

# CALL TO ACTION on Protection from Gender-based Violence in Emergencies:

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The Call to Action is a multi-stakeholder initiative launched in 2013 that aims to fundamentally transform the way gender-based violence (GBV) is addressed in humanitarian emergencies. The goal is to drive change and foster accountability so that every humanitarian effort, from the earliest phases of a crisis, includes the policies, systems and mechanisms to mitigate GBV risks, especially violence against women and girls, and to provide safe and comprehensive services for those affected by GBV.

GOVERNANCE PACKAGE  
*Internal Partnership Document*  
February 2019

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# Governance Package<sup>1</sup>

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## 1. Introduction

The [Call to Action on Protection from Gender-Based Violence in Emergencies](#) (Call to Action) is a global initiative of governments and donors, international organisations and non-governmental organisations. Its aim is to drive change and foster accountability from the humanitarian system to address gender-based violence (GBV) from the earliest phases of a crisis. The initiative was launched in 2013 by the United Kingdom and Sweden.

**This document sets out governance tools and processes for the Call to Action partnership, complementing what has been already put in place in the [Call to Action Road Map 2016-2020 \(Road Map\)](#).**

At the Call to Action Partners Meeting in Geneva in 2017, partners highlighted the need to develop a minimal but clear governance package, which would include procedures and tools on the transition of leadership and chairs, engagement and accession of new partners, duration of leadership, etc. Therefore, the aim of this document is to identify or further specify such procedures and tools.

This document is intended to help partners have a clear understanding of the organisational structure, roles and processes in place. The document also intends to give guidance to partners with particular roles within the Call to Action initiative, such as working group co-chairs, Leads or prospective Leads and co-chairs. In no way does this document mean to replace the Road Map, but rather, the Road Map should be read in conjunction.

The structure of this package is broadly as follows:

- Background: what is already in the Call to Action Road Map;
- New additional tools developed (i.e. website, online reporting tool, Progress Report );
- Procedures;
- Annexes (templates).

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<sup>1</sup> This document is for internal use only. It is meant to be circulated among partners of the *Call to Action on Protection of Gender-Based Violence in Emergencies*.

## 2. Call to Action Road Map 2016-2020: What is already in place

In 2015, partners of the Call to Action formally endorsed the overarching goal of the initiative and the **Road Map**. The Road Map sets out common objectives, targets and a basic governance structure. The Road Map identifies priority actions to be undertaken by stakeholders in policies, systems and programmes, and includes a monitoring and evaluation plan to measure achievements.

### A. Partnership

The Call to Action is driven by the inspiration, commitment, and expertise of each partner and our collective determination to transform humanitarian practice on GBV as a collective.

Partners include states, International Organisations (IOs), and Non-Governmental Organisations (NGOs)—including community-based and local organizations—working at global, national, and/or local levels.

A Call to Action partner agrees to commit to the following core actions<sup>2</sup>:

- Formally endorse the Call to Action goal and the Road Map;
- Commit to at least two Key Action Areas to achieve the Outcomes described in the Road Map:
  - o At least one commitment for action on an organizational/institutional Key Action Area outlined in Outcome 1 (organizational/institutional policies);
  - o At least one additional commitment on a Key Action Area listed in the Road Map;
- Report annually on progress toward commitments;
- Designate an appropriate organizational focal point dedicated to the Call to Action;
- Participate in stakeholder working group calls;
- Attend annual partner meetings, if resources allow;
- Lead and/or support collective advocacy activities; and
- Support the collective effort to bring new partners into the Call to Action initiative.



### B. Organisational Structure

The Call to Action is composed of three Working Groups (States and Donors, IOs, and NGOs), a Steering Committee (co-chairs of each Working Group) and a Lead (overseeing the whole process).

<sup>2</sup> [Call to Action Road Map 2016-2020](#), p 22.

Three **Stakeholder Working Groups—States/Donors, IOs, and NGOs**—help sustain the engagement and input from partners. All partners actively participate in their respective stakeholder working groups during the life of the Road Map, at a minimum through participation in working group calls.

### **Stakeholder Working Groups**

Stakeholder Working Groups have the responsibility to:

- Annually selecting two representatives from the Working Group as co-chairs who will serve on the Steering Committee for two calendar years, staggering terms so that member terms end in different years;
- With facilitation from co-chairs, identifying Road Map implementation issues that need to be addressed within the group and/or by the broader Call to Action collective;
- Facilitate coherence of members' proposed commitments to ensure they are measurable, actionable, and advance a Road Map priority action area;
- Collecting and sharing information for monitoring and evaluation; and
- Identifying stakeholder events and opportunities for advocacy and/or outreach to new partners.
- Facilitate learning and exchange within and between groups
- Find ways to enhance collaboration within and between groups in order to improve overall accountability
- Communicate and share information from the Steering Committee (through the co-chairs);

### **Steering Committee**

The **Steering Committee** comprises the Lead and six committee members (two co-chairs selected from each Stakeholder Working Group).

