GenCap Annual Report

1 January – 31 December 2014
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Translation</th>
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<tbody>
<tr>
<td>GBV</td>
<td>Gender-Based Violence</td>
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<tr>
<td>GEP</td>
<td>Gender Equality Programming</td>
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<tr>
<td>GenCap</td>
<td>IASC Gender Standby Capacity Project</td>
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<tr>
<td>GRG</td>
<td>IASC Reference Group on Gender and Humanitarian Action, successor to the Sub-Working group on Gender (SWGG)</td>
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<tr>
<td>HCT</td>
<td>Humanitarian Country Team</td>
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<tr>
<td>HNOs</td>
<td>Humanitarian Needs Overview</td>
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<tr>
<td>HPC</td>
<td>Humanitarian Program Cycle</td>
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<td>IASC</td>
<td>Inter-agency Standing Committee</td>
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<tr>
<td>GM</td>
<td>The Gender Marker of the IASC</td>
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<tr>
<td>ICCG</td>
<td>Inter-agency Cluster Coordination Group</td>
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<tr>
<td>MIRA</td>
<td>Multi – Cluster/ Sector Initial Rapid Assessment</td>
</tr>
<tr>
<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
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<td>NRC</td>
<td>Norwegian Refugee Council</td>
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<tr>
<td>OPS</td>
<td>Online Project System</td>
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<td>PF</td>
<td>Pooled Fund</td>
</tr>
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<td>ProCap</td>
<td>Inter-agency Protection Standby Capacity Project</td>
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<tr>
<td>REGA</td>
<td>Regional GBV Advisor</td>
</tr>
<tr>
<td>RRT</td>
<td>Rapid Response Team (GBV Advisors under GenCap were RRT until March 2014)</td>
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<tr>
<td>SADD</td>
<td>Sex and Age Disaggregated Data</td>
</tr>
<tr>
<td>SC</td>
<td>GenCap inter-agency Steering Committee</td>
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<td>SRP</td>
<td>Strategic Response Plan</td>
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<td>SU</td>
<td>GenCap Support Unit</td>
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The GenCap Project was established in 2007 as an inter-agency resource under the auspices of the IASC Sub-Working Group on Gender and Humanitarian Action (now the Gender Reference Group and Humanitarian Action) and in collaboration with the Norwegian Refugee Council (NRC). The Project’s aim was to respond to the recognition that gender needed to be better integrated in humanitarian response, and was part of the IASC Humanitarian Reform. The Project deploys Senior Gender Advisors to strengthen the humanitarian system’s capacity in gender mainstreaming and gender equality programming.

This annual narrative report of the GenCap project provides an overview of the main project activities, outputs and impact in 2014 within the three main project focus areas: 1) the deployment of senior experts on mission; 2) gender training delivery and capacity building efforts; and 3) efforts to influence the system towards stronger ownership and awareness of Gender Equality Programming (GEP).

2014 marked the implementation of year one of the Project’s first three year strategy (endorsed in March 2015). The annual project strategy meeting (October 2015) was an opportunity to take stock of the strategy implementation in terms of giving stronger emphasis on GenCaps’ strategic advisory role to the HC/HCTs, sustainability of efforts, and the role of the GBV window within the larger project. The strategy was updated to reflect the SC decision to continue GBV deployments throughout 2016 and to make a stronger effort to streamline GenCap and GBV deployments and team building.

In 2014, the project has moved forward on the strategy implementation by giving increased focus to monitoring, preparing the ground for IASC Gender Marker adaptation and gradual handover to the cluster leads, with the main focus of deployments at country level and based on criteria set in strategy. Global level support targeted global clusters and HPC processes with coordinated SRP country support and country missions, and capacity building of Advisors to enable a more strategic engagement with HC/HCTs.

As the GenCap project was established within the framework of the IASC, the SU participated as an observer at most IASC Gender Reference Group (GRG) meetings to stay abreast with policy level debates and advocacy. The GenCap project also provided support to the 2014 review of the implementation of the IASC Gender Policy Statement and input to the GRG issued Gender Alerts.

2014 Highlights

Strengthening commitment to Gender Equality Programming – In Yemen, ranking last in the Gender Gap Index (WEF, 2013), GenCap support to the humanitarian response planning (Yemen Humanitarian Response Plan, YHRP) led to its designation by the IASC GRG as a best practice in terms of integrating gender concerns across the strategy. Gender Marker rates among YHRP projects uploaded to the Online Project System (OPS) are the highest across all 2014 strategic response plans: 83% of projects were rated as “gender mainstreamed” (code 2a) or “gender-targeted” (code 2b). Partners have also made considerable strides in data: Of 11 clusters and sub-clusters, 10 are collecting sex and age disaggregated data.

