

Call to Action on Protection from Gender-Based Violence in Emergencies



**Guide to
Developing
a Field-Level
Road Map**

November 2019

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Acronyms

CSO	Civil society organization
DRC	Democratic Republic of the Congo
DG ECHO	Directorate-General for European Civil Protection and Humanitarian Aid Operations
GBV	Gender-based violence
GBV AoR	Gender-Based Violence Area of Responsibility
HCT	Humanitarian Country Team
HDG	Humanitarian Donor Group
HNO	Humanitarian Needs Overview
HRP	Humanitarian Response Plan
IASC	Inter-Agency Standing Committee
INGO	International nongovernmental organization
M&E	Monitoring and evaluation
NGO	Nongovernmental organization
OCHA	Office for the Coordination of Humanitarian Affairs
PSEA	Protection from Sexual Exploitation and Abuse
RC/HC	Resident Coordinator/Humanitarian Coordinator
WRC	Women's Refugee Commission
UNICEF	UN Children's Fund
UNFPA	UN Population Fund



Call to Action Road Map mid-year review meeting, Maiduguri, Nigeria, July 2013 © UNFPA

Introduction

Welcome! If you have opened this toolkit, you are familiar with the groundbreaking global initiative Call to Action on Protection from Gender-Based Violence in Emergencies (Call to Action). You believe that a global initiative is only as good as the positive impact it makes on people's safety and well-being. And you want it to make a difference where you work.

You know there is a Call to Action Road Map that guides the work globally. You are aware that in 2017-2018 promising pilot projects were started in Northeast Nigeria and the Democratic Republic of the Congo (DRC) to develop similar road maps for these settings.

This toolkit draws on the learning from those pilot projects. It is designed for field-based colleagues interested in developing a Call to Action Road Map for their setting. Initially, the primary users will likely be Call to Action Advisors engaged to support the project and field-based colleagues from the global Call to Action partnership. As the project takes hold, the toolkit will be a useful guide for national and local Call to Action stakeholders. Call to Action global focal points can also use it as a resource to increase their support for field-based efforts and strengthen action and accountability under the Call to Action.

The toolkit is a step-by-step guide that walks the reader through the process of developing a field-level Road Map. It includes resources for the drafting process and for implementation. We hope colleagues in other settings will also take up this effort. Partners should consider this toolkit a living document that can be updated to capture good practices as we continue to learn from one another.

Let's get going. We start with a basic overview of the global Call to Action. Next comes a summary description of the two pilot projects and the impact they are beginning to have. Then we dive right into the specifics of developing a Road Map in the field, followed by recommendations on launching and implementing the Road Map.

The Global Call to Action Initiative and How It Works

The Call to Action on Protection from Gender-Based Violence in Emergencies (Call to Action)¹ is a multi-stakeholder initiative launched in 2013 by the governments of the United Kingdom and Sweden to fundamentally transform the way gender-based violence (GBV) is addressed in emergencies. Call to Action aims to drive change and foster accountability in the humanitarian system so that GBV is addressed from the very start of every humanitarian response.

Partners: The Call to Action has over 80 global partners.² Leading humanitarian donor governments, major international organizations—including cluster lead agencies and those engaged with the Gender-Based Violence Area of Responsibility (GBV AoR)—and numerous nongovernmental organizations (NGOs) belong to the Call to Action.

The Global Road Map: In 2015, Call to Action partners came together to develop a five-year operational framework for the initiative—the Call to Action Road Map 2016-2020.³ The core of this document is an Action Plan that lays out three key action areas for meeting these objectives:

1. Establish specialized GBV services and programs that are accessible to anyone affected by GBV and available from the onset of an emergency.
2. Integrate and implement actions to reduce and mitigate GBV risk across all levels and sectors of humanitarian response from the earliest stages and throughout the program cycle.
3. Mainstream gender equality and the empowerment of women and girls throughout humanitarian action.

Six priority outcomes capture the changes that must occur throughout the humanitarian system to truly transform the way GBV is addressed in all emergencies:

- » **The Right Policies:** Partners have institutionalized policies and standards on GBV and gender equality throughout their organizations and have established accountability systems.
- » **Effective Coordination:** Effective and accountable inter-agency and inter-sectoral GBV leadership and coordination are in place.
- » **Quality Assessments and Planning:** Needs assessments, analyses, and planning processes support the effective integration of GBV prevention and response and gender equality into humanitarian efforts.
- » **Sufficient Funding:** Funding is available for GBV prevention and response for each phase of an emergency.
- » **Specialized Services:** Specialized GBV prevention and response services are implemented in each phase of an emergency.
- » **Reducing GBV Risks/Promoting Gender Equality:** Humanitarian leaders and managers have the knowledge and skills to foster gender equality and mitigate GBV risks across the response.

Accountability is central to the success of the Call to Action. The Road Map includes a section on governance and a monitoring and evaluation (M&E) framework. Global partners must make at least two measurable commitments under the Road Map and report annually on their commitments. The Lead of the Call to Action is a donor state. Under the Lead's guidance, governance is managed through a multi-stakeholder steering committee and

stakeholder working groups. The current steering committee is comprised of two donor states, two United Nations (UN) agencies, and two international nongovernmental organizations (INGOs). Stakeholder groups hold quarterly calls, and partners also meet annually to review progress, challenges, and opportunities.

The Added Value of Call to Action: When partners come together under the Call to Action umbrella, they are uniquely positioned to strengthen advocacy and programming on GBV and its root cause of gender inequality. The Call to Action does not duplicate the work of the GBV sub-sector or other humanitarian processes. Rather, at the field level, it can help reinforce these efforts and galvanize action on unaddressed or poorly addressed areas of the response. The Call to Action's value lies in its multi-stakeholder membership and concrete commitment to results. Call to Action partners in any setting can use the power of their collective membership to strengthen advocacy, marshal resources, improve programming, and promote system-wide accountability throughout the humanitarian cycle. Readers should review Annexes A and B for additional points on the added value of the Call to Action in addressing gender inequality and GBV in emergencies.

"The Call to Action is a rallying call for all of us. It has afforded the Government, partners, implementing organizations, donors, and advocates the unique opportunity to come together to address gender-based violence and gender mainstreaming as a mandatory component of every humanitarian response...The Call to Action creates the momentum for awareness and involvement to commit to implementing GBV interventions, not by ticking "activity completed," but by ensuring we fulfill our responsibilities to the people we serve with lasting impact."

- Jolene Mullins, Country Director,
International Medical Corps, Nigeria
Call to Action Road Map 2016-2020

Moving from Global Partnership to Field Implementation

“Ultimately the success of the Call to Action will be determined by the people served. By the communities and individuals, including women and girls, who are safer. By the survivors who receive the lifesaving care they deserve.”

- Call to Action Road Map 2016-2020

Global partners understood from the launch of the Call to Action that implementing the initiative with their colleagues in crisis settings and with national and local stakeholders is essential to sustainability and success. Affected states and national civil society are included as key stakeholders in the global Road Map. Full engagement with local actors is identified as one of three “strategic shifts” that will lead to the transformation sought by the Call to Action.

A 2016 report from the Women’s Refugee Commission (WRC) urged increased attention to field implementation.⁴ In visits to three humanitarian operations, WRC found that most humanitarian actors were not yet familiar with the Call to Action. But when introduced to the initiative, they could see its potential value for advocacy and programming. At the annual Call to Action technical meeting in March 2017 hosted by Sweden,⁵ partners identified improved field engagement as an important priority going forward.

There is a range of ways to strengthen field implementation. One recommendation in the WRC’s report was to pilot rollout of the Call to Action Road Map in a particular setting. In the summer of 2017,

with support from Sweden’s Ministry for Foreign Affairs, the WRC began a pilot project with colleagues in the conflict-affected region of Northeast Nigeria. Call to Action partners working in the region, together with the Nigerian Ministry of Women Affairs and Social Development⁶ and key stakeholders, came together to develop a Road Map that is tailored to address the challenges and opportunities in this setting. The Road Map was officially launched in July 2018.⁷ It now has 41 signatories: Nigerian national and state ministries, civil society organizations, donors, UN agencies, and INGOs.

When the European Union (through DG ECHO)⁸ assumed leadership of the Call to Action in 2017,⁹ improving field implementation was one of its top priorities.¹⁰ At the end of 2017, the European Union allocated financial support to UNFPA and WRC to operationalize the Call to Action Road Map at field level.¹¹ The funding supported implementation of the Northeast Nigeria Road Map pilot project and the start of a similar pilot in the DRC.¹² The DRC 2019-2020 Road Map was also drafted by multiple stakeholders under the leadership of the federal Ministry of Women, Family and Child. It was launched in February 2019 with 68 members—again a mix of national and state government entities, civil society organizations, and global Call to Action partners active in the DRC response.

“Taken together, the mechanisms for accountability, monitoring and evaluation, as well as effective coordination and quality investments in collective action, can have a great impact.”

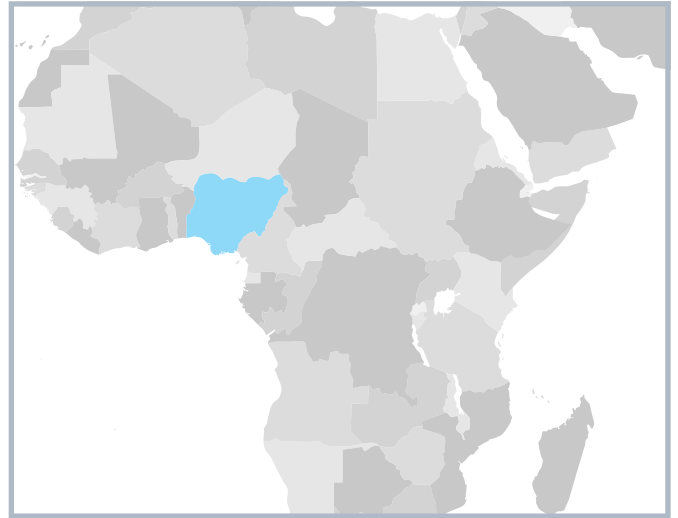
- Dr. Sennen Hounton,
UNFPA Representative in DRC,
Launch of the DRC Road Map 2019

Overview of Pilots in Northeast Nigeria and the Democratic Republic of the Congo

The Road Map Pilots

In this section we look more closely at the approaches taken in the two pilot countries to develop their road maps.

Nigeria was selected as the first pilot country for several reasons. It is important to clarify that the Nigeria Road Map is not a national Road Map. Stakeholders decided early on to focus their pilot Road Map on the northeast region where the Boko Haram insurgency had displaced nearly 2.2 million people. Multiple reports and several high-level missions described the terrible scale of GBV in this crisis and the weak response. The urgent need for action provided a strong rationale for the introduction of an initiative like the Call to Action. Early indications of interest from the federal ministry chairing the GBV response coordination mechanism were encouraging. And, the Inter-Agency Standing Committee (IASC) GBV Guidelines were being rolled out in Northeast Nigeria in 2017. The development of a Road Map for the Northeast could help maintain momentum after the rollout, and build support for implementation of the Guidelines.



The Road Map development process was facilitated by the WRC's Call to Action focal point based in the U.S. In consultation with the GBV sub-sector coordinator, WRC first undertook a scoping mission in July 2017 to introduce the Call to Action to key stakeholders and to discuss the priority gaps that a Northeast Nigeria Road Map could address. Based on the findings from this mission, and additional inputs from a stakeholder survey, a workshop to draft the Road Map was hosted by the Federal Ministry of Women Affairs and Social Development, the Deputy Humanitarian Coordinator, and the European Union. The workshop was held in Maiduguri, Borno State, which also serves as the main hub for humanitarian operations in the Northeast. The participants were mainly the technical staff of organizations that belong to the global Call to Action, together with several federal and state ministry representatives and civil society organization (CSO) colleagues. Three donor states attended.

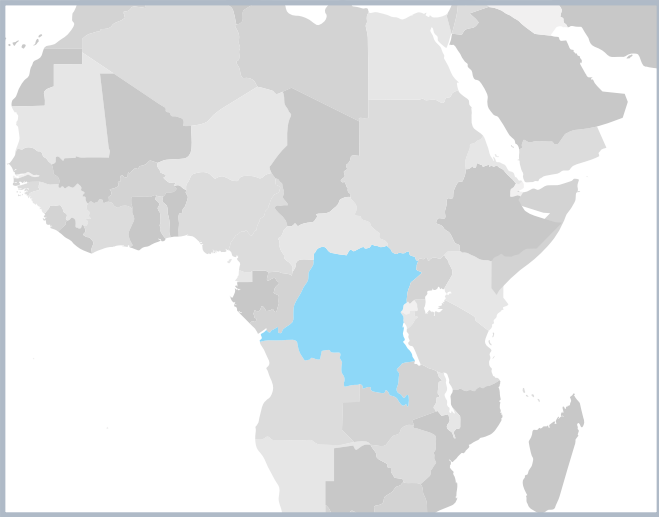
Participants used the global Road Map as a guide in designing the structure of the Northeast Nigeria Road Map. Like the global Road Map, its action plan features priority outcomes and key action areas under each outcome. Partners make commitments by action area and submit activities to take their commitments forward. An M&E component and a partner reporting requirement are included. To help maintain momentum and accountability, a multi-stakeholder leadership task team was put in place. And partners agreed to meet twice a year to assess progress. The Northeast Nigeria Road Map was positioned as a living document to allow additional stakeholders—particularly government ministries and CSOs—to join as word spread about the Call to Action.

