



INTER-AGENCY PROTECTION
STANDBY CAPACITY PROJECT

2021 ANNUAL REPORT



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Front cover

Democratic Republic of the Congo, 2021.
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BACKGROUND

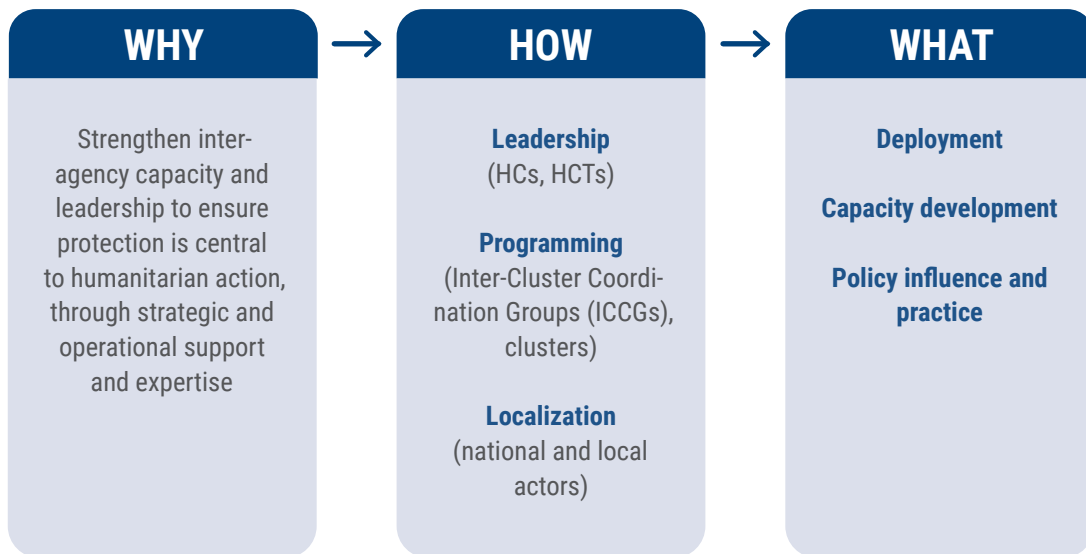
The inter-agency Protection Standby Capacity Project (ProCap) is managed by the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) in partnership with the Norwegian Refugee Council (NRC). Established in 2005, the project seeks to strengthen inter-agency capacity and leadership to deliver on commitments to ensure that protection is central to humanitarian action, through strategic and operational support and expertise.

As an independent, inter-agency tool, ProCap serves the core function of providing Humanitarian Coordinators (HCs) and Humanitarian Country Teams (HCTs) with dedicated strategic and technical expertise. ProCap contributes to the centrality of protection in humanitarian action across the pillars of leadership, programming and localization through capacity development and advocacy, largely targeting field practi-

tioners. In addition, the project is engaged in policy-level discussions and the sharing of practices and lessons learned, bringing the practitioner's perspective to global forums, inter-agency panels and thematic learning events.

The common vision of ProCap and its sister project, the Inter-Agency Standing Committee (IASC) Gender Standby Capacity Project (GenCap), 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 and GenCap Strategic Framework 2018–2021, is the basis on which the ProCap project focuses its work.

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



HUMANITARIAN LANDSCAPE

“The problems before us are not insurmountable – but they are unprecedented in their complexity, gravity and urgency.”

United Nations Secretary-General
Antonio Guterres¹

Protection 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. At the end of 2021, the Global Humanitarian Overview indicated that 274 million people would require humanitarian assistance and protection across 63 countries in 2022.² This effort will require US\$41 billion.

Conflict, climate, food insecurity, displacement and the COVID-19 pandemic are driving up humanitarian needs.³ Lives and livelihoods have been turned upside down, and throughout 2021, humanitarian crises grew deeper as a result of these converging elements.

Conflicts remain one of today’s major drivers of protection challenges. In 2020, almost 90 per cent of people harmed by explosive weapons were civilians.⁴ Conflict-related sexual violence continues to target women and girls. By the end of 2020, 82.4 million people were forcibly displaced, including 48 million internally displaced people (IDPs) and 26.4 million refugees.⁵ The pandemic has also resulted in interlocking health, socioeconomic and protection crises for forcibly displaced people.

Against this backdrop, and in recognition that reducing and preventing people’s exposure to risks and ensuring respect for the rights of individuals are prerequisites for stability and development, ProCap continues to deliver on its mission. As a recognized enabler contributing to the centrality of protection in humanitarian responses, ProCap remains focused on field results, sustainable impact, and strategic and operational support aligned with system-wide response priorities.

