

## Management Response Plan (MRP) to GenCap ProCap Evaluation Report – April 2012

Prepared by: GenCap ProCap Support Unit/ NRC, 06.01.12  
Revised: 27.04.2012

### Overall Outcome:

*Both Projects continue to remain relevant and should be continued for the medium-term at current or slightly expanded level*

### General Future of the GenCap and ProCap Projects

Evaluation Recommendation	Actions to be taken (as worded by GPPI)	Overall response	Elaboration/details as per project management Interpretation/suggestion	Unit(s) & designated focal point responsible for action	Time Frame (Completed by) (date for completion)	Comments / Status Update
1. Maintain the GenCap roster at roughly its current size	▪ <i>(no details provided)</i>	Agree	<ol style="list-style-type: none"> <li>Size of roster: GenCap total 40 members (GM: 30, GBV:10) with aim of having 10-15 deployed advisers at any given time.</li> <li>Activity level : Slightly reduce from 2011 (200 months budgeted – 140 used) to 180 months/year (4x12 GBV = 48, 132 GM)</li> <li>Recruitment: According to need, continue focus on French and Arabic speakers</li> </ol>	SC & NRC	Continuous <i>(Annual Report to reflect achievements)</i>	
5. Maintain or slightly expand the ProCap roster	▪ <i>(no details provided)</i>	Agree	<ol style="list-style-type: none"> <li>Size roster: ProCap total 35 members</li> <li>Activity level: Increase slightly from 2011 (Budget 120 months, actual deployed= 105). For 2012: Budget: 132 (core team: 8x12 = 96 ; missions: 36)</li> <li>Recruitment: According to need depending on profile. French and Arabic speakers still required. Develop strategy to increase diversity but ensure quality over quantity.</li> </ol>	SC & NRC	Continuous <i>(Annual Report to reflect achievements)</i>	
<b>8. Maintain the current institutional set-up for management and administration</b>						
A <sup>1</sup> Increase staff capacity of UN OCHA Support Unit.	▪ <b>Add 50% mid-level position</b>	Agree	<ol style="list-style-type: none"> <li>Additional staff capacity at OCHA Support Unit is required, but OCHA and Support Unit should decide which staffing levels and structure best reflect needs. In order to do so, the SU will undertake a mapping of type of capacity required (See rec. 8A 2, point 1 below)</li> <li>Support Unit to negotiate with OCHA management and request modification of cost plan as required</li> </ol>	SU	December 2012	
A <sup>2</sup> Clarify division of labour NRC – SU – SC	▪ <b>Discuss division of labor between NRC. Support Unit and Steering Committees to identify and remedy inefficiencies</b>	Agree	<ol style="list-style-type: none"> <li>Map skills, functions and structure required for all posts in SU and NRC</li> <li>Revisit responsibility matrix</li> <li>Clarify role/mandates of SC, SU, NRC in project manual/SOP “mandates”</li> <li>Revise TORs of SCs</li> </ol>	SU, NRC	June 2012	

<b>B</b> Shift to multi-year funding of the projects	<ul style="list-style-type: none"> <li>▪ <i>(no details provided)</i></li> </ul>	<b>Agree</b>	<ol style="list-style-type: none"> <li>1. Multi-year funding appeal: to be developed by SU</li> <li>2. Multi-year funding agreements: to be encouraged by several donors</li> </ol>	SU & Donors	Next funding cycle	
<b>C</b> Strengthen linkages between ProCap project and Global Protection Cluster (GPC)	<ul style="list-style-type: none"> <li>▪ <i>Encourage presentations of ProCap officers at Global Protection Cluster meetings to get field reality to global level</i></li> <li>▪ <i>Discuss option of staffing the planned Global Protection Cluster Helpdesk with rotating ProCap officers (in-between missions)</i></li> <li>▪ <i>Link ProCap events (for example debriefings) to events of the Global Protection Cluster to create more synergies</i></li> </ul>		<ol style="list-style-type: none"> <li>1. ProCap provide deployment / support to GPC (SPO support to planned helpdesk, info on webpages and in quarterly newsletter) and through roaming ProCap based with GPC operations cell.</li> <li>2. Ensure GPC and AORs lead agency representatives take part of all pre-deployment briefings</li> <li>3. Continue debriefs aligned with GPC /protection meetings</li> <li>4. GPC to take forward recommendations in ProCap and GenCap end of mission reports and general debriefing sessions</li> <li>5. NRC and SU participate in all relevant GPC &amp; AOR meetings</li> <li>6. ProCap regular item on GPC agenda <ol style="list-style-type: none"> <li>a. Updates from field with recommendations. Share reports more widely.</li> <li>b. Call for requests during GPC meetings</li> <li>c. Coordinate ProCap SBP Training with GPC training dates in 2012</li> <li>d. Initiate discussion on increased cooperation/coordination between ProCap and GPC trainings in 2013 and beyond</li> </ol> </li> </ol>	Support Unit GPC	Ongoing	
<b>D<sub>1</sub></b> Encourage IASC to convene global level discussions to further clarify institutional responsibilities for gender in humanitarian action.	<ul style="list-style-type: none"> <li>▪ <i>(no details provided)</i></li> </ul>	Not relevant action for GenCap		IASC Secretariat SWG Gender		
<b>D<sub>2</sub></b> Hold pragmatic discussion in SC on how GenCap advisers should best cooperate with all actors at country level	<ul style="list-style-type: none"> <li>▪ <i>(no details provided)</i></li> </ul>	<b>Partially agree</b>	<ol style="list-style-type: none"> <li>1. This is already taking place at annual technical workshops</li> <li>2. Continue and improve how to capture lessons learned / good practice from field deployments. Increase number of documents published.</li> </ol>	SC, SU	Ongoing (GenCap TW Feb 2012 ProCap TW April 2012)	

