

Review of the RCRC Movement SGBV WG

March 2022
Aasgaard Consulting

Content

- Acronyms..... 4
- 1. Executive summary 5
 - 1.1. Recommendations 6
- 2. Introduction..... 8
 - 2.1. Background..... 8
 - 2.2. SGBV Resolution and the creation of the SGBV WG 8
 - 2.3. SGBV in IFRC 10
 - 2.4. SGBV in ICRC..... 11
 - 2.5. SGBV in NS..... 13
- 3. Methodology 13
 - 3.1. Scope and Purpose of the Review 13
 - Audience..... 13
 - Objective 13
 - Limitations..... 14
- 4. Network theory 15
 - 4.1. Examples of successful Movement networks 17
- 5. Findings 20
 - 5.1. Relevance 20
 - Purpose Drives Coordination..... 20
 - Membership – do all members want the same thing? 21
 - Commitment by Leadership 22
 - Connectedness through network building 23
 - 5.2. Effectiveness and impact..... 24
 - Ambitions vs. Resources..... 25
 - Results on Capacity Building..... 25
 - Results of Coordination 27
 - 5.3. Coordination leading to Coherence 29
 - Coherence with ongoing initiatives and processes 30
 - External coordination 31
 - 5.4. Efficiency and Sustainability 32
 - Structure..... 32
 - Advantage through support function..... 33
 - Roles and Responsibilities 35
 - Resources 36

Communication	37
6. Conclusion and Recommendations	38
6.1.1. Recommended Structure	38
Recommendation 1: The purpose and mandate of the coordination mechanism at all levels must be defined through a joint strategy that is anchored at the highest level of both IFRC and ICRC, supported by a detailed implementation plan that is regularly reported on.	42
Recommendation 2: Clarify roles and responsibilities of the coordination mechanism and revise ToR at all levels.	42
Recommendation 3: Specific coordination on SGBV needs to be done through a decentralized structure through region/sub-regional SGBV platform meetings and regionally adapted capacity building. Operational NS lead must be promoted and supported with resources if realistic.	43
Recommendation 4: Take advantage of existing regional structures working on SGBV within the Movement to avoid overlap and enable discussions on SGBV at both regional and country levels.	44
Recommendation 5: Strong global support function with a focus on coordination needs to be in place in both IFRC and ICRC.	45
Recommendation 6: Strengthen network at all levels by face-to-face meetings combined with online meetings and SGBV coordinators must investing in building bilateral relationships with relevant counterparts at NS level.	46
Recommendation 7: Ensure smart communication on SGBV across platforms & tools to ensure accountability and relevance and to boost collaboration.	46
7. Annexes	48
7.2 Annex 1: Resources	48
7.1. Annex 2: Interview List	50
7.2. Annex 3: Asia Pacific Migration Network Peer to Peer Learning Program	52
7.3. Annex 4: Key Informant Interview Questionnaire	53

Acronyms

AoR – Area of Responsibility

CAR – Central African Republic

CoD – Council of Delegates

CTA – Central Tracing Agency

DL – Disaster Law

DRC – Democratic Republic of Congo

G&D – Gender and Diversity

GBV - Gender-based Violence

HNS – Host National Society

HQ – headquarters

ICRC - International Committee of the Red Cross

IEC – Information, Education, and Communication

IFRC - International Federation of Red Cross and Red Crescent Societies

IHL - International Humanitarian Law

KII – Key Informant Interviews

Movement - The International Red Cross and Red Crescent Movement

NGO – Non-governmental Organisation

NS – National Society

OSV – other situations of violence

RCRC - Red Cross and Red Crescent Movement

RFL – Restoring Family Links

PGI – Protection, Gender, and Inclusion

PNS – Partner National Society

PSEA - Protection from sexual exploitation and abuse

ToR – Terms of Reference

SEA – Sexual Exploitation and Abuse

SGBV - Sexual and Gender-based Violence

SGBV WG - Sexual and Gender-based Violence Working Group

SMCC - Strengthening Movement Coordination and Cooperation

SV – Sexual Violence

UN – United Nations

UNFPA - United Nations Population Fund

UNICEF - United Nations Children's Fund

1. Executive summary

The Red Cross Red Crescent (RCRC) Movement (from here on addressed as “the Movement”) established the Sexual and Gender-Based Violence Working Group (SGBV WG) after the adoption of the SGBV Resolution (32IC/15/R3) at the International Conference in 2015 (from here addressed as “the SGBV Resolution”). The WG was instrumental in driving the agenda on SGBV forward within the Movement and played a key role in delivering on specific resolution objectives such as capacity building and advocacy. It has since its commencement been the main platform for coordination on SGBV among Movement components. A regional approach was the intention of the SGBV WG from its inception. However, this never materialized and participation beyond a core group of Partner National Societies (PNS) and their partners has been of varied consistency and quality.

The creation of the SGBV WG was based on the underlying assumption that a common platform leads to coordination and complementarity, which is again assumed to improve operations quality. However, seven years after the Resolution was adopted, and with several National Societies (NS) moving towards a more operational approach to SGBV, the need to review how the Movement could improve its coordination on SGBV has become more and more pressing.

In November 2021, IFRC commissioned an evaluation to assess how efficient and relevant the SGBV WG’s current setup was, based on the needs of different stakeholders when it came to SGBV. The review was conducted by Aasgaard Consulting from November 2021 to March 2022, with a clear learning objective to influence and shape future coordination and collaboration within the area of SGBV. The OECD-DAC evaluation criteria guided the evaluation approach. Two main data collection tools were used to answer the evaluation questions: a comprehensive desk review and Key Informant Interviews (KII). Documents on network theory, SGBV resources, tools, and internal Movement minutes and reports were reviewed (see total resource list in annex 1). A total of 35 persons were interviewed, including current and previous Movement staff at HQ, regional, and country-level.

The literature shows us that facilitating a dynamic and relevant network requires resources, both human and financial. It entails knowing why you want to coordinate, for what purpose and with what mandate. Discussing whether the investment is worth the expected outcome will be a critical starting point for discussing any revised coordination mechanism on SGBV within the Movement.

The interviews demonstrate that there is both a need and desire for a strong and enabled coordination mechanism on SGBV internally within the Movement. Overall, the KIIs indicate that the SGBV WG in its current form and set up is of some value to Movement Stakeholders, although it is constrained by the lack of a shared understanding among Movement stakeholders of the groups’ purpose and mandate. The impact of the WG seems to be further limited by the lack of a clear support structure to drive the work on coordination forward within IFRC with support from staff in the ICRC.

The review points to the need for a revision of the current coordination structure towards a more long-term and regional approach that can sufficiently facilitate contextual specificities. The findings show that there is a need to clarify the purpose of coordination on SGBV and what a coordination structure is expected to achieve beyond being a platform for sharing information. With motivated National Society / IFRC networks in nearly all regions/sub-regions and a strengthened focus on SV within ICRCs field structure, there is a great potential to set up a more structured regional SGBV coordination arrangement. This must be supported by dedicated SGBV coordination staff from both IFRC and ICRC who work hand in hand to ensure collaboration, cohesion, and learning across all levels and regions.

To secure that information and learning flows in the network, investing in building relationships among members is an important aspect for the success of a network and should not be forgotten if a revitalized SGBV coordination mechanism is an objective for the Movement. Many highlight the regional SGBV Forums as a major success that created opportunities for peer-to-peer learning and network-building that were both inspirational and important for stakeholders' continued work on SGBV. It created opportunities for peer-to-peer learning and network-building that were both inspirational and important for stakeholders' continued work on SGBV. With the restrictions related to the Covid-19 pandemic becoming less disruptive in many regions, investing in face-to-face meetings is also encouraged based on previous lessons learned on the impact this has on networking, innovation, and learning.

A common Movement approach to SGBV was said to be premature by representatives in both IFRC and ICRC centrally due to ongoing internal processes. However, this was a clear need from regional IFRC and ICRC staff, as well as NS. The intention of cooperation and collaboration at different levels must be institutionalized through committed intentions and formalized through a joint strategy where the revised SGBV WG structure is described and considers the entities' different mandates, added value, potential, structures, and objectives. If not made a priority, it will continue to be a bottleneck for effective coordination also moving forward.

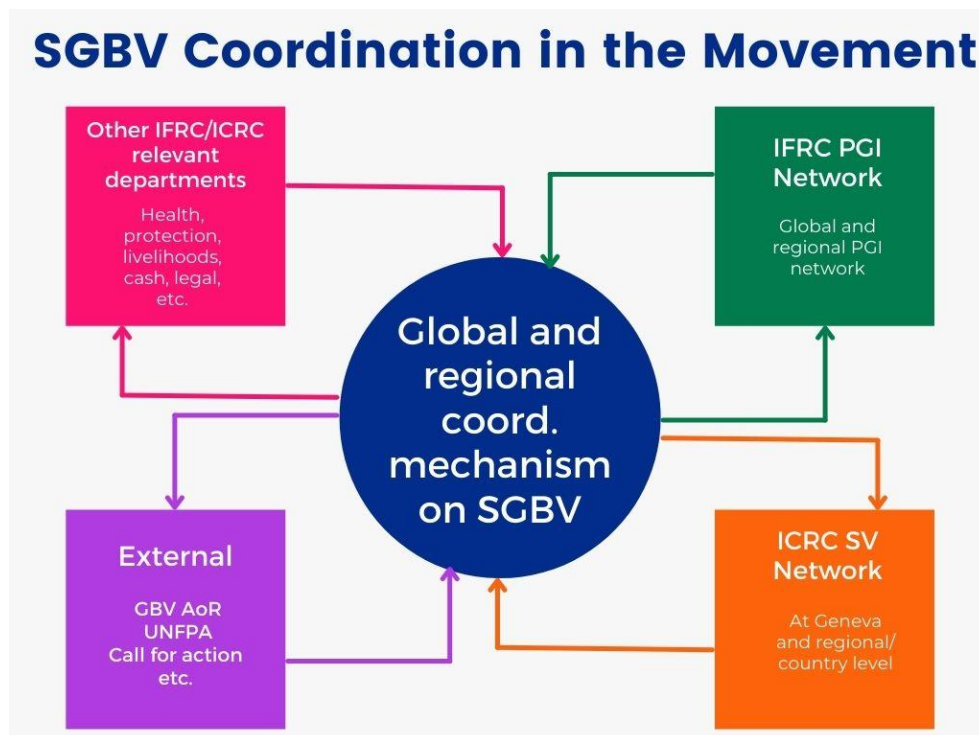
The SGBV-resolution came as a result of the Movement's perceived slowness/shortcomings on its commitments in respect to SGBV and on the legitimate expectations from the largest humanitarian network in the world. The review points to a clear need for the Movement to invest in a coordination mechanism that enables Movement partners to come together to deliver on its commitments and work together to improve the quality of its response to SGBV in different contexts. If Movement coordination is to be strengthened and driven by the localization agenda, with an ambition of HNS taking a more proactive role in different forums, predictable funding and capacity development are key, combined with a systematic focus on organisational development.

1.1. Recommendations

The findings from the review suggest that there is a need to sustain the centralized coordination function to ensure global cohesion and consistency combined with a decentralised structure to ensure contextual anchoring. Although identification of a new suggested structure for coordination on SGBV in the Movement was not a core deliverable part of this review, the following model is suggested as a point of departure for stakeholders to engage in a discussion on a revised set-up based on the level of ambition compared to available resources:



The coordination structure on SGBV cannot exist in a vacuum due to the integrated approach to the thematic area of both IFRC and ICRC. Thus, collaboration and coordination with different stakeholders, both internal and external are consequently critical. This collaboration is illustrated in the below model:



The different levels are described more in detail under section 6; Conclusions and Recommendations. In addition, any structure that is adopted must consider the following recommendations (which are also described more in detail in section 6):

- **Recommendation 1:** The purpose and mandate of the coordination mechanism at all levels must be defined through a joint strategy that is anchored at the highest level of both IFRC and ICRC, supported by a detailed implementation plan that is regularly reported on.
- **Recommendation 2:** Clarify roles and responsibilities of the coordination mechanism and revise ToR at all levels.
- **Recommendation 3:** Specific coordination on SGBV needs to be done through a decentralized structure through region/sub-regional SGBV platform meetings and regionally adapted capacity building. Operational NS lead must be promoted and supported with resources if realistic.
- **Recommendation 4:** Take advantage of existing regional structures working on SGBV within the Movement to avoid overlap and enable discussions on SGBV at both regional and country levels.
- **Recommendation 5:** Strong global support function with a focus on coordination needs to be in place in both IFRC and ICRC.
- **Recommendation 6:** Strengthen network at all levels by face-to-face meetings combined with online meetings and SGBV coordinators must investing in building bilateral relationships with relevant counterparts at NS level.
- **Recommendation 7:** Ensure smart communication on SGBV across platforms & tools to ensure accountability and relevance and to boost collaboration.

2. Introduction

2.1. Background

2.2. SGBV Resolution and the creation of the SGBV WG

The magnitude and consequences of SGBV are substantial. SGBV is one of the most prevalent human rights violations in the world and one in three women worldwide will experience physical or sexual abuse in her lifetime.¹ A recent report² published by ICRC and NorCross also showcases the prevalence of SGBV in conflict, detention and crisis setting for men, boys and SGM, and the major impact that it has. It is also a violation of humanitarian law. Yet in most contexts, it remains hidden in a culture of silence, concealed by cultural barriers and shame. Also, misconceptions regarding SGBV are widespread, even among professionals who are tasked with supporting survivors of gendered violence within the humanitarian system. Funding for SGBV interventions in humanitarian settings remains low. Key findings from a 2019 IRC study called “Where is the Money”³ highlight that Violence against women and girls remains an underfunded area of humanitarian response compared to other sectors, and funding requests do not match the scale of the problem. According to global humanitarian funding

¹ <https://www.unfpa.org/gender-based-violence>

² <https://www.icrc.org/en/document/sexual-gender-violence-against-men-boys-lgbtq>

³ <https://www.rescue.org/sites/default/files/document/3854/whereisthemoneyfinalfinal.pdf>

data reported to the OCHA Financial Tracking System in 2016, 2017 and 2018, SGBV funding accounted for just 0.12 per cent of all humanitarian funding – which represents only one-third of funding requested for SGBV.

In 2013, what later became the RCRC Gender and Diversity (G&D) Network, met to discuss how the Movement could streamline and optimize efforts and resources on two main topics; 1) mainstreaming gender and diversity and 2) addressing SGBV. As a follow-up, a SGBV “coordination group” was established in 2014, with a mandate to prepare and negotiate a Resolution on SGBV ahead of the 32nd international conference in 2015 to push the Movement towards a joint position on addressing SGBV. The work of the group was a success and during the conference, the Movement Resolution (32IC/15/R3) *“Sexual and gender-based violence: Joint action on prevention and response”* was adopted. It was an important event and set high ambitions for the Movement in a relatively new thematic area to most stakeholders.

The Resolution formalized and structured the Movements intentions related to SGBV in terms of prevention, response, and risk mitigation. It made it clear that addressing SGBV was aligned with the fundamental principles of the Movement and outlined the roles and responsibilities of Movement stakeholders, alongside states, to prevent and respond to SGBV in disasters and other emergencies such as public health emergencies, conflict, natural and man-made crisis, and climate change.

Following the adoption of the Resolution, the SGBV Working Group (WG) was formally established as a satellite to the G&D network to support the Movements implementation of the commitments made in the Resolution in conflict and emergency settings. Special focus was given to Part III of the Resolution on “Movement implementation, cooperation and partnerships”, where the resolution *“calls upon the components of the Movement, following their respective mandates, to make every effort to coordinate and cooperate as appropriate with other relevant stakeholders working on preventing and responding to sexual and gender-based violence, such as the UN, regional organizations and humanitarian organizations, including, as appropriate, by exchanging experiences and good practices.”*

The SGBV WG remains the main coordination platform on SGBV within the Movement and is currently co-chaired by ICRC and NorCross. Over the past years, the WG has grown to include NS from all regions and has since its establishment been a key driving force in the achievements within the Movement on SGBV. From 2016 to 2018, the WG played a particularly important role in the development of training materials, tools, and Movement-wide guidelines and in organising training and sharing good practices within the Movement. The scope of the group developed organically, filling a natural gap towards a thematic area that was new to the Movement.

The WG was driven forward by a few key individuals from National Societies who had a strong focus on SGBV and had invested in the Resolution and wanted to see it materialize and develop into operational results. Between January and April 2016, after the adoption of the SGBV resolution at the International Conference, the SGBV Coordination Group mapped out and agreed on the following work-streams required of the Movement by the recommendations in the Progress Report to, and adopted by, the Council of Delegates (CD/15/15) and the SGBV Resolution (32IC/15/R3):

1. Strategy - Work towards developing policies addressing SGBV in armed conflict and disaster through regional consultations.

2. Partnerships - Strengthen existing and build new partnerships including but not limited to the United Nations, regional organisations, States, humanitarian and development organisations, academia, and the private sector.
3. Capacity-development – Enhance the awareness and capacity of staff and volunteers at all levels including development of tools, training, and exchange of good practices.
4. Programming – Systematically integrate gender, diversity, and SGBV analysis into needs assessment and programming.
5. Research – Conduct further research and strengthen the existing evidence base for addressing SGBV in conflict and disaster.
6. PSEA – Develop policies, reporting mechanisms, screening processes, and training to prevent and address sexual exploitation and abuse.

