEPiE was being implemented and the means to hold actors accountable. GenCap further contributed to significant improvement in applying sex-age and disability analysis in the strategic documents.

GenCap established an inter-agency RGA community of practice team by bringing together multiple stakeholders. With support from GenCap, the inter-agency group made efforts to align activities with the Joint Intersectoral Analysis Framework (JIAF) methodology and timeline. GenCap and the inter-agency group also conducted a review of 119 secondary data sources relevant to gender analysis, which helped identify information gaps and develop tools to collect primary data, with a focus on conflict-affected regions. Through these initiatives, GenCap provided critical input to various global and national processes, notably the 2022 Global Humanitarian Overview, the 2022 Ethiopia HNO and HRP, the Ethiopian HCT Compact, as well as recommendations to the ICCG and individual clusters.

GenCap offered a regional GiHA training in partnership with the International Council of

Ethiopia, 2017. Credit: Mulugeta Ayene

Voluntary Agencies, for which three members participated from Ethiopia. GenCap further led a series of training sessions to strengthen the gender analysis capacity of national partners in collaboration with the inter-agency group. As part of these efforts, GenCap trained 45 focal points from national and international NGOs to enhance their capacity to collect and analyse gender data, which led to the establishment of sub-national data collection plans. Some of these training sessions were replicated by the participants in their respective regions. In addition, GenCap contributed to linking AAP and PSEA efforts to gender programming to maximize impact and efforts. One such example is the joint online training provided by GenCap to discuss designing and monitoring AAP and PSEA with gender equality measures, including the use of the IASC GAM. The session was attended by 30 AAP and PSEA focal points.

---

18. OCHA, Northern Ethiopia - Humanitarian Update, 17 February 2022.

GenCap in Somalia: advancing localization from theory to practice

Somalia, 2022. Credit: AU UN IST/Tobin Jones

The people of Somalia have suffered from the impact of decades of conflict, climatic shocks, disease outbreaks, mass evictions, desert locusts and deepening poverty. Ongoing crises and the COVID-19 pandemic are exacerbating existing gender inequalities. Gender, especially when interlocked with other vulnerabilities, including age and disability, requires deliberate consideration at all stages of the humanitarian response.[19]

GenCap and ProCap senior advisers were simultaneously deployed to Somalia and maintained strong collaboration with partners around several joint deliverables, including on the establishment of a cluster inclusion focal points working group. Members of the group acted as inclusion advocates within their respective clusters, contributing to mainstreaming inclusion into cluster response plans.

The advisers also worked together to develop a joint mapping to capture the level of engagement between local organizations and the humanitarian response and to collate local organizations' priority areas of work, operation areas and networks. The work was based on a localization engagement and perceptions survey with over 60 national actors, including women- and youth-led organizations. The survey was based on the understanding that organizations led by or working with women and girls, youth, older people, persons with minority clan affiliation and people with disabilities are well-placed to assist with improving the effectiveness of humanitarian response by highlighting the needs and dynamics of those who are most likely to be marginalized. The survey found that more than 90 per cent of the local organizations involved were already working on gender issues, in particular around community mobilization and community awareness. Key findings were presented to the HCT, the ICCG and the Somali NGO Forum, with a set of recommendations, including to review the localization framework against inclusion issues, particularly minority rights, persons with disabilities and youth, as well as to review clusters for local membership rates and identify mechanisms to increase their participation rate, among others. Both GenCap and ProCap joined the Somalia NGO consortium localization working group for continued linkages.

In addition, GenCap supported a multisectoral RGA that helped identify current gender equality issues, perceptions and participation barriers to inclusion of women, youth and people with disabilities in camp committees in internally displaced persons sites and UN Women community structures. In addition, dozens of training sessions were provided to transfer skills in designing gendered needs assessments, undertaking gender analysis, tailoring programming, and developing and monitoring indicators.

---

19. OCHA, HRP Somalia 2022, December 2021.

Capacity development

GenCap seeks to provide capacity development, including through training and learning activities, at the country, regional and global levels. This aims to reinforce the capacity of humanitarian actors and local stakeholders to duly incorporate GiHA 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 IASC GAM.

During country-level deployments, capacity-building activities occupy an integral part of GenCap work. The examples below illustrate some of the approaches taken.

In **Cameroon**, GenCap offered an extensive GiHA training for humanitarian actors working in the North West and South West regions. The majority of the participants were local actors and NGOs with a highly operational focus. The post-test evaluation demonstrated a significant increase in the participants' knowledge and capacity to assess gender needs and design responses tailored to distinct needs.