Furthermore, the Yemen HCT agreed in December on five minimum commitments on gender equality to be implemented in 2015. This achievement has inspired a similar process at the regional level under the lead of the regional GenCap deployment for the Asia Pacific region based in Bangkok.

1 The GenCap three year Strategy (2014-2016) was endorsed by the GenCap SC in March 2014.
2 The IASC Gender Policy Review was commissioned by UN Women (GRG Co-Chair) and is expected to be completed by April 2015.
Building national capacity in national disasters – In the Philippines, as a follow-up to surge deployments of GenCap and GBV Advisors to the Philippines in late 2013, the project deployed a longer-term GenCap Advisor to build in-country standby gender expertise to rapidly assist humanitarian teams to integrate gender into assessments, promote gender in civil-military disaster preparedness coordination and support individual clusters to ensure that gender-responsive programming is mainstreamed throughout the humanitarian system. Particular vulnerabilities to sexual exploitation and child labour have been assessed and critical commitments made by clusters.

Surge deployments to L3 emergencies – GenCap responded timely to all five Level 3 emergencies (Syria response, Philippines, South Sudan, Central African Republic and Iraq). In Iraq, the project deployed a Global GenCap Advisor after the Level 3 declaration to provide an immediate support to the integrated mission (UNAMI) for the inclusion of gender concerns in the HNOs and support clusters and sectors integrate gender issues in the Iraq SRP and the 3RP for the Syrian refugees. In South Sudan, a Global GenCap Advisor conducted a three-month mission to provide critical support to clusters (CCCM, Protection, Child Protection, WASH, Education) in identifying and responding to gender gaps in the humanitarian response. In both instances, longer-term GenCap Advisors were deployed following the surge missions.

Supporting the Syria Response – In Jordan, a GenCap Advisor has given support to the refugee operations to analyse the equitable access of women, girls, boys and men to available humanitarian resources in light of their distinct needs. Following the successful application of the Gender Marker to the Sector Response Plans in the RRP6 (Regional Response Plan 6), the Jordan response to the Syrian refugees disaggregated the different target populations (Syrian in camps, Syrians not in camps and vulnerable Jordanians in host communities) by sex and age. The sector chairs and taskforce members have incorporated gendered analyses, tailored activities and disaggregated indicators into the program planning for 2015. Two tools were created to assist the humanitarian community and donors monitor equitability of access to humanitarian resources: the Gender Dashboard (trends in access to services or goods are tracked over time and analysed) and the Gender Traffic Lights (summarizing the headline issues from the Gender Dashboard and rewarding effective programming, highlighting commitments to revise and change and calling upon actions not supporting equitable actions to stop). In addition to the work undertaken in support of the Jordan country operation, the GenCap Advisor has built awareness about gender equality measures in humanitarian programming for the regional Refugee and Resilience Response Plan (3RP) and rolled out the application of the IASC Gender Marker in the 3RP. The Regional 3RP Technical Committee, on the success of the Gender Dashboard and Gender Traffic Lights, is encouraging all participating country operations to disaggregate their indicators by sex and age.

Continued support to the Strategic Response Planning (SRP) – GenCap provided continuous and extensive support at national and global levels to ensure humanitarian partners adopt a gender lens throughout the Humanitarian Needs Overviews (HNOs) and the Strategic Response Planning (SRPs). Four part-time GenCap Advisors participated in this collaborative effort. Highlights include tailored gender programming support and country missions to Ukraine, Pakistan and the Sahel region.

Developing the Five Minimum Commitments for the WASH Cluster – Often approached by different groups through a “silo” approach in reflection of the diversity of needs, the Global WASH cluster initiated a dialogue to bring various advisors together to consolidate concerns feeding into a people centred approach with gender and GBV at the core. The Global Cluster has agreed to minimum commitments for the program cycle including monitoring and simple operational guidelines to measure progress. A pilot developed with the Global GenCap Advisor to UNICEF led clusters is being implemented with four national clusters with the objective of a global roll out in 2015. This integrated practical approach to gender giving consideration to age, protection and disability, should enable clusters to increasingly mainstream gender into the programme cycle.
Towards an IASC Gender Marker monitoring system – GenCap initiated an assessment of the IASC Gender Marker in 2014 with funding from Irish Aid. The assessment underlined the need for the IASC GM to remain in the tool-kit of the gender community. Operational recommendations from the report are being implemented such as piloting a monitoring system for the implementation of the IASC GM. Recommendations that require deeper consideration relating to its adjustment to new humanitarian frameworks and contexts will be reviewed by the GRG by early 2015, allowing changes to be developed in time to meet the 2015-16 humanitarian planning season.