PROCAP DEPLOYMENT MODELS: RESULTS, IMPACT AND SUSTAINABILITY

Reforms of the last two years have aimed to reinforce the relevance, effectiveness, timeliness and sustained impact of the project’s investments. As part of this process, three categories of ProCap deployment models have been developed: (i) country-level deployments to support the HCT road map process for planning and implementation of the centrality of protection; (ii) country- or regional-level deployments to support IASC Humanitarian System-Wide Scale-Up Activations or other

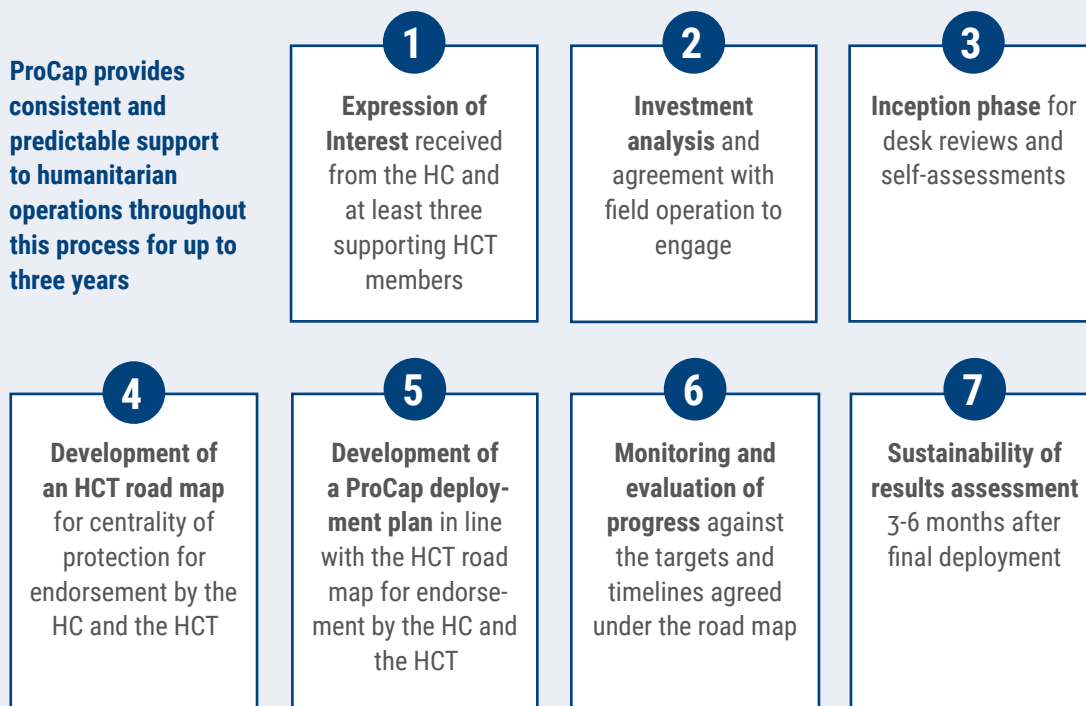
sudden-onset or rapidly deteriorating crises; and (iii) global-level deployments contributing to linking policy and advocacy with practice.

Country operations: centrality of protection road map deployment

ProCap provides tailored support to country operations for a period of up to three years, with a view to offering a pathway to embed the centrality of protection into country strategic and response frameworks through leadership,

1. United Nations, [Secretary-General’s remarks to the Closing Session of the General Assembly on “Our Common Agenda”](#), 11 February 2022.
2. OCHA, [Global Humanitarian Overview 2022](#).
3. Ibid.
4. Action on Armed Violence, [Explosive Violence Monitor 2020](#).
5. UNHCR, [Global Trends: Forced Displacement in 2020](#).

ProCap centrality of protection road map process



programming and localization efforts. In 2021, this type of deployment was delivered in 10 country contexts.⁶

Central to the ProCap approach is firmly anchoring the project at the field leadership level. A key tool is the HCT road map. In collaboration with field leadership and the HCT, ProCap Senior Protection Advisers facilitate country self-assessments to identify existing capacities, specific needs and priority areas for support tailored to the country context. Inclusive consultations provide the basis for a road map that defines priority areas for support, activities, expected outputs and outcomes, as well as responsible lead agents and organizations for the collective efforts of the HCT, usually over a two-year time frame. This approach helps ensure collective ownership

of the centrality of protection agenda, thus fostering the sustainability of ProCap investments beyond the deployment period and laying the groundwork for standardized monitoring of progress.

In parallel, ProCap develops a deployment plan outlining the project's own contribution in line with the HCT road map, with a focus on strategic elements and principled operational processes that will leverage system change towards the centrality of protection in humanitarian response. ProCap works with the operation to implement its deployment plan and provide customized support to the operation along the different stages of the road map process from self-assessments to planning, development, implementation and monitoring.

6. This includes 10 out of the overall 17 country-level deployments conducted by ProCap in 2021, namely Burundi, Cameroon, the DRC, Mozambique, Myanmar, Somalia, South Sudan, Sudan and Venezuela. See the "2021: responding to growing demand | Deployments" chapter for further elaboration on these deployments.

IASC System-Wide Scale-Up Activation support deployment

ProCap proactively supports emerging or rapidly changing crises operations, particularly those under the IASC Humanitarian System-Wide Scale-Up Protocols, engaging early and providing strategic and technical centrality of protection expertise for an initial six months in line with the IASC Scale-Up time frame, with a possibility of extension or transition to a structured centrality of protection road map process.