Steering Committee members are selected by their respective Stakeholder Working Groups to serve for at least two, and no more than three, calendar years<sup>3</sup>. More information on the selection and handover between co-chairs of the Stakeholder Working Groups is set out in Section 4(F) of this document, as a newly proposed procedure.

Ideally, the individual Steering Committee members' terms will stagger so that the entire committee does not end its service in any given year.

Key responsibilities include:

- Organizing and managing Stakeholder Working Group communications;
- Facilitating working group discussions on Road Map implementation and peer review of partner commitments;
- Bringing feedback from respective group calls to the Lead and the full Steering Committee;
- Supporting the Lead in identifying opportunities and undertaking advocacy in relevant forums; and

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<sup>3</sup> For further details, please see section 4 (F) of this document.

- Supporting the Lead in planning the annual partners' meeting and securing annual reports from partners.
- Develop external messages;
- Identifying synergies and ways to leverage partners;
- Create and facilitate review of initiative documents;
- Make decisions (see section decision-making).

### **The Lead**

The Road Map states that "in the near term, the Lead for the Call to Action will remain a state actor with strong leverage in humanitarian policy and funding, a demonstrated champion for GBV in humanitarian response, and fully engaged in the Call to Action".<sup>4</sup>

Key responsibilities are:

- Oversee the implementation and monitoring of the Road Map;
- Lead the work of the Steering Committee;
- Organize, coordinate, and lead advocacy in relevant forums;
- Maintain communications with partners;
- Compile and maintain consolidated Commitments list;
- Manage the partner annual reporting process;
- Design and lead annual partner meeting, with the support and input of the partnership (collective effort);
- Ensure the Call to Action website and partner listserv are regularly updated and maintained;
- Collaborates with partners to determine ways to move the initiative forward;
- Facilitate cross-working group calls, upon the request of partners.

In short, **the Lead** motivates and organizes partners to achieve the common goal.

As stated in the Road Map 2016-2020 "The Lead must be able to devote the necessary financial and human resources, including technical expertise and political leadership, to meet the responsibilities outlined above. Future Leads will be asked to serve two calendar years, not to exceed three consecutive years"<sup>5</sup>. Depending on the work programme and priorities of the Lead, examples of financial and human resources may include support for workshops and events or staff to undertake communications activities.

As better described in section 4 (E), at least six months in advance of the end of the Lead's term, the Call to Action Steering Committee members will identify partners who have expressed interest as potential incoming Leads<sup>6</sup>. The Call to Action Lead will connect with recommended partners, keeping the Steering Committee informed. Ideally, there would be a three-month handover period from the outgoing to incoming Leads. As the Call to Action brings on new partners and the initiative evolves, partners may wish to consider a co-lead arrangement.

### **Communication and Coordination**

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<sup>4</sup> Call to Action Road Map, p. 23.

<sup>5</sup> Call to Action Road Map 2016-2020. p. 23.

<sup>6</sup> For further details, please see section 4 (E) of this document,

### Conference calls

As already stated in the Call to Action Road Map 2016-2020, Stakeholder Working Groups meet by teleconference quarterly or as needed to identify implementation opportunities and challenges that should be addressed within the Stakeholder Working Group and/or with all partners.

Steering Committee teleconferences are held quarterly or as needed to review monitoring and implementation issues across the collective.<sup>7</sup>

### Annual meeting

A technical face-to-face meeting between all partners (the Call to Action Partners Meeting) is held annually and is designed and led by the Lead, with the support and input of the partnership. This meeting aims to:

- review progress on the collective;
- identify challenges and new opportunities;
- consider revisions to the Road Map;
- secure new or amended partners commitments;
- confirm relevance of ongoing commitments;
- provide an update of ongoing work and implementation of the Call to Action at the field level;
- identification of advocacy and outreach opportunities for future years;
- discuss and strategize on how to strengthen the partnership;
- discuss further interactions with other humanitarian initiatives.

It may work well for the annual meeting to be linked with the GBV AoR's annual planning meeting.

### Partnership-wide updates

In addition to the periodic teleconferences and annual meeting, the Lead will distribute updates on their work plan to partners through the Steering Committee, twice a year. Furthermore, the Lead will work with the Steering Committee members to develop and maintain the Call to Action website, which could include a partner log-in component to support partner-to-partner communications<sup>8</sup>.

