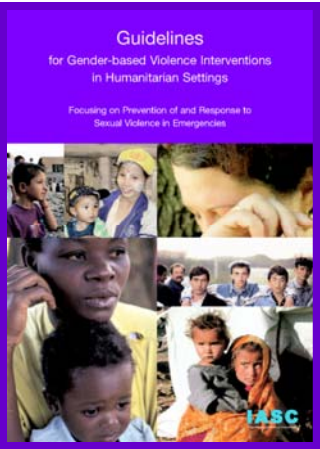
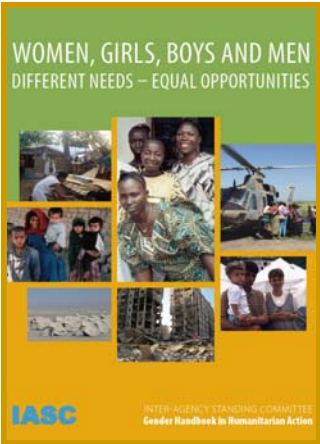


# Second Annual Orientation Workshop for GenCap Deployments



## WORKSHOP REPORT

Geneva 19-23 May 2008

**IASC**

Sub-working Group on Gender in Humanitarian Action

# Workshop Report

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## **Second Annual Orientation Workshop for GenCap Deployments Geneva 19-23 May 2008**

### **Overview**

The Inter-Agency Standing Committee on Humanitarian Action (IASC) Sub-working Group on Gender and Humanitarian Action, in collaboration with the Norwegian Refugee Council (NRC), convened the *Second Annual Orientation Workshop for GenCap Deployments* in Geneva 19-23 May 2008. The Gender Standby Capacity - GenCap - seeks to build capacity of humanitarian actors at country level to mainstream gender equality programming, including prevention and response to gender-based violence, in all sectors of humanitarian response. A pool of gender advisers ready for deployment to Humanitarian Coordinators' offices on 72 hours notice, GenCap's goal is to ensure that humanitarian action takes into consideration the different needs and capabilities of women, girls, boys and men equally. GenCap is a critical part of building inter-agency capacity on the integration of cross-cutting issues into the cluster approach. Frequently Asked Questions about GenCap are provided in Annex 1

**A total of 47 participants attended the workshop;** 12 GenCap candidates recruited by NRC; 13 country-level staff from UN entities that may host Gender Advisers; and 22 resource persons including UN staff members from headquarters and NGOs. A staff member of the Global Public Policy Institute (GPPI) which has been commissioned by the IASC to prepare a monitoring and evaluation framework for GenCap also participated. A complete list of participants is provided in Annex 2.

**The workshop was designed to explore key aspects of the GenCap terms of reference,** with emphasis on coordination, programme support and monitoring/evaluation, drawing in particular on the two principle documents prepared by the IASC for their support – the *IASC Gender Handbook – Women, Girls, Boys and Men – Different Needs, Equal Opportunities* and the *IASC Guidelines for Gender-based Violence Interventions in Humanitarian Settings: Focusing on*

*Prevention and Response to Sexual Violence in Emergencies.* The intention was to develop the familiarity of both the GenCap candidates and Country Office staff with these documents as the normative guidance and standards for their action in the field.

**The specific objectives of the workshop were** that both GenCaps and Country Office participants would achieve clarity on:

- a. the roles and responsibilities of all parties in the programme, so that expectations regarding the deployment of GenCap Advisers are realistic;
- b. the various coordination mechanisms that are in place in humanitarian emergency situations, and how the GenCap Advisers and Country Office staff may best work through these mechanisms;
- c. the specific substantive and institutional challenges that advocates for gender equality and GBV reduction experience in humanitarian emergency situations, and how GenCap Advisers and Country Office staff may best address these challenges.

**Feedback from participants indicates that these objectives were largely achieved,** and that a solid foundation was laid for further self-learning. Appreciation was expressed in particular for the wealth of experience in the workshop from all sides and opportunities

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for sharing practical experiences in working sessions throughout the workshop. Participants appreciated the provision of an extensive documentary resource collection on a memory stick along with the recently completed Inventory of Gender Resources with the accompanying CD Rom which also has the Gender Handbook translations in five languages. Experts from the Geneva area also provided useful information and tools. A flexible workshop design enabled adjustments to be made in order to ensure that participants' needs were responded to. The final agenda for the workshop is provided in Annex 3.

### **Summary of the Workshop Discussions**

**A key factor in the workshop process was the presence of three currently serving GenCap advisers.** They acted as co-facilitators throughout the workshop, contributed to all the discussions and led several sessions, bringing their insights from actual experience. In an initial session devoted to stories from their field postings, they touched on such issues as arrival and settling in, developing a work-plan, and descriptions of some of the situations that they encountered. The challenges of networking, strategic planning, collaboration with the various clusters and working with management on matters of gender equality were vividly outlined.

### **CONTEXT FOR GENCAP DEPLOYMENTS**

**The underlying intent of the workshop was to deepen understanding of the key question that the GenCap programme is intended to address:** how do we ensure that all members of affected populations, whether women, men, girls or boys, benefit fully from humanitarian intervention according to their various needs? Discussions throughout the workshop served to reinforce that the central GenCap task, whatever the specifics of his/her terms of reference, is to support and enhance (or establish if necessary) sustainable mechanisms to ensure that the delivery of humanitarian protection and assistance takes into consideration the different needs of women, girls, boys and men, and that all cluster and sector actors are fully aware and skilled in effective ways to deliver services to the all segments of the population. The six broad areas of the GenCap terms of reference comprise: information analysis; programme support; capacity development; coordination; advocacy; and monitoring and evaluation.

