



# 2024-2027

## STRATEGIC PLAN

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# FOREWORD

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Today, as we embark on a new chapter in Geneva Call's journey, we find ourselves inspired by the immense progress we have made over the years and energized by the transformative potential of our 2024–2027 Strategic Plan. The Board of Geneva Call had the privilege of witnessing firsthand the impact of our organization's tireless commitment to humanitarian principles and the values that underpin our mission and has worked with the rest of Geneva Call's staff to construct and approve this new four-year plan.

We reaffirm our commitment to ensuring the application of International Humanitarian Law (IHL) by armed groups and *de facto* authorities (AGDAs), nurturing a culture of compliance, and pushing the boundaries of what is possible in promoting respect for IHL universally, across conflict zones with diverse religious, cultural, and ethnic contexts. Humanitarian principles are universal, transcending borders and political divides. We will continue to engage, educate, and advocate for the universality of these norms and principles, making them more relevant and actionable in an evolving world.

In a world marked by growing complexities, the protection of civilians, particularly women, children, and marginalized groups most at risk, is paramount. We are deeply committed to adapting to the fluid landscape of conflict in order to safeguard the lives of civilians. This Strategic Plan emphasizes their well-being and security as a core tenet of our mission. Our ability to meet the growing needs of civilians hinges on securing the necessary resources and responding with a balanced approach. In the face of dynamic challenges, we remain agile and steadfast in our pursuit of funding and support for our critical work.

As we introduce this Strategic Plan, we invite all stakeholders to join hands with us in this ambitious journey. Together, we can continue to be a beacon of hope and a catalyst for positive, long lasting behavioural change in the realm of armed conflict. Geneva Call stands at the forefront of humanitarian engagement, and we invite you to share our vision, champion our goals, and help us make the world a safer, more humane place for all.

Sincerely,

A handwritten signature in black ink, appearing to read 'J-Keller', followed by a period.

Jean Keller  
CHAIR OF THE BOARD  
OF TRUSTEES OF GENEVA CALL

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## OUR VISION

During situations of armed conflict, humanitarian norms and principles are respected, and civilians are protected.

## OUR PRINCIPLES

- Humanity
- Neutrality
- Impartiality
- Independence
- Accountability
- Dedication
- Respect

## OUR MISSION

Geneva Call works to improve the protection of civilians in armed conflict by promoting respect among armed groups and *de facto* authorities for international humanitarian norms and principles. To achieve this, we engage with AGDAs to raise their awareness about international humanitarian norms and principles and encourage them to comply with these standards by signing *Deeds of Commitment* and implement tools to ensure compliance with humanitarian norms and principles.