In 2018, a Terms of Reference (ToR) was developed and explicitly describes how the WG will coordinate within the relevant structures of both IFRC and ICRC to complement rather than overlap existing structures and reduce duplication. It also outlines the priorities of the SGBV WG:

1. Capacity building and strengthening the expertise of the RCRC Movement staff and volunteers for operational, policy, strategy, and advocacy work related to SGBV in conflict and emergencies
2. Strengthening the evidence-based on the Movement activities on SGBV in conflict and other emergencies
3. Strengthening the Movement's understanding of SGBV in conflict and emergencies
4. Strengthening Movement collaboration on the issue of SGBV in conflict and emergencies
5. Developing, maintaining and strengthening external partnerships to support the RCRC Movement's work on SGBV in conflict and other emergencies

The ToR was to be supported by an action plan, however, although this was initiated, through a “joint action plan”, this was never fully developed or used actively by the group, as the, the IFRC global SGBV officer left her position in 2019 (due to lack of funds from 2020 onward) and stepped down from the role of co-chair of the SGBV WG.

2.3. SGBV in IFRC

For IFRC, SGBV is part of a broader approach to ensuring that issues of Protection, Gender, and Inclusion (PGI) are integrated “to make it [prevention and response] more appropriate, adaptive and effective” and avoid siloed action that causes further harm. PGI is managed by a global team in Geneva and regional and sub-regional teams. The PGI approach is guided by the PGI Policy (to be approved at the 2022 General Assembly) and PGI Strategic Framework 2021-2025. In the Gender and Diversity Policy from 2019, it is stated that all programmes and operations must “*integrate measures to prevent and respond to SGBV (including sexual exploitation by humanitarian actors) in all programmes and operations*” (page 7). Furthermore, the policy also highlights the need to ensure a “*survivor-centred approach to prevent, mitigate and safely respond to discriminatory and identity-based violence such as sexual and gender-based violence, advocating that states and communities acknowledge that such violence is common and promoting preventative and preparatory actions even before incidents are reported*” (G&D policy page 7). The IFRC 2022 Global Plan⁴ says that it will “support people at risk or

⁴ <https://www.ifrc.org/global-plan-2022>

survivors of sexual and gender-based violence more effectively, in line with the IFRC Call to Action on SGBV” (page 37).

Through its PGI approach, the IFRC supports NS’ with longer-term capacity building to prevent and respond to SGBV. This operational approach to SGBV is supported by the “Minimum standards for protection, gender and inclusion in emergencies” from 2018, which presents the Movement with minimum standards for protection, gender, and inclusion (PGI) in emergencies. There is a specific section on SGBV under each thematic area. This is the key tool for the IFRC to implement the G&D Policy as well as the SGBV Resolution.

In 2019, during the Oslo conference on SGBV, the IFRC released its SGBV in Humanitarian Crises Appeal 2019 – 2022, to support overall SGBV-focused PGI coordination as well as specific programmes in eight contexts (Bangladesh, Burundi, the Democratic Republic of the Congo (DRC), Myanmar, Somalia, Syria, Yemen, and the Venezuela crisis). The SGBV appeal focused on underlying reasons and highlighted the need for support from the IFRC to build strong institutions that can address the wide range of complex issues that worsen the prevalence and impact of SGBV. National Societies have been supported with capacity building, and policy development with the main focus on SGBV core concepts, PSEA, and safe referrals. In some countries, specific programming issues were supported with components such as remote counselling and distribution of dignity kits in the context of Covid-19. In the period between 2019-2022, the appeal raised a total of 800,000 CHF.

Sexual exploitation and abuse, being a sub-set of SGBV, is an area where SGBV expertise and capacity is crucial to establish survivor-focused prevention and response. Amidst pressure from donors and partners including UNICEF to ensure solid PSEA programming, NS struggle to resource the necessary positions. By March 2022, 63 NS were supported to develop PSEA policies. A total of 17 NS had adopted a PSEA policy, however many remain unimplemented.

The PGI unit within IFRC in Geneva has seven staff, out of which three are part of IFRCs core funding, with support from the PGI Manager who works 50% on PGI. Regional PGI positions have been in place since 2018 and currently Africa and Asia-Pacific have in place PGI staff, however, the Americas PGI coordinator position lost funding from 1 March 2022 and in MENA and Europe, there is currently only one PGI staff in place. In the Americas, Africa, Asia/Pacific, and East Asia, regular G&D/PGI coordination meetings have been taking place, where SGBV is a regular issue discussed.

2.4. SGBV in ICRC

ICRC approaches the issue of sexual violence with connection to international humanitarian law (IHL) as part of its mandate with focused action in contexts of conflict. It understands sexual violence as one manifestation of sexual and gender-based violence, with a simultaneous focus on SGBV issues that intersect with issues such as child protection, the conduct of hostilities, or protection needs in general. To deliver on this, the ICRC addresses SV through a survivor-centred approach (do no harm) in a holistic and multidisciplinary manner, based on evidence, and with a focus on armed- conflict and other situations of violence, including migration contexts; and within the specific context of detention settings.

In 2013 addressing SGBV in ICRC’s action became an explicit priority and the organisation committed to being more proactive in addressing sexual violence in contexts where it was working. In 2018 the ICRC adopted a strategy for Addressing Sexual Violence (2018 – 2022) which will be extended until the

end of 2024. It has a vision that *“the ICRC works towards eliminating sexual violence in armed conflict, OSV⁵ and detention, ensuring that its victims/survivors have access to all necessary services and that communities and individuals strengthen their resilience.”*⁶ The strategy focuses on enhancing capacities for quality prevention, risk mitigation and response; creating an enabling legal environment that is inclusive and effective; working with the movement in a complementary way on SGBV prevention, risk mitigation or response. This includes influencing legal frameworks or local capacities, while also focusing on the delivery of quality services to victims/survivors and other stakeholders.

For the most part, ICRC does not implement stand-alone SV prevention, risk-mitigation, or response activities (with some exceptions) but rather uses a survivor-centred and multi-disciplinary approach, combining minimum integration of SV into existing activities such as health and psychosocial care, protection, and economic support programming. On top of this, it coordinates with other stakeholders (including within the Movement) to refer people to more standalone and specialised SGBV supports or services or programmes. A key enabling action within the ICRC’s strategy is to enhance local capacities (of ICRC staff, of partners, and authorities), including training of health staff, training of armed ed groups, and strengthening national systems and legal frameworks to better prevent and respond to SGBV, including through the use of the ICRC’s Checklist: Domestic Implementation of International Humanitarian Law Prohibiting Sexual Violence⁷; or the methodology for Engaging with State Armed Forces to Prevent Sexual Violence: A Toolkit⁸. The ICRC also provides economic aid to victims of sexual violence, as part of ICRC’s broader focus on assistance.

Each year the ICRC develops and shared an annual programme of action called the “special appeal on addressing sexual violence”, which is reported on in the annual “special report on addressing sexual violence”. The appeal and report have been important advocacy tools for ICRC, not only to attract funding but also to attract attention to how ICRC is addressing SGBV in its operations. In the period 2014-2022, the Appeal raised CHF 297 million for ICRC operational work on this issue.

In 2021 the ICRC went through a restructuring and the SV unit was moved from the Department of Operations to the Department of Protection and Essential Services under the umbrella of “Thematics”, where ICRC’s technical expertise sits on SV, Healthcare in Danger, Access to Education, Migration, IDPs and Child Protection. The SV team works with all metiers (departments of the ICRC) and with management. It also collaborates closely with the Protection in the Movement Initiative and the Accountability to Affected Populations Team (wherein Inclusive Programming sits), the internal office for code of conduct team including on preventing sexual exploitation and abuse and child safeguarding developments. In 2022, the SV team has four staff in Geneva, two regional advisors (Nairobi and Bangkok), and sexual violence operations managers supported by field officers in DRC, CAR, South Sudan, Bangladesh, Panama (covering Mexico, Venezuela and Colombia also), Nigeria, Ethiopia, and Iraq (covering also Syria). The expansion of the SV teams in regions and field offices as part of an overall push to improve ICRC’s approach to SV and create structures that could support in mainstreaming the skills and technical abilities, programming work, monitoring and innovation internally to adapt ICRCs programmatic approach to sufficiently address SV.

The ICRC has developed partnerships with National Societies to implement community-based initiatives or work with authorities and intends to expand these. For example, an MOU was signed with

⁵ Other situations of violence

⁶ ICRC strategy on Sexual violence 2018-2022 p. 1

⁷ [Checklist: Domestic Implementation of International Humanitarian Law Prohibiting Sexual Violence | International Committee of the Red Cross \(icrc.org\)](#)

⁸ [Engaging with State Armed Forces to Prevent Sexual Violence: A Toolkit for ICRC Staff on How to Engage State Armed Forces in Dialogue on Preventing Sexual Violence in Armed Conflict | International Committee of the Red Cross](#)

the South Sudan Red Cross for joint work reducing discrimination and secondary harm to survivors of sexual violence in 2021 and is being implemented in 2022.

2.5. SGBV in NS

NS's approach to SGBV varies and include both mainstreaming approaches and stand-alone activities. Some National Societies provide case management including referral pathways, while others have a focus on mainstreaming SGBV prevention and response into their humanitarian response. IFRC's 5-year PGI report issued in 2021 describes how NS' have engaged in a wide range of prevention activities to address various forms of SGBV such as intimate partner violence, forced and child marriage, female genital mutilation, and economic violence. Methods include community-based prevention programs, outreach, awareness-raising and group support (women's, youth and men's groups), as well as direct psychosocial support services and referrals.

As auxiliaries to their public authorities in the humanitarian field, National Societies have the potential to be valuable partners to support the public authorities in meeting their humanitarian obligations and achieving their humanitarian and development goals. When NS are sufficiently resourced with SGBV expertise, they can leverage their auxiliary role in this area vis-à-vis ministries of health, gender equality, humanitarian action, justice, education and other relevant institutions.

3. Methodology

3.1. Scope and Purpose of the Review

Audience

The primary audience of the review is all Movement actors involved in SGBV work and the broader work around protection. Specifically, current members of the SGBV WG (NS, ICRC, and IFRC), as well as the IFRC PGI and ICRC SV teams who hold a critical role in the coordination of and communication on SGBV within the Movement.

Objective

The main objective of the review was to assess the SGBV working group structure and objectives based on defined criteria (see methodology below). The review will seek to make recommendations for the coordination on SGBV in the Movement moving forward, however, they may be relevant for other related coordination and networking structures.

Through qualitative research, the review assessed Movement stakeholders' perception of the SGBV WG and sought to answer if the SGBV WG structure is relevant and able to facilitate improved Movement coordination and strengthened NS's capacity and response on SGBV (prevention and response).

The review aimed to identify the needs and expectations of different stakeholders related to capacity building and coordination and assess accordingly if the SGBV WG can deliver on these. It also seeks to

identify lessons learned and best practices from past experiences and other networks to inform and suggest recommendations on how a future coordination mechanism should be organized.

In the inception phase, it was agreed with the review team that due to the limitations in time and scope of the review, the deliverables related to developing a detailed revised model, ToR, Performance Framework and Competency Framework will not be included.

The review had a clear learning objective: to influence future coordination and collaboration within the area of SGBV in the Movement. The OECD-DAC evaluation criteria guided the evaluation approach. The evaluation followed a systematized approach, meaning that the evaluation framework and evaluation questions guided the process of information collection and analysis. To answer the identified questions, two main data collection tools were utilized:

- **Review of key documents:** Over 60 documents (see annex 1 for more details) were reviewed. In addition to general Movement resources on SGBV, resources on networking theory and Movement cooperation were extensively reviewed. The desk review gave insight to the theoretical framework used for this review and significant background information on the SGBV Movement that shaped the interview questions for the semi-structured interviews. It furthermore was an important basis for the background presented in the final report and source for validating information collected through the KII.
- **Key Informant Interviews:** In total, 35 persons were interviewed (see annex 2 for more details), including current and previous Movement staff at headquarters (HQ), regional, and country-level. The interviews were conducted online and interviews lasted between 45 to 90 minutes, following a semi-structured approach. All key informants were guaranteed confidentiality to enhance the truth of the data collected. Overall, the interview process occurred without major challenges although time differences and language limited interviews with some interviewees that had originally been identified. The time frame of the review and the timing of the review (over Christmas and New Year) delayed the interview process and accordingly, the number of interviewees was slightly less⁹ than what was indicated in the inception report due to time constraints.

Regular communication took place between the evaluator and core members of the Review Steering Group throughout the assignment. Several discussions were had in the inception phase, to limit the scope of the review from the original ToR based on the timeframe of the review. In this process, it was also clarified that the review should not aim to fully assess specific evaluation criteria such as impact and effectiveness in the normal sense of the OECD-DAC criteria, but would only do so in a limited way based on documented achievements and perceived “impact” from KII.

Limitations

- There were some limitations in the initial plan to review the specific recommendations from the 2016 Scoping Survey on the G&D network as it early on became clear that although some of the

⁹ 35 out of 46. 2 external staff were deemed to be of less priority by SG members, and was thus not included in the review. The remaining 9 did not reply to the request for an interview or replied after the interview process had concluded.

recommendations were relevant, this was limited to the change of structure internally since the survey was conducted.

- As expected, and described as a limitation in the inception report, it was a foreseen challenge for the review to attribute achievements to the SGBV WG relative to individual stakeholders who were members of the SGBV WG. It remains a challenge to make general conclusions on this, due to the influence several of factors, both internal and external, has on the overall effectiveness of the SGBV working group as a separate unit when it comes to enhancing and stimulating coordination. This evaluation points to numerous reflections on the role of the WG, but by no means, does this report claim to be exhaustive.
- Although mentioned by many as a key area to clarify with regards to coordination on SGBV, Protection of Sexual Exploitation and Abuse (PSEA) will not be discussed in this report as it falls beyond the main focus of the SGBV WG according to the 2018 ToR. It is however recommended that how regional coordination mechanisms are expected to address this issue should be clarified as part of the overall discussion on the purpose and mandate of a SGBV coordination mechanism within the Movement.

4. Network theory

This review of the functioning of the SGBV working group is situated and informed by research on what makes for a well-functioning Network.

“Networks harness the power of decentralized collaboration to promote social change.”¹⁰ Networks bring together unique combinations of experience and capacity and are established when organizations or individuals want to take advantage of separate strengths to achieve collective goals. It is defined as “a group of individuals or organizations that are connected through meaningful relationships, in which there are many participants, that have space for self-organization and leverage new technologies for visualization, connection, and collective action.”¹¹ Networks come in many shapes and sizes, but unlike other types of more formal structures, networks are coordinated more than managed and the authority is usually distributed across its members. To coordinate is “using a common structure (permanent or temporary) to bring together groups that are pursuing a common outcome.”¹² A network thus becomes a potentially effective tool to improve coordination, if applied diligently. Choices about how the network is constructed are driven by the network’s ultimate goal and theory of change about how to use a network to get there.

As social actors, we continuously seek participation in networks by “building relationships with each other to create opportunities for joint learning, increasing [our] understanding and improving upon current practices.”¹³ A myriad of networks across sectors and geographical locations have evolved over the past decades and many are significant humanitarian actors in their own entity. Even the Movement can be classified as a network if we use the definition above. The success of these networks is often the result of how much time and resources organisations, and ultimately the people who are a part of

¹⁰ Taylor, Madeleine Ph.D.; Whatley, Anne M.S.; and Coman, Julia M.S. (2015) "Network Evaluation in Practice: Approaches and Applications," e Foundation Review: Vol. 7: Iss. 2, Article 5.

¹¹ [132018_35832_578_Evaluation-of-Networks-FINAL-11-2-15.pdf \(orsinpact.com\)](https://www.orsinpact.com/evaluation-of-networks-final-11-2-15.pdf)

¹² <https://ovcsupport.org/resource/coordination-and-networking/>

¹³ Engel, P.G.H. (1997) The social organisation of innovation, a focus on stakeholder interaction. Amsterdam: Royal Tropical Institute

that organisation, are willing to invest in a specific network and alliance. This again of course depends on how useful the network is based on what we want to achieve by participating.

According to IFRCs guidelines for Movement networks, a network is made up of several representatives from NS who interact to support each other in their work on one or more specific themes. The interaction continues over years, although network participants may change, and network numbers may grow or shrink in size. The continued interaction of network members shall benefit individual participants in their National Society roles but also the wider National Society. When the SGBV WG was created in 2016, it aimed to improve the Movements’ work on SGBV through a joint collective effort.¹⁴ Given its setup and approach, it will in this review be referred to as a network, albeit the title “working-group”.

Three areas of focus are particularly of importance when reviewing any network:¹⁵

- 1) **Network connectivity**, meaning how a network can connect members in a way that results in effective and efficient constellations for shared learning and action.
- 2) **Network health**, which is its capacity to engage its members and sustain the enthusiasm and commitment of voluntary members to work as a network to achieve shared goals.
- 3) **Network results** is about knowing if the network itself is making a difference and achieving the social change they are working towards.

All of these areas of focus have dimensions that must be investigated to understand is set up to yield its ambitions:

Network Connectivity	Network Health	Network Results
Membership: people or organisations that participate in the network	Resources: material resources a network needs to sustain itself (e.g., external funding)	Interim outcomes: results achieved as networks work towards their ultimate goal or intended impact
Structure: How connections between members are structures and what flows through those connections	Infrastructure: internal systems that support the network (e.g., communication, rules, and processes)	Intended impact: the overall goal the network is working towards
	Advantage: networks capacity for joint value creation	

In the ToRs for this assignment, the OECD DAC criteria for evaluation (relevance, impact, effectiveness, efficiency, sustainability, and coherence) have been identified as areas for review to assess the SGBVs

¹⁴ The title of the SGBV WG came as a result of being a satellite under the G&D network. Coordination between the two have been limited, although many members of the G&D network, were also part of the SGBV WG.

¹⁵ Taylor, Madeleine Ph.D.; Whatley, Anne M.S.; and Coman, Julia M.S. (2015) "Network Evaluation in Practice: Approaches and Applications," e Foundation Review: Vol. 7: Iss. 2, Article 5.

WG ability to fulfil its purpose to support the realization of the commitments made by the movement related to the Resolution on SGBV on capacity building and coordination.

