

LIGHTING THE PATH TO WOMEN'S LEADERSHIP: A REVIEW OF GLOW RED'S FOUR YEARS OF ACTION

May 2022



**GLOW
red**

HUMANITARIAN
ADVISORY GROUP



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About Humanitarian Advisory Group

Humanitarian Advisory Group (HAG) was founded in 2012 to elevate the profile of humanitarian action in Asia and the Pacific. Set up as a social enterprise, HAG provides a unique space for thinking, research, technical advice and training that contributes to excellence in humanitarian practice.



This little logo means we work hard to ensure that our business is a force for good. We have chosen to hold ourselves accountable to the highest social, environmental and ethical standards, setting ourselves apart from business as usual.



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INTRODUCTION

Women's leadership in the International Red Cross and Red Crescent (RCRC) Movement is at a critical juncture. Since its establishment in 2017, the GLOW Red network has driven key actions in the RCRC Movement and improved the experiences and trajectories of women and women leaders. However, with greater understanding of the opportunities for change in the RCRC Movement, there is a need to define visions, models and strategies for GLOW Red's role in building a new era of women's leadership.

The RCRC Movement is still predominantly represented by men at the top leadership level. GLOW Red was established to support the RCRC Movement to 'walk the talk' in terms of increasing efforts in advancing women's leadership opportunities and roles. The network was born out of an International Federation of the Red Cross and Red Crescent (IFRC) General Assembly decision and subsequent Council of Delegates resolution passed in 2017, which called on all National Societies to increase their efforts to identify, support and promote women into senior leadership positions.

GLOW Red is a critical driver of practice to develop and support women's leadership within the RCRC Movement, as well as being a key stakeholder in influencing policy. There is overwhelming consensus that this is an important juncture for the network in how it positions itself, identifies its objectives, creates a sustainable model, including resourcing and governance, and continues to influence policy and practice across the Movement.



Text box 1: Why does diversity in leadership matter?

GLOW Red's focus on increasing the representation of women leaders in the RCRC Movement's leadership is an appeal for fair representation based soundly on evidence of the benefits of diverse leadership.¹ Diverse and inclusive teams comprise people from a broad range of backgrounds and perspectives and give space and time to value and respect individual contributions.

Evidence to date has shown the importance of diverse and inclusive leadership to the success of organisational approaches, particularly in the private sector. 'Diversity dividends', as these benefits are called, include improved decision-making, talent retention, global image and trust, and better governance and risk management, as well as strengthened community ties.²

GLOW Red's own research supports these ideas. Collaborators from the RCRC Movement and GLOW Red explored the influence of diversity and inclusion in the Movement's response to COVID-19 globally and revealed interesting differences in the way diverse leaders contributed to operational priorities.³

1 GLOW Red, *Working towards gender parity*, p. 2.

2 J Bourke and B Dillon, The diversity and inclusion revolution: eight powerful truths, *Deloitte Review*, 2018, pp. 85-86.

