

GBV AoR Capacity Strengthening Strategy

2023 — 2028



Gender-Based Violence AoR
Global Protection Cluster

BACKGROUND

The Global GBV AoR, inclusive of its Core Members¹, the GBV AoR Coordination Team and Regional AoR Teams, is responsible for ensuring life-saving, predictable, accountable and effective GBV prevention, risk mitigation and response in emergencies, both natural disaster and conflict-related humanitarian contexts. Within the cluster approach, the GBV AoR sits in the protection cluster. UNFPA is the lead agency.

While the GBV AoR Capacity Building Strategy (2015-2020) has guided the GBV AoR's capacity strengthening efforts in recent years, the new GBV AoR Capacity Strengthening Strategy aims to identify and address any remaining or emerging capacity gaps related to GBV prevention, risk mitigation, and response in emergencies. This updated strategy aligns with the GBV AoR mandate to ensure effective GBV prevention, risk mitigation, and response in emergencies.

This Strategy focuses on strengthening the capacity of Country AoR Members, including local actors, and Country AoR Coordination Teams, to enhance their respective programming and coordination capacities for GBV prevention and response. It has been developed in consultation with the IASC GBV Guidelines Reference Group, the global interagency coordination group leading capacity building efforts on GBV risk mitigation with humanitarian actors working in non-GBV sectors and clusters. This ensures dedicated capacity strengthening on all three core components of GBV Programming: mitigation, prevention and response, while simultaneously reinforcing that GBV is a shared responsibility across the entire humanitarian system. Whilst this Strategy focuses on GBV prevention and response, the accompanying Annex outlines the general approach for capacity strengthening on GBV mitigation, as developed by the IASC GBV Guidelines Reference Group, and reaffirms the AoR's commitment to ongoing collaboration with the Reference Group.

The successful implementation of this strategy will require the shared ownership and support of all GBV AoR Core Members, as well as a dedicated work plan with clear roles and responsibilities, and a Capacity Strengthening Reference Group to monitor and drive implementation.

¹ IMC, IRC, WRC, UNFPA, Oxfam, IOM, IPPF, UNICEF, Norwegian Church Aid, IFRC, PLAN International, UN Women, Irish Consortium on GBV, ActionAid, Intersos, NRC, UNHCR, CARE, Save the Children

DEFINITIONS

Capacity Strengthening

Capacity strengthening, capacity development, and capacity building are terms that are often used interchangeably to refer to the process of improving and enhancing the skills, resources, and abilities of individuals, organisations, or communities. The terms are captured under the umbrella term of capacity strengthening in order to acknowledge that there is already existing capacity and to emphasise the focus on improving and strengthening that capacity.

Country AoR

This incorporates the different names used in various humanitarian contexts with clusters or cluster-like structures, including GBV sub-clusters, GBV sector or sub-sector or GBV sub-working groups at national or sub-national levels.

Country AoR Coordinator

GBV coordinators may include UN, international or local NGO or national government coordinators at the national and sub-national levels. It includes chairs, co-chairs, coordinators and co-coordinators

Country AoR Coordination Team

Country AoR Co/Coordinators and Information Management Officers (IMOs)

Emergency

An emergency is any situation in which the life or well-being of civilians affected by natural disaster, conflict or a public health threat has been or will be at risk unless immediate and appropriate action is taken, and that demands an extraordinary response and exceptional measures.²

GBV programme actors

As used in the GBViE Minimum Standards, GBV programme actors are staff who have received GBV-specific training and/or have experience working on GBV programming. This includes a range of staff within UN Agencies, INGOs, NGOs and WLOs/WROs, including but not limited to Programme Managers, Programme Coordinators, and GBV service providers (eg GBV case worker, psychologist).

GBV AoR Coordination Team

The GBV AoR team at global level, members of which are listed [here](#)

Regional AoR Team:

Regional Emergency GBV Advisors (REGAs) and Regional Information Management Officers (IMOs)³

Women-led Organisations/ Women's Rights Organisations (WLOs/WROs)

A term that includes women-led organisations, women's rights organisations, girl-led initiatives, women's grassroots groups and self-organised groups of crisis affected women and girls. These formal and informal groups work towards advancing the rights of women and girls and promoting gender equality. They work at local, national, or international levels and use a variety of tactics, including advocacy, lobbying, awareness-raising, and service provision, to achieve their goals.