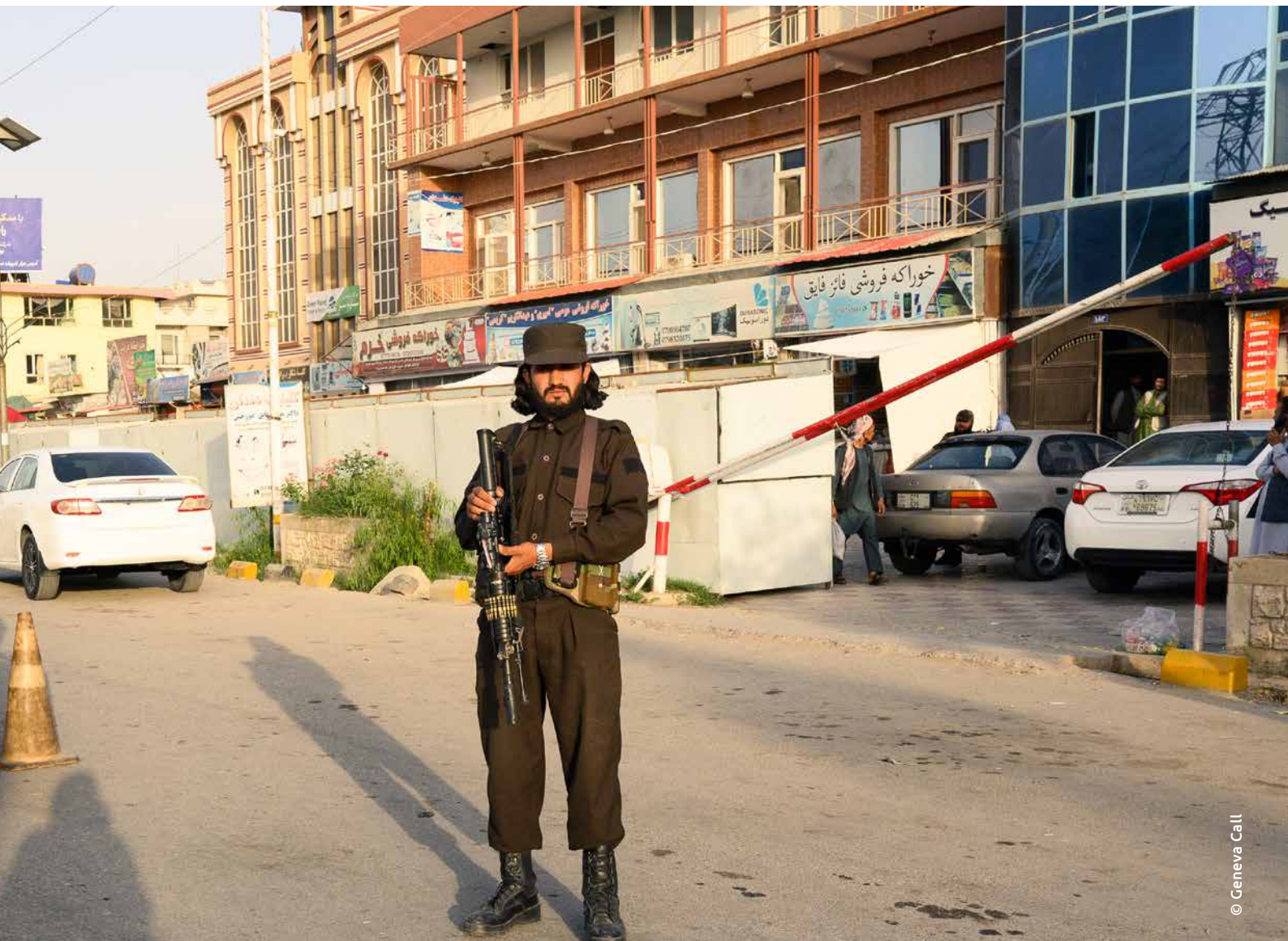


# EXECUTIVE SUMMARY

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Geneva Call's new four-year strategy (2024-2027) presented in this document is designed to keep the organisation nimble, agile, and responsive to the increasingly complex humanitarian challenges of today's world.

The strategy will be implemented through four general strategic objectives that aim to champion the application of international humanitarian law; prioritise the protection of civilians in armed conflict, particularly women, children, and marginalised groups most at risk; to cultivate the universality of humanitarian norms and principles; and respond to growing operational imperatives with a balanced, strategic approach and secured resources.



# CONTEXT ANALYSIS

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## Background

To develop the 2024-2027 Strategic Plan, Geneva Call identified contemporary challenges related to the protection of civilians in armed conflict situations. These challenges were identified through a series of consultations with external and internal stakeholders, including our field teams, local authorities, as well as armed groups and *de facto* authorities with whom we engage.

Through these consultations, two main patterns of contemporary conflicts emerged. The first pattern relates to **the changes in conflict theatres**. The second pattern relates to **the challenges to international humanitarian law (IHL)**.

## Fast Changing Conflict Theatres

The consultations focused on six key trends that have significant implications for Geneva Call's mission.

- **Urbanisation of warfare:** battles occurring in highly populated areas are leading to increased risks for civilians who are trapped in the middle of hostilities and become the main victims of warfare.



- **Blurring of lines between armed groups and communities:** in highly volatile and localised conflict situations, members of the community take up arms to protect their interests, which poses challenges to humanitarian assistance and the application of IHL.
- **Lack of separation between military and political objectives:** the merging of military and political objectives can lead to situations where political considerations take precedence over military objectives, thus leading to unintended consequences, large scale breaches against IHL, and prolonged conflicts.
- **Multiplication of armed groups and *de facto* authorities and increase in different types of AGDAs:** the proliferation of AGDAs and their differences in nature and motivations makes it difficult for governments and international organisations to effectively engage with them.
- **Increased securitisation and the presence of other actors, including private military security companies (PMSCs):** the growing involvement of these actors in conflict zones have introduced new dynamics, such as competition for resources and influence, and challenges in ensuring accountability and adherence to IHL.
- **Cross-border “spillover” of conflicts, coupled with the regionalisation of conflicts:** conflicts that cross national borders and are being supported by neighbouring states can escalate into broader crises and potentially destabilise entire regions.