Under these circumstances, the project fast-tracks deployments and focuses on supporting the operation in prioritizing and addressing immediate humanitarian needs and protection. This includes assistance in providing technical support and guidance to scale up leadership in protection where a strengthened, systemic-driven response is needed, and for supporting the Protection Cluster, the Inter-Cluster Coordination Group (ICCG) and the HCT to prioritize and address jointly the most critical protection risks of affected populations. ProCap also provides technical expertise and advice related to protection of civilians, making practical advice and inter-agency guidance available to ensure that centrality of protection and protection mainstreaming and integration, including conflict sensitivity, are part of the response. ProCap further plays a role to strengthen leadership on the centrality of protection through appropriate strategic protection frameworks that may include advocacy and humanitarian negotiation as well as community-based protection.

Such support was provided to the **Afghanistan** response in 2021, as well as to the **northern Ethiopia** response. Equally, in-country support to **Haiti** was prioritized following the impact of a natural disaster and a rapidly changing protection environment.⁷ From 2022, the project, in agreement with humanitarian coordination leadership, will automatically trigger the deployment of an inter-agency Senior Protection Adviser to an affected country/region once the IASC Scale-Up protocols have been activated.

Global centrality of protection deployment

ProCap provides strategic, technical and capacity-building support to global actors to strengthen the relevance, coherence and practical orientation of global processes, tools and guidance vis-à-vis field responders. Rich expertise and lessons learned accumulated through working with leadership and inter-agency stakeholders at country level put the project in a position to contribute to linking policy and practice. ProCap also develops strategic recommendations based on documented results and lessons learned and promotes them at strategic events and with key stakeholders.

During 2021, this type of support was provided to the Global Protection Cluster (GPC) to gather best practices on the centrality of protection and produce guidance on the role of the Protection Cluster in development action, as well as to the IASC Results Group 1 on Operational Response subgroup on the centrality of protection to contribute to developing indicators and/or benchmarks for the centrality of protection in practice.⁸

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, ProCap, like all humanitarian actors, seeks to prioritize requests for support, based on a clear set of criteria.

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

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

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

DEPLOYMENT TYPES	OBJECTIVES	PROCAP ROLES	LENGTH
Country Centrality of Protection road map deployment	Provide pathways for operations to embed centrality of protection into leadership, programming and localization strategies.	<ul style="list-style-type: none"> • Support self-assessments to help identify needs and priorities. • Facilitate the identification of country priorities and the development of an HCT road map in support to in-country operationalization of the centrality of protection, with clearly defined actions, activities, expected outcomes and outputs, as well as responsible lead agents. • Develop a ProCap deployment plan outlining the project's outputs in line with the HCT road map, with a focus on strategic outputs that will leverage system change towards the centrality of protection in humanitarian response. • Provide tailored support to the humanitarian operation along different stages of the road map process. 	Up to two to three years
IASC System-Wide Scale-Up Activation deployment	Address needs in an escalating crisis context and provide short-term strategic and technical support under the activation of IASC Scale-Up protocols.	<ul style="list-style-type: none"> • Provide technical support, guidance to scale up leadership in protection where systemic gaps exist. • Support the Protection Cluster, the ICCG and the HCT to address jointly the most critical protection risks of affected populations. • Provide technical expertise and advice related to protection of civilians to the HCT including to non-protection mandated agencies. Area of expertise will consider laws and policies pertaining to the protection of civilians affected by the armed conflict towards supporting integrated response at strategic level. • Make practical advice and inter-agency guidance available to ensure the centrality of protection and protection mainstreaming, including conflict sensitivity, as part of the response. • Provide technical advice to the HCT towards strengthening leadership on the centrality of protection through an appropriate strategic protection framework that includes advocacy and humanitarian negotiation. • Provide any other technical support and guidance in the field of centrality of protection to the HC. 	Initial six months with possibility for extension
Global centrality of protection deployment	Contribute to linking policy and advocacy with practice and incorporating centrality of protection measures into global guidance and tools.	<ul style="list-style-type: none"> • Offer a practitioner's perspective in global processes, drawing from expertise and lessons learned through working with the country level leadership and inter-agency stakeholders. 	Flexible

EXPERT POOL DEVELOPMENT AND MANAGEMENT

ProCap continues efforts to strengthen and diversify its expert pool in terms of competency and skill sets, functional and geographical backgrounds, languages spoken and gender composition. ProCap has been progressively adding new profiles on a rolling basis to the expert pool, which comprised 30 advisers (14 women and 16 men) by the end of 2021. The project is striving to increase the number of roving advisers and surge advisers to promote greater agility.