The Strategy centres women and girls throughout, to align with the Inter-Agency Minimum Standards for Gender-Based Violence in Emergencies Programming (referenced as GBViE Minimum Standards throughout)⁴ which focuses on women and girls due to structural and systemic gender inequality and discrimination that lead to their documented higher risk of GBV, and their lack of safe and equitable access to humanitarian assistance. Women and girls experience multiple forms of GBV and face many additional barriers to accessing services and recovering from GBV due to systemic gender inequality and other forms of intersectional discrimination.⁵

3 The regional teams, also called REGA, are managed via a strategic tripartite partnership between NORCAP, UNFPA and the GBV AoR. The partnership, REGA profiles and management structure will be further articulated in 2023 in response to the findings and recommendations of the REGA review.

4 The GBV Area of Responsibility, through the development of the Minimum Standards, aims to promote a coherent, comprehensive and coordinated approach to GBV at the field level, including response, care and recovery for survivors and prevention and perpetrator accountability. Source: Interagency GBV Minimum Standards

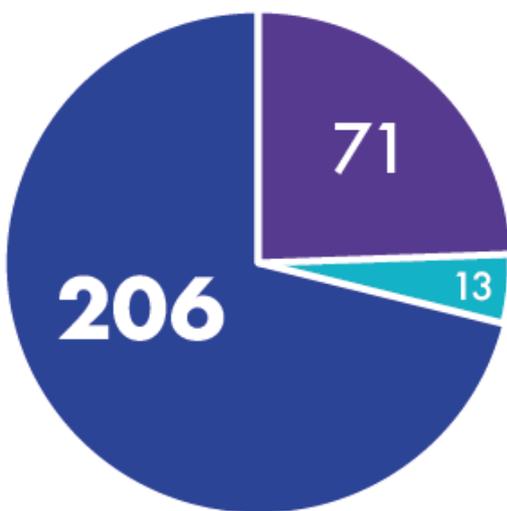
5 Inter-Agency Minimum Standards for Gender-Based Violence in Emergencies Programming

SNAPSHOT OF THE FINDINGS

The strategy is based on the insights and perspectives of WLOs/ WROs, NGOs, INGOs, and UN Agencies, which were gathered through a survey, key informant interviews, focus group discussions and a series of validation workshops.

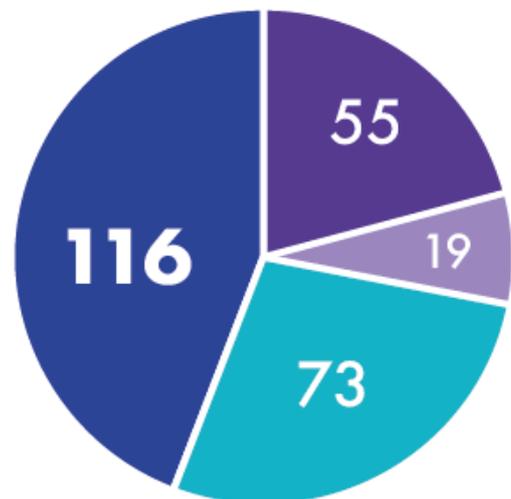
The survey received 281 responses, primarily from GBV Programme Managers and GBV service providers. It was administered in four languages: Arabic, English, French, and Spanish. The demographic information of the participants is analysed in the accompanying graphs, which take into account gender, geographical location, and agency affiliation.