Building sustainable capacity in GBV prevention and response – Five regional GBV deployments have supported a wide range of activities in three continents, including capacity building of the provincial GBV sub-cluster led by the Afghan Independent Human Rights Commission in the province of Herat, improving inter-agency coordination mechanisms in Pakistan, support to the Regional IASC network for Asia Pacific to ensure integration of Gender and GBV through key regional processes and partnerships with the Association of South East Asian Nations.

Finalizing the Gender in Humanitarian Action (GiHA) training – The GiHA training was revised by a professional trainer to increase the learner focus and learning impact. The new training will be launched in December 2014 (Amman) and enable 22 regional humanitarian practitioners to gain increased technical and contextual understanding of gender equality programming and how to apply it in their respective areas of work. The objective is to provide participants with a variety of practical tools that are transferable to the range of situations in which humanitarian workers may find themselves in the field.

Map of 2014 GenCap Mainstreaming and GBV deployments

Project Management

The GenCap project is managed according to a three-armed management model by the inter-agency Steering Committee, the OCHA Support Unit and the Norwegian Refugee Council.

The GenCap Project was effectively managed in 2014 through regular Steering Committee meetings and an annual strategy meeting with daily management and continuous support from NRC and GenCap Support Unit (SU) in OCHA.
The role of the inter-agency Steering Committee (SC) in providing the strategic direction and oversight for the Project, was reinforced in 2014 with the agreement and implementation of the project strategy and working documents. The SC also played an important role in generating requests through the member organisations and in ensuring an enabling environment and follow-up for the experts on mission. The SC was comprised of FAO, OCHA, UNDP, UNICEF, UN Women, UNHCR, UNFPA, WFP and the GRG NGO chairs as observers.

The SU and NRC management is based on a strategic partnership with the SU functioning as the secretariat for the Steering Committee, also responsible for fund raising and the day-to-day project management, operating the M&E tool as well and the inter-agency anchoring while NRC is responsible for recruitment to and management of the GenCap roster and the organisation of trainings.

The GBV deployments (GBV Window) continued to be managed directly by the GBV AOR Coordinators, with strategic direction and priorities being set by the GBV AoR Strategic Advisory Group, with roster and project management taken on by NRC and the SU. The funding level reserved for GBV deployments were set by the GenCap SC. Some challenges relating to the operational capacity of the GBV AoR and the implementation of a new regional concept of GBV support led to a certain delay in GBV deployments during the first half year. However, these hurdles were largely overcome during the second part of 2014 with the elaboration of new TORs and clarification on roles and responsibilities with regard to hosting agency procedures, reporting etc. Overall, the GBV advisory deployments were further streamlined into the overall GenCap management in 2014.

The 2014 external GenCap Management review
Building on a decision by the GenCap inter-agency Steering Committee (SC), NRC commissioned a Management Review on behalf of the GenCap and ProCap projects. The independent review was conducted by the Sthlm Policy Group which methodology included extensive interviews with SC members and observers, SU and OCHA and a desktop review of documents. The overall objective of the review was to ensure a cost efficient and effective management system and governance model that contributes to reaching the objectives set out in the strategies. The review was mandated to 1) update task and activity scopes as needed to serve the new three-year strategy goals and objectives; 2) review roles and responsibilities for the three arms of the project management; and 3) revisit the governance of the projects to ensure clarity in strategic oversight and financial accountability.

The recommendations centred on the following main issues:
- Steering Committee engagement is lifted to a more strategic and oversight level and clarify representation level as well as roles of members and observers;
- Clarify the project management mandate and match tasks and resources;
- Introducing more official working documents and robust routines;
- Improve follow-up of deployees, lessons learned and recommendations; and
- Further define the management roles and responsibilities of NRC and OCHA to avoid overlap

Project management response:
- Formalisation of GenCap SC through new TORS that outline strategic level of engagement, member and observers’ responsibilities and roles. The new TORS (endorsed by SC in January 2015) open up for both NGO and a donor observer status at SC meetings to bring increased accountability and to bring in a stronger non-UN perspective. NRC has also obtained membership at the GenCap SC.

3 Annual Strategy meeting of GenCap inter-agency Steering Committee in September 2013, Geneva
The Project introduced (end of 2014) a bi-annual procedure of Call for Deployment Requests to bring in a stronger element of predictability for the project management and the deployed Advisors. This system will allow for stronger prioritization and analysis for decision making to be presented by the Support Unit to the SC. The Call will enable the SU to report a clear picture of needs to its donors. Emergency deployments will be considered throughout the year as needs arise to maintain the responsiveness of the project.