While the Northeast Nigeria Road Map is built like the global Road Map, there are also important differences in time frame and content. The outcomes and action areas were adapted to reflect the most pressing needs in the Northeast Nigeria response. Colleagues chose a two-year timeline for this first Road Map to match the anticipated time frame of the Humanitarian Response Plan.

There are two important points to note about the content. First, unlike the global Road Map, gender equality is not specifically mentioned as an objective in the first Northeast Nigeria Road Map. Partners in Nigeria recognize that this is an important gap that must be closed when the current Road Map is updated. Second, there is an outcome on engagement of security actors that does not appear in the global Road Map but is critical to improving protection in Northeast Nigeria. This shows how a Road Map at the national or sub-national level can link to and bring added support to a country's Women, Peace and Security Action Plan.

In terms of staff support, the efforts to finalize and begin implementation of the Road Map were greatly aided by the GBV AoR's deployment of the first Call to Action Regional Advisor (REGA)¹³ and an M&E Specialist housed at UNFPA Nigeria. Both began their work on this pilot in May 2018 with funding from the European Union. They provided leadership and technical support and functioned as a secretariat for the Multi-Stakeholder Leadership Task Team.

Although the Road Map was not officially launched until partners' first mid-year Road Map review meeting in July 2018, it had already started to influence work on the ground. In the 2018 Humanitarian Response Plan, the Nigerian Minister of Budget and Planning wrote: ***"...the Call to Action is a pivotal point and a critical foundation for stability and solutions in affected areas."***



The Democratic Republic of the Congo was identified as the second pilot in early 2018. The conflict in the DRC has endured for more than 20 years. Fighting periodically intensifies in certain areas, making the DRC home to protracted as well as “new” conflicts. Call to Action stakeholders thus had an opportunity under their Road Map to improve emergency response and advance the relief-development-peace nexus model.

From the beginning, DRC colleagues had the support of the Call to Action Regional Advisor and a DRC-based M&E Specialist. The GBV Sub-cluster Coordinator was also heavily engaged. Based on learning from the Northeast Nigeria pilot, humanitarian leaders in the capital city were more systematically brought into the effort from the start of the pilot. There was also broader outreach to CSOs. Given the size and complexity of the DRC, GBV leadership in country recommended that their first Road Map include consultations at the national level in Kinshasa and in two provinces with very different humanitarian contexts—North Kivu and Tanganyika. North Kivu remains the largest humanitarian hub. Many actors are involved in the GBV response there, but coordination is challenging. Tanganyika was experiencing a new crisis where there were few humanitarian actors, little funding, and limited capacity to deliver quality services.

The initial drafting of the DRC Road Map took place

at a workshop in Kinshasa in June 2018. As in Nigeria, the DRC used the Call to Action global Road Map as a guide in terms of structure, accountability mechanisms, reporting requirements, and the creation of a leadership team to keep Call to Action moving forward. After the Kinshasa workshop, the Call to Action Advisor, working with the GBV Sub-cluster coordination team, undertook a similar drafting exercise in North Kivu and Tanganyika to integrate their key action areas into a comprehensive Road Map. All three workshops included a rich mix of humanitarian stakeholders.

Although there are similarities between the DRC Road Map and the Northeast Nigeria Road Map, they differ in several respects:

- » The DRC Road Map used the same outcomes as the global Road Map, choosing only to adapt the key actions under each outcome.
- » Gender equality is integrated throughout the DRC Road Map in keeping with the global Road Map.
- » As previously noted, the DRC Road Map has a broader geographic coverage.
- » The inclusion of actions that fall within the humanitarian-development-peace nexus was an intentional objective for this first DRC Road Map.

“I have three main observations on initial learning from Call to Action pilot. First, we had a conducive environment for the project because we have dedicated champions, the engagement of multiple stakeholders, and the opportunity to contribute to the national GBV strategy now under revision. Second, the engagement of the GBV Sub-cluster was instrumental. Third, the Road Map offers the opportunity to advance Grand Bargain commitments to increase the participation of and support for women-led organizations. We undertook a humanitarian-development-peacebuilding nexus approach from the start.”

- Noemi Dalmonte,
GBV Sub-Cluster Coordinator, DRC, Sept. 2019,
UN General Assembly Side Event, New York

Positive Impacts of the Call to Action Pilots

Even in the first phase of Road Map implementation, there are developments that point to the value of having a context-specific Road Map that brings in diverse stakeholders as committed partners. Perhaps the best indicator of this: partners in both countries have decided to extend their road maps in order to consolidate gains and take advantage of emerging opportunities.

Partners report they are leveraging their membership in the multi-stakeholder Call to Action to:

- » Bring greater attention among donors, policy makers, and practitioners to urgent gaps in the humanitarian response, as well as opportunities under the humanitarian-development-peace nexus.
- » Advocate more effectively on GBV issues and implementation of commitments within their own organizations and across the humanitarian system at leadership and technical levels.
- » Improve communication and engagement between donors and implementing partners.
- » Strengthen relationships among:
 - international humanitarians and national, state, and local actors
 - humanitarian leadership in the federal capital and humanitarian workers in the field.
 - national leaders in the federal capital and state and local actors.

Concrete examples of the positive impacts of Call to Action in the pilot countries include:

- » **Donor Engagement:** Under the umbrella of Call to Action, donors and humanitarian actors have increased opportunities for frank discussions about GBV gaps, donor funding processes and investments, and possibilities for joint advocacy. This has occurred, for example, through regular briefings of the Humanitarian Donor Group (HDG) and in Road Map review meetings with all partners. In Nigeria, a stakeholder group led by Canada is developing a resource to help donors better analyze the context and more effectively promote GBV prevention and response. In the DRC, Call to Action donors have begun a process to map what is funded and where, so that donors can ensure complementarity, avoid duplication and maximize impact.

“The Call to Action has played an important role in bringing together a wide variety of stakeholders from federal and state governments, bilateral donors, multilateral organizations, as well as international and local NGOs. As a donor government representative, I see Call to Action as a valuable platform for ensuring that efforts to address GBV and gender inequality are taken up by all humanitarian actors, not just protection and GBV specialists, and that the voices of those directly affected by GBV are heard and inform programming.”

- Sophie Price,
First Secretary and Senior Development Officer,
Development Cooperation Section,
High Commission of Canada, Abuja, Nigeria

» **CSO Partnerships:** In both Nigeria and the DRC, outreach by the Call to Action has brought new CSO partners to the table. The Nigeria Call to Action Road Map was the catalyst for the finalization of a capacity-building strategy that the GBV sub-sector will advance with partners. It has also resulted in a commitment from the American University in Yola, Adamawa State to launch a GBV capacity-building program for CSOs and relevant government institutions. This will be based on the Nairobi University master's program established several years ago by the GBV AoR's Regional Advisor (REGA) in Nairobi. In collaboration with UNFPA, NorCap is supporting the deployment of an advisor to help with the start-up of the program in Yola. In the DRC, the GBV Sub-cluster has adopted a capacity-building plan drawing on the learning from Nigeria.

The road maps are also galvanizing action for stronger engagement with women-led CSOs and women's rights organizations. For example, it became clear during a Call to Action meeting in Nigeria that a basic mapping of existing women's networks in the Northeast is needed. UN Women has agreed to conduct the mapping in collaboration with CSO networks. In the DRC, Call to Action has been credited with expanding the space for women-led organizations to engage with humanitarian leadership.

“The Call to Action has helped in building our capacities, bringing women-led CSOs together, and helped us understand how to carry out GBV activities according to best practices.”

- Bibiana Adams, Protection Focal Officer, Hope and Rural Aid Foundation, Adamawa State, Nigeria

“The Call to Action pilot in the DRC put women's rights and women-led organizations at the decision-making table for humanitarian planning and influencing funding decisions. We are the first responders...We are the ones who have the most to say on how to have an impact on eliminating gender-based violence. Thanks to the Call to Action our voice is much more listened to. Now we need more donor trust to directly access funding.”

- Julienne Lusenge, SOFEPADI, March 2019, Oslo Conference

» **Humanitarian-Development-Peace Nexus:**

In both Nigeria and the DRC, Call to Action partners have used their road maps to advocate for actions across the nexus and for better cooperation between humanitarian and development actors. In Nigeria, which was chosen as a Spotlight Initiative country,¹⁴ the Call to Action advocated for the Northeast State of Adamawa to be included in the Spotlight program so that Call to Action activities in Adamawa that are more development-oriented might receive support. In the DRC, the Resident Coordinator/Humanitarian Coordinator (RC/HC) committed to using the Road Map to inform implementation of the humanitarian-development-peace nexus pilot in the Kasai region. DRC officials have hailed the Call to Action Road Map as a blueprint for updating their national GBV strategy, including how the strategy integrates humanitarian and development activities.

» **GBV Mitigation Across Clusters:** Most cluster lead agencies belong to the Call to Action. The pilot road maps include actions to reduce the risk of GBV in all sectors of humanitarian work. In Nigeria, progress was made on integrating GBV mitigation into the Humanitarian Needs Overview (HNO) and the Humanitarian Response Plan (HRP). For example, the Water, Sanitation, and Hygiene sector (WASH) included an analysis of how WASH facilities can increase risks of GBV if they are not designed in consultation with women and girls. The Nutrition sector included four GBV-related indicators in its section of the HRP. At the 2019 mid-year review meeting in the DRC, the RC/HC committed to strengthening risk mitigation by ensuring that every sector includes at least one GBV indicator in the 2020 HRP submission. At the request of the Office of the Coordinator of Humanitarian Affairs (OCHA) and the UN Children's Fund (UNICEF), and with UNFPA support, the GBV AoR subsequently deployed a regional advisor to help the Nutrition, Education, Food Security, and WASH sectors develop their plans with indicators.

» **Global Advocacy Opportunities:** Pilot countries have been able to use their road maps to bring high-level attention to their GBV needs in various fora. The Northeast Nigeria Road Map was featured at the 2018 Berlin Conference on the Lake Chad Basin and at the 2019 Commission on the Status of Women held in New York. The DRC Road Map was discussed at a side event on GBV at the 2019 meeting of the UN General Assembly in New York. Both road maps were highlighted at the 2019 Oslo Conference on Ending Sexual and Gender-based Violence.

Developing a Field-Level Road Map

The pilot projects in Northeast Nigeria and the DRC have been well received in country and at the global level. As described above, they have generated a number of positive developments in their initial implementation. Creating a Road Map does require extensive preparation, consultation, and sustained engagement with multiple stakeholders.

Here are some important considerations to take into account in deciding whether and how to move forward with a field-level Road Map.