GENDER



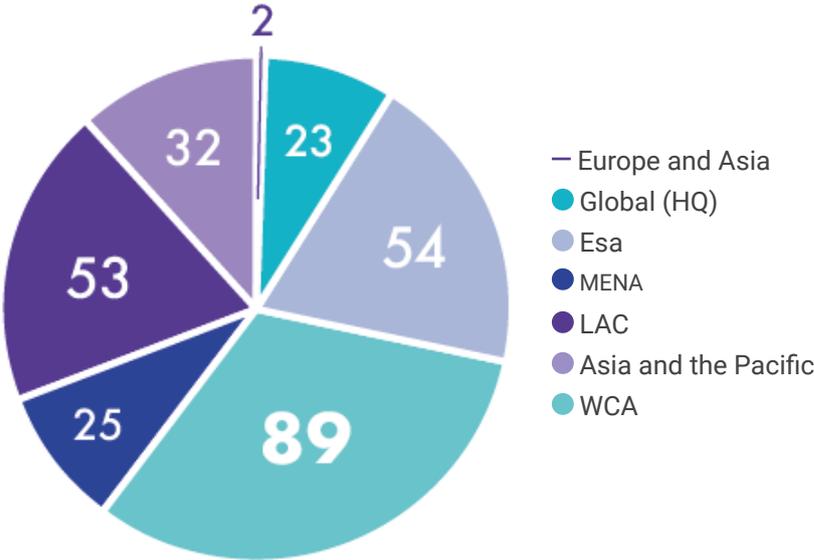
- Woman
- Men
- Non-binary
- Prefer not to say

AGENCY



- INGO
- NGO
- WRGO
- UN

LOCATION



The data was further supplemented by 17 Key Informant Interviews that provided national, regional, and global perspectives, as well as 16 Focus Group Discussions, including with Country AoR members at the national and sub-national levels. Based on these inputs, there are three main areas of need for strengthening capacity in relation to GBV programming, coordination and information management in emergencies: *Staffing availability and technical capacity; Access to sufficient and context-specific resources; and Monitoring, evaluation, accountability and learning (MEAL) capacity.* A brief snapshot of these three areas is provided below:

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Staffing availability and technical capacity

Despite significant investment and progress in GBV capacity strengthening, there remains a shortage of trained and experienced GBV programme actors, coordinators and IMOs to meet programming and coordination requirements. This shortage poses challenges, particularly in effective coordination and in designing and implementing safe, accessible, and inclusive programming that addresses survivor needs and does not cause harm. Insufficient resourcing and a lack of prioritization of GBV staffing exacerbate these challenges. Some donors also limit the proportion of budgets that can be allocated to staffing, hindering appropriate programming and coordination, particularly for small organisations including WLOs/WROs. Additionally, a lack of predictable career paths, an over-reliance on “double-hatting” and short contracts leads to high turnover.

While the GBV Competency Framework (2014) is considered a crucial resource for hiring, training, and performance management, it needs to be updated to include competencies related, for example, to information management roles. In addition, the onboarding process for coordinators and information management officers lacks standardisation, and not all receive inductions, particularly at the sub-national level.

There are limited tools available for systematically assessing the capacity of Country AoR Coordination Teams and Country AoR members, hindering tailored capacity strengthening. It is also acknowledged that more needs to be done to ensure WLOs/WROs are better represented, including in coordination: “the vast array of regional, national, sub-national and sectoral humanitarian coordination forums is daunting for anybody, but especially local and national actors. The terminology used and even the use of English as a working language in all settings make their participation difficult. On the other hand, several evaluations have found that the UN’s Cluster System is particularly poor at engaging local people and organisations.”⁶ Moreover, the participation of WLOs/WROs in national and sub-national Country AoRs is further hindered by barriers to accessing meetings, including changing calendars, lack of information sharing and transportation difficulties, as well as the time commitment required for frequent meetings, which can be exclusionary for WLOs/WROs with small teams⁷.

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Access to sufficient and context-specific resources

Barriers to accessing the right capacity strengthening resources, including training and tools, at the right time exacerbate the challenges of limited GBV programme actors, coordinators and IMOs. Whilst a broad range of GBV resources are available, barriers exist in access due to factors such as length and language: 70% of Spanish-speaking respondents and 58% of French-speaking respondents found resources to be too long and for 59% of the Spanish-speaking respondents, resources are not in the language they need. These barriers are seen to make it difficult for GBV programme actors to access and utilise the available GBV resources effectively. Furthermore, GBV programme actors are not all equally aware of what resources exist. Only 73% of the 168 English-speaking respondents are aware of *WHO’s Clinical management of rape and intimate partner violence survivors: developing protocols for use in humanitarian settings* and a similar percentage are aware of IMC’s and IRC’s *Women and Girls Safe Spaces Toolkit* (77%).