ProCap Senior Protection Advisers have extensive experience and expertise across centrality of protection in humanitarian action. They typically have hands-on competence in inter-agency, inter-sectoral coordination; protection analyses and multi-sectoral or sectoral assessments; protection programming and mainstreaming/integration approaches; elaboration of centrality of protection strategies and action plans; and capacity-building on protection principles and tools and the practical translation of global policies and tools in specific crisis contexts, among others. Many of the experts have significant expertise on community-based protection, diverse cross-cutting and other areas, including gender-based violence (GBV)

response, mitigation and prevention; protection against sexual exploitation and abuse (PSEA); accountability to affected populations (AAP); communication with communities; and the humanitarian–development–peace nexus.

ProCap is committed to supporting continued capacity development of its Senior Protection Advisers. This is in recognition of their high-quality expertise and diverse skill sets being essential to the successful delivery of the project. ProCap 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 appraise progress in their capacity development and to identify areas to be further strengthened.

In 2021, ProCap 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.



Afghanistan,
2019.
Credit: OCHA/
Charlotte
Cans

2021: RESPONDING TO STRONG DEMAND

Deployments

In line with global trends, demand for ProCap support remained high, with 19 deployments in 2021, compared with 20 in 2020 and 15 in 2019. The number of deployment months has more than doubled over the last two years, from 71 months in 2019 to 154 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 aggravated protection concerns, the increase also reflects other factors such as protracted conflicts and climate change, as well as confidence in the results-based support ProCap offers to humanitarian operations at country level.

ProCap deployments at the country level focused on Afghanistan, Burundi, Cameroon, the DRC⁹, Ethiopia, Haiti, Libya, Mozambique, Myanmar, northern Ethiopia, Somalia, South Sudan, Sudan, Venezuela, Yemen and Zimbabwe. All country-level deployments supported contexts with Humanitarian Response Plans (HRPs), signalling the high relevance of the project to system-wide priorities. At the global level, ProCap supported the GPC in gathering best practices on centrality of protection and producing guidance on the role of the Protection Cluster in development action, as well as support to the IASC Results Group 1 on Operational Response subgroup on the centrality of protection, contributing to developing indicators and/or benchmarks for the centrality of protection in practice.

ProCap work at the country level is guided by the IASC Policy on Protection in Humanitarian Action (2016), the IASC Centrality of Protection in Humanitarian Action Statement (2013), the IASC Framework on Durable Solutions for Internally Displaced Persons (2010), and other relevant policies and guidance.¹⁰

ProCap Senior Protection Advisers are highly valued by country operations. The presence of ProCap is closely associated with the development of comprehensive HCT strategies to garner collective action towards the centrality of protection.¹¹ ProCap work is also evaluated as leading to coherence in the strategy in a pragmatic and practical way by putting together the common efforts by humanitarian partners around centrality of protection.¹²

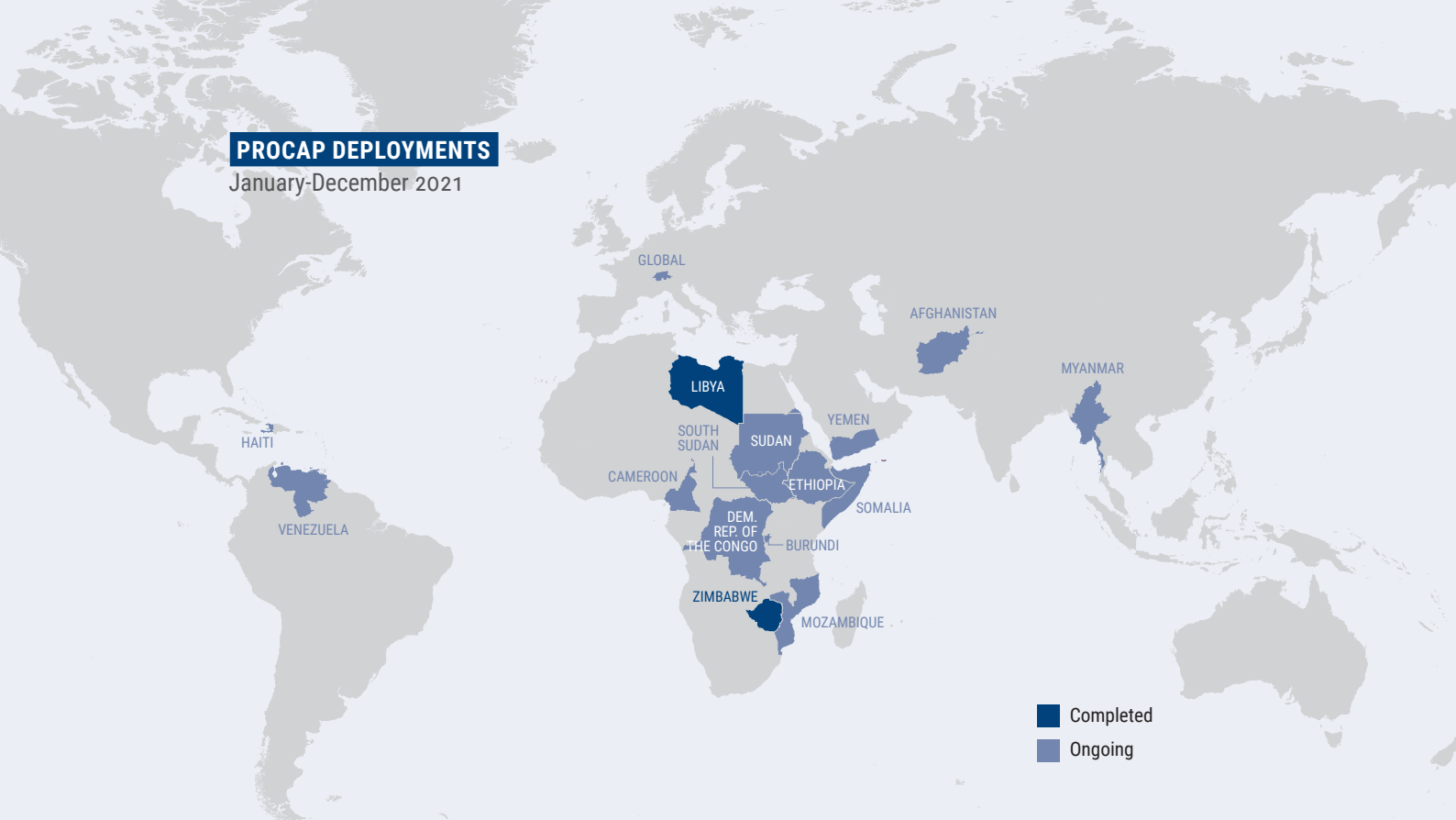
The types of deployment contexts in which ProCap engaged varied, including sudden-onset and emerging crises, complex emergencies and protracted crises, and transitional contexts. The extracts below indicate some of the work streams that have benefitted from the support of ProCap Senior Protection Advisers. These examples offer an indication of such support and are by no means exhaustive.