#### *GenCap Terms of Reference*

**An initial review of the standard GenCap Terms of Reference provided the foundation for subsequent discussions.** Each host country office has the responsibility to prepare a tailored version of these terms of reference as part of the requesting process, and there was time during the workshop for Country Office representatives to discuss and practice this task, and in fact to develop a brief guideline that will be written up and distributed to all potential host countries.

**Negotiation of these terms of reference before departure** should be done within the inter-agency working groups on gender, protection and with intra-cluster coordination structures. GenCaps should anticipate about two weeks of discussion with supervisors at the outset of their assignments, during which their activity will be more clearly defined, identifying those elements of the local situation with which they can intervene most productively and meaningfully in the short time available. A brief but useful discussion of

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a possible work-planning template gave guidance on how the agreements in this discussion could be articulated in tabular form for easy monitoring.



### **Introduction of the arriving GenCap to the humanitarian community at the duty station also takes place during this initial period.**

The critical importance of ensuring that these introductions are well managed was underlined. It was suggested that GenCaps seek, if possible, to be introduced by senior staff members, and also to brief them on the points to be included in that introduction. This is important in all situations, but especially so with short assignments where any ground lost by

poorly handled introductions can rarely be regained. Moreover, well-handled introductions are an effective means to pre-empt the potential for marginalisation that often affects gender-related assignments.

### ***Humanitarian Structures***

**The ability to be truly effective in a multi-actor and often very fast-paced humanitarian environment presupposes at least a basic understanding of the various parties, mechanisms and stakeholders involved.** This understanding was achieved in several ways during the workshop, building on an initial review of the humanitarian management structures that have been put in place globally and at the field level. An overview of humanitarian reform described its three pillars: strengthened role of the Humanitarian Coordinator, streamlined humanitarian financing with the Central Emergency Response Fund (CERF); and stronger capacity and adequate leadership in all sectors through the "Cluster Approach".

**The humanitarian clusters comprise UN and non-governmental entities** that have been grouped together to maximize efficient coordination of key dimensions of humanitarian emergencies. While some clusters, such as health, education and agriculture, correspond with traditionally defined socio-economic sectors, others, such as logistics, camp management and telecommunications, are more eclectic in their composition. Hence the term cluster was chosen to reflect the cross-thematic nature of the coordination task. Clusters operate at both the headquarters and field levels of participating entities, with a lead or convening role being taken by one or more members of the cluster<sup>1</sup>.

**Some policy priorities that affect all sector/clusters have been designated as "cross-cutting issues"**. These include gender equality in humanitarian response, reduction of HIV/AIDS and environmental management. There are no "lead" responsibilities for the cross-cutting issue as all clusters should incorporate these issues into their work.

**A brief presentation touched on the GenCap contributions to addressing HIV in humanitarian settings:** Women and girls have specific sets of vulnerability to HIV infection,

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<sup>1</sup> Despite this, both the Gender Handbook and the GBV Handbook refer to clusters as "sectors". Thus throughout the workshop they were referred to as "sector/clusters", and that is the usage in this report.

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which must be addressed holistically, in the context of interventions to address their health, nutrition, livelihoods, protection and other needs. There is an IASC Task Force on HIV, which is updating the IASC HIV guidelines on specific issues such as preventing mother/child infection.

**Similarly, an exercise on the use of fuel-efficient stoves in humanitarian settings explored several inter-related concerns**, and re-visited the question of participatory assessment (described below). The discussion noted that introduction of these stoves has multiple impacts on women, especially due to the reduction in fuel-collection, which affects both women's time-use and exposure to violence (also linked to GBV and spread of HIV). The stoves thus also impact on environmental protection, and contribute to enhanced livelihood opportunities for women. A global task force has been set up to provide guidance on safe fuel and firewood strategies.

**One example of sector/cluster inter-action was provided by discussion of the UN Disaster Assessment Coordination process (UNDAC)**, which involves very rapid coordinated action involving sector/clusters and the affected government(s) to assess needs in the immediate post-disaster period. Care is taken to include gender expertise on each assessment mission, but the question of gender equality in disaster assessment processes has yet to be addressed systematically. It was emphasized that coordination is as much an art as a science, so facts and realities may not be as important as emotions and feelings in rallying support to an issue. This may be a particularly salient point for those working on gender equality. Aspects of civil/military coordination in disaster and post-disaster situations were also touched upon.

### *Post-conflict structures*

**As all GenCap postings to date have been to conflict or post-conflict countries** the importance of understanding the structures of both peacekeeping and early recovery interventions, in addition to humanitarian ones, was underlined, although not fully addressed at the workshop. Here Security Council Resolution 1325 (2000) on women, peace and security (SCR 1325) is the governing document<sup>2</sup>. This resolution addresses humanitarian issues specifically in the protection from gender based violence and issues affecting women in displacement. SCR 1325 also has provisions for women's participation in conflict prevention, in peace negotiations and in post conflict reconstruction including demobilization, disarmament and rehabilitation (DDR). In addition, entities involved in peacekeeping have their own internal gender-related structures. The Department of Peacekeeping Operations (DPKO) has a network of Gender Advisers, and in some peacekeeping operations there are gender focal points in each of the mission's internal units. Moreover, the agencies principally involved in early recovery processes each have their own internal gender equality networks (which often differ from each other). Thus the inclusion of the conflict and post-conflict dimensions in the



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<sup>2</sup> In addition, the relevance of two additional resolutions to GenCap activity were mentioned: Security Council Resolution 1308 (2000) on the responsibility of the Security Council in the maintenance of international peace and security: HIV/AIDS and international peacekeeping operations, and Security Council Resolution 1612 (2005) on Children and Armed Conflict.

