

**PRO
CAP**

**INTER-AGENCY
PROTECTION STANDBY CAPACITY PROJECT
2022 ANNUAL REPORT**



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Front cover

Kabasa Primary School, Somalia. 2022
Credit: OCHA/Yao Chen.

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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 global commitments to ensure that protection is central to humanitarian action.

As an independent, inter-agency tool, ProCap provides Humanitarian Coordinators (HCs) and Humanitarian Country Teams (HCTs) with dedicated strategic and technical expertise. ProCap contributes to reaching a common conceptual understanding of centrality of protection in humanitarian action. Collaboration with humanitarian leadership, influencing programme and strengthening engagement with local networks, the project focuses on capacity development and advocacy,

largely targeting field practitioners. This work is supplemented by project engagement 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 2023–2026, 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

Protection concerns persisted in humanitarian crisis contexts across the globe, compounded by conflict and climate challenges, 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. Conflicts expanded and violence intensified in several settings where humanitarian crisis and response had already been a feature of the landscape.

As 2022 began, 89.3 million people were forcibly displaced, including 53 million internally displaced people and 27.1 million refugees¹. By mid-year, the number of people forcibly displaced surpassed 100 million². The number of people who faced acute food insecurity increased by 29.5 million between 2021 and 2022³. 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 billion⁴.

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 allegation involving NGOs were received through community feedback mechanisms⁵. Global environmental and economic dynamics amplified food insecurity, socioeconomic and protection crises, in particular for 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 remained focused on field results, sustainable impact, and strategic and operational support aligned with system-wide response priorities.

PROCAP DEPLOYMENT: FLEXIBLE AND PRIORITIZED

The reforms to the interagency ProCap and GenCap Projects 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 ProCap deployment models were developed: (i) country-level deployments to support the HCT's planning and implementation of centrality of protection 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.

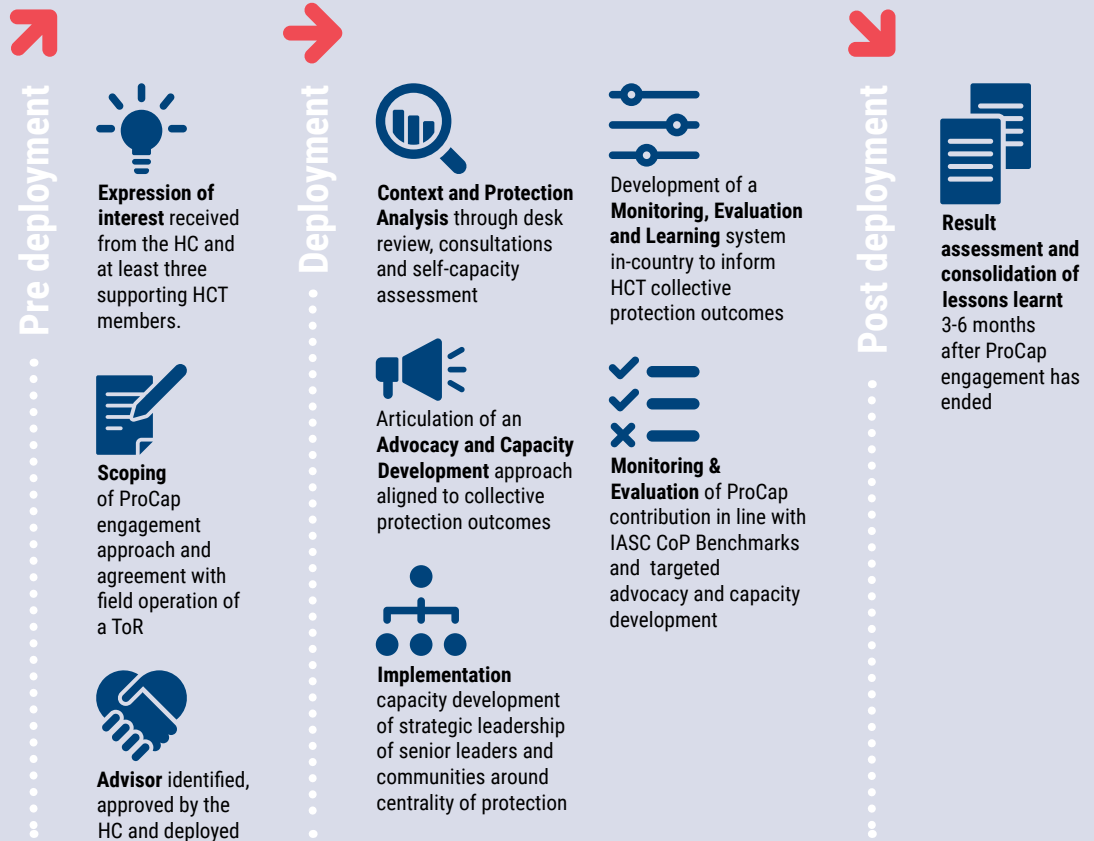
Country operations: centrality of protection road map deployment