## Challenges to International Humanitarian Law

IHL has seen significant challenges to its credibility in recent years. Some countries with divergent interests no longer view IHL as an untouchable standard, resulting in a growing trend of disregard for legal principles. Various reasons for these challenges may include:

- **Growing polarisation of the world:** divisions between nations along political, ideological, and economic lines make it difficult to develop a unified vision for humanitarian norms, which undermines the universality of IHL and leads to its selective application.
- **The negative impact of authoritarian regimes on the credibility of IHL:** these regimes often disregard IHL principles to consolidate power and suppress opposition, creating distrust and lack of confidence in the law. Their actions not only violate the fundamental tenets of IHL but also set a dangerous precedent for other states to follow.
- **The fragile capacity of peace-maintenance organisations and operation:** the inability of these organisations to effectively create conditions for a sustainable peace generates negative perceptions by local communities, which also undermines the legitimacy of accountability mechanisms and may embolden actors to behave with a sense of impunity.
- **Clashing world visions:** the emergence of new and influential state actors with competing ideologies and priorities can threaten the foundations of IHL as they seek to advance their agendas. These actors may advocate for alternative legal frameworks or disregard IHL altogether, further eroding its credibility.

# AN ENHANCED THEORY OF CHANGE

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## Geneva Call's Long-Tested Approach

Geneva Call's Theory of Change (TOC) is built on the fact that civilians living under the influence or control of AGDAs (particularly women, children, and marginalised groups most at risk) are not adequately protected during armed conflicts or conflict-related crises.

To address this challenge, Geneva Call's strategy seeks to foster a behaviour change by AGDAs through improved compliance with humanitarian norms and principles. This is achieved through long-term, sustained engagement with AGDAs as well as robust dialogue and interaction with a wide variety of community stakeholders.

As AGDAs grow in their knowledge and implementation of humanitarian norms and principles, they make formal commitments, namely *Deeds of Commitment*, and implement other tools, such as Unilateral Declarations on humanitarian norms and principles.

## Reflecting the Multi-Stakeholder Approach to Foster Behavioural Change among AGDAs

While Geneva Call's intervention remains focused on fostering lasting behavioural change by AGDAs, the enhanced TOC enumerates several additional categories of actors and stakeholders with whom

Geneva Call regularly engages and interacts and who can influence the overall behaviour of AGDAs. These actors include community stakeholders, civilian populations, and policy or decision-makers at local, national, and international levels.

## Contributing to Stabilisation, Social Cohesion, and Peace Processes

By engaging with AGDAs and promoting their adherence to IHL, Geneva Call helps foster an environment that supports social cohesion and reduces suffering within conflict-affected communities. This, in turn, cultivates trust and understanding among various parties, paving the way for peace processes and reconciliation.

