



INTER-AGENCY STANDING COMMITTEE
GENDER STANDBY CAPACITY PROJECT

2022 ANNUAL REPORT



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Front cover

Kandahar province, Afghanistan. August 2022
Credit: UNICEF/Sayed Maroof Hamdard

Graphic design

OCHA Design and Multimedia Unit

For additional information, please contact:

procapgenicap@un.org

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CONTENTS

BACKGROUND	1
HUMANITARIAN LANDSCAPE	2
GENCAP DEPLOYMENT: IMPACT AND SUSTAINABILITY	3
COUNTRY GEPIE ROAD MAP DEPLOYMENT	3
IASC SYSTEM-WIDE SCALE-UP ACTIVATION DEPLOYMENT	3
GENCAP GEPIE DEPLOYMENT PROCESS	4
GLOBAL GEPIE DEPLOYMENT	4
DEPLOYMENT PRIORITIZATION CRITERIA	5
EXPERT POOL DEVELOPMENT AND MANAGEMENT	7
2022: RESPONDING TO GROWING DEMAND	7
DEPLOYMENTS	7
<i>GenCap in Afghanistan: maintaining gender equality in a prohibitive environment.</i>	12
<i>GenCap in Honduras: Embedding gender throughout the system.</i>	13
CAPACITY DEVELOPMENT	15
POLICY INFLUENCE AND THE SHARING OF PRACTICE	15
<i>Localization: A gender-responsive and protection-sensitive approach to localization in Ukraine</i>	17
GENCAP DIRECTION AND PROJECTIONS	19
FINANCIAL UPDATE	20
ACRONYMS AND ABBREVIATIONS	21

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.

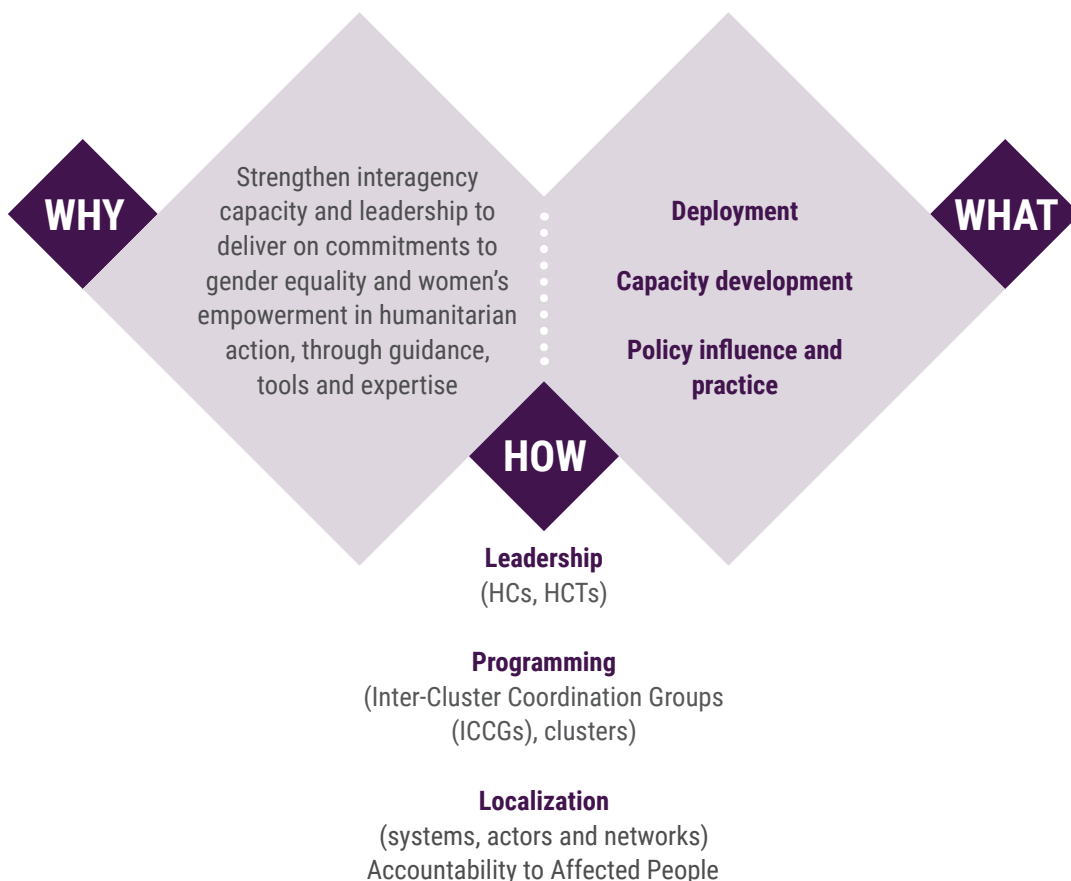
As an independent, inter-agency tool, GenCap serves the core function of providing Humanitarian Coordinators (HCs) and Humanitarian Country Teams (HCTs) with dedicated strategic and technical expertise. GenCap contributes to gender equality in humanitarian action across the pillars of leadership, programming, coordination, localization and accountability to affected people (AAP).

Collaboration with humanitarian leadership, influencing programme and strengthening engagement with local networks, the project

focuses on capacity development and advocacy, largely targeting field practitioners. 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, and its update for 2023-26, 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.



HUMANITARIAN LANDSCAPE

Gender equality and the empowerment of women and girls continued to be central areas of concern across humanitarian contexts. Already complex challenges were compounded by conflict and climate change effects, food insecurity and displacement. Lives and livelihoods were upturned as the conflict in Ukraine and drought in the Horn of Africa unfolded to worsen food insecurity in many crisis-affected areas, affecting women and girls disproportionately. Conflicts expanded and violence intensified in several settings where humanitarian crisis and response had already been a feature of the landscape. By December 2022, 380 million women and girls lived in extreme poverty¹.

At the end of 2021, 89.3 million people were forcibly displaced, including 53 million internally displaced people and 27.1 million refugees².