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, programming and localization efforts. In 2022,

1. UNHCR, [Global Trends: Forced Displacement in 2021](#).
2. [UNHCR - Global Trends](#), accessed 1 February.
3. Food Security Information Network, [Global Report on Food Crises 2022 Mid-Year Update - World | ReliefWeb](#), accessed 1 February.
4. OCHA, [Global Humanitarian Overview 2023](#).
5. UN News, [Guterres vows to improve UN's handling of sexual exploitation and abuse | UN News](#), accessed 27 January 2023

ProCap centrality of protection deployment process

ProCap advises humanitarian leaders to facilitate their leadership build a common conceptual understanding of centrality of protection and its operational implications. ProCap supports humanitarian operations for up to three years.



this type of deployment was delivered in nine country contexts⁶.

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-level self-assessments to identify existing capacities, specific needs and priority areas for support tailored to the operational context. Extensive and inclusive consultations provide the basis for coherent collective response throughout operation which considers protection risk as the framework for multi-sector programming.

In some contexts, the consultations culminate in a strategic document that defines priority areas for support, activities, expected outputs and outcomes, as well as individual and organizational focal points for

the collective efforts of the HCT. Outcomes linked to the Humanitarian Programme Cycle are annual, while those associated with standalone strategic documents extend over a two-year time frame. This flexible approach has helped ensure leadership buy-in, contextual uniqueness, collective ownership of the centrality of protection agenda, and increased coherence with the evolution of existing IASC policy.

IASC system-wide scale-up activation deployment

In emerging or rapidly changing crisis response operations, particularly those under the IASC Humanitarian System-Wide Scale-Up Protocols, ProCap provided strategic and technical centrality of protection expertise from the onset. This rapid deployment, for an initial six months in line with the IASC Scale-Up time frame, included the possibility

6. This includes Burundi, Cameroon, the DRC, Mozambique, Niger, Somalia, South Sudan, Sudan and Venezuela. See the “2022: Prioritizing field presence” chapter for further elaboration on these deployments.

of extension or transition to a structured centrality of protection deployment.

Under these circumstances, the project fast-tracked deployments and focused on supporting the operation in prioritizing and addressing immediate humanitarian needs and protection. This included providing technical protection advice and guidance to IASC leadership in ‘scaled-up’ contexts, and supporting the Protection Cluster, the Inter-Cluster Coordination Group (ICCG) and the HCT to prioritize and jointly address protection risks to affected people. ProCap also provided technical expertise and advice related to protection of civilians, making practical advice and inter-agency guidance available to decision-makers. The project thus ensured that centrality of protection, protection mainstreaming and integration, including conflict sensitivity, guided the response. ProCap further strengthened leadership on the centrality of protection by introducing and applying strategic protection frameworks such as advocacy and humanitarian negotiation, as well as community-based protection.

From the beginning of 2022, ProCap Project Management, in collaboration with leadership in the operation, automatically triggered the deployment of an inter-agency Senior

Protection Adviser following the activation of the IASC Scale-Up protocols. Such support was provided to the Afghanistan and Ukraine responses, and there was 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 and an evolving protection environment.⁷

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 in global forums.

During 2022, this type of support was provided to the Global Protection Cluster (GPC) to contribute to the mapping of nexus approaches by the IASC’s Results Group on Humanitarian and Development Collaboration and the development of a practical guidance note to assist the Protection Cluster in applying the nexus approach in their work.

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, following its 2021 pilot, considered system-wide priorities,

the project’s own niche, 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 “2022: Prioritizing field presence” chapter for further elaboration on these deployments.

