



# 2018-2021 Strategic Framework

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## GenCap and ProCap

# GenCap and ProCap Strategic Framework 2018-2021

*Final Draft May 2018*

## I. Overview

This framework sets out the strategic direction and focus of the work of the Inter-Agency Standing Committee (IASC) Gender Standby Capacity Project (GenCap) and the Inter-Agency Protection Standby Capacity Project (ProCap) for the period 2018-2021.

ProCap and GenCap were established in 2005 and 2007, respectively, to strengthen protection and gender capacity in humanitarian action. The projects deploy senior technical advisors, as inter-agency resources, to address capacity needs in the humanitarian system's protection and gender efforts, in addition to providing training and policy influence and practice. Recognising existing resources, the projects address temporary system and institutional gaps, such as those created by shifts in the humanitarian system or a shortfall in the capacity of states or national actors to deliver on specific humanitarian commitments relating to protection and gender. The inter-agency approach, senior level expertise and strategic support are recognised as the project's added value and comparative advantage. Specifically, supporting the humanitarian community in finding practical solutions for complex protection and gender issues remains a key focus for the projects.

Amongst collective key achievements to date, the projects have successfully provided technical advice and strategic support to Humanitarian Coordinators (HCs), Resident Coordinators (RCs) and Humanitarian Country Teams (HCTs) on the promotion of gender equality and centrality of protection in major crises and complex humanitarian contexts across the globe; supported inter-agency protection and gender coordination mechanisms in emergencies; and embedded gender equality programming and protection in humanitarian tools and processes. The projects have also helped national governments develop and initiate IDP and durable solution policies and engagement on gender to ensure the distinct needs of women, men, boys and girls are addressed; reinforced the capacity of humanitarian actors and local stakeholders to engage and incorporate protection and gender in humanitarian action and strengthened the accountability of the humanitarian system for gender equality programming through the application of the revised IASC Gender with Age Marker (GAM).

The projects are governed and managed through a tripartite structure whereby an inter-agency Steering Committee for each project provides strategic guidance, whilst both projects are managed by a Support Unit (SU), hosted by the UN Office for the Coordination of Humanitarian Affairs (OCHA), in collaboration with the Norwegian Refugee Council (NRC).

Demands for GenCap and ProCap deployments attest to the continued relevance of the projects, as confirmed by the Independent Strategic Review of the GenCap and ProCap Projects and deployment analyses conducted in 2017. This strategy builds on achievements to date, as well as the findings of the Review, and aims to address protection and gender capacity requirements within the evolving

humanitarian system. Equally, focus will be placed on adapting the projects to new global humanitarian commitments, policies and agendas.

This strategy was developed through a collaborative process involving a wide range of stakeholders over a six months' period. Consultation was undertaken with GenCap and ProCap Steering Committees, GenCap and ProCap advisers, a Technical Reference Group of experts established for the process, project partners and donors to the projects.

## **II. GenCap and ProCap in the humanitarian landscape**

The complexity and duration of crises have had a significant impact on the humanitarian landscape. Slow onset and protracted complex emergencies have become the new norm, fueling unprecedented refugee and migration flows. Many conflict-affected communities are both hosting people on the move and experiencing natural disasters. More and more vulnerable people are living in disaster-prone areas increasingly impacted by climate change. Due to intensified conflicts and increasing natural disasters, the number of forcibly displaced persons continues to rise, with the majority of them more likely to be dispersed, including in urban areas, and living for years without solutions in sight. Now more than ever, durable solutions to displacement are needed at the national, regional, and international levels to promote peace and security, as well as for creating secure conditions essential for achieving development objectives. At the same time, the nature of conflicts perpetuates and accentuates the extreme protection risks faced by affected people, threatening their safety, wellbeing and dignity. The multifaceted nature of protection threats and the complex contexts in which they arise, prompted a system-wide commitment that places protection at the center of humanitarian response. This includes coordinated, collaborative and complementary actions by multiple actors to ensure parties to conflicts uphold International Humanitarian Law (IHL) and International Human Rights law (IHRL).