### Cross-working group discussions

The Lead shall, upon the request of partners of the Call to Action or the Steering Committee, facilitate cross-working group discussions. The meeting is then co-prepared by the partner who suggested the topic and the Lead or co-chair. To further strengthened communication and engagement across Working Groups, the Lead can also request the co-chairs to have occasional thematic calls to which all Working Groups members are invited or invite them to sit in on other group's discussions.

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<sup>7</sup> [Call to Action Road Map](#) 2016-2020, p. 24.

<sup>8</sup> *Ibidem*, p 24.

### Coordination

Coordination across actions and workstreams will take place through the activities undertaken by the Stakeholder Working Groups, Steering Committee, and the Lead.

The Lead communicates with the Steering Committee, and the co-chairs of the Working Groups feedback information into their working group, and ensures that any requests coming from partners in the Working Groups are raised at Steering Committee level with the Lead.

## 3. Decision-making in the Call to Action Partnership

### A. Development of new products or tools

Design and development of written products shall be the result of a collective process.

Partners can propose new products, additions or modification of products to Working Groups chairs, who will then report to the Lead for further discussions.

All products shall go through the Steering Committee, who will consult their Working Groups. For important products, several consultations will be ensured, over a longer period of time.

In case of urgency and only in exceptional circumstances, Steering Committee will also have role as co-chair to represent the Working Group if need be.

### B. Joint messaging/advocacy

What is already there:

- A. A Call to Action video was created by the Women's Refugee Commission, with support from Sweden, and is available in 4 languages on the website. It is considered the most accessible communications tool of the partnership.
- B. An Outreach Strategy 2017-2018 was developed in August 2017, which includes some standard messaging on the Call to Action, on variety of issues (i.e. background, impact to date, main governance structure, why partners should join, etc.). Partners are encouraged to use these messages when communicating about the Call to Action. These joint messages are based on the language of the Road Map and a result of consultations with the Steering Committee.
- C. Brochures:
  - a. A 2-page Brochure on the Call to Action (developed under leadership of Sweden). Available on the website.



- b. A brochure "How to become a partner" was also developed, as it was felt that the general 2-page Brochure was not detailed enough. It included points on why new partners should join the partnership, but may be too comprehensive.

## 4. (New) tools

The Road Map states: "The Call to Action governance structure incorporates collaborative and transparent processes for decision-making, planning, coordination, supporting workstreams, and workflow. Procedures and processes are designed to promote collective, cohesive, and coordinated action and to cultivate mutual respect, trust, legitimacy, shared understanding, shared commitments, and inclusiveness"<sup>9</sup>.

### A. Road Map Indicators

The monitoring framework for the Road Map measures progress by 1) monitoring actions taken in the Key Action Areas, and 2) measuring specific indicators to monitor progress in achieving the Outcomes. These two monitoring systems, together, show how partners are doing as a collective in achieving the aims of this Road Map<sup>10</sup>.

Since the design of the Road Map, a Monitoring and Evaluation (M&E) framework has been developed by the Women's Refugee Commission, with support from the United States.

It is a component of an overall measurement of progress on the Road Map, together with the annual reporting of partners. The framework measures both progress in every single key action area and the overall progress.

The indicators for the Road Map, which will be measured annually, have been further developed and detailed. Indicators aim to show progress over time at the Outcome level. The Outcomes for the Call to Action Road Map are complex and interlinked. Proxy indicators are used for many of the Outcomes, and where relevant, links between indicators and actions are noted. The indicators of the Road Map focus on measuring progress toward strengthening the foundation and embedding GBV in how the humanitarian system and its constituent entities do business.

The annual partner meeting is an opportunity to review progress, identify challenges, and establish new benchmarks if needed.

The Lead shall collate the data and oversee reporting. Steering Committee can support the collection of data but each Lead has the responsibility to decide how to collect it. Similarly, Working Group co-chairs should invite partners to send their reports and policies but do not collect them or keep track of them.

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<sup>9</sup> [Call to Action Road Map 2016-2020](#), p 23.

<sup>10</sup> *Ibidem*, p. 33.

## B. Self-reporting tool

According to the Road Map, a Call to Action partner agrees to commit to "report annually on progress towards commitments"<sup>11</sup>. This is with the view to foster accountability for the partnership as a whole.

In order to streamline the process, and to facilitate easy analysis of the overall progress of the partnership on the Road Map, a *standardised reporting tool* has been developed, in close consultation with the Steering Committee and with members of the three Working Groups. This included consultations on the draft reporting tool itself, as well as key informant interviews conducted in November 2017 on the reporting exercise. As a result, a self-reporting *Word* template was finalised at the end of November 2018. Once filled in by partners, the template shall be saved as PDF and can immediately function as a public report to be put on the Call to Action website. The decision was made that the full partner report would be made public, since no partners ever shared sensitive information in previous reporting exercises. Facilitating the annual reporting process is a key task of the Lead of the partnership and information provided by partners through this tool is collected with the aim of preparing the annual Call to Action Progress Report.