Respondents consider training to be the most effective approach for strengthening capacity, whether GBV specific in-person training at country-

6 ActionAid, “Promoting localised, women-led approaches to humanitarian responses”

7 CARE, “Women responders: placing local action at the centre of humanitarian protection programming”

level or at regional-level. However, the limited funding and pool of qualified trainers with appropriate language skills poses a challenge in meeting demand, as GBV programme actors may not necessarily be training specialists. The sustainability of training is also limited due to factors such as participant selection, inadequate assessments of existing capacity to inform tailored training, limited expectations of step-down training, limited assessment and analysis of quality and impact to inform future training, and lack of follow-up.

There is a need for GBV resources to be tailored and responsive to specific country needs, and to be based on comprehensive capacity assessments of Country AoR members and quality-assured GBV assessments of context-specific programming needs. Such assessments - of both Country AoR member capacity strengthening gaps and needs, and of community programming needs - would help inform tailored and contextualised capacity strengthening and ensure that capacity strengthening is responsive to the context, whether it be improving Mental Health and Psychosocial Support, Livelihoods or Shelter.

The survey conducted among 168 English-speaking respondents indicates a strong desire amongst GBV programme actors to strengthen their capacity broadly on GBV and across a wide range of areas. There are additional needs for capacity strengthening in Livelihoods, Mental Health and Psychosocial Support including GBV Case Management and Cash for GBV survivors. However, the consultations revealed country-specific variations in the capacity strengthening needs of GBV programme actors. There are diverse needs in each country and community and therefore, to be effective, capacity strengthening cannot adopt a “one-size-fits-all” approach.

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Monitoring, evaluation, accountability and learning (MEAL) capacity

Limited monitoring, evaluation, accountability, and learning (MEAL) capacity creates challenges in assessing the quality of GBV programmes, and the effectiveness of capacity strengthening initiatives. Limited consultations with women and girls, or a lack of capacity for Accountability to Affected Populations (AAP), partly contributes to inconsistent oversight of programme quality. It is further compounded by limited application of indicators to measure use of GBViE Minimum Standards. Whilst the limited capacity to identify the quality and impact of capacity strengthening initiatives hinders an understanding of what works and therefore what needs scaling or adaptation. While the Global M&E Toolkit aims to standardise data collection from capacity strengthening initiatives, there is a need to raise awareness and uptake of these standardised tools. Additionally, there are challenges in monitoring the flow of information, knowledge, and skills from existing capacity strengthening initiatives to a wider audience.

SETTING THE STAGE FOR SUCCESS

In order to achieve the goal and objectives of the strategy, the GBV AoR will create an enabling environment by committing to the following:

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Needs-based capacity strengthening

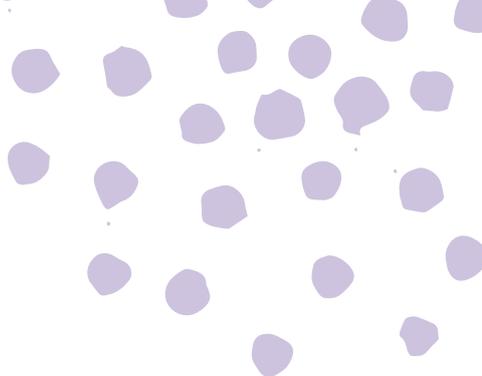
To effectively strengthen the capacity of GBV programme actors, Coordinators and IMOs, it is crucial to have a comprehensive understanding of their existing capacity gaps and needs. Equally important is an understanding of the needs of the communities they serve. This information will help tailor capacity strengthening initiatives to the specific needs of these actors and the communities they serve, ultimately ensuring GBV programme actors, Coordinators and IMOs are able to effectively respond to each unique context. To achieve this, the GBV AoR at national, regional and global levels will prioritise the collection of data on both sets of needs to inform the development of tailored and targeted GBV capacity strengthening initiatives.