NRC and OCHA have developed a detailed SOPs matrix on project and roster management functions including all processes related to deployments, communication, training, M&E and fundraising. It was agreed in January 2015, that NRC should take the lead on the organisation of the Gender in Humanitarian Action training delivery and on the capacity development of the Advisors (including for Technical Workshops etc.).

To push for a stronger system-wide impact of GenCap deployments, and ensuring the dissemination of lessons learned and recommendations stemming from GenCap work, the SU will in 2015 introduce a system of GenCap debriefings in Geneva and New York for the humanitarian community and partners, including donors. Such debriefings have over the past years been successfully organised in the framework of the ProCap project.

### Roster management and recruitment

A total of 133.50 deployment months were conducted in 2014. This is a decrease in deployments from 2013 when the project completed 190.75 deployment months. The main reason for this decrease was the lack of project funding in the first half of the year. Out of the total, 16.75 deployment months were GBV specific and 80 deployment months were Gender Mainstreaming focused. 96.75 deployment months were serving the field, whilst 36.75 were based with UNHCR, UNICEF and UNDP in Geneva and contributed to global processes. Roster management challenges related to changes in personnel, shortage of funding for the first part of the year, availability of roster members, and a lack of gender and linguistic balance (with French, Arabic and Russian in particular demand).

At the beginning of 2014, there were 44 members with gender mainstreaming and gender-based violence expertise on the GenCap roster. However, more than half of these were not available for deployment. It was therefore necessary to make an intense effort to recruit new roster members. In order to bring qualified candidates rapidly on-board, off cycle processes were facilitated in addition to full cycle recruitment rounds. The project was able to recruit four new roster members through these efforts.

GenCap held its seventh Orientation Workshop for new GenCap Advisors in January for five new GenCap Advisors.

### Table of 2014 GenCap deployments

<table>
<thead>
<tr>
<th>Hosting Agency</th>
<th>Country</th>
<th>Numbers of months in 2014</th>
<th>GenCap Advisors</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>UNHCR</td>
<td>Jordan/Syria</td>
<td>9.75</td>
</tr>
<tr>
<td>2</td>
<td>OCHA</td>
<td>South Sudan</td>
<td>3.75</td>
</tr>
<tr>
<td>3</td>
<td>OCHA</td>
<td>Iraq</td>
<td>2.5</td>
</tr>
<tr>
<td>4</td>
<td>OCHA</td>
<td>Myanmar</td>
<td>2.75</td>
</tr>
<tr>
<td></td>
<td>Organization</td>
<td>Location</td>
<td>Duration</td>
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</tr>
<tr>
<td>5</td>
<td>UN Women</td>
<td>Bangkok/regional</td>
<td>2</td>
</tr>
<tr>
<td>6</td>
<td>OCHA</td>
<td>CAR</td>
<td>11.75</td>
</tr>
<tr>
<td>7</td>
<td>OCHA</td>
<td>Philippines</td>
<td>8.25</td>
</tr>
<tr>
<td>8</td>
<td>UNHCR</td>
<td>Global Clusters/S. Sudan</td>
<td>14</td>
</tr>
<tr>
<td>9</td>
<td>OCHA</td>
<td>Somalia</td>
<td>1.25</td>
</tr>
<tr>
<td>10</td>
<td>OCHA</td>
<td>Sudan</td>
<td>3.75</td>
</tr>
<tr>
<td>11</td>
<td>UNWOMEN/OCHA</td>
<td>Pakistan</td>
<td>1.25</td>
</tr>
<tr>
<td>12</td>
<td>FAO</td>
<td>Chad</td>
<td>3.5</td>
</tr>
<tr>
<td>13</td>
<td>OCHA</td>
<td>Myanmar</td>
<td>6.5</td>
</tr>
<tr>
<td>14</td>
<td>UNICEF/OCHA/UNFPA</td>
<td>Democratic Republic of Congo</td>
<td>4</td>
</tr>
<tr>
<td>15</td>
<td>OCHA</td>
<td>Yemen</td>
<td>11</td>
</tr>
<tr>
<td>16</td>
<td>OCHA</td>
<td>Remote SRP Support with country missions and short term homebased assignments</td>
<td>6.75</td>
</tr>
<tr>
<td>17</td>
<td>UNICEF</td>
<td>Global Clusters</td>
<td>12</td>
</tr>
<tr>
<td>18</td>
<td>UNDP GCER/SRP Support</td>
<td>Global Clusters</td>
<td>12</td>
</tr>
<tr>
<td>19</td>
<td>UNFPA GBV REGA</td>
<td>West Africa</td>
<td>1</td>
</tr>
<tr>
<td>20</td>
<td>UNFPA GBV REGA</td>
<td>East Africa</td>
<td>2.75</td>
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<tr>
<td>21</td>
<td>UNFPA GBV REGA</td>
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<td>22</td>
<td>UNFPA GBV REGA</td>
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<td>23</td>
<td>UNFPA GBV RRT</td>
<td>Philippines</td>
<td>3</td>
</tr>
<tr>
<td>24</td>
<td>UNFPA GBV RRT</td>
<td>Asia-Pacific</td>
<td>3</td>
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<td></td>
<td></td>
<td></td>
<td>133.5</td>
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**Hosting arrangements:** The majority of the 15 Gender Mainstreaming country deployments were hosted by OCHA, with 9 deployments; UNHCR hosted two deployments (sometimes co-hosted); UN Women hosted the regional deployment for the Asia Pacific based in Bangkok and co-hosted with OCHA the deployment to Pakistan; FAO hosted the Chad deployment; and UNICEF/OCHA and UNFPA jointly hosted a deployment to the DRC. Two deployments to global clusters and processes (HPC, SRP etc), plus surge to Iraq, were hosted by UNDP and UNICEF, while UNHCR hosted a global deployment which included a three month surge deployment to South Sudan. In addition, a number of part time deployments were coordinated during the 2012-2013 and 2013-2014 SRP seasons which were home based remote country support with field missions upon request.