The template is hosted on the Call to Action website, at the following link: <https://www.calltoactiongbv.com/>

## C. Progress report

As partners of the Call to Action are expected to self-report on their commitments every year, the Progress Report holds partners accountable by showing progress on their commitments under the Road Map.

At the annual Call to Action Partners Meeting in June 2018, partners have agreed that the Progress Report is particularly useful to identify challenges and way ahead, as well as to guide strategic discussions. The Progress Report should be public, short, actionable and targeted.

The development of the annual document shall be facilitated by the Lead, with the input and comments of the Steering Committee chairs, who are consulted on its structure and content during its preparation.

All partners who have submitted a report shall be consulted on the draft progress report before publication.

*A Call to Action Progress Report was published in autumn 2018, covering the calendar year 2017, and also includes the assessment of the high level indicators included in the Road Map.*

## D. Call to Action Website

In the Call to Action Road Map, it is indicated that "the Lead will work with the Steering Committee members to develop and maintain the Call to Action website, which could include a partner log-in component to support partner-to-partner communications"<sup>12</sup>.

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<sup>11</sup> *Ibidem*, p. 22.

A stand-alone [Call to Action website](#) for the partnership was launched on 30 November 2017 and is the platform that centralises all available information on the Call to Action. At the annual Partners Meeting in June 2018, the Call to Action website was identified as a particularly useful tool to store and transmit information and avoid data loss.

The website is maintained and regularly updated by the Lead but shall be considered a tool to reflect views and actions of the whole partnership.

This website has a **public section**, for external actors who want to find out more about the initiative, **and a partners-only section**, which is restricted in access to Call to Action partners. For accessing this restricted online area, partners should go to "[Partners' Space](#)" of the website.<sup>13</sup>

**Public information:**

- Mission of the Call to Action;
- Important documents and reports (Road Map of the Call to Action in English, Spanish, French, and Arabic; Handout to become a partner, past public reports such as the 2016 Women's Refugee Commission report and the 2017 International Rescue Committee report);
- Updated list of partners;
- Guidance on how to become a partner of the Call to Action;
- News section on the latest developments of the Call to Action;
- Progress Report;
- Self-reports of partners;

**Restricted information on the Partner's space:**

- Work programmes of working groups, Steering Committee and Lead;
- Advocacy and Outreach Plan;
- Summarized list of commitments made by all partners;
- Commitments made by all partners;
- All partners' policies submitted on GBV in emergencies;

**Costs**

The website was created during the EU's leadership of the Call to Action. In general, the costs of the website shall be covered by the Lead.

**Branding**

The website was created during the EU's leadership of the Call to Action, and for the EU's internal communication rules disclaimers were added regarding the EU's relationship to the website. These will be removed once the leadership is transferred to the new Lead.

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<sup>12</sup> *Ibidem*, p 24.

<sup>13</sup> Password is available through the Lead.

Each Lead may include a few references to their current leadership, or disclaimers such as mentioned above, but these should not be too prominent as the website should primarily be the Call to Action Partnership website.

## 5. Procedures

### E. Welcoming new Call to Action partners

As indicated in the Road Map, "to join the Call to Action partnership, organizations/institutions/groups **send a statement** to the current Lead indicating their interest in joining the partnership, support for the Call to Action goal, and commitment(s) in support of the Call to Action. The Lead and the new partner may have additional discussions on specific actions the new partner plans to undertake as part of their commitment(s), and how they fit into the Road Map and other actions already underway."<sup>14</sup>

Since the creation of the Call to Action the number of applications for becoming partners has also consistently increased.

#### **Stakeholder groups**

The Call to Action Road Map identifies specific groupings of stakeholders<sup>15</sup>:

#### **States**

- States and/or regional bodies (e.g., European Union, African Union) that provide bilateral and/or multilateral humanitarian funding;
- States and/or regional states bodies that do not necessarily fund humanitarian action, but do engage in advocacy and other activities around humanitarian issues;
- States affected by armed conflict and/or natural disaster; includes refugee host countries.

#### **States/Donors**

- States, regional states bodies (e.g., European Union, African Union), and/or private donors that provide humanitarian funding through bilateral and/or multilateral methods.

#### **Affected States**

- States prone to or affected by armed conflict and/or natural disaster; includes refugee host countries.

#### **Organizations (IOs)**

- International/multilateral organizations, including United Nations agencies, Red Cross/Red Crescent Movement, etc.;

#### **International Non-governmental Organizations (INGOs)**

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<sup>14</sup> [Call to Action Road Map 2016-2020](#), p 22.