To assess the **relevance**, reviewing the SGBV WG **connectivity** can help assess its ability to bring people together for a common cause and what impact the network has had on its members and the broader Movements work on SGBV. The review investigated the presence of a shared purpose of the SGBV WG by looking at the membership structure and support in the governance of the Movement. It aimed to discern if the SGBV WG was able to connect different Movement stakeholders and build a strong community within the Movement to address SGBV with its current global approach. The importance of network building in creating a joint sense of intention was also investigated.

Studying **network results** can help us to review the SGBV WG's **effectiveness** and **impact**¹⁶ in its ability to reach interim outcomes and overall impact goals. The review will look at the SGBV WG's ability to deliver on specific areas of priority described in the ToR, more precisely capacity building and coordination within the Movement. As part of this, a key aspect will be to look at whether the SGBV WG has been able to decentralize its efforts to support implementing NSs based on their needs and expectations.

Network connectivity will also be important when addressing **coherence** and **coordination** by reviewing whether the SGBV WG can coordinate with the relevant stakeholders within and outside the Movement and whether it is coherent with ongoing initiatives and processes. The review will seek to look at what worked in terms of coordination and coherence and what could be done better.

The criteria of **efficiency** is ultimately about the **network's health** and resources, structure and capacity to achieve intended change. The review will focus on the structure of the SGBV WG, including roles and responsibilities, modes of communications, and human and other resources, to address whether the current setup can deliver on the expectations and needs of Movement stakeholders. This is closely linked to the criteria on **sustainability**, which will be focused on whether or not the SGBV WGs structure and role are institutionalized within the Movement.

4.1. Examples of successful Movement networks

The Movement stakeholders have made several initiatives to improve collaboration where the mandates overlap¹⁷ and in 2013 it introduced the Strengthening Movement Coordination and Cooperation (SMCC) initiative to improve coordination and collaboration among Movement components. In 2019 the resolution (CD/19/R9) stated the “need for all Movement Components to actively engage in the Strengthening Movement Coordination and Cooperation (SMCC) process to achieve a more coherent and impactful collective humanitarian contribution by the Movement as a whole.” During the upcoming Council of Delegates meeting in 2022 Movement cooperation will again be discussed. With the overall title “A Movement Fit for Purpose”, the CoD provides a platform for discussing how the Movement can come together to ensure “positive, collective and sustainable

¹⁶ With regards to impact, the limitations of this review rule out a traditional impact evaluation. However, based on the information collected, the review will reflect on the impact the SGBV WG is understood to have had within the Movement on capacity building and coordination.

¹⁷ The IFRC represents and coordinates its membership internationally, and works through the NS, for the NS, and with the NS at the centre by its mandate as set out in the Movement Statutes. For ICRC, Movement cooperation and partnerships are one of four pillars, and a priority focus is on supporting NS capacities.

impact for the people and communities most in need.”¹⁸ “Protection within the Movement” is also on the agenda and the CoD aims to identify a “common understanding of protection and what the Movement wants to collectively achieve in this field” to “enable and promote complementarity in our protection work and provide legitimacy to the Movement Protection Framework.”¹⁹

The scale and complexity of the Movement have incentivized members to work together in different constellations. Thematic networks have been one method of stakeholders organising themselves to maximize lessons learned and skills within the Movement. The SGBV WG initiative was a direct result arising from the need to come together to maximize the impact of the Movement in the area of SGBV. The SGBV WG ToR states that “*the Working Group's overall purpose is to support the RCRC Movement's implementation of the resolution in conflict and emergency settings. Special focus is given to Resolution part III on "Movement implementation, cooperation and partnerships"*. By coming together with a joint purpose, the SGBV WG as a network had (and still has) a unique opportunity to bring stakeholders together to capitalize on different stakeholders’ resources and capacities, for a greater collective outcome for the Movement as a whole.

The success of a network will often depend on who you engage with. This review has identified some examples of networks that have characteristics that have stimulated coordination and collaboration that shows strong signs of network connectivity, health and results. These are useful points for reference when exploring optional set-ups for the coordination on SGBV moving forward.

Movement Migration Network

The Movement Migration network was described by many as one of the most successful networks within the Movement. The network’s achievements were attributed to the clear purpose of the network at different levels and the perceived significant support from Movement leadership, through its global leadership groups with SG representation from over 25 NS. The global leadership group is supported by a technical reference group, which also meets on a global level. In addition, the network has regional sub-groups (Asia/Pacific being the most active one) who meet regularly and have a joint work plan with a major focus on peer-to-peer learning. Before COVID-19, the regional networks met annually to discuss and review progress towards the work plan and agree on ambitions for the following year. The Migration Network learning plan was highlighted as an important tool to keep members engaged. In the learning plan (developed quarterly), the objective and guiding questions for the sessions are included and even suggests who the sessions are relevant for, making it easy for colleagues to see if the content is related or not to their portfolio or if they should invite other colleagues from their NS. It also includes resources, pre-reading, or preparations required, which makes the NS members naturally more invested in participating in the session.

The Red Cross Red Crescent European Youth Network (EYN)

The EYN is also seen as a big success from a network perspective. It is one of the largest and most dynamic networks within the Movement. The purpose of the network is to share best practices, exchange learning, and experiences, and advocate on behalf of its members. It works closely with the

¹⁸ https://rcrcconference.org/app/uploads/2021/04/Concept-note-EN_LR.pdf

¹⁹ [Concept-note-EN_LR.pdf \(rcrcconference.org\)](https://rcrcconference.org/app/uploads/2021/04/Concept-note-EN_LR.pdf)

IFRC Youth Commission.²⁰ The network has a steering group, the European Youth Coordination Committee (EYCC), made up of seven representatives directly elected by the members of the EYN for two years. The EYCC is a strong support function for the EYN network and is responsible for managing youth-led initiatives through several Working Groups. ICRC is involved as an “observer” of the network. The EYN has a four-year work plan (2021 -2023) and a TOR that clearly describes the networks’ mission and members’ roles and responsibilities. It also recently developed internal “rules of procedure” to support the ToR and “regulate the work of the European Youth Cooperation Meeting (EYCM) and the EYCC, in regards to the membership, delegations, selection, election, and other procedures, defined by the needs of the Network.”²¹

The Family Links Network

The ICRC, IFRC and work together through the “Family Links Network” to locate people and put them back into contact with their relatives, across international borders. The Family Links Network comprises the Central Tracing Agency (the CTA), the Restoring Family Links (RFL) units at the International Committee of the Red Cross (the ICRC) delegations and the RFL/tracing services of National Red Cross and Red Crescent Societies (National Societies). RFL issues are also supported by from IFRC through the PGI team since 2021). According to the “Restoring Family Links Strategy For The International Red Cross And Red Crescent Movement 2020–2025”, the ICRC, the National Societies and the IFRC have a shared responsibility to maintain and strengthen this network and its services. The role of the different stakeholders is clearly described in the strategy, which also includes a detailed implementation plan. The network has a Leadership Platform where the leadership of ICRC and its CTA, together with IFRC and NS active in the RFL field come together alongside representatives of affected people and RFL experts to steer the implementation of the RFL strategy. It is responsible for identifying priority issues of common concern, which sub-groups or individual members commit to follow-up on.

The RFL network has an “Implementation Group”, composed of NS from all regions, the ICRC and the IFRC. The group meets regularly to monitor the implementation of the RFL Strategy and provide guidance and support when necessary. Members are according to the strategy “ambassadors of RFL services” both internally and externally to “enhance the recognition, coherence and strength of the Family Links Network”.²²

The common denominators for the achievement of these networks can be ascribed to all three dimensions of a successful network. Their connectivity is strong due to the deliberate set-up and how they work together for a joint purpose, with a clear strategic framework, which also helps the network recognise the network results, progress, and achievements. The Network health is also associated with resources that match the level of ambition alongside a strong support mechanism/infrastructure.

²⁰ The Youth Commission advises the Governing Board on all matters concerning youth and youth-related activities at IFRC. It promotes the implementation of IFRC’s Youth Policy and ensures that young people have a voice on the board and can feed into IFRC policies and strategies related to youth.

²¹ https://www.ifrc.org/sites/default/files/2022-01/EYN_RoP_2021.pdf

²² [Draft New RFL Strategy \(reliefweb.int\)](#)

5. Findings

5.1. Relevance

Networks' survival depends on its relevance, requiring them to foster the areas necessary to benefit their members and bring people together under a common cause.²³ After the initial enthusiasm around an initiative, maintaining interest and building commitment based on new developments and challenges is critical for a network to remain relevant.

The review exposed that although the SGBV WG was seen as a necessity to uphold a minimum level of interaction within the Movement on SGBV, it was deemed to have little relevance in its current setup for most members of the network. The purpose of the group, beyond information-sharing, was not clear, nor was the group necessarily performing functions to the degree expected and/or needed by members. The relevance was further deemed to have "deteriorated" with limited internal support from management/leadership. Limited networking beyond online meetings due to Covid was also said to have affected the overall perceived relevance of the group.

Purpose Drives Coordination

One finding is that the SGBV WG currently seems not to be sufficiently responding to stakeholders' needs in terms of coordination. However, terminating the group, without a sufficient alternative in place, would be ill-advised. Movement must ask itself why it is currently achieving less-than-optimal results related to SGBV overall and when it comes to coordination, compared to its expectations. As elaborated later in the recommendations, Movement stakeholders must come together to redefine the purpose for coordination on SGBV.

Networks are important for enabling collaboration across institutional and cultural boundaries, giving room to enhance learning and innovation.²⁴ However, based on its informal and non-hierarchical structure, reaching consensus can be a challenge.²⁵ Member's motivation and interest are not always aligned, and their attention and dedication compete with other priorities and relationships.²⁶ Also, members of any group or network will come and go, NS and the Movement at large will continue to develop and shift priorities, the external forces and focus change, and new challenges will emerge. Therefore, impact networks, seeking to address social change, must constantly reaffirm their shared purpose, convene the right people, and cultivate trust.

A shared vision is critical to accommodate different motivations and to ensure that members can add value to the overall network and its purpose. Clarifying a network's purpose is an ongoing process and it must mobilize the right members and give them a clear reason for why they should invest time and resources through their participation. It must also be ambitious enough to respond to members' needs and expectations, to avoid that parallel mechanisms are being set up. If the goal of a SGBV coordination mechanism is to increase collaboration for better outcomes in SGBV programming, the Movement must ask itself why it is currently achieving less-than-optimal results compared to its expectations. This again affects the overall scope, engagement and participation in the current SGBV WG, and when

²³ Ramalingam, Ben & Jones, Harry & Reba, Toussaint & Young, John. (2008). Exploring the Science of Complexity: Ideas and Implications for Development and Humanitarian Efforts. Overseas Development Institute, Working Paper 285.

²⁴ Powell, Walter. (1990). Neither Market Nor Hierarchy: Network Forms of Organization. Research in Organizational Behaviour

²⁵ Gladwell, M. (2010) 'Small Change: Why the revolution will not be tweeted', The New Yorker, 4 October.

²⁶ Hearn, Simon & Mendizabal, Enrique. (2011). Not everything that connects is a network.

reviewing the purpose for future coordination, the overall ambitions and how this will be achieved must be part of the agenda up for discussion.

The adoption of the SGBV Resolution in 2015 gave the Movement a joint framework to work on improving its response to SGBV. The SGBV WG was established as an accountability mechanism to its members and the Movement as a whole as signatories to the Resolution and as such, it is based on member priorities. According to the SGBV WG ToR, the group is meant to ensure improved coordination of SGBV related efforts within the Movement and support the implementation of the resolution in conflict and emergency settings. Movement stakeholders have since been an important voice in highlighting how the risk of SGBV drastically increases during conflict and emergencies.

However, the review pointed to a consensus that the SGBV WG currently was not sufficiently responding to stakeholders' needs in terms of coordination, with an agreed assumption that this would lead to better programming within the Movement on SGBV. Many people interviewed for this review stated that the adoption of the Resolution in 2015 gave a clear direction and mandate for the Movement to address SGBV more systematically in its operations. While respondents state that the Resolution and its ambition remain relevant, many expressed that it was not clear to them what the different Movement stakeholders wanted to achieve with their work on SGBV. The lack of a more concrete strategic direction on SGBV made many respondents also unsure about what the SGBV WG aimed to accomplish through its constellation. Interviewees all agreed that terminating the current SGBV WG, without a sufficient alternative in place, would be very negative. All stakeholders, particularly victims/survivors of SGBV, would lose as a result. The review indicated a correlation between the wish to retain a SGBV specific coordination mechanism, with the level of focus on the topic within their programmatic portfolio. The review highlighted a need for stakeholders to come together and redefine a more specific purpose in terms of what it wants to achieve when it comes to SGBV overall as a joint Movement and secondly how the SGBV WG and coordination mechanisms at different levels can be a tool to realize these ambitions.

Membership – do all members want the same thing?

Although the membership base has been expanded since the WG's inception phase, the membership of the SGBV WG remains homogeneous and dominated by partner NS (referred to as "PNS"). Participation across the regions varied and many have requested to again discuss the objective and mandate of the group. The review also found a correlation between prioritized participation by members in the WG and the presence of explicit resources to follow SGBV within their organisation.

For a network to be effective, why individuals and organisations should invest in a network and what are the expectations from the membership must be clear. Any network that aims to maintain its relevance must continuously review/assess how it can remain appropriate towards its members.

The ability to invest in the SGBV WG seems to follow the availability of resources to do so. Most people interviewed said that participating in the SGBV WG was not a priority for them. It was a useful (but low-priority) activity to stay updated on ongoing initiatives in the Movement related to SGBV. Those who said it was a major priority often had explicit resources to follow SGBV within their NS. This was particularly highlighted by staff in specific PNS and ICRC, who uses the SGBV WG as a forum to better understand how different NS are addressing SGBV in their context and learn and find common ground

for collaboration. Both PNS and Host NS (referred to as “HNS”²⁷), greatly appreciated ICRC’s participation and proactive role in the forum and considered the WG an important arena to gain access to ICRC’s staff, resources and get a better insight into how they were working on the topic.

The work of the SGBV WG was during its initial phase driven forward by key “network champions”, and membership in the SGBV WG has for a long time been dominated by a few specific donor PNS. Sincere efforts have been made to diversify the membership, and over the past years, participants from NS across the different regions have joined, although it remains ad hoc and sparse. Although the intention of the SGBV WG is well received by members, many “HNSs” allude to that due to the focus of the meetings and the lack of involvement in their content and structure, they were left with a feeling of not having anything relevant to bring to the group and thus refrained from actively participating. This was also something brought up by PNS members and IFRC staff as something that had been discussed in confidential settings among members. The trust and commitment of the SGBV WG were highlighted as one of its key strengths in the 2016 Scoping survey, however, with the change in the membership-base both in terms of NS and individuals, as well as a weakened support structure, particularly due to the lack of dedicated SGBV focal points in IFRC both centrally and regionally, this seems to have shifted. In interviews, often PNS themselves were apprehensive of HNS restraining themselves in meetings due to the perceived lack of capacity, experience, or even language skills. Also, with PNS participating in the meetings more as “partners” with international ambitions related to SGBV, rather than implementers, the level of equality and trust among members was perceived to be shifted and influenced the overall dynamic of the group.

Another issue that was highlighted was the high turnover in participants from the different NS members, which led to little consistency and network building. Working in collaboration requires the need for a higher willingness to take risks due to the principle of working as a collective, with its pros and cons. This requires trust and the current dynamic and setup do not seem to foster this among members. In the absence of trust, the network risk provides little basis for collaboration among network members, consequently losing its purpose and effect. However, the most significant reason mentioned was that the WG was not sufficiently anchored in Movement structures or strategies to survive staff turnover and the inability to attract new members and maximize existing capacities.

The review highlighted the need for the roles and responsibilities of members to be addressed and defined in a revised ToR based on the agreed coordination structure taken forward. This is also discussed further under the section on efficiency and sustainability below.

Commitment by Leadership

The review shed light on a sense of uncertainty of the depth of the support and traction SGBV had within the NS governance globally. At the central level in both IFRC and ICRC, there was a strong sense of will among the leadership to address the issue, although it was acknowledged that with many other conflicting priorities, the focus is shifting, and keeping the momentum can be difficult. Funding for SGBV interventions often remain fully donor-dependent and governance support was often a challenge experienced at the regional and country-level, which was seen as a major barrier to expanding SGBV related activities in different contexts.

²⁷ Please note that all NS are host NS in their respective country, but the term is often used to describe NS who receive financial and/or other substantial support from other Partner NS (PNS).

The relevance of the SGBV WG depends on whether it is considered a valued institution within the Movement. Leadership commitments matter, and should be backed by action, if not the leadership risk losing its leverage. Respondents from all regions describe that due to the sensitivity of the topic, getting traction to address SGBV internally in their NS can be difficult. In the SGBV Resolution progress report from 2019, the feedback from many NS was that “gender and diversity-related areas of work, including SGBV, are not given the requisite level of priority by [their] governance or leadership” (page 7) and addressing gender inequality under underlying issues behind SGBV was considered a development rather than a humanitarian issue. This seems to remain a challenge and many NS still have little or no experience with SGBV Programming. There is a need to better understand current governance barriers and challenges to address SGBV in their context to secure a broader commitment to tackling SGBV beyond the central level and this conversation must be initiated and facilitated at all levels within the Movement. A potential entry point to stimulate this dialogue could be for the SGBV WG to commission a learning piece on cultural barriers to open up for a broader discussion on how to create space for discussing SGBV in different contexts.

It was also highlighted in interviews that in many settings, the agenda on SGBV is driven by PNS or other donor resources and agenda, rather than the NS themselves. This was illustrated with projects often ending when partnering or donor funding ended, with little ability to survive without this external support. The review found that often although NS staff saw the need for more efforts in this area, there was little support within the NS Governance or resources available to follow SGBV explicitly, mostly attributed to cultural barriers and/or lack of funds. This was identified as a major reason for NS’ not participating in the SGBV WG. If mainstreaming of SGBV awareness continues to be deprioritized at the NS level, the risk of doing harm is exacerbated, causing a major risk to beneficiaries as well as the reputation of the Movement overall. Advocacy and capacity building targeting the governance level can potentially be important tools to both increase the general level of understanding as well as appropriate mechanisms to respond to risks related to SGBV in different contexts.

