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Project Report: The Gender Standby Capacity Project (GenCap) One Year Ahead

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Executive Summary

The Gender Standby Capacity Project (GenCap) is a pool of senior gender advisors who are deployed to humanitarian situations to support the Humanitarian Coordinator (HC) and cluster leads in mainstreaming gender equality programming across all sectors of humanitarian action.

The GenCap Project is accompanied by an M&E project to assess the project's progress in its first year of operation towards three goals: the project's impact on programming; the sustainability of tools and mechanisms for gender equality programming (GEP) established by the GenCap advisors; and the efficient management and use of the GenCap pool of advisors. As such, the M&E project was a formative evaluation. It contained the design and piloting of an M&E framework that provides the GenCap Steering Committee with a monitoring tool for quality management. This project report summarizes the findings of the formative evaluation, reflecting the GenCap project's progress towards the above stated goals between May 2007 and April 2008.

The assessment suggests that the GenCap Project is an initiative worth continuing. Need for Gender Standby Capacity was articulated at both, the management and the operational level of United Nations Agencies. Between May 2007 and May 2008, 11 gender advisors were deployed to 9 country situations. Overall, the evidence collected suggests that deployed GenCap advisors were able to positively influence gender equality programming in all areas they were active in. However, there remains room for improvement. For example, the GenCap Project should further increase its efforts to build capacity for gender equality programming in Humanitarian Country Teams (HCT), improve the training of GenCap advisors, make more sustained efforts to decrease the influence of requesting agencies on work programs of deployed GenCap advisors, and enhance the involvement of the entire HCT in the requesting and deployment processes.

Based on these findings, GPPi has developed a set of 24 recommendations, of which the following are the most crucial:

Deployment Issues:

a) The GenCap Project ought to continue to focus its deployments towards the leadership level in humanitarian operations; i.e. both the Humanitarian Coordinator and the cluster leads. In the long-term, the GenCap Steering Committee in cooperation with the Norwegian Refugee Council (NRC) should build a roster that is large enough to meet requests for deployments to both leadership and operational levels.

b) The GenCap Steering Committee should continue to respond to the needs in the field and deploy GenCap advisors for the requested time period. However, the findings of the assessment support the recently made decision by the Steering

Committee to have a minimum of six-month instead of three-month deployments and to also allow for deployments up to one year.

c) In order to minimize cases of usurpation of GenCap advisors by requesting agencies, GenCap should ensure that requests and the development of the specific TOR are organized by the entire HCT. In the long run, the IASC Sub-Working Group on Gender and Humanitarian Action (SWG) should advocate for the financing of the advisors by the HCT.

d) Where possible, the GenCap Steering Committee should coordinate deployments with the CAP cycle. Additionally, the Steering Committee ought to add a training component to the advisors' preparation workshop specifically addressing the CAP and how it could best be used to enhance gender equality programming.

Management issues:

a) GPPi believes that the replacement of inactive members from the Steering Committee in February 2008 was an important step in order to keep the Committee effective. However, we also recommend decreasing the size of the Steering Committee to 5 members in order to increase commitment and efficiency. In order to remain inclusive, we suggest considering rotating membership.

b) The SWG should advocate for the inclusion of a thematic workshop addressing gender equality programming into the program of the Annual HC Retreat.

c) The Steering Committee should further increase awareness about the project, especially at the country level, e.g. through the appointment of GenCap "good-will ambassadors" including HCs, Heads of Offices, representatives of the NRC, etc. that inform HCT about GenCap.

d) In order to prepare for mainstreaming of the GenCap roster in existing Stand-by mechanisms, the Steering Committee should intensify partnerships with existing rosters.

e) The SWG should only consider broadening the GenCap Project's mandate to also cover peace-building, early recovery and development issues in conjunction with systematically increasing its partnerships with other rosters or significantly expanding the GenCap roster.

Abbreviations

CAP	Consolidated Appeals Process
CERF	Central Emergency Response Fund
DDR	Disarmament, Demobilization, and Reintegration
DRC	Democratic Republic of Congo
GBV	Gender-based Violence
GenCap	Gender Standby Capacity Project
GenNet	Gender Support Network
GEP	Gender equality programming
HC	Humanitarian Coordinator
HCT	Humanitarian Country Team
IASC	Inter-Agency Standing Committee
INGO	International Non-Governmental Organization
M&E	Monitoring and Evaluation
NRC	Norwegian Refugee Council
PROCAP	Protection Standby Capacity Project
SWG	IASC Sub-Working Group on Gender and Humanitarian Action
TOR	Terms of Reference
UN	United Nations
WASH	Water, Sanitation, and Hygiene

1. Introduction

In 2006, the Inter-Agency Standing Committee (IASC) launched its "Five Ways to Strengthen Gender Mainstreaming in Humanitarian Action" appeal, proposing five interlinked and complementary initiatives.[1] One of these five initiatives suggested the creation of a "gender experts roster pool," that later evolved into the Gender Standby Capacity Project (GenCap). The overall objective of the GenCap Project – eventually launched in May 2007 – is to improve gender equality programming (GEP) in humanitarian action in accordance with the standards laid out in the IASC Gender Handbook[2]. The immediate objective of the program is to develop a sustainable and high-quality pool of gender advisors who are able to work with a "common understanding of, and ability to undertake, gender equality programming in humanitarian settings."

The Global Public Policy Institute (GPPi)[3] was selected in early 2007 to develop a comprehensive Monitoring & Evaluation (M&E) framework in close collaboration with the GenCap Secretariat and the GenCap Steering Committee. The framework facilitates an ongoing assessment of GenCap's progress towards its three goals: its impact on programming; the sustainability of established tools and mechanisms for gender equality programming (GEP); and the efficient management and use of the GenCap pool of advisors.

The M&E framework was developed and tested between April 2007 and February 2008. Based on data collected through this framework, this report provides a preliminary assessment of GenCap's performance.

More specifically, this assessment focuses on three levels:

- *Impact on programming*: progress in establishing tools/mechanisms to enhance gender equality programming as well as in promoting the use of existing tools such as the IASC Gender Handbook and IASC Guidelines on Gender-based Violence (GBV).[4]

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[1] *http://ochaonline.un.org/OchaLinkClick.aspx?link=ocha&DocId=1005227*, accessed 2008/04/03.

[2] Inter-Agency Standing Committee (2006) Gender Handbook in Humanitarian Action: Women, Girls, Boys and Men. Different Needs – Equal Opportunities.,
http://ochaonline.un.org/OchaLinkClick.aspx?link=ocha&docid=1007002, accessed 2008/05/07

[3] *www.gppi.net*, accessed 2008/04/14.

[4] Inter-Agency Standing Committee (2005): Guidelines for Gender-based Violence Interventions in Humanitarian Settings. Focusing on Prevention of and Responses to Sexual Violence in Emergencies, *http://www.humanitarianinfo.org/iasc/content/products/docs/tfgender_GBVGuidelines2005.pdf*,

- *Institutionalization and sustainability of mechanisms set up to ensure gender equality programming*: increased in-country capacities, improved coordination, and sustained use of mechanisms and tools over time.[5]

- *Functioning of GenCap*: management of the roster, timeliness of deployments, logistics of request and deployment procedures.

Thus, this report constitutes a formative evaluation that primarily serves quality management purposes. In addition to the data generated through the Basic Information Questionnaire and the Scorecards, GPPi's participation at and contribution to the 1st IASC GenCap Preparatory Workshop, two field visits (to the Central African Republic and Uganda in November and December 2007, respectively), as well as 32 interviews with project stakeholders inform this report.[6]

The report is structured as follows: In chapter 2 provides a brief overview of GPPi's approach to designing the M&E project. Chapter 3 analyzes whether, and to what extent, the GenCap Project proceeds toward its goals as well as developing recommendations for improvement. Subsequently, chapter 4 presents results of the management review and develops recommendations for enhanced management of the project. Chapter 5 summarizes lessons learned and ways forward for the M&E project. The final section summarizes the results and main policy recommendations of the report.

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[5] It is too early to measure the sustained use of mechanisms and tools over time. In those cases where several deployments succeed one after the other (i.e. in Somalia and most likely in Sudan) the sustained use of mechanisms might be measured with the monitoring tool provided here. The report will not address this question specifically.

[6] For a list of interviewees see Appendix II

2. The GenCap M&E Project

2.1 Aim of the M&E Project

The GenCap M&E featured three objectives:

- To develop an M&E framework that, among other things, provides the GenCap Steering Committee with a tool to monitor the GenCap Project's progress towards its goal of generating outputs and outcomes through implementing activities that ultimately seek to improve gender equality programming in all sectors of humanitarian response. The tool will be revised based on experiences from the pilot phase and handed over to the GenCap Secretariat in the 3rd quarter of 2008.

- To pilot and implement the M&E framework on behalf of the GenCap Secretariat throughout the GenCap Project's first year of operation.

- To provide all stakeholders of the GenCap Project with an assessment of the GenCap Project's performance during its first year of operation (contained in this report).

In order to successfully assess how far the GenCap Project progressed during its first year of operations toward these goals GPPi developed an M&E framework[7] based on the scorecard concept.[8] By making individual GenCap advisors the agents of M&E, the scorecard concept allows for continuous feedback from the country level to the management structure at the headquarter level. **The scorecard concept as it is applied here is a subjective tool** as reporting is based on the GenCap advisor's perception of the situation at hand. However, in order to include some verification mechanism, the Humanitarian Coordinator (HC) must sign off on the results of the baseline and final assessments (see below).

2.2 The monitoring tool

The monitoring tool is based on 25 indicators derived from the activities described in the GenCap advisors' generic terms of reference (TOR).[9] The tool contains 5 components:

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[7] The interim report, made publicly available in January 2008, contains a more detailed description of this approach. Binder, A./J.M. Witte (2008) *Interim Report: Development of an M&E Framework for the Gender Standby Capacity Project (GenCap)*. The report is available at
http://www.gppi.net/fileadmin/gppi/Interim_Report_final_20080113.pdf, accessed 2008/04/14.

[8] .A scorecard is "a management system that enables an organization to clarify its strategy and to translate it into action. It provides feedback around both the internal processes and external outcomes in order to continuously improve strategic performance and results." Balanced Scorecard Institute (2007)
http://www.balancedscorecard.org/BSCResources/AbouttheBalancedScorecard/tabid/55/Default.aspx; accessed 2008/04/14.

[9] Appendix I provides an overview of indicators.

The *baseline and final assessments* include a basic information questionnaire designed to assist the GenCap advisor in evaluating the situation on the ground with regard to gender equality programming. In order to include some verification mechanism, the Humanitarian Coordinator (HC) must sign off on the results of these assessments.

The *scorecard* is designed to track and report the results of the GenCap advisors' activities in all the sectors/ clusters in which they engage. The advisors indicate for each activity the corresponding score, specifying variance from the baseline value. Comparing consecutive scorecards shows whether and to what degree progress in having impact on programming and in setting up relevant mechanisms in the different sectors has been achieved.

A *good practice template* facilitates the creation and distribution of good practices and lessons learned.

Finally, the *planning journal* – a self-management tool – supports the GenCap advisor in planning her/his work.

All components of the tool contain room for narratives. There the GenCap advisors can explain the specific conditions they face in their daily work.

2.3 The management review

The management review assesses the GenCap Project's approach as well as the management, quality and use of the GenCap roster.

3. GenCap First Year Review: Overview and Analysis of Data Compiled

This chapter presents a summary analysis of the data collected from individual GenCap advisors during the pilot phase of the GenCap M&E project (August 2007 – February 2008) and, building on that analysis, some recommendations designed to inform the GenCap Project's future strategy.

The analysis is based on a total of 28 scorecards from seven deployments.[10] At the time of writing, four of the seven deployments considered in this report were completed; three are ongoing. The number of scorecards per GenCap advisor varies, depending on the length (three or six months) and the status of their deployment (ongoing or completed) as well as on the reliability of the individual GenCap advisors in collecting and sending data. During the pilot phase M&E reporting was not part of the GenCap advisors TOR; though most GenCap advisors supported the M&E project through regular reporting.