By mid-2022, the number of people forcibly displaced surpassed the 100 million³. The number of people who faced acute food insecurity increased by 29.5 million between 2021 and 2022⁴. By the end of 2022, the Global Humanitarian Overview indicated that in

2023, nearly 340 million people would require humanitarian assistance and protection in 69 countries. This effort will require US\$51.5 billion⁵.

Conflict remained a major driver of protection challenges. Conflict-related sexual violence has continued to affect women and girls in particular. Throughout 2022, 115 allegations of sexual exploitation and abuse related to UN entities and 251 allegations involving NGOs were received through community feedback mechanisms⁶. Global economic dynamics amplified food insecurity, socioeconomic and protection crises, in particular for displaced people.

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 enabler contributing to the mainstreaming of gender equality and the empowerment of women and girls into humanitarian responses, GenCap remained focused on field results, sustainable impact, and strategic and operational support aligned with system-wide response priorities⁷.

1. [Keynote speech](#) by Sima Bahous, Under-Secretary-General of the United Nations and Executive Director of UN Women, at the 2022 World Assembly for Women (WAW! 2022), 3 December 2022, accessed 15 February 2023.
2. UNHCR, [Global Trends: Forced Displacement in 2021](#).
3. [UNHCR - Global Trends](#), accessed 1 February.
4. Food Security Information Network, [Global Report on Food Crises 2022 Mid-Year Update - World | ReliefWeb](#), accessed 1 February.
5. OCHA, [Global Humanitarian Overview 2023](#).
6. UN News, [Guterres vows to improve UN's handling of sexual exploitation and abuse | UN News](#), accessed 27 January 2023
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: IMPACT AND SUSTAINABILITY

The reforms rolled out during 2020-21 aimed to reinforce the relevance, effectiveness, timeliness, and impact of the project's investments. As part of this process, three categories of GenCap deployment models were developed: (i) country-level deployments to support the HCT planning and implementation of gender equality programming in emergencies (GEPiE) throughout the operation; (ii) 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 GEPiE road map deployment

GenCap provides up to three years of 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 2022, this type of deployment was delivered in 22 country contexts⁸.

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 gain a better understanding of the operational capacities, concrete areas of change, and specific operational priorities. 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. This strategic document identifies individuals and organizations to act as "lead agents" for the HCT's concerted efforts. This approach aims to increase collective ownership, foster sustainability and

lay the ground for standardized monitoring of progress of the gender equality agenda.

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 provides customized support along the different stages of the process from baseline assessment, establishing priorities, implementing, monitoring and review.

IASC system-wide Scale-Up activation deployment

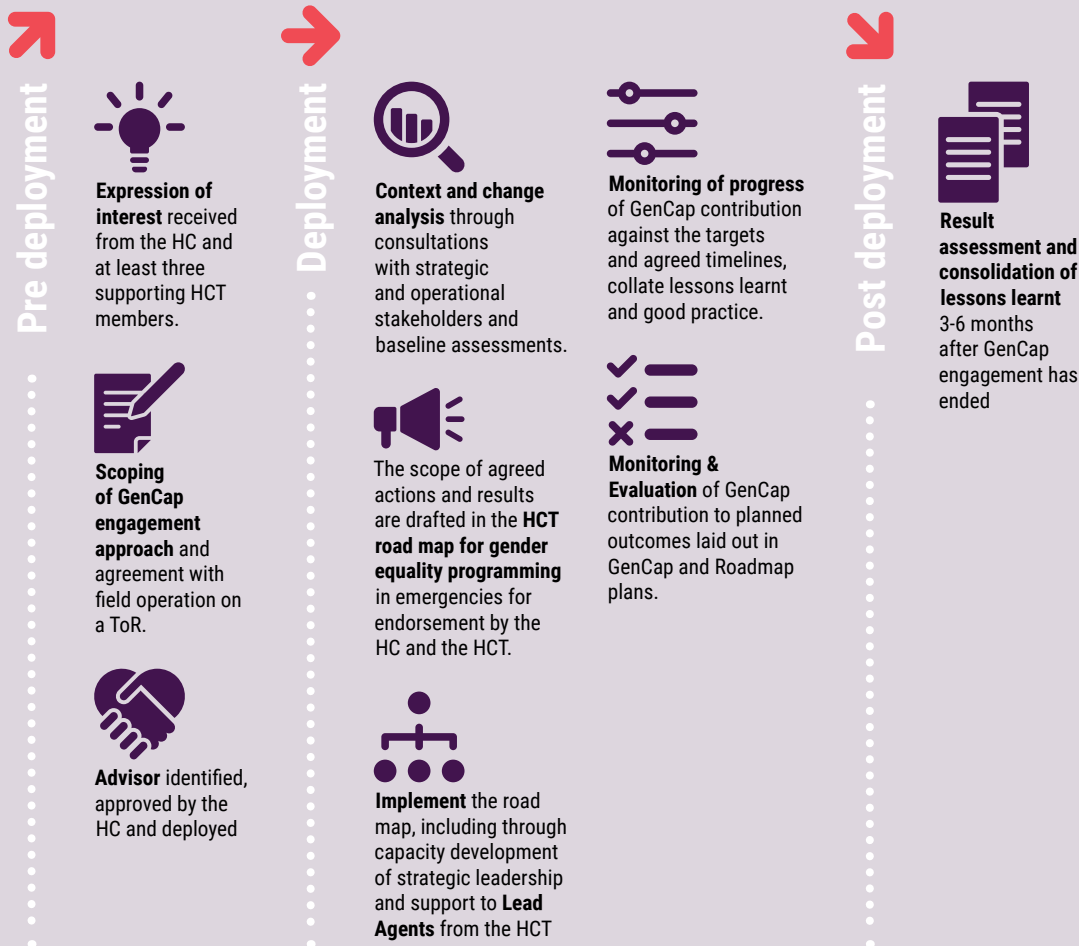
In emerging or rapidly changing crisis operations, particularly those under the IASC Humanitarian System-Wide Scale-Up Activation Protocols, GenCap provided technical GEPiE expertise from the onset. This rapid deployment, for an initial six months in line with the IASC Scale-Up time frame, included the possibility of extension or transition to the GEPiE road map deployment.