DEPLOYMENT TYPES	OBJECTIVES	PROCAP ROLES	LENGTH
	<p>Provide pathways for operations to embed centrality of protection into leadership, programming and localization strategies.</p>	<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. 	<p>Up to two to three years</p>
	<p>Address needs in an escalating crisis context and provide short-term strategic and technical support under the activation of IASC Scale-Up protocols.</p>	<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. 	<p>Initial six months with possibility for extension</p>
	<p>Contribute to linking policy and advocacy with practice and incorporating centrality of protection measures into global guidance and tools.</p>	<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. 	<p>Flexible</p>

EXPERT POOL DEVELOPMENT AND MANAGEMENT

ProCap continued its efforts to strengthen and diversify its expert pool in terms of competency and skill sets, functional and geographical backgrounds, language fluency and gender composition. These efforts are yielding dividends. During 2022, the rolling recruitment facilitated an expansion of the pool to 37 experts (20 men and 17 women). More than half of the advisors were either deployed to country operations or engaged on capacity development initiatives by the end of 2022. The rolling recruitments also increased the project's ability to target specific skillsets and to increase senior protection advisers' engagement with the projects, creating stronger relationships and understanding of the project's goals and operational frameworks. In 2022, the project recruited a second roving adviser to increase project agility and responsiveness.

ProCap Senior Protection Advisers have extensive experience and expertise across the elements of centrality of protection in humanitarian action. They typically have hands-on competence in inter-agency, inter-sector coordination; protection analyses and multisector 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

Afghanistan,
2022.
Credit:
WFP/Sadeq
Nasiri

translation of global policies and tools in specific crisis contexts, among others. Many of the experts have significant expertise on community-based protection, housing-land-and property issues, IDP protection considerations, Protection of Civilians, child protection, durable solutions and livelihood, 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 continued to support the 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 were supported throughout their tenure and provided with tailored onboarding, mentoring, coaching and thematic learning. A performance management system to help identify areas of learning for the Senior Advisers was developed. These interventions better position the advisers 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, ProCap initiated in-briefings in Geneva to build a platform for ongoing engagement between the senior advisers and the global partners who can support in-country collaboration, and to nurture the advisers' awareness of networks and resources that are in place to support their work. Advisers participated in discussions on IASC system priorities and thematic workstreams that impact their operational space.



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 Advisers were deployed simultaneously to the office of the Humanitarian Coordinator in Ukraine from March 2022, to support the IASC Scale-Up. Aligned with localization priorities of the rapid scale-up, the advisers identified key areas of engagement to increase the participation 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 conflict (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, delineating those targeting people with disabilities, 65 years and over, Roma, LGBTQI+, 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 Adviser 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 Advisers 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 Advisers 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

2022: FIELD PRESENCE

Deployments

In line with global emergency trends, demand for ProCap support remained high, with 18 deployments in 2022, compared with 19 in 2021 and 20 in 2020. The number of deployment months, a measure that points to the consistent support provided by the longer-term deployments, has steadily increased over the last two years, from 120 months in 2020 to 215 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 ProCap Project offers to humanitarian operations at country level to operationalize protection outcomes through advocacy and capacity development.

ProCap deployments at the country level focused on Afghanistan, Burundi, Cameroon, DRC⁸, Mozambique, Myanmar, Niger, North Central America, Pakistan, Somalia, South Sudan, Sudan, Ukraine, Venezuela, and Yemen. All country-level deployments supported contexts with Humanitarian Response Plans (HRPs), signaling the high relevance of the project to humanitarian system-wide priorities and IASC coordination tools and processes. At the global level, ProCap supported the Global Protection Cluster (GPC) to contribute to the mapping of nexus approaches by IASC's Results Group on Humanitarian and Development Collaboration, and the development of a practical guidance note to assist the Protection Cluster in applying the nexus approach in their work.

ProCap work in support of country operations was 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 guidance⁹. The Independent Review of the implementation of the IASC Protection Policy,

released in May 2022, has also contributed to learning and adaptations for the Project, which will continue through the implementation of the 2023-26 Strategic Framework, which addresses the strategic role of the Advisers in each response.

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 protection¹⁰. ProCap work was also evaluated as leading to coherence in the HCT strategy in a pragmatic and practical way by putting together the common efforts by humanitarian partners around centrality of protection.

The types of deployment contexts in which ProCap engaged, varied widely, 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 operation in **Burundi**, the ProCap Adviser worked closely with the HCT to develop a protection strategy and workplan, and with a view to enable its implementation, engaged in a capacity development approach. Several humanitarian organizations reported improved communication with affected populations and saw improved participation and inclusion of persons with disabilities. Organizations improved data collection tools, to better capture protection risks thus enabling organizations to respond to protection risks. ProCap capacity building initiatives also acknowledge affected people's knowledge of their rights, complaints and feedback