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Competency-based recruitment, inductions and performance management

Recruiting highly qualified individuals at the outset can reduce the need for significant additional investment in capacity strengthening down the line. To achieve this, the GBV AoR and its core members will recruit GBV programme actors, Coordinators and IMOs based on core competencies and provide them with inductions and performance management that are aligned with those competencies. The use of core competencies for performance management in particular will enable the identification of any areas that

require additional capacity strengthening to ensure that all GBV programme actors have the necessary capacity, knowledge and skills for effective GBV coordination or programming. Additionally, systematic use of core competencies for recruitment, inductions and performance management will promote consistency in capacity, knowledge and skills across contexts.



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Localisation: equal and meaningful access, participation and leadership

Effective engagement of local actors - particularly WLOs/WROs - in GBV coordination and programming is essential to ensuring that the needs and perspectives of local communities, especially women and girls, are prioritised. Such engagement necessitates appropriate funding in addition to capacity strengthening efforts. In the absence of adequate funding, capacity strengthening initiatives may yield limited results and local actors may not have the necessary resources to participate fully in GBV coordination and programming. It is critical to ensure local actors have the appropriate resourcing, including flexible funding that supports the recruitment of sufficient staff for GBV coordination. This will ensure local actors have the necessary resources to participate fully in coordination mechanisms, and take on leadership roles.

Another essential factor in meaningful participation is the use of language. Over-reliance on English as the primary language for coordination mechanisms, particularly at sub-national and national levels, can hinder local actors' participation in coordination mechanisms and may limit their ability to contribute to the development of effective GBV programming. To address this challenge, Country AoRs at national level will vote for their preferred working language and at sub-national level will seek to operate in the language of the area in which they are based. This will support the equal and meaningful participation of local actors and ensure that their perspectives and contributions are fully considered in the development and implementation of GBV programming.

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Sufficient staffing

Effective GBV coordination and programming require sufficient staffing. To this end, UNFPA senior management will promote and facilitate the GBV coordination mandate of UNFPA, including ensuring the presence of adequately staffed Country GBV Coordination Teams in all emergencies. This will include the appointment of a dedicated Country AoR Coordinator and an IMO at the national level to ensure that GBV programming is appropriately prioritised and coordinated within the overall humanitarian response. The GBV AoR will work to ensure that staffing levels are appropriate to the size and complexity of the emergency response.



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Accountability

Accountability is critical to enabling tailored capacity strengthening initiatives. The GBV AoR aims to establish systems for enhanced accountability, to support tailored capacity strengthening which addresses specific challenges and gaps unique to each context. To achieve greater accountability, the GBV AoR will aim to establish accountability lines between country (national and sub-national), regional, and global GBV Coordination Teams.

Greater accountability also ensures that capacity strengthening initiatives themselves are fit for purpose, supporting the GBV AoR to tailor its capacity strengthening initiatives to feedback received, to monitor the progress of capacity strengthening initiatives and to identify areas where additional support may be required. The GBV AoR will therefore commit to systematically collecting data on the quality and impact of capacity strengthening initiatives. This data will be used to make continuous improvements in how capacity strengthening is delivered and to inform future iterations of the strategy. By collecting this data, the GBV AoR can better understand the effectiveness of its capacity strengthening efforts and make necessary adjustments.

Finally, strengthened accountability will aim to hold participants to account for utilising the skills and knowledge gained from capacity strengthening initiatives and where appropriate, cascading to a wider audience.

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Building on previous foundations

Building on previous efforts will help ensure that capacity strengthening becomes an iterative process that builds on successes and lessons learned. Rather than investing in new tools and guidance, the GBV AoR will aim to ensure that existing tools and guidance are widely accessible, both in terms of language and length, and that accompanying sensitisation or training materials are provided to increase their uptake.

In addition, the GBV AoR will encourage and enable cascading of capacity by drawing on the existing pool of trainers who have benefited from facilitated courses and global training initiatives. The GBV AoR will also provide opportunity for peer-to-peer support and draw on experienced and established GBV programme actors to support emerging GBV programme actors, for example, among Country AoR Coordinators. Experienced Coordinators and IMOs will aim to build capacity in-country, ensuring that the knowledge and skills they have acquired are shared with others in their respective contexts, including with WLOs/WROs.

Ultimately, by building on previous efforts and cascading capacity, the GBV AoR aims to ensure that its capacity strengthening initiatives are sustainable and have a lasting impact.