Gender and other factors of marginalization and discrimination such as age, sexual orientation, marital status, disability, caste, ethnic and religious affiliation, as well as their intersectionality contribute to both capacities and vulnerabilities of affected persons to withstand crisis. During emergencies, existing gender inequalities may be exacerbated or gender roles may change to create new or additional disparities. Although women and girls often face greater risk of gender based violence (GBV) in crises, boys and men also face particular vulnerabilities, which often goes unreported. At the same time, gender-based barriers can impact access to resources and information, often leaving women and girls disproportionately vulnerable. Gender-sensitive programming, advocacy and analysis to promote gender equality and the empowerment of women are central to making sure the needs of women, men, boys and girls are met and all are given equal opportunities.

Against this increasingly complex landscape, there is momentum towards change, witnessed by the growing number of global commitments focusing on those 'most at risk', which have relevance for the GenCap and ProCap projects. The Agenda for Humanity, the overarching framework which guided the World Humanitarian Summit (WHS) in 2016, calls on parties to conflict to uphold the norms that safeguard humanity and to transform the lives of those most at risk of being left behind, and specifically mentions the protection and empowerment of women and girls. This is underscored by the adoption of the 2030 Agenda and the Sustainable Development Goals (SDGs) which provides a

development framework that includes contributions from humanitarian actors to advance the common commitment to 'Leave No One Behind' and include IDPS and refugees among the vulnerable groups needing specific attention. The commitment to gender equality is a stand-alone goal (SDG5) and underpins the other 17 SDGs.

WHS commitments also seek to address protracted displacement as not only a humanitarian but also a political and development priority. A strengthened collaboration between humanitarian and development actors embedded in the 'New Way of Working' (NWOW) aims to reduce humanitarian needs, vulnerability and risks by achieving collective outcomes over a period of 3 to 5 years, based on the comparative advantage of a varied group of actors, as instalments towards implementing the 2030 Agenda in crisis contexts. This includes addressing the vulnerabilities of IDPS, host communities, and other affected people in protracted crises through collaborative approaches between humanitarian and development actors. It is essential that protection remains a central aspect.

There is also growing support for the 'localisation' agenda of the WHS and its Grand Bargain with commitments to increasing nationally and locally-led humanitarian response for greater sustainability. This recognizes, respects and strengthens the role of national and local actors in decision-making and encourages capacity building closer 'to the ground' to ensure greater accountability to affected people. It also recognizes that working directly with national and local counterparts builds confidence and facilitates greater access to affected people to increase accountability, acceptance and sustainability. In support of the humanitarian system and the need to evolve and adapt to humanitarian practice, GenCap and ProCap will support efforts to take forward the localisation approach, the Agenda for Humanity and the NWOW.

Since the inception of the projects, protection and gender mainstreaming has been increasingly institutionalised within humanitarian programming, resulting in a more gender and protection sensitive operational response amongst agencies and organisations. Although there is momentum building within humanitarian organizations who now have dedicated protection and gender staff, the WHS consultations and the Independent Whole of System Review of Protection in the Context of Humanitarian Action (2015), highlighted that significant gaps in system-wide gender and protection capacities remain thus underlining the relevance of the projects as valuable resources to complement existing capacities, roles and mandates in prioritising gender and protection in humanitarian action.

### **III. Vision of GenCap and ProCap**

The Independent Strategic Review (2017) noted considerable complementarity between the GenCap and ProCap projects. Both projects aim to strengthen the capacity of humanitarian actors; operate in the same contexts with similar partners; are guided by humanitarian principles, normative frameworks and agendas; and have a similar governance structure. The Review suggested that by collaboratively working to address key gender and protection issues of concern, such as Gender Based Violence (GBV), the projects are mutually reinforcing and can achieve more together than separately.