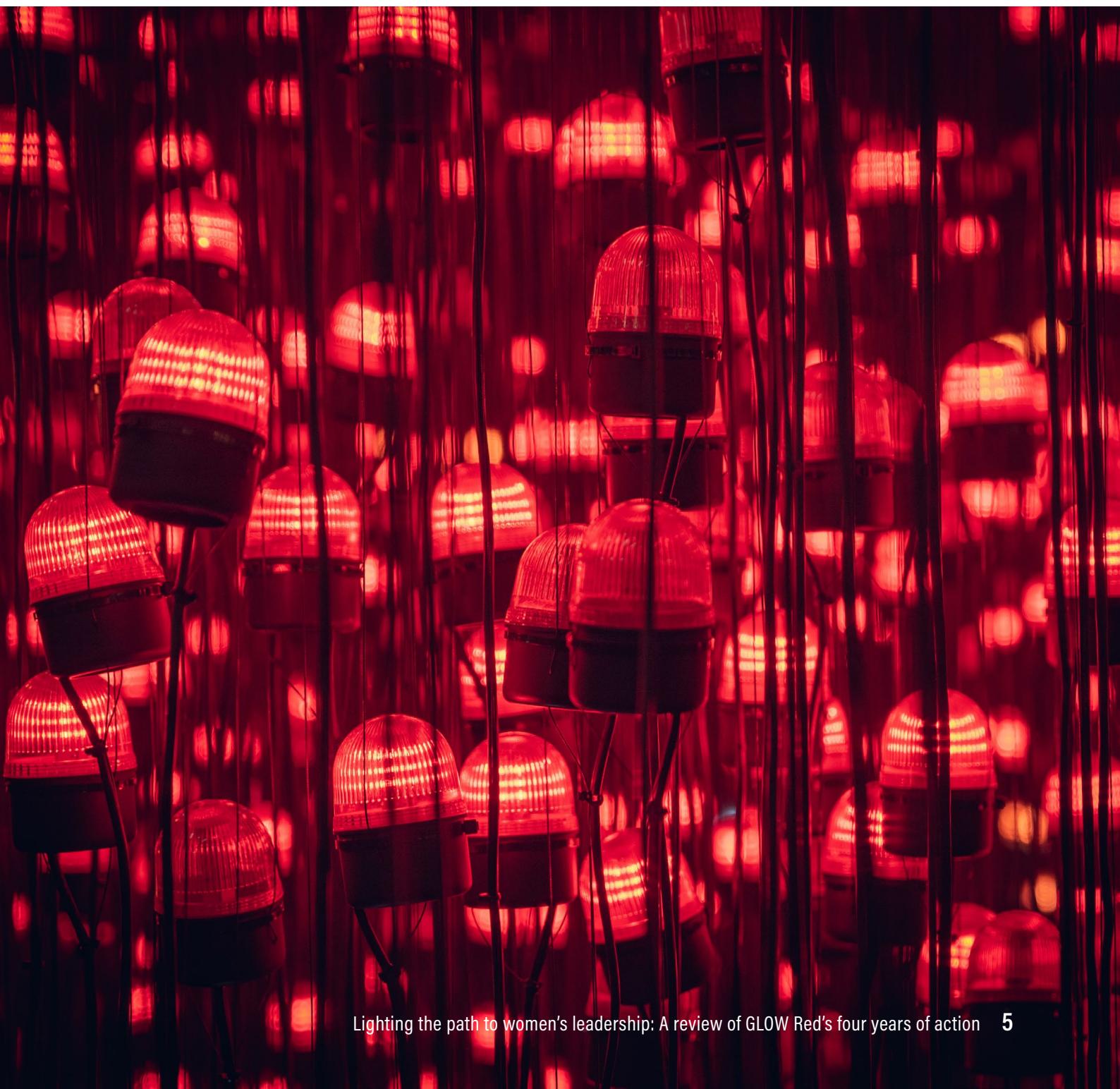
3 J Avalon, E Davey, P Henty and K Sutton, [How diverse leadership shaped response to COVID-19 within the International Red Cross and Red Crescent Movement](#), Humanitarian Advisory Group, June 2021.

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Report structure

This report outlines the results of a review of GLOW Red's effectiveness, relevance and reach over the past four years, future priority areas, and vision and highlights opportunities to inform the growth and sustainability of GLOW Red. It first establishes the global and organisational context for supporting women's leadership within the RCRC Movement. The findings section indicates the current strengths and opportunities for growth of the network's effectiveness, relevance, influence and model. Its final section outlines considerations for the future vision and roadmap for the network.

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SCOPE AND METHODOLOGY

Review purpose and scope

GLOW Red contracted Humanitarian Advisory Group (HAG), an independent organisation, to design and conduct analysis intended to inform decision-making and strategy development in GLOW Red. The review had two objectives:

- ▶ To review the effectiveness, relevance and reach of GLOW Red over the past four years
- ▶ To explore future priority areas and outline a vision for GLOW Red.

The review did not aim to assess women's leadership within the RCRC Movement, however, due to the nature of GLOW Red's work, this report describes key trends and themes – such as women's perceptions and experience in the RCRC Movement – that help provide meaning to the findings.

The five areas of enquiry that guided the review process were:

 Effectiveness

 Relevance

 Influence and reach

 Sustainability and efficiency

 Vision

It is anticipated that this review will serve as a resource document for GLOW Red, informing their efforts to increase women's representation within the leadership of the RCRC Movement and strengthen the pipeline of future women leaders, as well as demonstrating the impact and value of the network. The review also provides evidence to feed into the design of, and resource mobilisation for, the network's future initiatives.

Methodology

The review used a mixed methods approach combining key informant interviews, focus group discussions (FGDs), a survey, and document review. The methods used aimed to elicit key stakeholders' perceptions of, and experiences with, GLOW Red. Data collection was done remotely due to the COVID-19 context and to minimise risk to researchers and participants.