In support of the **Afghanistan** operation, ProCap facilitated consultations and revision of the existing HCT protection strategy to adjust to the shift in context. Priority protection concerns identified included provision of safe gender- and age-responsive protection assistance, monitoring the protection of civilians, and supporting community-based responses. Close collaboration with the Protection Cluster enabled the development of a Protection Brief for the HCT on Children Affected by Armed Conflict.¹³ During the latter half of 2021, following the IASC Scale-Up activation, ProCap shifted focus to support immediate protection needs, with an emphasis on child protection and operationalizing the HCT protection strategy and its associated accountability framework.

9. ProCap was engaged to carry out two deployments to the DRC in 2021: one focusing on inter-agency coordination for GBV mitigation and response, the other focusing on the review of the HCT protection strategy and support for its implementation. The second deployment was put on hold due to challenges related to practical arrangements.
10. For further information on these documents and other guidance, refer to the "[Key ProCap Documents](#)" page.
11. OCHA and NRC, [ProCap and GenCap Evaluative Review](#), 2019.
12. Extracted from an interview with the RC/HC Mozambique during the OCHA Leadership Series 2020. See [Humanitarian Leadership Stories](#).
13. Protection Cluster Afghanistan, *Protecting Children in Afghanistan - Advocacy, Action, and Accountability*, September 2020.

PROCAP DEPLOYMENTS

January-December 2021



In **Burundi**, following ProCap’s inclusive consultations and support on self-assessments, the HCT centrality of protection road map entered the implementation phase during the first quarter of 2021. The overarching objective is the implementation of centrality of protection combining humanitarian, development and peacebuilding efforts, making it possible to respond to critical protection issues. Within the framework of the road map, ProCap worked closely with the Protection Cluster, relevant HCT members and the National Platform for Disaster Risk Reduction to strengthen the in-country and cross-border protection monitoring system and conflict-sensitive analyses, as well as to set up an emergency protection assessment team. ProCap also supported the development and implementation of a sectoral protection strategy in line with the HCT protection strategy, contributing to decentralizing protection coordination structures at the provincial level.

Cameroon likewise implemented its HCT centrality of protection road map with ProCap support. The road map envisages coordinated action focused on the protection needs of affected populations and engaging in a comprehensive and system-wide response to better protect vulnerable groups. In line with the objectives and activities defined in the road

map, ProCap sought opportunities to support different sectors in prioritizing protection mainstreaming in the humanitarian response. ProCap also extended support to developing a strategy for the Protection Cluster.

In the **DRC**, the project focused on GBV prevention, mitigation and response, in a deployment under the agreed framework presented at the Oslo Conference on Ending Sexual and Gender-Based Violence in Humanitarian Crises in 2019. ProCap made meaningful progress, particularly by supporting the humanitarian community in providing appropriate mitigation measures against GBV risks. With the support of the GBV sub-cluster and the United Nations Population Fund (UNFPA), the ProCap Senior Protection Adviser engaged with four humanitarian hubs across the country, offering training on GBV risk analysis and technical support to implementing actors. Sizeable efforts were also put into strengthening capacity on GBV data collection and analysis of sectors, clusters and various organizations at national and sub-national levels. ProCap also contributed to GBV indicators within the framework of the humanitarian programme cycle (HPC) for 2022, as well as to rapid GBV assessments and multi-sectoral assessments to identify needs for GBV prevention and response, to launch

advocacy, and to update referral pathways. In addition, in collaboration with the Swiss Agency for Development and Cooperation (SDC), ProCap held a dedicated training on community-based protection, specifically targeting local and international aid actors and local authorities operating in the North Kivu region. ProCap made an additional Senior Protection Adviser available to support the review of the HCT protection strategy and its implementation.