STRATEGY

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Overall Goal

To improve the effectiveness of GBV prevention, risk mitigation, and response in emergencies by enhancing the availability of skilled and supported staff for GBV coordination and programming through targeted capacity strengthening initiatives, in order to achieve life-saving, predictable, accountable and effective outcomes.

Objective 1:

Country AoR Coordination Teams (Co/Coordinators and Information Management Officers), have the knowledge, skills and support to effectively implement GBV core coordination functions

Sub-objective 1.1:

GBV Co/Coordinators and IMO's receive competency-based recruitment, induction and performance management in line with GBV Core Competencies

This sub-objective aims to ensure a standard and consistent level of quality across GBV Co/Coordinators and Information Management Officers (IMOs) by ensuring their recruitment, induction and performance management align with GBV Core Competencies. By applying these competencies uniformly across all contexts, it will help to establish a consistent and high-quality standard for GBV coordination and information management. To achieve this, several activities will be undertaken, including the updating of the Core Competencies, sensitising HR staff, developing standardised job descriptions, advocating for the involvement of Regional AoR Teams in recruitments and developing a standardised onboarding process with

an accompanying induction package. Additionally, the objective includes reaching sub-national level Coordinators with support. The aim is to ensure that all GBV Co/Coordinators and IMOs have the necessary skills and knowledge to be effective in their roles.

Sub-objective 1.2:

GBV Co/Coordinators have access to targeted training and learning opportunities based on capacity assessments

This sub-objective aims to provide GBV Co/Coordinators with access to targeted and tailored training and learning opportunities, to optimise capacity strengthening efforts and maximise their cost-effectiveness. Based on capacity assessments in line with the Core Competencies, tailored capacity strengthening action plans will be developed in collaboration with Regional AoR Teams. The sub-objective also includes regular access to face-to-face training and peer to peer support, including an annual regional in-person training course on the Coordination Handbook, coupled with exchange of lessons learned and regular sharing of gaps and challenges with the GBV AoR Coordination Team for continued tailoring of capacity strengthening initiatives. The aim is to continuously enhance the capacity of GBV Co/Coordinators throughout their careers.

Sub-objective 1.3:

GBV Information Management Officers (IMOs) are supported to systematically collect and share quality data to inform GBV programming

This sub-objective aims to support Information Management Officers (IMOs) in collecting and sharing quality data to inform GBV programming. Activities include assessing the capacity of IMOs against Core Competencies and developing tailored capacity strengthening action plans. Activities will also enable access to ongoing peer to peer learning and to tools and training for IMOs to improve the standardisation and quality of data collection, analysis, planning and response monitoring (HPC, CCPM), including costing-methodologies, Secondary Data Reviews (using the available template and process), and evidence-based advocacy. Efforts will target both existing and emerging IMOs to expand the pool of available GBV information management and data experts in emergencies. Additionally, the sub-objective includes engagement of WLOs/WROs in Humanitarian Programme Cycle processes and as part of any validation processes, and developing a standardised global job description for IMOs. This will support IMOs to generate quality data to meet GBV prevention and response gaps and inform contextualised GBV programming.

Sub-objective 1.4:

Emerging GBV Co/Coordinators - with a specific focus on WLOs/WROs - have access to resources and training opportunities to support entry into GBV Coordination Team roles

This sub-objective has two aims: first, to create pathways for potential new co/coordinators to develop the foundational skills and knowledge required for coordination roles, and second, to strengthen the leadership capacity of national actors, with a specific focus on WLOs/WROs.

To achieve the first aim, activities will include the development of a blended e-learning course on GBV Coordination in Emergencies to support potential coordinators. The aim is to encourage and enable a new pipeline of applicants by increasing understanding of the requirements and importance of coordination roles and to support individuals in gaining the relevant skills and knowledge.

To achieve the second aim, activities will go beyond capacity strengthening opportunities and will include creating models for supporting WLOs/WROs in taking on coordination roles, enabled through the introduction of quotas for leadership and participation and through the provision of financial resources alongside capacity strengthening. This will involve INGOs/UN Agencies taking on onboarding, accompaniment, and coaching for WLOs/WROs. The focus will be on creating a diverse leadership that is responsive to the needs of affected populations.