- » **Timing:** GBV must be addressed from the start of an emergency—that’s an advocacy priority and commitment for every global partner. In terms of when to begin development of a comprehensive field-level Road Map with actors on the ground, this should be considered once basic humanitarian systems and personnel are in place and functioning, and partners have the time and the information needed to put an effective Road Map together.
- » **Focus:** The emphasis at every step of the process must be on the added value of the Call to Action. The initiative and the Road Map itself should not duplicate or replace existing humanitarian structures or processes. It should be a vehicle for bringing needed support to existing initiatives on gender equality and GBV issues and a mechanism for pushing action on gaps in the response. That’s why the analysis and interview process described on pages 22-23 is so critical to creating a relevant and effective Road Map. For messaging on the added value of the Call to Action, see Annexes A and B.
- » **Collaboration with the GBV Sub-Cluster:** As a priority, consult with the GBV lead agency and sub-sector coordinator to ensure ownership and synergies between the Call to Action and the sub-cluster. The work of the Call to Action and the work of the GBV sub-sector should be mutually reinforcing. See page 23 for more detail on the complementarity of the Call to Action and the GBV sub-sector.
- » **Partner Buy-In:** There must be a core group of Call to Action partners—including at least one major humanitarian donor—whose leadership is committed to the idea of developing the Road Map.
- » **Staffing Support:** Given the time and effort required, there should be a dedicated Call to Action Advisor to support the process. Ideally, the advisor would be based in country. This should be a senior staff position.¹⁵ The Advisor should have a strong background in advocacy, an understanding of the humanitarian system, and a grounding in GBV issues, protection, and gender initiatives. Funders should plan for the Advisor to serve at least two years to support development and initial implementation. At the least, part-time M&E support will also be needed. To emphasize the multi-stakeholder, cross-sectoral value of the Call to Action, and minimize potential confusion with the role of the GBV coordinator, consideration should be given—in consultation with the GBV lead agency—to placing the Advisor in an agency like OCHA or in the office of the RC/HC.
- » **Funding Support:** Costs will vary by setting. The size and complexity of the crisis, and the geographic coverage of the Road Map are all factors. To successfully undertake a Road Map development project, funding must be secured to cover the salary of the Call to Action Advisor, an M&E specialist (as least part-time), workshops, meetings, and other outreach activities. Travel funds will also be needed to support the participation of national and local government and CSO partners in these events.¹⁶

- » **Engagement of Multiple Actors:** The multi-stakeholder membership of Call to Action is key to its impact. This means that the Road Map development process must include relevant national and local government entities and CSOs, in particular women-led organizations, representatives of all humanitarian clusters/sectors, and representatives of the global Call to Action partners working in the setting.
- » **Engagement at Multiple Levels:** It's important from the start to include leadership and policy staff, as well as technical staff in the development of a Call to Action Road Map.
- » **Membership Criteria:** At a minimum, to be a Call to Action partner in the field-level Road Map, stakeholders must be prepared to endorse the GBV and gender equality objectives of the Call to Action; make at least one commitment under the Road Map; and report on progress. See the section on monitoring and accountability on page 61 for details.
- » **Modeling New Ways of Working:** In addition to using the Call to Action as an umbrella to engage a more diverse set of stakeholders in GBV work, keep in mind the benefits of developing your Road Map through the lens of the humanitarian-development-peace nexus.

Step One: Building a Strong Foundation

The purpose of the Call to Action Road Map is to bring added value to the response, maximize the benefits of multi-stakeholder advocacy, and leverage the power of collective action. It's critical for the Call to Action Advisor, as the senior staff lead of the project, to invest the time up front to understand the gaps and opportunities related to GBV in the current response, and to line up support from the most relevant stakeholders. The process should begin with a thorough document review, followed by extensive bilateral and group meetings with key actors, many of whom may be hearing about the Call to Action for the first time.

Document Review: This should focus on the policies and plans that guide the humanitarian response, and national or local policies and strategies that address GBV and gender equality. Some countries also have their own National Action Plans on Women, Peace and Security¹⁷ and/or Joint Communiqués between the government and the United Nations to address conflict-related sexual violence. There may be high-level mission reports and external and internal agency evaluations that provide useful background information. And with growing attention to the humanitarian-development-peace nexus, documents such as the UN Sustainable Development Cooperation Framework, the Common Country Assessments, Integrated Strategic Framework, and Peacebuilding Priority Plans may also provide valuable information and data on the context related to gender equality and women's rights in this setting.

During the review, analyze the degree to which GBV and gender equality considerations are appropriately integrated in strategies and plans. The aim is to identify gaps that a Call to Action Road Map could address. Look, too, for areas of synergy where inclusion in a Call to Action Road Map could bring much-needed advocacy support. Within the humanitarian sector, the review would include:

- » **The HNO and the HRP and/or Refugee Response Plan**
- » **The Humanitarian Country Team (HCT) Compact**
- » **The HCT's Centrality of Protection Strategy and Work Plan**
- » **The Strategies and Work Plans of the Protection Working Group, GBV Sub-sector Working Group, and other sectors/clusters**
- » **HCT's Gender Strategy**
- » **Mission Reports from the GBV AoR Regional Advisors and ProCap and GenCap Reports**
- » **Reports from rollout of the IASC GBV Guidelines, where applicable**

The Call to Action Advisor and supporting colleagues should familiarize themselves with the key actions in the **Call to Action's GBV Accountability Framework**.¹⁸ This framework is a valuable tool for creating field-level road maps. It was developed by a group of Call to Action partners and tested in South Sudan and Northern Iraq.¹⁹ The framework articulates what humanitarian actors, especially leadership, have committed to do in the field to prioritize GBV prevention and response. It should be used by Call to Action stakeholders to identify the most urgent gaps in the response and the actions to address them. You will see find additional references to the framework in the section on drafting the Road Map on page 28.

Bilateral and Group Meetings with Key Actors:

There are several objectives for these meetings, which should be organized and led by the Call to Action Advisor. ***In mapping and conducting meetings, the Advisor should coordinate closely with GBV and Protection coordinators and leadership.***

Meeting objectives are to:

- » Explain the global Call to Action initiative and how it can bring added value to the response through collective advocacy, action, and accountability. See Annex A for key messages.
- » Review what is required to be a partner in the Call to Action initiative: endorsement of the Road Map, a willingness to make commitments under the Road Map, and to report on progress in meeting those commitments.
- » Introduce the idea of developing a field-level Road Map. Gauge initial levels of interest and support, including participation in a multi-day workshop to draft the Road Map.
- » Test your hypotheses developed in the document review, including the review of the GBV Accountability Framework, on the gaps and opportunities a Road Map in this setting should address.
- » Gather additional ideas from these actors on priorities for a Road Map and recommendations on its geographic focus and initial time frame.

Key actors include:

- » Leadership and technical staff of global Call to Action partners, including donors, engaged in this response.
- » National actors (government and CSOs), that lead or are actively engaged in GBV prevention and response work. This should include the government's gender machineries and women's organizations.
- » Resident and/or Humanitarian Coordinator and Deputy Humanitarian Coordinator.
- » Leadership of the different humanitarian clusters.
- » ProCap, GenCap, relevant GBV AoR Regional Advisor (REGA).
- » HC's Nexus Advisor; in Spotlight countries, the Spotlight focal points; Peace and Development Advisors where in place.
- » Groups to brief: Humanitarian Country Team, Humanitarian Donor Group, Cluster/Sector Working Groups, Inter-Sector Working Group, NGO Forum, leading CSO networks.
- » Other key actors as relevant to your context.

Tips for All Meetings

- » Remember that field colleagues—even those whose organizations belong to the global Call to Action—may not be well-informed about it. Begin with a basic briefing on the initiative and how it can help support a strong field response. (See Annex A for key messages on introducing Call to Action to humanitarian actors.)
- » Be prepared to explain how the Call to Action relates to, but would not duplicate, other efforts—most importantly the work of the GBV sub-sector/cluster. Key points regarding the complementarity of the Call to Action and the GBV sub-cluster include:
 - The Call to Action is multi-stakeholder. It has broader reach than the sub-sector, particularly in its advocacy at strategic levels globally and in country. For example, donor governments are members of the Call to Action, as are the lead agencies of the other clusters.
 - Call to Action partners have made specific commitments to prevent and respond to GBV and promote gender equality, which opens multiple doors for advocacy inside these organizations, with humanitarian leadership, and with donor countries.
 - The global GBV AoR is a member of the Call to Action. The global Road Map brings added support to the work of the AoR, particularly by highlighting the importance of effective coordination mechanisms, adequate funding, and specialized services for survivors.
 - Just as the efforts of the Call to Action and the GBV AoR are mutually reinforcing at the global level, the same should be true at the field level. By developing the localized Road Map in collaboration with the sub-sector, Call to Action can avoid duplication of effort and focus on the gap areas that it is especially well positioned to address as a multi-stakeholder initiative.
- » Questions may also come up about how the Call to Action relates to the Centrality of Protection and/or Protection from Sexual Exploitation and Abuse (PSEA) Initiatives. The Nigeria Call to Action team developed a helpful piece for its Road Map partners that lays out the added value of the Call to Action and its synergies with related structures and initiatives in that setting. (See Annex B.)
- » Brief humanitarian and agency leadership, as well as policy and technical staff, whenever possible. If leadership is in the capital and distant from the geographic center of the response, provide briefings in both locales.

Additional Tips by Stakeholder:

- **Global Call to Action Partners:** Brief the GBV AoR, the global Call to Action Steering Committee, and the Stakeholder Working Groups on the project in advance so they can help prepare their field colleagues for your meetings. Contact the global Call to Action focal points for the cluster lead agencies so they can be in touch with their cluster colleagues. The IASC GBV Guidelines Reference Group²⁰ may also be helpful in outreach to clusters.
- **Donor Governments:** Ensure there is a champion among the donors to help schedule bilateral meetings and/or an introductory briefing with the Humanitarian Donor Group. The champion could be the relevant country contact for the state leading the global Call to Action or a past global lead.²¹ Emphasize how important donor engagement is for the credibility and impact of the Call to Action. Remind donors that they can support a Road Map through advocacy as well as funding. (See Annex K for additional points on donor government engagement.)
- **National and Local Government Leaders:** Underscore that a Road Map would be developed and taken forward in partnership with them. If a particular ministry or agency leads or co-leads the GBV response, that role would be fully reflected in the way Call to Action moves forward.
- **Civil Society Organizations:** Work with CSO leaders, in particular women's organizations, from the start to identify the most effective ways to communicate Call to Action to their colleagues and how best to engage CSOs at different stages of the project—from Road Map drafting through implementation. (See Annex J for points on strengthening partnerships with CSOs under Call to Action.)
- **Other Clusters:** In addition to the general introduction to Call to Action, highlight the fact that cluster lead agencies are committed members of the global Call to Action and that a priority outcome of the global Road Map is effective implementation of the IASC GBV Guidelines. Assuming that risk mitigation will be an important element of most, if not all, localized road maps, ask for their help in drafting this piece and for their leadership support on implementation. Note: In those countries where the IASC GBV Guidelines have been rolled out and/or countries where humanitarian and/or cluster leadership has already committed to specific risk mitigation actions within the HNO/HRP or cluster strategy, make the point that this is an opportunity to build momentum and support for actions the cluster committed to during that process.

Step Two: Drafting the Road Map

If the meetings have gone well and stakeholders are on board with developing a Road Map, the next step is to begin drafting the document. Using the global Road Map and the GBV Accountability Framework as a guide, the **core components of a Road Map** are:

- » **Introduction:** Explains what the Call to Action is and provides a brief overview of the gender equality and GBV challenges in this crisis.
- » **Action Plan:** Details the priority outcomes and action areas under each outcome, as well as the partners committed to each action area.
- » **Activities Annex:** Lists the specific activities each partner will undertake to implement the commitments they made in the action plan.
- » **Implementation and Monitoring:** Identifies the requirements of membership and includes a Monitoring and Evaluation plan.

See Annex C for a diagram of a Road Map document and the link to a Word template on the global Call to Action website. There are also links to the Northeast Nigeria and DRC pilot road maps on the site (<https://www.calltoactiongbv.com/call-to-action-in-the-field>).

Based on the experience in the pilot countries, a multi-day workshop seems to be the most practical way to start the drafting process. In this section, we review how to plan a workshop that brings key stakeholders together to produce an initial draft of the Road Map's action plan, develop the basic outlines of a monitoring and accountability approach and identify next steps for finalizing the full Road Map document.

The Call to Action Advisor, in consultation with key stakeholders and the GBV Coordinator, has lead responsibility for organizing the workshop.

Goals for the Workshop:

- » Reach a common understanding of the value of the Call to Action to the response.
 - **Tip:** Remember that even with all the meetings and advanced preparation, there may still be stakeholders present who are new to Call to Action or don't yet have a clear understanding of the Road Map project. Devoting time at the start of the workshop to a review of the Call to Action will help ensure all participants start with a common understanding of the initiative.
- » Identify the priority outcomes and action areas for the Road Map that are appropriate for the Road Map's time frame.
- » Have participants indicate which action areas their organizations are likely to support given their mandate, capacities, and resources.
- » Propose mechanisms for maintaining momentum and ensuring accountability.
- » Agree on next steps and timeline for finalization.

Organizing the Event

- » **Timing:** Call to Action Road Map discussions should also inform and improve the upcoming HNO-HRP process. This would argue for holding the workshop in the May-June time frame.
- » **Selection of Co-hosts:** This is a strategic opportunity to reinforce the multi-stakeholder value of the Call to Action. In most settings, the co-hosts should include the relevant government ministry, a donor government (ideally the current global lead of the Call to Action), an international organization (OCHA might be most appropriate given the cross-sectoral nature of Call to Action), the lead GBV agency, and the NGO Forum or similar collective NGO body.
- » **Attendees:** Participants will likely be drawn from the stakeholders previously consulted during the key informant interviews. Government and CSO representatives—including women leaders—should be represented, as well as colleagues from the donor governments and organizations that are global Call to Action partners. The clusters should also be represented since GBV risk mitigation should be a component of the Road Map.
 - **Tips on Participants:** Invitees would include senior policy or program staff with a background in protection, GBV programming, or GBV risk mitigation. Particularly in regard to risk mitigation, the participants need not be GBV specialists or represent a GBV specialized agency. All participants, however, should have the expertise to help identify the priority action areas for the Road Map and have a good understanding of the action areas to which their organizations are likely to commit.
 - **Tips on Engaging Leadership:** To build high-level support and buy-in, the heads of participating entities should be invited to the opening or closing of the workshop.
 - **Coverage for National and Local Partners:** To support participation, ensure travel costs are covered. (Note that this is specifically referenced in the section on budget considerations on page 19.)