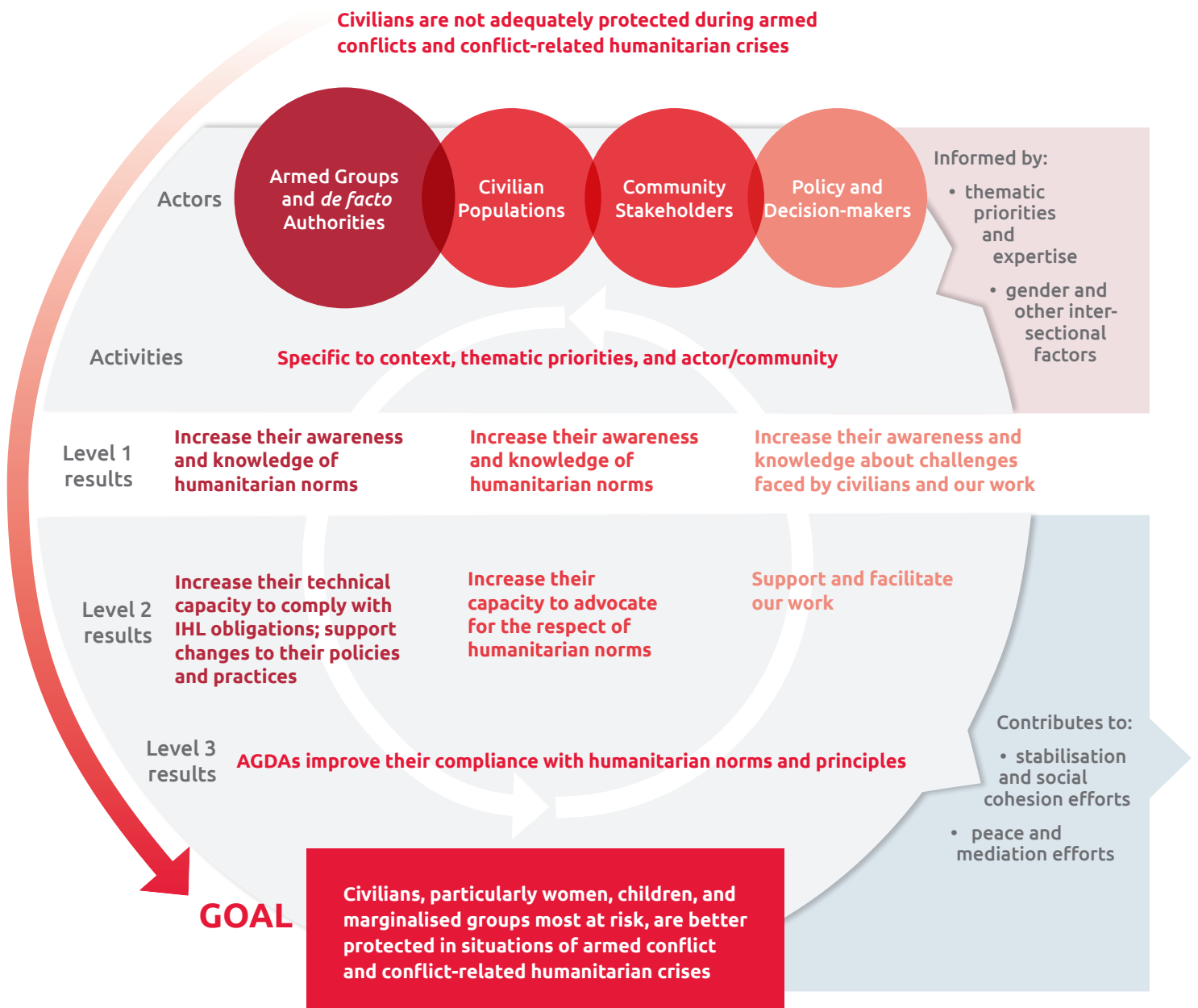
Geneva Call's enhanced TOC **recognises that our contributions to peace and stabilisation processes are significant on both policy and implementation levels.** By maintaining open channels of communication with AGDAs and other stakeholders, Geneva Call enables dialogue and cooperation, which are crucial to the success of peace initiatives.

The triple-nexus conversation (the interlinkages of the humanitarian, development, and peace sectors) is vital for comprehending future challenges and opportunities in conflict-affected areas. Geneva Call recognises the interrelated nature of these three dimensions and aims to address them holistically through our work.

## Theory of Change

### STARTING POINT

Civilians are not adequately protected during armed conflicts and conflict-related humanitarian crises









# GENERAL STRATEGIC OBJECTIVES

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This section introduces four **mutually reinforcing** strategic objectives as Geneva Call endeavours to strengthen the **respect of humanitarian norms and principles by armed groups and *de facto* authorities (AGDAs) to improve the protection of civilians.**

Geneva Call will continue to anchor our work in solid legal analysis, while simultaneously pioneering new approaches and concepts to advance the application of international humanitarian norms and principles by AGDAs in diverse contexts, based on local needs. This includes: embracing the universal nature of these norms through broad engagement that incorporates religious, cultural, or tribal norms; broadening engagement on human rights law in cases involving AGDAs where conflicts fall below the threshold of applicability of IHL; and operating effectively in transitional contexts.

Moreover, Geneva Call can leverage a wide range of creative engagement tools, which have proven effective in fostering dialogue with AGDAs and promoting normative commitments, as well as interacting with other key stakeholders and communities to influence the behaviour of AGDAs. By doing so, the organisation can contribute to implementing IHL compliance while considering the reality and constraints faced by AGDAs.

Lastly, in pursuing these objectives, Geneva Call will continue to build on our assets, expertise, and experience. The organisation will capitalise on our field experience and pragmatism, while preserving the agility that has characterised our longstanding engagement. Enhancing our capacity to respond to new or emerging crises is crucial, and Geneva Call's medium size, proximity to relevant contexts, and established trust with key actors serve as valuable assets.



**STRATEGIC  
OBJECTIVE****1**

To champion  
AGDAs' application  
of international  
humanitarian law

**STRATEGIC  
OBJECTIVE****2**

To prioritise the  
protection of civilians  
in armed conflict,  
particularly women,  
children, and marginalised  
groups most at risk

**STRATEGIC  
OBJECTIVE****3**

To cultivate the  
universality of  
humanitarian norms  
and principles

To respond to growing  
operational imperatives  
with a balanced,  
strategic approach and  
secured resources

**STRATEGIC  
OBJECTIVE****4**

## STRATEGIC OBJECTIVE 1:

### To champion AGDAs' application of international humanitarian law



Geneva Call is committed to championing the application of international humanitarian law (IHL) to protect civilians during armed conflicts. To achieve this strategic objective, Geneva Call will enhance our theoretical, legal, and practical capacities to influence AGDAs' lasting behaviour change through the following specific objectives.