Under these circumstances, the project fast-tracked deployments and focused on supporting the operation in prioritizing and addressing immediate gender-responsive humanitarian needs. This meant 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 contributed to identifying gender equality issues and gender-responsive indicators, tailoring programming and resource mobilization accordingly. GenCap further played an important role in mobilizing gender experts and focal points to coordinate GEPiE processes across clusters and sectors and with the HCT, plugging in local actors

8. These countries include Afghanistan, Burkina Faso, Cameroon, Central African Republic, Chad, the Democratic Republic of the Congo, Ethiopia, Haiti, Honduras, Jordan, Mali, Mozambique, Niger, Nigeria, northern Ethiopia, Pakistan, the Philippines, Somalia, South Sudan, Turkey (Whole of Syria), Venezuela, and Yemen. See the "2022: responding to growing demand | Deployments" chapter for further elaboration on these deployments.

GenCap GEPiE deployment process

GenCap advises humanitarian leaders to facilitate their leadership build a common conceptual understanding of gender equality issues and integrate this understanding into humanitarian operations. GenCap supports humanitarian operations for up to three years.



and promoting inclusive and meaningful participation of affected populations.

From the beginning of 2022, GenCap, in collaboration with leadership in the operation, automatically triggered the deployment of an inter-agency Senior Gender Advisor following the activation of the IASC Scale-Up protocols. Such support was provided to the **Ukraine** response and a shift in the project’s work in support of the **Somalia** response. Equally, rapid deployment for in-country support to Pakistan was prioritized following the impact of a natural disaster.

Global GEPiE deployment

The GenCap Project 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 field responders. GenCap’s rich expertise and knowledge accumulated through working with the leadership and inter-agency stakeholders places the project in a position to contribute to linking policy and practice.

During the 2022 reporting period, this type of support was provided to strengthening gender equality measures in the Joint Intersectoral Analysis Framework (JIAF) and the global Humanitarian Programme Cycle (HPC). GenCap contributed to the revision and simplification of the JIAF guidance that was rolled out for the 2023 HPC. GenCap-led consultations and analysis of barriers and enablers took place in multiple humanitarian operations. The findings were collated into reports on promising practices and were shared with 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. GenCap provided practical support to country operations. For example, the **Ethiopia** humanitarian operation received GenCap guidance on integrating GEPiE in the application of the JIAF, and on creating an inclusive assessment process. Strong collaboration with the gender-based violence (GBV) Area of Responsibility, the UNFPA-managed Regional Emergency GBV



Somalia, 2022.
Credit: OCHA/
Giles Clarke

Adviser team, among others included the common efforts by GenCap management, UNFPA headquarters and the GBV sub-cluster to draft a common guidance note that was shared within the communities of humanitarians working on gender equality and GBV, to facilitate a common understanding and closer collaboration and synergies between the GenCap Project and GBV sub-cluster staff at field level.

GenCap also launched a quarterly forum to bring together key interlocutors across the system to enable stronger common understanding of progress being made, and any remaining gaps around gender equality and the empowerment of women and girls. It provided an opportunity to keep the various actors updated on the IASC GenCap support to HCs and HCTs; discuss current and emerging priority contexts and themes; and seek potential areas for joint efforts at global and country levels around advocacy and specific events.

Deployment prioritization criteria

Despite a record amount of funding allocated to humanitarian emergencies in recent years, humanitarian needs continued to outpace available resources. In view of this, GenCap sought to prioritize requests for support, based on a clear set of criteria.

The 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.

DEPLOYMENT TYPES

PRIORITIZATION CRITERIA



Country Gender Equality Programming in Emergencies 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.
- Proxy GEPiE competence indicators: 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 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.



IASC System-Wide Scale-Up Activation deployment

- Support the integration and analysis of gendered issues in Multi Cluster/Sector Assessment (and/or conduct a rapid gender analysis), including equitable participation by affected population groups.
- Assist with tailoring activities, participation and indicators based on gender analysis for programming and mobilizing resources.
- Identify gender equality issues and gender-responsive indicators.
- Mobilize gender experts and focal points to coordinate GEPiE processes across clusters/sectors and with the HCT.
- Connect with local actors and promote inclusive and meaningful participation of affected populations.
- Support the HCT to integrate gender equality considerations in its strategic decisions.



Global Gender Equality Programming in Emergencies policy deployment

- 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.

EXPERT POOL DEVELOPMENT AND MANAGEMENT

GenCap continued efforts to strengthen and diversify its expert pool in terms of skill sets, functional and geographical backgrounds, language fluency and gender composition. GenCap's recruit-to-deploy system of identifying new experts for the pool has resulted in a pool of 38 experts, 26 of whom are currently either deployed or working on other project initiatives to both strengthen the pool and the Project's deliverables.

GenCap Senior Gender Advisers have extensive experience and expertise across GEPIE. They typically have hands-on competence in inter-agency, inter-sector coordination; rapid gender analysis, and multisector 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.

The GenCap Project continued to support the capacity development of its Senior Gender Advisers. This is in recognition of their expertise and diverse skill sets being essential to the successful delivery of the project. GenCap advisers were supported throughout their tenure and provided with tailored onboarding, mentoring, coaching and thematic learning.

These interventions better position the advisors for success in the course of their work, and provide feedback to them and the Project Management team to adapt and improve. This will also feed into the information needed to evaluate the advisers at the end of their assignments to appraise progress and to identify areas to be further strengthened in their personal development and in the country operations where they work. The performance management system will be rolled out in 2023.

In 2022, GenCap initiated in-briefings in Geneva to build a platform for ongoing engagement between the senior advisors and the global partners who can support in-country collaboration, and to nurture the advisors' awareness of networks and resources that are in place to support their work. Advisors participated in discussions on IASC system priorities and thematic workstreams that impact their operational space.