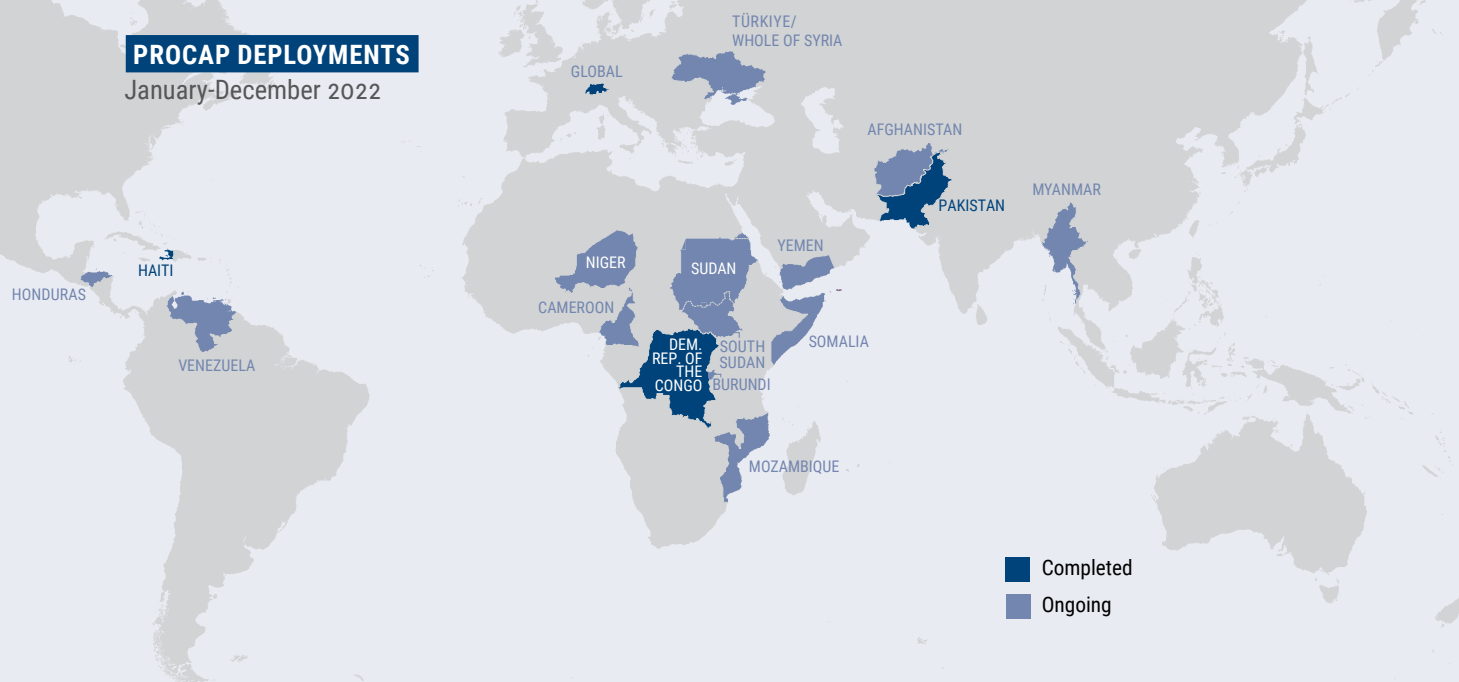
8. ProCap was engaged to conduct a review of the HCT protection strategy and support for its implementation. An advisor was identified and contracted; however deployment was put on hold due to challenges related to practical arrangements.

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

10. OCHA and NRC, [GenCap and ProCap Evaluative Review](#), 2019.

PROCAP DEPLOYMENTS

January-December 2022



mechanisms, which have been designed to be more efficient and culturally acceptable.

In **Cameroon** with ProCap support, the HCT identified Critical Protection Issues (CPI) based on targeted consultations with key stakeholders. In addition to facilitating an update of the HCT Centrality of Protection strategy, the ProCap Adviser collaborated with the ICCG and the sectors to strengthen operational applications of centrality of protection and to support evidence-based advocacy. The HCT Protection Strategy's implementation plan development was initiated with a specific focus on localization and cross-cutting issues. The ProCap Adviser started consultations to identify local champion organizations and began the first structured dialogue on protection between civil society and donors, to strengthen participation and representation of local and national organizations and entities.