## GenCap Deployments

Evaluation Recommendation	Actions to be taken (as worded by GPPI)	Overall response	Elaboration/details as per project management Interpretation/suggestion	Responsible Unit(s) & designated focal point responsible for action	Time Frame (Completed by)	Comments / Status
<b>2. Refocus GenCap deployments on influencing humanitarian practice</b>						
<p><b>A</b> Provide strategic support to Humanitarian Coordinators and leadership of organizations (context analysis, facilitating change in identified priority areas)</p>	<ul style="list-style-type: none"> <li>▪ <i>Develop clearer expectations on role and accountability of Humanitarian Coordinators with respect to gender. Link to IASC accountability framework process for this purpose.</i></li> <li>▪ <i>Agree on concrete goals / desired changes at the beginning of deployment</i></li> <li>▪ <i>Advocate for more agencies to adopt the Gender Marker</i></li> <li>▪ <i>Strengthen good practice collection and exchange by including good practice collection in standard terms of reference and disseminating practice notes at annual retreat</i></li> </ul>	<p><b>Partially agree / Partially not relevant for GenCap</b></p>	<ol style="list-style-type: none"> <li>1. Seek to revise TOR of HC to strengthen gender component</li> <li>2. Ensure gender is included in HCs briefing material and trainings</li> <li>3. Work with developing accountability to affected populations framework to ensure gender is mainstreamed</li> <li>4. Revise GenCap request form and TOR to include concrete goals and desired changes to be achieved during deployment</li> <li>5. Increased institutionalization of the IASC gender marker</li> <li>6. Strengthen collection of good practices and success stories – share widely within GenCap and with external partners. Seek to influence agencies' performance frameworks (addressed in 8D2)</li> </ol>	<ol style="list-style-type: none"> <li>1. IASC SWG Gender</li> <li>2. ibid</li> <li>3. AAP TT</li> <li>4. SU</li> <li>5. SWG Gender/ NGOs/ UN Agencies</li> <li>6. SU</li> </ol>	<p>Continuous</p>	<p><i>Some of these tasks are already included in the 2012 work plan and strategy of the SWG Gender</i></p>
<p><b>B</b> Increase support to project implementers (training events, hands-on advice, monitoring visits) and reflect the new project focus in the generic terms of reference</p>	<ul style="list-style-type: none"> <li>▪ <i>Provide more guidance to GenCaps on how best to influence practice and define a tool-box (including for example training of trainers, systematic peer support, field coaching)</i></li> <li>▪ <i>Allow for more deployments to individual agencies for gender mainstreaming / roll-out of policies or tools.</i></li> <li>▪ <i>Adapt generic terms of reference</i></li> </ul>	<p><b>Agree</b></p>	<ol style="list-style-type: none"> <li>1. Strengthen annual technical workshop to include session on influencing humanitarian practice</li> <li>2. Review criteria for approval of requests while continue to ensure inter-agency role and clear prioritization of deployments and tasks</li> <li>3. Revise generic terms of reference to increase focus on training. Hosting agencies to ensure funds are available for training events. Ensure TORs clearly balances priorities in the field.</li> <li>4. More clearly state the how to ensure sustainability in requests (add separate point 5.6)</li> </ol>	<p>Support Unit</p>	<p>Continuous TORs and prioritization by June 2012</p>	
<p><b>C</b> Spend less time on working with clusters and more time on working with humanitarian leadership and individual cluster members</p>	<ul style="list-style-type: none"> <li>▪ <i>(no details provided)</i></li> </ul>	<p><b>Disagree</b></p>	<p>Clusters are critical entry points and should not be ignored. GenCap may spend less time at capital level and more time with implementing partners of clusters in the field.</p>	<p>-</p>	<p>-</p>	
<p><b>D</b> Spend less time on implementing the Gender Marker, but rather use it as an entry point for other activities</p>	<ul style="list-style-type: none"> <li>▪ <i>Train cluster coordinators and OCHA country office CAP sections on Gender Marker implementation and gender analysis</i></li> <li>▪ <i>Act as Gender Marker help-desk in country</i></li> </ul>	<p><b>Disagree</b></p>	<p>The Gender Marker remains a key critical tool and strategic entry point for GenCap Advisers. Engagement on the Gender Marker can be strengthened by:</p> <ol style="list-style-type: none"> <li>1. Ensure that all stakeholders (clusters, CAP focal point and GM vetting teams) take responsibility for the implementation of the gender marker, and further use it as an entry point for other activities. Seek to involve</li> </ol>	<p>SWG Gender Agencies</p>	<p>-</p>	