The review involved a three-stage review process. Stage one was a document review of existing secondary data; stage two focused on primary data collection via key informant interviews and FGDs, which included story capturing; and stage three validated emerging findings through meetings and workshops with GLOW Red's governance and coordination teams (Figure 1).

Figure 1: Methodology

All evidence was triangulated to ensure a strong evidence base for findings. Emerging themes from interviews were tested in subsequent interviews and FGDs.



Limitations

- ▶ **Sampling.** Not all stakeholders could be consulted during this process. Given the time frame of the project, convenience sampling was used with key stakeholders to take advantage of established relationships and known networks to access data.
- ▶ **Timeframe.** The review was conducted from February to May 2022, in preparation for GLOW Red's planning for the IFRC Governing Board election in June 2022. This was so the report would be public before the election.
- ▶ **Visioning.** Barriers identified throughout the review meant that participants found it challenging to think in 'blue sky' terms and with a visionary lens, meaning we approached the vision section of the report from a more question-based perspective than might otherwise have been the case.

SETTING THE SCENE

'GLOW Red was born out of the realization that, despite many decisions and adopted resolutions to encourage women's equal participation in leadership roles throughout the Red Cross Red Crescent Movement, little had changed over the past 40 years.'⁴

GLOW Red's history can be traced back to the events and decisions that unfolded during the RCRC Movement's Statutory Meetings in December 2017. In response to the outcome of the 2017 Governing Board election, at which 26 men were elected and only four women (resulting in only 13% of Board members being women) there was a strong recognition that concrete measures were needed to increase women's representation in key positions within the RCRC Movement. A resolution was then developed, sponsored by 102 National Societies, and passed in the Council of Delegates. By and large, the resolution signified a clear commitment "to address the gender equality and equal opportunities at all levels of their own leadership."⁵ However, the motivation to establish GLOW Red reflected founding members' understanding that whilst this resolution looked good on paper, as with other commitments already made in relation to women's leadership within the RCRC Movement, it would be undermined in practice without proper actions and mechanisms in place to hold the Movement accountable.

'It is from this grassroots action that the concept of GLOW Red as a network began to be formed.'⁶

Since its formal establishment in April 2018, GLOW Red has sought to improve women's representation within the RCRC Movement's leadership. The network is guided by two main objectives:

- ▶ Change the electoral face of the International Governance of the RCRC Movement by 2022 with the aim to reach gender parity
- ▶ Increase and strengthen the pipeline of future women leaders, enabling and supporting high-potential women from staff and volunteers for leadership positions beyond 2022.

Through various activities and advocacy initiatives, GLOW Red continues to influence policy and practice, raise awareness on the importance and necessity of diverse leadership, and mentor women on their path to achieving senior leadership positions. In particular, GLOW Red's actions to achieve its objectives focus on the following areas:⁷

- ▶ Women leaders supporting women's leadership through training, mentoring, and coaching
- ▶ Awareness-raising about the positive impact of diverse board and management teams to galvanise and ensure support from both male and female leaders
- ▶ Strengthening the network and being disruptors; creating possibilities to connect through multiple channels and learn from one another

4 GLOW Red, *GLOW Red Plan 2020-2023*, p.1.

5 GLOW Red, *Working towards gender parity (November 2017 – December 2021)*, p.1.

6 GLOW Red, *Working towards gender parity (November 2017 – December 2021)*, p. 2.

7 GLOW Red, *The Global Network for Women Leaders in the Red Cross and Red Crescent Movement Information Brief*, July 2021, p. 1.