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coordination mix adds considerably to the complexity of the GenCap task, even though their focus must remain with the humanitarian entities.

### **COORDINATION**

**It became clear during the above discussions that GenCap interaction with the multiple entities and mechanisms involved in humanitarian action requires a highly strategic approach**, involving technical leadership on gender equality issues, partnership and coalition building, and constant monitoring and follow-up with partners. It is likely that all aspects of the GenCap Terms of Reference will be coloured by the requirement for coordination. Thus the substantive content of the workshop discussions involved exploration in more detail of operational aspects of the humanitarian coordination structures, with focus on the practicalities of coordination at the field level.

#### ***Sector/cluster Coordination***

**A briefing and group exercise lead by a currently-serving GenCap explored the interaction of the various humanitarian and related coordination mechanisms on the ground.** The role of the United Nations Country Team (UNCT) in coordinating the actions of all entities at country level was outlined, together with its constituent Theme Groups, including the Gender Theme Group (GTG). In humanitarian situations the UNCT intersects with the humanitarian cluster-level coordination mechanisms, which include many of the same entities that are active in both arenas. Sector/cluster personnel provide the principal partners for GenCap action, but attention must always be paid to the role of the UNCT and GTG, where these are in place.

**The existence of staff commitment to gender equality** within each humanitarian sector/cluster can considerably facilitate collaboration on gender equality issues. Thus action by parent organizations to undertake gender equality programming can greatly reinforce the overall effectiveness of GenCaps. Nevertheless, GenCaps must be prepared to find avenues for action even where support at field level is limited.

**Participants agreed that GenCap strategic interventions should reflect the following considerations:**

- a. It is critical that the Humanitarian Coordinator ensures clear structures and relationships (assigning lead roles and clarifying entry points), and efforts should be focused on collaborating closely with members of his/her staff, or where not located within the office of the HC, on developing a strong partnership with that office.
- b. A main objective should be to support the integration of gender equality programming in all sector/cluster terms of reference and work plans
- c. GenCaps should consider identifying a key event that will bring actors together and that can be used as a launching pad for enhanced coordination
- d. There may be separate coordination mechanism for gender equality and gender-based violence, and/or for humanitarian and development activities. GenCaps will need to develop relationships with and among these various bodies in accordance with local realities, and in pro-active collegiality with all parties.

**External support is sometimes needed.** Where there are difficulties in establishing relationships with the key decision-makers, intervention by the Humanitarian Coordinator and/or by headquarters staff may be necessary, and should be sought by GenCaps

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### *Inter-Cluster Coordination - the case of Participatory Needs Assessment*

**Participatory needs assessment with the host community is a pre-requisite for effective programme support** and discussion of this theme focused on coordination rather than participatory methodologies themselves. This is because it is not the task of a GenCap to undertake a participatory assessment, but rather to ensure that a mechanism is in place to support the clusters in undertaking their responsibilities in a gender-sensitive manner<sup>3</sup>.

**An effective participatory assessment was understood at the workshop to be the outcome, *inter alia*, of a well-coordinated process** in which gender equality considerations are fully planned for and reflected. The responsibility of GenCaps to support or establish an inter-agency team to manage the process was underlined. Thus the discussion emphasized the processes required to build inter-agency partnership through "multi-functional teams" of cluster representatives.

### *Intra-cluster Coordination - the case of the Protection Cluster*

**Several tensions inherent in many aspects of coordination were more sharply defined during a discussion of protection issues.** Protection (from violence) is a central issue for GenCaps, as so much of their work involves ensuring that the specific protection needs of men and women, girls and boys are being addressed. Protection is unique in the humanitarian structure as it is formally designated as both a cluster in itself, and a cross-cutting issue that must be taken into account in the activities of all other clusters. Moreover, the notion of protection encompasses quite heterogeneous elements such as rule of law, GBV prevention and response, child protection, mine action and land, housing and property rights, each of which have their own specific gender challenges<sup>4</sup>.

**As with all sector/clusters, the global responsibility is normative (policy and standard setting) combined with operational support and capacity development.** However, major challenges emerge because there is a real question how far standards set by sector/clusters should prevail over the mandates of individual sector/cluster member entities. There is a corresponding uncertainty regarding the primacy of reporting to sector/cluster leads or reporting to ones own agency head. In addition, there are real variations in the capacity of entities in each country. All of these factors impose real constraint on the achievement of common standards, and on coordination and coherence in general

**The question of international law as it relates to gender equality is an important context for GenCap action on protection issues.** The workshop briefly touched on the challenges of implementing SCR 1325 and the critical responsibility of humanitarian workers to establish (or re-establish) the rule of law in gender-equal ways during the crisis and

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<sup>3</sup> Feedback from participants indicates some disappointment that the discussion of participatory assessment did not address assessment methodologies themselves, which will be born in mind in future workshops. Nevertheless, the discussion did clarify that, whatever methodology is selected, the process must include: review of existing information, including a mapping of diversity; conduct of an initial participatory planning workshop; selection of appropriate themes and methods of enquiry; keeping a record of all meetings; facilitating fully participatory discussions with all stakeholders; systematizing the information gathered; comprehensive analysis and prioritization; leading to clearly-defined follow-up action.

<sup>4</sup> Unfortunately time did not permit adequate discussion of these topics, and a more streamlined approach was recommended for future years.

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immediate post-crisis phases because missed opportunities at this point can rarely be regained during the subsequent peacekeeping and early recovery phases. Risks to humanitarian workers in ensuring their neutrality, for example if called upon to act as witnesses to atrocity at the International Court were also noted briefly. The work of ICRC provided a useful counterpoint to the principal focus on UN system action, and further opportunity to consider the role of neutrality. The challenges of mainstreaming protection concerns across all sector/clusters were also briefly touched upon, and are broadly similar to the challenges of gender mainstreaming, with which participants were very familiar.