The data set provides an excellent basis to establish trends in the GenCap Project's development and to determine whether it is moving towards its goals (see chapter 2). The data shed light on the clusters/sectors within which the GenCap advisors are working and shows which of their activities are particularly effective. Additionally, the data collected through the basic information questionnaire provide valuable insights on the current standard of gender equality programming within Humanitarian Country Teams.

The monitoring tool never intended to collect data for a statistical analysis, i.e. allowing for causal inference and generalizations. Instead, as stated in chapter 2, the tool aims to make the changes induced by the activity of GenCap advisors concrete and visible. **The numbers below therefore present indications rather than quantification of changes achieved.** Moreover, some caveats of the data set should also be stated clearly. First, the data sample is still very small. Therefore, it is too early to make conclusive judgments about the outcomes and impacts of the GenCap Project. Secondly, as mentioned earlier, the reported data reflect changes as *perceived* by the GenCap advisors. Finally, during the development and piloting of the tool, M&E processes and instruments were new to all parties involved. Consequently, we can assume future improvements for data quality due to enhanced tool design, better training, and improved application.

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[10] At the time of writing there were overall 10 deployments: 5 completed and 5 ongoing. This report does not consider the deployments to Liberia, Iraq, as well as the second Somalia deployment. Liberia is excluded from the data set because the activities there differed widely from those of the other deployments. As a consequence the gender advisor felt that the indicators of the monitoring tool could not be properly applied. The deployment to Iraq is too recent to be included in the data set. The gender advisor in Somalia thus far has technical problems with using the tool and reporting is yet too irregular to be included in the report.

3.1 Results from basic information questionnaire

The analysis of the data provided by gender advisors through the basic information questionnaire allows the following observations and interpretations:

3.1.1 Patterns of deployment

The distribution of deployments is commensurate to the distribution of emergencies witnessed today. Thus, not surprisingly, most GenCap advisors were deployed to the African Continent: Between May 2007 and April 2008 seven GenCap advisors have been deployed to Africa, two to Asia, and two to the Middle East.

Map 1: Deployments of GenCap advisors May 2007 – April 2008
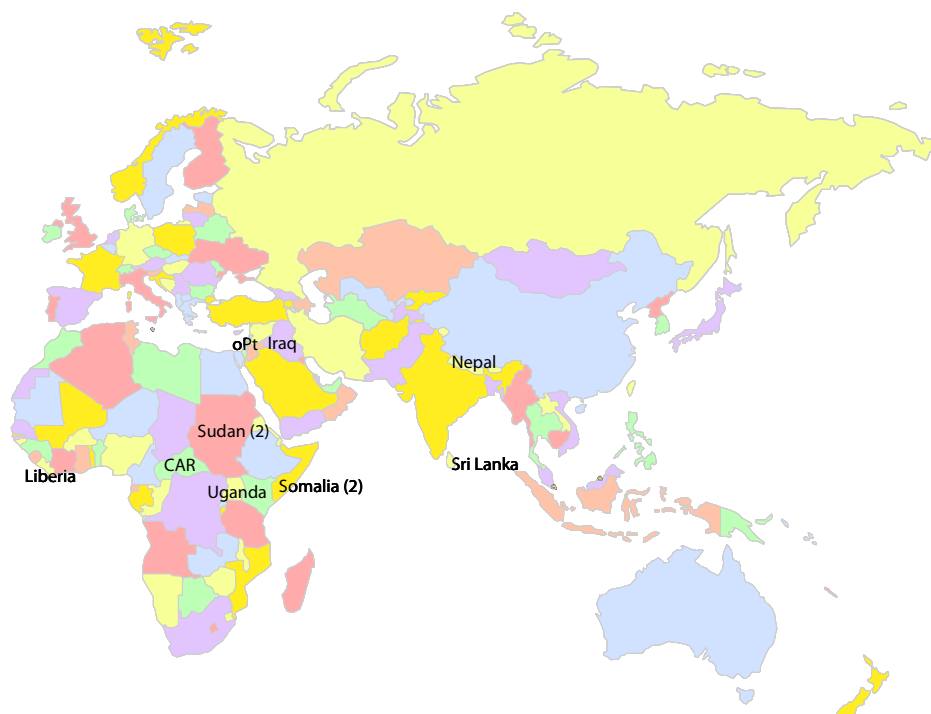
In its first year of operation, the GenCap Project reached out to otherwise neglected crises. Six out of seven deployments considered in this report were to under-funded crises as defined by the Central Emergency Response Fund (CERF).

All GenCap advisors worked in a humanitarian situation that is "related to conflict" or that is "transitioning from conflict." This fact may explain why a number of GenCap advisors raised the point that GenCap should also develop activities with respect to UN Security Council Resolution (UN/S/RES) 1325, a resolution specifically addressing the impact of war on women, and their contributions to conflict resolution.[11]

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[11] See: *http://www.peacewomen.org/un/sc/1325.html*

Thus far, all deployments have been made to long-standing emergencies. No requests have been made for GenCap advisors to sudden-onset emergencies.

Overall, in explaining patterns of deployment, at least two interpretations appear reasonable:

Firstly, patterns of deployment may simply reflect different levels of demand across humanitarian settings. Put differently, GenCap may be especially attractive to Humanitarian Country Teams with scarce resources that address long-standing emergencies related to or transitioning from conflict in Africa.

Secondly, deployment patterns may depend on the participation of country representatives at the 1st IASC GenCap Preparatory Workshop, informal networks and "word of mouth." In early 2007, the new GenCap Project was not yet widely known. In order to raise awareness and demand for gender advisors, the initiators decided to invite country representatives to the preparation workshop in order to familiarize them with the project and the prospective GenCap advisors. Additionally, they used their personal contacts and established lines of communication between the drivers of the GenCap Project and country staff. Deployment patterns might therefore reflect to whom (in terms of agencies and individual staff) GenCap management had access. Interviews suggest that the project is currently better known on the global than at the country level.

From GPPi's perspective, the current pattern of deployment reflects a mixture of the two. Clearly, the better known the project, the less important professional networks become as an outreach strategy for the GenCap Project.

Recommendation 1: The GenCap Steering Committee, the Secretariat and the IASC Sub-Working Group on Gender and Humanitarian Action (SWG) should continue to increase awareness about the project. Additional mechanisms should be utilized to enhance effectiveness and reach of the current outreach strategy.

First, Steering Committee representatives should more effectively advocate for the project within their respective organizations. Advocacy should be targeted at senior management and gender advisors/ gender focal points in country offices. Spreading information widely and very generally for example by sending information e-mails, as done by some Steering Committee members, is well-intended but seemingly less effective.

Second, the project should be introduced at HCT Meetings. The introduction could be done by Steering Committee members if they are traveling anyway to a specific country. Additionally, GenCap "good-will ambassadors" including HCs, Heads of Offices, representatives of the Norwegian Refugee Council (NRC), and others can present GenCap to the HCT.

Third, the GenCap Secretariat should provide the "good-will ambassadors", with small information packages including the IASC Gender Handbook, the IASC GBV

Guidelines, and a brochure introducing the project. The brochure could build on the currently existing GenCap FAQ and Fact Sheet. Additionally, the brochure could include a section explaining briefly the advantages of GEP and another one featuring positive experiences of GenCap Advisors and beneficiaries of the project. In addition, a quarterly GenCap Newsletter to which interested people could sign up at the GenCap web page would keep interested parties updated. Such a newsletter could build on the currently produced bi-monthly updates. The newsletter could feature success stories, upcoming recruitments; availability of GenCap advisors, lessons learned for GEP, etc. An overall increased awareness about the project will also support the GenCap Steering Committee's ongoing efforts to deploy advisors to newly arising emergencies.

3.1.2 Coordination structures within Humanitarian Country Teams

All GenCap advisors reported that a Consolidated Appeals Process (CAP) exists in the humanitarian missions they were deployed to. Additionally, the majority reported an implemented Cluster Approach. It thus appears that, in the majority of deployments, structures intended as mechanisms for the work of the GenCap advisors were in place.

The CAP process has proven to be an important "window of opportunity" for gender advisors to influence gender equality programming in Humanitarian Country Teams: "The gender advisor made the CAP a much better document than it was initially."[12]

Recommendation 2: GenCap should coordinate deployments with the CAP cycle. Additionally, GenCap ought to add a training component to the advisor preparation workshop specifically addressing the CAP and how it could best be used to enhance gender equality programming.

3.1.3 Gender Performance of Humanitarian Country Teams

The majority of the GenCap advisors indicated in the questionnaire that "50% of the agencies have gender advisors and gender focal points". Nonetheless, they also indicated "a lack of understanding of gender mainstreaming/ gender equality programming among cluster leads and agencies' senior management". Additionally, the majority of GenCap advisors found that a Gender Support Network (GenNet) or an equivalent structure was in place but that its quality was either average[13] or even low.[14] This observation suggests that putting in place structures and mechanisms alone may not necessarily help to sustainably improve gender equality programming. Additionally, this finding raises questions concerning the ability and standing of gender focal points and gender advisors in the respective agencies.

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[12] Interview with an Humanitarian Coordinator

[13] 4-6 out of 12 GenNet TOR points are met

[14] 0-3 out of 12 GenNet TOR points are met

Recommendation 3: In order to increase the level of understanding of gender equality programming among senior management, the SWG should advocate for the inclusion of a thematic workshop addressing gender equality programming in the program of the Annual HC Retreat.

3.2 Results from scorecards

In the following paragraph, we present aggregated results from monitoring data collected through the scorecards. These results provide a review of the "areas of work" and "activities" addressed by the GenCap advisors, as well as information regarding changes they were able to induce in these areas. We also take a closer look at individual scorecard indicators which provide more detailed information on the issues that most interested GenCap management upon initiation of the M&E project. These issues include coordination, establishment of tools and mechanisms, in-country capacity, and the usage of the IASC Gender Handbook and GBV Guidelines.

In all graphs and tables the minimum score is 0 i.e. there is no GEP. The maximum score is 3, meaning GEP is completely mainstreamed.