<sup>15</sup> *Ibidem* p. 13.

- International humanitarian and/or development INGOs.

### **National Civil Society**

- National non-governmental organizations (NNGOs);
- National Red Cross and Red Crescent Societies;
- Business forums;
- Faith-based associations;
- Labor unions;
- Community-based organizations (CBOs) and local community groups.

### **Affected Communities**

- Individuals, women’s groups, and other groups in communities affected by armed conflict and/or natural disasters.

The Call to Action Road Map specifies that a distinction is made in the Action Plan between “Key Stakeholder Groups” and “Supporting Stakeholder Groups.” Key Stakeholder Groups are those that have primary responsibility for leading and carrying out the Priority Action Areas. Supporting Stakeholder Groups have important secondary roles, such as advocacy, funding, or other relevant workstreams that support completion of the actions. Stakeholder groups can occupy the role of “key” or “supporting,” at different times throughout the Action Plan, depending on their role specific to that workstream.

The Call to Action as a partnership is committed to ensuring that future partners are committed to the goals and humanitarian values of the Call to Action. There are many ways for a potential new partner to demonstrate its commitment to the goals and humanitarian values of the Call to Actions, including but not limited to:

- Displaying strong dedication to tackle gender-based violence (GBV) in emergencies;
- Undergoing activities and developing policies on GBV in emergencies;
- Having a National Action Plan on Women Peace and Security (for States and Donors);
- Signing in the foreword to the revised Inter-Agency Standing Committee Guidelines (IASC) for Integrating Gender-based Violence Interventions in Humanitarian Action (for International Organisations);
- Expressing support to gender equality in general, and in humanitarian action in particular.

Individual applicants (natural persons) cannot be accepted to join the initiative because of organisational criteria defined in the Road map.

### **Local civil society organisations/National Civil Society**

The Call to Action welcomes partners from all over the world working on GBV in emergencies field and particularly partners rooted in the local realities, and is committed to include more Southern-based partners to the initiative.

“Local partners” can vary widely both in their nature and in capacity and cover organisations operating at community, district, national, regional or even global level.

The Road Map describes (as stated above) that national civil society can include local networks, faith-based associations, community-based organisations and local community groups, research institute, training or capacity-building organisations, or media organisations.

### **Procedure 1: Call to Action partners actively invites new partners**

1. The [Outreach and Advocacy Plan 2017-2018](#) (hereafter referred to as "Outreach Plan") is the reference document for inviting potential new partners to join the Call to Action. Potential new partners can be identified for instance by assessing whether they have a clear commitment to GBV in emergencies (alike the activities listed above).

Similarly, the outreach Plan identifies priority new partners as follows:

#### **States**

- a. States that have expressed an interest to join but are not yet partners;
- b. States with National Action Plans on Women Peace and Security.

#### **International Organisations**

- a. UN entities that have demonstrated their commitment to the aims of the Call to Action and/or signing in 2015 the foreword to the revised Inter-Agency Standing Committee Guidelines (IASC) for Integrating Gender-based Violence Interventions in Humanitarian Action.

#### **Non-Governmental Organisations**

- a. Consortia in which Call to Action partners are members and have leverage.

2. Call to Action partners can invite formally potential new partners identified in the Outreach Plan, to join the Call to Action. The procedure is as follows:
  - a. Should a Call to Action partner wish to formally invite a new partner, they should notify the Steering Committee and Lead.
  - b. The Call to Action partner will then invite the potential new partner by sending an invitation letter (Annex 8 attached to this document), which includes the template for making commitments.
3. The Lead stands ready to liaise with the potential new partner and assist them in joining the Call to Action, by sending them the commitments templates.
4. The Outreach Plan shall be updated annually within the Steering Committee, or upon request of one the Steering Committee members. The normal time-frame for the update shall be around 1 month.
5. Steering Committee members (also at the suggestion of Call to Action partners) can propose to include new potential partners into the Outreach Plan.

6. Should there be any objections against any of the newly proposed partners, then a discussion should take place in the Steering Committee.
7. Should there be disagreement between the members of the Steering Committee, a vote could be organised. Each Steering Committee member has 1 vote, and new members need to be voted in by unanimity.