### **GENDER PROGRAMMING AND SECTOR/CLUSTER ISSUES, INCLUDING GENDER-BASED VIOLENCE**

The above discussions established clearly that **gender programming in humanitarian settings inherently involves coordination**. Several approaches to sector/cluster level programme support, as seen in this light, were explored in some depth during the workshop, with the Water & Sanitation, Health, Livelihoods and Camp Coordination/Camp Management sector/clusters taken as particular case studies.

### ***ADAPT and ACT Collectively***

First however, participants were introduced to the **ADAPT and ACT Collectively framework**, which summarises gender programming in humanitarian situations, and is intended as the basic guideline for planning, coordinating and implementing actions in the field (see box). It was stressed that the intent of gender programming is not simply to involve women, but to ensure that the interests and concerns of all actors, whether men, women, boys or girls, are reflected in programme priorities and action.



**Participants discussed their experiences** of working with each component of the ADAPT and ACT framework. It was generally seen as a clear framework, with inter-linked elements. There is no required sequence of implementation: each step is an entry point to the other steps. It was also noted that age and diversity must be kept in mind when using the framework, and some felt that

the framework could be combined with the SPHERE guidelines, which have a strong results focus.

**Throughout the workshop participants continued to draw on their collective experience of working in each of these areas.** This pooling of insight greatly enriched the discussions and the level of clarity and understanding reached. The challenges of sustaining such information-sharing while in the field were also discussed, including pre-deployment communication, tips for communicating with colleagues in emergency situations, and how to use the available communication channels to resolve

#### **Framework for Gender Programming**

- Analyse gender differences**
- Design services to meet the needs of all**
- Access for women, girls, boys and men**
- Participate equally**
- Train women and men equally and**
- Address GBV in sector programmes**
- Collect, analyze and report sex and age disaggregated data**
- Target actions based on a gender analysis**
- Coordinate actions with all partners**

**ADAPT AND ACT Collectively to ensure gender equality programming**

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problems. An electronic discussion forum, GenForum, has been established to act as a document repository and to facilitate pooling of GenCap experience, but has not yet been able to meet the need.

**Thus the Adapt and Act Collectively framework provides a summary** or mini-guideline for gender programming which must be fleshed out in practice, and supported by pooling and sharing of resources and information.

### *Sector/Cluster Case Studies and Discussions*

**Extensive discussion of sector/cluster issues over two days took a hands-on approach to the gender programming framework.** The principal focus was to gain familiarity with the sectoral action sheets provided in the two IASC handbooks. These are tools to be used in the field to help sector/cluster personnel ensure that gender equality considerations are appropriately incorporated into their strategies and action plans. GenCaps were urged to initiate consultative mechanisms that would support local sector/cluster leads in adapting the action sheets into locally-relevant checklists, and in using them thereafter. The discussion provided opportunity to deepen understanding of sector/cluster structures and processes, and possible entry points for GenCap collaboration with them.

**Participants agreed that the topics and nature of group discussion on each of the four case studies became more focused once they started using these checklists to organize their discussion,** and that this would also be true of dialogue with sector/cluster personnel in the field. While it is possible that undue reliance on these checklists may limit creative thinking, there was also recognition that they expand the ADAPT and ACT Collectively concept, and provide an excellent overview of priorities in typical situations, and a good starting point for collaboration. The discussions also indicated clear recognition of the need to identify 2-3 issues on which to focus: given that GenCaps are typically fielded for six-nine months it is not possible to cover all aspects of a given sector/cluster.

**The case studies enabled the participants to identify a range of issues affecting their collaboration with sector/cluster personnel.** Gaps in information-sharing or capacity within the sector/cluster may inhibit coordination as much as inter-cluster gaps, and this may be reinforced by expectation that the GenCap will undertake all the gender-related assessment and analysis. There were persistent concerns regarding the accuracy of available information on the affected community, and difficulty in verifying it. This may force people to fall back on assumptions, and the GenCap can play a useful role in helping colleagues to use realistic assumptions, without resort to stereotypes. Assistance to sector/cluster personnel in identifying and re-analyzing existing data from a gender perspective can be very effective. Further reference was made to the need to take account of ethnicity and diversity, and to the establishment of sustainable mechanisms that will remain to support sector/cluster activity after the GenCap has left.

**Capacity development is often implicit in GenCaps' collaboration with clusters,** given the generally limited understanding of gender equality in humanitarian situations. Capacity development occurs in multiple settings not formally designated as "training", for example during discussions, briefings and presentations, and especially during hands-on collaboration on practical implementation. Capacity development



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undertaken in this way is more likely to have an impact than the more familiar “gender training” (which has a very poor record of bringing about actual improved performance). GenCaps must be aware of the capacity development dimension of their work, and build it carefully, consciously and appropriately into all their interventions, and it may be appropriate to expand attention to this question in future workshops.

### ***Gender-based Violence (GBV)***

**A major component of gender equality programming is likely to be in the area of GBV prevention and response.** GenCaps are sometimes called on to advise and support GBV-related programming. This will be determined in the terms of reference prior to deployment. The GenCaps would assist in implementation of a multi-sectoral approach to GBV which is spelled out in the IASC GBV Guidelines. GenCaps must play an active role in any GBV-related cross-cluster coordination mechanisms that may have been put in place.

**While a significant component of GBV prevention and response activity is legal in nature, GenCap advisors do not have to be expert in rule of law (RoL):** rather they have to collaborate meaningfully with RoL specialists to ensure that their interventions address GBV and are gender-sensitive. It is however, important to understand the legal framework in the country concerned, and how this framework actually functions on the ground.