The **majority** of the deployments focused on **Gender Mainstreaming and GEP at the country level** (15 missions, plus part time home based country support with field travel). There was one regional deployment (Asia Pacific, from October 2014) which will continue into 2015. Finally, the project approved three global advisory contracts to the global level in Geneva.
In addition to the above, the project operated a gender advisor deployment with earmarked funding to Jerusalem/Ramallah (Spain and Canada funds 2013-2014) which was hosted by UN Women and OCHA.

**Sustainability efforts:** The GenCap strategy has given a clear impetus for the project to push more clearly for the system to take on the ownership of GEP. One deployment request was rejected by the SC in 2014 and another was discouraged based on a longer term GenCap investment over the past couple of years where the hosting agency was not seen as taking any serious steps to look into longer term capacity in country or other continuity of efforts. With all new requests, the project had a dialogue with requesting agencies on the strategy for longer sustainability of gender capacity prior to any deployments being extended beyond six months.

**GBV deployment model:** The GBV deployments until March 2014 were based on the Rapid Response Team model of 2012-2013 with emergency support focus and a roving travel function averaging 70%. After the summer, new deployments were operationalised according to new TORs for Regional Emergency GBV Advisors (REGAS). The REGAs were hosted by regional UNFPA hubs and available for country support for requests signed by two agencies (upholding the GenCap inter-agency nature) to build longer term, sustained capacity in GBV response and prevention as well as GBV coordination capacity.

**Regional GBV Deployments in 2014 – impact**

Transition from the GBV Rapid Response Teams to the REGA has taken time. However, in the short period that the REGA have been operational they have had a significant impact. Regional and country level actors are more aware of the GBV in Emergency coordination and capacity building support that is available and the request for the REGA are on the rise. The missions that the REGA have conducted thus far have provided strategic support, built capacities in requesting agencies, and the sub-clusters as a whole, while providing tangible results for requesting country programs. The REGA’s support enabled sub-clusters to roll out standard operating procedures (SOPs), as well as improved the coordinators ability to strengthen GBV programme response and feed into larger processes such as the development of strategic response plans (SRPs). The REGAs have also worked with country programmes to provide technical advice and develop specialized, context specific, response programming protocols such as on clinical management of rape. The capacity building focus of the REGAs is improving the ability of GBV sub-cluster coordinators and other actors involved in GBV prevention and response to more effectively integrate GBV across the sectors and to have improved GBV specific programming.

**Gender in Humanitarian Action (GiHA) training**

The GenCap project organised a one-day consolidated training (based on the modules included in the normally three days GiHA training) on gender in Geneva for HQ UN staff, NGOs and donors. The training aimed at giving a ‘taster’ of the regular training, elaborated by GenCap Advisors in 2013, and adapted to each humanitarian context. The training was well attended and received – with feedback also saying that participants would have liked to learn even more practical tools and the practical implications of gender equality programming. Based on this feedback and input from participants in the piloted trainings in 2013, the Steering Committee decided to bring in a training specialist to lift the GiHA training package to a higher level.