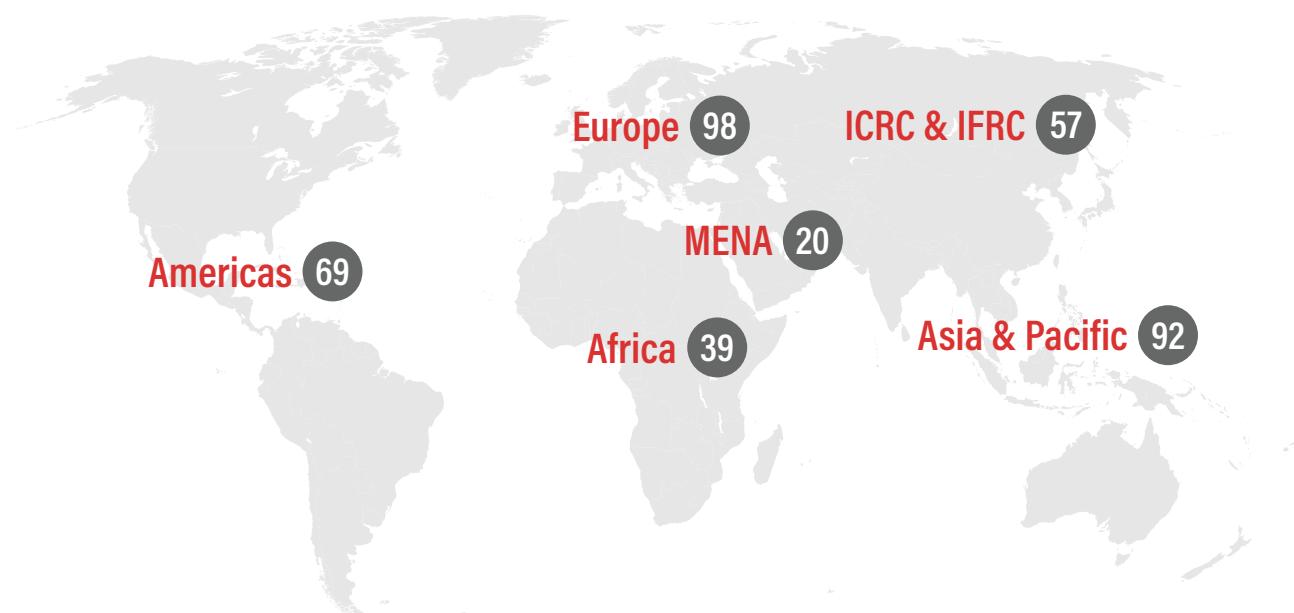
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- ▶ Socialisation of GLOW Red and its work to grow the network and to solidify GLOW's position in the RCRC Movement
- ▶ Welcome and seek cooperation and partnership with similar networks for shared learning.

Annex 1 shows the timeline of GLOW Red's work in the past four years.

GLOW Red's membership base has expanded immensely since its inception, from 28 women leaders gathered in Stockholm to formally organise GLOW Red to almost 350 women staff and volunteers from across more than 110 National Societies (Figure 2), signifying that GLOW Red has built already built momentum for change. Its expansion continues.⁸

Figure 2: Overview of GLOW Red membership



⁸ GLOW Red, *Working towards gender parity*, p. 2.

FINDINGS

This section presents the review's findings and evidence with respect to the effectiveness, relevance, influence and reach, and sustainability of GLOW Red. At the highest level, the review finds that GLOW Red has been effective in achieving progress against the two main goals it set at the outset, despite its limited resources. GLOW Red's activities that focus on strengthening the pipeline of women's leadership have largely been relevant to supporting women's journeys to leadership positions; they can be strengthened by systematically understanding the needs of its members. In terms of influence and reach, the intensive advocacy work led by GLOW Red has contributed to shifts in policy and has put women's leadership on the RCRC Movement's agenda.

EFFECTIVENESS



Finding 1: The progress GLOW Red has made against its objectives has been significant

Setting the scene

The review found that GLOW Red's objectives were particularly appropriate for its first four years due to their specific and targeted nature. GLOW Red's objectives received little explicit criticism from interviewees, who noted that the approach of having a specific focus, and taking one step at a time, was strategic.⁹ Interviewees also reflected that the objectives were tangible and measurable, which they saw as enabling scrutiny and pressure on the RCRC Movement if evidence of positive change was not emerging.¹⁰ Any questions or reflections on the objectives were not so much about whether they were relevant or right, but whether they could be broadened or approaches to meeting them changed. This is explored further in Finding 4.