### **Procedure 2: Receiving spontaneous applications from potential new partners**

1. If a Call to Action partner is approached by a potential new partner notifies the Steering Committee of this spontaneous application.
2. The Lead then stands ready to explain the procedure of joining to the applicant, for instance through a short phone-call.
3. The Lead or the Call to Action partner in contact with the applicant, will request the applicant to share information on their GBV-related activities, which will then be shared with the Steering Committee. This can for instance be a short document (including for instance existing material) which describes the organisation's activities on GBV in emergencies. They are also encouraged to already highlight what commitments they would likely be able to make.
4. Once received, the Lead forwards this to the Steering Committee.
5. Usually a period of at least 2 weeks should be given to Steering Committee members to evaluate the information of the new partner (or for instance in between 2 Steering Committee meetings). When discussing new partners, it must be ensured that all Steering Committee members are present and agree (or in the absence of a member, that her/his co-chair is mandated to make a decision). The final decision taken by the Steering Committee members is based on the criteria listed on page 8.
6. If a new partner wants to join the Call to Action but the Steering Committee **expects the partner to be unable to commit to the implementation of the core of the Call to Action**, a way forward will be explored by the Steering Committee together with the candidate.
7. Should there be no objections, then the procedure for joining the Call to Action can be immediately initiated by the Lead.

### **Final procedure: Process of joining the Call to Action**

1. After Steering Committee approval, the Lead sends the template for the accession letter to the potential partner.
2. The potential partner then provides the Lead with the accession letter, signed by the partner (at the level which makes most sense for the partner).

3. The Lead shall reply to the above-mentioned letter by sending a formal letter welcoming the new partner.
4. The Lead shall notify the Steering Committee members of the reception of the new partner's accession letter.
5. The Lead shall save the new partner's commitment letter with all the other letters.
6. The Lead shall put the new partner's appointed focal point in contact with the co-chairs of the Working Group to which the new partner belongs to.
7. The Lead shall update the list Call to Action focal points.
8. The Lead asks the new partner to send the link of its official website and its logo to be published on the official site of the Call to Action, and adds the new partner to the list of partners on the website.
9. The Lead and the new partner are encouraged to promote on social media the new membership (Twitter, official websites).
10. The Lead shall update the commitments overview and matrix.

### **Template**

A template of an **accession letter**, including an Annex for the commitments, is annexed.

### **F. Protocol for changing and/or adding new commitments**

When they join the initiative, partners of the Call to Action make initial commitments under the Road Map. These commitments are expected to remain unchanged throughout the whole duration of the Road Map (2016-2020), and it should be avoided that partners dramatically reduce their commitments.

However, time has proven that the amount, nature and scope of partners' commitments may change over the years. For instance, when the Road Map was launched some commitments may have had a short-term achievement period, or some partners might have realised that they have the capacity to formulate additional commitments.

If they wish to do so, Partners can send an updated version of their commitments to the Lead (using the new commitments template already mentioned and attached in section in the Annex).

Partners are not obliged to make new commitments every year but they are asked to report annually on their commitments under the Road Map. The Lead will monitor the annual reporting process through the online self-reporting template and will prepare the Call to Action Progress Report accordingly. Partners make new commitments when they first join the Call to Action; when they have achieved their current commitments; if their policies change, or if there is a new Road Map.



## **Template**

A template for **new commitments letter** is annexed.

### **G. Protocol for leaving the Call to Action Partnership**

If a partner of the Call to Action wishes to leave the initiative, it shall proceed as follows:

- H. Inform the Working Group co-chairs via email by attaching a letter expressing the decision to leave the partnership and explaining the main reasons for leaving.
- I. The Working Group co-chairs should inform the Lead via email attaching the partner's letter.
- J. The lead shall directly contact the partner via email acknowledging its notification to leave.

### **K. Protocol for inactive partners**

To be determined.

### **L. National Road Maps**

Whilst this governance package applies to the Call to Action 2016-2020 Road Map (the global Road Map), there has been considerable efforts in rolling out the Call to Action at field-level. Pilot countries of this roll-out include Nigeria and Democratic Republic of the Congo, and this work has been undertaken by Women's Refugee Commission and UNFPA/GBV AoR (with support from Sweden and the EU).

The Call to Action partnership encourages the further development of National or sub-National Road Maps.

There is a separate section on the Call to Action website dedicated to these processes.

### **M. Handover between Leads**

Procedure to become the future Lead:

1. At least six months before the end of the Leadership, the interested candidate shall communicate its interest to the Steering Committee, through its Working Group co-chairs. The Steering Committee shall discuss the partner's proposal to become the next Lead. Particularly the Steering Committee shall communicate to their working groups the expression of interest received. The Lead shall communicate the approval/refusal to the interested candidate.
2. In case of more than one candidature, the Lead will ask the interested partners to provide further documents in support of their candidature, specifying reasons and indicative objectives of their leadership. Exceptionally, where possible, the lead may consider a co-lead arrangement. In other cases, the Steering Committee will be asked to decide which partner will become the next Lead, based on the documentation

provided. The Lead will be responsible to communicate the result of the assessment to the interested candidates, explaining the reasons guiding their decision. This process cannot take more than two months.