Recognizing the synergies between the GenCap and ProCap projects, a common vision provides a long-term perspective to guide the strategy and optimize the impact and added-value of both projects. The vision outlines the common goal the projects will contribute to through its support and services to the humanitarian system. The common vision of the GenCap and ProCap projects is:

## **A world in which all persons affected by humanitarian crises are protected and humanitarian action prioritises gender equality.**

Based on ongoing analysis of protection and gender capacity gaps, this vision guides ProCap and GenCap to support humanitarian organizations and operations to improve and strengthen gender and protection coordination and response in field operations, including in support of new innovative approaches, such as cash based programming (CBP), among other initiatives. The projects will work within existing humanitarian architectures at the global, regional and national levels in synergy with existing coordination mechanisms, such as HCTs, UN Country Teams (UNCTs), clusters/sectors, working groups and task teams.

In addition, GenCap and ProCap will continue to liaise and collaborate, with other rapid response surge capacities, including the Regional Emergency GBV Advisors (REGA), to provide tailored and complementary support on protection and gender in the field. The projects will also jointly engage in exploring opportunities with OCHA's Humanitarian Leadership Strengthening Unit (HLSU) and the Peer 2 Peer Support team to provide technical support to humanitarian leadership to ensure that protection and gender equality are at the centre of the collective humanitarian response. Furthermore, the projects will engage with the Global Protection Cluster's Task Team on Learning and the Standby Partnership Secretariat so as to strengthen partnership approaches to training and coordination on learning practices related to protection and gender.

## **IV. GenCap's Mission**

### **Strengthen inter-agency capacity and leadership to deliver on commitments to gender equality in humanitarian action, through guidance, tools and expertise.**

The main focus of the GenCap project remains to strengthen leadership and capacity within the humanitarian system to deliver on commitments to gender equality. This is, the enjoyment of equal opportunities and rights between women, girls, men and boys in humanitarian action, which includes the empowerment of women, so that women and girls acquire the means to build resilience and be part of the decision-making process for their distinct needs.

Working from a humanitarian perspective, in support of the NWOW, and fostering synergies with development and peacekeeping actors, GenCap is guided by the IASC Policy on Gender Equality and the Empowerment of Women and Girls in Humanitarian Action (2017) and the IASC Gender Handbook, whilst receiving policy level guidance from the IASC Gender Reference Group (GRG). GenCap facilitates the use of the IASC Gender with Age Marker (GAM), a tool which supports incorporating gender into humanitarian programming action. The GAM updates the IASC Gender Marker's gender equality programming framework (2012) to highlight synergies with developments in protection, GBV and accountability to affected populations. The GAM enhances gender equality programming in reflective and sustainable ways, by improving gender analysis to show how needs, capacities and vulnerabilities of men, women, boys and girls are considered in programme design and implementation throughout the whole humanitarian programme cycle.

Over the period 2018-2021, GenCap will work towards global commitments to gender equality programming and women's empowerment in the humanitarian system and support ensuring that gender equality is at the core of humanitarian action.

GenCap will focus its efforts in the following three key areas:

**1. Technical advice and strategic support to Humanitarian Coordinators/Resident Coordinators/ Humanitarian and UN Country Teams (HC/RC/HCTs/UNCTs) on gender equality and the empowerment of women and girls.**

**Objective:** HC/RC/HCTs/UNCTs have increased ability to lead on and prioritise gender equality and the empowerment of women and girls in humanitarian action.

**GenCap will:**

- Support collective HC/HCT approaches for ensuring gender equality programming and gender mainstreaming are central to humanitarian action. This includes developing and implementing a common HCT strategy on gender equality; ensuring gender equality is incorporated into the Humanitarian Needs Overview (which includes the collection of Sex and Age Disaggregated Data), the Humanitarian Response Plan and relevant funding mechanisms.
- Support country-level humanitarian leadership in the contextualisation and implementation of the GAM and the IASC Policy on Gender Equality and the Empowerment of Women and Girls in Humanitarian Action, and the IASC Gender Handbook.
- Support the advancement of the Protection from Sexual Exploitation and Abuse (PSEA) agenda within HCTs, including ensuring that agreed frameworks and mechanisms are in place.

**2. Operational guidance and capacity on gender equality to the humanitarian community, including coordination mechanisms**

**Objective:** Clusters/sectors and the wider humanitarian community have integrated gender equality programming and the GAM in their policies and operational responses.