'It (the purpose) becomes very concrete, you don't lose yourself. I think what GLOW Red did was very smart.'¹¹

Objective one: Change the electoral face of the International Governance of the RCRC Movement by 2022 with the aim to reach gender parity

Significant progress has been made in supporting women to be elected into governance positions within the RCRC Movement, with stakeholders consistently raising reflecting on how far the RCRC Movement had come in just four years. Most of the stakeholders consulted reflected that before GLOW Red was established, women's leadership was barely in the peripheral vision of the RCRC Movement as a whole, highlighting the powerful role GLOW Red has in changing the gender balance of its governance.¹²

'As far as we are concerned, it (GLOW Red) was very impactful, and the discussions were impactful ... we have had conversations about our own governance as a result, and introduced in our own statutes to have a gender balanced governance, now for the first time, we have equal number of women and men board members. GLOW Red has had very concrete consequences.'¹³

9 Interviews 16, 17, 20, 21, 23.

10 Interviews 16, 17, 20, 21, 23.

11 Interview 20.

12 Interviews 1, 2, 4–6, 8, 10, 12–23.

13 Interview 16.

The review found the improvement in women's representation in Movement governance has been achieved primarily through GLOW Red's role in changing the landscape for women candidates through policy influence and supporting candidates. GLOW Red's work to influence the RCRC Movement's policy landscape – such as the introduction of new resolutions, an amendment to the constitution related to gender parity in IFRC Governing Board elections, and specific changes to various National Society policies – was seen as critical to the achievement of this outcome. Impacts on different parts of the RCRC Movement are interconnected. For example, interviewees noted that quotas stemming from the constitutional amendment on gender balance, which will ensure a higher representation of women on the IFRC Governing Board, has also influenced change and progress within National Societies. Representatives from three National Societies noted that GLOW Red's work has led to them reflecting on their own governance and changing their own statutes in order to achieve gender parity.¹⁴ Other National Societies described their Presidents identifying and supporting women leaders to move into governing positions.¹⁵

GLOW Red's role in supporting candidates was an important factor in progress against this objective. GLOW Red has supported candidates through activities and initiatives such as training, mentoring, peer support, and networking (explored further under Relevance – Finding 2). These efforts are overwhelmingly viewed as constructive; 84% of survey respondents strongly agreed or agreed that GLOW Red supported women to move into senior positions within the RCRC Movement. This was reiterated in interviews, with 95% of interviewees noting that GLOW Red has been effective in supporting women leaders to move into governance and senior leadership positions.¹⁶ There is also emerging evidence of links between GLOW Red's activities and shifts in the RCRC Movement, as seen in the fact that 38% of women who were elected in 2019 had undertaken the Governance Training Program offered by GLOW Red.

Whilst gender parity in RCRC Movement governance has not been achieved yet, stakeholders reflected that this goal was correctly ambitious, and real change is occurring, however slowly. (see Textbox 2).



Text box 2: Evidence in numbers

Whilst GLOW Red has existed for four years, seeing the impact of the network through numbers will take time. Senior governance positions have fixed terms of (usually) multiple years, and bodies convene at varying intervals. For example, the IFRC constitution notes that Governing Board positions are elected for four years.¹⁷ This means that change within different components of the RCRC Movement will occur at different times. For example, the upcoming election of the IFRC Governing Board will occur in June 2022; it will be the first election under the updated constitution.

Nevertheless, change is occurring, albeit slowly. IFRC's latest 'Everyone Counts' report notes that the proportion of female governing board members increased from 31% to 35%, and the proportion of female presidents from 21% to 23%, over 2017–21. Conversely, of secretaries general, 31% were women in 2017 and 29% in 2021¹⁸. Interviewees regarded these examples as highlighting ongoing barriers, as well as broader institutional changes and shifts that still need to occur for greater representation of women.

¹⁴ Interviews 8, 9, 16.

¹⁵ Interviews 1, 11, 15.

¹⁶ Interviews 1–10, 12–23.

¹⁷ IFRC, [Constitution](#), p. 37.

¹⁸ IFRC, *Everyone Counts report*, April 2022, pp 28–31.

Objective two: Increase and strengthen the pipeline of future women leaders, enabling and supporting high-potential women from staff and volunteers for leadership positions beyond 2022

There has been some progress in strengthening the pipeline of women leaders within the RCRC Movement, with GLOW Red initially prioritising building the pipeline of women leaders running for international governance positions. With the passage of resolutions that identified specific quotas for representation of women in key positions, GLOW Red deemed it was important to convince women leaders to step up and run for election.¹⁹ To ensure that they would be supported properly, GLOW Red implemented a variety of leadership workshops targeted at women leaders who signalled interest. The workshops were designed to enable women to strengthen their leadership skills and their capacities in personal presence, learn how to run an effective campaign, and deepen their understanding of RCRC Movement politics and policies.²⁰