#### SPECIFIC OBJECTIVE 1.1:

To tailor new thematic priorities for relevant engagement with AGDAs, key stakeholders, and communities

Geneva Call has several thematic priority areas where it has a long-standing history of humanitarian engagement, supported by *Deeds of Commitment* and Unilateral Declarations. Based on recommendations from the field missions, and reflecting the evolving nature and impact of conflicts, we have begun to **explore additional or new thematic areas where we will continue to develop our expertise, trainings, and engagement tools**. These areas include:

1. Conflict-related environmental issues
2. The intersection of IHL and international human rights law (IHRL)
3. Housing, land, and property issues

#### SPECIFIC OBJECTIVE 1.2:

To reinforce and create fit-for-purpose engagement tools to enhance AGDAs' application of IHL

In our work with AGDAs and other stakeholders, Geneva Call uses a **wide range of engagement tools that are specific to the context, thematic issue, actor/community, and fit-for-purpose**. These tools include awareness raising on humanitarian norms and principles, humanitarian negotiations, capacity building trainings, technical workshops, monitoring support, formal commitments, access facilitation, public advocacy for humanitarian norms, etc.

Geneva Call will continue to develop fit-for-purpose tools tailored to contexts and audiences, in close collaboration with field missions. These tools encourage deeper engagement, understanding, application, and ownership of humanitarian norms and principles by AGDAs as they move closer to more formal commitments and implementation of *Deeds of Commitment* and/or Unilateral Declarations.

#### SPECIFIC OBJECTIVE 1.3:

To improve AGDA's adherence to humanitarian norms through effective internal accountability and monitoring systems

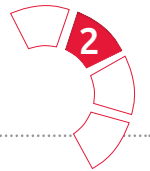
In some countries where Geneva Call has operated for several years, collaborations have led to the integration of humanitarian norms into AGDAs' internal rules, codes of conduct, and training curriculums. This positive progress will be further reinforced in other contexts where Geneva Call is active.

Geneva Call will continue learning from best practices and engage AGDAs to enhance their respect for and adherence to humanitarian norms and principles. To achieve this, sustained dialogue and technical expertise will be provided to improve AGDAs' understanding of and compliance with humanitarian norms and principles. We will also work to ensure AGDAs establish efficient internal accountability and monitoring mechanisms by conducting regular assessments and offering valuable feedback to AGDA leaders who have committed to Geneva Call's policies.



## STRATEGIC OBJECTIVE 2:

To prioritise the protection of civilians in armed conflict, particularly women, children, and marginalised groups most at risk



As conflicts around the world continue to threaten the safety and well-being of civilians, it is imperative that organisations such as Geneva Call prioritise civilian protection. Recognising that AGDAs may pose specific risks to these communities, this strategic objective is driven by key protection concerns related to AGDAs' behaviour. These concerns must remain at the forefront of our efforts and specific objectives to ensure that the marginalised groups most at risk are not left behind in the chaos of armed conflict.

### SPECIFIC OBJECTIVE 2.1:

To integrate and mainstream gender-sensitive and intersectional approaches into Geneva Call activities

**Civilians, predominantly women and children, make up ninety percent of armed conflict victims.**

The unique risks and challenges faced by women, children, and marginalised groups most at risk include various factors, such as age, class, disability, ethnicity, sexual orientation, and gender identity, which influence individuals' exposure to risk and their ability to access essential resources and services, particularly in areas under the influence of AGDAs. In these areas, protection against sexual violence, gender discrimination, and intersectional vulnerabilities is often inadequate.

Geneva Call's enhanced TOC reflects a comprehensive approach to working with AGDAs, community stakeholders, civilian populations, and policy or decision-makers at local, national, and international levels. By integrating gender-sensitive and intersectional approaches, Geneva Call ensures that both the gendered and intersectional aspects of harm, particularly sexual violence, gender discrimination, and other gendered harms, are considered and addressed when engaging all stakeholders on humanitarian norms and principles.

This specific objective will prioritise our protection efforts to address the needs of marginalized civilians at risk during armed conflict. In doing so, Geneva Call seeks to empower women, children, and marginalised groups at risk as active stakeholders and agents for change in their own lives and communities.