3.2.1 Analysis of "areas of work" prioritized by GenCap advisors

Graph 2: Number of GenCap advisors per "area of work"
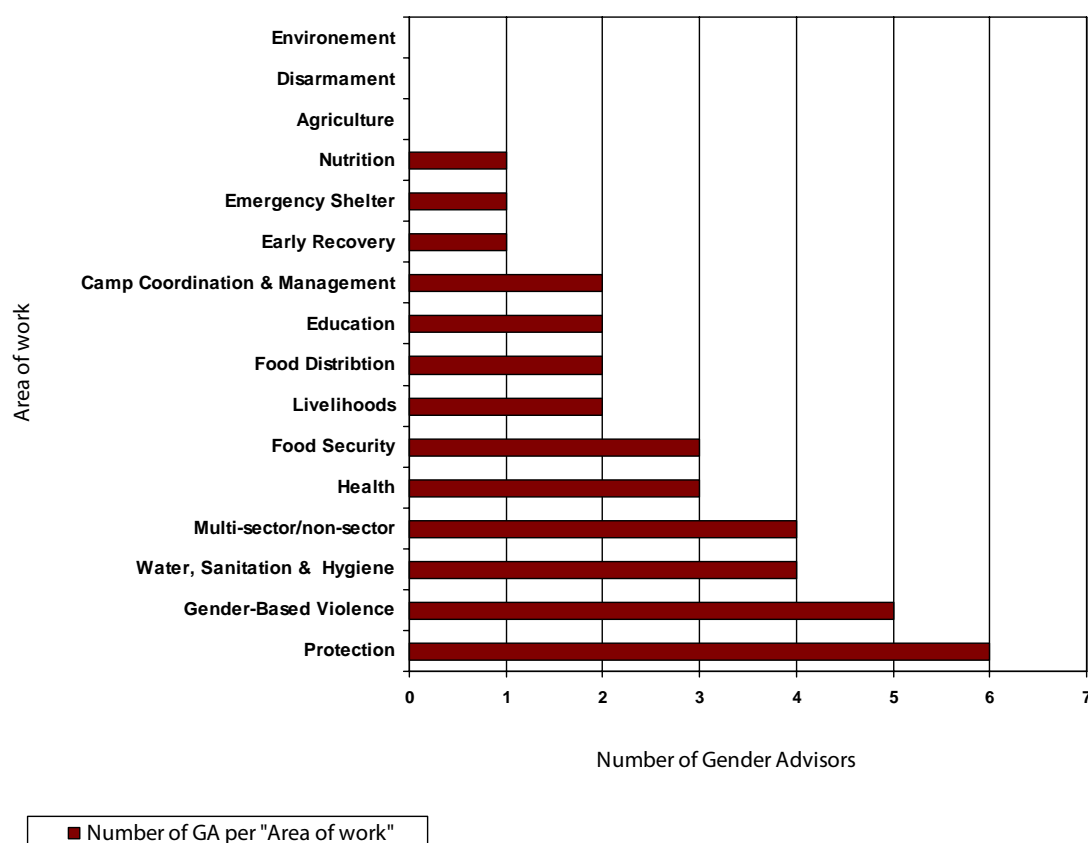
In their work, GenCap advisors most often addressed the Protection and GBV areas. The least addressed "areas of work" were Early Recovery, Emergency Shelter, and Nutrition. None of the GenCap advisors focused on Agriculture, Disarmament, Demobilization and Reintegration (DDR), or Environment.

Reviewing the comments made by the GenCap advisors, two different sets of reasons were given as to why these three areas are not at all addressed.

For Agriculture and Environment, both topics lack a high priority ranking by the GenCap advisors because in many cases Agriculture and Environment either did not classify as formal sectors/clusters or only witnessed little activity.

In contrast, DDR often enjoys high priority among GenCap advisors. Nonetheless, they do not address the topic because the settings within which they work prove unfavorable for undertaking this activity, i.e. the emergency was not yet in a phase of transition or activity in the area of DDR was unwanted for political reasons.

The table below details the actual change GenCap advisors could achieve within their respective "areas of work". The last row in the table displays the deviance from the baseline value, i.e. the absolute change achieved. For ongoing deployments, the latest reported score has been used to calculate the average change rate. For all other cases, the change rate equals the difference between Baseline Assessment and Final Assessment.

Table 1: Average change over time in all "areas of work"

	Area of work												
	CCM [15]	Early Rec.	Edu.	Em. Shelter	Food Distr.	Food Sec.	GBV [16]	Health	Liveli-hoods	Nutr	Prot	WAT & SAN [17]	MS/ NS [18]
BA [19]	0.3	0.8	0.4	0.5	0.4	0.4	0.8	0.7	0.5	0.1	0.9	0.5	0.6
SC/FA [20]	1.7	2.8	1.8	1.8	1.8	1.8	1.9	1.9	1.7	1.7	1.7	1.3	1.5
Change [21]	+1.3	+2.1	+1.4	+1.3	+1.4	+1.3	+1.1	+1.2	+1.2	+1.6	+0.7	+0.9	+0.9

From the table above we conclude the following:

Before arrival of the GenCap advisors, initial gender programming performance within the respective "areas of work" were reported to be very low. As such, upon arrival GenCap advisors felt they had to start almost from scratch.

A moderate positive change (with a rate of 1.3)[22] occurs in "all areas of work" the GenCap advisors address during their deployment.

The "Areas of work" GenCap advisors addressed most frequently were also among the most difficult areas to influence. GBV, addressed by five advisors, has a change rate of 1.1. Protection was addressed by six GenCap advisors and has a change rate of 0.7.

The evaluators discussed this finding with a number of stakeholders and humanitarian experts. Three possible interpretations emerged during these discussions for the parallel incidence of frequent GenCap activity in Protection as well as GBV and low change rates in these areas.

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[15] Camp Coordination and Management

[16] Gender Based Violence

[17] Water, Sanitation and Hygiene

[18] Multi-Sector, non-sector

[19] Baseline Assessment

[20] Scorecard/Final Assessment

[21] Deviance due to rounding

[22] The value is calculated by adding up the individual change rates and divided by the number of "areas of work" addressed (13).

First, UNHCR is the global cluster lead for protection. Within the protection cluster, UNFPA is the global focal point agency for GBV. However, on the country level the responsibilities, capabilities, and coordination mechanisms between protection and GBV are reported to be unclear; this is said to be primarily a result of UNFPA's limited field presence. The unclear responsibilities and capabilities with respect to GBV, especially on the country level, presumably hinder effective work of GenCap advisors.

Second, the disconnect between reported activity and perceived change rate may simply be a result of technical difficulties. In other words, improving GEP in protection and addressing GBV might be more challenging than in other sectors, e.g. because GBV is a particularly sensitive topic, there is no culture to report incidences of GBV, etc.

Third, while most GenCap advisors the protection sector as a priority "area of work", they may not have the right skill set to intervene successfully with protection actors, as not all of the GenCap advisors have a protection background.

Based on the data of this report, it cannot be determined which of these interpretations are correct.

Recommendation 4: The IASC SWG should therefore engage with the global and country leads of the Protection Cluster in order to clarify challenges the Protection Cluster faces when addressing GBV and gender issues in country programs. Additionally, studies and/or round-tables analyzing how gender could best be mainstreamed into the protection agenda could help to overcome the identified challenges.

Recommendation 5: The GenCap Secretariat should engage the GenCap advisors in an assessment of which technical constraints they faced when trying to improve GEP in these sectors. Based on this assessment the Steering Committee should consider joint trainings with the Protection Standby Capacity Project (PROCAP) in order to mutually educate senior experts on gender/GBV and protection issues.

3.2.3 Analysis of activities pursued by GenCap advisors

Graph 3: Number of GenCap advisors per "activity"
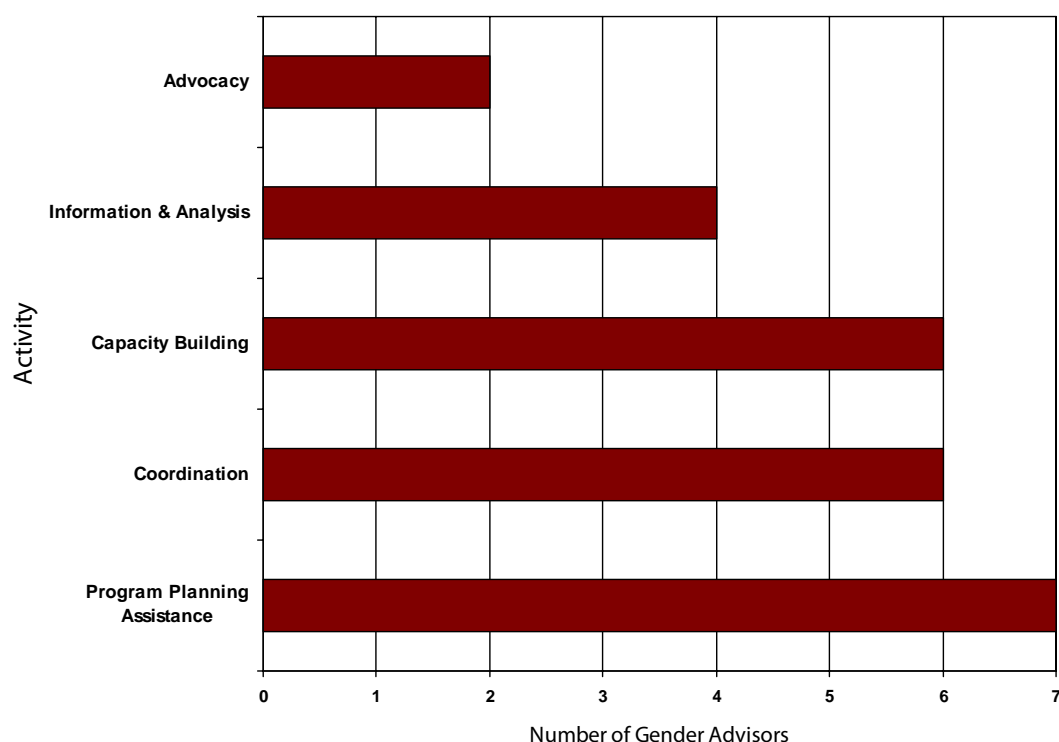
Legend: Number of GA per "Activity"

All GenCap advisors addressed "Program Planning Assistance". Six addressed "Coordination" and "Capacity Building". Five advisors prioritized "Information and Analysis", and two "Advocacy".

The table below depicts the most successful "activities" in terms of improving GEP within the timeframe of one deployment. The last row in the table displays deviance from the baseline value, i.e. the absolute change achieved.

Table 2: Average change over time in all "activities"

	Activity				
	Information & Analysis	**Program Planning Assistance**	**Capacity Building**	**Coordination**	**Advocacy**
BA	1.1	0.5	0.4	0.7	1.0
SC/FA	2.3	1.5	1.3	1.8	2.2
Change	**+1.2**	**+1.0**	**+0.9**	**+1.1**	**+1.2**

From the table above, we conclude the following:

Again, all activities are reported to lead to positive change (1.1)[23].

Progress in the activity of capacity building appears most difficult to achieve within the given time span. The apparent lack of understanding of gender mainstreaming/gender equality programming amongst cluster leads and senior management[24] may have significantly contributed to hindering such progress. Additionally, some GenCap advisors report that agencies expect them to implement GEP instead of building capacity. This particular problem has been explicitly reported by 4 out of 7 GenCap advisors.

"Information & Analysis" as well as "Advocacy" present activities in which GenCap advisors seem to have experienced less difficulty achieving progress. Capacity building will be one important factor in sustaining the progress made in these areas.

Recommendation 6: The GenCap Steering Committee and Secretariat should ensure that GenCap advisors can engage in capacity building by closely reviewing the specific TOR for country deployments and monitoring the GenCap advisors' activities.[25] The GenCap preparatory workshop should equip GenCap advisors with leadership skills, allowing them to effectively develop strategies for and prioritizing capacity building measures.

3.2.4 Establishment of tools and mechanisms for gender equality programming

Graph 4 depicts the development of those indicators measuring the ability of GenCap advisors to establish new tools and mechanisms to enhance gender equality programming. Individual indicators shown in graph 4 include:

1) Existence of gender action plans or work plans that mainstream the ADAPT and ACT Framework[26]

2) Quality of existing gender action plans/work plans that mainstream the Gender Equality Framework

3) Number of appeal processes and documents, including Consolidated Appeals, that incorporate gender equality issues related to this sector/cluster

4) Degree of allocation of human and financial resources to projects that mainstream gender equality programming

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[23] Average value for all sectors accumulated over all gender advisors and all scorecards.

[24] See page 13

[25] The M&E framework will facilitate the monitoring of GenCap advisers, once it is completely handed-over to the GenCap Secretariat.