A consultant was brought in to give a more practical focus to the training with more attention to action planning and tools as well as a more varied training methodology for adult learning. The consultant worked in a collaborative process with GenCap Advisors and started the process of extracting part of the
“theoretical knowledge” into a learning journal for pre-reading to liberate more time for discussion and
group work during the training event. A new module on GBV in Emergencies was incorporated into the
GiHA in collaboration with the GBV AoR. A first training, based on the new approach and contextualised
to focus on the Syria response, was conducted in Amman (December) with regional participation from
UN and NGOs, national and international staff. The training was delivered by a team of three GenCap
advisors deployed in the region.

Finally, GenCap advisors have provided local training events on gender as part of their general in country
capacity building efforts with partners and clusters. As part of disaster preparedness in the Philippines for
example, the GenCap Advisor in country conducted a series of trainings on gender in humanitarian action
in partnership with Oxfam in Western Leyte, Eastern Samar and Manila to create networks of gender
surge teams connecting gender expertise to humanitarian structures with the objective of building in-
country standby gender expertise to integrate gender into assessments and the humanitarian response.
Furthermore, the GenCap advisor facilitated inter-agency presentations on protection and gender with
military contingents to improve civil-military disaster preparedness coordination.

A GenCap advisor also delivered a course in Gender in Humanitarian Action for students at the United
Nations University for Peace in Costa Rica in Costa Rica (December).

GenCap contributed to the Gender Mainstreaming in Humanitarian Action e-learning certificate course
organised by the Human Rights Education Associates (HREA) through conducting a webinar on the Gender
Marker.

Learning and sharing of expertise

The first Technical Workshop in 2014 took place in Jordan in March. The first day of the TW was centred
on team building, active listening and communication, while the remains of the week focused on different
areas linked to the GenCap project and capacities with sessions on the new HPC monitoring framework,
brainstorming on monitoring gender issues (why, how, what, who) which planted the seeds for a
monitoring working group, discussions on the IASC gender marker in comparison to the ECHO age and
gender marker, and stock taking of GenCap support to the first SRP season as well as the first GenCap
deployment to an L3 crisis.

The GenCap monitoring group continued to meet throughout 2014 and brought in other partners to the
discussions including Care, Oxfam, SIDA and ECHO.

The second Technical Workshop took place in Geneva (in November) and focused on the strategic
advisory role of the GenCap Advisors, with a three-day tailored training by two external facilitators (Jan
Uebels and Nora Rephael) involved in a training project with Interpeace (Effective Advising in Complex
Situations). The participants were invited to reflect on advisory roles, how to deal with resistance, and
influence change processes. The impetus to the training came during the annual strategy meeting and a
specific stock taking session on the relevance of GenCap support to the HC/HCT level which is central to
the GenCap three-year strategy. The GenCap advisors expressed frustration at the sometimes difficult
access to certain humanitarian leaders in the field and reflected on how to balance technical support with
more strategic advisory function (doing versus advising). Finally, the advisors did a group exercise during
which they agreed upon the three main attributes of good humanitarian leadership on gender to unpack

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4 This work is planned to continue at the 2015 TW with group discussions of Advisors deployed to L3s on
deliverables, adapted TORs etc.
gender for HCs and as input to the OCHA Humanitarian Leadership Strengthening Unit and their revision of the HC handbook. The last day of the workshop focused on the interlinkages of age and gender issues in humanitarian action. One of the main recommendations stemming from the workshop, was for the project to dedicate one advisor to lead the monitoring work of GenCap to 1) develop possible new tools to support advisors by building a more coherent approach to advise on monitoring; 2) lead the integration of gender aspects into the existing monitoring frameworks; and 3) bring together thinking on the revision of the IASC GM for monitoring purposes. The SC decided in principle to endorse having a dedicated GenCap resource through a roving advisor based in Geneva in 2015. The choice of effective advising and monitoring to be tackled at the workshop was linked to the strong focus given to these issues in the Project Strategy.

**The IASC Gender Marker in 2014**

The GenCap project initiated a review of the IASC Gender Marker in 2014 in agreement with the GRG. The review was conducted through the deployment of Michelle Evans, hosted and facilitated by UNDP, with the generous funding of Ireland.