- » **Preparing Participants:** To ensure that participants are generally agreed in advance on the priorities the Road Map should address, and to understand participants' expectations heading into the workshop, organizers may want to conduct a short pre-workshop survey. If the survey validates the main issues raised during the consultation process, this may help participants stay focused during the workshop on *how* to address gap and opportunities, rather than re-hashing *what* to address. (See Annex D for a sample survey.)
- » **Elements of the Agenda:** The learning from the pilot projects suggests allocating at least two-and-a-half days for the workshop. There is a lot of ground to cover: confirming outcomes, identifying action areas under the outcomes, and reaching agreement on the outlines of an M&E framework. Even with the earlier consultations and pre-workshop survey, it will still take time at the beginning of the workshop to ensure participants have a common understanding of the initiative and the process. Below are suggestions for the substantive elements of the agenda:

Opening:

- » **Welcoming remarks** from leadership of hosting entities.
 - **Day One Plenary Session(s):** Covering the basics.
 - **Provide an overview** of the Call to Action initiative in case some participants are new to the work or need a refresher. Begin with a description of the global Call to Action, then pivot to a presentation on the reasons for developing this particular Road Map. An introductory video to the Call to Action can be found here (<https://www.calltoactiongbv.com>), and a sample PowerPoint presentation here (<https://www.calltoactiongbv.com/call-to-action-in-the-field>).
 - **Review the requirements** for being a partner in this Road Map.
- **Confirm the time frame for the Road Map.** This needs to be in participants' minds throughout the drafting process so that the proposed actions are consistent with the time frame. Note: In both pilots, colleagues chose a two-year Road Map. This was seen as a manageable start to their initiative and was also intended to conform to the expected time frame of their HRP.
- **Re-validate the issues** that the Road Map will address. These should have emerged through survey and consultations. But it is still important to ensure consensus at the beginning of the workshop as these are the issues that will comprise the Road Map outcomes.
- **Secure agreement** that the Road Map will be positioned as a living document to allow stakeholders to join at any point and to allow for updates based on changing conditions.

Drafting the Action Plan (Outcomes and Action Areas)

Once the points above are clear for all participants, work can begin on drafting the heart of the Road Map. This is the Action Plan—the outcomes and action areas that are the priorities for a Call to Action Road Map in this setting. Based on the pilot experience, this exercise will consume the afternoon of the first day and part of the second.

» **Create Groups to Define Outcomes and Action Areas:** Groups are organized by proposed outcome. Their task is to define the exact language for the outcome and identify a select number of priority actions that will achieve the outcome—or at least move it forward in the time frame of the Road Map. Tips for helping groups identify priority actions:

- Mix stakeholders whenever possible.
- Provide guiding questions under each outcome. These are intended to stimulate discussion and help participants zero in on the actions that will best address their challenges. (See Annex E for guiding questions.)
- While the exact action areas will vary by context, the GBV Accountability Framework should be used as a resource to identify concrete actions that will achieve Call to Action results—especially under outcomes related to needs assessments and planning, funding, program implementation, and monitoring. Partners should be advised in advance that since the Framework is comprised of the priority actions needed to effectively address GBV, the greater the number of actions that can be incorporated from the framework, the greater the impact on the quality of GBV prevention and response efforts. (Annex E also includes sample action areas drawn from the pilot road maps and the GBV Accountability Framework.)
- Given the likely short time frame for the Road Map, consider limiting the number of outcomes to not more than six and the number of priority actions under the outcome to not more than three.
- Allow a good deal of time for each group to present their work and for the full group to provide feedback.
- It is likely that further editing will be required before there is consensus among participants on the language of the outcomes and action areas. The edited document should be reviewed and endorsed in plenary.
- Once there is an agreed upon draft of outcomes and actions, ask participants to identify the action areas their organization will likely support. Note: These would be considered draft commitments at this stage until formally confirmed by the organization. Not all participants will feel comfortable identifying potential commitments for their organization at the workshop. However, to the extent that a number will participate in this exercise, it can help similar organizations envision their role in the Road Map. It will also convey—even in draft form—good support for the Road Map.

Monitoring and Accountability for Results:

Field-level Road Maps should include the mechanisms that help sustain momentum, promote accountability, and measure progress. It's important to leverage existing processes as much as possible and avoid creating unnecessary new structures or heavy reporting burdens. Drawing from Call to Action experience at the global level and in the two pilots, core elements for effective monitoring and accountability include:

- » **Partner Meeting(s):** Road Map partners should meet twice a year to review progress, analyze challenges, and identify opportunities for collective action.
- » **Reporting Requirements:** In conjunction with these meetings, partners should submit a report on their progress in meeting commitments. (See Annex H for sample reporting template.)
- » **M&E Framework to Monitor Progress:** The finalized Road Map should include an M&E framework that will be used to track progress. (See Annex G for tips on monitoring.)
- » **Leadership Committee to Promote Call to Action and Accountability for Commitments:** At the global level and in both pilots, it's been effective to have a multi-stakeholder leadership committee that meets quarterly to continue to promote the Call to Action with other leaders and to help ensure accountability for commitments. (See Annex I for description of committee and sample terms of reference.)

At the workshop, there will probably not be time for extensive discussion on these pieces. Also, the M&E framework cannot be developed until the Road Map's Action Plan is finalized. But it is important at this meeting to get agreement that these are the components that will comprise the accountability and monitoring section of the Road Map.

Step Three: Finalization

Producing the draft Road Map is an important milestone. However, the Call to Action Advisor and colleagues should be prepared to expend considerable effort following the workshop to finalize the workshop draft, confirm stakeholders' action area commitments, secure submission of the activities to advance their commitments, and confirm their organizational endorsements.

Workshop participants will need time to consult with their own organizations on the draft. Once the draft is finalized, stakeholders will need to obtain leadership approval of their commitments and the activities they will undertake to implement those commitments.

It should be understood by all stakeholders that the Road Map will be a public document that will be posted on the OCHA country website, the global Call to Action website, and the GBV AoR website at a minimum. If colleagues need advice about the commitments and proposed activities, they should be encouraged to consult the Call to Action Advisor or their organization's global Call to Action focal point. *Note:* The global Call to Action Steering Committee should be kept apprised of Road Map developments so they can reach out to the field colleagues to offer support as needed.

There are three steps to finalizing the Road Map:

- » Edit the draft as needed and recirculate the final version for endorsement.
- » Ask each stakeholder to confirm or re-confirm commitments by action areas.
- » Instruct stakeholders to identify the activities they will undertake to meet their commitments. The activities need to be concrete, clearly linked to achieving progress on the relevant action area, and measurable. (See Annex F for a sample activities template.)

Tips for Timely Completion of a Strong Road Map

- » **Move Quickly to Validate the Workshop Product:** Immediately after the workshop, distribute the Road Map draft among participating stakeholders. As noted above, the draft should include the proposed outcomes, key action areas, and monitoring mechanisms.
- » **Set Deadlines:** This must be done at each stage of the process. Be prepared to conduct significant follow-up to ensure colleagues meet these deadlines.
- » **Stay in Close Communication with the GBV Sub-sector Coordinator:** Also keep the global GBV AoR up to date on developments so they, in turn, can assist the sub-sector coordinator if needed and mobilize support with the global clusters and AoR networks.
- » **Share the Draft Road Map and an Update on Next Steps with the Global Call to Action Steering Committee** to ensure that global partners continue to support their field colleagues as needed during the finalization and implementation process.
- » **Conduct Outreach to Important Missing Stakeholders:** Some stakeholders may not have been able to attend the workshop. Meet with each one to go over the draft so they can participate in the finalization process.
- » **Hold Donor Briefings:** The Call to Action Advisor and donor champion should hold bilateral donor meetings and brief the Humanitarian Donor Group (HDG) on the Road Map draft. It will be helpful to provide examples of donor commitments for their consideration. The HDG should also be encouraged to request regular updates on the Call to Action—both as the Road Map is finalized and during implementation. (Review Annex K for points on sustained donor engagement.)
- » **Brief Humanitarian Country Team:** Shortly after the workshop, request time in the agenda of the next HCT meeting to share highlights from the workshop and the process for finalization. This will give HCT members a chance to share any feedback they may have, and support efforts to secure leadership-level endorsement of the Road Map. The HCT should also be encouraged to schedule regular check-ins on Call to Action progress. And partners should conduct similar check-ins with their own senior management.
- » **Determine the Membership of the Leadership Team:** It will benefit your advocacy to have the team in place when the Road Map is officially released. (Review Annex I on the leadership team.)

Step Four: Public Launch of the Road Map

Congratulations! The Road Map is ready for

release. The Call to Action Advisor should design a public launch event that captures the multi-stakeholder commitment to the Road Map, celebrates the spirit of collective action, and emphasizes the need for collective impact. This is an opportunity to inspire stakeholders at all levels and solidify accountability for a much stronger GBV response.

Tips for Successful Launch

- » **Engage Communications Colleagues:** As with any public event, consult with communications staff on the most effective ways to design and promote the event.
- » **Inform Global Networks:** Ensure that the global Call to Action Steering Committee and partners and the GBV AoR is aware of the launch and can support via media and other external and internal tools.
- » **Location(s):** While this may vary by context, a launch event should certainly be held in the capital. And if there are humanitarian hub(s) outside the capital, similar launch events should also be held there.
- » **Co-hosts:** Consider inviting as co-hosts the governments and organizations on the leadership steering committee. This will reinforce the power of Call to Action as a multi-stakeholder initiative.
- » **Program:** This, too, will be context dependent and, as noted above, benefit from the input of communications staff. Certainly, there should be leadership-level engagement to the greatest extent possible. It is also vital to have representation from civil society, particularly women-focused organizations.
- » **A Note on Length of Event:** Keep it short—not more than 90 minutes—to ensure high-level leadership participation and to keep it focused on the most critical points about Call to Action and the Road Map.
- » **Supporting Materials:** Follow the advice of communications staff on the most effective print and social media materials. Background materials need to be clear, concise, and easily understood by mixed audiences. The Road Map with the activities included may be too long for a launch event, so produce a summary document with a link to the full Road Map on the OCHA site.

Step Five: Maintaining Momentum; Advancing Implementation

The Road Map is launched. Now the challenge—and the imperative—is to monitor implementation and achieve results.

In the pilot countries, the successful development and launch of the Road Map brought added attention to GBV needs and raised the profile of the Call to Action. It also raised expectations—and appropriately so—that the initiative can make a real difference in the humanitarian response.

Concrete steps must be taken to maintain momentum and build sustained support for implementation. The Call to Action Advisor and the M&E specialist, together with the leadership or champions committee, must work with partners to monitor progress under the Road Map, track barriers to implementation, and work with partners to address them. There must be regular communication with all partners at the leadership and technical level on results and outstanding issues that require their attention.

Based on early experience in Nigeria and the DRC, this can be done in several ways—and always in close communication with the GBV coordinator. The recommendations below also assume ongoing leadership and support—at least in the early years—from the Call to Action Advisor.

Road Map Partners:

» **Quarterly Meetings of the Leadership**

Committee: The leadership committee should convene quarterly to review the most pressing Call to Action issues, discuss emerging opportunities, and identify specific actions for Committee members to take forward. Topics could range from new developments in the humanitarian landscape that impact Call to Action commitments and may require immediate advocacy, to the recruitment of potential new partners, to upcoming advocacy opportunities at the country, regional, or global levels. The committee should also contribute to the development of the agenda for bi-annual stakeholder meetings and issue the call for stakeholder reports.

» **Mid-Year and Year-End Stakeholder Meetings:**

These meetings bring all Road Map partners together to assess progress to date, discuss priority concerns in Road Map implementation, and identify solutions that can be implemented individual or collectively. A few key points about these meetings:

- **Partner Reporting:** Meetings will be more focused and relevant if the reports are received in time for the findings to be integrated into discussions. The leadership or champions committee should issue the request for reports at least six weeks before the meeting, with a one-month deadline. The reports should be submitted to and analyzed by the Call to Action Advisor and the designated M&E specialist in advance of the meetings.

- **Location Consideration:** If the crisis is some distance from the capital, meetings should be held at both locations.
- **Target Audience:** It's important in these meetings to reach not only the technical focal points but also senior policy staff and heads of organizations. Participants should include representatives from all sectors—as well as GBV specialists.

Tip: CSO and government participation is critical. If travel is involved, the costs will need to be covered. As previously noted, such costs should be included in funding secured for the launch and/or ongoing implementation of the project.