[26] The ADAPT and ACT Framework for Gender Equality Programming: Analyze 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 programs; Collect, analyze and report sex and age disaggregated data; Target actions based on a gender analysis; Coordination actions with all partners. See IASC (2006) Gender Handbook in Humanitarian Action: Women, Girls, Boys and Men. Different Needs – Equal Opportunities, p.9

Graph 4: Development of indicators related to the establishment of tools and mechanisms
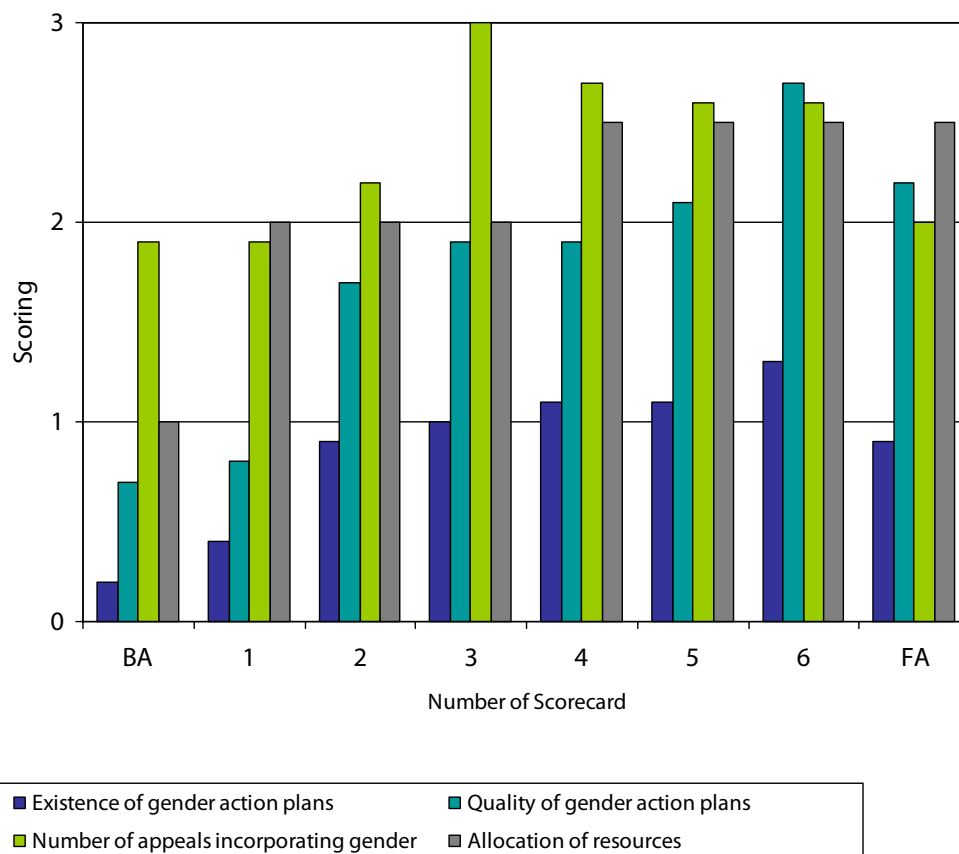
At the beginning of deployments, very few gender action plans or work plans that mainstream the ADAPT and ACT Framework exist in HCTs. Over time, advisors report that they succeed in moderately increasing the number (see dark blue bars in the above graph).

Initially, gender advisors report that existing action plans are only of moderate quality. Quality apparently increases significantly reaching an average value of 2.7 after 6 months (see teal bars in the above graph).

"There continues to be a misapprehension that the GenCap advisor is present […] to take the lead on those issues for which they do not have the human resource capacity to complete." *(GenCap advisor)*

At the beginning of the GenCap advisor deployments, a relatively high number of appeal processes and documents incorporating gender equality issues already existed. Building upon this basis, advisors report that they have succeeded in increasing this number even further to the maximum value of 3.0 (see green bars in the above graph).

The baseline value shows a moderate allocation of financial and human resources to projects that mainstream gender equality programming (see gray bars in the above graph). Allocation increases over time but with a less steep growth curve than other indicators. The interviews and comments by GenCap advisors suggest that the allocation of financial resources proves less problematic than the allocation of human resources.

Overall, GenCap advisors report succeeding in establishing tools and mechanisms designed to enhance gender equality programming. They state that they are particularly successful in enhancing the quality of existing action and work plans as well as influencing appeals processes and documents. Interestingly, as confirmed during numerous interviews, access to funds appears less of a hindrance for gender equality programming than lack of staff and expertise.

"The HC supports gender policies, he mobilized a lot of money for gender but we recognized that we are lacking human resources for the issue of "gender and humanitarianism", because I am very busy with "gender and development."[1] (Representative of a requesting agency)

3.2.5 Usage of the IASC Gender Handbook and GBV Guidelines

The IASC has developed two tools, the IASC Gender Handbook and the IASC GBV Guidelines. Among other goals, the GenCap Project aims to integrate the use of these tools in field-level work.

Graph 5 portrays progress in this regard. Underlying indicators include:

1) Usage of the IASC Handbook and the GBV Guidelines to inform the respective sector's monitoring systems in gender mainstreaming

2) Usage of the IASC Handbook for training purposes among cluster actors

3) Usage of the GBV Guidelines for training purposes among cluster actors

Graph 5: Development of indicators related to the use of the IASC Gender Handbook and GBV Guidelines
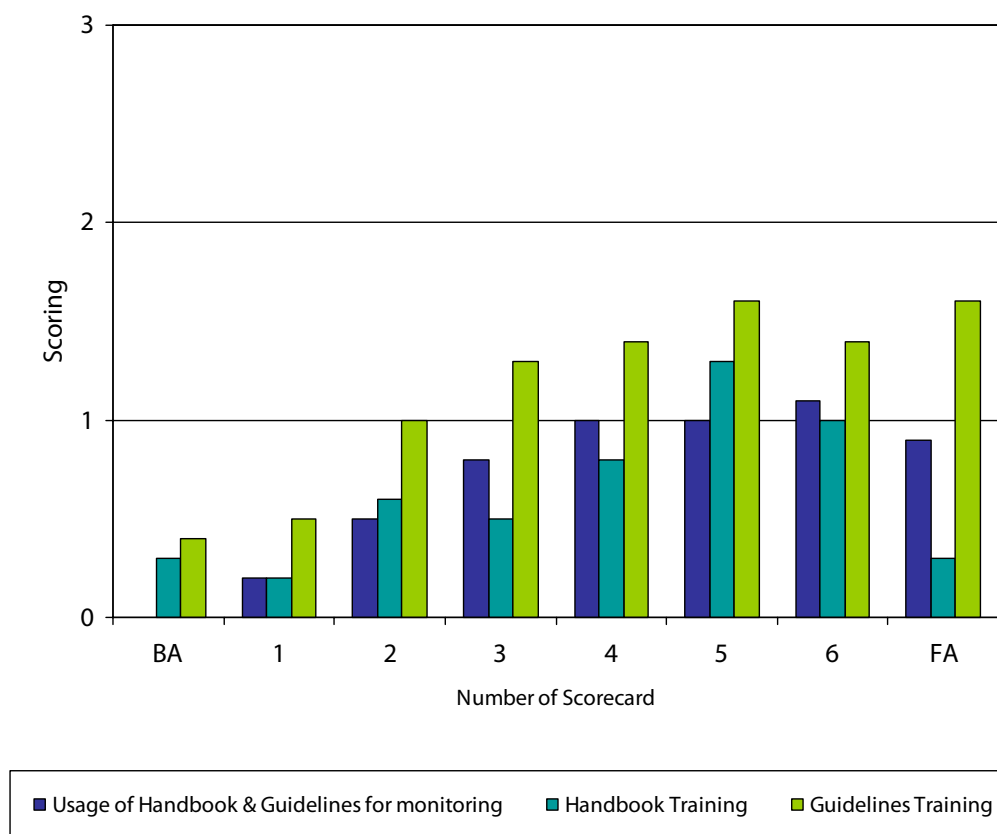
At the beginning of the deployments, GenCap advisors found that neither the Gender Handbook nor the GBV Guidelines were used to inform the sector actors' monitoring systems (see blue bars in the above graph). Over time, advisors report that they succeeded in increasing the use of these two tools, but the overall value remained very low. The graph shows that the GenCap advisors use the Gender Handbook for training purposes but the overall increase remains limited (see teal bars in the above graph). The use of the GBV Guidelines increases more significantly than that of the Gender Handbook, but also remains well under the 2.0 mark (see the green bar in the above graph).

The fact that the Gender Handbook was, until recently, only available in English presented a noticeable hindrance to more wide-spread usage.

Based on the results presented above, there clearly exists room for improvement with respect to promoting the use of the IASC Gender Handbook and the IASC GBV Guidelines.

Recommendation 7: The SWG should actively involve the GenCap advisors in any upcoming revisions of the IASC Gender Handbook and the IASC GBV Guidelines as well as in the development of a strategy to systematically promote their use in HCT.

Such a strategy could, for example, entail advocating for the inclusion of a Thematic Workshop, at the Annual HC Retreat, covering GEP standards as outlined in the Handbook and Guidelines .[27]

3.2.6 Building in-country capacity

Individual indicators shown in graph 6 are:

1) Percentage of people per cluster/sector covered by trainings provided by the GenCap advisor

2) Cluster lead adherence to gender as a cross-cutting issue, as specified in the cluster lead TOR

Graph 6: Development of indicators related in-country capacity
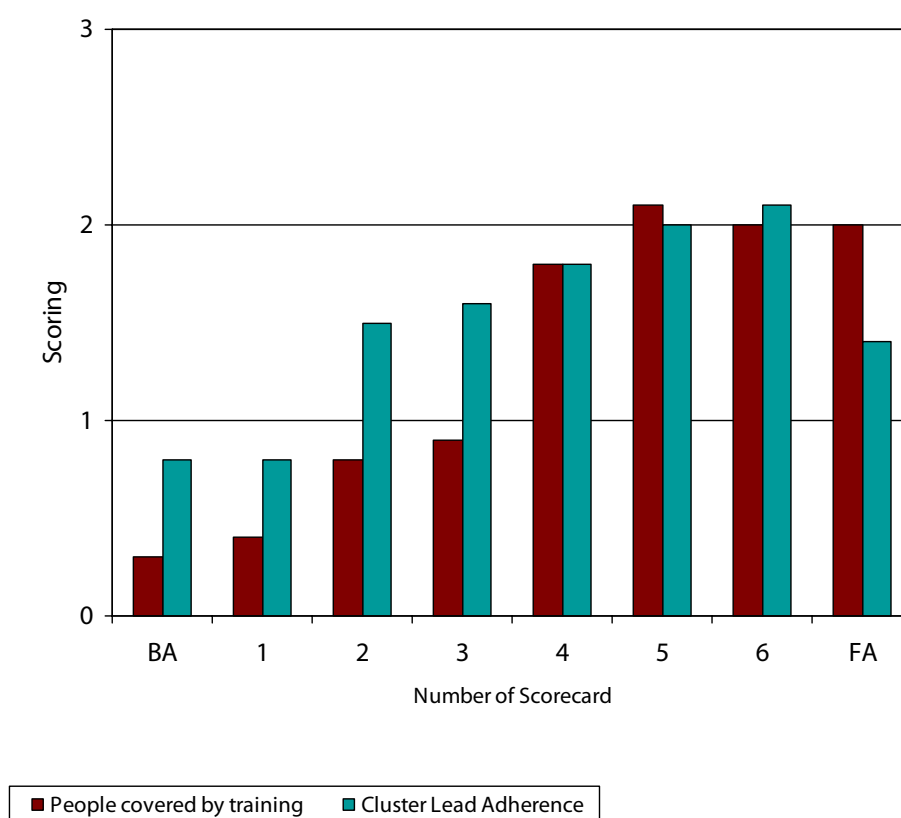
Graph six shows that both the number of people trained in gender as well as the cluster lead adherence start at a low level and increase significantly over time.

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[27] See Recommendation 5.

Thus, based on advisor reporting, the GenCap Project successfully contributes to the development of in-country capacity for gender equality programming.