Objective 2:

GBV programme actors in emergencies have the knowledge and resources to implement multi-sectoral GBV prevention and response programmes in accordance with inter-agency guidelines and resources, including the GBViE Minimum Standards

Sub-objective 2.1:

GBV programme actors have the capacity to implement and monitor the GBViE Minimum Standards

This sub-objective aims to strengthen capacities related to the GBViE Minimum Standards to support their systematic application in all emergencies. Under this sub-objective various learning opportunities will be rolled out to enable GBV programme actors to both implement and monitor the GBViE Minimum Standards. Activities include an annual regional in-person Training of Trainers (ToT) on the GBViE Minimum Standards, and a rolling online training series on each of the GBViE Minimum Standards for all GBV programme actors, including



Country AoR members. Coupled with regular webinars to disseminate information on the newly developed standardised quality indicators for the GBViE Minimum Standards. These activities will strengthen the capacity and commitment of GBV programme actors to understand and apply the GBViE Minimum Standards in their work, ultimately leading to improved GBV programming.

Sub-objective 2.2:

GBV programme actors have access to a range of vetted documents that are available in an accessible format and relevant languages

This sub-objective aims to provide GBV programme actors with easy access to a range of vetted resources in relevant languages, thus ensuring consistent and quality messaging while mitigating the proliferation of unapproved or unreliable resources. By providing summaries of key resources using powerpoints and videos or podcasts, creating a leaflet listing vetted and essential resources, and sending monthly updates on new resources, this sub-objective helps increase uptake of available tools across emergencies. It will also save GBV programme actors time and effort in developing new tools, enabling faster implementation of quality GBV programmes at the onset of an emergency. Additionally, providing regular updates on new initiatives and developments relevant to GBV mitigation, prevention, and response, as well as posting job postings and training opportunities on the GBV AoR website, helps ensure that GBV programme actors are equipped with the latest knowledge and tools to carry out their roles effectively.

Sub-objective 2.3:

GBV programme actors have access to a range of needs-based and tailored capacity strengthening support in line with core competencies

This sub-objective aims to ensure that GBV programme actors have access to tailored and needs-based capacity strengthening support in line with core competencies, resulting in improved quality of GBV mitigation, prevention and response during emergencies. Achieving this requires evidence both of evolving learning needs and the impact of capacity strengthening initiatives. Activities therefore incorporate systematised self-assessments to assess ongoing and emerging learning needs and include developing a standardised survey tool for Country AoR members to self-assess their own capacities in line with the core competencies, and developing a standardised global MEAL toolkit for monitoring the quality and measuring the short, medium and long-term impact of capacity strengthening initiatives. This will include a menu of tools for use by GBV programme actors in-country, to identify which activities and approaches are most effective.

These efforts will be supported by the introduction of a standardised role for a GBV Capacity Strengthening Focal Point within the Country AoR, tasked with developing a tailored Country AoR Capacity Strengthening Plan for supporting capacity strengthening among Country AoR members. Additional modalities for responding to the identified needs include peer-to-peer support through the Global Community of Practice, and designating a focal point organisation from amongst Core Members to systematically train GBV programme actors in-country on specific programmatic resources.

Sub-objective 2.4:

Emerging GBV programme actors - with a specific focus on WLOs/WROs - have access to training opportunities to build competencies in line with core competencies

This sub-objective aims to diversify and expand the pool of GBV programme actors to meet the growing demand for their services. To address the historical marginalisation of WLOs/WROs, special attention will be given to supporting WLOs/WROs to become GBV programme actors. The greater involvement of WLOs/WROs in GBV programming will also strengthen the sector's application of a gender equality lens, helping address the root causes of GBV, ultimately contributing to the realisation of women's and girls' rights.

Key activities include developing a structured GBV in Emergencies university programme and/or shorter certification in-person courses in each region to build capacity for local actors, and developing a joint learning agenda with WLOs/WROs for regular capacity sharing and strengthening workshops at country level. Efforts include identifying and designating a WLOs/WROs Focal Point among Country AoR members to carry out outreach to, and effectively support and engage WLOs/WROs. This will support the engagement of local actors in the Country AoRs, ensuring broader membership. It will also help to include WLOs/WROs in capacity strengthening efforts, through sharing mapping with existing members to reach out to and engage WLOs/WROs. Additional capacity strengthening activities for WLOs/WROs will include seconding staff from INGOs/UN Agencies to WLOs/WROs in-country.