'I had already thought about presenting my candidacy but I was not entirely sure. In one of GLOW Red's workshops, I had an interesting session on role play doing a campaign. I think it was amusing and I think I succeeded doing it. I felt encouraged by workshop participants. After that I decided why not try to run? GLOW Red was really helpful. I keep saying it in all meetings to encourage other members too. I'm an example - I wasn't sure at first but they convinced me and I became successful.'²¹

Whilst developing the pipeline of women is important, it is critical that women leaders are targeted beyond the most senior level (including at all levels of seniority, and more middle and junior levels). GLOW Red governance and coordination stakeholders reported efforts to target women at other levels – signifying GLOW Red's ability to be flexible and prioritise emerging needs (discussed further in the Relevance section).²² For example, in 2021, GLOW Red – in partnership with the International Committee of the Red Cross (ICRC) and IFRC – established EmpoweRED, with the aim of reaching women in the RCRC Movement in less senior governance and management positions. The initiative uses a peer-support learning approach in which participants grow and enhance their personal leadership and connect with other women leaders.²³ To date, EmpoweRED has reached 211 participants.

GLOW Red stakeholders argued that more can be done in this area, because GLOW Red's reach among women at other levels of leadership and management roles in National Societies and IFRC more broadly is still limited.²⁴ In interviews and FGDs, stakeholders articulated possible ways to expand GLOW Red's work (while not downplaying its achievements to date); they are covered in more detail in the Relevance section.