ProCap provided support to **Ethiopia** from September 2019 to February 2021. This facilitated the start-up of the Ethiopian HCT protection strategy monitoring group and the revision and implementation of the HCT protection strategy. ProCap also supported the integration of protection in the durable solutions initiative, as well as in other initiatives and strategic documents, including election preparations, the United Nations Sustainable Development Cooperation Framework, COVID-19 response documents, the Humanitarian Needs Overview (HNO) and the HRP. As the situation in northern Ethiopia evolved, the project fast-tracked the deployment of a new Senior Protection Adviser to ensure that protection considerations were at the centre of the response. A strategic plan was developed, but its implementation was put on hold due to constraints. ProCap remains in consultation with the operation to resume support as soon as the circumstances permit.

The **Haiti** HCT developed a centrality of protection road map with ProCap facilitation and support. The road map seeks to reinforce the coordination structure, ensure capacity-building for data collection and consolidation towards joint protection assessments, integrate protection across sectors and enhance the capacity of national actors for effective participation in the HPC.

In **Libya**, the main objective of the deployment related to the development of a national strategy for IDPs, following the request from the national authorities and HC. ProCap produced a report that set out the process for developing the IDP strategy and a baseline analysis of the internal displacement issues in Libya that should be addressed in the strategy.

In **Mozambique**, ProCap was deployed with the mission to ensure that centrality of protection was incorporated in the work of the HCT, to help mainstream and integrate protection considerations in the workplan of the ICCG, and to provide support to the Protection Cluster and its Areas of Responsibility. ProCap has been instrumental in raising awareness on prioritizing critical protection risks, feeding into the development of a centrality of protection strategy. Moreover, ProCap has provided technical advice focused on improving data collection in the areas of housing, land and property and legal identity rights, as well as supporting the design of inter-sectoral data collection initiatives in Cabo Delgado. Targeted support in relation to the Protection Information Management and Monitoring System (PIMS) has helped uphold accountability on centrality of protection, and ProCap, in collaboration with the Protection Cluster, has developed a plan to implement PIMS along with an advocacy strategy.

In **Myanmar**, ProCap was deployed towards the end of the year to undertake over the course of the deployment targeted consultations with relevant stakeholders to define and agree upon key outputs, activities and benchmarks to be achieved when it comes to the HCT centrality of protection road map as well as to the capacity development requirements for its implementation.

In **South Sudan**, ProCap has worked collaboratively to strengthen capacities and foster linkages between humanitarian, development and peace actors. As part of this effort, ProCap has facilitated the development of an HCT centrality of protection road map, which seeks to align the HCT and United Nations Country Team planning frameworks, specifically on the rule of law and access to justice. ProCap has also helped develop mechanisms within the ICCG to operationalize collective protection outcomes along area-based and/or thematically focused coordination approaches and supported existing technical expertise within the Protection Cluster and other clusters in producing conflict-sensitive protection risks analysis.

In **Sudan**, based on capacity assessment and consultations with key stakeholders facilitated

by ProCap, the HCT centrality of protection road map aims to develop a strategic and collective response for strengthening the protection environment in line with developments on the ground, to prioritize and reinforce meaningful participation of national actors to strengthen the centrality of protection, and to integrate advocacy as part of the strategic approach of the HCT to support adequate responses to the protection needs of vulnerable populations. In line with the road map, ProCap provided expertise to establish and strengthen a rapid inter-agency protection assessment mechanism and protection response capacity. The project also invested in setting up a strategic reference working group to provide the HCT with timely strategic guidance to address new shocks and emerging critical protection issues and to facilitate a whole-of-system consultation process to promote the centrality of protection across the nexus with development and peace actors, among others. ProCap will continue to support the HC and the HCT in implementing, monitoring and assessing the road map.

In **Venezuela**, ProCap started its engagement with the country operation during the fourth quarter of 2021 to provide leadership, advice and technical support to strengthen HCT capacities to fulfil protection commitments, with a particular emphasis on food security. Upon the request of the HCT, ProCap worked to facilitate stronger inter-agency coordination to promote an integrated approach to food and nutrition security within the framework of human rights and protection, and to support the incorporation of the protection mainstreaming approach in the HRP process and the work of the Food Security Cluster. ProCap also contributed to strengthening the mechanisms and tools for the collection and analysis of

humanitarian data of the Food Security Cluster in relation to protection priorities, as well as to strengthening protection aspects in the preparation, monitoring and application of the food safety strategy.