- ◆ **Tip:** Some participants may not be familiar with all aspects of the humanitarian system or humanitarian terms. Presenters should be told to keep this in mind as they prepare. A pre-meeting could also be held with these participants to prepare them for the discussions.

- **The Agenda:** The agenda needs to be designed with the target audience in mind and allow for substantive coverage of the issues. Each session should have concrete action points for follow-up.
 - ◆ **Tip:** In assessing how best to engage high-level leadership in the meeting, consider including a session specifically for them that is limited to 90 minutes for presentation and discussion. Another approach is to have an agency lead kick off a session that is particularly relevant to their role, e.g., having the head of the UNICEF office introduce a panel with the UNICEF-led clusters on GBV risk mitigation.
 - ◆ **Tip:** While leaders may only be able to participate for a short period, experience from the pilot countries indicates that at least two days of meetings with the Call to Action focal points is required.
 - ◆ **Tip:** In both pilots, it's been illuminating and valuable to schedule a session on CSO engagement led by CSO leaders to share the particular challenges they face, including access to funding issues.
- **The Follow Up:** In addition to scheduling the briefings described below, the Call to Action Advisor should produce a short, compelling report after these meetings that highlights results achieved and challenges to be addressed. These reports should be shared with all Call to Action partners and other key stakeholders in country as well as colleagues in the global Call to Action.

- » **Quarterly Briefings of the HCT and Humanitarian Donor Group:** Two of these should be scheduled after mid-year and year-end meetings to share highlights and relevant action points. The briefings should be tailored to respective roles and responsibilities and include not more than three priority recommendations to be advanced in the near term. These meetings should be organized by the Call to Action Advisor in consultation with the leadership committee and GBV coordinator. Note: Both groups should be asked to have GBV risk mitigation on the agenda when they meet with other sectors.
- » **Briefings with Other Clusters:** With GBV risk mitigation comprising such an important piece of the Call to Action and ideally reflected as such in the Road Map, cluster representatives should be active participants in mid-year and year-end meetings. At least once a quarter, the clusters should schedule a discussion in their cluster meetings on the Call to Action and progress made on their own commitments. The Inter-cluster Working Group should also request regular updates.
- » **Other Considerations:** In one of the pilot countries, some partners suggested that there needed to be more frequent meetings to discuss ongoing challenges and possible solutions. At the same time, partners agree that the Call to Action should not create parallel processes. To balance these concerns, some suggested that partners who had committed to a particular outcome could come together between the official Call to Action meetings. Perhaps one of the partners would agree to organize and host such a meeting. Another suggestion was to add Call to Action issues as an agenda item on a quarterly meeting of the GBV sub-sector.

Outreach to Potential New Stakeholders:

If the early work was done well, the Road Map will already include a good mix of stakeholders as partners. But it is likely that many more stakeholders could and should be members. That's one reason the Road Map is positioned as a living document. The leadership committee, together with the Call to Action Advisor, has a key role to play here. Again, based on the pilot experience, here are the groups that will require additional outreach:

- » **Government Ministries and Agencies:** The question of which ministries and agencies should be included in the Road Map—and at what levels (federal/state/local)—will be context dependent. As noted earlier, the initial Road Map should, at a minimum, include the government entity that plays the leading role on GBV in humanitarian action. Others to be reached over time could include justice, health, emergency management authorities, and the like.
- » **CSOs:** The pilots have demonstrated how the Call to Action can be a good platform for engaging many more CSOs in GBV-related humanitarian work. In consultation with CSO leaders that are already in the Road Map and other Road Map partners, the Call to Action Advisor should put in place a broader CSO outreach plan that includes broad representation from women's organizations. Depending on the context and the strength of the nexus work in country, CSOs engaged in development work should also be included. (Review Annex J on strengthening partnerships with CSOs.)

- » **Donor Governments:** It is likely that the larger humanitarian donor governments will be in your Road Map from the beginning, but others may have been missed in the initial round. Also, there are some governments that may not be able to commit significant funds but can support Call to Action efforts through advocacy. Here, too, working with the leadership committee, additional outreach should be done. (See Annex K on engaging with donor governments.)

Example: Call to Action Nigeria High-Level Advocacy Visits

The leadership committee in Nigeria, with support from the Call to Action Advisor and M&E Specialist, has been conducting a series of high-level advocacy visits to ambassadors and heads of agencies and organizations. In some cases, the objective is to reinforce partner commitments. In others, it is to encourage the leaders to sign up to the Call to Action in the Road Map.

Ongoing Engagement with the Global Call to Action:

Strengthening field implementation of the Call to Action remains a top priority for global Call to Action members. Here are some tips for building their support for implementation of your localized Road Map:

- » The Call to Action Advisor, working through the Call to Action Steering Committee, should ensure that the global Steering Committee and Stakeholder Working Groups receive periodic

updates on implementation. Quarterly updates should be sufficient.

- » Every partner in the localized Road Map that is also a global Call to Action member should keep their own global focal points up to date.
- » As noted above, the reports from the bi-annual review meetings should be shared throughout the global partnership so that global colleagues continue to learn about the successes and challenges in field implementation of the Call to Action. This could allow them to better support field colleagues and better track the impact of their global commitments on affected communities and survivors.
- » The Call to Action Advisor and all country partners should be aware of advocacy events that provide an opportunity to showcase the Road Map work. As mentioned on page 17 of this toolkit, high-level opportunities in 2018 and 2019 were used to promote the work in Nigeria and the DRC.

Conclusion

If you have taken on the challenge of developing a Road Map for your setting, you are making a critical contribution to the successful implementation of the Call to Action. More importantly, you are helping the Call to Action meet its promise to every survivor and those most at risk of GBV. And that's the only thing that matters in the end. **Thank you!**

Endnotes

- 1 The website of the Call to Action is <https://www.calltoactiongbv.com>.
- 2 A list of current partners can be found at: <https://www.calltoactiongbv.com/partners>.
- 3 The partners have agreed to update and extend the time frame of this Road Map.
The updated Road Map will be published on the Call to Action website before the end of 2020.
- 4 See WRC , “The Call to Action on Protection from Gender-based Violence in Emergencies: Field Level Implementation Urgently Required” (December 2016),
https://docs.wixstatic.com/ugd/49545f_26182bc49c9e4b578c6a16508ff27f41.pdf.
- 5 Sweden served as the global Lead of the Call to Action in 2016.
- 6 The Ministry of Women Affairs chairs the GBV Sub-Sector Working Group.
- 7 See the Northeast Nigeria Road Map 2018-2019 at
<https://drive.google.com/file/d/1Z4hoxya1ocVhgVYbJUOmjq4eFTbLaPcV/view>.
- 8 European Commission, Directorate-General for European Civil Protection and Humanitarian Aid Operations (ECHO). For approach to gender and age-sensitive aid:
https://ec.europa.eu/echo/what/humanitarian-aid/gender-sensitive-aid_en.
- 9 European Union leadership of the Call to Action 2017-2018 Booklet:
https://ec.europa.eu/echo/sites/echo-site/files/booklet_eu_leadership_c2a.pdf.
- 10 The European Union’s priority on field-level impact included two strands: (1) Piloting the Call to action Road Map with UNFPA and the WRC; (2) Fostering awareness at field level through 10 workshops organized by the European Union’s humanitarian field offices. For more information on these workshops see
https://ec.europa.eu/echo/sites/echo-site/files/field_workshops_c2a_echo_2018_overview.pdf.
- 11 Under the European Commission’s (DG ECHO) Enhanced Response Capacity Programme 2017.
- 12 See the DRC Road Map at: <https://www.humanitarianresponse.info/ru/operations/democratic-republic-congo/document/rd-congo-sous-cluster-vbg-feuille-de-route-de-laction>.
- 13 The Call to Action Regional Advisor supporting the Road Map pilot projects in Northeast Nigeria and the DRC was deployed through NorCap with funding support from the European Union. NorCap is a global provider of expertise to the humanitarian, development and peacebuilding sectors and has a standby partner agreement with UNFPA.
- 14 The Spotlight Initiative is a joint initiative of the European Union and the United Nations to eliminate all forms of violence against women and girls by 2030. For additional information, see
<https://spotlightinitiative.org/what-we-do>.
- 15 Using the UN system for illustrative purposes, this would be at the P4-5 Level.
- 16 In large complex settings like Nigeria and the DRC, funding may be in the range of \$300,000 a year to cover such costs.
- 17 See <https://www.peacewomen.org/member-states> for a list of countries with a National Action Plan on Women, Peace and Security.
- 18 See https://reliefweb.int/sites/reliefweb.int/files/resources/RTAP_mockup_FINAL.7Sept2017.pdf.
- 19 The GBV Accountability Framework was developed by the Real Time Accountability Partnership (RTAP). In 2019 these entities belong to RTAP: CARE, International Organization for Migration, International Rescue Committee, Norwegian Refugee Council, OCHA, United Kingdom’s Department for International Cooperation, UNHCR, UNICEF, UNFPA, and USAID’s Office of Foreign Disaster Assistance.
- 20 The email for the Guidelines Reference Group is gbv.guidelines@gmail.com.
- 21 Canada is the Lead of the Call to Action for 2019-2020. Former Leads are the United Kingdom, the United States, and Sweden.



Launch of the Call to Action Road Map in North Kivu, DRC, March 2019 © UNFPA/Clovis Paluku

Annexes A-B: Background on the Call to Action Initiative

ANNEX A: Key Messages for Introducing the Call to Action to Humanitarian Actors in the Field

Background: As a relatively new global initiative, the Call to Action may not be well known among humanitarian actors in the field, including those whose governments or organizations are partners in the Call to Action. These messages capture the key points about the Call to Action that are most relevant for field colleagues.

Comprehensive information is available on the Call to Action website.¹ There is a short video on the landing page that is helpful, and the “In the Field” section of the website includes a PowerPoint presentation that can be used to introduce the initiative.² This section also has links to the Northeast Nigeria and DRC Call to Action pilot road maps, and the GBV Accountability Framework—a helpful tool to use when drafting field-level road maps.

What Is the Call to Action?

The Call to Action on Protection from Gender-based Violence in Emergencies is a global multi-stakeholder initiative that aims to transform the way humanitarian actors address GBV.

Partners in the Call to Action have come together to achieve a common goal: that each humanitarian operation—**from the very start**—includes efforts to prevent and reduce the risks of GBV and to provide safe and comprehensive services for GBV survivors.

Call to Action partners include states and donor governments, UN agencies and other international organizations, and NGOs. A list of global partners can be found on the Call to Action website.³ The lead of the global Call to Action rotates among states. Canada is the lead in 2019-2020.

How Does the Call to Action work?

» The guiding framework for the global initiative is the Call to Action Road Map 2016-2020.⁴ The Road Map identifies the priority outcomes and actions that are required to meet three interlinked objectives:

1. **Services and programs are in place for GBV survivors.**
2. **Actions to reduce the risk of GBV are integrated across all sectors of the response—for example: food, water and sanitation, shelter, and health.**
3. **Gender equality and the empowerment of women and girls are mainstreamed throughout humanitarian action so that the root causes of GBV are being addressed.**

¹ <https://www.calltoactiongbv.com>.

² <https://www.calltoactiongbv.com/call-to-action-in-the-field>.

³ <https://www.calltoactiongbv.com/partners>.

⁴ <https://www.calltoactiongbv.com/what-we-do>.

- » The 2016-2020 Road Map's priority outcomes and actions are in six critical areas. They form the foundation for timely, comprehensive, and responsive programming on GBV in emergencies.⁵
 - **(1) Development and implementation of organizational policies and standards on GBV and gender equality.** Having these policies and standards in place is the foundation for quality programming and internal accountability.
 - **(2) Effective, accountable inter-agency and inter-sector coordination and leadership** on GBV prevention and response at all levels.
 - **(3) Needs assessments, analyses, and planning processes** that support effective action on GBV.
 - **(4) Sufficient funding** for GBV prevention and response at every phase of an emergency.
 - **(5) Provision of specialized GBV prevention and response services** in each phase of the response.
 - **(6) Effective implementation of the revised Inter-Agency Guidelines** to reduce and mitigate GBV risks and support efforts to foster gender equality.⁶
- » Call to Action partners make specific, measurable commitments under the Road Map and report annually on their progress in meeting those commitments.
- » Partners have agreed to extend their global Road Map beyond 2020 and the updated version will be posted on the website in late 2020.

⁵ Call to Action partners have agreed to update and extend the time frame of this Road Map. The updated global Road Map will be published on the Call to Action website (<https://www.calltoactiongbv.com>) before the end of 2020.

⁶ See the GBV Guidelines at <https://gbvguidelines.org/> and the IASC Gender Handbook at https://reliefweb.int/sites/reliefweb.int/files/resources/iasc_gender_handbook_2017.pdf.

What Is the Added Value of the Call to Action?