In **Mozambique**, GenCap helped design simple and user-friendly checklists to collect sex and age disaggregated data (SADD) for each cluster. Several working sessions were provided to the inter-cluster working group as a follow-up.

GenCap also conducted GiHA training activities in other country contexts. In **Ethiopia, Somalia** and **South Sudan**, GenCap worked with the alumni of the GiHA training of trainers to design and deliver a new set of GiHA capacity-building activities. In **Ethiopia**, GenCap invested in developing a GiHA community of practice, focused on gender analysis and assessment, with the support of alumni. In **Mali**, five GiHA training events were delivered, with participation of almost 200 field actors with a focus on GiHA and application of the IASC GAM.

Furthermore, GenCap worked with the International Council of Voluntary Agencies to provide GiHA training of trainers, customized for NGOs in **Ethiopia, Somalia, Sudan** and **South Sudan** to enhance their gender expertise in humanitarian action. The training aimed at fostering a group of local experts who would further disseminate the knowledge in their respective countries. GenCap extended support to guide the participants in establishing their own training programmes.

Likewise, in collaboration with CARE, ACAPS, and the Geneva Learning Foundation, GenCap developed and facilitated the eight-week webinar course "Gender Counts" to provide basic mathematics tutorials, quantitative methodologies and data visualization techniques.

In addition, the project led the translation into Spanish and French of the IASC Policy on Gender Equality and the Empowerment of Women and Girls in Humanitarian Action (2017) to facilitate better understanding and use of the policy by local actors.

Policy influence and the sharing of practice

By linking policy and practice, GenCap plays a distinct role within the broader community working on gender equality and the empowerment of women and girls. GenCap 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 field leadership and inter-agency stakeholders in the field.

In the modality of deployments, this type of support was provided to facilitate the management handover of the IASC GAM to OCHA and to strengthen gender equality measures in selected areas of the HPC.[20]

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.

---

20. See further details on GenCap deployments in support of the global HPC in the focus box that follows.

GenCap also facilitates the operationalization of global polices 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 contributes to strengthening regional, national and local policies to integrate gender equality programming and women's empowerment in preparedness activities.

As part of a systematic approach to further tailor and prioritize its support, GenCap has been contributing to the implementation of the relevant recommendations of the Inter-Agency Humanitarian Evaluation on Gender Equality and the Empowerment of Women and Girls in Humanitarian Action and the associated IASC Management Response Plan.[21] GenCap is considered particularly instrumental in operationalizing the recommendations to strengthen gender equality expertise in sudden-onset emergency response, meaningful participation

of women in humanitarian decision-making, HCT access to strategic and technical expertise on gender equality and the empowerment of women and girls, and global leadership and capacity on gender.

Cooperation and synergies with other inter-agency mechanisms and partners continues, most notably the IASC High Potential Pool through OCHA's Humanitarian Leadership Strengthening Section, the IASC PSEA Field Coordination Support unit, as well as with the multiple partners and stakeholders represented in the Standby Partnership Network.

There is also strong collaboration with the GBV Area of Responsibility, the UNFPA-managed Regional Emergency GBV Adviser team and CARE, among others. This includes the common efforts by GenCap management, UNFPA headquarters and the GBV sub-cluster to draft a common guidance note that will be shared within the gender equality and GBV communities to facilitate a common understanding and closer collaboration and synergies between GenCap and GBV sub-cluster staff at field level.

---

21. For further information, refer to the Inter-Agency Humanitarian Evaluation on Gender Equality and the Empowerment of Women and Girls of 2020 and its Management Response Plan for the IASC.

GenCap global support: strengthening gender equality measures in the Joint Intersectoral Analysis Framework and the HPC

Since July 2021, GenCap has been providing global roving expertise to the Assessment, Planning and Monitoring Branch of OCHA in an effort to integrate gender equality considerations in the JIAF. By looking at JIAF guidance documents through the gender and intersectional lens and interviewing focal points from 13 countries, GenCap's finding was that the JIAF guidance could be improved, as gender equality should be considered as one of the social dynamics aspects. The analysis also pointed to the need to further simplify the JIAF guidance to transform the way that operations assess needs, monitor changes and coordinate gender equality expertise and actions. As a follow-up to this finding, GenCap has been contributing to the revision of the JIAF, which will be applied to the HPC cycle for 2023.

GenCap further provided technical guidance on GEPiE in the HPC. Key success factors were identified as access to knowledge and capacity, gender networks, availability of data, leadership and advocacy, and partnership with local organizations, among others. GenCap-led consultations and analysis over the barriers and enablers observed across multiple humanitarian operations were amassed into reports on promising practices and have been distributed to all OCHA country offices to reinforce the field capacity to undertake joint intersectoral needs analysis, response planning and monitoring in a manner that highlights gender, inclusivity and intersectionality.