**The recently completed Standard Operating Procedures (SOP) on GBV provides sound and tested guidance.** The document functions as a coordination tool to guide all actors, and to standardize approaches and interventions, for example to systematize the classification and definition of GBV. The guiding principles of GBV intervention were clearly articulated as involving confidentiality, respect for the survivor and for her/his choices, safety and security of the survivor and those helping her/him, and non-discrimination. Moreover it is particularly important to be vigilant and transparent on these issues in multi-actor situations.

**The SOP also provides guidance on data collection and analysis for GBV, which is an expanding area of GBV activity.** The many ethical and safety dilemmas that surround the collection of data in this issue were explored in the discussion. It was clearly established that at every stage of the data management process (collection, storage, sharing and analysis), actors must carefully consider how information will be used, and ensure the confidentiality for both victims of GBV and those seeking to address it. The SOP should be used as a living document and adjusted as capacities to implement it expand over time. It will also be updated periodically, a process to which GenCaps could make valuable contributions.

### ***Protection from Sexual Exploitation and Abuse (PSEA)***

**GenCaps are frequently called in to advise on actions to prevent SEA.** PSEA was clearly described as a form of gender-based violence that is perpetrated by UN and NGO personnel and contractors on members of the affected communities, often as a condition for receiving the aid to which they are in fact entitled as a right. Because SEA is by definition only committed by aid personnel, it is subject to conduct and discipline regulations, and is hence addressed as a human resource management question as well

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as through programme interventions. Nevertheless, GenCaps should be active in any coordination mechanisms on SEA, and in advocating for appropriate organizational response to any incidents that are reported.

**A moving video stressed zero tolerance to SEA put forward in the Secretary General's Bulletin.** It describes the responsibilities of all UN staff and related personnel. It produced a strong positive reaction among participants, and appreciation of their reporting obligations under the provisions of the Bulletin.

### **MONITORING AND EVALUATION**

**As the GenCap programme is breaking new ground in humanitarian surge capacity,** the IASC anticipated the need to document baseline information and activities from the outset, so that solid evidence of impact can be provided. A tailored monitoring and evaluation framework has been commissioned, and was tested during the first year of operation of the GenCap programme. The results of this testing have been written up in a detailed report, which was summarized at the workshop<sup>5</sup>. The framework is electronic, so a demonstration and hands-on practice of the software was also included.

**It was pointed out that the framework (which comprises a baseline questionnaire, scorecards and good/poor practices templates) is not a performance appraisal mechanism.** Rather it seeks to summarise the impact of GenCap interventions on humanitarian programming, and the sustainability of the mechanisms established by them. It provides a record of action and outcome for programme management purposes<sup>6</sup>.

**The various monitoring and reporting responsibilities of the several parties to the GenCap programme were set out,** specifically:

- **GenCaps:** collect data, establishing priorities for data collection; report regularly.
- **Country office staff:** support the GenCap in data collection; ensure that the GenCap terms of reference reserve a certain percentage of time for monitoring and evaluation activity.
- **The GenCap Steering Committee and the Secretariat:** technical support to the GenCaps, analysis and presentation of the data; follow-up action; provide time for GenCaps to write up good practices.

**A critical and challenging component of the framework is the documentation of good practice.** It is clear that current GenCaps have had impact in the field, and many lessons have been learned. However, these experiences have been difficult to document as formal good practices. Several reasons for this difficulty were suggested: the definition of a good practice for the GenCap programme has not been articulated; the classification of a practice as "good" must often await measurement of its impact, which is impossible within short six-nine month deployments; and drafting of good practices requires time and space for reflection, which has not been available during the brief assignments of GenCaps to date.

**In view of the difficulty of demonstrating impact, the concept of "promising practice" is probably more useful for the GenCap programme** and this is in any case becoming

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<sup>5</sup> Binder, A and Witte J-M. 2008. *Project Report: The Gender Standby Capacity Project (GenCap) One Year Ahead.* Global Public Policy Institute (GPPi) Berlin.

<sup>6</sup> In this sense the term "evaluation" is something of a misnomer in describing the purpose of the framework. Monitoring and Reporting may reflect its purpose more accurately.

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increasingly recognized in programme assessment processes as a more accurate description of the kind of documentation that is needed. In addition, it has to be born in mind that the actual structure and content of a good practice description will vary with the use to which it will be put (for example, for operational guidance or for resource mobilization), and this also remains to be defined for the GenCap programme.

**A good practice template has been prepared** as part of the M&E Framework, but it does not yet fully meet the documentation needs of the programme. Thus the template is likely to be revised during the coming period.

### Conclusions

It became very clear during the workshop discussions that, given the short duration of GenCap assignments, highly strategic, well-coordinated approaches focusing on selected issues only and based on the development of strong alliances, especially with senior management, are critical to success. However, the ideal environment is rarely in place, so much of the discussion focused on how to identify whatever opportunities there may be, and leverage these to achieve the “best possible” results.

A large amount of valuable information and insight was shared, with opportunity for dialogue with experienced colleagues from a wide range of background: the professional and intellectual generosity of both participants and the resource people was much appreciated. The presence of currently-serving GenCaps greatly enriched the discussions. However, the agenda was very intense, allowing limited opportunity for reflection relative to the amount of information provided. A less packed agenda, retaining the focus on coordination and programme support, would ensure greater efficiencies in the transfer of usable information, and enhance the impact of the workshop.

The following strengths and remaining challenges were consolidated from the workshop discussions, participant feedback and Steering Committee/Facilitation Team observations.