3. In case no partner expresses the interest to become the next Lead, the Steering Committee shall discuss to whom propose this role. The Lead shall then informally approach the selected possible candidates to explore their interest.
4. Once the approval of the Steering Committee, the Lead can start the handover.

In the Road Map, it is stated that "ideally, there would be a three-month handover period from the outgoing to incoming Leads"<sup>16</sup>.

Since the Lead is the coordinator of the Call to Action, it is important that incoming Leads are fully trained and aware of all information regarding how to manage the Leadership.

In general, phone calls, face-to-face meetings between the current Lead and the future Lead or a comprehensive briefing are highly encouraged to favour a smooth transition between leads.

**Relevant information and materials** to be shared between Leads for handover procedure includes:

- A handover phone-call to take the prospective Lead through the Handover document (see below);
- The current Lead also remains available for further phone-calls, questions, and assistance throughout the handover period;
- A Handover document which includes as a minimum:
  - A. Overview of all of the documents that are sent as part of the Handover package;
  - B. Summary of the main activities under the leadership, and a summary of the main priority areas for the future.
- Annexes to the Handover document include as a minimum:
  - A. Updated workplan and state of play (recapitulation) of activities undertaken by outgoing Leads (for instance: workshops, events, communication activities, etc.);
  - B. Updated and detailed Partnership Contact List;
  - C. Updated and detailed List of Commitments, including;
    - Number of commitments made per Working Group overall;
    - Overview of commitments per Outcome area/Key Action Area (excel);
    - Matrix of detailed commitments per Outcome area/Key Action Area;
  - D. Outreach and Advocacy
  - E. Detailed list of Steering Committee upcoming priorities for the Call to Action (for instance: discussion on funding, cross-Working Groups calls, sharing of good practices, etc.);
  - F. Minutes of all Steering Committee meetings organised during the period of Leadership;

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<sup>16</sup> [Call to Action Road Map 2016-2020](#), p 22.

- G. All of the reports, policies, and letters of commitments received during the leadership;
- H. Report of the Call to Action Partnership Meeting organised during the leadership.
- I. Technical handover information on how to manage the stand-alone Call to Action; website and the online reporting template;

**Saved on the website (the Lead works to ensure that it is up to-date):**

- A. All Partners' self-reports;
- B. All Partners' policies;
- C. All Partners' letters of accession and commitments;
- D. Full updated list of all commitments made by partners;
- E. Work plans of all Working Groups;

## N. Handover between Co-chairs of the Working Group

As stated in the Road Map "The chairs of the Working Groups serve for at least two, and no more than three, calendar years."<sup>17</sup>.

However, in case a chair expresses the willingness to keep its role, the Working Group members shall vote by consensus. The mandate can be extended for one additional calendar year.

The chairs of the Working Groups shall be active members of the Call to Action, having reported on their commitment under the Road Map for the last two years.

Procedure to become the future Co-Chair:

1. Before the end of the Chairmanship, the interested partner shall approach the current co-chairs of its Working Group and express its interest in becoming the future co-chair. Alternatively, the current co-chairs can proactively reach out to partners that they think may be interested in the chairmanship. The co-chairs communicate expressed interest to the entire group, in case there are further partners that are interested. Should more than 1 partner be interested, a vote would be organised.
2. In case no partner expresses the interest to become the next co-chair, the Steering Committee shall discuss to whom to propose this role. The Lead shall then informally approach the selected possible candidates to explore their interest.
3. The co-chairs of the Working Group shall communicate to the Steering Committee the outcome of the selection and inform on the decided time-line of handover.

Ideally, there would be a three-month handover period.

Relevant documents to share by e-mail with the future co-chair:

- Work plan of the Working Group;
- State of play (recapitulation) of activities undertaken by outgoing co-chairs;
- Updated contacts of the Working Group and Steering Committee members;

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<sup>17</sup> Call to Action Road Map 2016-2020", p. 24.

- Minutes of all Steering Committee meetings of the last six months.
- Detailed list of Steering Committee upcoming priorities for the Call to Action (for instance: discussion on funding, cross-Working Groups calls, sharing of good practices, etc.);
- The new co-chair is also invited to already attend Steering Committee meetings, during the transition period.

## 6. Annex - Accession Template

### Instruction

Partners' commitments to implement the Road Map are the heart of the initiative. Working together, we can transform humanitarian action on GBV so that crisis affected individuals and communities are safer, and survivors receive the care they deserve.

Partners agree to make at least two commitments under the Road Map's Action Plan. One commitment must be in a Key Action Area under Outcome 1 which relates to organizational and institutional policies. The other commitment(s) can be in any Key Action Area under the six outcomes of the Road Map. While the minimum requirement of a partner is two commitments, every Call to Action partner is strongly encouraged to make the maximum number of commitments consistent with their mandate, resources and capacities.