STRATEGY IMPLEMENTATION TOOLS

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Capacity Strengthening Work Plan 2023 - 2028

To contribute towards these desired outcomes, a global work plan (2023-2028) has collaboratively been developed by key stakeholders, including the GBV AoR Coordination Team, GBV AoR Core Members, and Regional AoR Teams. This overarching work plan will be further broken down and updated on an annual basis to ensure a clear and actionable roadmap for the achievement of the Strategy objectives.

Access the Capacity Strengthening Work Plan 2023 - 2028 [here](#).

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Action Plan Template for Country AoR Coordination Teams

Localised work plans can best meet the unique capacity strengthening needs of GBV actors in each context, ultimately strengthening capacity in a targeted, efficient and optimal way.

GBV Co/Coordinators can make use of this Action Plan Template to develop country-level work plans with their coordination groups. The template outlines key actions, which can inform discussion among member organisations and the assignment of responsibilities.

Access the Action Plan Template for Country AoR Coordination Teams [here](#).

OUTLOOK

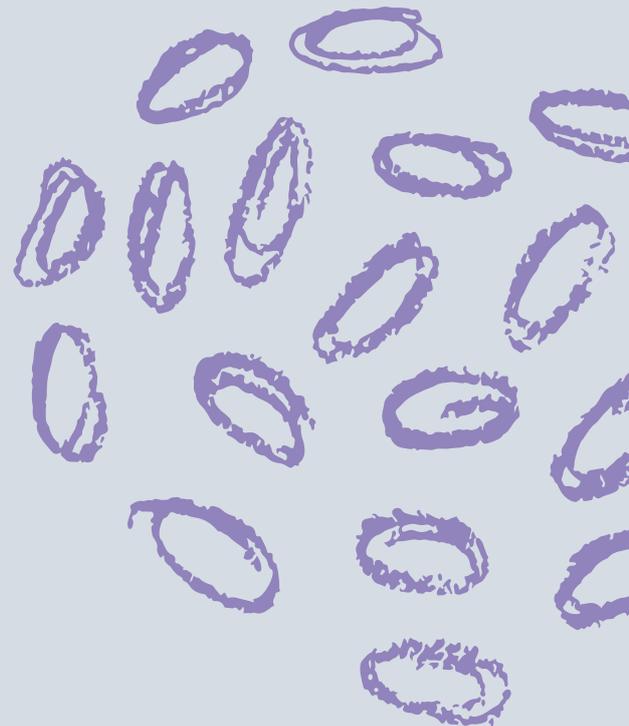
With full implementation of this Strategy by 2028, we will have made significant progress towards the following:

- Capacity strengthening initiatives will be informed by, and tailored to, the specific needs of any given context, both the needs of GBV programme actors themselves and the communities they serve. This will support a more responsive approach to addressing the unique challenges and needs of each context.
- Capacity of GBV programme actors will be strengthened through a range of traditional approaches including face to face training, coaching, mentoring, and webinars, all of which will be grounded in a robust commitment to accountability, including through monitoring and evaluation of capacity strengthening initiatives. This will ensure investment is directed towards the most effective approaches.
- Core competencies will be integrated into recruitment, induction and performance management processes, helping drive consistency across GBV programme actors.
- A large and growing pool of highly-capacitated GBV programme actors, Coordinators and IMO's will be available to meet GBV coordination, programming and information management needs.
- The basics will be systematically and consistently in place across all emergencies, including the full implementation of the GBViE Minimum Standards. This will ensure that women and girls consistently receive the support they need and that global guidelines are followed across all emergencies.
- The historical and documented exclusion of WLOs/WROs from influencing and funding will be addressed through a specific focus and dedicated activities.

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Annex 1: Approach for Capacity Strengthening for GBV Risk Mitigation

This Strategy focuses on GBV prevention and response. The efforts led by the GBV Guidelines Reference Group on strengthening capacity on GBV risk mitigation is outlined in this annex, accessible [here](#).





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