- » As a multi-stakeholder initiative that brings together states and donor governments, UN agencies and international organizations, and NGOs, the Call to Action provides a unique platform for collectively addressing GBV in emergencies.
- » Our voices are stronger together. Our collective advocacy is more powerful. Our work will have greater impact.
- » Call to Action partners in any humanitarian setting can use the power of their collective membership in the initiative to strengthen their advocacy, planning, and programming on GBV prevention and response throughout the humanitarian cycle.
- » Under the Call to Action framework, various initiatives to address GBV can be brought together under one umbrella or framework. This supports stronger communication and coordination. It helps stakeholders better identify and fill gaps. And it allows for more comprehensive approaches to prevention, risk reduction, and response.
- » Having a time-bound and measurable Road Map focuses partners' attention and efforts on the priority actions that are needed to improve GBV prevention and response efforts.
- » Partners in the Call to Action have the opportunity to support and network with one another, exchange ideas, and learn from one another. This can happen at every level—from the leadership at headquarters and in country, to the GBV practitioner in the field.
- » The Call to Action promotes accountability within organizations and across the partnership by requiring every partner to make specific commitments under the Road Map and to report annually on their progress.
- » Partners that come together to develop a field-level Road Map tailored for their setting also have a valuable opportunity to bring national and local stakeholders into the Call to Action and invest in these relationships to ensure the response is sustainable and effective.

ANNEX B: Synergies Between the Call to Action and Other Humanitarian Efforts: Sample Messaging and Diagram from Northeast Nigeria Pilot

Background: As discussed in the body of the toolkit, the Call to Action is uniquely positioned to strengthen advocacy and programming on GBV at every phase of the humanitarian response and across all sectors of work. It is meant to bring added support to efforts to address GBV and promote gender equality—not duplicate existing processes or structures such as the GBV sub-sector.

During the Northeast Nigeria Road Map pilot project, the Call to Action support team developed these messages and a diagram to help actors in that setting better understand the added value of the Call to Action and its relationship to other humanitarian efforts.

The Added Value of Call to Action

» **Power of Membership:**

Leading donor governments, numerous nongovernmental organizations and international organizations, including cluster lead agencies and the GBV Area of Responsibility, are global members of the Call to Action.

The Northeast Nigeria Road Map includes many global partners as well as Nigerian federal and state government partners and CSOs. This national engagement and ownership is vital to the strength of the initiative and the success of the work.

Call to Action members can use the power of their collective membership to strengthen advocacy, marshal resources, improve programming, and promote accountability throughout the humanitarian cycle.

» ***A Defined Road Map to Guide the Work:***

At the global level, members have endorsed a multi-year Road Map with three objectives and six outcomes to achieve the objectives. The objectives are:

1. Ensuring comprehensive services are available for survivors;
2. Reducing the risks of GBV across humanitarian response sectors; and
3. Mainstreaming gender equality and the empowerment of women and girls.

The Northeast Nigeria Road Map 2018-2019 is modeled on the global Road Map but tailored to address priority concerns in this region. There are five Road Map outcomes. They are: improved coordination on GBV risk mitigation and response; access to quality services for survivors; deeper engagement with and capacity building of local actors; increased funding; and engagement with security actors to improve protection.

» ***Commitment to Collective Action and Accountability:***

In Nigeria, every Call to Action partner makes commitments under the Road Map and is expected to report twice a year on their progress. Having a time-bound and measurable Road Map focuses partners' attention and efforts on priority actions.

Note: The IASC Guidelines for Integrating GBV Interventions in Humanitarian Action and the Gender Handbook in Humanitarian Action are essential resources for achieving the goal and objectives of the Call to Action. The Call to Action GBV Accountability Framework is another valuable resource recently developed and piloted by a group of Call to Action members. It outlines the priority actions humanitarian leadership must take to effectively address GBV across the program cycle. The Accountability Framework can be used by Call to Action members in Nigeria as they work to update and extend their Road Map.

Call to Action and Related Initiatives

Call to Action can be leveraged to benefit other mutually reinforcing initiatives that are critical to protection and the promotion of gender equality. Call to Action members can help inform these complementary efforts and be mobilized as supportive advocates at all levels.

The diagram below shows how in Northeast Nigeria the Call to Action and other related efforts work in synergy to improve GBV risk mitigation, prevention, and response.

GBV Sub-Sector

- » The responsible mechanism for GBV coordination in Northeast Nigeria.
- » The CtA Road Map was developed in collaboration with the GBV sub-sector in order to focus on the gaps that require the added support the CtA can generate. For example, jump starting the development of a capacity-building strategy for national and local actors and engaging with the Gender Advisors of the Nigeria Chief of Defence Staff and that of the army.
- » The Call to Action brings the other cluster lead agencies and strategic actors such as donors and key government bodies in Nigeria to the table as members of the CtA.



Centrality of Protection

- » Emphasizes the joint responsibility of all partners in addressing the key protection concerns in the Northeast humanitarian crisis, using coherent and complementarity approach in every intervention effort.
- » The role of ProCap is directly linked to the Centrality of Protection.

GenCap

Strengthens the capacity of humanitarian actors to undertake and promote gender equality programming to meet the distinct needs of women, girls, boys, and men of all ages at all levels. A GenCap Advisor leads it.

Call to Action members worked together with the GenCap to ensure that gender inequality—a root cause of GBV—is effectively addressed.

For example, the GenCap facilitated a session on the link between gender inequality and GBV at the December 2018 CtA stakeholders meeting in Maiduguri, leading to a recommendation on the need to integrate gender equality in the Nigeria Road Map.

Global GBV AoR

- » A member of Call to Action.
- » Its strategy is aligned with the Global Protection Cluster Strategy framework and the CtA Road Map.
- » Have made specific commitments under Outcome 2 of global CtA Road Map to strengthen GBV coordination and leadership in the field.
- » Development of the global Minimum Standards for GBV prevention and response is a specific commitment by the GBV AoR in the CtA.

Protection

- » GBV is one of the specific areas of focus of the Centrality of Protection in Nigeria.
- » In December 2018, the ProCap and CtA team identified areas where the CtA Road Map complements the CoP Strategy to ensure M&E framework for Road Map supports analysis of relevant information critical for COP implementation progress monitoring.

ProCap

ProCap

Emphasizes the Centrality of Protection in Humanitarian Action by strengthening the collaborative response of protection and non-protection mandated organizations to build protection capacity and enhance the humanitarian system's protection response. A ProCap Advisor leads it.

ProCap Advisor and CtA team work together to ensure complementarity. For example, ProCap Advisor supported advocacy linked to the Nigeria Road Map during the 2019 HRP process, facilitated a session on the COP during the 2018 end of year review meeting for CtA stakeholders.

Annexes C-F: Developing Road Map Action Plan and Activities

Annexes C - F: Tools for Drafting the Road Map

Pages 18 to 31 of the toolkit describe the core components of a Road Map and the process for drafting it alongside partners. In Annexes C through F, tools for the drafting process appear in this order:

Annex C: An outline of a Road Map with screenshots of key tables

Annex D: Survey to inform a Road Map drafting workshop

Annex E: Sample Questions and Action Areas by Outcome to guide workshop participants

Annex F: Activities Template for partners to complete

For examples of field-level road maps, please see the Northeast Nigeria Call to Action Road Map and the DRC Road Map on the Call to Action website at <https://www.calltoactiongbv.com/call-to-action-in-the-field>.

A Road Map template is also posted on the “In the Field” section of the Call to Action website.

ANNEX C: Road Map Components

There are four essential elements of a Road Map document as described below.

» Part One: Introduction

- Explains what the Call to Action is and how it can help strengthen the response.
- Provides a brief overview of the gender equality and GBV challenges in this crisis.
- Outlines the objectives for the initiative in this setting.
- Describes how the Road Map was developed.

» Part Two: The Action Plan

- It lays out the **priority outcomes and action areas** under each outcome to meet the objectives of the Road Map.
- It identifies **stakeholders' commitments** by action area. Note: Based on the experiences in the pilot projects, it will be important to position the Road Map as a living document so other key stakeholders can come on board as the Call to Action becomes better known in country. That is why in the screenshot below, you will see “stakeholders in formation.”

OUTCOME 1 [Define]

Action	Supporting Stakeholders (In Formation)		
	<i>States and Donors</i>	<i>International Organizations</i>	<i>NGOs</i>
<i>Action 1.1: [DESCRIBE]</i>			
<i>Action 1.2: [DESCRIBE]</i>			
<i>Action 1.3: [DESCRIBE]</i>			

» **Part Three: Implementation, Monitoring, and Accountability Section**

- Explains why monitoring and accountability is central to the success of Call to Action.
- Describes the mechanisms to ensure momentum and accountability:

Partner Reporting Requirement

M&E Framework

Mid-year and Year-end Partner Meetings

Role of a Leadership Committee

» **Part Four: Activities Annex**

- Once stakeholders confirm their commitments by action area, they must identify the activities they plan to undertake to meet those commitments.
- Given the likely number of stakeholders, it's recommended that the activities appear in an annex to the Road Map.

Sample Shot of Activities Annex

Action 1.1	Specific Locations of Activity	Brief Description of Planned Activity	Time Frame for Achievement (include interim benchmark if applicable)	Estimated Total Cost of Activity	Indicate Funding Status: -Fully funded? -Partially funded? -Unfunded? -N/A	If partially funded, indicate the amount
[STAKEHOLDER NAME]						
[STAKEHOLDER NAME]						
[STAKEHOLDER NAME]						

ANNEX D: Pre-Workshop Survey

In advance of a Road Map-drafting workshop, meetings with multiple stakeholders will be conducted to identify priorities for the Call to Action in the setting. It may also be useful to conduct a pre-workshop survey to confirm priorities and stakeholders' expectations going into the workshop. Here is a sample survey used in a pilot country.

1. How well do you understand the Call to Action—its goal, objectives, and approach?

No Knowledge _____ Some Knowledge _____ Very Familiar _____

2. If something is unclear or confusing about the Call to Action, please explain here:

3. How do you think the Call to Action can be most useful in improving the overall humanitarian response to GBV?

4. How do you think it could be helpful in your own work?

5. Of the following issues (A - L), which do you consider to be the three most challenging in your work to address GBV?

1. _____ 2. _____ 3. _____

A. Current policy frameworks on gender equality and/or GBV.

B. Availability of tools and guidelines to inform GBV programming.

C. Capacity/knowledge of your organization's staff on GBV.

D. Capacity/knowledge of your partners on GBV.

E. Coordination with other sectors on GBV integration in programming and risk mitigation.

F. Engaging in preparedness activities that integrate GBV.

G. Ensuring that needs assessments integrate GBV.

H. Integrating GBV into humanitarian planning processes (i.e., HNO and HRP).

I. Accessing funding for GBV.

J. Engaging in advocacy with key stakeholders to improve GBV prevention/response.

K. Implementing specialized GBV services for survivors (e.g., healthcare, psychosocial support, legal aid, safe spaces).

L. Other (please specify below).

6. Based on what you know right now about the Call to Action, what do you think it will take for it to be successful in your setting?

ANNEX E: Examples of Guiding Questions and Sample Action Areas by Select Outcomes

As described on pages 25-28, during the Road Map development workshop, participants will break into small groups to work on the outcomes and priority actions that will form their localized Road Map. To help stimulate group discussions and ensure that the discussions focus on priorities, it may be helpful to provide a set of guiding questions and sample actions linked to the outcomes that participants have identified for their Road Map.

The outcomes included in the global Road Map represent challenges that typically occur across settings. So for the purposes of this sample exercise, the guiding questions are organized around the global outcomes. The action areas by outcome are drawn from the GBV Accountability Framework and the two Call to Action Road Map pilots. Workshop organizers should review these documents for other action areas that may be relevant to their particular settings and integrate them into the resources provided to workshop participants to guide discussions.

Note: Since field-level road maps are likely to cover a two-to-three-year period, participants should be encouraged to keep their Road Map to no more than six outcomes and choose no more than three priority actions under each outcome. This will help keep the focus on attainable results in the time frame chosen for the Road Map.

Outcome 1

Institutional Policies and Standards on Gender Equality and Prevention of and Response to GBV

Guiding Questions

- » What gaps are there in organizational policies and standards that would support/enable work on Gender Equality and Prevention of and Response to GBV in your setting?
 - If policies and standards are in place, is there leadership support for implementation?
 - Is training provided to staff on these policies and how to implement them?
 - Are leadership and staff accountable for implementation of these policies?
- » Is support provided to implementing partners that may need to develop such policies?
- » Is advocacy needed to support development and/or implementation of national and/or regional laws, policies, and standards to ensure gender equality and access to services and justice for survivors?

Sample Action Areas

- » Engage with national and local leaders and authorities to review or adopt laws and policies promoting and protecting the rights of women and girls. (Source: DRC Road Map.)
- » Develop and/or build the capacity of actors to better integrate gender policies and standards, GBV, and PSEA into their actions. (Source: DRC Road Map.)