Given the prominence and number of development actors in **Mozambique**, the ProCap Adviser cultivated relationships with development actors to enhance to facilitate a common strategy. ProCap worked closely with the development community to develop the Conflict-Sensitive Assessment and Response and Peacebuilding Fund (i) durable solutions, (ii) alternatives to violence, and (iii) reconciliation project proposals. The Protection

Adviser contributed to comprehensive protection analysis updates, to prioritized protection risks, and to referral of structural issues in conflict-affected areas to development partners, including government. ProCap also advised on the centrality of protection strategy, recommending that it focus on improving cross-sectoral data analysis in the areas of displacement and return processes, and worked closely with the Information Management Working Group (IMWG) to facilitate inclusion of related vulnerabilities the Humanitarian Needs Overview (HNO) and the Humanitarian Response Plan (HRP).

ProCap deployed an Adviser to **Myanmar** in March to develop a new HCT Protection Strategy. Given the access constraints for humanitarians, this exercise required months of intensive bilateral consultation with the members of the HCT. A new and ambitious protection strategy was approved in September and the development of the corresponding operational framework was initiated.

In **Niger**, the ProCap Adviser undertook a capacity assessment and consultations to integrate 'advocacy for protection' outcomes and design a country-wide capacity development plan as part of the operational framework of the HCT centrality of protection strategy.

ProCap in Somalia: Prioritization of critical protection risks, an enabler for protection outcomes

Somalia remained a fragile context where people suffer the consequences of protracted and complex crises related to governance, poverty and conflict, which are further aggravated by climate change-related shocks and stressors. The results expose affected people to multiple acute protection risks that can only be reduced or addressed through a system wide, coordinated response.

ProCap supported the Humanitarian Country Team in contextualizing, planning, operationalizing, coordinating and monitoring the implementation of a centrality of protection policy on the basis of targeted ‘Critical Protection Risks’ (CPR) and defined protection objectives and outcomes. In practice, this meant supporting the HCT to build consensus through system-wide consultation, on prioritized CPRs to catalyze collective approaches and action. The CPRs identified by the HCT, cluster and protection actors were articulated as the following outcomes: (a) reducing exclusion and denial of assistance, (b) reducing the risks associated with displacement, and (c) reducing indiscriminate attacks on civilians and civilian objects.

To operationalize these protection outcomes, ProCap supported humanitarian actors and coordination forums to strengthen their advocacy capacity at the leadership level and to improve integrated analysis and programming at the operational level. The result was the systematic inclusion of those critical protection risks into strategic planning processes, such as the HCT Protection Strategy, Humanitarian Response Plan, IASC Scale Up Benchmarks, the upcoming HCT Accountability Framework, as well as defining key messages and bottlenecks to success for key stakeholders through various information, communication and reporting channels.

By the end of 2022, the ‘critical protection risks’ prioritized in the HCT Protection Strategy were routinely debated at the leadership level, in HCT operational discussions and all key strategic documents are informed by

actions seeking to reduce or mitigate the CPRs. Advocacy recommendations are now clearly targeted for the HCT to action, on issues of exclusion, aid diversion and the protection of civilians.

All thematic strategies have been reviewed against the Centrality of Protection strategy. From an operational standpoint, the HRP cluster chapters, the drought response and famine prevention plans were all adapted to ensure clusters identified mitigating measures against the CPRs.

The ProCap Adviser also facilitated the linkages between exclusion and marginalization, and the localization agenda by mapping clusters against the IASC 2021 participation and leadership guidance with the localization working group. Furthermore, protection analysis, particularly on the protection of civilians, has been improved through systematic and sustained collaboration, joint analysis, and more visibility for the protection cluster in the HCT.

Strategic planning for protection outcomes created an enabling environment for developing centrality of protection (CoP) Monitoring Indicators. ProCap support in developing M&E capacities within the HCT was supported by agencies at the national and global levels, seeking to strengthen results-based protection planning and programming in humanitarian operations.

The ProCap Project is now looking forward to further support capacity development at sub-national level and support the implementation of area-based approaches as a conducive operational modality to generate protection outcomes and strengthen localization and the nexus approach in support to communities’ resilience capacities.



Somalia, 2022.
Credit: OCHA/
Yao Chen

Similarly, in support of the Resident Coordinators in El Salvador, Guatemala, and Honduras, ProCap deployment of regional capacity in **northern Central America** facilitated collective responses and advocacy as integral aspects of the operationalization of protection strategies. ProCap also supported HNO and HRP processes and availed protection-sensitive rapid assessment tools in El Salvador and Honduras after Hurricane Julia made landfall.