19 Interviews 1, 2, 5, 19; FGDs 1–3.

20 GLOW RED, *Progress Report on the Women and Leadership Resolution*, 2022.

21 Interview 17.

22 FGDs 2 & 3, Interviews 1, 2, 5, 19.

23 GLOW Red, *Working Towards Gender Parity: GLOW Red Milestones*, December 2021.

24 Interviews 2, 4, 7–9, 12, 14, 15, 19–21, 23.

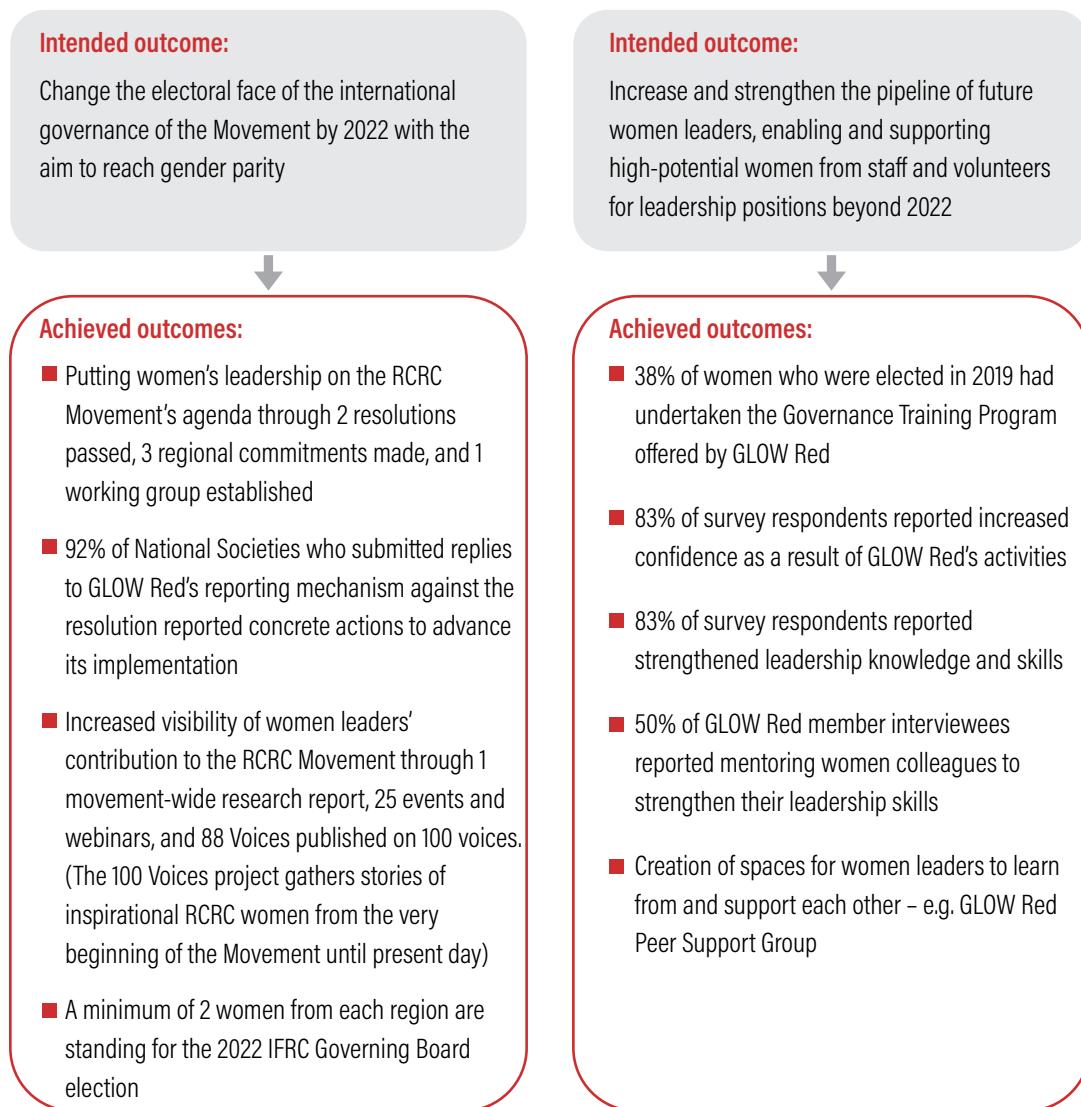


Text box 3: Putting women's leadership on the agenda

Overwhelmingly, stakeholders reflected that one of GLOW Red's most significant impacts is putting women's leadership on the RCRC Movement's agenda. Stakeholders reflected that GLOW Red's ability to create and hold space for different stakeholders to engage in conversations and raise questions about women's leadership was a powerful tool for change. Ninety-two per cent of survey respondents agreed or strongly agreed that GLOW Red contributed positively to the way the RCRC Movement prioritises women's leadership.

'First, it raised the issue of gender balance and women's empowerment within the movement very quickly and at a high level; I remember the last General Assembly, all those discussions around those issues.'²⁵

Figure 3: Showing Impact: Improving women's representation within the RCRC Movement's leadership



25 Interview 16.

Respondents' views about GLOW Red's effectiveness and impact

I do think GLOW have been effective. What it has been effective at is giving voice and presence to the issue keeping the issue on the agenda. Without GLOW the voice would not happen, the constitutional changes would not have changed.

The fact the Red Cross now has an event for International Women's Day is amazing. There is more space for people to talk about women's leadership and now more push back for the men's club. We can feel a shift and people talking about gender.

Visibility, awareness, leadership training also pressure in terms of follow up in conference that's what I see as GLOW Red's impact.

I believe it has influenced the IFRC since day one. The resolution to the international conference really also put the issue at the forefront. Nobody attending the conference in 2019 could have missed the issue, it received a lot of attention.

GLOW Red should be proud of what they've done if they haven't gotten in 2018 nothing would changed - they've set the groundwork and we really need to deliver.

If it was not there would be less support for women leaders - I'm sure about that because I know - they've been supporting me.

I think GLOW Red has changed the game a lot....all of a sudden everyone is talking about gender equality.

I think they have been wildly successful. When I first started there were no women.

Interviews 11, 12, 14, 19, 20, 21, 22, 23

Respondents identified two key levers that could be used to progress GLOW Red's objectives. While they are already recognised, they could have greater impact if more fully incorporated into future strategies. In both cases these relate to mobilising existing resources or channels in the wider RCRC Movement: 1) building male support/allyship for gender parity in the Movement, and 2) moving from individual to institutional accountability.

Male allyship: 60% of survey respondents agreed or strongly agreed that GLOW Red have developed male support/allyship for gender parity. This result suggests that while there is already some engagement, the influence of allies is a lever that could be activated more effectively. This was also a consistent theme in interviews. Some interviewees shared that they appreciate when male leaders show support to GLOW Red by attending their events, but this is an area that GLOW Red could strengthen, because broadening male allyship means that responsibilities to change the face of the board does not fall to women leaders alone.²⁶ Interviewees also noted that GLOW Red could support members to develop skills in developing male allies.²⁷ Stakeholders maintained that building male allyship was not just about motivating those who are already supportive, but rather influencing those who are hesitant or resistant.²⁸