Outcome 2

Effective Inter-Agency and Inter-Sectoral GBV Leadership and Coordination

Guiding Questions

- » Is there a GBV coordination mechanism in place in all areas where humanitarian response is implemented? Is it adequately supported?
- » Are local actors sufficiently included and engaged as partners? Does this include women-focused and women-led organizations?
- » Are there GBV focal points within each sector and do they participate in the GBV Working Group?
- » Does humanitarian leadership (RC/HC, DHC, HCT, organization and agency leaders) emphasize the importance of all sectors using the IASC GBV Guidelines and Gender Handbook in program assessment, design, and implementation?

Sample Action Areas

- » Advocate for and support the establishment of a functional GBV coordination mechanism within the HCT. (Source: Accountability Framework.)
- » Strengthen the participation of women's and youth organizations at the national, provincial, and local level in the mechanisms of humanitarian coordination. (Source: DRC Road Map.)
- » Ensure there are trained GBV focal persons with clear terms of reference in each sector of the response to facilitate mainstreaming GBV concerns in sector programs and activities. (Source: Northeast Nigeria Road Map.)

Outcomes 3

Needs Assessments, Analyses, and Planning Processes

Guiding Questions

- » How well are GBV prevention, mitigation and response, and gender equality considerations currently reflected throughout the HNO and HRP—meaning in all sectors?
- » Do actors have the skills and capacities to effectively integrate these considerations into the assessment and planning processes?
- » Does humanitarian leadership provide direction or guidance on the inclusion of GBV and gender considerations into needs assessments and planning processes? If so, when and how?
- » What mechanisms are in place for ensuring that this integration occurs before the final approval of plans?
- » Is data sex and age disaggregated? Are gender analyses conducted? If so, does this inform analysis and program design?

Sample Action Areas

- » Mandate inclusion of GBV risk/vulnerability assessments as part of funding proposal criteria. (Source: Accountability Framework)
- » Include GBV specialists on assessment teams and in the design of assessment tools and methodologies. (Source: Accountability Framework)
- » Ensure that GBV is integrated into ongoing monitoring and analysis efforts to inform HCT discussion and decision-making. (Source: Accountability Framework)
- » Integrate the cross-cutting of GBV and gender approaches into joint needs analysis, planning, monitoring, and evaluations. (Source: DRC Road Map)

Outcome 4

Adequate Funding

Guiding Questions

- » Is there sufficient funding (both in amount and length of the grants) to ensure an effective response to GBV?
- » Does the humanitarian leadership (RC/HC, HCT, organization/agency leads) identify GBV as a priority concern with donors and within their own organizations?
- » Do all sectors fundraise for GBV integration efforts in their programming to ensure GBV risks are mitigated?
- » Do pooled funds allocate sufficient funding for GBV prevention and response?
- » Can local organizations access funding and, if not, what needs to be done to improve access?
- » Are there mechanisms in place to ensure effective communication between donors and implementing organizations on GBV policy and programming concerns?

Sample Action Areas

- » All sectors integrate GBV considerations into their program planning and include dedicated budget allocations for this work in their funding documents. (Source: Northeast Nigeria Road Map)
- » Promote inclusion by all sectors of the GBV Guidelines essential actions in the earliest drafts of Central Emergency Response Fund (CERF) and flash appeals. (Source: Accountability Framework)
- » Establish a mechanism to monitor funds allocated to the fight against GBV. (Source: DRC Road Map)

Outcome 5

Specialized GBV Services in Place During Every Phase of the Emergency

Guiding Questions

- » Are the tools and guidelines in place that are needed to improve GBV service delivery?
- » Do healthcare workers have sufficient capacity to carry out Clinical Management of Rape (CMR)? Do they have the needed protocols, supplies, and equipment?
- » Do staff members working in psychosocial support have sufficient capacity to support GBV survivors?
- » Are there safe spaces for GBV survivors in need of temporary protection?
- » Are sufficient referral pathways in place? Are mechanisms in place to identify survivors?
- » Is there a well-functioning information management system to capture data on GBV cases in a safe, confidential manner?
- » Do GBV survivors have access to safe livelihood/economic empowerment opportunities?
- » Is action needed with the formal and/or informal justice sector to ensure GBV survivors have access to justice?

Sample Action Areas

- » Strengthen information-sharing mechanisms, channels, and platforms to better identify gaps in the response, capture progress in addressing needs, and improve dissemination of best practices and successful models of GBV prevention and response. (Source: Northeast Nigeria Road Map.)
- » Build the capacity of service providers in the various areas of GBV management (medical, psychosocial, security, justice). (Source: DRC Road Map.)
- » Ensure the establishment and coordination of referral pathways, with supporting standard operating procedures, to support GBV survivors' safe access to multisectoral services. (Source: Accountability Framework.)

Outcome 6

Support for Effective Implementation of GBV Guidelines and Efforts to Foster Gender Equality

Guiding Questions

- » What steps have been taken to introduce the IASC GBV Guidelines and the Gender Handbook in Humanitarian Action?
- » Have the different sectors, under the leadership of the sector leads and co-leads, developed action plans to implement the guidance in their sectors? How are they being tracked/how could they be tracked?
- » To what degree have local partners been introduced to and trained on the GBV Guidelines and the Gender Handbook?
- » Does the humanitarian leadership (RC/HC, DHC, HCT, organization/agency leaders) emphasize the importance of using the GBV Guidelines in all phases of the humanitarian program cycle and encourage actors to consistently implement them?
- » Is the implementation of the GBV Guidelines well reflected in all sector needs assessments and planning processes that form the foundation of humanitarian funding requests? (e.g. flash appeals, CERF, HRP?)

Sample Action Areas

- » Integrate GBV risk mitigation, in line with relevant sections of the GBV Guidelines, into agency response plans and programming. (Source: Accountability Framework.)
- » Require that all proposals for funding address how the action proposed will contribute to GBV risk mitigation, in line with the GBV Guidelines. (Source: Accountability Framework.)
- » Finalize and implement sectoral action plans developed during rollout of the IASC GBV Guidelines. Sector leads widely disseminate and follow up on implementation. Humanitarian Country Team leadership requires quarterly progress reports. (Source: Northeast Nigeria Road Map.)

ANNEX F: Template for Submitting Road Map Activities

Stakeholders make their commitments to the Call to Action Road Map at two levels. First, they commit to specific action areas in the Road Map. Second, they identify the activities that they will undertake to fulfill those action area commitments. On the next page is a template that is designed to ensure that the activities are concrete and measurable.

Activities Template

Instructions

Please provide the information requested in the template below on the specific activities your organization plans to undertake to support the Road Map action areas to which your organization has committed. You should provide this information for each action area your organization will help take forward. A few notes on the template:

- » Road Map Action Area: Refer to the number of the action in the Road Map—for example 1.2 or 2.4, etc.
- » Description of Planned Activity: Please be brief, but include enough specifics so that progress can be measured.
- » Time Frame for Achievement: This should fall within the time frame of the Road Map. For multi-year activities, please indicate the annual benchmark.
- » Funding Information: Please indicate the estimated cost of the activity and the current status of your funding for this activity. Note: There are some actions in the Road Map that may not require funding. In such cases, simply indicate NA (not applicable).

1. Name of Organization: _____

2. Road Map Action Area: _____

3. Specific Location(s) of Activity: _____

4. Brief description of the planned activity—make sure it is clearly worded and measurable:

5. Time Frame for Achievement: _____

5a. Interim Benchmark if applicable: _____

6. Indicate how you will measure progress for reporting purposes:

7. Funding information: _____

7a. Estimated total cost of the activity: _____

Annexes G-I: Road Map Implementation and Monitoring

ANNEX G: Monitoring and Evaluation: Essential for Accountability and Results

As discussed on page 29, localized road maps must include mechanisms that sustain momentum, promote accountability, and measure individual and collective progress on implementation. Monitoring and evaluation (M&E) is an essential good practice.

This is not a “one size fits all” exercise. Priority outcomes and actions will vary by context. And the time frame for road maps may differ. But here is a guiding principle for your M&E framework: it should leverage existing processes to the greatest extent possible and should not create unnecessary new structures or heavy reporting burdens. Aim for the right balance between measurement requirements and limited time and resources.

The considerations below are based largely on the experience to date with the Northeast Nigeria Road Map launched in 2018. As additional localized road maps are developed and the learning deepens on implementation of M&E frameworks, this guidance can be updated.

Key Considerations for the M&E Framework

- » **Measurable commitments/activities:** In order to enable monitoring and evaluation, activities submitted by partners must be specific, time-bound, and measurable. An activities template with sample commitments can be found in Annex F. The Call to Action Advisor should work with partners to ensure their commitments meet this standard before they are included in the Road Map.
- » **Reasonable reporting requirements:** Reporting should not create undue burdens for Road Map partners. The reporting template and M&E framework should be as simple as possible to facilitate and encourage reporting. Partners should, at a minimum, report on implementation of their planned activities and their progress in meeting their commitments. It would also be useful for partners to share information on successes, report on challenges, and reflect on lessons learned.
- » **Frequency of reporting:** Partners must report at least once a year, prior to the annual meeting, on implementation of their planned activities and progress in meeting their commitments. Based on the pilot projects, it may be useful to require reporting before the mid-year meeting as well to inform the agenda and quality of the discussions. Suggested templates for reporting—one for donor governments and the other for implementing partners—are in this annex. And as experience with localized road maps grows, partners may find that mid-year reporting can be less extensive than the year-end requirement.
- » **Utilize existing sources of information:** As possible, the M&E approach should be harmonized with those of other related processes in the setting—for example, the GBV sub-cluster information management and the HRP. If possible and appropriate, data from other relevant reporting processes should be utilized. These may include the country’s National Action Plan (NAP) on Women, Peace and Security or reporting under a National Gender Equality and/or Gender-based Violence Strategy. A designated Call to Action M&E expert, together with the Call to Action Advisor, should be accountable for identifying and collecting relevant information from other frameworks such as the NAP and sharing that information throughout the Call to Action network.
- » **Match indicators to Road Map time frames:** Localized road maps will typically be shorter-term (two-to-three years) to coincide with the length of a humanitarian response plan and to reflect the changing nature of the crisis. It may therefore be more practical—and appropriate—to focus initially on capturing outputs and activities and developing indicators at the outcome level, rather than impact indicators. And it should be acknowledged that in some settings, measuring outcome indicators might also not be feasible under an initial Road Map. Partners should consider conducting an evaluation of the Call to Action after several years of Road Map implementation to make meaningful conclusions about the Call to Action’s impact on people’s lives.

Part One: Funding for GBV Prevention and Response and Promotion of Gender Equality During Reporting Period

Road Map Action Area (where applicable)	Implementing Partner(s)	Purpose	Amount	Time Frame

Part Two: Advocacy and Other Non-Financial Road Map Commitments

Road Map Action Area	Status of Activity	Results Achieved	Comments on Level of Achievement and Next Steps

Part Three: Please provide any strategic recommendations for Call to Action follow-up.

Call to Action Partners' Reporting Template for National Partners, IOs, and NGOs

Instructions: Please report on the status of each activity your organization committed to in the Road Map. Indicate for each activity the Road Map action area to which it is linked.

Introduction

1. Brief description of your organization's engagement on GBV and gender equality issues.
2. List any implementing partners for the work described below.

Road Map Action Area	Status of Activity by Action Area (Completed/Ongoing/Not Started)	Location(s)	Funding Source	Results Achieved in Reporting Period	If Not Fully Achieved, Explanation* and Next Steps

(*Challenges could include lack of funding, insecurity, lack of access to affected population, limited capacity and staffing, etc.)

3. Please provide any strategic recommendations for Call to Action follow-up.

ANNEX I: Sample Terms of Reference for the Call to Action Leadership Committee

Call to Action partners have found it effective at the global level and in the Road Map pilot countries to establish a multi-stakeholder leadership committee to promote the Call to Action with other leaders and to help ensure accountability in meeting Road Map commitments. This annex features a terms of reference for the committee that is based on experience in the pilot countries. In Nigeria, the committee is called a multi-stakeholder task team. In the DRC, it is called the champions committee.

Note: The number of committee members may depend on the geographic coverage of the field-level Road Map. For example, the committee in the DRC is twice the size of the committee for the Northeast Nigeria Road Map.

Terms of Reference

Background

The Call to Action on Protection from Gender-based Violence in Emergencies (Call to Action) is a global multi-stakeholder initiative that aims to transform the way humanitarian actors address GBV in emergencies. The goal is to ensure that every humanitarian response, from the earliest phases of a crisis, provides safe and comprehensive services for GBV survivors and mitigates the risks of GBV. Call to Action partners include states and donor governments, international organizations, and NGOs.

A multi-stakeholder leadership committee, chaired by [the national entity that leads on GBV issues as appropriate] has been established to help strengthen and sustain momentum and ensure accountability for implementation of the [country or region] Road Map.