### SPECIFIC OBJECTIVE 2.2:

To facilitate dialogue and promote coordination between humanitarian actors and AGDAs, thereby improving humanitarian access in conflict situations

A significant gap can often be observed in the United Nations (UN) and other inter-governmental agencies' or international non-governmental organisations' ability to establish reliable and sustained relationships with AGDAs. This gap hinders the ability to address crucial issues such as humanitarian access, safe return of displaced persons, or detention by AGDAs.

With a strong emphasis on protecting civilians, particularly marginalised groups most at risk such as women and children, Geneva Call will collaborate with relevant international and humanitarian organisations when possible to facilitate dialogues between humanitarian actors and AGDAs. This coordination aims to overcome obstacles in providing humanitarian access, ensuring the safety and well-being of affected populations, especially the most at risk.

### SPECIFIC OBJECTIVE 2.3:

To enhance civilian protection through community engagement and collaboration

Geneva Call will strengthen our capacity to implement impact-driven activities for communities facing protection threats, focusing on women, children, and marginalised groups most at risk. We will develop activities through inclusive consultations and partnerships with communities, local stakeholders, and partners.

Geneva Call aims to engage communities as agents of change. Whenever possible, Geneva Call will collaborate with community members and religious, tribal, and community leaders to promote community-based protection initiatives. By fostering community involvement, Geneva Call seeks to create lasting, positive change for marginalised groups most at risk in armed conflict and humanitarian crises, ensuring their voices are heard and needs effectively met.



## STRATEGIC OBJECTIVE 3:

### To cultivate the universality of humanitarian norms and principles



Considering the challenges to IHL mentioned above, Geneva Call recognises the importance of fostering a global culture of respect for humanitarian values by **anchoring international humanitarian law (IHL) in diverse religious, cultural, and ethnic contexts**. By doing so, we can ensure that these principles are recognised, respected, and upheld by all parties involved in armed conflicts, regardless of their background or beliefs. Ensuring AGDAs' adherence to IHL and equipping them with normative knowledge further enhances their ability to actively engage in stabilisation and peace processes, ultimately paving the way for the achievement of lasting peace.

#### SPECIFIC OBJECTIVE 3.1:

##### To enhance common elements between IHL and religious, cultural, and tribal norms to reinforce the universality of humanitarian principles

By connecting local religious, cultural, and tribal values with IHL to reinforce the **universality of humanitarian principles**, Geneva Call fosters a sense of ownership and acceptance among local communities, ensuring that humanitarian norms and principles are seen as relevant and compatible with their beliefs and traditions. This approach will make it more **likely that fighters from or living in these communities will adhere to and promote IHL**. Misunderstandings and misconceptions about IHL can also arise from cultural differences. By anchoring humanitarian norms in various religious and cultural contexts, Geneva Call can help to dispel such misconceptions and ensure that IHL is understood and respected across diverse settings. Finally, integrating IHL into religious, cultural, and tribal values enhances the credibility and effectiveness of humanitarian actors, including Geneva Call, in efforts to protect civilians in conflict zones.



### SPECIFIC OBJECTIVE 3.2:

#### To broaden engagement on human rights when engaging AGDAs

As contemporary conflicts present new and evolving humanitarian protection challenges, Geneva Call investigates opportunities for engagement and expertise development based on specific needs. We have expanded our engagement with armed groups and *de facto* authorities, focusing on issues **that intersect international humanitarian law and human rights**. This approach aims to enhance the protection of civilians in areas where AGDAs are active.

Relevant issues include detention practices, law enforcement methods, and the rule of law, as well as socio-economic challenges that are frequent in these areas, such as the disruption of essential services or the destruction of livelihoods. Geneva Call will widen our engagement with AGDAs on these issues, based on a needs-driven analysis.

### SPECIFIC OBJECTIVE 3.3:

#### To broaden engagement of AGDAs where clashes may fall below the threshold of applicability of IHL

When armed groups and *de facto* authorities engage in armed violence but do not necessarily reach the threshold of intensity needed to fulfil the legal definition of an armed conflict and trigger the application of IHL, affected populations are often not adequately protected, which increases their vulnerability risks. Geneva Call will engage armed groups and *de facto* authorities in these situations to address humanitarian and human rights protection concerns, particularly the protection of life and human dignity. This will be done based on a needs-driven analysis.