**GenCap will:**

- Support the mainstreaming of gender equality programming into the preparedness, planning, data collection and analyses including the protection analysis, monitoring & evaluation, information management and tools of agencies, clusters/sectors and other coordination mechanisms/processes.
- Strengthen the capacity of organisations and clusters/sectors to implement the GAM and the IASC Policy on Gender Equality and the Empowerment of Women and Girls in Humanitarian Action.
- Provide support to inter-agency coordination, collaboration and networks on gender equality as well as support for consultation with affected women, girls, boys and men, including marginalized groups.



### **3. Support to regional, national and local authorities and other stakeholders on gender equality and the empowerment of women and girls**

**Objective:** Regional, national and local stakeholders, including authorities and women's organizations, have increased capacity on gender equality programming in humanitarian action and improved access and representation in national and internationally-led decision-making processes and dialogues.

**GenCap will:**

- Strengthen the integration of gender equality programming in the preparedness and response of regional, national and local authorities to humanitarian situations.
- Strengthen the capacity of civil society in gender equality programming to influence, participate in and respond to humanitarian crises.
- Facilitate access and representation of national and local organizations, including women's organizations, in humanitarian-related decision-making processes and dialogues on gender equality.

## **V. ProCap's Mission**

**Strengthen interagency capacity and leadership to ensure protection is central to humanitarian action, through strategic and operational support and expertise.**

ProCap will provide strategic and operational support and technical advice on humanitarian protection to a range of stakeholders operating in humanitarian situations, while fostering synergies with development and peacekeeping actors. ProCap will raise awareness, promote respect for and assist in incorporating and applying protection to durable solutions frameworks, tools and policies. Furthermore, from a humanitarian perspective, ProCap will work with development actors to support the NWO and to strengthen the humanitarian-development- nexus, particularly in contexts with protracted displacement.

ProCap is guided by and will promote the IASC policy on Protection in Humanitarian Action (2016), the IASC Centrality of Protection in Humanitarian Action Statement (2013), the Professional Standards for Protection Work (2018), and the IASC Framework on Durable Solutions for Internally Displaced Persons (2010). ProCap will also ensure linkages and support synergies as appropriate with the other relevant protection and peacebuilding actors in line with policies and initiatives such as the UN policy on Integrated Analysis and Planning (2018), the UN DPKO/DFS policy on Protection of Civilians in United Nations Peacekeeping (2015) and the UN system-wide 'Human Rights Up Front' Initiative (2013).

ProCap will work in partnership with the Global Protection Cluster (GPC), its Area of Responsibilities (AoRs), and respective field clusters/sub clusters/sectors to improve the predictability, leadership, effectiveness and accountability of humanitarian responses. This includes ensuring that protection is central to humanitarian action through involvement of a wide range of duty-bearers, including

humanitarian, development, political, peacekeeping and other relevant actors. In partnership with the GPC, ProCap will also provide global level inter-agency policy advice and guidance on the implementation of the cluster approach to protection clusters in the field, in support of protection responses for internally displaced persons.

Over the period 2018 – 2021, informed by the Independent Whole of System Review of Protection in the Context of Humanitarian Action (2015), and the Independent Project Review (2017), ProCap will provide senior level expertise in the following three areas:

### **1. Technical advice and strategic support to Humanitarian Coordinators / Resident Coordinators / Humanitarian Country Teams on protection.**

**Objective:** HC/RC/HCTs/UNCTs have increased ability to lead on and prioritise protection in humanitarian action.

**ProCap will:**

- Support collective HC/HCT approaches for ensuring that protection is central to humanitarian action. This includes: developing robust protection analyses, developing and/or implementing a common HCT strategy on protection, ensuring protection is both prioritised and mainstreamed across the HCT's vision and strategic tools in line with protection analysis, and coordinated advocacy efforts to promote respect for IHL and HRL by all parties.
- Support humanitarian, development and human rights actors to work collaboratively towards addressing protracted displacement and supporting the development and implementation of durable solutions.