ProCap deployed to **Pakistan** to advise and guide the HC and the HCT on addressing the protection risks associated with sudden onset displacement, in the government-led response. Linking the immediate advocacy to longer term initiatives, the ProCap Adviser, in collaboration with protection and non-protection mandated agencies, developed advocacy messaging used by the HC with national authorities on birth registration, returns and other future settlement plans of flood affected people, and the plight of people with disabilities. Building on the existing strategic documents, ProCap leveraged stated objectives in the HCT Flood Response Plan to galvanize efforts of the HCT around the multi-dimensional and multisector protection risks.

In **South Sudan**, the ProCap adviser focused on reaching conceptual clarity and the subsequent operationalization of centrality of protection. On behalf of the DSRSG/RC/HC, ProCap convened humanitarian, development and peace-keeping leadership and donors for a full day high-level “Protection Roundtable”. ProCap also fostered mutually reinforcing initiatives and HCT commitments through strategic engagement with Global Protection Cluster (GPC) and P2P missions. Since 2021, coordination of the contributions of over 20 operational agencies around the areas of rule of law and access to justice, underpinned the articulation of collective outcomes on durable solutions in South Sudan. The HCT subsequently identified two-three top protection issues for collective action. The ProCap Adviser also advocated for an inter-agency protection analytical framework

under the auspices of the integrated office of the DSRSG/RC/HC.

Sudan likewise undertook consultations for the development of its HCT centrality of protection strategy with ProCap support. ProCap also guided a conflict sensitive approach towards conflict mitigation and protection risk reduction strategies. Capacity assessments focused on ensuring meaningful participation of national actors to strengthen the centrality of protection, and to integrate advocacy as part of the response to the protection needs of vulnerable populations. In collaboration with the protection architecture, ProCap developed advocacy priorities and targeted timebound messages that were updated quarterly. ProCap also provided expertise to establish and strengthen a rapid inter-agency protection assessment mechanism and protection response capacity.

In **Venezuela**, ProCap engaged on system-wide consultations towards facilitating prioritization of protection concerns as part of the operational roll-out of the HCT Protection Strategy and its implementation plan. The ProCap Adviser guided and conducted capacity assessments to inform strategic documents developed in cooperation with lead agencies, including strategies on returns and response. ProCap collaborated with stakeholders in neighboring countries to strengthen programming to combat human trafficking and associated advocacy efforts. Domestically, ProCap worked with local stakeholders to secure greater access for protection and assistance to areas in which non-state armed groups operate.

In addition to the specific country examples above, ProCap contributed to the Independent Review of the Implementation of the IASC Protection Policy and provided inputs to IASC CoP Benchmarks workstream and the preparations for the pilot¹¹. ProCap also concluded its global deployment to the GPC on linking peace and development into protection outcomes. During this deployment, ProCap collated best practices on centrality of protection and produced guidance on the role of the Protection Cluster in development action.

11. In 2021, ProCap deployed to support IASC Results Group 1 subgroup on protection to advise on the IASC centrality of protection benchmarks. For more on ProCap engagement with policy development, see Policy influence and the sharing of practice section.

ProCap in Burundi: Connecting the dots - advocacy, accountability and training on the road to conceptual clarity

Among the 20 most vulnerable countries to the effects of climate change, humanitarian needs in Burundi are driven by recurrent climate-induced emergencies. Underlying socio-economic vulnerability and food insecurity increase the vulnerability of affected populations experiencing multiple prolonged displacement.

The ProCap Adviser worked with HCT members to support their leadership on centrality of protection, PSEA and disability inclusion as a practical way of mitigating the exposure of affected populations - including people with specific needs - to protection risks. In agreement with the HCT, ProCap prioritized a multi-layered capacity development strategy that included operational understanding of centrality of protection (for HCT member organizations and their cooperating partners), protection risk analysis and inclusion of people with disabilities (for sector coordinators) and advocacy on protection issues and resource mobilization (with the HCT).

Subsequently, the HC and HCT members initiated targeted advocacy with the Government on forced relocation and durable solutions. Protection and accountability were also included in CERF proposals. ProCap

also organized a training of trainers for HCT members' staff with high participation of national staff to create a core team of protection trainers for the operation and to promote localization.

ProCap improved the capacity of the protection sector, to enable a stronger role on the centrality of protection, notably by providing guidance in establishing protection analysis and ensuring that the protection sector strategy was developed and rolled out.

More than 60 partner organizations participated in capacity building activities. Subsequently, several organizations identified community focal points, to sensitize communities on SEA and reporting mechanisms, thus strengthening PSEA. ProCap worked closely with sector coordinators to ensure that the HNO and HRP reflected protection analysis, with a better consideration to the needs of persons with disabilities.