2022: RESPONDING TO GROWING DEMAND

Deployments

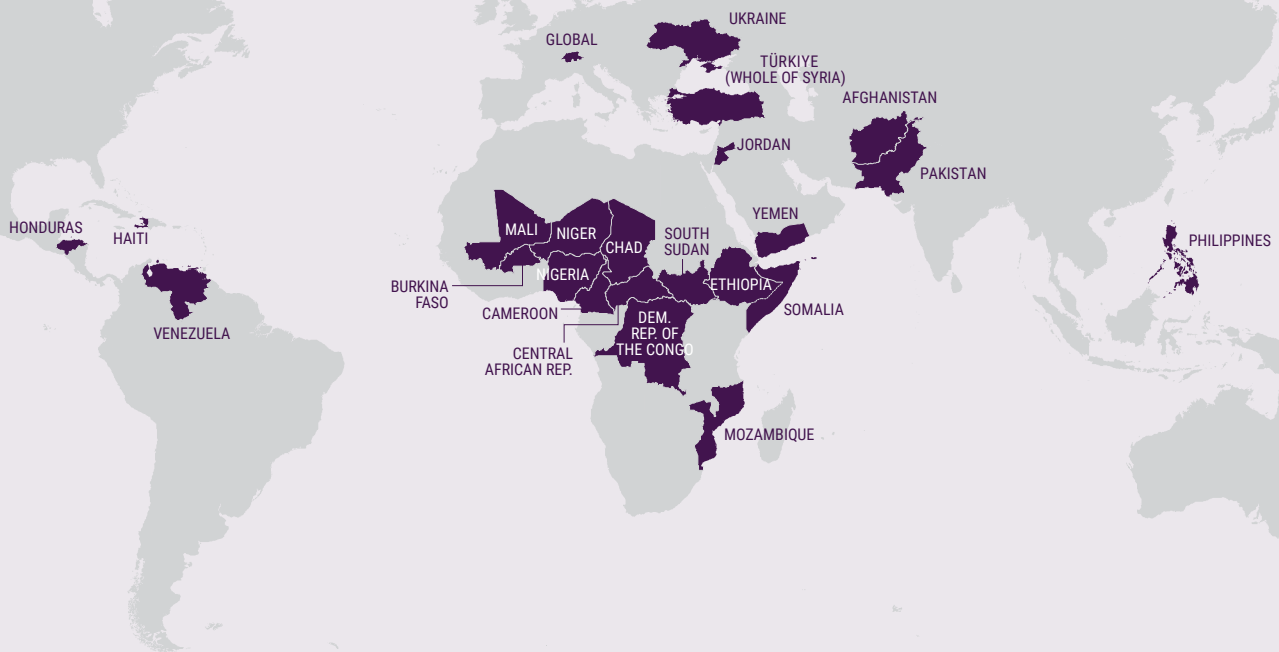
As a reflection of global trends, the number of requests for GenCap support increased to 24, compared with 22 in 2021 and 16 in 2020. The number of deployment months, a measure that points to the consistent support provided by longer-term deployments, more than tripled over the last two years from 90 months in 2020 to 280 months in 2022. The increase in demand reflects factors such as emerging global political tensions, protracted conflicts, and climate change creating needs for support, as well as confidence in the support the GenCap Project offers to humanitarian operations at country

level to operationalize gender outcomes through advocacy and capacity development.

GenCap support in 2022 reached 24 contexts. This included 22 deployments at the country level, including Afghanistan, Burkina Faso, Cameroon, Central African Republic, Chad, the Democratic Republic of the Congo, Ethiopia, Haiti, Honduras, Jordan, Mali, Mozambique, Niger, Nigeria, northern Ethiopia, Pakistan, the Philippines, Somalia, South Sudan, Turkey (Whole of Syria), Venezuela, and Yemen. All country-level deployments supported those with Humanitarian Response Plans (HRPs) or other inter-agency appeals or plans, signaling

GENCAP DEPLOYMENTS

January-December 2022



the project's high relevance to system-wide priorities. At the global level, GenCap used the IASC Gender with Age Marker (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 Gender Handbook](#) (2018)⁹. 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 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 response¹⁰. 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 nexus¹¹.

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 various parts of roadmap implementation are central to the support provided by the GenCap Project. 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 are by no means exhaustive.

The operation in **Burkina Faso** started implementing its road map at the end of 2021 with technical support from GenCap. The implementation facilitated increased

9. For further information on these documents and other guidance, refer to the [GenCap project](#) page.

10. Inter-Agency Humanitarian Evaluation Steering Group, the [Inter-Agency Humanitarian Evaluation on Gender Equality and the Empowerment of Women and Girls](#), 2020

11. IASC Results Group 4 on [Humanitarian-Development Collaboration, IASC Mapping of Good Practice in the Implementation of Humanitarian-Development Peace Nexus Approaches](#), 2021.

awareness of the distinct needs of different groups. This was demonstrated in ensuring mixed interagency/multi-sector assessment teams, an increased demand and use of disaggregating data by sex and age for the gender analysis by the ICCG and clusters, and understanding how to apply the IASC GAM to reflect on and improve programming. GenCap supported the establishment of an inter-cluster/sector gender equality coordination mechanism and worked closely with the HCT to develop minimum gender equality commitments. GenCap collaborated closely with all other thematic advisors (PSEA, GBV, Protection and AAP).

In **Cameroon**, the situation in different regions deteriorated. As the humanitarian response was reinforced, GenCap continued to focus on building capacity among frontline responders and strengthening coordination forums. All crisis-affected regions now have GiHA coordination groups. In 2022, the report from the previous year on how boys and men experienced the crises, created a holistic understanding of the distinct age and gendered impact of the crises. Partners expanded programming based on these vulnerabilities. The Protection Cluster committed to address gender and protection analysis and the GBV AoR included male survivors' access to services in the HRP.

In **Chad**, the GenCap adviser updated the operational and strategic focus of the roadmap in collaboration with field leaders. The adviser worked closely with the HCT to establish a Gender Coordination Group that included technical experts from the different clusters, to strengthen the operations' gender equality programming. As a result, the analysis in the HNO and HRP benefitted from sex and age disaggregated data available and sector gender strategies were improved. The 2023 planning included a minimum gender commitment which was underpinned by at least one gender sensitive indicator in the HRP.