	<ul style="list-style-type: none"> <li>▪ <b>Enhance implementation monitoring</b></li> <li>▪ <b>Strengthen cooperation with donors to ensure they include Gender Marker scores in their funding decisions.</b></li> </ul>		<p>clusters and agencies throughout the entire CAP cycle. Increased ownership and buy-in should be encouraged by each cluster/sector</p> <ol style="list-style-type: none"> <li>2. Focus gender marker involvement on training of trainers/mentoring</li> <li>3. Establish dialogue with OCHA at HQ and field level to include shared understanding of gender marker responsibilities</li> <li>4. Include guidance on implementation in general gender marker guidance. GenCap Advisers to ensure that monitoring of implementation of the gender marker takes place</li> <li>5. Strengthen work with donors to ensure that more donors are using the gender marker systematically</li> </ol>			
<p><b>E</b> Extend standard length of GenCap deployment to one year and improve timing of deployments. Consider automatic deployments at the outset of larger sudden-onset emergencies/inclusion in UNDAC and IASC Rapid Response teams</p>	<ul style="list-style-type: none"> <li>▪ <b>For protracted emergencies, try to time deployments so that they start with the mid-term review. For these cases, switch to annual deployment cycles to facilitate planning.</b></li> <li>▪ <b>Identify potential entry-points at different stages of the humanitarian planning and implementation cycle.</b></li> </ul>	Agree	<p>This is already being done</p> <ol style="list-style-type: none"> <li>1. Increased attention to timing of deployments</li> <li>2. Deployments to take place on an annual basis with priorities clearly defined</li> <li>3. Map strategic entry-points</li> <li>4. Deployments still require interest and request from country-teams and cannot be automatic. The role of the Roaming GenCap Adviser covers the need for deployment to sudden-onset emergencies. Roaming GenCap is UNDAC-trained and can be deployed as part of UNDAC team</li> <li>5. Continue to engage with assessment teams at field level and NATF at global level</li> </ol>	Steering Committee	Ongoing	
<p><b>F</b> Define clearer global deployment priorities for GenCap advisers</p>	<ul style="list-style-type: none"> <li>▪ <b>(no details provided)</b></li> </ul>	Partially Agree	<p>This is already being done, but revised matrix will be updated annually.</p> <ol style="list-style-type: none"> <li>1. Formalize Early Warning Early Action Report, cluster activation and sudden-onset emergencies as global deployment priorities. Balance support to field, regions and global level.</li> <li>2. Possibly include annual OCHA Global Focus Model as second source for annual prioritization exercise</li> </ol>	Support Unit	June 2012	
<p><b>3. Increase efforts to strengthen the sustainability of GenCap deployments</b></p>						
<p><b>A</b> Demand more substantive guarantees for institutional follow-up after the end of GenCap deployments</p>	<ul style="list-style-type: none"> <li>▪ <b>Call host agency three/six months after the beginning of a deployment to get an update on the implementation status of follow-up plans made at the time of request</b></li> </ul>	Agreed	<ol style="list-style-type: none"> <li>1. Ensure sustainability is addressed from the request form throughout the deployment. Brief GenCap Advisers on the need to pay attention to sustainability from start of deployment</li> <li>2. Regular follow-up on sustainability from GenCap management starting from month 3.</li> <li>3. This should also take place for ProCap deployments</li> </ol>	Support Unit	Ongoing	
<p><b>B</b> Enhance the focus on training for trainers as well as training for national staff members of international agencies and national or local NGOs</p>	<ul style="list-style-type: none"> <li>▪ <b>Improve training standards and formats by focusing more on innovative training methods</b></li> </ul>	Agreed	<ol style="list-style-type: none"> <li>1. Increase training capacity of roster members during annual technical workshops</li> <li>2. Increase focus on training during deployments. Emphasize training aspect in revised TORs.</li> </ol>	Support Unit	Ongoing	
<p><b>C</b> More systematically include existing gender capacity in country (e.g. for training for trainers or when advising agency leadership)</p>	<ul style="list-style-type: none"> <li>▪ <b>Identify national counterpart from the outset and work closely with him / her.</b></li> </ul>	Agreed	<ol style="list-style-type: none"> <li>1. As part of sustainability aspect, include identification of key national partners early on and work systematically with these throughout the deployment</li> <li>2. Prepare framework for sustainability. Ensure that all deployments are measured by their sustainability in revised M&amp;E tool</li> </ol>	Support Unit GenCap advisers	Ongoing	
<p><b>4</b> Develop a joint vision for and understanding of the GenCap project's mandate</p>	<ul style="list-style-type: none"> <li>▪ <b>(no details provided)</b></li> </ul>	Partially agree	<p>This is already being done.</p> <ol style="list-style-type: none"> <li>1. GenCap mandate clearly includes joint vision of gender equality. Messaging on mandate and approach continue to be clarified for new members and during each annual technical workshop</li> <li>2. Ensure that all current members of the GenCap roster agree and adhere to approach.</li> </ol>	Support Unit	Ongoing	