In **Yemen**, ProCap focused much of its work on inclusion. The inter-agency Inclusion Task Force was revitalized and expanded, linking key actors to engage with marginalized groups, producing sector guidance and an associated work plan. Among others results, ProCap supported enhanced protection information, analysis and advocacy to the HCT, as well as the integration of inclusion, protection and displacement issues in joint analyses and strategic plans.

In **Zimbabwe**, ProCap provided support to integrate protection aspects into the HNO and the HRP, conduct a mapping of protection risks, and strengthen coordination capacities. The deployment was completed during the second quarter of 2021 in agreement with the operation.

In addition to the above, ProCap conducted global deployments in 2021 to the GPC to gather best practices on centrality of protection and produce guidance on the role of the Protection Cluster in development action, as well as the IASC Results Group 1 on Operational Response subgroup on centrality of protection in developing indicators and/or benchmarks for the centrality of protection in practice.¹⁴

Challenges remain concerning COVID-19 and its implications, including with regard to international travel and duty of care obligations. While ProCap has had to offer remote support or work in a hybrid setting in some cases, the majority of deployments are in-country.

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

ProCap in Somalia: advancing localization from theory to practice

The people of Somalia have suffered from the impacts 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 vulnerabilities.

ProCap and GenCap Senior Advisers were simultaneously deployed and maintained strong collaboration with partners around several joint deliverables, including on the establishment of an Inter-Cluster Inclusion Working Group. The members of the group act as the inclusion advocate within their respective clusters, contributing to mainstreaming inclusion into the Cluster Response Plans.

ProCap supported the Inter-Cluster Inclusion Working Group in identifying a set of priorities. During 2021, the group carried out various localization activities, notably benchmarking local actor participation within clusters, setting up localization action plans, and surveying the perceptions of national actors and the level of inclusion in clusters. Combined results were presented to the ICCG by the Somali National Consortium, with the aim of increasing the number of clusters with established localization action plans. ProCap is supporting inclusion efforts under the umbrella of the HCT centrality of protection road map, which views inclusion as a foundation to reduce protection threats, especially in relation to vulnerable groups.

ProCap and GenCap 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 the priority areas of work, areas of operation and networks of local organizations. This was based on a survey of localization engagement and perceptions that engaged 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 the humanitarian response by highlighting the needs and dynamics of the affected people who are most likely to be marginalized.

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 ProCap and GenCap joined the Somalia NGO consortium Localization Working Group for continued linkages.



Somalia,
2021.
Credit: OCHA/
Ahmed Fais

Capacity development

ProCap seeks to provide capacity development, including through training and learning activities, at the country, regional and global levels. The aim of this work is to reinforce the capacity of humanitarian actors and local stakeholders to incorporate the centrality of protection and strengthen the accountability of the humanitarian system in this area through the application of the IASC Policy on Protection in Humanitarian Action.

During country-level deployments, capacity-building activities occupy an integral part of ProCap work. For example, in **Burundi, Libya, Mozambique, Sudan and Zimbabwe**, capacity development, including of national actors, remained a priority area for ProCap engagement.

At global level, ProCap successfully finalized and implemented the piloting of the advanced-level training module “Advocacy for Protection Outcomes: From Principles to Practice” in collaboration with SDC. The course explored the foundation, process, opportunities and risks of protection advocacy with an aim to strengthen the capacity of senior professionals to be powerful advocates for protection results in complex humanitarian settings. It was piloted with the participation of senior humanitarian professionals and members of the diplomatic corps. The course was delivered over six weeks, walking the participants through protection advocacy frameworks, practical tools and techniques. The participants were also guided to develop a personalized advocacy project through a peer-to-peer activity. The course included senior-level speakers from the United Nations, non-governmental organizations (NGOs) and ministries. The course was well received, with almost 300 registered applicants as well as positive feedback from participants and speakers alike. The project foresees further development of the course in 2022.

ProCap developed another training module in collaboration with the SDC to address community-based protection in the context of North Kivu in the DRC. The training aimed at generating a collective understanding of community-based protection as an effective and strategic approach to reach collective protection outcomes, as ProCap considers



community-based protection a tangible way of contributing towards the centrality of protection in humanitarian response and reinforce humanitarian–development–peace coordination as well as localization within humanitarian planning and response. As such, the project considered it relevant to engage in a longer term process of supporting capacities in applying a community-based protection approach, including beyond the training. The training targeted professionals from local and international organizations and agencies, especially those with responsibility vis-à-vis design and implementation of humanitarian programmes and projects from various operational sectors in North Kivu. Cameroon, 2021.

Policy influence and the sharing of practice

By linking policy and practice, ProCap plays a distinct role within the broader community working on the centrality of protection. ProCap Senior Protection 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 country-level humanitarian coordination leadership and inter-agency stakeholders.

This type of support was provided to the GPC to enhance understanding and action on the centrality of protection and to strengthen the capacity of field protection actors to make linkages with development and peace for protection outcomes. As part of these efforts, ProCap organized a well-attended event on the centrality of protection during the technical Global Protection Forum for Protection Clusters, which laid the foundation for the findings of the GPC 2020 Annual Review on the Centrality of Protection, drafted by ProCap. The findings highlighted the need to focus more on protection programming and action, calling for stronger accountability on implementation.