The following citations from GenCap advisors illuminate that this contribution does not go without challenges:

"There is a challenge to work with the WASH cluster, especially the lead since he never answers emails, phones, etc." *(GenCap advisor)*

"In the Education sector, despite my initial impression, I found that the enthusiasm was in fact all 'bluster' and, when it came down to proactively engaging with me and the subject of gender equality programming, the cluster lead was very poor [sic] and unresponsive." *(GenCap advisor)*

3.2.7 Coordination

The individual indicators shown in graph 7 are:

1) Frequency of GenNet interaction

2) Liaising with gender advisors and gender focal points within the respective sectors

3) Quality of intra-cluster coordination on the different needs and capabilities of women, girls, boys and men

Graph 7: Development of indicators related to coordination
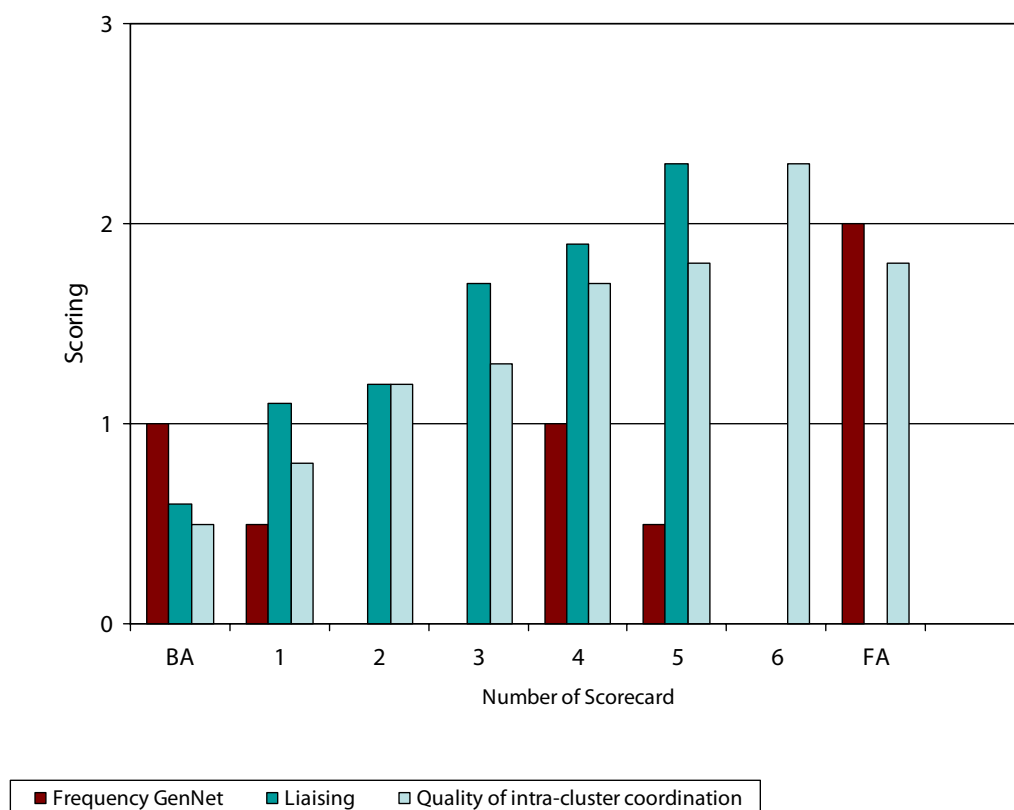
What is most apparent in graph 7 is the irregular reporting: there are scores missing for the indicator "frequency of GenNet interaction" as well as for the indicator "liaising with gender advisors and gender focal points." Only for "quality of intra-cluster coordination" can we observe a steady increase.

Due to irregular reporting, drawing conclusions proves difficult. Nevertheless, comments made by GenCap advisors within narrative sections of the scorecards suggest that coordination within clusters/sectors is more challenging for the GenCap advisors than inter-cluster coordination:

"The continued efforts of the gender advisor to confirm her role in an inter-agency capacity have proven a worthwhile technique and have minimized territoriality among agencies in the Protection and GBV sectors." (GenCap advisor)

"A lot of this month's work was on developing and seeking support for the architecture of gender and GBV coordination. […] This has been challenging and slow […] but yet runs to the very heart of the sustainability of the integration of gender equality and GBV frameworks in humanitarian programming." (GenCap advisor)

3.3 Good practices and lessons learned

"What we really need are gender advisors that know what has worked elsewhere." (Humanitarian Coordinator)

"The general attitude of not accepting and recognizing that bad practice exists must be changed." (GenCap advisor)

The initiators of GenCap anticipated that the GenCap advisors would face a number of challenges during their deployments. From the inception of the program, they therefore aimed at collecting good practices and lessons learned as well as promoting mutual learning among advisors. The following section will discuss the results of these efforts in more detail.

In most Humanitarian Country Teams GEP is in the early stages of development. Good practices[28] and lessons learned would provide a useful tool to share information about how gender equality programming can successfully be put into practice. The initiators of GenCap therefore suggested the integration of a template for the collection of good practices and lessons learned into the M&E framework.

However, as previously highlighted in the interim report the M&E project struggled to collect good practices and lessons learned. Despite efforts of the GenCap Secretariat and GPPi to encourage GenCap advisors to share their good practices and lessons learned, the response rate remained very low. Additionally, the quality of many of the good practices that were handed in did not meet the expectations of the GenCap Secretariat. They generally failed to appropriately address their potential for replicability and lacked concreteness.

As a consequence, instead of collecting and presenting good practices, GPPi in conjunction with the GenCap Secretariat initiated a discussion with the deployed GenCap advisors and other stakeholders on the improvement of the good practices collection template. The section below presents the results of this discussion and develops detailed recommendations for improvement.

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[28] Good practice is defined as an activity *"show[ing] innovative qualities and results, as well as the potential for replication.* See: Template: Good Practices & Lessons Learned in Gender Equality Programming. Guidelines for Submission of Contributions.

GPPi asked for feedback on four aspects of the collection of good practice and lessons learned: the approach to collect good practices and lessons learned; time constraints of the GenCap advisors to develop these practices; their capabilities to do so; and the layout of the template.

Several interviewees felt that the cause of the low quality and quantity of reported good practices was the approach taken to collect them.

"No doubt that successful projects and practices may serve as inspiration for colleagues and partners. However, with a too strong focus on the "sunny side" […] our mistakes will not be disclosed and we will repeat them all over again."
(GenCap advisor)

The main point of critique with respect to the approach, expressed nearly unanimously by the GenCap advisors, was that it explicitly focuses on positive examples. In their view, the template should also give consideration to learning from poor practice.

A second reason for the lack of reported good practice may result from time constraints. Both GenCap advisors and those who worked with them in the field reported that a GenCap advisor usually works under a great deal of time pressure. Producing good practices and lessons learned, however, requires not only time but also some distance for reflection. Some interviewees suggested therefore that advisors write their good practice and lessons learned after they have completed their deployments.

Thirdly, the low response rate and the unsatisfactory quality of reported good practices and lessons learned in particular may be related to differing concepts of good practices and lessons learned as well as a lack of experience creating them.

In the humanitarian arena, no agreed upon definition of good practices and lessons learned exists. Instead, most organizations have a rather intuitive understanding of what kind of information they are looking for when collecting good practices and lessons learned. GenCap is a strongly decentralized project. In the first year, the group of GenCap advisors and other

We talk too much about good practice and lessons learned as they were one and the same thing. However, lessons learned are country specific and should be left behind for the person that follows. Good practice is more general and should be shared with others." (Steering Committee representative)

stakeholders had only one opportunity – at the annual preparation workshop –to develop a common understanding of concepts and ideas. During deployment, which requires rather independent work, GenCap advisors rely heavily on their own experiences with earlier assignments and jobs. Therefore, the template for collecting good practices may

neither be appealing to nor helpful for GenCap advisors who simply have experiences in knowledge management and learning strategies that run contrary to the approach the GenCap Project has taken.[29]

Even more importantly, some GenCap advisors may have no experience with respect to what constitutes good practices and lessons learned. Some of them work as individual consultants and therefore may be less exposed to methods of creating institutional knowledge. Additionally, there may also have been a lack of clarity in communicating the format good practices should be recorded in for this particular project.

The final point of critique referred to the layout of the template, especially its length. While the majority of advisors considered the guiding questions useful, they sometimes perceived the length of the template and the number of questions as overwhelming.

GPPi suggests implementing, together with the GenCap Secretariat, the following measures to improve knowledge sharing:

a) Approach

- Promote not only learning from good practice but also learning from poor practice. Learning from poor practice should always contain a constructive element, highlighting how the problem could be successfully addressed.

- Use bad practice to uncover "stumbling blocks" through directly asking GenCap advisors to submit poor practice with respect to a certain issue.

- Do not encourage GenCap advisors to submit good practices that have not yet shown results as this kind of information is not reliable and might lead to false learning.

b) Time constraints

- Pay GenCap advisors a couple of extra days after they are back from the field for writing down good and poor practices.[30]

c) Lack of experience

- Add a training component to the preparation workshop. Here the GenCap advisors should learn what GenCap expects from them in terms of good practice, poor practice and lessons learned. The group should agree on their definition of these terms. The group should together produce example cases for each category. These examples should be shared with all future GenCap advisors on the roster.

d) Layout of template

- Restructure and significantly shorten the template.

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[29] E-mail conversation with a gender advisor

[30] Only roster members should receive extra pay. Permanent gender advisors should deliver without extra payment.

3.4 Summary of findings

Overall, based on the gender advisors' reporting the GenCap Project thus far achieved positive change in all areas examined in this report. The change itself, however, is moderate.

Reporting suggests that the GenCap Project is having a positive impact on humanitarian programming. The project is succeeding in establishing tools and mechanisms to enhance gender equality programming. The analysis shows that some structures and mechanisms for gender equality programming, such as gender focal points and work plans that address gender, do exist but that the implementation of gender equality programming remains in its infancy. GenCap is particularly successful in increasing the quality of existing tools and mechanisms, such as work plans and gender action plans. A forceful lever to push gender equality programming appears to be the review of CAP documents. With respect to the promotion of the IASC Gender Handbook and GBV Guidelines, there remains room for improvement.

Based on the data collected, the GenCap Project has managed to increase the sustainability of mechanisms by increasing in-country capacities. However, the analysis also shows that the overall capacity to implement gender equality programming remains relatively low. Despite a joint effort of all GenCap advisors to work on capacity building, it remained the activity with the highest degree of difficulty for achieving progress within the given timeframe. The lack of capacity in HCT seems to be related more to a shortage of relevant staff than scarcity of funds available for gender equality programming.

Reporting suggests that GenCap has succeeded in increasing inter-cluster coordination, however coordination, and work more generally, *within* the clusters/sectors remains a challenge. The study found that both Protection and GBV were the "areas of work" which were the most addressed by GenCap advisors but, these areas were among those with the lowest change rates.

In its first year of operation, GenCap was not able to deploy GenCap advisors in newly arising emergencies.

4. Management Review

The aim of the management review is to address the third criterion on which GPPi was asked to assess GenCap's progress in its first year of operation: the effectiveness of GenCap with regard to managing the program and ensuring it has the intended impact. The overall objective of GenCap is "to build capacity of humanitarian actors at the country level to mainstream gender equality programming, including prevention and response to gender-based violence, in all sectors of humanitarian response." Consequently, this chapter assesses whether GenCap has adopted an adequate approach to reach this objective and whether the management of the roster of gender advisors, the key resource that GenCap leverages, assures that the roster is used in line with GenCap's overall strategy to increase gender equality programming in humanitarian action.

The management review is based on 32 stakeholder interviews including: GenCap advisors, country staff, Humanitarian Coordinators, representatives of the Steering Committee, the NRC, as well as the GenCap Secretariat. The review also draws on information collected during two field visits, the review of crucial project documents,[31] and the data through the monitoring tool.[32]

4.1 The GenCap Project's approach

The general composition of the PROCAP[33] provided the blueprint for the GenCap Project approach even if some characteristics differ between the two projects. In its first year, the GenCap Project has been based on the following elements:

1. creating a roster of GenCap advisors managed by a Steering Committee and a Secretariat;

2. providing support for gender equality programming in humanitarian action to the Humanitarian Coordinator and to the sector/ cluster leads;

3. deploying senior[34] GenCap advisors upon request and on a short-term basis (3 – 6 months) to humanitarian situations[35];

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[31] The gender advisors generic TOR, the gender advisors' contract with NRC, GenCap Updates displaying the status of requests and deployments, etc.