In the **Democratic Republic of Congo**, the HCT adopted its roadmap in early 2022. This was followed by the inclusion of a women's NGO in the organizations leading implementation. Subsequently, a gender coordination mechanism was established and coordination

between the ICCG, clusters and the HCT on gender equality issues improved. The ICCG conducted an inter-sector gender assessment, the analysis of which will be shared in 2023. Moreover, to strengthen the intersection between gender and localization, GenCap in collaboration with UNWOMEN, UNICEF, and Care worked closely with women-led NGOs to strengthen their ability to access funds under the 2023 HRP.

Amid a rapidly deteriorating situation, GenCap worked closely with the operation in **Haiti** to create a strong gender in emergencies architecture. The HCT established a gender equality coordination in emergencies working group (REGAH), including government and civil society actors. The GenCap adviser advocated for an inter-agency rapid gender analysis and worked closely with the sectors to integrate gender equality into the HNO and HRP. GenCap supported a capacity and training needs assessment of sector leads and REGAH members and the mapping of CSOs including women-led organizations. REGAH led both exercises.

In **Mali**, the HCT implemented its Gender Equality Strategy, under HC leadership and technical guidance from the GenCap adviser. Highlighting ways to integrate gender equality into programming through the 2023 HNO and HRP process, GenCap drew attention to the data collected in the 2021 rapid gender analysis. For 2023, six clusters (86 per cent) adopted minimum gender and protection commitments. GenCap facilitated subnational workshops on gender in humanitarian action, women's leadership, and the linkages with other cross-cutting issues including AAP, protection, GBV, PSEA, humanitarian advocacy and negotiation and worked with the national humanitarian NGOs platform (FONA-LAHDM) on the localization of humanitarian aid and gender equality.

Likewise in **Mozambique**, the HCT implemented its gender equality roadmap focusing on the gender coordination architecture and localization. The Gender Working Group in Humanitarian Action was established. Civil society organizations (CSOs) participated in working group discussions on emerging gender issues in climate and conflict-

induced disasters. With GenCap support, clusters increased their engagement with women-led CSOs, as well as CSOs focused on protection and the rights of women and girls, and used sex, age and gender disaggregated data in sector and inter-sector responses. This data underpinned a gender analysis, conducted by GenCap in collaboration with the clusters, that improved the quality of the response by facilitating targeted action differentiated by the analysis.

In **Niger**, the HCT developed its gender equality programming roadmap and the humanitarian actors were sensitized to their roles and responsibilities to ensure a common understanding of its operationalization. GenCap worked closely with the HCT Lead Agents¹² to develop a monitoring framework that aligned with HCT interests and to consider government involvement in road map activities. Following the IASC GAM trainings led by GenCap in 2021, in 2022, clusters were able to explore aspects of gender in their interventions and question their use of the GAM. The increased understanding of gender in humanitarian action was also experienced in the thematic group on Gender and Human Rights, whose cluster focal points' reporting also showed improvement. GAM results were included in OCHA information products.

Similarly, the **Nigeria** HCT endorsed its road map in February 2022 and began its implementation with support from the ISCG, sectors, Gender Technical Team (GTT), and GenCap. The HCT also adopted its Gender Equality Strategy (2022 to 2024) that established a special financial resourcing mechanism for gender equality programming and required a new terms of reference for the GTT, which facilitated a direct line to the HC on gender analysis and for funding of related interventions. Operationally, with technical guidance from GenCap, the ISCG facilitated gendered analysis for 2023 HPC processes, while the HCT committed to including gender equality specific objectives in the 2023 HNO and gender-responsive inter-sector programming indicators were developed for the HRP. GenCap provided practical guidance on gender equality programming and the synergies with AAP and

PSEA workstreams. To increase integration of gender in local NGO and CSO partner projects, GenCap initiated local gender guidance notes. In collaboration with AAP and GTT colleagues, training was offered to local humanitarian actors and affected communities based on these notes. An intersectional gender analysis was launched by a consortium of actors, including the GenCap adviser, at the end of 2022.

GenCap deployed to **Pakistan** when it was devastated by floods in mid-2022. GenCap worked with OCHA and colleagues to identify opportunities to engage local women and agencies to integrate different perspectives into planning.

Another example of this flexibility was the engagement of the GenCap Project in the **Philippines**. During the rapid response deployment, GenCap collaborated with partners to produce a 'Gender Alert' for Typhoon Rai cluster responses. As the support immediately following Typhoon Rai concluded after the initial 6-months, GenCap transitioned to a structured gender equality programming in emergencies deployment, and in collaboration with the HCT, developed its GEPiE road map for the Mindanao operation. On behalf of the HCT, GenCap consulted with partners and proposed the composition of the gender equality coordination group, accounting for local actors and development networks for gender equality.

In **Somalia**, a dramatic contextual shift demonstrated GenCap flexibility in moving from a focus on roadmap development, to an IASC Scale-Up deployment. Moreover, the parallel deployments of GenCap, ProCap and a NorCap AAP coordinator, demonstrated how thematic specialists work together to bring the HC, HCT and the ICCG together around a common understanding of quality programming within the humanitarian response. The IASC Scale-up benchmarks for famine prevention reflected the strengthened understanding of the inter-related aspects of gender quality, protection and accountability. The CCCM Cluster conducted a rapid gender analysis, with the support of the GenCap adviser. The cluster found that: (a) mandating

12. Lead Agents are dedicated focal points to lead on specific workstreams agreed within the HCT roadmap.

gender parity in IDP site camp management committees had been effective, but women remained excluded from key humanitarian functions; (b) youth, especially males, are alienated within the response and socially; and (c) communities are in urgent need of community-based protection initiatives, especially related to GBV. The cluster subsequently decided to diversify the roles of women within camp management and revise its inclusion workplan to engage partners in programmes targeting youth specifically.