Commitments should be:

- Clearly defined and specific;
- Linked to one of the Key Action Areas in the Road Map ;
- Achievable within the timeframe of the five-year road map ;
- Measurable.

Partners are asked to report on progress towards their commitments on an annual basis.

The template below is to help you record and convey your commitments. Please complete a separate template for each commitment and fill in all 7 fields for each commitment. Several examples of completed templates can be provided by the Lead for illustrative purposes.

Please send this letter to: [XXXXXX]

### Main body of letter

*[XXXX] welcomes the launch of the 2016-2020 Road Map for the Call to Action on Protection from Gender-based violence in Emergencies, and hereby expresses their intention to join the Call to Action partnership.*

*[XXXXXX] is committed to ensuring implementation of the Road Map, report annually on our progress and support activities to sustain the Call to Action partnership. Please find enclosed a list of our commitments.*

*I have designated [XXXX, contact details] to be our focal point.*

*[XXXX] looks forward to working with our partners to ensure the success of this critical initiative.*

*Signature*

## List of commitments

Commitment number (e.g. **Commitment 1**)

1. Name of Partner:
2. Roadmap Outcome/s & Action Area/s the commitment is linked to:
3. Location of Activities:
4. The Commitment:
5. Time Frame for Achievement:
6. Interim Benchmarks (if applicable):
7. Method for Measuring Progress:

## 7. Annex – New Commitments Template

### Instruction

Partners' commitments to implement the Road Map are the heart of the initiative. Working together, we can transform humanitarian action on GBV so that crisis affected individuals and communities are safer, and survivors receive the care they deserve.

The amount, nature and scope of partners' commitments may change over the years. For instance, when the Road Map was launched some commitments may have had a short-term achievement period, or some partners might have realised that they have the capacity to formulate additional commitments.

Partners can therefore send an updated version of their commitments to the Lead. Partners are strongly encouraged to only add or upgrade their commitments, and revision of commitments should not lead to a decrease in efforts.

Commitments should be:

- Clearly defined and specific;
- Linked to one of the Key Action Areas in the Road Map ;
- Achievable within the timeframe of the five-year road map ;
- Measurable.

The template below is to help you record and convey your new commitments. Please complete a separate template for each commitment and fill in all 7 fields for each commitment. **Please re-submit your new commitments in its entirety. You may assign whether a specific commitment is new, but for the sake of overview, please do not submit only your new ones, but your entire new "set".**

Please send this letter to: [XXXX]

### Main body of letter

*[XXXX] has been a partner of the Call to Action on Protection from Gender-based violence in Emergencies since [XXXX]*

*[XXXXXX] is committed to ensuring implementation of the Road Map, report annually on our progress and support activities to sustain the Call to Action partnership.*

*Due to [XXXX –explanation of circumstance, i.e. already achieved commitments, reinvigorated effort etc] we hereby want to strengthen our commitments to the Road Map.*

*Please find enclosed a list of our new commitments.*

*Signature*

## List of commitments

Commitment number (e.g. **Commitment 1**)

1. Name of Partner:
2. Roadmap Outcome/s & Action Area/s the commitment is linked to:
3. Location of Activities:
4. The Commitment:
5. Time Frame for Achievement:
6. Interim Benchmarks (if applicable):
7. Method for Measuring Progress:
8. Is this a **NEW or REVISED** commitment? (yes/no, please explain)



## 8. Annex – Invitation Letter for New Partners Template

Please send this letter to: Potential partner of the Call to Action

### **Main body of letter**

*Dear Ms/Mr,*

*The purpose of this letter is to invite [XXXX] to join the Call to Action on Protection from Gender-based Violence in Emergencies (Call to Action) as partner.*

*The Call to Action is a multi-stakeholder initiative that aims to fundamentally transform the way gender-based violence (GBV) is addressed in humanitarian emergencies via the collective action of numerous partners. Its aim is to drive change and foster accountability from the humanitarian system to address GBV from the earliest phases of a crisis. So far, more than 70 partners have joined the initiative, including States, donors, regional bodies, International Organizations, and NGOs.*

*The Call to Action Steering Committee has agreed that [XXXX] has demonstrated its commitment to the objectives and humanitarian values of the Call to Action through several actions. Among many, [XXXX]*

*Your contribution as a partner of the Call to Action would represent a valuable asset for the initiative to further strengthen our efforts towards preventing and responding to Gender-based Violence in Emergencies.*

*Should you be willing to know more about the initiative and further discuss your possible contribution, please contact [XXXX], current Lead of the Call to Action, who will provide you with all relevant information and further steps to formalize your membership, if [XXXX] wish to do so.*

*Yours faithfully,*

*Signature*