In close collaboration with HCT members, the ProCap Adviser updated the HCT protection strategy and action plan. The development of the HCT Protection Strategy offered an opportunity to hone prioritization and target collective outcomes.



Burundi,
2021.
Credit:
OCHA/Annick
Ndayiragije

Capacity development

In 2022, the ProCap Project provided capacity development, including through training and learning activities, at the country, regional and global levels. The aim of this work was to reinforce the capacity of humanitarian actors and local stakeholders to share a common understanding of what centrality of protection is in an operational sense and through that consensus strengthen accountability of the humanitarian system in this area through the application of the [IASC Policy on Protection in Humanitarian Action](#).

In operational country-level deployments, capacity-assessments were conducted to understand the longevity and impact of past capacity development activities, identify gaps and develop new approaches to developing and maintaining protection capacity. These activities, coupled with mentoring and training occupied an integral part of ProCap work. For example, in **Burundi, Niger, Sudan and Venezuela**, capacity assessments informed national capacity development strategies (Burundi and Niger), facilitated inclusion and meaningful participation of national actors in international systems (Sudan) and informed protection programming (Venezuela) and advocacy strategies around sensitive issues (Sudan, Venezuela). Understanding existing capacities and developing these capacities further remained a priority for ProCap operational engagement.

In 2022, ProCap launched a pilot training program on Community-Based Protection in North Kivu Province, the Democratic Republic of Congo in partnership with the Swiss Agency for Development and Cooperation (SDC). The training targeted professionals from local and international organizations, responsible for designing and implementing humanitarian programs across various operational sectors. The training aimed to increase systemic accountability to communities by strengthening community understanding of its role in protection, in humanitarian planning and response. ProCap views community-based protection as a practical way to build a common understanding between the humanitarian

system and communities. The training also aims to reinforce localized approaches and through the participation of communities, enhance coordination across humanitarian, development, and peace. In this way, community-based protection is an effective and strategic approach to mobilizing diverse actors and to achieving collective protection outcomes. ProCap intends to build on the pilot and provide longer-term, hands-on support for applying the community-based protection approach in planning and response, as part of its ongoing capacity-building efforts.

At global policy level, having successfully piloted the advanced level training module “Advocacy for Protection Outcomes: From Principles to Practice” in collaboration with SDC, the project developed the course further for additional roll-out in 2023.

Policy influence and the sharing of practice

By linking policy and practice, the ProCap Project played a distinct role in the broader community working on the centrality of protection. Beyond facilitating the operationalization of global policies and tools in specific country contexts, ProCap supported policy development and shared good practice across policy and operational levels.

In 2022, ProCap contributed to various global forums and processes. This included the project’s inputs to a road map to increase technical capacity for humanitarian and public health emergencies, with a view to strengthening community engagement coordination, 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; a high-impact module on gender equality and protection in humanitarian action by OCHA’s Humanitarian Leadership Strengthening Section; the ODI Report on leaving no one behind: recommendations for inclusive and impartial humanitarian action by the Overseas Development Institute¹²; and the Global Report on Internal Displacement by the Internal Displacement Monitoring Centre¹³.

12. ODI, *Leaving no one behind: recommendations for inclusive and impartial humanitarian action*, March 2022.

13. IDMC, [Global Report on Internal Displacement 2022](#), April 2022.

Pakistan, 2022.

Credit:
OCHA/Pierre
Peron



In addition, ProCap shared experiences with regard to country-level inclusion task forces at the Inclusion Framing session of the 2022 Humanitarian Networks and Partnerships Weeks as part of the panel.

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. Additionally, building on collaboration during 2021 with IASC Results Group 1 Subgroup on Centrality of Protection and engagement on drafting IASC CoP Benchmarks, in 2022, ProCap continued to support this policy development workstream. ProCap provided inputs to finalize the IASC Centrality of Protection (CoP) Benchmarks, and to prepare for their pilot implementation. These benchmarks are an important tool for ProCap to support country operations in implementing the IASC Protection Policy and monitoring its implementation.

ProCap worked with the GPC to support field protection actors in making linkages with development and peace to improve protection outcomes¹⁴. Based on the findings, as well as on the experience of protection actors engaged in nexus initiatives, a practical guidance note was drafted by ProCap on behalf of the GPC to assist the Protection Cluster in applying nexus approaches¹⁵.