In **South Sudan** the HCT established a Gender and Inclusion Roadmap Team (GIRT) comprising gender focal points, development actors and nexus partners with technical guidance from GenCap and UNWOMEN. OCHA and GenCap worked with the GIRT to strengthen its links with clusters. The GenCap adviser used the HPC to highlight opportunities to use gender evidence and analysis and shape programming. The intersectional analysis of the inter-sector needs assessment (ISNA) data, including the drivers of vulnerability and capacities, was used in the HNO and HRP to inform and adapt programming. GenCap also built alliances with women-led organizations. This contributed to the leaders on women's issues collaborating with UNMISS on high-level messaging, which opened space with political affairs, civil, and peace building

UNMISS sectors, increasing visibility and amplifying the issues faced by women leaders and women-led organizations.

GenCap supported the **Venezuela** HCT in its baseline assessment, GEPiE roadmap development and the initial implementation. With technical support from GenCap, the HCT established its GEPiE working group. GenCap also worked with the Lead Agents and supported the development of a monitoring framework and with clusters and local stakeholders to account for gender equality in their operations. GenCap worked with clusters to consider the strategic approach to sharing its gender analysis with the HCT and promoted the participation of gender-progressive CSOs in humanitarian decision making processes.

In **Yemen**, in 2022, with GenCap support, the Shelter Cluster undertook a gender analysis to assess the quality of its response and thus expanded its understanding of gender issues. GenCap, in collaboration with ACAPS, worked with clusters to undertake a rapid gender analysis. The HCT, with technical guidance from GenCap, included three women-led organizations as members. Clusters, with the support of GenCap, included more gender-sensitive indicators in the 2023 HRP so that the distinct benefits to females and males could be monitored.

GenCap in Afghanistan: maintaining gender equality in a prohibitive environment

During 2022, geographical access increased while access to women and girls diminished. Restrictions on women's travel without a 'maharam', or male companion, numerous bans on the mobility of women and girls, and the most recent bans on female humanitarian aid workers have mounted significant barriers to access to humanitarian services for women and girls. Women who are heading households and women and girls with intersecting vulnerabilities have additional barriers in accessing aid, services, and employment opportunities. The underrepresentation of women among humanitarian staff, also limited gender responsive programming.

GenCap deployed to Afghanistan following the IASC Scale-Up activation at the end of 2021 and cycled in a second adviser in late 2022. GenCap supported the HC and HCT as well as the ICCG and clusters, in accessing local women's views and needs and designing programming, while localizing solutions. This was done by using available intersectional information to design strategies to address needs. These strategies were used by the HCT and clusters in the HNO and HRP. Clusters committed to increasing

the ranks of female humanitarian aid workers and strengthening innovative accountability and protection measures to ensure women's participation.

GenCap provided technical assistance on the humanitarian access strategy, joint operating principles for humanitarian work, as well as the evaluation of the late-June earthquake response.

The Project also contributed to coordination of the HCT Women's Advisory Group and GiHA working group. From early 2022, the HCT Women's Advisory Group articulated issues which the HCT explored and the GenCap adviser amplified throughout the operation. A coalition of UN agencies, international and local NGOs and GenCap collaborated to review existing needs assessments and drafted knowledge products and presentations based on best practices identified in the process. GenCap worked closely with other transversal workstream focal points (protection, disabilities inclusion, AAP) to develop common approaches within clusters, including tailored indicators.



Afghanistan, 2022.

Credit: UNICEF/
Sayed Maroof
Hamdard

GenCap in Honduras: Embedding gender throughout the system

The humanitarian needs in Honduras are driven by poverty, cyclical climate induced disasters, forced displacement, gender-based violence and migration in a context of political and social conflicts and extreme poverty. More than 30 per cent of the population lives in extreme poverty and 20 per cent of children are stunted in their growth. Women, girls, LGBTIQ+ people and people living in peripheral urban and rural areas are disproportionately affected by the growing food insecurity, limited access to basic services and chronic violence¹³. In Honduras, the humanitarian response is led by government and co-led by the international humanitarian community.

In this context, the HCT made significant progress on systematizing gender equality programming in emergencies. With the support and technical guidance of the GenCap Project, the HCT applied the knowledge from GEPiE training. The HCT established a gender focal point network, incorporated gender into public information material, and applied the tool to assess the inclusion of gender in AAP mechanisms that the GenCap adviser developed with partners. GenCap worked closely with the gender focal point network to increase its capacity and establish its normative framework. The network functioned as the

engine for the roadmap. The HCT, with GenCap support, met with two groups of gender-progressive civil society organizations focused on the women's and LGBTI rights. During the meeting, the HCT made multiple commitments that were later translated into a 5 year plan.

The ICCG also participated in a training on gender equality measures for the HNO with 45 government participants who led the response, including participation from the Ombudsman's office. There was a subsequent review of the national emergency information system for tools that incorporated gender equality. Gender-responsive indicators were included in the HNO and the ICCG shared gender analysis and recommendations with the HCT.

The network, with GenCap support, collaborated with the Protection Cluster, the GBV Sub-Cluster and the PSEA Working Group on transversal issues and convened technical support sessions with the Permanent Contingency Commission of Honduras (COPECO) on GEPiE. Subsequently, risk management institutions piloted a guide on including gender in the preparation for the hurricane season.

13. [Honduras Humanitarian Needs Overview 2023 \(September 2022\) - Honduras | ReliefWeb](#), accessed 20 February.

Honduras, 2022.
Credit: OCHA/
Vincent
Tremeau



Capacity development

In 2022, GenCap provided capacity development, including through training and learning activities, at the country, regional and global levels. The aim was to reinforce the capacity of humanitarian actors and local stakeholders to incorporate gender equality programming in emergencies and strengthen the accountability of the humanitarian system for gender equality programming and empowerment of women and girls, through the application of the [IASC Policy on Gender Equality and the Empowerment of Women and Girls in Humanitarian Action](#) (2017), [IASC Guidance on Localization](#), Core Humanitarian Standards and the [IASC GAM](#).

In 2022, GenCap led a five-day in-person Gender in Humanitarian Action training of trainers (ToT) for participants from **Latin America**. Building on GenCaps deployed to **Honduras** and **Venezuela**, the training, held in Panama in Spanish, fostered local experts who would apply GenCap tools and guidance in building capacities on gender equality programming in emergencies, in both regional networks and their respective countries. Within the operations, GenCap then guided the community of trainers following the ToT in establishing their own training programmes.