In addition, GenCap provided practical support to country operations in advancing gender equality in their respective assessment, analysis, planning and monitoring processes. This included the expertise provided to the Ethiopian humanitarian operation on integrating GEPiE in the JIAF report and creating an inclusive assessment process.

Yemen, 2020.
Credit: OCHA/
Mahmoud
Fadel

GENCAP DIRECTION AND PROJECTIONS

In 2021, GenCap consolidated the reform process, implementing substantive changes at the operational and management levels. These changes are bringing country-focused, predictable and sustained support to HCs and HCTs in their efforts to make progress on gender equality and the empowerment of women and girls in humanitarian action.

After a successful year with high country-level demand, the project is expected to stabilize implementation at the level envisaged in the GenCap and ProCap Appeal, July 2021–December 2022. This will allow project management to make further progress in the following areas:

Maintain high quality of inter-agency support: Over many years, the project has maintained its position as a reliable and flexible partner in providing high-quality inter-agency support to humanitarian operations. Drawing on the comparative advantages within the partnership between OCHA and NRC, as well as collaboration with partners and global platforms in the area of gender equality, the project will continue to strengthen the expert pool, offering a unique opportunity for senior gender professionals to contribute to and lead change in collaboration with HCs and HCTs.

Enhance tailoring and timeliness of deployments: The project has recently shifted its model, methodologies and approaches. In combination with high demand – including from rapidly evolving crises and contexts under IASC Scale-Up activation – timing and tailoring of deployments are critical elements that influence country-level buy-in, relevance and results. Building on best practices in 2021, the project will continue to strengthen its ability to respond rapidly and flexibly through tailored deployments.

Heighten visibility of results: The roll-out of the Monitoring, Evaluation and Learning (MEL) framework enhances the project's ability to monitor progress, results and the need for adjustments based on evidence. Having piloted the road map methodology across more than 20 countries over the past year, GenCap will place greater emphasis on the sharing of results and best practices at both country and global level in the coming phase. As part of this effort, project management will also continue to engage with strategic advocates.

Ensure continued complementarity with other actors and processes: The project places emphasis on close collaboration with leading actors on gender equality in humanitarian action. The project will also strengthen linkages and complementarity vis-à-vis other thematic and/or cross-cutting areas, including protection, AAP, the localization agenda, protection from sexual exploitation, abuse and harassment, and mitigation and response to GBV.

FINANCIAL UPDATE

In 2021, GenCap was supported by generous contributions from Denmark, Germany, Norway, the United Arab Emirates and the United States of America.

Under the current appeal running from July 2021 to December 2022, GenCap is requesting a total of US$5.2 million to address growing gender capacity requirements within the humanitarian system. From July to December 2021, 52 per cent ($2.7 million) of the required level of funding was met.

Resource mobilization is essential to meet the sustained demand for GenCap support from HCs and HCTs in a timely and effective manner. At the same time, individual assignments are becoming increasingly resource-intense, as operations require longer term, multifaceted engagements.

GenCap continues efforts to build donor confidence in its performance and to broaden its donor base. The project will also continue to explore more flexible funding through multi-year mechanisms. Through the MEL framework, GenCap is committed to strengthening results-based reporting and accountability.

GenCap funding status in 2021 ($US)

REQUIREMENTS	FUNDING	% FUNDING
$5.2 million	$2.7 million	52%

GenCap donors in 2021
(in alphabetical order):

| Denmark | Germany | Norway | the United Arab Emirates | the United States of America |

ACRONYMS AND ABBREVIATIONS

AAP   accountability to affected people

DRC   Democratic Republic of the Congo

GAM   Gender with Age Marker

GBV   gender-based violence

GENCAP   Gender Standby Capacity Project

GEPIE   gender equality programming in emergencies

GIHA   gender in humanitarian action

HC   Humanitarian Coordinator

HCT   Humanitarian Country Team

HLSS   Humanitarian Leadership Strengthening Section

HNO   Humanitarian Needs Overview

HPC   humanitarian programme cycle

HRP   Humanitarian Response Plan

IASC   Inter-Agency Standing Committee

ICCG   Inter-Cluster Coordination Group

JIAF   Joint Intersectoral Analysis Framework

MEL   monitoring, evaluation and learning

NGO   non-governmental organization

NRC   Norwegian Refugee Council

OCHA   Office for the Coordination of Humanitarian Affairs

PROCAP   Protection Standby Capacity Project

PSEA   protection from sexual exploitation and abuse

RGA   rapid gender analysis

SADD   sex and age disaggregated data

OCHA