The lack of leadership support is also perceived to be reflected in the lack of dedicated resources for SGBV for key positions within the Movement. To exemplify this one could point to how intended SGBV working groups at the region and sub-regional level were not set up due to a lack of IFRC PGI positions or mandate to follow up on this sufficiently. The lack of sufficient funding, was by respondents part of this review perceived to be a major reason behind this. Although examples of positive leadership to support action on SGBV exists, the feedback also suggests that the picture varies and improved accountability recurs as a necessity as a foundation necessary for improved investment in coordination on SGBV. Thus, any new or revised mechanism to be set up/fortified needs to be set as a priority that is anchored high up within both IFRC and ICRC.

Connectedness through network building

To secure that information and learning flows in the network, investing in network building among members is an important aspect for the success of a network and should not be down-prioritized if a revitalized SGBV coordination mechanism is an objective for the Movement.

The uniqueness of a network is the people and the relationships between them. Connections matter. Individuals do not exist in isolation and connections provide opportunities such as access to information and resources. Connections influence ideas, attitudes, and behaviours and maintaining

interest and building commitment among members is key for a network to remain relevant. How the network can promote connectivity can be a testimony to its strength and sustainability.

Although the COVID-19 pandemic has significantly reduced the threshold for having meetings online, research on network theory highlights the importance of face-to-face meetings in relationship building and should not be underestimated. The need to meet in person was apparent and many described this interaction as important to remain connected and for the members in the working group to stay accountable to each other. Many interviewees highlighted the regional SGBV Forums as a major success and one of the major achievements of the SGBV WG. The forums held in Africa and the Americas created opportunities for peer-to-peer learning and network-building that were both inspirational and important for stakeholders' continued work on SGBV. Furthermore, in the Asia/pacific sub-region, regional meetings were held every year in the G&D/PGI network before the pandemic and were described as a key aspect to the success of the coordination and close collaboration they have achieved in the region. Overall, how to foster the relationships between network members and create a sense of unity must be further explored and acknowledged as a key element when investing in the network moving forward.

5.2. Effectiveness and impact

Provan and Kenis (2008) defined network effectiveness as: “the attainment of positive network-level outcomes that could not normally be achieved by individual organizational participants acting independently” (p. 230). The advantages of network coordination can be considerable and have the potential to facilitate enhanced learning, more efficient use of resources, increased capacity to plan for and address complex problems, and better services for beneficiaries.

Reviewing the **effectiveness** of the SGBV WG's ability to deliver on specific areas of priority is important to understand if it in its current form is doing the right things to achieve its objectives. For this review, the focus was to look particularly at achievements of the SGBV WG related to capacity building and coordination on SGBV within the Movement. Due to the scope of this review, the reflection on the broader **impact** of such interventions is also included here as the overall achievements will influence the perceived impact of the SGBV WG.

It is difficult to measure the role of the SGBV WG in specific achievements due to the lack of agreed indicators and targets to measure their attribution to specific results. As the SGBV WG has not completed a work plan with a clear description of what the SGBV WG aimed to achieve as a collective and reporting on the results, the findings here are based on the perceived influence of the WG in specific deliverables on SGBV presented by different Movement stakeholders since the SGBV Resolution was adopted.

The question of whether the SGBV WG has been an effective mechanism for coordination on SGBV within the movement is closely connected to whether it has sufficient capacities to do so. To understand the effectiveness of any coordination mechanism moving forward, clear indicators to measure progress and results need to be embedded in the overall structure of the network. This should be followed up with regular reporting to provide real-time updates about the progress and achievements of the networks. This could be coupled with a survey, to evaluate the “health” and relevance of the network, to ensure that the network was using its time and resources where efforts were needed.

However, through testimonies collected, the review found support for anecdotal evidence that the WG has been instrumental and a key driving force in the achievements on SGBV within the Movement and kept the momentum and focus on the Resolution and its implementation alive. Still, it also points to a discrepancy between the ambitions of the group and the resources available which has had an impact on the overall achievements by the SGBV WG and many NS seemed reluctant to engage in issues related to SGBV due to lack of training and information about concrete actions on how to address SGBV during emergencies and disasters.

Ambitions vs. Resources

The Movement has escalated its work on SGBV dramatically since the adoption of the Resolution. SGBV has become an integrated component of many NS' work. However, it seems that SGBV resources within the Movement overall has not been sufficient in parallel to the ambitions of the Resolution and is assumed to have affected the overall effectiveness of the SGBV WG.

NS' engage in a wide range of SGBV-related activities, such as community-based prevention, outreach activities, awareness-raising and group support (women's, youth, and men's groups), as well as direct psychosocial support services and referrals. In 2020, it was reported that 83 % of large-scale emergency operations (Emergency Appeals), supported by IFRC with extensive technical support) addressed SGBV as part of their response in 2019.²⁸ For small-scale operations with less support (DREFs), the number was 21%. Both figures represent an increase from 2018 figures. The 2021 PGI five-year progress report describes how some NS also provide case management including referral pathways, and mainstreaming SGBV prevention and response into all humanitarian activities, with the support of the IFRC. PGI deployments have included direct technical support on SGBV, to test and disseminate referral pathways, ensure specialized services, and holistic survivor care are facilitated through volunteers and staff. IFRC attributes this development to both capacity building of staff and volunteers as well as establishing links with specialised actors, two thematic areas where the SGBV WG over the past years have played a particularly important role according to several internal Movement reports and supported through information collected in KII.

The lack of a dedicated SGBV coordinator in IFRC has impacted the overall effectiveness and achievements of the SGBV WG recently and some interviewees describe how IFRC for a period seemed to be unable to sufficiently follow up on NS expectations and needs. This, combined with the loss of key individuals who were instrumental in driving the work of the SGBV WG forward, has led the activity level, and seemingly also the ambition level, of the group significantly decreasing. Similarly, the lack of clearly defined responsibilities and roles among stakeholders nor joint planning is expected to have influenced the effectiveness of the SGBV WG both related to capacity building and coordination. The review alluded to a need for exploring both joint fundraising and programming to make coordination and collaboration more practical.

Results on Capacity Building

²⁸ No data is available on the actual implementation of these plans due to challenges such as a lack of resources, capacity (SGBV officers on the ground) etc. A survey of what types of SGBV interventions were actually carried out, by whom and with what result, according to survivors, could be a tool to better understand to what degree SGBV is actually included in ongoing operations.

Networks can be particularly effective for capacity building if facilitated to encourage innovation and learning across members of the network. Methods of learning that are especially effective because of the unique attributes of a network environment include co-learning, peer-to-peer exchange, and communities of practice.

The 2021 report *“Achievements & lessons learned 2016–2021 Protection, Gender, And Inclusion”* documents how NS has engaged in a wide range of prevention and response activities to address various forms of SGBV. The progress report from 2019 on the SGBV Resolution describes *“increased awareness and understanding of international humanitarian law (IHL) and disaster law (DL) in relation to SGBV”* as a major achievement since the resolution was passed. Capacity building and Movement-wide training was a key priority for the SGBV WG after the resolution was passed as most Movement partners at that time had limited experience working on SGBV.

Through the desk review, several efforts by the Movement on capacity building related to SGBV have been highlighted as major achievements and are described by many as important milestones in the Movement’s ambition to streamline their approach to SGBV internally. A key result for the Movement was the **IFRC training on SGBV** (Joint Action for Prevention and Response) that was developed in 2017, where the SGBV WGs involvement was extensive (including a write shop, coordination on the rollout and identification of participants as well as building the skills of trainers, and funding) noting however that the ICRC was not as engaged in this process due to early feedback that the language (using the term gender) and also the guidance on minimum integration did not match ICRC’s operational structures. After the training was developed it was rolled out and the working group followed up the progress of the training through a joint SGBV WG webpage. However, after three years, only 220 persons had taken the SGBV in emergencies course, according to numbers collected by the Gender and Diversity Coordinator in 2018 due to insufficient funding dedicated to holding the training sessions. Respondents also highlighted that such a critical tool must be regularly updated and incorporate new developments and allow for regional adaption, including translation. The 2019 report also identified a gap in accessing resources and materials (e.g., due to the lack of translation and information about the resource). This also came to the surface during the review, which exposed that NS were often reluctant to do more on SGBV due to lack of training and information about concrete actions on how to address SGBV during emergencies and disasters.

Capacity-strengthening and skills building has been and still is priority focus for the ICRC. In 2021, ICRC piloted their institutional 4-day Training on Addressing Sexual Violence in Operations. Additional training materials and approaches have been created and rolled out to integrate sexual violence prevention, risk mitigation and response in other ICRC areas of work such as protection, detention and engagement with armed and security forces. To support the implementation of holistic, multidisciplinary and survivor-centred field operations, ICRC has developed field-facing guidance on safe response to disclosure, establishing referral systems for victims/survivors of sexual violence and using cash and voucher assistance to prevent and respond to sexual violence.

IFRCs *“Minimum standards for protection, gender and inclusion (PGI) in emergencies”* includes specific sections on SGBV prevention and response for each sector. The standards guide both NS and IFRC on how to integrate gender equality and SGBV prevention and response into all emergency operations and training were held by IFRC for NS members in Europe, Africa, Asia-Pacific, and the Americas. Extensive training on PGI and SGBV has been led by the IFRC since the standards were developed and the SGBV WG was an important forum to identify capacity needs and learning opportunities.

A major priority, as well as an indicator of success, is to what degree capacity building has been decentralized within the Movement. HNS and regional IFRC staff requested that regional tools be translated and made available for other contexts. An example would be the Information, Education, and Communication (IEC) package made in Africa as an advocacy tool for frontline staff and volunteers to support SGBV survivors and wider communities through outreach work. In the Americas, context-based tools were developed and shared as part of the “Regional SGBV Toolbox”, including the Manual of New Masculinities, which is considered to potentially be a very useful tool in other regions where patriarchal challenges remain relevant and a major challenge related to both the prevention and response to SGBV. In 2019, as part of the SGBV appeal, the IFRC developed a comprehensive plan for how to address SGBV in eight priority countries. This plan was instrumental in driving the work on capacity building forward. According to the appeal, the IFRC supports NS longer-term in capacity building to prevent and respond to SGBV.

It is important to acknowledge that capacity building is more than training in the traditional sense and the SGBV WG has provided members with opportunities for peer-to-peer learning and mentoring that would not have been possible without the group. The review exposed significant appreciation among NS to learn from each other and it was something the majority wanted to see more of. However, this seems to happen on an ad-hoc basis and a more deliberate and structured approach should be adopted.

Results of Coordination

By working together in networks, organizations can increase effectiveness and impact on the issue of shared concern.

One of the main objectives of the SGBV Resolution was to increase coordination among Movement stakeholders on SGBV, and the review found that the network has been instrumental in ensuring interaction among Movement stakeholders and ensuring a coherent approach to SGBV through creating a platform for Movement stakeholders to come together for different purposes and in different constellations. The SGBV WG gave room for investigating what Movement partners could do together, rather than as individual entities, with a joint expectation that working together would make the Movement response to SGBV stronger as a whole.

Platform for networking

The SGBV WG has been a platform for networking and many initiatives and partnerships have come out of the WG, for example in Myanmar, where updates by NorCross led to a discussion with Australia Red Cross and Sweden Red Cross, and IFRC on a joint approach to SGBV when working with the Myanmar Red Cross. Many interviewees describe how they through their participation in the SGBV WG have been able to engage in new partnerships with the purpose of joint programming and peer to peer learning. However, regional ICRC and IFRC staff describe that the SGBV WG has had limited reach at the field level and needs to be better anchored with field realities to be relevant.

ICRC staff describe how the SGBV WG has provided a platform for it to strengthen its collaborations with both IFRC and NS on SGBV. It has opened the perspective of the ICRC to the reality of NS and was an important factor for broadening its scope and presenting ideas on how to create better partnerships with NS. ICRC’s collaboration with South Sudan Red Cross was highlighted as an example. Although the partnership did not come explicitly out of the SGBV WG, the ICRC described how the WG created an

enabling environment for collaboration through constant sharing of opportunities and new developments that create space for exploring new and innovative ways of working together. ICRC's contribution and role in the network, particularly most recently as co-chair, is described as positive and to provide members with inside information they would not otherwise have if they were not part of the WG. It also became a natural forum for feedback and information sharing between ICRC and IFRC on ongoing processes such as resources that were under development. Still, few joint resources or statements have been produced since the working group was established.

It is clear from interviews that the SGBV WG has provided Movement stakeholders working on SGBV a platform for coming together in different constellations. However, it is less clear to what degree coordination efforts have led to improved outcomes and efforts on SGBV.

A platform for policy and tools

Networks can help improve policy processes through better information use. The SGBV WG has been an important platform for coordination on policy inputs. Another important achievement of the WG in recent years is their ability to come together to support the development of technical guidance documents on SGBV and COVID-19.

In 2019, during the 33rd International Conference, the Movement came together and developed a Model pledge to commit to further advancing its efforts to prevent and respond to SGBV in armed conflict and post-conflict situations. In the preparations and development of the pledge, ICRC as the penholder, used the SGBV WG as a resource for input and feedback which according to respondents amplified both the content and relevance of the pledge and made it a "Movement Piece".

During the development of ICRC's "Checklist on the Domestic Implementation of International Humanitarian Law (IHL) Prohibiting Sexual Violence", ICRC used the WG as a source for feedback and input. However, also, in this case, feedback was often dominated by PNS who had the capacity and resources to engage in these processes, and feedback from HNS was more limited.

NorCross financed, based on the agreement in the WG, a workshop and work on a joint SGBV programming tool that spells out joint outcomes and indicators. It took the Resolution as starting point and worked towards more concrete operational outcomes on prevention, response and risk mitigation and includes a joint log frame. Many members of the SGBV WG gave input and feedback. ICRC and IFRC colleagues, also from planning, monitoring and evaluation, attended the workshop. It was never adopted as a joint programming tool, as the IFRC SGBV Coordinator left in the very final stages. But some NSs and PNs are using it when developing their programmatic SGBV log frames.

The SGBV WG has been an important forum of stakeholders to ensure feedback and input on policies, tools and resources that have been developed. However, it has had limited success in developing joint positions/policies and is an area where there is room for a coordination mechanism to do more.

A platform for networking and advocacy

Another major achievement was the Oslo conference in 2019, which aimed to set out the approach of the Movement to tackling SGBV. The conference included a Movement presence at the highest level with SGs from both IFRC and ICRC present and brought all NS interested in the topic together. It was a forum for stakeholders to learn from each other and led to the first IFRC SGBV appeal. Key individuals part of the SGBV WG played a key role in supporting IFRC and NS (NorCross) staff who were responsible for the event. Some found that the WG played a central role in both the preparations and execution

of the conference. The conference was at the time considered a testimony for the SGBV WG's potential for improved coordination within the Movement. At the same time, some critiqued the conference again for being PNS dominated and that there was limited involvement of HNS'. An example that was highlighted was that the Appeal presented at the conference was drafted by IFRC alone, without consulting individual NS, but rather based on IFRC country appeals 2019 and information from regional offices. It also did not succeed in developing a joint approach.

In Africa, four annual SGBV forums have been organized by the Norwegian Red Cross, the ICRC, and the IFRC Secretariat, in which 19 African National Societies participated in 2018. The same partners held a SGBV forum for the Americas in Guatemala in October 2017, where 12 NS made up the approximately 30 participants. More recently, in the Americas, a subregional training for 4 National Societies in Central America was held. Participants reported that the forums were highly inspirational and provided opportunities for sharing learning on how to work on SGBV prevention and response in the regions. These forums have also been a platform for demonstrating progress in programming over the years.

The review found that Movement staff at all levels wants to do more when it comes to collaboration and coordination on SGBV. The thematic area remains sensitive in many settings and coming together as a network with a clear purpose and mandate, with support from the management of the organisation at the top level, provides them with stronger leverage and the likelihood for achieving more is perceived to be much higher than if operating on their own.

5.3. Coordination leading to Coherence

While the section above looked at the results achieved by the SGBV WG on coordination, this section will look at *how* the SGBV WG has coordinated and ensured coherence with regards to ongoing initiatives and processes across the Movement. The Movement as an entity is founded on the basis that its different stakeholders work together to fulfil their unique mandates. The strength of relationship ties among members is crucial to a network and is a core characteristic of those that function well.²⁹ For Movement stakeholders, coordination continues to be highlighted as a key priority and several initiatives have been taken forward in this regard over the past years. SGBV remains often underfunded particularly in emergency and conflict settings. This coupled with cultural and even political barriers to addressing the topic, can lead to SGBV being down-prioritized in response due to the "tyranny of the urgent" which often dominates any humanitarian or emergency response. To maximize the still limited resources dedicated to SGBV in conflict and emergency/disasters, coordination for increased coherence to maximize efforts is key.

The review found that the common reasons given for coordination remaining a priority were: i) building partnerships; ii) reducing overlap; iii) building capacity through peer-to-peer learning; and iv) sharing of experiences for better operational ways of working. Thus, to achieve this, stakeholders need to come together to actively collaborate and coordinate and seek to find joint entry points and address bottlenecks. To achieve this, it is important to take advantage of existing structures in both IFRC and ICRC.

²⁹ Hearn, Simon & Mendizabal, Enrique. (2011). Not everything that connects is a network.

Coherence with ongoing initiatives and processes

There is a need for a more explicit and clear description of how ICRC's approach to SV and IFRC's approach to SGBV through PGI is linked and complements each other to support more and better coordination and potentially joint efforts related to SGBV.