## ProCap Deployments and Trainings

Evaluation Recommendation	Actions to be taken (as worded by GPPI)	Overall response	Elaboration/details as per project management	Unit(s) & designated focal point responsible for action	Time Frame	Comments / Status
<b>6. Strengthen the focus of ProCap deployments on current priority gaps</b>						
<p><b>A</b> Support Humanitarian Coordinators and humanitarian country teams to improve the analysis and understanding of protection concerns and how to address them</p>	<p>ProCap officers should work more often with Humanitarian Coordinators, UN OCHA and members of the humanitarian country team to improve the analysis and understanding of protection concerns arising in the emergency and the humanitarian response to it. The officer should also support these actors in strategically responding to the identified concerns. This could include developing accountability and results frameworks for protection-sensitive response, or supporting the humanitarian country team in handing over protection-related activities to government entities in transition contexts.</p> <ul style="list-style-type: none"> <li>▪ <b>Develop clearer expectations on role and accountability of Humanitarian Coordinators with respect to protection. Link to IASC accountability framework process for this purpose.</b></li> <li>▪ <b>Use ProCap deployments to implement these requirements.</b></li> <li>▪ <b>Focus deployments more on providing / pulling together contextual analysis and monitoring the protection situation.</b></li> </ul>	<b>Not relevant</b>	<p><i>The recommendation is not relevant for ProCap per se, but rather the Global Protection Cluster and field-level clusters. GPC should examine how field protection clusters can better support HCs and how HCs can better support field protection clusters. Field protection clusters should continue to engage with HCs and HCTs to enhance protection delivery.</i></p> <p><i>ProCap mission TORs need to clearly define the focus of strategic and operational approaches needing engagement with and from HC/HCT. ProCap Officers should support protection actors in strategically responding to identified protection concerns.</i></p> <p><i>ProCap Steering Committee to write a letter to OCHA units in charge of working with HCs (Humanitarian Coordinators Support Unit and Humanitarian Leadership Support Unit)</i></p>	GPC Field Protection Clusters SC	-	
<p><b>B</b> Increasingly support all humanitarian organizations, including those without an explicit protection mandate, in addressing protection concerns in their programs. Conduct a joint workshop with GenCap advisers to facilitate knowledge transfer on mainstreaming</p>	<ul style="list-style-type: none"> <li>▪ <b>Coordinate with the Global Protection Cluster mainstreaming project.</b></li> <li>▪ <b>Develop tip-sheets for different clusters for inter-agency mainstreaming deployments.</b></li> </ul>	<b>Agree</b>	<p>SC notes that "all humanitarian organizations" is too broad a term.</p> <ol style="list-style-type: none"> <li>1. Continue to support GPC by deploying ProCap Advisers to support the protection mainstreaming project. Continue functional link with Protection Mainstreaming Task Team</li> <li>2. All ProCap coordination deployment TORs should include a component on mainstreaming protection</li> <li>3. Include Protection Mainstreaming as key theme in 2012 ProCap Technical Workshop</li> <li>4. Expand protection mainstreaming efforts during deployments</li> </ol>	ProCap Officers SC. Support Unit HCTs	Ongoing	