Recognizing that building capacities is a key entry point for the project to foster more sustainable change, capacity-building activities occupied an integral part of GenCap work in country operation deployments. In Gaziantep, where cross-border operation for northwest Syria is coordinated, GenCap worked with AAP, disability inclusion, PSEA, GBV and protection workstream focal points to contextualize the GiHA training and deliver Gender and Inclusion training for thematic leads within the operation. In Nigeria, GenCap provided training on GEPiE, contributed to training on meaningful participation, and produced local guidance notes on GEPiE developed with local NGO and CSOs for partners, on how to integrate gender.

Throughout 2022, GenCap Senior Advisers played a crucial role in promoting inter-agency and sector-specific gender analysis, enabled evidence-based advocacy and the integration of gender equality and the empowerment

of women and girls into programming. For example, in **Nigeria** and **Yemen** GenCap provided technical guidance to develop gender-responsive objectives and indicators for the HNO/HRP. GenCap supported women-led NGOs in applying for and accessing funds under the 2023 HRP in **Haiti**, and strengthened local knowledge and increased CSOs' and national NGO networks' participation in coordination processes in **Mali**, **Mozambique**, **Nigeria**, and **Pakistan**.

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. GenCap also contributes to integrating gender equality programming and women's empowerment into regional, national and local policies and preparedness activities.

In the modality of deployments, this type of support was provided (since 2021) to the Assessment, Planning and Monitoring Branch of OCHA to help integrate gender equality considerations in the JIAF and offer technical guidance on GEPiE in the HPC.

In 2022, GenCap contributed to various global forums and processes. This included inputs provided to a process to increase technical capacity for humanitarian and public health emergencies, with a view to strengthening community engagement coordination and risk communication and community engagement support. The Project also contributed to the 2022 Secretary-General's Report on strengthening of the coordination of emergency humanitarian assistance of the United Nations; to developing a high-impact module on gender equality and protection in humanitarian action by OCHA's Humanitarian Leadership Strengthening Section (HLSS); to the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women performance assessment; to the annual

review of the HNOs and the HRP as part of the Gender Accountability Framework Working Group; and to the UN Women internal Annual Humanitarian Planning Session, among others.

At the 2022 Humanitarian Networks and Partnerships Week, GenCap led an online session entitled “Gender Equality Programming in Emergencies: Barriers, Enablers and Promising Practices.” In the session, GenCap Senior Advisers deployed in support of humanitarian operations in Honduras, Ukraine, and Turkey (Cross-Border Whole of Syria) shared their experiences and identified concrete actions taken by country operations and headquarters entities that led to improvements in gender equality programming and discussed persistent challenges and

enablers to intersectional gender assessment, analysis, and planning in country operations, as well as best practices for gender equality programming during emergencies.

GenCap, as an IASC initiative, has established linkages with global networks that provide avenues for the project to contribute to policy formulation, whether through IASC structures or through direct cooperation with individual agencies, international NGOs, NGO networks and other actors. The project maintains its collaboration with the GBV Area of Responsibility and CARE, among stakeholders represented in the Standby Partnership Network, and other partners.



Yemen, 2022.
Credit: OCHA/
YPN-Ahmed
Haleem

Localization: A gender-responsive and protection-sensitive approach to localization in Ukraine

The war in Ukraine caused widespread death, destruction, displacement and human suffering, and left at least 17.6 million people in need of multisector humanitarian assistance by the end of 2022. Approximately 56 per cent of people in need are women and girls, 22 per cent are over 65 years, and 15 per cent have a disability. Since February 2022, and in both areas with active hostilities and newly retaken areas, local and national civil-society organizations (CSOs) - including women-led organizations - are part of the wide spectrum of those volunteering to provide support to the victims of the conflict. These organizations often have greater access to communities in Ukraine (Ukraine HNO, 2023).

GenCap and ProCap Senior Advisors were deployed simultaneously to the office of the Humanitarian and Resident Coordinator in Ukraine from March 2022 to support the IASC Scale-Up. Aligned with localization priorities of the rapid scale-up, the advisors identified key areas of engagement to increase the presence and amplify the voices of local actors in the coordinated humanitarian response. Special attention was given to those focused on gender equality, inclusion of marginalized groups and providing targeted assistance to those facing the most critical vulnerabilities to violence of the full-scale war (65+ and persons with disabilities).

Prior to the full-scale war, gender equality architecture, actors and coordination mechanisms were strong, but not widely focused on humanitarian action. GenCap worked with UN Women to establish the Gender in Humanitarian Action (GiHA) group to coordinate international, national and local actors, and support the ICCG. GenCap also launched a national database of women-led and women's rights CSOs (WLO/WRO), delineating those targeting people with disabilities, 65 years and over, Roma, LGBTIQ+, people living with HIV, and other at-risk groups. This informed which local actors could support gender-responsive humanitarian action in different ways, including: as implementing

partners, as key informants for assessments and monitoring, as grantees for donors prioritizing localization, and to influence high-level decision-making. GenCap worked with the OCHA pooled fund team to integrate these groups into the proposal review process, adjusted scoring criteria to ensure gender and inclusion were reflected across all funded proposals, and expanded communications on funding opportunities to increase the number of women-led organizations and women's rights organizations benefitting from the Fund.

ProCap provided policy, strategic and operational guidance to ensure the protection response matched contextual reality and recognized the priorities of local and national actors. The ProCap Advisor supported the development of an HCT Protection Strategy, including the review of the HCT Joint Operating Principles, with integration of activities to address protection risks associated with engagement in conflict-affected areas with public or civilian third parties. Civilian third parties include local authorities and frontline volunteer networks, who are not necessarily neutral in nature, but have better access to provide civilian rescue. ProCap facilitated targeted advocacy and established forums to address protection concerns in close collaboration with governmental institutions and local actors inside and outside of the humanitarian sector.