SGBV has been managed under the G&D and PGI portfolio in IFRC since 2016.³⁰ Prevention and response to SGBV are incorporated into all PGI minimum standards tools, training, and support to implementation. This approach has also been the entry point for IFRCs engagement in the “protection in the movement” initiative. Applying these standards in emergencies and disasters is one of the core means for the IFRC and partners to implement Movement commitments in Resolution 3 on SGBV. With the framing of SGBV under the main banner of “protection” as part of the PGI approach, the IFRC has aimed to demonstrate how IFRC is having an increased focus on protection, with a focus on “do no harm” as a minimum approach in all programmes and operations. Mainstreaming is the next level, highlighted as an as equally important core requirement and specialised work being an ideal next level of support in contexts where there is sufficient capacity for quality and sustainable support to survivors.

The review disclosed that NS who themselves had adopted a PGI approach found the placement of SGBV under the umbrella of PGI to be both natural and useful, while those with a more explicit SGBV focus feared that it became “lost” alongside other thematic areas such as child protection, trafficking, G&D, etc. What was common for both sides was the need for a clearer strategic direction from the IFRC on SGBV and how the different thematic priorities under the PGI umbrella were working together and not in competition with each other.³¹ Active PGI networks in the regions could be an opportunity for the IFRC to build existing regional mechanisms to establish more clarity on this. It could also support ensuring coherence through improved coordination.

An important aspect moving forward will be to clarify how ICRC regional setup relates to IFRC's structure and find opportunities for coordination and collaboration that benefit all stakeholders with a clear purpose. How ICRC's approach to SV and IFRCs approach to SGBV through PGI is linked and how different stakeholders can complement each other in different contextual settings was an issue where stakeholders wanted more clarity and were perceived to make coordination more difficult in many instances. This was highlighted already in the 2019 “SGBV Resolution Progress Report” where there was a concern that an artificial distinction been the context of disaster, emergency, or armed conflict, leads to a “*narrow understanding of scope, roles and mandate [that] may lead to victims/survivors of SGBV not receiving the support they need*” (page 6). The report called for a better understanding of the Resolution from this aspect, specifically the Movement's broader mandate and principles before, during, and after emergencies. This trend was also clear at the global level, where joint coordination was less prominent and mandates and politics were said to stand in the way of moving forward. One example was the effort to develop a joint statement by IFRC and ICRC related to SGBV and Covid-19. At a working level there was agreement and consensus, however when it moved up the “chain of

³⁰ SGBV was previously under the Gender and Diversity Portfolio, but naturally moved to PGI after the IFRC's secretariat went through a restructuring in 2016. The restructuring of the IFRC in 2016 led to changes in the focus on SGBV within IFRC, which also came at a time where there was no funding for a SGBV dedicated resource.

³¹ The IFRC seeks to address this concern through its “Strategic Framework for PGI 2021-2025” where it aims to provide clear priorities and clarify roles and responsibilities. In addition to an overall approach on PGI, it also acknowledges that in some contexts, SGBV is more than an integrated mainstreamed issue, but rather a separate technical file

command”, it became difficult to agree on a joint work plan that was OK for everyone, and the two ended up with separate statements. The need for a joint approach was highlighted in the review as a possible means to improve coordination, but at the Geneva level, this was perceived to be premature by both ICRC and IFRC, as they were both still defining how to work on the matter. That the two stakeholders insist on doing this individually, rather than through a collaborative effort, might be a testimony to their willingness to collaborate beyond sharing of information. Both entities should engage in discussions to identify opportunities for more and better collaboration to ensure coherence in their approach to SGBV.

Another important aspect, due to the integrated approach to SGBV by both IFRC and ICRC, is that any SGBV mechanism focused on coordination need to ensure that it works in close collaboration with other departments and programmatic/thematic areas, to ensure that SGBV coordination does not only exist in a silo within only SV and PGI. Thus, any revised structure must define how it intends to work and collaborate in an effective and meaningful manner across different thematic areas at both global and regional levels.

External coordination

The added value of external partnerships is widely acknowledged and there is a need to capitalize on existing resources, particularly related to standards and capacity building of Movement stakeholders. The need for coordination and ensuring coherence with external actors on a complex issue as SGBV is clear, and would be something a Movement coordination mechanism on SGBV could take the lead on if mandated to do so.

Although not a major priority of this review, it is impossible to not reflect on the SGBV WG role in terms of external coordination. “Developing, maintaining and strengthening external partnerships to support the Movement’s work on SGBV” is one of the five main priorities of the SGBV WG according to its ToR.

Joining the Call to Action on Gender-Based Violence and participating in the GBV Area of Responsibility are highlighted as external partnerships that have been formed since the Resolution was adopted in 2015. Both ICRC and IFRC also engaged in the annual Global Protection Cluster forum, which is an important forum for SGBV coordination among humanitarian and development actors. The Movement has coordinated on core issues, such as joint feedback on the GBV AOR strategic framework, and other GBV AOR meetings, where it coordinated on key messages to ensure a common approach.

The role of the SGBV WG vis-à-vis these mechanisms is less clear as external cooperation seems to be done by stakeholders in the movement individually, rather than jointly as the Movement, however, the WG has been used as a for a to discuss and agree on joint positions. The unclarity around the mandates of Movement stakeholders differ and complement each other is perceived to be a major bottleneck for joint external coordination. However, many mentioned the potential of Movement Stakeholders engaging more with external partners, particularly the GBV AOR in-country contexts as an important step to get NS to see to engage in minimum protection activities such as coordinating with others on referral pathways or capitalizing on existing information and advocacy in a specific context related to SGBV.

SGBV is often a sensitive and politicized topic and many respondents point to the need for internal coordination and standardization would be important before further external expansion is a priority. This was also highlighted in the 2016 scoping survey of the G&D network, where the network should limit its ambitions about external partnerships due to the limited resources available. It is clear that

as one of the main humanitarian actors in the world, the Movement cannot work in isolation. However, any expansion into external partnerships must be deliberate with specific resources and clear ambitions, which must be clarified through a joint strategy that explains how the different entities in the Movement approach SGBV in different contexts.

5.4. Efficiency and Sustainability

The efficiency of the SGBV WG depends on how well the structure is set up, including roles and responsibilities, modes of communications and human and other resources, and how well it matches the ambition, expectations, and needs of Movement stakeholders. This defines the network health. By reviewing these components, the review can also allude to the sustainability of the WG, meaning that it can keep a certain level of efficiency and productivity over time.

The review found that coordination on SGBV was limited, due to the lack of resources, both financial and human to follow up and nurture the network health and to specific challenges with the current setup that hinders optimal and more impactful coordination.

Structure

Although the impact and scope of the SGBV WG are currently perceived as limited, it was still considered necessary. The review exposed the need for a coordination structure that was able to consider regional specificities and needs with a more practical approach and discussions on SGBV must be brought closer to ongoing interventions. Establishing regional coordination groups should be prioritized. In addition, what was often considered to be small obstacles, such as language, time-zone, internet connection, and perceived value of the meetings, were highlighted by respondents as key reasons for not engaging actively in the group.

Decentralized sub-structures are important to any network.³² By moving the coordination closer to the member's actual context, networks become more robust due to a shared or similar history that enables stronger ties, which is central for both efficiency and sustainability. A regional approach was the intention of the SGBV WG from its inception, through regional/sub-regional working groups, complementing the global SGBV WG. However, this never materialized and participation beyond a core group of PNS and their partners has been of varied consistency and quality.

In the Americas, Africa, Asia/Pacific, and East Asia, regular G&D/PGI coordination meetings have been taking place, where SGBV is included as one of several thematic areas. SGBV was highlighted as a topic often raised by NS, where IFRC staff described that questions or statements exposed confusion around the thematic area and how to address it, clearly indicating a need for more support and capacity building.

Regional PGI positions have been in place since 2018 and would have been the natural positions within the IFRC structure take a more decentralized coordination structure on SGBV forward. However, due to limited resources, regional PGI staff have not been able to follow up on issues raised explicitly on

³² Lin, Nan. (2017). Building a Network Theory of Social Capital: Theory and Research.

SGBV. Also, the PGI positions have had unstable funding and the regional roles have at times been left vacant for one to two years due to a lack of resources and prioritization.

When asked how to maximize coordination efforts on SGBV in their region given the current set-up and challenges mentioned above, both uncertainty and scepticisms were expressed as to whether this was feasible without additional human resources in place. Another major request from particularly NS and IFRC staff was that any new structure did not duplicate efforts already in place, but rather build on what is already in place and fill a gap where there is a need. In all regions, it was highlighted that PGI discussions on SGBV should continue and any separate structure set up should complement this, rather than replace it.

There is a need for increased coordination and communication on SGBV work at regional, sub-regional and national levels. To respond to this need, a regional “roundtable meeting” on SGBV was held at the end of 2021, where regional representatives from IFRC, ICRC, and NS in the Asia/Pacific sub-region, to discuss how the Movement could come together and support each other when addressing SGBV. Interviewees described the initiative as a success by bringing stakeholders within the Movement working on SGBV together to discuss efforts more in detail than what is possible in the regional PGI meetings, where ICRC is not a participant. It provided participants with a forum for more in-depth discussions on SGBV, rather than PGI overall. The SGBV staff in the region are now discussing how to translate the initiative into something more sustainable and productive.

In general, all NS consulted in this review saw the need to do more on SGBV in their context and there was a clear wish for more support from IFRC on this topic and also to engage more in collaboration with ICRC where possible. The review highlights that ongoing discussions between IFRC and ICRC on a regional level indicate both a need and will for coordination. As part of this, respondents requested more clarity on how to engage with ICRC more systematically, to avoid the creation of parallel coordination structures or to at least ensure that the different levels (country vs. national) complement each other and that coordination between the different layers is maximized. At the same time, a joint and structured approach to this was welcomed by the regions to ensure that there is a red thread in regional initiatives that can bring them together under a global agenda on SGBV, to avoid that separate regional satellites are created and potential gains of cross-regional learning and exchange are lost.

Advantage through support function

Any effective coordination mechanism on SGBV needs to be supported by dedicated staff within both IFRC and ICRC that must work together to realize the joint ambitions set out for the group.

The need for a supporting mechanism to facilitate and run networks efficiently is critical and must be consistent and of value to its members. The development of a network needs to be organic, thus the support function must support the network to “grow and adapt to achieve their purpose, to respond to members’ needs, and opportunities and challenges in their environment.”³³ It is the role of this mechanism to ensure that the different member-priorities add up and contribute to the joint objective of the network.

In the 2016 scoping study of the G&D network, it was highlighted that placing the substantial task of addressing SGBV on an informal and voluntary body like the SGBV WG would be unsustainable. The

³³ Hearn, Simon & Mendizabal, Enrique. (2011). Not everything that connects is a network. Page 6

SGBV WG was for many years driven forward by key PNS staff (network champions) and the IFRC officer when in place, and the SGBV WGs achievements could be largely attributed to their dedication and investments. Network champions that inspire, preserve, and motivate the network are often important drivers of any network. However, this must be combined with a strong support structure to ensure that a network stays alive. With many “network champions” leaving the Movement or changing positions, no one has filled this role and there has become a big gap. Combined with the lack of a strong support structure in IFRC, it is unrealistic to expect the SGBV WG to deliver little more than the information sharing that is currently done in ad-hoc meetings.

Coordination is often considered an add-on, but research shows that for it to be successful it requires deliberate action and sufficient resources according to the level of ambition. Many Movement stakeholders have invested in the SGBV WG and would like to see a coordination mechanism that functions in place. A common denominator of respondents is that the IFRC, based on its mandate as a coordinator and supporting body for NS, is the natural chair of the SGBV WG and needs to take on this role. *“If the IFRC does not take lead [of the network] it dies,”* one participant said, highlighting that with a strong chairing role by IFRC, the coordination mechanism would have more legitimacy to drive the work forward.

Whenever the IFRC has been without the SGBV staff taking on this role, the activity level of the group has declined. ICRC was also vocal about the need for IFRC to take on this role. IFRC respondents also endorse the key role of the organisation to support this function, but particularly highlight the need to have sufficient staff time formally dedicated to this function, whether as part of a specific «SGBV coordination» role, or a major part of a broader «PGI coordination role».

At the same time, the positive feedback that came from interviewees regarding the pro-active role the ICRC has taken in the WG is equally important in this aspect. Currently, The SGBV WG is currently co-chaired by ICRC and NorCross. Efforts to find alternative chairs have been unsuccessful and members are reluctant to take on the role due to conflicting priorities and belief that they do not have the institutional backing/focus on SGBV that would give them the necessary credibility/mandate to take on this role. The resistance of NS to become co-chair also underscores what many described as reluctance due to its perceived workload and need for follow-up. Others expressed that although they would like to be co-chair due to their personal engagement and trust in the importance of the group, they had received little support for this from their management. In other networks, such as the Migration and RFL Networks ICRC and IFRC are both co-chairs. This has led to a strong collaboration between the two organisations on the topic and has trickled down to the regional level and is something that should be considered also when looking at a revised coordination structure on SGBV.

In the extension of this, some respondents suggested placing the role outside of Geneva to avoid it being dragged into other tasks. It would also move the position closer to operational contexts and potentially support regional coordination more directly if needed. However, there is also some hesitancy about this within both IFRC and ICRC, due to the need for the role to link with other global functions in the Movement (particularly the ICRC SV teams) and externally.

The support mechanism must also have sufficient authority to make decisions without the consultation of all the members. Thus, this support function must be placed within the structure where this is possible. At the same time, for members to approve of this, well-defined and well-connected

membership must be in place as well as a clear and common objective that defines the purpose of the SGBV WG.

Roles and Responsibilities

The review exposed a lack of clarity on the role of the SGBV WG vis-a-vis the individual organisations as separate entities and how they can complement each other, as well as the role and responsibilities of its members.

Coordination requires deliberate efforts. The review points to some key challenges when it comes to maximizing coordination between members. To facilitate effective coordination, roles and responsibilities need to be clearly defined as well as ensuring that there is a joint understanding of what we want to achieve with the coordination efforts that are put in place.

Respondents largely expressed that the SGBV WG currently has little, if any, role related to Movement coordination beyond information sharing between a limited number of NS at a centralized level. The purpose and mandate of the WG were unclear. Without a clear definition of this, including what is expected of participants and what they can expect in return, it is likely to affect the efficiency of the structure. The lack of clarity can also affect the sustainability of the network, making its structure dependent on different members' definitions, rather than a joint understanding of expectations.

Respondents found that the ToR had been a useful tool for the WG when it was first developed, with a clear reference to the strategic plans of the IFRC and ICRC, which the SGBV WG was expected to contribute towards. However, in its current form, it can be said to be quite "vague" saying little about what the WG is expected to achieve explicitly, only referring to a "joint action plan", which was never fully developed or used actively by the group.

Also, since the ToR was drafted, the IFRC has updated its strategic plans and ICRC is in the process of taking stock of its Strategy on Sexual Violence (that is to be extended until 2024). Any revised ToR must be updated and reflect how different stakeholders of the Movement are working on SGBV today and the actual needs of the NS working on SGBV operationally, which takes different forms in different contexts, and reflect the actual resources in place to support its setup.

Another important clarification is on the role of PGI staff in the regions. Currently, only Asia-Pacific has a PGI staff with a clearly defined responsibility for SGBV, and the lack of an exclusive focus makes the approach to SGBV less consistent than the PGI teams would have wanted to. Participation by regional PGI staff in the global SGBV WG meetings was ad-hoc and many expressed that the global meetings had little relevance for them with conflicting regional priorities taking precedence. The review pointed to a need for clearly defined roles/responsibilities within the PGI teams to know who should have a specific focus on SGBV. Also, there was a need for at least one PGI staff in each region/sub-region to have expertise on SGBV to provide the minimum level of support required when guiding NS in the topic. Some mentioned the need for SGBV advisors at the regional level, although with the current funding it seems unrealistic. Thus, the review points to the need to look at the totality of the PGI structure-up to ensure that it can sufficiently support NS in addressing SGBV is based on the PGI minimum standards.

There is also a need for clarification on ICRC's set-up and ambition with regards to coordination on SGBV needs to be established for Movement partners to know how to better engage with ICRC in the thematic area more appropriately.

Resources

The lack of practicable funding for SGBV is perceived to have affected the potential impact of the Movement in addressing SGBV. Predictable and long-term funding is hence critical for consistency and sustainability.

Building networks around a common thematic is often underrated in terms of efforts and resources. Maintaining relationships requires effort and networks require attention and shared purpose among members. Equally important is the need for members to support the network and give it their attention.³⁴

The need for a strong support function often makes networks resource-intensive, with both high transaction costs and more administrative work for the secretariat/facilitators. Underlying the challenges faced by the SGBV WG and on the Movements work on SGBV overall, is the insufficient provision of funds to carry out SGBV prevention and response efforts. This leads to a lack of resources and expertise, such as seen with the inconsistency in securing a long-term SGBV officer as part of the PGI team in Geneva. The absence of consistent presence of SGBV staff in the PGI team was perceived as a weakness and some expressed that the SGBV efforts of the IFRC as becoming "diluted", lacking a clear strategy and resources to guide on this. Furthermore, the PGI five-year report from 2021 on achievements and lessons learned highlight how the difficulties in securing funding for PGI positions both globally and in the regions, has greatly affected the potential effect and impact of PGI support to NS. Also, regional PGI staff themselves frequently had to fundraise for their positions, taking away already limited time from the core task of supporting NS.

Already in the 2016 survey of the G&D network and IFRC structure, it was highlighted that G&D staff (now PGI staff) often were tasked with following up too many thematic areas and consequently spreading themselves too thin. According to the respondents' part of this review, this continues to be an issue. Many regions are in a situation where limited staff cover a multitude of thematic areas and regional PGI staff described it as difficult for them to provide HNS with dedicated support on SGBV even if it was requested by NS in their region. Most PGI staff both in IFRC and NS cover multiple topics/thematic areas under the PGI umbrella. General feedback during interviews was that staff often were already overloaded, and although SGBV was an issue they agreed was critical to address in their region, they were sceptical to engage in yet another group/network, etc. based on conflicting priorities. One PGI staff said that she had to deprioritize participating in the SGBV WG as there were too many different initiatives and coordination mechanisms that fell under their responsibility leaving it impossible to follow up on all of them. With too many thematic areas to follow up on, it left PGI staff with a sense of being "everywhere and nowhere at the same time," which is expected to affect the perceived added value of PGI staff and thus also the funding of these positions.