### *Strengths of the workshop*

The following aspects of the workshop should be retained and/or expanded:

1. Retain principal emphasis on coordination, exploration of sector/cluster issues (including GBV and protection). Introduce advocacy, information management and capacity development in the context of these three over-arching themes, and use the workshop itself as a “lab” for capacity development (to model how



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GenCaps can undertake capacity development in the course of their collaboration activities in the field)

2. Expand opportunity for structured discussion among participants in the context of the workshop, with the greater portion of every session being given to discussion than to presentation.
3. Retain the presence of currently serving GenCaps, providing guidance on facilitation skills if needed.
4. Retain the presence of country office staff, although their specific role in the workshop and hence criteria for selection are in need of further definition.
5. Expand the flexible and responsive approach to participant needs, and the systematic use of participants as resource-people.

### ***Remaining challenges***

The following aspects of the workshop could be reviewed for improvement

#### **Agenda**

6. While retaining the issues described above, develop a less "packed" agenda, on the principal that "less is more". A strong approach would be to focus on the central themes and eliminate presentations on minor issues, allowing them to come up and be addressed in the context of the more in-depth discussions that would ensue. A long lead-time and more extensive consultation is probably needed to prepare a stronger agenda.
7. Consider providing participants and some facilitators with basic facilitation skills, especially in the Socratic method, participatory training and leadership of consultative processes
8. Consider expanded attention to protection issues, especially the human rights framework.

#### **Method**

9. Explicit adoption adult learning approaches in the design of the agenda, especially in the provision of sufficient time for reflection, in order to enable the considered linking and comparison of new information with prior experience.
10. More meaningful attention to drawing on the experience of the participants, which in some cases was felt to be greater than that of some of the resource people. This would involve considerable advance planning, combined with a very flexible and participatory approach to the on-site management of agenda. Such an approach also requires two full-time participatory facilitators.
11. Use of a more limited number of resource people, with stronger facilitation skills and less prone to use PowerPoint. (Consider only using facilitators fully comfortable with participatory facilitation, and able to use the Socratic method).
12. A tighter management structure for the workshop, with the various functions clearly defined and adhered to, under the substantive leadership of one member of the Steering Committee. A clearly designated Facilitation Team that meets each night without fail.

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13. Selection of a venue that promotes learning, including appropriate size, the provision of tables for participants, and break-out rooms and secretariat facilities in the same building

Annex 1  
Gender Capacity Standby Project - GenCap

## FREQUENTLY ASKED QUESTIONS

### What is the GenCap?

The IASC Gender Capacity Stand-by Project (GenCap) is a pool of gender advisers at a P-4/ P-5 level to be deployed on short notice as an inter-agency resource to support the United Nations Humanitarian Coordinator/Resident Coordinator (HC/RC), cluster leads and gender networks in the initial stages of sudden-onset emergencies as well as in protracted or recurring humanitarian situations. The Norwegian Refugee Council (NRC) is administering the expert pool.

### What is the primary role of the GenCap Advisers?

The primary role of the gender advisers is to work with cluster/ sector actors to facilitate the establishment of sustainable coordination mechanisms and build capacity to ensure that the needs and capabilities of women, girls, boys and men are taken into consideration in the planning and implementation in all sectors/clusters of emergency response.

The GenCap Advisers provide technical leadership and support on Gender Equality Programming, including GBV programming, through close collaboration with humanitarian actors and building on existing resources in the following main areas of work: information collection and analysis; programme planning; capacity building; coordination; and advocacy.

The expected output of the gender advisors work is effective gender equality programming, including prevention and response to GBV, in humanitarian situations.

### How many gender advisers are available on the GenCap roster?

GenCap currently consists of 3 full-time and 23 standby gender advisers.

### How long is each deployment?

Each deployment will be made for 6-12 months (less in exceptional cases). Extensions can be made up to a maximum of 24 months altogether. If an office needs a more permanent gender adviser presence it should go through its regular recruitment procedures.

The GenCap is an initiative of the IASC Sub-working Group on Gender in Humanitarian Action.

### How does GenCap differ from ProCap?

The Protection Standby Capacity Project (ProCap) is a roster of protection officers and GenCap is copying many of ProCap's governing structures. GenCap also has a separate page on ProCap online: <http://ocha.unog.ch/ProCapOnline/>. While protection issues such as GBV is a part of the GenCap advisers' ToRs they have a broader role in facilitating gender equality programming in all sectors/ clusters of humanitarian response. GenCap will remain a separate roster for an initial period of 2-3 years after which a merge with ProCap will be considered.

### Who can make requests for a GenCap Adviser?

All UN entities with a MoU with the Norwegian Refugee Council (NRC) can make a request for a GenCap adviser to support the HC and sector/ cluster actors.

### How do I make a request for a GenCap Adviser?

The request form is available on <http://www.humanitarianreform.org/gencap>.

Requests must be made from a country office to the GenCap Secretariat ([gencap@un.org](mailto:gencap@un.org)). The GenCap Secretariat will forward the request to NRC. In order to ensure that all actors on the ground are aware that this resource is coming in and what it will be used for, the UNCT should take

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part in the discussions on adapting the standard ToR. The HC should approve the request before submission. Requests with an inter-agency scope, to work with cluster/ sector actors, will be given priority.

Questions can be directed to the GenCap secretariat in OCHA ([gencap@un.org](mailto:gencap@un.org)). The inter-agency GenCap Steering Committee formally approves the request before a deployment is made.

### **Can a request be made for a GenCap Adviser to work on a specific agency's programme or do they need to sit with the HC?**

The requester must adhere to a minimum of the elements in the generic ToR, which includes several tasks related to inter-agency functions and the role of the HC and cluster leads. However, gender advisers can also be deployed to agencies/programmes needing specific gender equality programme support if there is capacity available on the roster.