### SPECIFIC OBJECTIVE 3.4:

#### To enhance Geneva Call's advocacy and diplomacy efforts by engaging influential states, encompassing global and regional powers, international non-governmental organisations (INGOs) and multilateral actors

To address the challenges to the credibility of IHL and optimise Geneva Call's impact in the contexts where it operates, it is crucial **to develop consistent and substantive high-level advocacy** with all states that wield influence over IHL. This includes global and regional powers. The aim is to reinforce state commitment to IHL and **create incentives to influence armed groups potentially under state sway** to improve their behaviour in line with these principles.

Geneva Call will persistently engage with states, regional organisations, and key power centres to emphasise their responsibilities as parties to the Geneva Conventions and their duty to defend the universality of humanitarian norms and principles. Furthermore, Geneva Call will collaborate closely with influential states, INGOs, and multilateral actors to amplify our **policy and advocacy efforts** and forge synergies in promoting the universality of humanitarian norms and principles. By leveraging our expertise and networks, Geneva Call will take part in **strategic dialogues, conferences, and policy forums** to raise awareness, disseminate best practices, and persuade states to fulfil their obligations under international humanitarian law.

## STRATEGIC OBJECTIVE 4:

To respond to growing operational imperatives with a balanced, strategic approach and secured resources



Geneva Call will respond to growing operational imperatives taking a balanced, strategic approach with secured resources in place. To do so, management teams will pursue the following specific objectives.

### SPECIFIC OBJECTIVE 4.1:

To develop a departmental resource management strategy and plan.

The objective of the departmental strategies will be to delineate clear objectives, goals, and milestones for addressing identified imperatives in both short-term and long-term scenarios. This strategy will consider any shortcomings and root causes discovered during assessment phases and formulate action plans that are Specific, Measurable, Achievable, Relevant, and Time-bound (SMART). Responsibilities will be

integrated into Personal Performance Plans, and essential resources will be allocated to ensure efficient implementation and delivery.

### SPECIFIC OBJECTIVE 4.2:

To effectively allocate and manage financial, human, and technological resources for successful plan execution

Action plans will continually be developed to address critical areas and assess specific resource requirements for each operational plan. Budgets are prepared, identifying necessary financial, human, and technological resources for successful implementation.

Fundraising efforts will continue to focus on Geneva Call's strategic, operational, and thematic priorities, with an effort to diversify funding sources and





ensure effective operational implementation and delivery of support services. Financial resource allocation is conducted by evaluating available funding and determining the required budget for operational plans. Funds are allocated in line with donor requirements and monitored monthly for efficient and effective utilisation.

Technological infrastructure and tools are being continuously evaluated. Gaps or limitations hindering implementation are constantly assessed, and existing systems leveraged to determine if new technologies are needed.

#### **SPECIFIC OBJECTIVE 4.3:**

**To develop and implement a comprehensive talent acquisition and retention strategy to ensure the organisation has the right people in the right roles, fostering a positive culture based on the duty of care and continued development of our human resources, as our most valued assets.**

Policy Development will continue to improve the delivery of HR services to all clients. Standardisation of policy and procedures will continue to bring efficiency, consistency, and transparency to the work delivered.

Human resource management involves evaluating existing staff skills, expertise, and capacity, as well as future needs. Identified gaps will continue to be managed to ensure efficient service delivery, including accelerated recruitment and redeployment of staff as needed.

#### **SPECIFIC OBJECTIVE 4.4:**

**To prioritise the imperatives based on their potential impact on the organisation's mandate, goals, and Geneva Call's ability to respond effectively**

In line with Geneva Calls' mandate and goals, operational imperatives are prioritised by assessing the potential impact on Geneva Call's successful outcomes and ability to fulfil our mandate.

Factors such as financial implications, operational efficiency, regulatory compliance, donor compliance, and overall organisational performance will continue to be fully considered. Based on the assessment of impact and response effectiveness, classification of priorities will be determined as either high-priority, medium-priority, or low-priority.

#### **STRATEGIC OBJECTIVE 4.5:**

**To balance short-term needs and long-term sustainability**

By aligning short-term needs and long-term goals, the operational and financial requirements for Geneva Call's strategic vision, growth, and sustainability is further strengthened over the next four year period. Opportunities will be assessed based on their potential impact, urgency, and alignment with short-term needs and long-term sustainability goals. Investments will be made to address immediate requirements and build capabilities, infrastructure, and organisational resilience for the future.

Stakeholder engagement continues as a priority and is maintained throughout decision-making processes by seeking input from staff, donors, local communities, and peer organisations. Transparent and open communication will continue to be employed to build trust and ensure stakeholder interests are considered in both short-term and long-term decision-making.