For ICRC, securing funding through the annual SV-appeal has been successful and for the past seven years, it has been able to fundraise nearly 300 million CHF. IFRC on the other hand was able to spend

³⁴ Hearn, Simon & Mendizabal, Enrique. (2011). Not everything that connects is a network.

6,3 million CHF in 2020³⁵. The disparity is striking and is reflected in the available staff on SGBV, where IFRC currently only has one included in their “PGI Case for support”, while ICRC has 4 in HQ, and 10 in the field. If a more joint approach to SGBV is explored, looking at how IFRC can learn from ICRC’s success in fundraising should be explored as well as potential joint resource mobilisation if joint initiatives and potential projects are realized.

Communication

A clear internal communication strategy and/or plan, clearly defining what tools and platforms are to be used for different purposes and audiences across the Movement must be in place to facilitate effective communication that amplifies efforts of coordination and collaboration.

Effective communication is important, but maybe, particularly when interacting within a widely diverse network. Another important aspect of communication is feedback loops to enable continuous learning about what works and adapt the network’s focus and approach based on new challenges and needs. Communicating information and providing members with updated information on ongoing initiatives and resources was one of the most appreciated functions of the SGBV WG highlighted in interviews.

In the initial period of the SGBV WG, the group had a separate platform that was used to communicate between members, which was migrated to the ICRC’s platform, the Community of Practice (decision by the SGBV WG) due to lack of funding. In 2021, the IFRC started using “Slack” as a digital platform for all its work on PGI, which includes SGBV. While most respondents knew about Slack, it was not a platform used widely by members, and many questioned if it was appropriate due to the lack of key functions such as an archive for minutes and other resources as well as training materials. Some also describe that the move to Slack was not discussed with the WG and some members had minimal ownership to the new platform – this despite the Community of Practice platform for SGBV being barely used for almost a year.

With a shift to a more operational role for many NS, one of the key asks from many operational NS and regional IFRC staff was a more systematic approach for sharing information on who is doing what in specific contexts, to ensure efficient learning across regions. In some regions, information is shared via WhatsApp groups, and although easy to use it is not considered optimal. In one region, an IFRC representative described that due to the lack of an overview of who was doing what in their region, coordination only took place at the country level, based on people’s initiative, losing important peer-to-peer opportunities. Another representative from ICRC said that not having an overview made it difficult for them to know the totality of what was going on in specific regions and was a gap that made the SGBV response potentially less effective:

“What this working group at the moment fails to do is to tell us who's doing what where in a systematic way in the different regions. I find myself now in a situation where I have no information on what other partners are doing in different contexts in my region and this is information I would want and need from a coordinating mechanism on SGBV”

(interview December 2021).

³⁵ «The estimated direct global expenditure on SGBV programmes and advocacy (including child protection) for 2020 is CHF 2,264,000. In addition, a further 4,116,000CHF was spent on related programming such as protection, gender and inclusion mainstreaming work.»

By identifying and documenting regularly work that is already happening, stakeholders can leverage organizational resources, collaborate around common goals, and avoid duplication of efforts. This was attempted twice by the IFRC SGBV officer, once through an annual work plan (2018) and through a 4W expertise (2019). It was perceived that if this kind of overview was in place simply and effectively, coordination and partnerships could be formed more deliberately and overlap could be avoided. However, for both processes, it was explained as difficult to obtain this information, and a gap in resources left the initiatives stranded. Moving forward, information on SGBV should be better linked with existing IFRC monitoring mechanisms.

Respondents in the regional structure requested also an overview of available internal and external tools and materials. Although posted on the community of practice (and in slack), it does not include a simple overview for Movement colleagues to easily find tools and materials developed within the different regions. *“We have to start from scratch and develop our own”* one IFRC PGI staff explained, describing how a well-developed resource library would be of great advantage to ease their work when supporting NS on SGBV. This is something that we would want from a central SGBV structure. This was by many attributed to IFRC no longer being the chair of the WG and the lack of a dedicated SGBV coordinator in Geneva and a clearly identified SGBV-focal-point in the regions/sub-regions (exception is in Asia-pacific).

6. Conclusion and Recommendations

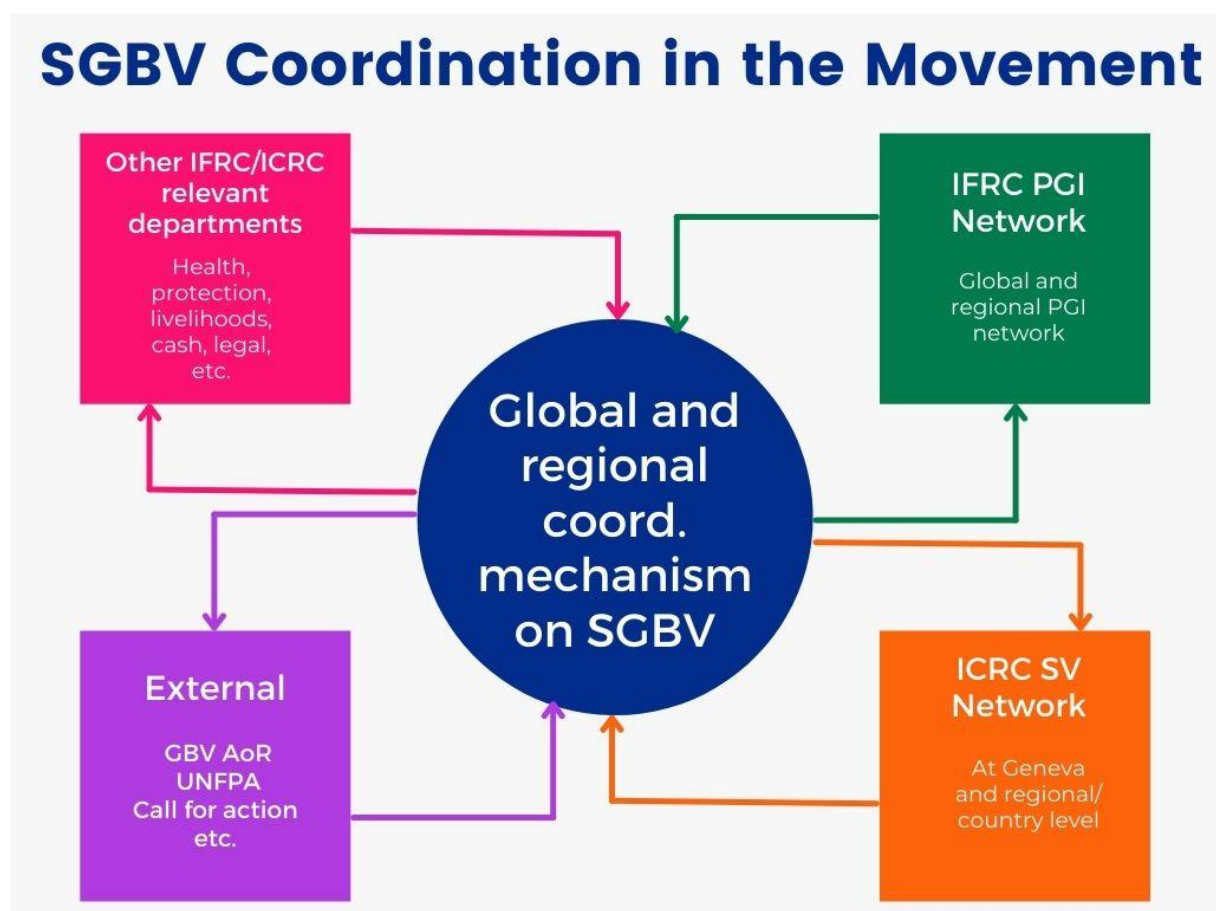
The consequences of not having a coordination mechanism on SGBV within the Movement are many and the discontinuation would send a negative signal in terms of the Movement’s willingness and ability to address the topic. In the worst scenario, stakeholders who are working with survivors may become disconnected, uninformed, unskilled, and risk doing harm in their interaction with survivors of SGBV. Making sure this does not happen is the responsibility of all Movement stakeholders. However, there is an expectation and need that IFRC and ICRC take the joint lead to show their intended efforts to work towards the ambitions set out in the SGBV Resolution.

6.1.1. Recommended Structure

The findings from the review suggest that there is a need to sustain the global level of coordination to ensure cohesion and consistency with regards to the overall direction and approach within the Movement on SGBV. However, this must be combined with a decentralised structure to ensure contextual anchoring and the ability to act rapidly when needed. To support the process moving forward and facilitate further dialogue on the setup of any future coordination mechanism on SGBV, the following structure is suggested:



The coordination structure cannot exist in a mechanism and due to the integrated approach to the thematic area of both IFRC and ICRC, collaboration and coordination with different stakeholders, both internal and external are critical. This collaboration is illustrated in the below model:



1. Global SGBV WG

- **Purpose:** Global coordination group that will provide overall guidance and facilitate knowledge and experience sharing within the Movement on SGBV in supplement of ongoing work within the SV team in ICRC and the PGI team in IFRC. The global group's main task initially will be to develop a joint strategy on SGBV in the Movement, which clarifies the position and approach of stakeholders and how these complement each other as well as how the coordination mechanism as a tool be used to support the implementation of the strategy. The mandate, as well as the role of different stakeholders and members, should be spelt out in a comprehensive ToR and a detailed implementation plan that is based on needs identified through the regional structure should be in place and reported on annually.
- 2)
- **Tasks:**
 - Develop joint strategy, implementation plan and ToR.
 - Guide Movement approach to SGBV - includes policy and advocacy.
 - Lead on joint Movement external coordination where possible (e.g., input for international meetings or processes, advocacy initiatives).
 - Standards/tools – make available and enable usage at an operational level.
 - Resource mobilisation: take over the responsibility to fundraise for SGBV positions and other joint initiatives.
 - Support regional PGI SGBV coordinator and ICRC SV coordinator to organize platform meetings on SGBV quarterly.
 - Internal advocacy (and capacity building) towards governance level in both IFRC, ICRC and NS-level.
- **Chairs:** IFRC Global SGBV Coordinator and ICRC SV-team member
- **Members:** Membership in the global group must be driven by the agreed purpose of the group vis-à-vis the regional structure. Suggested members are SGBV coordinator IFRC, SV staff ICRC (global and regional), other relevant IFRC PGI staff working on issues related to SGBV (regional), NS SGBV coordinators with an approved mandate by leadership to participate in the group (“coalition of the willing”). There should be a differentiation between the “core group” of members and those who only participate in meetings who have no specific responsibilities towards the group, e.g., as for regional and country-level staff, to not over-burden them related to other coordination responsibilities at their level.
- **How:** Meet quarterly (ideally once per year face-to-face) following quarterly regional platform meetings to discuss ongoing issues, challenges, opportunities. An annual work plan should be developed and progress reported on in an annual report.
- **Added resources:** Resources must be added to the SV team to take on this role and funding must be secured for a 100% SGBV coordinator in Geneva within the PGI team.
- **Coordination:** The SGBV Global WG would work closely with the IFRC PGI Global Network as well as other relevant structures within ICRC working on SV-related issues.

2. SGBV Regional/sub-regional Coordination structure

- **Purpose:** Main regional coordination body to the Global SGBV WG via a regional forum to support Movement prevention and response to SGBV through peer-to-peer exchange and

operational/technical support. The work of the forum should be based on the overall strategy on SGBV developed at the global level, but should have a separate ToR and detailed implementation plan that is annually reported on.

- **Specific tasks:**
 - Organise and manage regional peer-to-peer exchange and capacity building program
 - Activating the Movement to joint action on SGBV through advocacy, to influence existing-decision-making structures, and maximize joint resources.
 - Explore opportunities for funding in the regional and potential internal and external partnerships.
 - Explore opportunities for partnership and collaboration between different stakeholders.
- **Chairs:** IFRC Regional SGBV focal point (PGI), ICRC SV regional coordinator and rotating NS chair from the region
- **Members:** all NS working/interested in working on SGBV and PNS with partnership in the region (not exclusively PGI/SGBV specific staff but all staff working on SGBV in different ways, e.g. through health, cash or livelihoods programmes, legal staff, etc.).
- **How:** Meet quarterly and once per year face-to-face.
- **Potential added resources:** If funding is available, a roaming “SGBV-coordinator” reporting to both IFRC and ICRC to support the set-up of the regional coordination mechanisms should be considered. The person should rotate to each region for an agreed period and support the overall work on coordination by the global IFRC SGBV officer and the ICRC SV focal point for Movement cooperation.
- **Coordination:** The SGBV Platforms would work in close collaboration with the regional/sub-regional PGI networks who are overall responsible for regional/sub-regional coordination on PGI, where SGBV is included equally as the other PGI thematic areas such as child protection. SGBV would be a standing agenda item, where the PGI SGBV focal point would inform about new developments or address challenges faced by one or several NS in the region based on ongoing discussions in the SGBV platform meetings³⁶. Another option is that a specific country presents what it is doing in SGBV or e.g., related to referral, to exemplify to a broad audience of NS’ in the region different ways of working on SGBV as a stand-alone or more as an integrated/mainstreamed approach. If NS have questions or issues they want to raise, this would also be an appropriate forum to do so. The intention is to utilise the network that is already in place and used by many NS as their main forum for discussing issues on PGI, including SGBV, to enable more frequent and uncomplicated discussions on SGBV in the specific regional context. It aims to create an entry point for further and more in-depth discussions on SGBV, which would be referred to as the SGBV roundtable/platform in the region or country level coordination mechanisms on SGBV.

3. Country Level Coordination on SGBV

- Country-level coordination will vary based on the NS approach to SGBV as well as partners’ presence in the different contexts. As a minimum, in contexts where both ICRC and IFRC are present, regular coordination meetings on SGBV should be held where this is relevant based on ongoing programs and support. It should be a clear target that coordination meetings at the

³⁶ Findings from this review suggest that PGI coordination meetings should try to avoid overall updates, as this should be covered by other tools, but rather focus on specific thematic issues, challenges etc. Thus, this is not a forum for NS in the specific regions to provide updates on SGBV in their specific contexts.

country level are led by the NS of that country and partners should consider this as part of their overall support.

The suggested setup requires that sufficient resources are committed from both ICRC and IFRCs side to facilitate coordination across the different levels. Joint Movement fundraising for this purpose should be explored as the agreed model is needed by all stakeholders involved. If this is not possible, a more restricted model could be adopted based on the suggested structure above. It is however recommended, that the level of expectation of the set-up decided is realistic based on the funds and means available. In addition, any structure that is adopted must consider the following recommendations:

Recommendation 1: The purpose and mandate of the coordination mechanism at all levels must be defined through a joint strategy that is anchored at the highest level of both IFRC and ICRC, supported by a detailed implementation plan that is regularly reported on.

Defining a clear purpose for SGBV coordination that is realistic and relevant based on what Movement stakeholders want to achieve with coordination, i.e., through a Theory of Change mapping, should be a priority. Seven years after the SGBV Resolution was adopted, its content is still relevant, but the momentum for coordination on SGBV within the Movement seems to have diminished. The review points to the need for internal discussions and clarification on what the Movement wants to accomplish when it comes to SGBV as a collective and a joint strategy is warranted. The result of this process should lead to a clear description of how the SGBV WG at different levels will support overall coordination on SGBV through a strategic plan that clearly describes how the different Movement stakeholder's approaches and focus (mandates) complement each other, focusing on similarities, rather than differences, and agreeing on areas of priority and targets for the collaboration in different contexts and situations.

Due to the integrated approach to SGBV by both IFRC and ICRC, clearly defining how the coordination mechanism will work with other departments and programmatic/thematic areas in both IFRC and ICRC will be critical to ensure that SGBV coordination does only take place within a silo of SV and PGI. The strategy should structure must define how it intends to work and collaborate in an effective and meaningful manner across different thematic areas at both global and regional levels.

To avoid the current setup continuing without significant changes, there also needs to be an in-depth discussion among current SGBV WG members and IFRC and ICRC SGBV/SV staff on what the purpose of a global mechanism will be vis-vis regional coordination, and how they would complement each other. It is recommended to look at successful initiatives such as the Migration Leadership Group or Restoring Family Links (RFL) Platform to see if a similar set-up can be adapted for coordination on SGBV at a more overall level.

Recommendation 2: Clarify roles and responsibilities of the coordination mechanism and revise ToR at all levels.

Based on the SGBV-coordination modality decided, roles and responsibilities at different levels, based on resources available, need to be clarified and aligned with the networks' purpose and mandate. The agreed structure must be documented and the ToR needs to be updated with a clear description of objective, mandate, roles, and responsibilities. A ToR/MoU for the coordination structure should be developed at all levels. Lessons learned can be taken from the PGI Network ToR that was recently updated or the extensive ToR of the RCRC European Youth Network. Some specific points to clarify that came out of the review would be

- Role of SGBV coordination mechanism at different levels and how they complement each other
- Role of chair and co-chair³⁷
- Link to SGBV/SV support mechanism in IFRC/ICRC
- Role (and expectations) of members
- Role of PNS' in regional networks³⁸
- Role of PNS as partners vs. implementors
- Role and responsibilities of regional PGI and SV staff

To support the ToR, an annual work plan should be developed for the different levels, to ensure that the groups have a clear understanding of what it seeks to achieve and how it plans to get there. The progress should be reported in an annual report.

Recommendation 3: Specific coordination on SGBV needs to be done through a decentralized structure through region/sub-regional SGBV platform meetings and regionally adapted capacity building. Operational NS lead must be promoted and supported with resources if realistic.