The aim of the review was to assess the impact of the IASC Gender Marker has had on humanitarian programming, identify gaps and produce recommendations on how to improve the tool. While the Gender Marker has been successful in raising the profile of gender and ensuring that it is integrated into humanitarian programming, it is not possible to quantify the impact that the GM tool has had beyond the design state as this has not been monitored although the depth the tool has brought to the program planning phase has been well appreciated. The principle recommendation arising from the assessment is therefore that the IASC Gender Marker needs to continue but that it needs to evolve to an “IASC Gender Marker 2” that can monitor gender integrations throughout the program cycle. Further recommendations relate to the need to adapt the IASC GM process for application in L3 emergencies, the establishment of further capacity building for non-gender experts and mechanisms for sharing and building on lessons learned, strengthened accountability mechanisms for gender integration in humanitarian response. The report also raised questions about the added value of distinction between 2a and 2b projects and the potential for building on the existing work by Care International and ECHO in utilising markers for monitoring as well as the design phases.

The recommendations have been presented to the GRG\(^5\) for decisions on the main recommendations which relate to the further development of the tool itself (scope, monitoring phase etc.) It is expected that the GRG will dedicate a meeting to these discussions in early 2015 and that GenCap will provide substantial analysis and input into this process.

The GenCap Project has, following the March Technical Workshop discussions on monitoring, established a task team on the monitoring of gender equality programming with the participation of Care International, Oxfam and ECHO in order to share lessons learned and experience on how to utilise the Gender Marker for monitoring purposes and build on the monitoring pilots by GenCap advisors in Yemen and Jordan (Syria Response).

\(^5\) The IASC Gender Marker was created by the IASC Gender Working Group on Gender and the OCHA CAP section. The GRG, being the formal successor to the GWG, and the GM being an IASC tool, is the body authorized to make decisions as to the need to make changes, evolve the tool. GRG ownership testifies to the system buy-in and relates to its policy guidance role on gender.
To further strengthen the capacity of GenCap advisors, a webinar was organised for the GenCap roster members by a GenCap advisor (also consultant to ECHO on the ECHO Gender and Age marker), to learn more about the practical application of the ECHO gender and age marker throughout the project cycle and synergies with the IASC Gender Marker.

**Application of the IASC Gender Marker in humanitarian programming in 2014**

During the SRP season of 2013-2014 before the GM was handed over to the clusters, GenCap advisors reviewed the coding and provided analysis and feedback on 2000 projects. [See Annex 1- 2013 - 2014 IASC Gender Marker report for a concise summary on coding results.]

Communication through the Office of ASG Kang on behalf of GenCap and the GRG ensured that the IASC Gender Marker management in the 2014-2015 season be conducted by cluster level humanitarian staff with the GenCap advisors for the first time performing only spot checks of scoring. This refocused the role of the GM to be more of a capacity building and planning tool for its users. This was also an important step towards liberating GenCap resources to focus on more strategic and wider issues than coding accuracy.

The project coordinated specific and targeted support to all countries during the 2013-2014 and 2014-2015 SRP seasons. The Project had part-time home based advisors on standby to provide tailored support with capacity building of cluster members and others on the IASC GM coding, analysis, integration of gender in needs assessments etc. The advisors also conducted short country missions upon request including to Ukraine and Chad for capacity building efforts.

Related to the GM, the GenCap project has piloted in Jordan the use of traffic lights at the cluster level to ensure greater gender sensitivity in higher level planning.

**Integration of Gender in Global Processes**

As in previous years, GenCap deployments focus mainly on the country level but also targets the global level processes with advisory support with the aim of creating a pincer effect Global GenCap engagement in 2014 included being part of ad hoc team for revision of HPC guidelines for the 2014/2015 SRP season. The new guidelines reflect a stronger integration of gender awareness, most importantly from the assessment and analysis into strategic planning. Furthermore, GenCap provided input to the inter-cluster coordination guidelines, as well as to the cluster performance monitoring system. GenCap also provided input and facilitated training on HPC and the ICC and in so doing enabled stronger sensitisation to gender issues.

**Outreach and partners**

The Support Unit accompanied USG Valerie Amos to the End Sexual Violence in Conflict Summit organised in London in June 2014 and participated as an expert on the thematic discussion on: Improved accountability through the deployment of sexual and gender based violence experts.

**Reporting on impact**

The new Monitoring & Evaluation (M&E) tool was launched in March 2014. The overall objectives of the tool are to support informed and strategic decision-making for the GenCap Project, to measure the project-wide impact across deployments and identify areas for follow-up with global actors. The 2011 independent evaluation of the GenCap and ProCap Projects highlighted the need to update the M&E tool and to better capture and share lessons learned by deployed experts in view of better informing decision-
making. The GenCap Steering Committee subsequently tasked the Support Unit to revise the M&E tool, and the current tool is an updated version of the original M&E tool developed in 2007. It allows for a more detailed analysis of achievements. The M&E system consists of 2 types of reports: Baseline assessment, an assessment of the situation upon the Advisor’s arrival in country (or regional/global level). The report should be submitted within the first month of deployment. The workplan and progress report allows for periodic monitoring of outcomes and narrative reporting on achievements and challenges. The report should be submitted after one month of deployment and then every three months. (The end of mission report is the final assessment of the situation on the deployment’s main impact and challenges. However, the end of mission report has no link to the M&E tool and is submitted in word format). The functioning of the M&E system will be reviewed and evaluated after a period in use.