<p><b>C</b> Assess single-agency mainstreaming deployments after completion. If they are successful or promising, amend project mandate to allow for such deployments</p>	<ul style="list-style-type: none"> <li>▪ <i>(no details provided)</i></li> </ul>	<p><b>Partially Agree</b></p>	<ol style="list-style-type: none"> <li>1. Current mandate already allows for this type of support</li> <li>2. Conduct light review of two WFP protection mainstreaming deployments</li> <li>3. Deployments to be approved on case-by-case basis</li> </ol>	<p>Support Unit</p>	<p>June 2012</p>	
<p><b>D</b> Prioritize ProCap deployments to protection situations marked by government sensitivities or involving integrated missions</p>	<ul style="list-style-type: none"> <li>▪ <i>(no details provided)</i></li> </ul>	<p><b>Partially agree</b></p>	<p><i>There is no clear rationale made in the evaluation for this recommendation. See general comments under point 6G.</i></p>	<p>-</p>	<p>-</p>	
<p><b>E</b> Gradually reduce the number of coordination deployments. If still required, deployments should not focus exclusively on coordination. Consider combined deployments with junior surge capacity</p>	<ul style="list-style-type: none"> <li>▪ <i>(no details provided)</i></li> </ul>	<p><b>Partially Agree</b></p>	<p><i>See general comments under point 6G</i></p> <ol style="list-style-type: none"> <li>1. There is still a need for senior coordinators in particular at the start of emergencies.</li> <li>2. Liaise with UNHCR to receive information on their protection coordination capacities.</li> <li>3. Where a PCWG exists there should be a senior protection coordinator post. Agencies need to determine how best to fill these posts. ProCap remains best external option for the initial to mid-term perspective.</li> <li>4. When deploying ProCap Advisers to as coordinators encourage co-deploy a junior surge staff from UN standby partner rosters</li> </ol>	<p>Steering Committee</p>	<p>Ongoing</p>	
<p><b>F</b> Continue to support policy development assignments</p>	<ul style="list-style-type: none"> <li>▪ <i>(no details provided)</i></li> </ul>	<p><b>Partially Agree</b></p>	<p><i>See general comments under point 6 G</i></p>	<p>-</p>	<p>-</p>	
<p><b>G</b> Continuously adjust strategic priorities of ProCap deployments following regular discussions in the Steering Committee on changes in the protection landscape</p>	<ul style="list-style-type: none"> <li>▪ <b>Define new terms of reference for ProCap to reflect the new focus of the project.</b></li> <li>▪ <b>Increase the number of “package deployments”, including a senior and a longer-term junior protection officer.</b></li> </ul>	<p><b>Agree</b></p>	<p><i>Instead of seeking to prioritize specific deployments to particular types of operations, ProCap should reinforce its message to agencies that it can provide skilled and senior SPOs to support a variety of operation types and situations with different degrees of complexity and based on objective needs on the ground, including reinforcing the humanitarian side of the protection response in integrated missions. SC to examine ways to promote ProCap with agencies (for example at key global and regional meetings which are key for a wider protection audience)</i></p> <p><i>The rationale and suggested approach for ProCap to prioritize deployments to complex protection situations or involving integrated missions is unclear, as this is already taking place. The current approach is for deployments to take place where there is a need on the ground, and to date there has been no need to prioritise deployments. Relevant protection actors should be encouraged to explore where ProCap can reinforce protection efforts in integrated missions and situations of a complex nature.</i></p> <ol style="list-style-type: none"> <li>1. Revise criteria for prioritizing ProCap deployments</li> <li>2. Revise ProCap generic terms of reference and develop generic types of TORs (emergency, natural disasters, policy etc for ease of reference for country teams)</li> <li>3. Hold annual strategic ProCap Steering Committee meetings towards the end of year to decide on strategic direction and possible adjustments for the incoming year</li> </ol>	<p>Steering Committee</p>	<p>Ongoing</p>	
<p><b>7. Reprioritize the training component of ProCap</b></p>						

<p><b>A<sup>1</sup></b> Provide more training during ProCap deployments.</p>	<ul style="list-style-type: none"> <li>▪ <b>Develop protection training package based on existing materials. Include gender aspects in training materials.</b></li> </ul>	<p><b>Partially agree</b></p>	<ol style="list-style-type: none"> <li>1. When relevant, more training to take place during ProCap deployments. Revise generic TOR to strengthen training component</li> <li>2. Use some elements of current ProCap (“tier II”) training and adapt to be used by ProCap Advisers during regular deployments</li> <li>3. Train ProCap SPOs as trainers in relevant protection trainings as agreed with GPC (natural disasters, protection coordination, etc)</li> </ol>	<p>Support Unit GPC</p>	<p>Ongoing</p>	
<p><b>A<sup>2</sup></b> Open ProCap training to all national and international humanitarian staff. Train ProCap officers as trainers</p>	<ul style="list-style-type: none"> <li>▪ <b>Encourage agencies to make training participation mandatory.</b></li> </ul>	<p><b>Agree</b></p>	<ol style="list-style-type: none"> <li>1. Open up Inter-Agency Protection Capacity (ProCap) training for a relevant wider national and international humanitarian audience. Train more ProCap officers as trainers (currently 3 have trained as trainers; gradually increase with 2-4 per year)</li> <li>2. Agencies to encourage junior &amp; mid-level staff to attend training</li> <li>3. Closely collaborate with GPC on protection coordination training</li> </ol>	<p>Steering Committee</p>	<p>Ongoing</p>	
<p><b>B</b> Support a higher number of ProCap Standby Expert Training sessions at regional and country level</p>	<ul style="list-style-type: none"> <li>▪ <b>(no details provided)</b></li> </ul>	<p><b>Agree</b></p>	<ol style="list-style-type: none"> <li>1. Gradually increase number of training events at country and regional level (4-8 training events per year.) Consult with other SBPs: Red R and DRG.) Coordinate trainings with Global Protection Cluster.</li> <li>2. NRC to develop two budgets for ProCap: one for deployments, one for ProCap Training.</li> </ol>	<p>NRC</p>	<p>Ongoing</p>	
<p><b>C</b> Periodically update training and maintain a central database of trainers and trainees</p>	<ul style="list-style-type: none"> <li>▪ <b>(no details provided)</b></li> </ul>		<ol style="list-style-type: none"> <li>1. Regularly update training material in French and English. Ensure specifically that gender and protection mainstreaming is part of training (to be done by external consultants /SPOs while SU remains the repository of training material).</li> <li>2. Support Unit to regularly attend relevant GPC and protection meetings to stay abreast of substantive protection developments and training plans. In order to maximize opportunities to jointly plan and organize training events and update training materials.</li> <li>3. NRC to update light database/register of training participants #/names only</li> <li>4. Support Unit to track ProCap trainers and TOTs</li> </ol>	<p>Support Unit</p>	<p>Ongoing</p>	