ProCap also contributed to the framing and initial drafting of envisaged IASC benchmarks for assessing the implementation of the centrality of protection at all levels of the humanitarian system. In addition, ProCap provided technical support to field operations, including on developing HCT protection strategies and incorporating the centrality of protection in the HNO and the HRP.

As part of its support to nexus initiatives, ProCap contributed to the mapping of nexus approaches by IASC Results Group 4 on Humanitarian and Development Collaboration. The exercise aimed to provide a global overview of good practices and lessons learned. One of its key takeaways is that challenges remain in translating national-level nexus planning into programmes and activities at subnational level. Based on these findings, as well as on the experience of protection actors engaged in nexus initiatives, a practical guidance note was drafted by ProCap to assist the Protection Cluster in applying these approaches.¹⁵

ProCap also supported the IASC Results Group 1 sub-group on centrality of protection in developing indicators/benchmarks on the centrality of protection in practice. These are

being developed for different key stakeholder groups, including HCs and HCTs. Although the benchmarks and milestones are considered distinct, efforts are being made to ensure complementarity.

ProCap continued to help facilitate the operationalization of global policies and tools in specific country contexts, supporting country-level commitments to and implementation of the IASC Policy on Protection in Humanitarian Action (2016), the IASC Centrality of Protection in Humanitarian Action Statement (2013), the IASC Framework on Durable Solutions for Internally Displaced Persons (2010), and other relevant policies and guidance. In addition, as part of a systematic approach to further tailor and prioritize its support, ProCap contributed to the independent review of the implementation of the IASC Policy on Protection in Humanitarian Action, as a key promoter and implementer of the policy.

Cooperation and synergies with other inter-agency mechanisms and partners continues, most notably the OCHA Humanitarian Leadership Strengthening Section and the IASC PSEA Field Support Team, as well as with multiple partners and stakeholders represented in the Standby Partnership Network.

ProCap continues to collaborate with mandated agencies at headquarters level, including with the United Nations High Commissioner for Refugees (UNHCR) serving as Chair of the ProCap Advisory Group. ProCap also maintains its long-standing collaborative engagement with the GPC, including on complementarities in operations and best practices on the centrality of protection. At country level, ProCap works closely with the Protection Cluster and its Areas of Responsibility and contributes to operation-wide complementarities. While closely collaborating, ProCap occupies a unique niche by performing an inter-agency, whole-of-system role across the HCT, ICCG, clusters and sectors, individual partners and local actors to embed centrality of protection considerations.

15. The guidance note is expected to be published by the GPC in July 2022.

PROCAP DIRECTION AND PROJECTIONS



Yemen, 2020.
Credit: OCHA/
Mahmoud
Fadel

In 2021, ProCap 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 the centrality of protection agenda.

After a successful year with high country-level demand, the project is expected to stabilize implementation at the level envisaged in the ProCap and GenCap 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 protection, the project will continue to strengthen the expert pool, offering a unique opportunity for senior protection 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 ability to monitor progress, results and the need for adjustments based on evidence. Having piloted the road map methodology across 10 countries over the past year, ProCap 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: ProCap emphasizes close collaboration with leading actors on centrality of protection 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, ProCap was supported by generous contributions from Germany, Norway, the United Arab Emirates, the United States of America and the CBPF for the DRC. Under the current appeal running from July 2021 to December 2022, ProCap is requesting a total of US\$5.2 million to address centrality of protection related requirements within the humanitarian system, focusing on its direct support to HCs and HCTs. From July to December 2021, 46 per cent (\$2.4 million) of the required level of funding was met.

Resource mobilization is essential to meet the sustained demand for ProCap support from the HCs and HCTs in a timely and effective manner. At the same time, individual assignments are becoming increasingly resource-intensive, as operations require longer term, multifaceted engagements. ProCap 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, ProCap is committed to strengthening results-based reporting and accountability.

ProCap funding status in 2021 (\$US)

REQUIREMENTS	FUNDING	% FUNDING
\$5.2 million	\$2.4 million	46%

ProCap donors in 2021

(in alphabetical order):



Germany



Norway



the United Arab
Emirates



the United States
of America

ACRONYMS AND ABBREVIATIONS

AAP	accountability to affected people
CBPF	Country-Based Pool Fund
DRC	Democratic Republic of the Congo
GBV	gender-based violence
GENCAP	Gender Standby Capacity Project
GPC	Global Protection Cluster
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
IDP	internally displaced person
MEL	monitoring, evaluation and learning
NGO	non-governmental organization
NRC	Norwegian Refugee Council
OCHA	Office for the Coordination of Humanitarian Affairs
PIMS	Protection Information Management and Monitoring System
PROCAP	Protection Standby Capacity Project
PSEA	protection from sexual exploitation and abuse
SDC	Swiss Agency for Development and Cooperation
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees



OCHA