Opportunities and challenges

The main challenge related to the management of the GenCap project remains the related issues of funding, recruitment/availability and retention of roster members. In response, NRC organises two recruitment rounds per year and has given increased attention to staff development, debriefings and welfare. OCHA has reinforced its outreach to new donors throughout 2014 with the aim of broadening the donor base and reaching a more predictable funding situation.

The project strives to ensure the sustainability of expertise and know-how after the end of GenCap deployments to ensure that the system as well as individual agencies continue the investment in gender equality programming. Deployment extensions requests are only granted upon a discussion about the longer term sustainability plan beyond the GenCap support.

Another challenge relates to the IASC Gender Marker and the transition from GenCap support to enable and empower humanitarian organisations (UN Agencies, NGOs and donors) to take responsibility for Gender Equality Programming. With this in mind, the GenCap SC decided for the GenCap advisors in 2014 to move to spot checking of the gender marker scoring at country level from the earlier practise of doing comprehensive reviews of all projects. This process is potentially difficult as it is still uncertain to what degree the clusters will take on the ownership of the IASC Gender Marker. The GenCap SC sees it as unsustainable for the GenCap advisors to continue to lead on the practical application of the tool in order to liberate resources for the advisors taking on a more strategic advisory role to the HC/HCTs. However, the hand-over process will need to be monitored as the 2014 IASC Gender Marker report (GenCap product, see Annex 1) shows that there has been a recession in the number of projects with the maximum Gender Marker score (2A/2B) and an increase in projects that are either ‘gender blind’ or where the gender marker is viewed as ‘not applicable’. Reference section above on Gender Marker, the mentioned challenges only makes more crucial the ongoing work to develop the tool for it to be strengthened.

Funding and expenditure

Thanks to the generous support offered by Australia, Canada, Norway, Sweden, Ireland and the United States, the GenCap Project was able to implement 66% of the budgeted project activities for 2014, fundraised contributions reaching USD $3,298,351 million.

The cost of the GenCap Support Unit – $641,614 - was again covered by the OCHA budget, with OCHA retaining only the 3% in PSC from the contributions for the 2014 appeal.

All donor contributions for the GenCap project are channelled to NRC via a flow through account to cover project expenditure. The particular nature of this operational part of the Project – with inter-agency
assignments of personnel on NRC contracts through Memoranda of Understanding (MoUs) for the deployment of gratis personnel to UN agencies – precluded it being mainstreamed into OCHA’s own budget as donors were requested to earmark funding especially for this transfer, through OCHA, to NRC.

In 2014, $946,784 was transferred to NRC in relation to the cost of project implementation (deployment and training costs as well as NRC management). In addition, the Project had some funds left over from 2013 (carry over to 2014 stood at $68,194) and this was over and above the fundraised contributions for 2014. In total, NRC expenditure stood at $2,518,118 to the GenCap project by the end of the year. A separate audited report from NRC on the use of the funds for deployments, trainings and NRC management is attached as Annex 2. Against the background of donor contributions being received late in the year, a significant amount related to 2014 expenditure ($2,369,595) was disbursed in 2015, which was not part of the audited report.

Project management was challenged by the uncertain funding levels during the first two quarters of the year which led to an initial slowdown in implementation. Furthermore, the challenges experienced during the initial period related to the deployment of regional GBV advisors also led to savings. Furthermore, the unprecedented drop in the NOK and the favourable USD – NOK exchange rate (in particular during the last four months of the year) contributed to substantive savings for which the specific donors have agreed to carry over into 2015 if needed. Norway provided their funding only in December which allows for a continuum in terms of extensions and approval of deployment contracts in early 2015 and enabled the Project to respond to emergency needs as well as the needs reflected through the deployment requests coming through the Call for Proposals in February 2015. There was a carry-over to 2015 of approximately $1 million (due to the currency fluctuations referred to above, disbursement of the significant contribution from Norway late in the year, given with the flexibility to use in 2014 or 2015). Out of the carry-over amount, $600,000 was, following donor consultation, re-distributed to the ProCap project to rectify a funding deficit for 2014. The remaining carry-over allowed GenCap to start implementation of activities early in the year.