## Leadership, Management and Administration

Evaluation Recommendation	Actions to be taken (as worded by GPPI)	Overall response	Elaboration/details as per project management Interpretation/suggestion	Responsible Unit(s) & designated focal point responsible for action	Time Frame (Completed by)	Comments / Status
<b>9. Give the Steering Committees a more strategic role and broaden their membership</b>						
<p><b>A</b></p> <p>Focus Steering Committee role on defining strategic directions and exercising oversight, stop its involvement in individual deployment decision</p>	<ul style="list-style-type: none"> <li>▪ <b>Hold quarterly Steering Committee meetings that are aligned with Global Protection Cluster meetings. Determine dates early on.</b></li> <li>▪ <b>Define new TORs for SC, SU and NRC</b></li> <li>▪ <b>Clarify who provides what kind of support to advisers</b></li> </ul>	Partially agree	<p><i>The two projects responded differently to this recommendation: The <b>GenCap Steering Committee</b> felt that it was crucial to involve SC members in deployments as this creates increased buy-in by agencies. Monthly meetings should continue and SC should continue to review and approve requests.</i></p> <p><i>The <b>ProCap Steering Committee</b> endorses having fewer meetings and alignment with GPC, but would like to continue to be involved in reviewing requests. SC asks that SU does follow up more closely on requests prior to submission to ensure they comply with criteria. SU to confirm with hosting agency at country-level that inter-agency consultation has taken place and confer with other relevant agencies at HQ-level. SU to produce a cover email for each request with recommendations.</i></p> <ol style="list-style-type: none"> <li>1. Develop TORs for SCs</li> <li>2. Meeting and communication structure to ensure               <ol style="list-style-type: none"> <li>a. Regular/quarterly, well-timed strategic meetings</li> <li>b. Senior and relevant agency membership</li> <li>c. Transparent and effective flow of communication</li> </ol> </li> </ol>	Support Unit	June 2012	
<p><b>B</b></p> <p>Increase practical support of SC members to deployments (encourage requests, share information, facilitate briefings, address problems during deployment)</p>	<ul style="list-style-type: none"> <li>▪ <b>Produce a 1-2 page info sheet that St. Com. Members can disseminate to their field offices for encouraging requests</b></li> </ul>	Partially agree	<p><i>Already being done but revision and updates should be produced regularly</i></p> <ol style="list-style-type: none"> <li>1. One agency focal point for each deployment for both GenCap and ProCap (not necessarily same person as SC member) → revise/develop short TOR</li> <li>2. Specify admin focal point for each deployment. Facilitate bilateral briefings and address problems</li> <li>3. Revise information/communication material</li> </ol>	Support Unit	June 2012	
<p><b>C</b></p> <p>Link projects better to Humanitarian Coordinators and OCHA Humanitarian Leadership Strengthening Unit. Organize training at HC retreat.</p>	<ul style="list-style-type: none"> <li>▪ <b>Enlist support of Steering Committee members, gender-sensitive HCs and donors to get gender and GenCap on the agenda of the HC retreat</b></li> </ul>	Not relevant for GenCap/ProCap only	<p><i>This is not only in the hands of GenCap and ProCap</i></p> <ol style="list-style-type: none"> <li>1. Improve link to HCs, HCSS, HLSU and HSCU               <ol style="list-style-type: none"> <li>a. Pre/post briefings with HCSS, HLSU</li> <li>b. Systematically send letters to HCs on commencement of all deployments</li> <li>c. Share briefing pack with all HC and HCTs annually</li> <li>d. Advocate for gender &amp; protection section at next HC training</li> </ol> </li> </ol>	a-c) Support Unit d) SWG Gender and GPC	-	