In 2022, ProCap focused operationalizing the localization agenda across in-country deployments. The project aimed to determine what contributions would be considered adequate for a localized approach to generating protection outcomes. To achieve this, ProCap conducted a policy review, facilitated structured exchanges within the ProCap Community of Practice, and conducted a field mission in Cameroon to gather perspectives from field practitioners on localization and opportunities for ProCap to develop its comparative advantage in supporting the implementation of localization policies with a protection focus. By linking policy and practice, ProCap worked to increase its impact on the localization agenda.

ProCap occupies a unique niche as an inter-agency resource that emphasizes the centrality of protection in humanitarian operations with a whole-of-system lens. The project maintains its cooperation with the IASC structures, other inter-agency mechanisms, stakeholders represented in the Standby Partnership Network, and partners. The United Nations High Commissioner for Refugees (UNHCR) serves as the Chair of the ProCap Advisory Group. In addition, ProCap maintains its long-standing collaborative engagement with the Global Protection Cluster (GPC) and continues to work closely with Protection Clusters and Areas of Responsibility when deployed in-country.

14. This built on ProCap contribution to the mapping of nexus approaches carried out by the IASC Results Group 4 on Humanitarian and Development Collaboration in 2021. The 2021 exercise aimed to provide a global [overview of good practices and lessons learned](#).

15. [Nexus Approaches in Humanitarian Settings - A Guidance Note for the Protection Clusters | Global Protection Cluster](#), accessed online on 14 February.

PROCAP DIRECTION AND PROJECTIONS

In 2022, ProCap increased the flexibility within the strategic frameworks that drove strategic protection engagement 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 centrality of protection agenda. 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 project management 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. ProCap advisors are the only tool that provides neutral, system-wide focus. In the role of catalyst, enabler and steward of the roadmap development, ProCap Advisers lead the endeavor, which triggers a broad consultative process to determine common interagency operational priorities. These inform ProCap 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 protection professionals 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, ProCap will position communities as the central anchor of protection outcomes. 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 centrality of protection as the principled floor upon which humanitarian action can be built and renewed in evolving contexts.

Broaden and deepen the protection capacity base: Support the capacity development and learning function of ProCap to collect and consolidate up-to-date information on protection concerns and responses and trigger and nurture critical discussion around cross-cutting humanitarian issues in a safe space. ProCap 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. ProCap 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. ProCap 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, ProCap will strengthen linkages and complementarity vis-à-vis other thematic workstreams. Recognizing that the proliferation of thematic workstreams has already diffused leadership, ProCap 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 protection outcomes.

FINANCIAL UPDATE

In 2022, ProCap was supported by generous contributions from Germany, Norway, Switzerland, and the United States of America. Under the July 2021 to December 2022 Appeal, ProCap requested US\$5.2 million to address centrality of protection-related requirements within the humanitarian system, focusing on its direct support to HCs and HCTs. By end December 2022, 99 per cent (\$5.1 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 2022 (\$US)

REQUIREMENTS	FUNDING	% FUNDING
\$5.2 million	\$5.1 million	99%

ProCap donors in 2022

(in alphabetical order):



Germany



Norway



Switzerland



United States of
America

ACRONYMS AND ABBREVIATIONS

AAP	Accountability to Affected Populations
CBPF	Country Based Pooled Fund
CERF	Central Emergency Response Fund
CoP	Centrality of Protection
CPI	Critical Protection Issues
CPR	Critical Protection Risks
CSOS	Civil-Society Organizations
DRC	The Democratic Republic of Congo
DSRSG	Deputy Special Representative of the Secretary-General
GBV	Gender-Based Violence
GENCAP	Gender Standby Capacity Project
GIHA	Gender in Humanitarian Action
GPC	Global Protection Cluster
HC	Humanitarian Coordinator
HCT	Humanitarian Country Team
HIV	Human Immunodeficiency Virus
HNO	Humanitarian Needs Overview
HPC	Humanitarian Program Cycle
HRP	Humanitarian Response Plan
IASC	Inter-Agency Standing Committee
ICCG	Inter-Cluster Coordination Group
IDP	Internally Displaced Person
IMWG	Information Management Working Group
LGBTQI+	Lesbian, Gay, Bisexual, Transgender, Queer or Questioning, and Intersex
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation and Learning
NGOs	Non-Governmental Organizations
NRC	Norwegian Refugee Council
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
P2P	Peer to Peer
PROCAP	Protection Standby Capacity Project
PSEA	Protection from Sexual Exploitation and Abuse
RC	Resident Coordinator
SDC	Swiss Agency for Development and Cooperation
SEA	Sexual Exploitation and Abuse
TOR	Terms of Reference
UN	United Nations
UNHCR	United Nations High Commissioner for Refugees.



OCHA