Prioritizing the setup of a decentralized approach to coordination on SGBV at the regional level should be considered to ensure that the coordination is relevant and appropriate. A forum that brings together NS working, or who are interested in working on SGBV, regional IFRC staff (PGI team) and ICRC (SV team) should be established at the regional/sub-regional level to enable a more in-depth and specialized discussion on SGBV. It is suggested that the Asia Pacific "roundtable on SGBV" that was held in December 2021 can be used as an approach to be further explored as an example for this purpose. The meeting brought together regional actors who are working, or want to work, more explicitly on SGBV, both through mainstreaming and stand-alone programming. Here, more detailed information on tools, resources, developments on SGBV relevant to the specific contexts can be shared. The regional meetings can also promote country-level collaboration between relevant stakeholders in "hot spots" where there are commonalities.

³⁷ As members interviewed seem unwilling or unable to take on role as co-chair IFRC and ICRC should commit to taking on the role as chair both globally and regionally (for regional platform meeting on SGBV). A clarification of roles and responsibilities, combined with a regional approach, should aim to get NS to re-engage as co-chairs, however, in an interim period, ICRC should support IFRC where needed and take on the role as co-chair to ensure consistency.

³⁸ To allow for regional structures to be shaped based on regional priorities, the role of PNS in these meetings must be carefully assessed to consider the concern of shifting dynamics if present. Many PNS have a major stake in Movement cooperation on SGBV and have over the past years taken an active role in the SGBV WG. It is suggested that they continue to do so as guests in the relevant regional networks, participating in the regional WG terms and structure.

A regional approach would require regional stakeholders to take the lead on both coordinating and defining the content and scope of coordination in their region. In the initial phase, it is suggested that IFRC and ICRC co-chair this responsibility. It is also expected that coordination will be more effective and efficient by moving it towards a more operational approach to addressing operational actors' needs. However, it should be an explicit goal that regional NS take over this role and hold it on a rotational basis. Advocacy at the governance level as well as possible funding to incentivise this approach should be considered.

It will be important that the meetings are open to all NS staff who are interested in the topic and not exclude anyone. Meetings should take place regularly, e.g., quarterly and have a clear purpose and regularly review the detailed implementation plan. The content must be tailored to each region and their contextual specificities. In addition, key factors such as language, time, and relevance of the agenda must be carefully considered to ensure inclusiveness.

A key responsibility and priority of a coordination mechanism at this level should be to follow up on the specific request for capacity building on SGBV by operational NS in all regions that is more contextually adapted and practical. As part of the process to rejuvenate coordination on SGBV, it is suggested to develop a regional capacity-building program with an operational focus based on contextual needs and incorporating peer-to-peer learning where possible, linked to topics such as survivor-centred approach and safe referral. Inspiration can be taken from the Asia/Pacific Migration Networks' training program included in Annex 3 and should be adapted based on regional capacity needs identified. The SGBV officer in the PGI team and ICRC SV regional coordinators should take advantage of the expertise that is found within IFRC and ICRC at different levels as well as in NS' to deliver on this need. This could also be a good way to engage PNS who are keen to drive the agenda on SGBV forward as well as external partners who have specific interests in a thematic area or context, e.g., through specific training or mentoring/peer-to-peer support.

Recommendation 4: Take advantage of existing regional structures working on SGBV within the Movement to avoid overlap and enable discussions on SGBV at both regional and country levels.

The strengthened presence of SV staff in ICRC's regional and country structure, with coordination within the movement as an explicit priority in their job description, is a great advantage that enables increased collaboration on SGBV at a decentralized level between IFRC and ICRC. ICRC and IFRC need to work together to see how the different ongoing forums that are already taking place can complement and support each other, by focusing on similarities, rather than differences in the specific regions. This includes working with different thematic areas/units, such as health, livelihoods, legal, protection, within both ICRC and IFRC to respond to the commitment of complementarity and with a focus on how to ensure better and more cooperation in operational contexts with a survivor-centred focus.

For many NS', IFRC's PGI approach is the gateway to integrate SGBV prevention and response measures in their activities. Taking advantage of the already existing PGI regional/sub-regional structures as a key platform for discussing issues related to SGBV can be a way to engage a larger number of NS in discussions on SGBV, both challenges and opportunities, in their context, without overburdening them

with a separate meeting if they have a limited focus on SGBV in their context. IFRC PGI staff and ICRC SV staff should take advantage of this opportunity to see how they can use this entry point to facilitate regular discussions on issues related to SGBV in specific regional contexts and get more engaged and committed to a minimum response to SGBV in their programming.

SGBV is currently already an integrated part of all PGI meetings. At the regional level, the regional SGBV officer from IFRC and SV-officer from ICRC should participate in the meetings to be able to follow up on any issues raised on SGBV either through the SGBV platform meetings or bilaterally. For this to be realistic, the PGI global network and regional hubs must be revitalized and set up to ensure that SGBV can be addressed through these forums. To ensure sufficient focus and relevant follow-up, it is suggested that each regional/sub-regional PGI team has a dedicated SGBV focal point, who has a clear responsibility to coordinate and provide support on SGBV, in collaboration with the SGBV officer at the global level. It should also be a priority to ensure that each region has sufficient PGI staff to follow up on relevant commitments and responsibilities. Thus, the review points to the need to look at the totality of the PGI structure to ensure that it can sufficiently support NS in addressing SGBV is based on the PGI minimum standards.

Recommendation 5: Strong global support function with a focus on coordination needs to be in place in both IFRC and ICRC.

Coordination on SGBV must be a joint responsibility for both IFRC and ICRC, as both have an interest and need for this to be improved. A strong and consistent support function with a clear mandate must be resourced to support the objective of improved Movement coordination on SGBV. Sufficient and predictable (long-term) funding must be secured and engaging with new/alternative donors to resource this structure should be explored. In IFRC, a global SGBV officer with a clear mandate to drive coordination forward needs to be in place. This role requires strong technical capacities on SGBV as well as operational and Movement experience. The appropriate candidate should have strong coordination and facilitation skills, to build the trust and sense of network that is needed to revitalize coordination on SGBV in the Movement.

In ICRC, funding must be secured for a position in the SV team in Geneva, who is dedicated to Movement coordination on SGBV and can be co-chair of the SGBV WG at HQ level. It is essential that IFRC and ICRC work closely together to ensure complementary approaches and continuously explore opportunities for extended and innovative ways of collaboration. The global level must actively support regional/sub-regional PGI teams in IFRC and SV-staff in ICRC to coordinate SGBV at the regional and country level.

It should be expected that setting up a structure that is going to be sustainable will be resource-intensive and require a long-term approach. However, if sufficiently invested in and the overall activity level on SGBV in key positions is increased, it is expected that the outcome will be more dynamic coordination between stakeholders through increased participation and engagement, with the ultimate objective of improved interventions towards beneficiaries.

Recommendation 6: Strengthen network at all levels by face-to-face meetings combined with online meetings and SGBV coordinators must investing in building bilateral relationships with relevant counterparts at NS level.

After two years of limited social interactions and an increase in online meetings, stakeholders describe that they feel disconnected from other members of the network at both global and regional levels. Successful networks that promote coordination nurture the relationship among members. Personal connections should not be underestimated. To ensure dynamic and motivated networks, annual face-to-face meetings should be considered to revitalize the groups and allow for a conducive environment for the networks to define their purpose, deliverables and how they want to work together. One option is to arrange regional meetings to set up/restore the PGI networks, where a SGBV coordination meeting/platform could be a side event. The objective should be focused on agreeing on a regional structure and objective that is appropriate based on regional needs and developing a long-term (e.g., 2 years) plan for coordination and capacity-building (peer-to-peer learning) in their region.³⁹ Networks meetings should aim to be a hybrid between online and face to face to a regular predictable structure.

Bilateral engagements outside of structured meetings are also important to build relationships and can provide a more confidential setting for PGI focal points to ask questions and discuss how they can contribute and what is important for each specific NS in their region. If a regional structure is adopted, efforts must also be made to reach out to NS in the region to clarify if participating in a more focused SGBV platform is of interest/need to them and what other support they might need.

Recommendation 7: Ensure smart communication on SGBV across platforms & tools to ensure accountability and relevance and to boost collaboration.

The review identified a growing need for information, advice and guidance related to SGBV. Ensuring effective, cohesive and coordinated communication will be critical to support this request and also towards the overall objective of improving coordination on SGBV within the Movement. The need to ensure a consistent and deliberate way of communicating different information, at different times, to different audiences is essential to ensure that communication on SGBV is effective and appropriate. A communication strategy/plan, supported by appropriate tools/platforms, that is appropriate for the intended purpose should be the first step in this process.

The communication strategy must be proactive and comprehensive to accommodate the diversity of the network members and to ensure that it is apt to the specific audience. It must also take into consideration different levels of technical fluency as well as internet connectivity, which might limit

³⁹ The costs related to this commitment can be high and needs to be balanced against other actions and equitable access to join. Furthermore, the Movement needs to consider the wider concerns around its overall Carbon footprint, as per the Movement Climate Charter.

key stakeholders' ability to use tools/platforms efficiently. To ensure effective communication of information and guidance on SGBV to a broad range of stakeholders, the following communication needs and relevant tools are suggested to be explored as part of the strategy:

- To ensure **dialogue and regular updates** on new developments **Slack** should be proactively used. If relevant/appropriate, regional/sub-regional groups should be established. Using slack as a way to get feedback from members on relevance (e.g. through poll feature) should also be considered as an easy way to check if the focus of the network is aligned with NS needs.
- There is a need for an **archive/library** with available tools and resources at both policy and operational levels for NS to easily access and adapt to their specific setting. IFRC tools related to PGI can be found on the **PGI website**, and public resources are shared on the **ICRC SV website**. An appropriate platform/library to share/list external resources also need to be decided on, as this was something many operational NS requested access to.
- There is a need for an **internal platform**, where documents can be shared for editing and input. For ICRC to be able to share documents and resources that are not “public”, a password-protected platform is required. The **Community of Practice** platform is currently used for this purpose and should be continued.
- **Updated data management** of who does what and where is an important need across the Movement. The information should be transparent and regularly updated to ensure openness and accountability. Having this information easily accessible is expected to lower the threshold for cooperation across stakeholders and enable cohesive collaboration. **Data management tools** to systematically share information of ongoing work at the national, regional, and global level is important and should be explored. The information collected here should be supported by additional communication tools such as a regular **newsletter** (in multiple languages), that includes new developments/initiatives, good practices, resources, example stories, etc., in a format that is easily accessible to everyone. The advantage of a newsletter in addition to ad-hoc updates via COP and SLACK is that it collects the most important information in a specific period and share it with a wider audience. It also creates visibility of ongoing interventions, which is important for the overall leverage of both the SGBV coordination structure as well as the Movement work on SGBV overall.
- From an accountability perspective, there is a need for the SGBV coordination structure to communicate regularly on its **achievements vis-à-vis a clear work plan**, e.g., through an **annual report**. This is an important measure for the ongoing monitoring of the relevance and appropriateness of the coordination taking place at different levels, but also for future evaluations/reviews that can be undertaken. To understand the effectiveness of any coordination mechanism moving forward, clear indicators to measure progress and results need to be embedded in the overall structure of the network. This should be followed up with regular reporting to provide real-time updates about the progress and achievements of the networks.

7. Annexes

7.2 Annex 1: Resources

Internal RCRC Movement Reports and Resources:

1. IFRC [Call to Action Partner Self Report 2018.pdf \(sharepoint.com\)](#)
2. A Movement Fit For Purpose (2021): [Concept-note-EN_LR.pdf \(rcrcconference.org\)](#)
3. IFRC: Guide to the Auxiliary Role of RCRC NS: [20210804_Africa_RegionAuxiliary_ONLINE.pdf \(ifrc.org\)](#)
4. Movement Protection Framework
5. [International Red Cross and Red Crescent Movement Resolution on Sexual and gender-based violence joint action on prevention and response](#)
6. International Red Cross and Red Crescent Movement Resolution on Sexual and gender-based violence joint action on prevention and response: [background report](#)
7. International Red Cross and Red Crescent Movement [Resolution on Sexual and gender-based violence joint action on prevention and response 2019 progress report:](#)
8. IFRC's – RCRC National Societies' SGBV in Humanitarian Crises Appeal 2019 – 2022
9. IFRC PLEDGE-BASED REPORT: Venezuela 2020
10. IFRCs Minimum standards for PGI in emergencies
11. PGI in emergencies toolkit
12. IFRC Child Safeguarding Policy
13. IFRC Manual on prevention and response to sexual exploitation and abuse
14. IFRC PSEA policy
15. ICRC Special Appeal 2020: The ICRC's response to sexual violence
16. ICRC Special Appeal 2021: The ICRC's response to sexual violence
17. ICRC Special Report 2021: Addressing Sexual Violence
18. ICRC: International Review of the Red Cross: Sexual violence in armed conflict (2014)
19. IFRC: Unseen, unheard: Gender-based violence in disasters – Global study (2015)
20. IFRC: Unseen, unheard: Gender-based violence in disasters – Asia-Pacific study (2016)
21. IFRC: The responsibility to prevent and respond to SGBV in disasters and crises (2017)
22. IFRC: Global study – Effective law and policy on gender equality and protection from sexual and gender-based violence in disasters (2017)
23. IFRC: Zimbabwe – Effective law and policy on gender equality and protection from sexual and gender-based violence in disasters (2017)
24. IFRC: Ecuador – Effective law and policy on gender equality and protection from sexual and gender-based violence in disasters (2017)
25. IFRC: Nepal – Effective law and policy on gender equality and protection from sexual and gender-based violence in disasters (2018)
26. British Red Cross: A silent emergency – Survivors of sexual violence in the Democratic Republic of Congo (2017)
27. British Red Cross and ICRC: Forced to Report: The humanitarian impact of mandatory reporting on access to health care for victims/survivors of sexual violence in armed conflict and other emergencies (2020)
28. ICRC - Sexual Violence in Detention (2017)
29. IFRC: Sexual and gender-based violence: A two-days psychosocial training – training guide (2015)
30. IFRC: Joint action for prevention and response to sexual and gender-based violence: Training curriculum and supporting documentation (2018)
31. Call to Action Partner self-report 2018
32. Call to Action Partner self-report 2019
33. Call to Action Partner self-report 2018

34. IFRC: PGI Achievements & Lessons Learned 2016–2021
35. Operational Framework for PGI2022-2025
36. IFRC PGI Case for Support 2022
37. Strategic Framework For PGI (draft)
38. G&D Network Scoping study (2016)
39. ICRC Strategy on Sexual Violence 2018-2022
40. IFRC: Youth Networks in the Red Cross Red Crescent Discussion paper (2012)

SGBV WG Documents:

41. SGBV WG Minutes
42. SGBV WG ToR
43. Minutes SGBV Asia Pacific Roundtable discussion

Network Theory

44. Taylor, Madeleine PhD; Whatley, Anne M.S.; and Coman, Julia M.S. (2015) "Network Evaluation in Practice: Approaches and Applications," e Foundation Review: Vol. 7: Iss. 2, Article 5
45. Hearn, Simon & Mendizabal, Enrique. (2011). Not everything that connects is a network.
46. Citation: Rosen, D. (2008). Cooperation and coordination in decentralized communication networks. In Proceedings of the 41st Hawai'i International Conference on the System Sciences. New Brunswick: Institute of Electrical and Electronics Engineers, Inc. (IEEE).
47. Kristin L. Cullen, Charles J. Palus, and Craig Appaneal (2014): Developing Network Perspective Understanding the Basics of Social Networks and their Role in Leadership
48. Balkundi, P., & Kilduff, M. (2006). The ties that lead: A social network approach to leadership. *The Leadership Quarterly*, 17, 419–439. Kilduff, M., & Brass, D. J. D. J. (2010). Organizational social network research: Core ideas and key debates. *The Academy of Management Annals*, 4(1), 317–357.
49. Annie E. Casey Foundation: Evaluation of Network (2010): [132018 35832 578 Evaluation-of-Networks-FINAL-11-2-15.pdf \(orsimpact.com\)](#)
50. Collinson (2011): The role of networks in the international humanitarian system, Humanitarian Policy group
51. Knox Clarke, P. and Campbell, L. (2015) Exploring coordination in humanitarian clusters. ALNAP Study. London: ALNAP/ODI

7.1. Annex 2: Interview List

Name	Title
IFRC	
Evelyn VALLEJO (& colleagues if required)	Americas regional PGI coordinator
Gurvinder Singh	CP and Canada Red Cross
Angela Jessica Uccellatori	Europa regional PGI coordinator
Runjini RAMAN	PGI officer South East Asia (focus on SGBV)
Hannaleena Polkki	Asia Pacific regional PGI coordinator
Stephen Wainwright	Coordinator, social inclusion, and protection
Ezeikel Simperingham	Lead, Migration and Displacement
Yurgo Younes	PGI MENA
Everlyn Milano Koiyiet	PGI Africa
ICRC	
May Maloney	Deputy Head, ASV Unit
Kaisa Laitila (ICRC)	Addressing SV Adviser, ASV Unit
Christoph Winzer (ICRC).	Associate, ASV Unit
Alessandra Nervi	Regional Sexual Violence Adviser (ICRC capacity)
Christine Seisun	Addressing SV Operation Manager, DRC
Rachel Banfield	Former SV Operation Manager, CAR
Vanessa Murphy	Thematic Legal Adviser
NS	
Kelly Arnesen	Norwegian Red Cross
Jane Munro	Australian Red Cross
Joseva Ravula (Joe)	Fiji Red Cross
Anna Marie O'Carroll	Irish Red Cross
Rezina Halim	Bangladesh Red Crescent
Sólrún Ólafsdóttir	Icelandic Red Cross
Gabriele Nestel	Danish Red Cross
Elodie Voisin	French Red Cross
Antonietta Romano	Netherlands Red Cross