<p><b>D</b> Expand ProCap SC to reflect protection mainstreaming focus (e.g. WFP, FAO) and create better links with protection NGOs (e.g. IRC, Oxfam, Save the Children). Invite GBV Area of Responsibility to the GenCap SC</p>	<ul style="list-style-type: none"> <li>(no details provided)</li> </ul>	<p><b>Partially Agree</b></p>	<ol style="list-style-type: none"> <li>is suggested to retain the current composition of the ProCap SC. Current composition ensure NGO engagement through ICVA and GPC. Smaller, strategic SC is vital to effective management and absence of clear rationale in evaluation for expansion of the SC. It was agreed that this would not preclude the SC from inviting other agencies to take part in a specific meeting as needed.             <ol style="list-style-type: none"> <li>Expand GenCap SC by inviting GBV AoR</li> </ol> </li> <li>Agree on criteria for full members, observers, quorum/consensus</li> </ol>	<p>Steering Committees</p>	<p>June 2012</p>	<p>Completed in January 2012</p>
<p><b>10. Strengthen the request and decision-making process for deployments</b></p>						
<p><b>A<sup>1</sup></b> Define a set of objective criteria for deployments and yearly global priorities.</p>	<ul style="list-style-type: none"> <li><b>For GenCap: Strengthen links between GenCap and rapid response mechanisms for automatic trigger deployments.</b></li> <li><b>For ProCap: Create generic terms of reference for automatically triggered deployments and a standing hosting agreement with UN OCHA. Designate a "roaming ProCap" who would be available for such short-term deployments.</b></li> </ul>	<p><b>Partially agree</b></p>	<p><i>Criteria and priorities have both been developed for both GenCap and ProCap.</i></p> <ol style="list-style-type: none"> <li>Annually revise objective criteria and global priorities.</li> <li>GenCap: Propose 1-2 sources for information and prioritization (i.e. IASC Early Warning Early Action and OCHA Global Model reports)</li> <li>ProCap automatic deployments should not be pursued as decision to request support rests with requesting agency. Ensure contingency plan highlight ProCap as one potential staffing requirement</li> <li>Roaming ProCap Adviser idea already discussed with Global Protection Cluster</li> </ol>	<p>Steering Committees</p>	<p>June 2012</p>	
<p><b>A<sup>2</sup></b> For GenCap, Determine an annual priority list of around 10-15 countries and consider an automatic deployment trigger for sudden-onset or intensifying crises (for example for IASC level 3 emergencies; and situations in which the cluster system is activated)</p>	<ul style="list-style-type: none"> <li>(no details provided)</li> </ul>	<p><b>Partially agree</b></p>	<p><i>Already being done.</i></p> <ol style="list-style-type: none"> <li>Based on sources for priority, decide priority countries at end/beginning of year for incoming year</li> <li>Define criteria for deployment to sudden-onset crisis</li> <li>Work OCHA HCSS to promote the inclusion of GenCap Adviser on level 3 emergencies rapid response mechanism.</li> </ol>	<p>1-2) Steering Committees 3) Support Unit</p>	<p>June 2012</p>	
<p><b>B</b> Hand over responsibility for deciding on deployments and elaborating TOR to the OCHA Support Unit with oversight from Steering Committee. A country-level representative and advisers previously deployed to the country should be involved in the discussion</p>	<ul style="list-style-type: none"> <li>(no details provided)</li> </ul>	<p><b>Disagree: GenCap</b> <b>Partially Agree: ProCap</b></p>	<p>GenCap SC disagrees and would like to continue to be involved in generating and reviewing requests (see point 9A)</p> <ol style="list-style-type: none"> <li>Revise TORs for SC and SU for further clarity. ProCap SC would like to continue to be actively involved (see point 9a), and endorses:</li> <li>SC to review requests as final step in approval process.</li> <li>SU to expand current role to engage directly and facilitate discussion with GPC, HCTs, agency HQ sections and country offices as appropriate in developing and refining request.</li> <li>SU to determine when a request is ready for final submission to SC. SU to circulate complete request to SC with recommendation giving key justifications and note clarifying any areas which have cause debate during the evolution of the request.</li> </ol>	<p>Support Unit</p>	<p>June 2012</p>	
<p><b>C</b> Transparently communicate decisions to Steering Committees and roster members</p>	<ul style="list-style-type: none"> <li>(no details provided)</li> </ul>	<p><b>Partially agree</b></p>	<p>Recommendation linked to 10c).</p> <ol style="list-style-type: none"> <li>Decisions on requests made and communicated through emails and in regular meetings.</li> <li>No obligation to inform roster members continuously. Only relevant when person is considered for deployment.</li> </ol>	<p>Support Unit</p>	<p>Ongoing</p>	