### **2. Operational guidance and capacity support to agencies, clusters/sectors and other coordination structures and mechanisms.**

**Objective:** Humanitarian actors and operational partners, including development actors, clusters/sectors and other coordination structures have integrated and mainstreamed protection into relevant policies and operational responses.

**ProCap will:**

- Support stand-alone, integration and mainstreaming facets of protection in the preparedness, planning, analyses, tools and coordination of agencies, across all clusters/sectors and throughout coordination mechanisms/processes including through HC's offices.
- Support, from a humanitarian perspective, protection across the humanitarian-development nexus, and the appropriate interface with peacebuilding actors for the purpose of achieving protection outcomes and durable solutions.

### **3. Technical support to regional, national and local authorities and stakeholders on protection.**

**Objective:** Regional, national and local stakeholders, including authorities and local organizations, have strengthened protection capacities.



**ProCap will:**

- Strengthen the integration of protection into disaster mitigation and durable solutions policies, laws, planning, prevention and responses of regional, national and local authorities.
- Strengthen the capacity of local organizations to engage on the centrality of protection, durable solutions and the protection of civilians.
- Provide expertise and advocate for national and regional policies and legislation to comply with international standards on protection.

## **VI. Approaches to Sustainability**

The new GenCap and ProCap framework aims to ensure that positive changes, services or new initiatives linked to the work of the projects will continue beyond the duration of deployment-specific support and intervention. This will be done by adopting multiple approaches to support a sustainable impact of the work undertaken.

Approaches will include building capacity of host agency protection/gender focal points; institutionalising protection and gender within strategic documents and data collection; advocating for dedicated in-country staff to support protection/gender, as well as advocating for HC/RC fulfilling their leadership and advocacy role. The projects will continue to encourage ownership by HCTs and governments of protection/gender strategies through agreeing minimum commitments and promoting gender equality programming and protection mainstreaming in preparedness. Furthermore, co-financing by the host agency will be encouraged to strengthen ownership and sustainability of the work undertaken.

An increasing focus on localization and the involvement of national and local actors will also strengthen sustainable outcomes for the projects' work. Similarly, a greater focus on strengthening the accountability of all actors involved in the work and governance of the projects will contribute to greater sustainability of the projects.

## **VII. Modalities**

GenCap and ProCap will be active predominantly in contexts affected by armed conflict, natural disasters and mixed migration as well as situations of protracted displacement, some of which could be transitioning from humanitarian to development settings. Priority will be given to projects operating in humanitarian contexts coordinated under the IASC system. Where the projects operate alongside integrated UN presences support will also include outreach to share humanitarian perspectives and support synergies as appropriate.

The two projects will implement the strategy, according to their distinct mission statements, through three key modalities and will complement the work of other organizations and coordination / surge capacity mechanisms to improve and strengthen gender and protection coordination and response in the field:

**Deployments:** As the main focus of the projects, GenCap and ProCap will deploy senior and experienced advisors, as an inter-agency resource, for up to 12 months to support their three priority focus areas. The deployment of advisors will be prioritised based on potential impact on the system-wide response and at the strategic level, the scale and severity of the crisis; existing capacity; and sustainability of the intervention. In exceptional cases, deployments could be extended beyond the 12 months' term limit to support sustainability of progress made.

Advisors will be deployed at the regional and country levels to support a range of stakeholders including HCs, RCs, HCTs, UNCTs, UN agencies, INGOs, as well as national authorities. Relevant actors not traditionally represented within the humanitarian system including civil society, national and local human rights groups, gender advocates and experts such as women's organizations will be more systematically included in field level work. Specifically, they will be supported to play an important role as partners to advise and hold the humanitarian system accountable to the commitments and contribute to the localization and sustainability of the efforts of the projects.

Targeted strategic, technical and capacity development support to global or regional actors, such as the global clusters or regional disaster management bodies, will also be included based on the potential for catalytic effect on protection and gender capacity and efforts at field level.