Zènon Kwizera	Burundi Red Cross
Kenneth Kamande	Kenya Red Cross
Marianela Paz Clinaz	Argentina Red Cross
Saiful Nordin	Malaysia Red Cross
Kone Fansu	Ivory Coast Red Cross
Puja Koirala	Nepal Red Cross
EXTERNAL	
Jihane Latrous	Previous IFRC staff working on SGBV
Gina Bylang	Previous IFRC staff working on SGBV
Siobhan Foran	Previous IFRC staff working on SGBV

7.2. Annex 3: Asia Pacific Migration Network Peer to Peer Learning Program

APMN Virtual Peer to Peer learning Program 2021 – Overview and Preparation



Draft Friday 3 September 2021

Session title	Objective	Guiding questions	Resources, pre-reading or preparation required	When	Who
Session 1: Showcasing National Society approaches on migration and displacement <i>Lead: APMN</i>	To set the scene of the P2P program, and showcase the Migration and Displacement strategic and operational work of National Societies	Tell us about how your National Society approaches migration: ➤ Do you have a strategy or are you developing one? ➤ Do you have activities specifically for migrants or are migrants 'mainstreamed' or included in regular NS activities/programming? ➤ Do you conduct public advocacy or engage with authorities? ➤ What is your focus for the year ahead?	➤ NS to prepare 6-7 mins presentation about their NS approach to migration Resources ➤ IFRC Global Strategy on Migration 2018-2022 (2017) ➤ IFRC Policy on Migration (2009)	Monday 20 September	Closed for National Society APMN P2P participants
Session 2: Gathering evidence and insights to engage in Humanitarian Diplomacy and Advocacy <i>Lead: Maldivian Red Crescent and Migration Lab</i>	To explore the opportunities, challenges and process of gathering evidence at the local level to inform affective Humanitarian Diplomacy (HD) at the local/national/global level	➤ Why is HD important to you/ your role? ➤ What is a measure or result of successful HD? What does HD on migration look like your national context? [] ➤ How do you use information and data to inform your HD? ➤ Has COVID-19 provided more opportunities to engage with authorities, or made things more challenging?	➤ Come prepared with ideas, questions and examples to share of how your NS Resources ➤ Sight Unseen: A vision for effective access to COVID-19 vaccines for migrants ➤ Locked down and left out? Why access to basic services for migrants is critical to our COVID-19 response and recovery... ➤ Locked down and left out infographic ➤ Locked down and left out animated video	Thursday 23 September	Closed for National Society APMN P2P participants
Session 3: Understanding how to apply the Minimum Protection Approach to our migration work <i>Lead: Australian Red Cross and ICRC</i>	To develop knowledge on how to apply Minimum Protection Approach (MPA) to our work with and for migrants	➤ What is the MPA and why is it an important framing for our work with migrants? ➤ How would you apply the MPA to your work with and for migrants? This session will explore two case studies: 1. Applying the MPA to a situation of labour exploitation of a migrant worker 2. Applying the MPA to a situation where an irregular or undocumented migrant requires health care	➤ Participants to access the ICRC Communities page and watch protection hour session on MPA ➤ Project: Minimum Protection Approach ICRC Communities ➤ Project: The Protection Hour ICRC Communities ➤ Protection Hour - The Minimum Protection Approach - The experience of the Swedish Red Cross on Vimeo	Monday 27 September	Closed for National Society APMN P2P participants
Session 4: Including people with lived experience in our migration work <i>Lead: New Zealand Red Cross and Malaysia Red Crescent</i>	To share experiences and build our understanding of why being led by the strengths and experiences of people / communities we serve is essential to providing effective humanitarian services for migrants	➤ Why is it important that our work is guided by the experiences, strengths and capacities of the communities we serve? ➤ How can we find simple and creative ways to harness the knowledge of people, communities, migrants we work with to strengthen our services with and for them?	➤ IFRC Community Engagement and Accountability website	Thursday 30 September Click here to join the meeting	**Open session for APMN focal points
Session 5: Ensuring migrants have access to services	To work through barriers that migrants, particular those with an irregular status or who are undocumented, face in accessing	➤ What challenges or barriers are you seeing for migrants irrespective of status or documentation in accessing services such as health care, vaccinations,	Resources ➤ Global Migration Lab reports: Locked down and left out? Why access to basic services for	Monday 4 October Click here to join the meeting	**Open session for APMN focal points

APMN Virtual Peer to Peer learning Program 2021 – Overview and Preparation



Lead: Nepal Red Cross, Maldivian Red Crescent and IFRC	services and explore solutions to overcoming these barriers.	➤ What approaches (HD, advocacy, partnerships etc) have you taken to enable access? What has worked, what has been challenging? ➤ What do you need to overcome these barriers? How can we support each other?	migrants is critical to our COVID-19 response and recovery ➤ Sight Unseen: A vision for effective access to COVID-19 vaccines for migrants		
Session 6: Responding to climate related migration and displacement <i>Lead: IFRC GVA and Nepal Red Cross (and APMN)</i>	To strengthen understanding of the RCRC approach to climate and disaster related migration and displacement and practical steps National Societies can take at the operational and policy and practice level	➤ How is your National Society approaching climate change as a driver or trigger of migration and displacement? ➤ What activities does your National Society already do to prevent or reduce the risk of climate or disaster related displacement? ➤ Does your government have a policy position on climate change as it relates to migration and displacement	Pre-reading ➤ Participants to review the Climate centre Factsheets on: ➤ Climate and displacement Snapshot ➤ Climate and displacement terminology Resources ➤ Responding to Disasters and Displacement in a Changing Climate: Case Studies Asia Pacific National Societies in Action ➤ Global IFRC key messages on climate and displacement ➤ 7 Asia Pacific country profiles on climate change, Livelihood and Health	Thursday 7 October Click here to join the meeting	**Open session for APMN focal points
Session 7: Strengthening our cross-border engagement and coordination with sister National Societies (operational focus) <i>Lead: PMI and Italian RC (and APMN)</i>	To explore practical opportunities for cross border engagement between National Societies so migrants can safely access humanitarian support at all stages of their journey	➤ How can we better connect and support people at various stages of their journey in countries of 'origin' and 'transit', 'destination' ➤ What would this look like in practice? Can identify and opportunity where NS-NS collaboration and coordination could work between 2-3 NS? ➤ What are the advantages of doing this work? ➤ What challenges would you come up against in designing, strategizing, implementing cross border/NS-NS work? ➤ How would you ensure migrants and people with lived experience were informing this approach?	Resources ➤ IFRC Humanitarian Service Point for migrants: Interactive Toolkit ➤ IFRC maritime and humanitarian SOS MEDITERRANEE'S ➤ New IFRC programme: A route-based approach spanning Africa, Middle East and Europe	Monday 11 October Click here to join the meeting	Open session for APMN focal points
Session 8: Harnessing Asia Pacific leadership on migration through the RCRC Movement and beyond (strategic focus) <i>Lead: Australian Red Cross and Maldivian Red Crescent</i>	To explore how we can more effectively leverage Asia Pacific engagement in RCRC migration platforms (Global Migration Leadership Group, Migration Task force and APMN) at the leadership and operational level	➤ How does participation in these RCRC migration groups impact or benefit the work of your National Society? ➤ How do these groups intersect with one another now? ➤ In 1-2 years, how might we work differently between RCRC partners from the local, regional and global level to strengthen our humanitarian response to migration? ➤ With the development of a Movement strategy on Migration, how might we bridge technical, leadership and operational engagement on migration?		Thursday 14 October	Closed for National Society APMN P2P participants and MTF and Leadership group

7.3. Annex 4: Key Informant Interview Questionnaire

Introduction:

Thank you for agreeing to be interviewed to support this review. My name is Mari Aasgaard. I am conducting this interview on behalf of the IFRC and NorCross who have commissioned a review of the SGBV WG. The purpose of this interview is to get your perspective and understanding of the work done by the SGBV Working Group and how it is connected to the overall work of the Movement on SGBV.

- *Interviews will be confidential and anonymized.*
- *This is an exercise geared towards lessons learned for recommendations and improvement moving forward.*
- *Do you agree to the conversation being recorded? All recordings will be destroyed once the review is finalized.*
- *Are you ok with having your name included on the interview list of the evaluation?*
- *Do you have any questions before we begin?*
- *Thank you for your assistance!*

General questions – answered in advance via email:

- Name:
- Organisation:
- Position:
- Experience and period working with the SGBV WG:
- Does your organisation implement programs on SGBV? Yes/no. If yes, in bullets, describe briefly what kind of programs and whether these are stand-alone SGBV programs or through the PGI approach in other sectors.
- Does your organisation support other partners working on SGBV? Yes/no
- If yes, in bullets, give the name of the partner and describe briefly the focus of the support.
- Has your organisation signed a specific pledge on sexual violence or SGBV at the 2015 International Conference? Yes/no

Evaluation criteria	Key Evaluation Question/ Objective	Specific evaluation questions	KII Questions
Relevance	1. Is the current set-up and outputs produced by the WG is appropriate based on members' needs and expectations?	a) Is the SGBV WG relevant for Movement stakeholders (IFRC, ICRC, and NS)? If yes how? If no why not?	<ol style="list-style-type: none"> 1. Is the SGBV WG a relevant and important resource for you in your work on SGBV? If yes, explain how. If no, explain why not? / How could it be MORE important/relevant for you? 2. Is the purpose of the SGBV WG clear to you? From your understanding, what is the WG expected to achieve and deliver on? 3. Why did you/your NS/your employer decide to join the SGBV WG and what did you hope to achieve by joining the SGBV WG (were you looking for a solution to a specific problem, or were you more broadly interested in expanding your knowledge or expertise on SGBV or anything else, or other reasons)? 4. Is participation in the SGBV WG a priority for you? If yes why? If no, why not? And did you experience any challenges or barriers (e.g., competing priorities, organizational challenges, job role changes, technological challenges) that kept you from participating in the SGBV WG at the level that you would have liked to participate? 5. Are you part of other coordinating mechanisms outside of the SGBV WG, if yes, please elaborate?
		b) What are the needs of Movement stakeholders (IFRC, ICRC and NS) on capacity building and coordination related to SGBV?	<ol style="list-style-type: none"> 1. What do you need from the SGBV WG for its interventions to be useful for your work? 2. Is there any support you would like to receive from the SGBV WG in your work related to SGBV going forward? 3. If the SGBV WG did not exist and you were tasked with setting up a coordination mechanism in the movement, how would you solve this challenge? would you set it up in the same way? changes? Completely differently?
		c) Is the SGBV WG coordinating with regional mechanisms and sufficiently meeting the needs of regional/sub-regional relevance?	<ol style="list-style-type: none"> 1. What is the current involvement of operational NS at regional, sub-regional and national levels in the SGBV WG?

			<p>2. What are potential opportunities and/or challenges/bottlenecks to ensure their meaningful participation?</p> <p>3. In what way(s) do you think your participation in the SGBV WG has supported your organisation's response/approach to SGBV in general? (Prompt as needed for increased knowledge and expertise, enhanced working relationships, application of knowledge to practice, etc.)</p>
Effectiveness	2. Has the SGBV WG been able to deliver on the expectations and needs of stakeholders?	a) What have been the achievements of the SGBV WG in the area of capacity building?	<p>1. In your opinion, how effective do you think the SGBV WG has been in the following:</p> <ul style="list-style-type: none"> • Making SGBV WG members aware of the knowledge, skills, and expertise of other members in the WG • Developing the capacity of members • Enabling the application of knowledge to practice <p>2. Are there other factors or circumstances that you think contributed to the success (or missed opportunities) of the SGBV WG related to the capacity building? Please explain.</p> <p>3. Are SGBV WG members satisfied with the outputs produced by the SGBV related to capacity building and do you think they are appropriate based on membership needs?</p> <p>4. Have you been able to use any tools or guidance developed by the SGBV WG in your work to meet a specific need? If yes, please elaborate. If not, explain why you think this has not been the case.</p>
		b) What have been the achievements of the SGBV WG in the area of Strengthening Movement collaboration?	<p>1. From your perspective, what are the main achievements of the SGBV Working Group related to coordination?/ Which priorities do you think the SGBV WG has been able to deliver on?</p> <p>2. Are there other factors or circumstances that you think contributed to the success (or failure) of the SGBV WG related to coordination? Please explain.</p> <p>3. Are you as a member in the SGBV WG satisfied with the outputs produced by the SGBV related to coordination and</p>

			do you think they are appropriate based on membership needs?
		c) Is the SGBV WG successfully decentralized? What is the current involvement of operational NS at the regional, sub-regional and national level, and what are potential challenges/bottlenecks to ensure their meaningful participation?	<ol style="list-style-type: none"> 1. Is decentralizing the work at the SGBV WG a challenge? If yes, why? 2. In your opinion, how effective do you think the SGBV WG has been in the following: <ul style="list-style-type: none"> • Creating a safe environment for the sharing of knowledge and expertise • Building a sense of trust among the SGBV WG members 3. Can you think of anything the SGBV WG could do differently to address the challenges or barriers that might keep people from participating fully?
Coordination and coherence	3. To what extent is the SGBV WG contributing to improved Movement coordination on SGBV?	a) What is the added value of the SGBV WG when it comes to Movement coordination on SGBV?	<ol style="list-style-type: none"> 1. From your perspective, is the SGBV working group set up in a way that maximizes coordination efforts? 2. What is the added value of the SGBV WG compared to what could have been achieved by the movement partners individually? 3. Has participation in the SGBV WG helped you make connections with other people or NS/organizations? If so, what types of connections and with whom? 4. How would you describe the level of communication and cooperation among the members of the WG? 5. In your opinion, how effective do you think the SGBV WG has been in improving relationships between Movement stakeholders/members?
		a) How does the SGBV WG fit within the larger work of the Movement (initiatives, forums, etc) on SGBV, and how does the SGBV WG coordinate with these structures?	<ol style="list-style-type: none"> 1. How do you understand the role of the SGBV WG linked to other initiatives on SGBV within the Movement? 2. What is the added value of the SGBV WG compared to what could have been achieved by the movement partners individually? 3. To what extent was coordination with other actors achieved to minimize duplication? 4. To what extent have partnerships been sought/established and synergies created?

		c) What are bottlenecks and potential opportunities for enhanced SGBV coordination within the Movement at the regional, sub-regional, and national levels, and with external partners/stakeholders?	<ol style="list-style-type: none"> 1. Is the network sufficiently engaging with stakeholders at different levels? What are the success stories and what could be done better? 2. Can you give an example of either when the SGBV WG successfully or not successfully coordinated a joint initiative?
Efficiency	4. Is the current structure of the SGBV WG able to deliver on the expectations and needs of Movement stakeholders?	a) Is the structure of the SGBV WG well understood by members, including a clear definition of roles and responsibilities and how it is linked to other Movement mechanisms/initiatives?	<ol style="list-style-type: none"> 1. In the management of the SGBV WG, from your experience, what were some barriers, if any, that the WG encountered? Inquire: Staff turnover? Lack of key support? Lack of technical assistance? Different expectations? Different background? 2. Based on your understanding, who has the overall responsibility for the SGBV WG? 3. Is there a clear decision-making structure serving the WG? How satisfied are members with the processes of decision-making? 4. How well is the structure serving the members of the WG? How has the structure changed over time? Does it require further adjustment? 5. Are members comfortable with their roles? Are the current roles serving the WG effectively? Is the assignment (or assumption) of roles being handled appropriately? 6. Is the WG membership appropriately defined? Is it appropriate to the goals and structure of the WG? 7. Can you describe the ideal SGBV WG setup and working?
		b) Is the SGBV WG adequately resourced to deliver on Movement stakeholders' needs and expectations?	<ol style="list-style-type: none"> 1. Do members in SGBV WG have participation included in their JD? 2. How is the work if the SGBV WG is linked to the member's internal work on SGBV?
		c) Is the SGBV WG able to communicate with members and the Movement at large efficiently?	<ol style="list-style-type: none"> 1. To what extent has the SGBV been able to communicate effectively within the working group and to Movement at large?

			<ol style="list-style-type: none"> 2. Does information move throughout the WG as intended? Where are the blockages and what are the sources of those blockages? Is there room for improvement? 3. In your opinion, how effective do you think the SGBV WG has been in improving information flow among SGBV WG members and their respective organizations?
Sustainability	5. Is the set-up of the SGBV WG sustainable: To what extent will the SGBV WG members be able to retain the positive results of the SGBV WG?	a) Is the SGBV WGs set up institutionalized and aligned with other initiatives to avoid overlaps/gaps?	<ol style="list-style-type: none"> 1. What would be the consequence of stopping the work of the SGBV WG? 2. To what extent was coordination with other actors achieved to minimize duplication?
		b) Is there long-term funding secured to ensure a long-term approach to coordination on SGBV within the Movement?	<ol style="list-style-type: none"> 1. Is the SGBV WG aligned with other initiatives such as PGI and PIM and G&D? 2. Are there overlaps that could have been avoided? 3. Are there changes in behaviours, sense of ownership, and institutions that will sustain the objectives of the SGBV WG in the long term? 4. If you were to set up a SGBV coordination mechanism within the Movement, what would be its long-term ambition and how would you structure and manage this mechanism to achieve these ambitions?
Impact	6. What is the perceived impact of the SGBV WG by Movement Stakeholders between 2015 and 2021?	a) What is the perceived impact of SGBV WG on capacity building on SGBV within the Movement?	<ol style="list-style-type: none"> 1. What changes, positive or negative, intended or unintended occurred as a result of this project? 2. Would results have occurred without this project?
		b) What is the perceived impact of SGBV WG on Movement coordination on SGBV within the Movement?	<ol style="list-style-type: none"> 1. What changes, positive or negative, intended or unintended occurred as a result of this project? 2. Would results have occurred without this project?

Those are all the questions I have for you today. Are there any other comments you would like to provide?

Thank you very much for your time.

<END INTERVIEW>