# TOOLS AND FRAMEWORKS FOR ENHANCED DECISION-MAKING

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To effectively pursue our organisational objectives, Geneva Call recognises the importance of utilising a range of key tools and frameworks. This section outlines these cross-cutting, transversal tools that we will enhance or develop. These tools will facilitate effective decision-making across all program areas.

## Revised Operational Guidelines for New Engagements

Current conflict trends and indicators suggest higher possibilities for Geneva Call to assess new engagement in East and West Africa, where ongoing conflicts, population displacement, and humanitarian crises are exacerbated by climate change and food insecurity challenges.

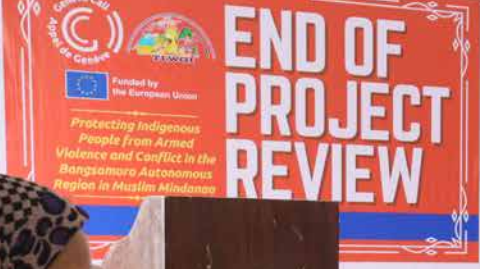
Geneva Call will create a comprehensive set of criteria for conducting thorough assessments and feasibility studies before initiating new missions. As the number of conflicts and cross-border movements involving AGDAs increases, rigorous analysis will be conducted to determine the potential impact of Geneva Call's efforts in specific contexts.

## Reinforced Operational Structures

To optimize efficiency and impact, Geneva Call will conduct an internal assessment of our operational structures, including field offices, regional desks, and headquarters. This assessment will involve a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis and a cost-benefit analysis to identify opportunities for improvement.

As part of the organisation's ongoing digitalisation project, we will prioritise empowering our field structures to ensure program quality, impact, and sustainability. We will also evaluate the specialised roles that regional offices can play in the overall structure.

By streamlining our operational structures, Geneva Call aims to improve decision-making processes, increase productivity, and ultimately enhance our impact.



## Comprehensive Monitoring, Evaluation, Accountability, and Learning (MEAL) Tools

Geneva Call's current MEAL tools are implemented by staff in all field offices to ensure the delivery of high-quality programmes, activities, and outputs, as well as to measure and evaluate **short-term outcomes** (increases in knowledge, skills, and abilities by AGDAs).

In the next phase of Geneva Call's development of an overall MEAL framework to measure our impact, Geneva Call will measure **mid-term outcomes** to analyse how our operational programmes lead to changes in behaviour, relationships, activities, or actions of the people, groups, and organisations with whom our programmes work directly. Geneva Call will use Outcome Harvesting to evaluate the **long-term outcomes** and impact of these behavioural changes for civilian protection in complex humanitarian situations in multiple conflict countries.

Geneva Call will ensure that our MEAL tools and framework are comprehensive and cohesive from our initial engagement and activities with AGDAs and affected communities through our long-term approaches and sustained efforts.

## Strengthened Staff Capabilities for Effective AGDA Engagement

Geneva Call is committed to equipping our staff with the necessary knowledge and skills to successfully engage AGDAs and other stakeholders in challenging contexts.

We will continue investing in methods to comprehensively enhance our staff's capacities and humanitarian engagement skills, focusing on humanitarian norms and relevant thematic areas. User-friendly thematic tools will be developed, and program staff will receive training specific to their operational context. Beyond thematic and MEAL training, Geneva Call will seek to provide tailored training on conflict analysis, AGDA mapping, contextual assessment, engagement techniques, programmatic mapping and analysis for civilian protection, risk management, and security.

Moreover, it will contribute to the development of durable, results-oriented programming aimed at enhancing the protection of civilians, particularly women, children, and marginalised groups most at risk in situations of armed conflict and humanitarian crises.



# CONCLUSION

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This strategic road map for the next four years is the result of extensive consultations with AGDAs in the field, with Geneva Call personnel on the ground and at headquarters, and with key humanitarian and governmental partners. The Board of Trustees has been involved in the key strategic steps and approved this Strategic Plan in June 2023.


Geneva Call's **unique ability to engage with AGDAs for the benefit of civilians** has always been the cornerstone of our work. As we move forward, this Strategic Plan will guide us in our engagement amidst a context of high fluidity in world affairs and zones of conflict.

We recognise that new and unexpected situations will arise, obliging all humanitarian actors to react swiftly and remain nimble, inventive, and capable of thinking outside the box. This strategic framework will undoubtedly help Geneva Call navigate these challenging waters in the best way possible, building upon our unique ability to trigger lasting behavioural change for the benefit of the civilians living under the control or influence of AGDAs.









**This strategy offers a framework for both concrete actions and more nimble responses that are increasingly needed to navigate the complex humanitarian challenges of today's world.**







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