[32] See chapter 3.

[33] "PROCAP is an inter-agency UN project aimed at enhancing UN protection response and contributing to global protection capacity through the predictable and effective deployment of personnel with proven protection expertise. Established in October 2005, the project responds to priority gaps and needs in emergency protection response […]." (James Darcy/ Sorcha O'Callaghan, Andrew Bonwich (2007): *External Evaluation of the Protection Standby Capacity Project (PROCAP)*, for more information see: *http://ocha.unog.ch/ProCapOnline/index.aspx*, accessed 2008/03/20

[34] P4/P5 level.

[35] More recently, the GenCap Project has changed its approach; six month deployments are now standard.

4. endowing GenCap advisors with an inter-agency mandate, basing their work on agreed upon tools such as the IASC Gender Handbook and GBV Guidelines;

5. arranging deployments through a requesting agency. Requesting agencies can be any agency that has a Memorandum of Understanding with NRC. [36] This setup is the result of GenCap's organizational structure; an agency outside the UN – NRC – financially and contractually administers the roster of GenCap advisors and GenCap manages it.

The following paragraphs present the assessment of the above-described individual aspects of the GenCap Project and develop recommendations for enhanced project management.

1. Is it appropriate to set-up and manage GenCap as a separate mechanism?

The GenCap Project has been established as a separate mechanism but seeks close collaboration with PROCAP. Creating separate mechanisms often helps to further a cause, such as gender equality programming, that is chronically neglected in an organization's activities. However, it also results in additional costs and harbors the potential for duplication of efforts. Additionally, over time it becomes progressively more difficult to integrate these new mechanisms into existing ones.

The majority of interviewees indicate, however, that currently no alternative exists to a separate mechanism, as most agencies are still lacking the resources and expertise to mainstream gender into their programming. In particular, the lack of a final agreement on who should act as the lead agency for gender and GBV on the global and especially on the country level complicates the possibility of mainstreaming. [37]

Recommendation 8: The SWG should review its decision to set up a separate mechanism after two years of operation. In the longer-term it should strive for the integration of gender expertise and gender capacity into existing stand-by mechanisms, such as PROCAP and OCHA Surge Capacity, as well as into existing rosters of Candem, AustCare, NRC and others. In order to prepare such integration, GenCap management should intensify partnerships with these existing mechanisms and rosters. Partnerships could, for example, include the mutual training and deployment of roster members.

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[36] Agencies with a Memorandum of Understanding with the NRC are currently: IOM, OCHA, OHCHR, UNDP, UNESCO, UNFPA, UNHCR, UNICEF, UNRWA, WFP and WHO

[37] Currently UNFPA is supposed to take on the global lead for GBV, which should give the topic a health related focus. In addition, so far UNFPA has no field offices. This lack limits UNFPA's operational capacity in the field. As a consequence, there is currently no clarity over which agency takes on the lead at the field level.

2. Is it most effective to directly support Humanitarian Coordinators and the cluster leads?

There is no consensus among stakeholders as to whether GenCap advisors should directly support the management (i.e. the HC and cluster leads) or the operational level. Two different viewpoints can be identified:

The first and larger group of stakeholders argues that GenCap has taken the right approach by trying to directly involve both the Humanitarian Coordinator and cluster leads. This group is convinced that gender equality programming improves within agencies

"The involvement of the HC is important. […] It is equally important to work with the cluster leads if the cluster system is in place." (Humanitarian Coordinator)

only when it comes from the leadership level, i.e. the cluster lead. Both Humanitarian Coordinators interviewed supported the position that the direct involvement of the HC and the cluster leads is crucial. Additionally, the data collected through the basic information questionnaire demonstrates "a lack of understanding of gender mainstreaming/gender equality programming on a senior management level" and therefore implies a need for GenCap support at this level. Most GenCap advisors stressed that the direct involvement of the Humanitarian Coordinator was a crucial factor determining their ability to improve gender equality programming within a given Country Team. At the same time, a number of GenCap advisors also reported resistance to their activities on this level from within the Country Teams.

However, there is a split within the group with respect to the ideal physical placement of the GenCap advisor. The majority believes that the physical placement of the GenCap advisor in the HC's office strengthens the position of the GenCap advisor in the Country Teams and underlines her/his inter-agency mandate. A small number of stakeholder interviewed, including mainly country staff of UN OCHA, argues that the "right platform for the GenCap advisors is the Heads of Cluster meeting."[38] They advocate for physical placement of the GenCap advisor with either a cluster lead agency or with OCHA. One OCHA representative even fears that deploying GenCap advisors directly to

"We do not need the HC to tell us to be more gender sensitive. What we need is support for programmatic response." (Steering Committee representative)

the Humanitarian Coordinator works against the new culture of institutional responsibility created through the humanitarian reform, because "the cluster leads are supposed to advise the HC. [39]

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[38] Interview with a Head of Country Office, OCHA.

[39] ibid

The second group, including mainly country staff but also two Steering Committee members, argues that GenCap has taken the wrong approach and should neither address the HC level nor the cluster leads. Instead, the GenCap Project should serve the operational level of the participating agencies. Proponents of this perspective claim that the current approach is too far-removed from the operational level. They claim that it is not the lack of leadership hampering gender equality programming, but rather the lack of staff and expertise on an operational level. Indeed, a number of GenCap advisors have been drawn into the daily work of the requesting agencies, quite obviously filling human resource gaps. Furthermore, for the 7 deployments considered in this report, there was one direct request for a GenCap advisor to be placed with the Humanitarian Coordinator[40] as opposed to 6 requests from operational agencies.

In our view, leadership commitment, as is always the case in matters of mainstreaming, is crucial. As such, being posted with the HC in a humanitarian setting provides the gender advisor with important authority to pursue his/her tasks. Additionally, deployment to the HC allows the GenCap advisor to exert influence on a broader range of humanitarian actors as opposed to changing the practice of just one entity. However, GenCap also needs to ensure that the level below the HC and horizontally to the GenCap advisor receives further capacity building. However, given short term deployments and a limited number of available GenCap advisors, GenCap has to set priorities in terms of what a GenCap advisor realistically can do during a short-term deployment and in terms of which requests GenCap will respond to.

Recommendation 9: GenCap management ought to continue to advocate for placing GenCap advisors with the HC. In the mid-term, though, GenCap should build a roster that is large enough to realize deployments to both leadership and operational levels in order to build political and technical capacity for gender equality programming.

3. Is seniority a necessary feature of a GenCap advisor?

Almost all stakeholders participating in the management review see seniority as a necessary feature for GenCap advisors. However, leadership in the field stressed that they give higher priority to individual ability. Stakeholders mentioned other important skills for GenCap advisors, including the capacity to listen and not to impose oneself, diplomatic skills and a good understanding of UN culture and procedures.

Recommendation 10: Our research suggests that, while seniority reflects important experience, drive and personality probably comprise more decisive factors. In the selection process, GenCap and NRC should not prioritize seniority at the expense of these factors.

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[40] While the HC cannot directly request a GenCap adviser this would have been technically possible if UNDP, the agency that in most cases provides the Humanitarian Coordinator, would have requested some gender advisors to directly sit in the HC's office.

4. Short term deployments

Except for the GenCap advisors deployed for three months, all other stakeholders agree that six months should be the minimum duration of a deployment. A majority even favored deployments lasting up to one year.

Indeed, the majority of requests proposed six-month deployments: out of the ten deployments made to date, only two deployments lasted three months.

Of course I would prefer to have someone for the longer term. But short term deployments are better than nothing. They can be effective when they focus on sensitization, information, and training and when deployed at the right time."
(Humanitarian Coordinator)

Additionally, for almost all deployments, whether initially being planned as three- or six-month assignments, a request existed for prolongation. Furthermore, the analysis of GenCap's overall impact has shown that significant change occurs on average after four months. This may not only be a result of the fact that change needs time, but also to the fact that short-term deployments require many prerequisites if they are to be successful: If GenCap advisors only "parachute in" for a couple of weeks,[41] pre-existing mechanisms for gender equality programming are necessary; the deployment must be timely (i.e. it has to provide the GenCap advisors with a window of opportunity), the Country Team and the GenCap advisor have to be well-prepared (e.g. there should be a final agreement on the specific TOR); and the GenCap advisors need to sense quickly the right entry points within a given Humanitarian Country Team.

Recommendation 11: GenCap management should continue to respond to the needs in the field and deploy GenCap advisors for the requested time period. However, GPPi supports the recently made decision to have a minimum of six months for each deployment. GenCap should also allow for longer-term deployments (up to one year).

It remains important, however, to assure through close review of the specific TOR and continuous monitoring that GenCap advisors are able to make themselves redundant through capacity-building instead of creating a situation where her/his departure after six months or a year leaves a void.

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[41] An example is the 11 weeks deployment of Liberia or the 3 months deployment to oPt

5. Focus on humanitarian action

It is very important for GenCap to be demand driven. The distinction between development and humanitarianism is a false one, as both situations are often overlapping. In integrated missions, for example, it is important to add strength were it is needed." (Humanitarian Coordinator)

In comparison to other rosters that provide gender capacity, the GenCap Project's unique "selling point" is its focus on **humanitarian action**. However, most stakeholders, especially at the field level, argue that the GenCap Project should provide Gender Standby Capacity to both developmental and humanitarian activities.

GPPi recognizes that there are demands for a broader scope of GenCap deployments. However, it considers the GenCap roster currently too small to respond to the different needs expressed from the field.

Recommendation 12: While GenCap should remain flexible to the needs articulated in the field, it should continue to focus on providing Gender Standby Capacity in humanitarian action. GenCap should only consider broadening its mandate towards early recovery, peace-building, and development in conjunction with systematically increasing its partnerships with other rosters or significantly expanding the GenCap roster.

6. Inter-agency mandate

There is general agreement that the inter-agency mandate ensures GenCap coherence with the cornerstones of humanitarian reform. It also guarantees all clusters/sectors access to gender standby capacity.

7. Deployment through requesting agencies

While HCs and Representatives of the requesting agencies[42] interviewed view the setup of going through a requesting agency as a purely logistical, unproblematic measure, many GenCap advisors felt differently. From their perspective, they became drawn into the day-to-day work of the requesting agency. Additionally, affiliation with a certain agency makes it difficult for the GenCap advisors to effectively communicate their inter-agency mandate.

GPPi recognizes that the current organizational structure of GenCap does not allow for substantially altering this approach. Nonetheless, we would like to point to some structural problems inherent in this approach that can actually generate undesired results. Most UN agencies operating in humanitarian settings operate under significant resource constraints. Consequently, they may consider GenCap a suitable way to "fill

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[42] See p. 32, point 5.

the gaps" by tapping into additional resources. However, whether their actual needs correspond to GenCap's intentions is frequently a different matter. In individual cases, this mentality has led to a partly or even complete usurpation of GenCap advisors by the requesting agency. This presents neither an efficient nor an effective use of GenCap's resources.

Recommendation 13: Taking into account existing structures, GPPi recommends the following in order to minimize cases of usurpation: Firstly, the request and subsequent development of a specific TOR for the gender advisor should be conducted by a Country Team-wide forum. This is already intended by the current set up of the request form but there are no formal mechanisms to ensure buy-in of the entire HCT. Secondly, GenCap should lobby the agencies that place the Humanitarian Coordinator in a given country to also request the GenCap advisor in order to position her/him directly with the Humanitarian Coordinator. Thirdly, in the long run, the SWG should advocate for the financing of a GenCap advisors by the entire Country Team: "The gender advisor serves every organization within the Country Team. Just as we are all paying for the security infrastructure, for example, we should also all pay for the gender advisor."[43]

4.2 Management of the GenCap roster

The GenCap Project is managed by the GenCap Steering Committee and the GenCap Secretariat. NRC contractually administers GenCap.[44]

The GenCap Steering Committee originates from the IASC SWG. The Steering Committee is more closely involved in day-to-day work and decision making than the SWG. The Steering Committee comprises 8-10 voluntary members out of the overall membership of the SWG.[45] Following an initiative of the GenCap Secretariat to re-work the membership, the Steering Committee revised its composition in February 2008, replacing inactive members but keeping its size the same.