ProCap and GenCap Senior Advisors jointly advocated for a gender-responsive and inclusive approach to localization, where localization is an approach to good programming and response. From hearing and respecting the demands of diverse civil society actors, to adjusting coordination and planning structures to better facilitate their involvement, the Senior Advisors used their influence and roles to build bridges between the very local, the national and the international community towards a stronger and expanded humanitarian response.

Ukraine, 2022.
Credit: OCHA/
Oleksandr
Ratushniak



GENCAP DIRECTION AND PROJECTIONS

In 2022, GenCap increased the flexibility within the strategic frameworks that drove strategic engagement on gender within complex humanitarian operations. The implementation of managerial changes continued through a leadership transition. The changes continued to focus on predictable and sustained operational support to HCs and HCTs in their efforts to make progress on the agenda for gender equality in humanitarian action. High country-level demand continued through the end of 2022, and the project stabilized implementation at the level envisaged in the ProCap and GenCap Appeal, July 2021– December 2022.

The ProCap and GenCap Appeal for 2023-24 was launched in late 2022 and was based firmly on the consultations that were conducted in the development of the 2023-26 Strategic Framework that will be finalized in early 2023. These will allow the project management team to make further progress in the following areas:

Support humanitarian field leaders:

Since its inception, the project has been a consistent, flexible and reliable partner in fostering a comprehensive change to the global and local protection landscape. The GenCap Project is the only tool that provides a neutral, system-wide focus. In the role of catalyst, enabler and steward of the roadmap development, GenCap Advisers lead the endeavor, which triggers a broad consultative process to determine common interagency operational priorities. These inform GenCap advice to HCs, which supports them to lead, mobilize and coordinate the humanitarian system to deliver results for affected people across various areas of responsibility. Drawing on its comparative advantage, the Project will continue to strengthen the expert pool, offering a unique opportunity for senior professionals on gender equality to contribute to and lead change in collaboration with HCs and HCTs.

Continuing the strategic shift: Building on the model, methodologies and approaches introduced in 2019, GenCap will position communities as the central anchor of outcomes on gender equality. Combining immediate, medium and long-term planning,

through the processes that underpin the roadmap, opportunities to optimize local and international resources will be leveraged to reinforce the principled floor of gender equality, upon which humanitarian action can be built and renewed in evolving contexts.

Broaden and deepen the capacity base:

Support the capacity development and learning function of GenCap to collect and consolidate up-to-date information on gendered concerns, and trigger and nurture critical discussion around cross-cutting humanitarian issues in a safe space. GenCap will nurture outreach and dialogue with partners and actors who contribute to the quality of the response, will maintain ongoing learning for the Advisors to keep abreast of humanitarian trends, methodologies and emerging discourse. GenCap will increase investments in local advisors to grow and groom a network of specialists and influencers within areas of operation.

Heighten visibility of results: Continue the roll-out of the Monitoring, Evaluation and Learning (MEL) framework for the Project and enhance the reporting of results. GenCap will place greater emphasis on articulating the impact of deployments and sharing of best practices between advisors and with other partners at country and global levels. As part of this effort, the Project Management team will also continue to engage with strategic advocates.

Complementarity and collaboration with thematic workstreams:

Beyond existing collaboration with leading actors on centrality of protection in humanitarian action, GenCap will strengthen linkages and complementarity vis-à-vis other thematic workstreams. Recognizing that the proliferation of thematic workstreams has already diffused leadership, GenCap will continue to integrate thematic workstreams including (but not limited to) AAP, localization, protection from sexual exploitation, abuse and harassment, mitigation and response to GBV, nexus, and climate into collective approaches to achieving outcomes on gender equality issues.

FINANCIAL UPDATE

In 2022, GenCap was supported by generous contributions from Germany, Norway, Switzerland, and the United States of America. Under the July 2021 to December 2022 Appeal, GenCap requested US\$5.2 million to address growing gender capacity requirements within the humanitarian system, focusing on its direct support to HCs and HCTs. By end December 2022, 94 per cent (\$4.9 million) of the required level of funding was met.

Resource mobilization is essential to meet the sustained demand for GenCap support from the HCs and HCTs in a timely and effective manner. At the same time, operations require longer term, multifaceted engagements from individual deployments. 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 2022 (\$US)

REQUIREMENTS	FUNDING	% FUNDING
\$5.2 million	\$4.9 million	94%

GenCap donors in 2022

(in alphabetical order):



Germany



Norway



Switzerland



United States of
America

ACRONYMS AND ABBREVIATIONS

AAP	Accountability to Affected People
ACAPS	Assessment Capacities Project
CARE	Cooperative for Assistance and Relief Everywhere
CCCM	Camp coordination and camp management
COPECO	Permanent Contingency Commission of Honduras
CSOs	Civil-Society Organizations
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
GIRT	Gender and Inclusion Roadmap Team
GTT	Gender Technical Team
HC	Humanitarian Coordinator
HCT	Humanitarian Country Team
HIV	Human Immunodeficiency Virus
HNO	Humanitarian Needs Overview
HPC	Humanitarian Program Cycle
HRP	Humanitarian Response Plans
HLSS	Humanitarian Leadership Strengthening Section
IASC	Inter-Agency Standing Committee
ICCG	Inter-Cluster Coordination Group
ISCG	Inter-sector Coordination Group
ISNA	Inter-sector needs assessment
JIAF	Joint Intersectoral Analysis Framework
LGBTQI+	Lesbian, Gay, Bisexual, Transgender, Queer or Questioning, and Intersex
MEL	Monitoring, Evaluation and Learning
NGOs	Non-Governmental Organizations
NorCap	Norwegian capacity to international operations
NRC	Norwegian Refugee Council
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
ProCap	Protection Standby Capacity Project
PSEA	Protection from Sexual Exploitation and Abuse
REGAH	Gender equality coordination in emergencies working group
RGA	Rapid gender Analysis
ToR	Terms of Reference
ToT	Training of trainers
UN	United Nations
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNMISS	United Nations Mission in the Republic of South Sudan
UNWOMEN	United Nations Entity for Gender Equality and the Empowerment of Women
WLO	Women-led Organization
WRO	Women's Rights Organization



OCHA