Purpose

The overall purpose of the leadership committee is to provide support and guidance for the strategic implementation of the Call to Action Road Map in [country] by maximizing:

- » Coordination
- » Communication
- » Collaboration
- » Advocacy opportunities

Functions

The committee will focus on supporting the collective efforts and success of all actors committed to the Road Map. It will carry out the following tasks with the support of the Call to Action Advisor:

- » Provide strategic-level leadership for Road Map implementation.
- » Strengthen and sustain momentum of Call to Action work by convening partner meetings twice a year to review progress and challenges.
- » Issue the call for bi-annual partner progress reports.
- » Identify critical issues for higher-level advocacy.
- » Raise awareness and help bring attention to GBV concerns in subnational, national, and international fora.
- » Advocate for additional support for the Road Map by engaging the leadership of government, donors, humanitarian actors, and development partners on nexus work whenever possible.
- » Engage with the GBV Sub-Cluster in order to maximize synergies and avoid duplication of efforts in the GBV response.

Composition, Chair, and Meeting Schedule

- » Membership of the committee will reflect the multi-stakeholder character of the Call to Action. It includes the Humanitarian Coordinator or Deputy Humanitarian Coordinator, at least one representative from the government, a donor state, UN agency, and two NGO representatives (at least one of which is from civil society).
- » The chair is the government representative that leads the GBV response in the country, as appropriate.
- » Meetings will be held on a quarterly basis, however, the chair may call ad-hoc meetings when needed.

Annexes J-K: Tips on Stakeholder Engagement

ANNEX J: Strengthening Partnerships with Civil Society Organizations Under the Call to Action

The World Humanitarian Summit (WHS) in 2016 identified partnerships with national and local organization as fundamental to the delivery of an effective humanitarian response. This is summed up in the WHS statement that humanitarian action should be “as local as possible, as international as necessary.” The Call to Action Road Map identifies full engagement with local actors as one of three “strategic shifts” that will produce the transformation the Call to Action seeks in humanitarian action on GBV.

In both Road Map pilot countries, the Call to Action is proving to be a helpful platform for strengthening engagement with CSOs, including women-led organizations. As described in the body of the toolkit, it is critical to have CSO leaders—including women leaders—involved from the start in the development of the Road Map. At least one CSO leader should sit on the leadership committee overseeing Road Map implementation.

It is also important to expand beyond high-profile leaders and organizations to reach a fuller range of CSOs that have such a vital role to play in identifying and sustaining effective action on GBV and the promotion of gender equality. This will take time, so it is important to make the Road Map a living initiative that organizations can join as they learn about the Call to Action.

CSOs are very interested in the Call to Action when it is properly introduced. Here are some reasons for interest provided by CSOs in the pilot countries:

- » We want to know about these initiatives that can help our communities and we need to know how to get involved.
- » We have first-hand knowledge of what the problems are and what actions will be effective in the community. We need opportunities to shape solutions and implement them. At the same time, we learn about good practices through the Call to Action.
- » If we know about these initiatives, we can also hold those responsible accountable for their commitments. It's very good for advocacy.
- » The Call to Action gives our CSO community an opportunity to expand our relationships and partnerships. It puts us in the same room with government officials, with donors, and with international agencies that we may want to work with.
- » It also introduces us to new members of our own CSO community who are committed to strengthening work on GBV and gender equality.

Tips on Introducing the Call to Action to CSOs: These come directly from our CSO partners and the Call to Action team that worked on the pilots:

- » Explain the Call to Action in language that everyone can understand. Avoid the humanitarian jargon that is only used inside the international system.
- » Don't assume that everyone knows how the humanitarian system works. Since Call to Action is a humanitarian initiative, begin with the basics about how the system works and then show how the Call to Action fits in.
- » Provide specific examples of how Call to Action can be helpful to CSOs in their work and be clear about the benefits of joining.
- » Also be clear about what is required of a CSO to become a member of the Call to Action.
- » Be realistic about funding issues—both the challenges/barriers as well as possible opportunities. It's important for all partners to know that the Call to Action is not a stand-alone fund that partners can access upon joining the initiative.
- » In settings where strong networks of CSOs exist, understand the dynamics within and among network members to ensure the most effective and inclusive engagement. Be mindful of and be prepared to address gender power dynamics.
- » Undertake targeted efforts to reach women-focused CSOs and women leaders. Be mindful that in certain settings there may be potential risks to women in these engagements, and work with them to ensure the risks are addressed.

ANNEX K: Engaging with Donor Governments on a Call to Action Field-level Road Map: The Messages and the Actions

A number of humanitarian donor governments are partners in the global Call to Action. If these partners are present in your setting, they should be active members of the Road Map. That's one of the added values of the Call to Action—it creates a platform for donors to come together with humanitarian actors and other key stakeholders to strengthen GBV prevention and response and the promotion of gender equality. In some contexts, the creation of a Road Map is also an opportunity for stakeholders to bring together humanitarian and development colleagues to develop actions that advance the humanitarian-development-peace nexus.

There are sections in the body of the toolkit on how to build and sustain donor engagement at every phase of Road Map development and implementation. Several of these points are expanded upon in this annex, which also includes suggestions on messaging and sample commitments donors might make as part of the development of a field-level Road Map.

When meeting with and developing materials for donors, here is a key tip: keep it short and focused. In general, meetings should be no more than 90 minutes. Be ready with a list of priority “asks” that directly relate to donors' roles and responsibilities in humanitarian response.

Important Messages for Donors about the Call to Action:

- » See Annex A for messages relevant to all stakeholders.
- » Donors play an essential role—not only in providing funds, but also in ensuring that the programs they fund mitigate the risks of GBV, promote gender equality, and are based on a sound gender analysis.
- » Through their advocacy, diplomacy, and funding requirements, donors are well positioned to ensure GBV is addressed at every phase of the response. This includes supporting rollout and implementation of the Call to Action's GBV Accountability Framework.
- » Donors are also well positioned to promote accountability at all levels throughout the humanitarian system for results under the Call to Action initiative.
- » Donors governments can leverage their collective commitment to the Call to Action to strengthen donor collaboration so that funding decisions maximize coverage and minimize duplication.
- » As noted above, development of a field-level Road Map may provide donors with a valuable opportunity to model a nexus approach to addressing GBV and promoting gender equality.

Laying the Foundation for the Road Map with Donors:

To secure the donor engagement that is vital to the success of any Road Map, the Call to Action Advisor should take these initial steps with the donor community:

- » **Recruit a Donor Champion:** Even before the decision is made to develop a Road Map, make sure a leading humanitarian donor agrees to champion the project. Seek support from the Call to Action's global States and Donors Working Group if needed to identify a champion in country.
- » **Conduct Initial Briefings for Donors on the Project:** These briefings can be done individually and/or through the Humanitarian Donor Group. Some tips for these briefings:
 - **Alert Global Donor Focal Points:** Before briefing field-based donors, work with the global Call to Action Steering Committee to ensure members of the States and Donors Working Group are aware of the project. Request that they brief their colleagues on what the Call to Action is and how their government is engaging.
 - **Enlist the Donor Champion to Facilitate Meetings:** At least initially, it may be helpful for the donor champion to introduce you and the project to fellow donors. To support the champion in this effort, the Call to Action Advisor should provide draft language.
 - **Review Pages 22-24 for Tips on Preparing for and Conducting Stakeholder Meetings:** Give particular attention to the donor section of the GBV Accountability Framework and the donor checklist developed by the GBV Guidelines Reference Group.
 - **Draw on Key Messages in the Preceding Section:** Emphasize the importance of donor participation in the Road Map-drafting process to the credibility and the impact of the Road Map initiative.

Engaging Donors in Road Map Development and Launch:

After conducting the initial donor outreach, the following actions will be needed to ensure strong donor participation in the Road Map-drafting process and to confirm donor commitments to the Road Map.

- » Work with the donor champion to ensure the strongest possible donor presence at the Road Map drafting workshop. Donors should be encouraged and supported to have a donor preparation meeting in advance of the workshop.
- » Depending on where the workshop is held, it may be difficult for multiple donors to participate in the workshop itself. Follow up briefings with donors will be required to review the draft document and finalize it with their input.

- » Review the draft Road Map in Humanitarian Donor Group meetings, and bilaterally as necessary.
 - Discuss the action areas of the Road Map that are directly relevant to donor roles and responsibilities and to which they should commit (see addendum below on sample commitments).
 - Go over the activities template with donors. Provide examples of activities to implement their action area commitments (see addendum).
 - Review the reporting requirement and the donor reporting template that will be used for monitoring and accountability (Annex H).
- » Secure high-level donor representation at the public launch of the Road Map. The Call to Action Advisor should consult with Call to Action leadership team on donor speaker(s).

Securing Continued Donor Support for Road Map Implementation

Once the Road Map is launched, concrete steps must be taken to maintain momentum and build sustained support for successful implementation. Progress must be monitored, barriers to implementation identified, and solutions put in place. There must be regular and strategic communication with partners at the leadership and technical level on results and on issues that require their attention. Donors should coordinate and collaborate as a stakeholder group and push for accountability across the Call to Action partnership.

The Call to Action Advisor, working with the leadership team and the GBV Coordinator, should develop a plan for continued engagement with donors on Road Map implementation. The plan should at least include these elements:

- » Participation in the mid-year and year-end stakeholder meetings as critical opportunities for partners to come together to assess progress, recommend needed adjustments, and re-affirm their commitment to collective action and accountability.
- » Humanitarian Donor Group briefings—at least quarterly—on progress under the Call to Action. This group should also request periodic updates from the clusters on their progress in mitigating the risks of GBV consistent with the IASC Guidelines.
- » Donor advocacy for HCT attention to Road Map implementation.
- » Donor reporting on commitments. This is essential for accountability. Experience from both pilot projects indicates it will take intensive follow up to secure their reports. The donor champion should be enlisted to help secure the cooperation of donor colleagues.
- » Outreach to new donor partners. Note the example on page 37 of high-level advocacy visits to donors conducted during the Nigeria pilot by the Call to Action leadership committee.

Addendum: Examples of Donor Commitments to a Field-level Road Map

Annex E includes guiding questions and sample commitments to inform partners' discussions during the Road Map drafting workshop. In both pilots, it proved helpful to offer donors additional guidance on commitments they could make to the Road Map, particularly those representatives who are not experts on humanitarian response. Field-level road maps will differ somewhat by context. But based on experience to date, the recurring challenges that inform the global Road Map outcomes are likely to appear in most field-level road maps. With that in mind, below are examples of donor commitments.

Note: Under the Call to Action, partners commit at two levels. First, they commit to support particular action areas of the Road Map. Second, they identify the specific activities they will undertake to implement their action area commitments. Some of the examples below could be at the action area or activity level. It will depend on how a particular Road Map is crafted. The Call to Action Advisor and Call to Action global focal points can provide support to field colleagues in developing their commitments. The examples are drawn from the GBV Accountability Framework and from the Road Map pilot projects in Northeast Nigeria and the DRC.

Needs assessments, analyses, and planning processes integrate GBV risk mitigation and gender considerations.

- » Advocate with HC and HCT to address gender inequality and ensure that GBV prevention and response is a key component of the HCT's Centrality of Protection Strategy and Work Plan.
- » Advocate with HCT and cluster leadership for inclusion of at least one GBV indicator in all sectors represented in the Humanitarian Response Plan.
- » Require inclusion of GBV risk and vulnerability assessments in the criteria for funding proposals.
- » Require population data to be disaggregated by sex, age, disability, and other relevant variables in indicators, targets, and benchmarks.

Sufficient funding is available for GBV prevention and response at every phase of the emergency.

- » Prioritize dedicated funding for gender equality and GBV prevention and response in allocation of resources.
- » Integrate GBV into pooled funds' strategies, selection criteria, and funding decisions.
- » Develop mechanisms for tracking funding for GBV programming in the response.
- » Provide funds to support grassroots women's rights organizations and other CSOs that engage or could engage in humanitarian work to address GBV and gender inequality.

GBV risk mitigation and the promotion of gender equality is integrated throughout the response and in every phase of the emergency.

- » Require implementing partners across sectors to incorporate the relevant essential actions in the IASC GBV Guidelines into project proposals.
- » Advocate with government authorities to integrate GBV risk mitigation strategies into national and local development policies, and develop funding strategies to support sustained implementation.
- » Ensure that sector leaders include information on their GBV risk mitigation efforts when briefing bilaterally and with the Humanitarian Donor Group.

Quality services for survivors are in place and accessible from the start of the emergency.

- » Fund capacity building for service providers on comprehensive case management for survivors.
- » Support safe spaces for survivors and other vulnerable women and girls.
- » Support livelihoods programming and cash-based interventions that target survivors of GBV and other vulnerable women and older adolescents.