OCHA acts as the GenCap Secretariat. It advocates for and operationally supports deployments of GenCap advisors, e.g. by helping to match advisors available on the roster with requests from the field. During 2007 it was responsible for GenCap advisor training and preparation. It also manages GenCap Online.[46] On behalf of the Steering Committee, the GenCap Secretariat reports back to the larger SWG on a monthly basis.

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[43] Interview of the authors with Deputy Head of Office, UNFPA

[44] *http://ocha.unog.ch/ProCapOnline/index.aspx?module=viewpage&pageid=gencapfactsheet* or *http://www.nrc.no/?aid=9160724*, accessed 2008/03/20.

[45] Currently, SWG membership comprises FAO, OCHA, UNDP, UNFPA, UNHCR, UNICEF, UNMAS, WFP and WHO. NRC has observer status. *http://ocha.unog.ch/ProCapOnline/index.aspx?module=viewpage&pageid=gencapfactsheet*, accessed 2008/03/20.

[46] *http://ocha.unog.ch/ProCapOnline/index.aspx?module=viewpage&pageid=gencapfactsheet*, accessed 2008/03/20.

For the first year of operation, GenCap has established a roster of 16 GenCap advisors: two full-time and 14 on a standby agreement. The following section will assess the management of this roster by focusing on the:

- recruitment process;

- GenCap training;

- requesting process;

- deployment process;

- on-site management of the GenCap advisors;

- management of the Steering Committee and;

- use of the roster

1. Recruitment process

Overall, the assessment shows that most stakeholders involved view the current recruitment process as effective as it ensured the quick establishment of the roster. Today, the roster features a number of senior and experienced GenCap advisors. The notification and contracting process appear well-organized.

On the other hand, miscommunications between NRC and GenCap in terms of prioritizing qualifications of prospective advisors led to inefficiencies in selecting appropriate candidates. As a consequence, some aspirants perceived the recruitment process as non-transparent. Most of them complained that it had not been communicated clearly enough that the preparation workshop in Geneva served as the final selection stage of the recruitment process. This ambiguity created confusion and hampered team-building. Additionally, the roster includes some advisors with a low level of experience or expertise as well as a number of members that are permanently bound by other assignments or employments, as is inherent in all rosters.

Furthermore, the recruitment process was only partially successful in creating a roster of members with diverse backgrounds and expertise. There are, for example, not enough francophone speakers, an under representation of male advisors and advisors from Latin America, Africa, and Asia, as well as an over-representation of advisors with a development background compared to a humanitarian background. However, the current mix of the roster may not exclusively stem from shortcomings of the recruitment process but probably also reflects a general lack of qualified senior gender advisors for humanitarian action available on the job market.

Finally, the overall number of roster members, especially of permanent GenCap advisors, is too low. As a consequence, GenCap could not respond to all requests made.

GenCap has recognized these problems and is in the process of expanding the roster. It is also attempting to expand partnerships with PROCAP and other standby capacity

rosters in order to fill its own needs.[47] The new recruitment process tries to take into account the experiences made in the recruitment process in 2007. GenCap management decided that the workshop will still be used as a final selection mechanism because it is a good opportunity for GenCap management to personally meet with prospective advisors. However, this approach will be communicated to the candidates more clearly.

GPPi believes that GenCap has taken appropriate measures to improve the effectiveness of the recruitment process. Final judgment, however, can only be made after new roster members have been appointed.

2. GenCap Training

The training appears to present the part of GenCap management's performance where the evaluators see noticable room for improvement.

The participants welcomed the overall set-up of the workshop held in Geneva in May 2007. Additionally, the workshop helped to increase awareness about GenCap in HCTs.

Aside from the above-described confusion about selection of candidates at the workshop, however, many participants also regretted that the workshop did not adequately address important topics such as how to work within the cluster/sector system, how to create alliances in HCT, or the differences of gender equality programming in a humanitarian compared to a development setting. Furthermore, the GenCap advisors felt that GenCap did not cater enough to their need for technical and administrative information, e.g. questions related to work equipment.

Based on feedback from currently deployed GenCap advisors, the GenCap Steering Committee is in the process of reviewing the curriculum.

Recommendation 14: Given that the GenCap advisors are the most important resource of the GenCap Project, GPPi believes that candidate selection and training should be completely separate processes in order to set up good selection and training mechanisms. GenCap should be endowed with appropriate resources to jointly develop an efficient, effective, and fair selection process with NRC. Such a process should ensure the constant participation of GenCap management.

In the current set up, the preparation workshop is the only opportunity for the larger GenCap management to have face-to-face contact with GenCap advisors.[48] Under these circumstances, a second best option would be to use the workshop as a final selection stage. However, in order to create an enabling learning environment, the selection should nonetheless be separated from training. It should take place at the first day of the

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[47] GenCap UPDATE No. 4, 10th January 2008

[48] There were two representatives of the Steering Committee involved in the 2007 recruitment process. In interviews with the evaluators both reported that due to time constraints they could not participate in the whole process. Additionally, they felt that NRC did not sufficiently pay respect to their inputs and comments.

workshop; unsuccessful participants should be informed early on and should not participate in any further training.

For the training GPPi recommends to allow for at least one day where participation is restricted to selected GenCap advisors, GenCap Steering Committee, the Secretariat and NRC in order to encourage team building, clarify the roles of the GenCap Steering Committee and Secretariat, and the NRC, as well as generate identification with the project. Additionally, the workshop should focus less on operational issues, explained for example in the IASC Gender Handbook, and more on management or strategic issues such as possible entry points within Humanitarian Country Teams, the functioning of the cluster system, and cornerstones of humanitarian programming. Furthermore, it should include practical lessons on how to produce good/poor practice and lessons learned as well as how to use the monitoring tool.

3. Requesting Process

All stakeholders interviewed considered the requesting process effective and efficient.

Recommendation 15 In order to strengthen the GenCap advisor's inter-agency mandate, GenCap should require that request forms be circulated at the Country Team meeting and ideally also be signed off by all member organizations of the respective Country Team.

4. Deployment Process

The administrative side of the deployment process, such as travel arrangements, visa, etc. was reported as efficient. However, the limited number of available roster members poses a challenge for timely deployments. The Country Team in Uganda, for example, had to wait two months until the appropriate candidate was available.

As indicated earlier, we believe that such problems can only be addressed by expanding the roster.

5. On-site management

Overall, good existing networks between the GenCap Secretariat and leadership on the ground seem to have facilitated on-site management of the GenCap advisors. However, the relationships thus far existed on a more individual rather than institutional basis. Moreover, some of the advisors were not aware of headquarter support and were therefore reluctant to ask for assistance when necessary. This lack of awareness might be related to the low visibility of the GenCap Secretariat and more importantly the Steering Committee had vis-à-vis the GenCap advisors compared to NRC. Owing to NRC administrating the roster, some GenCap advisors indicated confusion about the roles and responsibilities of GenCap management and NRC.

Recommendation 16: Initiatives such as the GenCap Project always depend upon individuals who drive the process of creating and implementing them. However, the Steering Committee should strategically increase *institutional* relationships with

leadership in the field and on the global cluster level. In order to achieve this goal, the project needs a strongly engaged Steering Committee.

6. Management of the Steering Committee

The responsibilities of the Steering Committee are two-fold. Firstly, it is supposed to provide oversight, ensure accountability and audit control. Secondly, the Steering Committee should play a major role in advocacy on behalf of the GenCap Project. With 8-10 members, the Steering Committee is rather large. Concerning advocacy, the inclusiveness of the Steering Committee is a strong point. Concerning active engagement, fast decision-making, feedback and follow-up processes large fora are usually less efficient. Feedback from Steering Committee representatives concerning the management of the body was mixed. Most interviewees were self-critical and felt that they could have been more actively engaged and more responsive. The GenCap Secretariat was perceived as making the best out of the situation. An individual voice was more critical and felt that "decisions are made elsewhere."[49]

Recommendation 17: GPPi believes that the replacement of inactive members in February 2008 was an important step in order to keep the Committee effective. However, we also recommend decreasing the size of the Steering Committee to 5 members in order to increase commitment and efficiency. In order to remain inclusive we suggest considering rotating membership.

7. Use of the roster

Between August 2007 and January 2008, GenCap deployed ten GenCap advisors to nine different countries. That is, approximately 60% of the roster has been deployed within the first year. Given that not all roster members are available at any given time, GenCap has now reached a point where it cannot respond to additional requests.

Requesting Agencies included UNFPA, OCHA, UNDP, and UNICEF. However, thus far only the requests of OCHA or UNFPA could be met. Out of the 10 GenCap advisors deployed until now, 5 were placed with OCHA and 5 with UNFPA. This accumulation of GenCap advisors based with OCHA or UNFPA caused resentment from two other agencies represented at the Steering Committee. As the GenCap advisors have an inter-agency mandate, GPPi does not consider the current placement of GenCap advisors with only two agencies as a serious challenge. It only becomes problematic if the requesting and thus receiving agencies inappropriately profit from the GenCap advisors, recruiting them in their day-to-day work.

Recommendation 18: The key to solving this problem is to insist as much as possible on physical placement within the HC's office.

From the 10 deployments made, 2 were made outside the generic TOR of GenCap. The deployment to Uganda aimed at assisting UNICEF and UNFPA to transfer the GBV

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[49] Interview with a Steering Committee representative

Sub-Cluster from one agency to the other. The deployment to Liberia had a very strong development mandate with the GenCap advisor directly supporting the Government of Liberia and contributing to the development of the Poverty Reduction Strategy Paper (PRSP). In both cases, GenCap reacted to demands from the field.

Recommendation 19: GenCap should continue to flexibly respond to demands from the field as long as deployments outside the generic TOR remain an exception.

4.3 Summary of findings

According to the management review the GenCap Steering Committee and Secretariat were successful in establishing and implementing effective and efficient requesting and deployment processes. Additionally, within the limits of a rather small roster it made efficient use of the roster.

Concerning the recruitment process and onsite management of GenCap advisors, the Steering Committee's and the Secretariat's overall management performance was good but room for improvement remains regarding the transparency of processes, especially vis-à-vis the GenCap advisors.

The evaluators expect the most improvement regarding the training of GenCap advisors. The GenCap Steering Committee is aware of the opportunities of a revised curriculum and current efforts promise to improve the way advisors are prepared regarding content and processes.

5. M&E – into the future

5.1 Main lessons learned from piloting the monitoring tool

As mentioned in chapter 3, the monitoring tool enabled GenCap to collect a significant amount of data and determine the progress of GenCap with respect to its goals of influencing programming, establishing tools and mechanisms for GEP, and effectively managing and using the GenCap roster. Additionally, it provided information about the status quo of gender equality programming in UN Country Teams. However, the piloting of the tool also revealed a number of remaining challenges.

Firstly, the monitoring tool can only unfold its analytical "value-add" if the activities that the GenCap advisors carry out in the field remain within the scope of the generic terms of reference.

Recommendation 20: The GenCap Steering Committee should insist that requesting agencies respect the generic TOR while remaining responsive to demands from the field. Consequently, a small number of deployments will most likely take place outside the generic TOR. In these cases, the scorecards of the M&E framework offer only very limited utility. In these cases, GenCap should agree with the individual GenCap advisors to only complete the basic information questionnaire at the beginning and end of their deployments.