The entities with MOUs with NRC are: IOM, FAO, OCHA, OHCHR, UNDP, UNESCO, UNFPA, UNHCR, UNICEF, UNRWA, WFP and WHO.

### **Who does the gender adviser report to?**

The gender adviser reports to the Humanitarian Coordinator and/or Head of the Requesting agencies as the supervisor(s) of the deployment. As the nature of deployments may vary, additional solutions for reporting lines will have to be decided on by the UNCT in consultation with the GenCap steering committee on a case-by-case basis. The gender adviser will also send regular progress reports to an independent consulting firm in charge of monitoring the GenCap project. The HC and relevant cluster leads will sign off on the reports.

### **What is the responsibility of the requesting agency?**

The requesting agency is responsible for providing the adviser with an office space, computer, vehicle and interpreter (if necessary); and for covering internal travel.

### **What is the role of the NRC?**

The Norwegian Refugee Council covers the gender advisers' salary, insurance and travel to and from the place of deployment; and maintains contact with the advisers on logistical and contractual issues throughout the deployment.

### **What is the role of the GenCap Steering Committee?**

The Steering Committee is made up of a core group of IASC entities, UN and NGOs, and oversees the operations of the GenCap. The Steering Committee considers and approves requests for deployments and has the final responsibility for monitoring and evaluation of the project.

### **What is the role of the GenCap Secretariat?**

The Secretariat supports the Steering Committee; the monitoring and evaluation project; organises the gender advisers' training workshop; provides substantive support to gender advisers on mission; and administers an online discussion forum. It also supports field offices in developing requests for gender advisers.

### **Contact and Further Information:**

Phone (GenCap Secretariat):  
+1 917 367 9497  
Email: [gencap@un.org](mailto:gencap@un.org)  
[www.humanitarianreform.org/gencap](http://www.humanitarianreform.org/gencap)

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**Annex 2  
List of Workshop Participants**

<b>Overall</b>	
<b>GenCap Candidates</b>	<b>12</b>
<b>Year 1 GenCaps</b>	<b>3</b>
<b>Country Participants</b>	<b>14</b>
<b>IASC SWG Members</b>	<b>20</b>
<b>Total</b>	<b>49</b>

<b>GenCap Candidates</b>				
	<b>Last Name</b>	<b>First Name</b>	<b>Country of Origin</b>	<b>Email</b>
1	<u>Attinger Colijn</u>	Beatrix	Austria	beatrix.atinger@aon.at
2	<u>Blay</u>	Caroline	The Netherlands	carolineblay@yahoo.com
3	<u>Brun</u>	Delphine	France	pandora.maltese@no-log.org
4	Chase	Jennifer	USA	chase@unfpa.org
5	Clifton	Deborah	Canada	deb_clifton@yahoo.co.uk
6	<u>Dewi</u>	Sinta	Indonesia	sintard@gmail.com
7	<u>Jakobsen</u>	Hilde	Norway	hildejakobsen@gmail.com
8	McKay	Angela	Canada	angespace@yahoo.co.uk
9	<u>Mugisha</u>	Maude	Uganda	maudemugisha@yahoo.com
10	<u>Mugwebi Rusere</u>	Alexina	Simbabwe	arusere@yahoo.com
11	Quinn	Ingrid	Australia	ilquinn@hotmail.com
12	Rames	Victoria	USA	vrames@yahoo.com

<b>Year 1 GenCaps</b>				
1	Foran	Siobhan	GenCap	foran@un.org
2	Pender	Liz	GenCap	elizabethpender@yahoo.com
3	Sarkar	Madhumita	GenCap	madhumita_sarkar1@rediffmail.com

<b>Country/Regional Representatives</b>					
	<b>Last Name</b>	<b>First Name</b>	<b>Agency</b>	<b>Base</b>	<b>Email</b>
1	Ahonou	Brice Dr.	WHO	DRC	ahounoub@cd.afro.who.int
2	Amokomayen	Marie Chantel	UNICEF	CAR	mamokomayen@unicef.org
3	Harijanti	Lany	UNFPA	Indonesia	harijanti@unfpa.org
4	Ikoli	Mirielle	UNFPA	DRC	ikoli@unfpa.org; mireille@unfpa.org
5	Ishikawa	Kaori	UNFPA	Afghanistan	kishikawa@unfpa.org
6	Kini	Brigitte Dr.	WHO	DRC	kinib@cd.afro.who.int
7	May	Vanessa	OCHA	Columbia	mayv@un.org
8	Mullo-Abdolova	Shabnam	UNMAS	Sudan	
9	Ohashi	Keita	UNFPA	Chad	ohashi@unfpa.org
10	Oka-Balima	Madeline	UNDP	Cote d'Ivoire	m.oka-balima@undp.org
11	Ruiz	Esmeralda	UNFPA	Columbia	eruiz@unfpa.org
12	Savitri	Dewayani	UNFPA	Indonesia	dewayani.savitri@undp.org
13	Sindan	Benjamin	UNFPA	South Sudan	buwa@unfpa.org
14	Vaughan	Tracy	UNICEF	Kenya	tvaughan@unicef.org