**Training:** Training and capacity building initiatives are strategic entry points for strengthening the institutionalisation of gender equality and protection capacity in key field response mechanisms and functions. ProCap and GenCap provide an inter-agency training approach focusing on a combination of knowledge, skills, value and attitudes to apply protection and gender in practice. The trainings are delivered with co-facilitation by ProCap and GenCap advisors, who share their experiences and contextual knowledge captured whilst on deployment.

In 2018-2021, the training component of the projects will be adapted to meet the strategic objectives of the projects, and offered through a combination of training approaches. The protection and gender field trainings to national and local stakeholders will be an integral part of the work of the advisors deployed to crisis settings. Systematic inclusion of local training and awareness raising will aim to advance localisation and sustainability of the projects' objectives, beyond the timeframe of the deployments.

The projects will continue to deliver 'protection in practice' and 'gender in humanitarian action' trainings to humanitarian practitioners to strengthen knowledge, skills and tools in protection and gender equality programming in support of IASC standards and policies. In addition, context specific workshops, will be offered for example at a regional, country or field level as well as training developed for a specific client, such as other stand-by partners. Training will also support existing training capacities, such as Training of Trainers (ToTs), training programmes of partners and short-term support and advice.

For ProCap, advanced training modules will be developed and offered for experienced protection experts to strengthen competency in achieving protection outcomes. Short term support and advice will be provided for the preparation and implementation of workshops involving humanitarian leadership in the field to provide guidance in addressing protection dilemmas and gender-related challenges faced by the humanitarian community.

**Policy influence and sharing practice:** GenCap and ProCap will identify recurring issues and challenges through their deployments and trainings to promote knowledge sharing and best practices in protection and gender efforts in humanitarian action. The projects will contribute to discussions and provide support in the development and implementation of policies, frameworks and tools which impact gender equality and protection. Furthermore, GenCap and ProCap will, when relevant, influence protection and gender-related policy and practice by providing a practitioner's perspective in global forums, inter-agency panels and thematic learning events, as well as providing support on developing global tools and guidance frameworks such as the GAM. To this end, the projects will work with existing partners to complement ongoing efforts to promote exchanges on good practice. The projects will also reach out to new partners, including the private sector, academic/research institutions and NGO consortia to encourage peer exchange and learning on implementing global protection and gender frameworks and policies.

## **VIII. Implementation and Monitoring**

The strategy will be implemented by the SU and NRC, with oversight from the Steering Committees.

The Steering Committees will meet three times a year, including at an annual SC retreat to discuss the results of the projects and, if necessary, to realign the strategic direction of the projects to priorities of the humanitarian community.

Project management will seek new opportunities, including deployments, trainings, special events and global processes, in which the project's expertise and lessons from the field adds value. Management will actively engage with the range of relevant stakeholders to create and strengthen partnerships to ensure maximum impact of the projects. Finally, innovative ways to communicate the results of the projects will be defined in order to mobilise support and resources and consolidate the impact and sustainability of their work.

The projects will seek to actively recruit a new generation of advisors while maintaining the level of experience and seniority in the roster. Attention will be given to recruit personnel with technical expertise that correlates with strategic priorities and considerations. Where relevant, opportunities to twin ProCap and GenCap advisors with deployees from other rosters and projects will be identified to more effectively reach the objectives of the project.

A monitoring and evaluation plan, based on the Theory of Change model, will be developed building upon the objectives, vision and mission outlined in this strategy, to support its implementation and monitoring and to measure the efficiency, effectiveness, relevance, impact and sustainability of the projects. The reporting on the advisors' deployments, field visits to measure results, training evaluations and other modalities will be aligned with the plan and strengthened through participation of host agencies and HCTs. Furthermore, the following project tools will be guided by the strategy to support the implementation of the projects:

- GenCap and ProCap prioritisation criteria for deployments
- Generic Terms of Reference for deployments

- GenCap and ProCap recruitment strategy
- GenCap and ProCap training strategy

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*This joint strategy was endorsed by the ProCap Steering Committee on 08 June 2018. It was endorsed by the GenCap Steering Committee on 14 June 2018, with reservations from UN Women, FAO, UNFPA, and WFP. The Framework will be open for further input and adjustments in 6 months' time.*