Secondly, the complexity of the current monitoring tool has to be reduced significantly. The monitoring tool is an excellent basis for comprehensive analyses. However, in its current form, these analyses prove substantially time-consuming to conduct.

Recommendation 21: Considering that the whole M&E process will be handed-over to the GenCap Secretariat in the 3rd quarter of 2008, GPPi recommends linking the revision of the current framework with further simplification. Steps in this direction would involve:

- removing the planning journal;

- decreasing the number of questions addressed in the basic information questionnaire;

- reducing the frequency of reporting to 3 reports for six- month deployments, and 5 reports for 12 month deployments;[50]

- decreasing the number of indicators.

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[50] One-year deployments require only 5 reports as most of them will be six-month deployments extended for another six months. In these cases the last report from the first six months equals the first report for the second six months of the deployment.

Thirdly, a lean and efficient verification process should at least to some extent offset the subjectivity of the framework. The signing off of the basic information by the Humanitarian Coordinator is already a good mechanism.

Recommendation 22: We suggest involving other stakeholders in the assessment through one of the following two mechanisms:

a) Complementing the current monitoring tool with a standardized survey. The survey should be limited to 5 questions addressing progress in GenCap advisors' activities related to information collection and analysis, program planning, capacity building, coordination, and advocacy on gender equality programming. The survey should be sent to the advisor's supervisor and two additional persons (e.g. one cluster lead and one gender focal point). As the Humanitarian Coordinator has to approve the Baseline and Final Assessments, we suggest implementing the survey in the interim. The GenCap Secretariat would be responsible for conducting and evaluating the survey.

b) Asking the direct supervisor and 2 additional persons (e.g. one cluster lead and one gender focal point) to sign-off on the scorecard(s).

Both mechanisms would be relatively lean and would decrease the subjectivity of the current tool. However, the survey would create additional work for the GenCap Secretariat. The signing-off of scorecards by a cluster lead and one gender focal point would necessitate the familiarity of these people with the indicators on which scorecards are based.

Fourthly, the tool is sometimes perceived as insufficiently user-friendly, especially due to its length and limited navigation possibilities.

Recommendation 23: Technological and financial means to further increase the user-friendliness of the tool are limited. However, some of the measures suggested above, e.g. a decreased complexity and frequency of reporting, would facilitate the handling of the tool.

6. Conclusion and Recommendations

The GenCap M&E Project has successfully set up an M&E framework for assessing and monitoring the GenCap Project's progress towards its goals. Data collected throughout the first year of the project's operations shows that it is progressing towards these goals.

More specifically, based on the collected data, the assessment suggests that:

- the GenCap project has a positive impact on GEP. It demonstrated progress in establishing tools and mechanisms to enhance gender equality programming. GenCap was particularly successful in increasing the quality of already existing tools and mechanisms.

- the GenCap project made achievements with respect to the institutionalization of mechanisms for GEP. However, as GenCap advisors perceived the area of capacity building as that with the lowest rate of change throughout their deployments. Room for improvement exists for creating sustainable change in the HCT's ability of mainstreaming gender into humanitarian programming.

- the GenCap Steering Committee and Secretariat was able to very quickly launch the project with only limited human resources available. The Secretariat managed to coordinate a large group of diverse actors. The developed requesting and deployment processes proved efficient. In the ensuing move towards implementation, however, some aspects of management, e.g. the transparency of decisions and the content development for the training, suffered.

More far-reaching strategies to improve gender equality programming in humanitarian action have to be addressed on a political level: *"The GenCap roster is practical, but in order to really improve gender equality programming the HCs should be judged on their gender performance." (Humanitarian Coordinator)*

Appendix I. Activities and related indicators

No.	Full text: activity	No	Full text: indicator
1.2	**Information and Analysis:** Providing technical support to the collection and analysis of sex- and age disaggregated data throughout all humanitarian programmes, in partnership with the Humanitarian Information Centre and others	1	Percentage of relevant documents (program planning documents, monitoring reports, evaluations etc.) with sex- and age disaggregated data
1.3	**Information and Analysis:** Promoting and facilitating the inclusion of gender dimensions into needs assessment frameworks.	2	Number of relevant needs assessments, reports and other documents that include a gender analysis
		3	Quality of relevant needs assessments, reports and other documents that include a gender analysis
2.1	**Programme Planning Assistance:** Facilitating and supporting the integration of gender perspectives in the overall strategic planning and programming of various sectors/clusters by providing direct technical policy and programmatic support to various sector actors in order to improve service delivery	4	Existence of gender action plans or work plans that mainstream GEF (GEF = Gender Equality Framework)
		5	Quality of existing gender action plans/work plans that mainstream GEF (GEF = Gender Equality Framework)
2.2	**Programme Planning Assistance:** Assisting agencies in setting up or adapting existing monitoring systems to monitor the progress in gender mainstreaming by using *inter alia* the framework and checklists in the gender handbook and guidelines, adapting the checklist items to existing monitoring and reporting mechanisms as well as to the specific socio-cultural context and target groups.	6	Usage of the IASC Handbook and the GBV Guidelines to inform the respective sector's monitoring systems in gender mainstreaming
		7	Quality of gender mainstreaming in monitoring systems

2.3	**Programme Planning Assistance:** Assisting implementing actors to incorporate gender equality in Consolidated Appeals and other appeal processes and documents	8	Number of appeal processes and documents, including Consolidated Appeals, that incorporate gender equality issues related to this sector/cluster
		9	Degree of CHAP adherence to the framework for gender equality programming in the analysis of needs in this sector/cluster
		10	Increase in project sheets in this sector/ cluster addressing issues raised in the gender analysis in the narrative.
3.1	**Capacity Building:** Providing (and/or facilitating) training/orientation on and promoting the use of the IASC Gender Handbook in Humanitarian Action and the IASC Guidelines for Gender-Based Violence Interventions in Humanitarian Settings in all sectors/clusters	11	Percentage of people in this sector covered by trainings provided by the GenCap advisor
		12	Usage of the IASC Handbook for training purposes among cluster actors
		13	Usage of the GBV Guidelines for training purposes among cluster actors
3.2	**Capacity Building:** Advising and assisting in the development of gender-sensitive training orientation materials and the adaptation of existing training resources to the local context and support their integration into internal and external training initiatives in the relevant language(s)	14	Number of training materials addressing the different needs and capabilities of women, girls, boys and men
4.x	**Coordination:** Facilitating the smooth coordination of an inter-agency gender network	15	Frequency of GenNet interaction
		16	Quality of GenNet
		17	Quality of GBV theme group functioning in accordance with key actions outlined in the IASC GBV Guidelines
		18	Liaising with gender advisors and gender focal points within the respective sectors
4.2	**Coordination:** Liaising with gender advisors and gender focal points in other agencies and organisations (including governments, INGOs, local NGOs and women's groups) and in	19	Quality of intra-cluster coordination on the different needs and capabilities of women, girls, boys and men

	peacekeeping missions in-country		
4.3	**Coordination:** Providing support to cluster leads to fulfil gender commitments as articulated in the cluster lead Terms of Reference	20 21	Cluster lead adherence to gender as a cross-cutting issue, as specified in the cluster lead TOR Diversity of alliances between key actors
4.4	**Coordination:** Building strategic alliances with other key actors internally and externally to advocate for gender sensitive programming.	22	Number of briefing meetings with HC/RC (per month)
5.1	**Advocacy:** Routinely providing the HC/RC with support to the development of briefing materials for his/her advocacy with national authorities to ensure that international and national legal and policy commitments to gender equality and the rights of women and girls are given priority for implementation. The briefings should be based on regular consultations with key informants.	23	Number of briefing notes to which the gender advisor has provided input (per month)
5.2	**Advocacy:** Providing information to relevant actors for related national and international awareness-raising and advocacy efforts.	24	Level of gender equality information in relevant actors' public information and advocacy material
5.3	**Advocacy:** Advocating for adequate allocation of human and financial resources for effective mainstreaming of gender equality programming, including targeted gender equality and women's and girls' rights programmes in agencies' budgets	25	Degree of allocation of human and financial resources to projects that mainstream gender equality programming

Appendix II. List of interviewees

Last name	First name	Position/Function	Affiliation	Country
Anderson	Lorraine	UNCT PSEA Coordination Officer	UNCT	Liberia
Azar	Miriam	GenCap Steering Committee	Unicef	Central African Republic
Bizzarri	Mariangela	GenCap Steering Committee	WFP	HQ
Brodal	Inger	GenCap Secretariat	UN OCHA	HQ
Burns	Kate	GenCap Secretariat	UN OCHA	HQ
Buskens	Annemiek	Assistant Policy Officer	UNHCR	HQ
Edgren-Schori	Maud	GenCap Advisor	GenCap	Liberia
Farr	Vanessa	GenCap Steering Committee	UNDP	HQ
Foran	Siobhàn	GenCap Advisor	GenCap	Central African Republic
Frederiksen	Signe	Humanitarian Assistance Officer	UNFPA	Central African Republic
Holdsworth	Belinda	Manager, ProCap Support Unit	UNOCHA	HQ
Kaijser[51]	Cecilia	GenCap Advisor	GenCap	Somalia
Konyndyk	Jeremy	Country Director	ARC	Uganda
Lanzer	Toby	Humanitarian Coordinator	UNDP	Central African Republic
Lawrey-White	Janey	M&E Specialist	UNDP	HQ
Mabuya	Mubarak	Senior Gender Officer	Government of Uganda	Uganda
Malinga	Branda	Program Officer	UNFPA	Uganda

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[51] Interview conducted by Inger Brodal

McKenzie	Keith	Representative	Unicef	Uganda
Mechecha	Desta	Gender Advisor	UNFPA	Central African Republic
Mohtashami	Hassan	Deputy Representative	UNFPA	Uganda
Pennells	Linda	GenCap Advisor	GenCap	OPT
Pitt	Timothy	Head of Office	UNOCHA	Uganda
Poulton	Catherine	GBV coordinator	The IRC	Central African Republic
Reis	Chen	GenCap Steering Committee	WHO	HQ
Ridung	Charlotte	Protection officer	UNHCR	Central African Republic
Rost	Nicolas	Associate Humanitarian Officer	UNOCHA	Central African Republic
Ryan	Jordan	Humanitarian Coordinator	UNMIL	Liberia
Schwarz	Stéphanie	Child Protection Specialist	Unicef	Uganda
Sween	Astrid	GenCap Project Coordinator	NRC	Norway
Tambashe	Basile	Representative	UNFPA	Central African Republic
Temple	Julien	GenCap Steering Committee	UNICEF	HQ
Woolf	Kristen	GenCap Advisor	GenCap	Uganda

Appendix III. About GPPi

The Global Public Policy Institute (GPPi) is an independent think tank based in Berlin and Geneva. Our mission is to develop innovative strategies for effective and accountable governance and to achieve lasting impact at the interface of the public sector, business and civil society through *research*, *consulting* and *debate*.

Our approach:

We are an independent and non-profit institute. We receive project funding from foundations as well as our project partners and clients from the public and private sectors. We re-invest profits from consulting activities into our research work.

We build bridges between research and practice. Our international team combines research and public policy expertise with management consulting skills. We foster the exchange of knowledge and experience between researchers and practitioners.

We promote policy entrepreneurship. Our work strengthens strategic communities around pressing policy challenges by bringing together the public sector, civil society and business.

In our consulting work, GPPi offers professional and top-quality evaluation and strategy development services. We help our clients through:

- constructive, forward-looking evaluations designed to identify potential performance improvements in business planning, management and institutional development;

- comprehensive strategy programs that include the development and implementation of effective business plans, advocacy approaches and institutional development strategies.

GPPi works primarily with clients from the public and non-profit sector. Past and present project partners include the UN Global Compact Office, the UN Development Group, UN Office for the Coordination of Humanitarian Affaires, UN Development Programme, the International Labour Organisation, the German Ministry for Economic Cooperation and Development and the UN Environment Programme.