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<b>IASC Gender Sub-group Working Members</b>				
	<b>Last Name</b>	<b>First Name</b>	<b>Agency</b>	<b>Email</b>
1	Baker	Laila	UNFPA	lbaker@unfpa.org
2	Binder	Andrea	GPPI	abinder@gppi.net
3	Bories	Jean-Luc	UNICEF	jlbories@unicef.org
4	Brodal	Inger	OHCA	brodal@un.org
5	Burns	Kate	OCHA	burns@un.org
6	Buskens	Annemiek	UNHCR	buskens@unhcr.ch
7	Cherif	Linda	UNFPA	cherif@unfpa.org
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13	Montgomery	Julie	InterAction	jmontgom@interaction.org
14	Muna	Maha	UNFPA	elmuna@unfpa.org
15	Murison	Sarah	Facilitator	sarahmurison@gmail.com
16	Nakamura	Fumie	UNDP	fumie.nakamura@undp.org
17	Onwuasoanya	Steve	ProCap	steveibem@yahoo.com
18	Rees	Madeleine	OHCHR	mrees@ohchr.org
19	Sørli	Mirjam	NRC	mirjam.sorlie@nrc.no
20	Sween	Astrid	NRC	astrid.sween@nrc.no

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**Annex 3**

**Workshop Agenda**

<b>Time</b>	<b>Monday 19 May</b>	<b>Tuesday 20 May</b>	<b>Wednesday 21 May</b>	<b>Thursday 22 May</b>	<b>Friday 23 May</b>
<b>Theme/ Session</b>	<b>Foundation: Who does what in GenCap</b>	<b>Field Realities and Coordination</b>	<b>Substantive and Sectoral Issues</b>	<b>Gender Programming &amp; Cross-cutting Issues</b>	<b>Outstanding Issues</b>
Session 8.30- 9.00	<b>1.0. Opening,</b>	<b>2.0.</b> Reflection on previous day. Announcements.	<b>3.0</b> Reflection on previous day. Announcements	<b>4.0.</b> Reflection on previous day. Announcements	<b>5.0.</b> Reflection on previous day. Announcements
Session 1 9.00- 10.30	<b>1.1. Priorities for Gender Equality in Humanitarian Settings Today</b> <i>To establish shared in- depth understanding of the expertise in the room. Plenary with buzz groups</i>	<b>2.1; Humanitarian Structures</b> <i>To develop clarity on context, especially partners in field (sector/cluster approach)</i>  <i>Plenary PPT presentation and discussion</i>	<b>3.1.a Sector/Cluster Issues</b> <i>To provide practical, tangible, review of programme issues in each emergency sector</i>  <i>Break Out Groups - Cafeteria</i>	<b>4.1 Coordination 2</b> <i>To review UNDAC and natural disaster responses</i>  <b>4.2.a Sector/Cluster Issues</b> <i>To integrate learning so far in an applied exercise.</i>	<b>5.1. SEA</b> <i>To gain clarity on distinction SEA/GBV, and specific UN staff obligations to address SEA</i>  <i>Video &amp; plenary discussion</i>
10.30- 11.00	<b>BREAK</b>				
Session 2 11.00 – 12.00	<b>1.2. The GenCap Programme</b> <i>To confirm understanding of programme. Plenary presentation &amp; discussion</i>	<b>2.2. Coordination 1</b> <b>Based on above, to understand Chap 3 of Handbook</b>  <i>PPT presentation and buzz groups</i>	<b>3.1.b Sector/Cluster Issues</b> (Continued)  <i>Break Out Groups - Cafeteria</i>	<b>4.2.b Sector/Cluster Issues (Continued)</b>  <b>4.3.a: Cross-cutting Issues: Protection, ICRC, Mainstreaming Protection</b> <i>Panel discussion</i>	<b>5.2 M&amp;E Framework</b> <i>To review the monitoring and evaluation framework developed for the GenCap programme, and how to report through it</i>
12.00- 13.30	<b>CAFETERIA LUNCH</b>	<b>SANDWICHES</b> 12.30-13.30	<b>CAFETERIA LUNCH</b>	<b>SANDWICHES</b> 12.30-3.30	<i>Group Photo</i> <b>CAFETERIA LUNCH</b> <i>UNFPA Group Lunch</i>
Session 3 13.30- 15.30	<b>1.3 Stories from GenCaps in the field</b> <i>To gain realistic picture of actual GenCap field experience, incl cross- cultural communication Plenary discussion</i>	<b>2.3.a Participatory Assessment</b> <i>To Understand Chapter 2 of Handbook and methods of participatory Assessment</i>	<b>3.2.a GBV</b> <i>To gain clear understanding of centrality of this issue to GenCap work, and how best to address it.</i>  <i>Plenary, PPT and discussion</i>	<b>4.3.b. Protection Cluster, global and country-levels</b>  <b>4.3.c. Cross-cutting Issues: HIV/AIDS. DCAF, Fuel-efficient stoves.</b> <i>Plenary presentations and discussion</i>	<b>5.3 Communication</b> <i>To clarify communication lines for GenCaps on deployment</i> <b>Work Planning and Capacity Development</b> <i>Plenary discussion</i>
15.30- 16.00	<b>BREAK</b>				
Session 4 16.00- 17.30	<b>1.4. Basics</b> <i>To understand Chapter 1 of Handbook, ACT and ADAPT</i>  <i>PPT presentation and buzz groups</i>	<b>2.3.b Participatory Assessment.</b> (Continued)	<b>3.2.b GBV (Continued)</b>  <i>Break out and Report- back</i>	<b>4.5. M&amp;E Software. (Potential GenCaps Only)</b>	<b>5.4 Best Practice and lessons learned</b> <i>To gain clarity on how to identify and write up a good practice.</i>  <b>Closing: certificates, evaluation, next steps</b>
17.30- 19.00	<b>PIZZA DINNER</b>				
19.00-20- 30	<b>1.5. Logistics, issues to do with deployment</b> <i>Potential GenCaps CO Reps</i>	<b>2.4. Preparation of Request Forms (CO staff only)</b>	<b>Reception (18.30)</b> <i>Hosted by H.E. Ambassador Bente Angell-Hansen, Perm. Representative, Perm. Mission of Norway</i>		