			3. Continue with quarterly newsletter to inform on project developments				
<b>D</b>	Actively communicate new focus areas of the project to country teams to solicit more requests. Encourage the GPC to identify country teams that require strategic input. Send out standard information package to country teams. Simplify the request form for ProCap,	<ul style="list-style-type: none"> <li>Develop ProCap information package (including success stories) and regularly send to priority humanitarian country teams and donors.</li> </ul>	<b>Agree</b>	<ol style="list-style-type: none"> <li>Actively communicate with priority country teams through annual information letter to these country offices <ol style="list-style-type: none"> <li>Revise standard GenCap and ProCap information package &amp; update webpages</li> <li>Revise request forms (simplify)</li> <li>Widely share quarterly newsletter targeting agency HQs, country representatives, HCs etc.</li> </ol> </li> </ol>	Support Unit	June 2012	
<b>11. Improve hosting arrangements</b>							
<b>A<sup>1</sup></b>	Ensure that advisers get appropriate host agency support	<ul style="list-style-type: none"> <li>Ensure that the heads of administration in the host agency are informed about the arrival of the GenCap advisers</li> </ul>	<b>Agree</b>	<ol style="list-style-type: none"> <li>Ensure appropriate host agency support prior to start of deployments</li> <li>Specify specific contact persons in request form</li> <li>Agencies to specify budget lines available for activities planned as part of deployments</li> <li>SU/NRC to take a more direct role vis-à-vis field offices at all stages and request confirmation of adequate hosting arrangements ahead of deployments</li> </ol>	Requesting agencies	Ongoing	
<b>A<sup>2</sup></b>	Ensure that advisers get access to a small operational budget		<b>Agree</b>	<ol style="list-style-type: none"> <li>Access to operational budget to be cited in request form</li> </ol>	Support Unit	June 2012	
<b>B</b>	Create clear reporting lines for advisers, ideally to the agency (deputy) representative or to the Humanitarian Coordinator. Enable access to Humanitarian Coordinator for all advisers.		<b>Partially agree</b>	<p><i>Already being done</i></p> <ol style="list-style-type: none"> <li>Request form clearly indicates reporting lines to HC and/or Head/Deputy Head of Agency</li> </ol>	Support Unit	March 2012	
<b>12. Further strengthen the capacity of roster members and core team</b>							
<b>A</b>	Consolidate the GenCap roster with a core team	<ul style="list-style-type: none"> <li>Increase core team from one to three or four members. Define new terms of reference for core team members: Available for deployment to sudden-onset emergencies; available to offer backstopping and short-term support</li> </ul>	<b>Agree</b>	<ol style="list-style-type: none"> <li>The GenCap SC recognize the importance of retaining experienced roster members and provide them with longer-term job security.</li> <li>Most GenCap Advisers are on longer-term deployments in 2012 and the need to establish a core team is not imminent.</li> <li>GenCap core team: of 8 Advisers on annual contracts for gender mainstreaming deployments to be confirmed for 2013 in October 2012. Four Advisers on annual contract for GBV starting in 2012 and may be continued depending on end-term evaluation.</li> <li>Continue roaming GenCap Adviser positions for sudden-onset emergencies and Global Cluster deployment to end 2012.</li> </ol>	Steering Committee	October 2012	
<b>B</b>	Increase the diversity of the ProCap roster		<b>Agree</b>	<ol style="list-style-type: none"> <li>Diversity on ProCap roster in terms of regional background, language proficiencies and protection skills. NRC to develop new recruitment strategy. Nurture emerging talent from NORCAP roster and link with participants at ProCap trainings. Increasingly target retired UN staff.</li> </ol>	NRC Support Unit Steering Committee	Ongoing	
<b>C</b>	Invest in continuous training of roster members (professional development plans, improve training events at annual retreats, introduce light mentoring system) and increase the projects' focus on documenting and sharing good practice	<ul style="list-style-type: none"> <li>Strengthen capacity of GenCap advisers in different sectors.</li> <li>Offer protection training for all GenCap roster members.</li> <li>Offer gender training for all ProCap roster members.</li> <li>Strengthen soft skills, especially training and advocacy skills.</li> </ul>	<b>Agree</b>	<ol style="list-style-type: none"> <li>Continuous training <ol style="list-style-type: none"> <li>Conduct annual survey on training interests. Encourage professional development, including particular protection specialization and languages for those who already have a solid base in French and Arabic. Systematically include members in relevant agency trainings (i.e. WEM – UNHCR, CP – UNICEF etc)</li> <li>Develop mentoring system for new members</li> </ol> </li> </ol>	NRC	Ongoing	

	<ul style="list-style-type: none"> <li>▪ <b>Systematically offer pre-deployment briefings.</b></li> <li>▪ <b>Offer specialized backstopping, e.g. by core team on selected issues.</b></li> </ul>		<ul style="list-style-type: none"> <li>c. Improve training at annual technical workshop (soft skills)</li> <li>2. Document and share good practice. Include time for deployment reporting in contracts</li> </ul>			
<p><b>D</b> Strengthen continuous quality monitoring and follow-up to results (follow up to end of mission reports &amp; performance assessments, adapt GenCap M&amp;E tool)</p>	<ul style="list-style-type: none"> <li>▪ <b>Revise M&amp;E tool to capture all aspects of GenCap deployments.</b></li> <li>▪ <b>Strengthen the assessment of sustainability.</b></li> <li>▪ <b>Link performance to salary scale.</b></li> </ul>	<b>Partially Agree</b>	<ul style="list-style-type: none"> <li>1. Streamline reporting requirements for GenCap and ProCap. Revise formats for mid-term and end of mission reports as well as GenCap M&amp;E Tool (<i>already planned as consultancy in 2012</i>)</li> <li>2. Improve collection of good practices and systematically share with relevant audiences (SWG Gender/GPC etc)</li> <li>3. Advocate for systematic follow-up of recommendations</li> <li>4. Performance feedback to be expanded to wider audience than current direct supervisor. Increase number of field visits.</li> <li>5. No changes in current 2/3-scale salary system will be undertaken</li> </ul>	Support Unit	December 2012	