26 Interviews 4, 6, 8, 10, 11, 12, 15, 17, 20.

27 Interviews 6, 10–12, 17.

28 Interviews 4, 6, 8, 10–12, 15, 17, 20.

'GLOW Red has the potential to support male allies and influence movement more broadly.'²⁹

'We need to change the mindset of leadership with all men to support women.'³⁰

'Building diversity with male alliances - they will help the change, specific targeted capacity building - stronger sustainability - it feels like now, not tomorrow or next time.'³¹

Institutionalisation: As highlighted above and explored further below, GLOW Red has sought to achieve change through leveraging institutional commitments. However, the review found this approach has had insufficient reach so far. Whilst 93% of survey respondents agreed or strongly agreed that GLOW Red has increased accountability of the RCRC leadership to deliver on commitments to women's leadership, interview respondents felt that accountability remained inadequate. When unpacked further, it was noted that individual leaders promote accountability, rather than it being embedded in teams or across the RCRC Movement more broadly, and when those leaders moved on, so did the prioritisation of women's leadership.³² Strategies are needed to embed accountability for promoting women's leadership to ensure appropriate support, adequate prioritisation, and thus change – addressed further in the Influence and Reach section below.

29 Interview 8.

30 Interview 10.

31 Survey respondent.

32 Interviews 2, 3, 5, 6.

Photo by Adam Kahn on Unsplash



RELEVANCE



Finding 2: GLOW Red is perceived as mostly relevant but does not consistently or systematically identify and analyse the needs of members and potential members

Overall, GLOW Red was mostly seen to be offering the right activities and initiatives, to the right people, at the right time. Stakeholders reflected that given there was no network and few initiatives to support women's leadership four years ago, significant strides have been made in supporting and meeting the needs of senior women leaders within the RCRC Movement.³³

Figure 4: Meeting needs



of survey respondents agree or strongly agree that the network's activities and initiatives meet their needs

The review found that GLOW Red had successfully tailored activities catering to the needs of women leaders both at governance level and in senior management level positions. Stakeholders reflected that GLOW Red's efforts to ensure relevance at different levels showcased its increasing ability to understand and respond to women leaders' specific needs, whilst becoming a resource that all women leaders can access safely when needing support.³⁴

GLOW Red's activities are meeting the needs of women leaders in relation to four areas: 1) promoting learning and creating a safe space, 2) Strengthening leadership skills of women leaders through workshops and leadership training, 3) Enhancing knowledge and evidence about the importance of women in leadership, and 4) Positive perception of women as leaders.

1. PROMOTING LEARNING AND CREATING A SAFE SPACE

Figure 5: Networking



of survey respondents found networking very useful or useful

The networks formally established by GLOW Red, and those generated as a by-product of the network, were seen as the most relevant activity. All members interviewed noted how critical engagement with networks was to their journeys and experiences of leadership.³⁵ Seventy-six per cent of survey respondents noted that they engaged in networking, making it the most popular activity/initiative. Critically, of those who engaged in networking, 90% found it very useful or useful (see figure 5). Members overwhelmingly noted networks had been one of the biggest channels for

33 Interviews 1–10, 12–23.

34 FGD 2, Interviews 2, 20, 23.

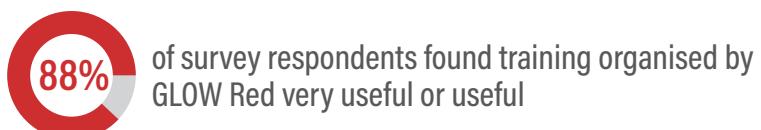
35 Interviews 4, 6, 7, 8, 9, 10, 11, 12, 13, 15, 17, 20.

growth in their confidence, skills and knowledge.³⁶ Members also described using the connections and networks made through GLOW Red to overcome challenges they faced in leadership and other aspects of the workplace.³⁷ Other interviewees noted that networking allowed the sharing of collective experiences and shared struggles and helped alleviate feelings of isolation.³⁸ For one GLOW Red member, the Peer Support Group has been important as a ‘safe space’ where she could share her concerns and visions on empowerment freely, something not always available to her within her National Society:

‘Through GLOW Red, there was this safe place to share that concern because even inside the National Society, like opening this discussion – especially if it’s male-dominant – would not be easily opened ... Thanks to this network and the meeting – [there is this opportunity] to see where you are and how others are doing and sharing this concern and sharing this vision on empowerment.’³⁹

2. STRENGTHENING LEADERSHIP SKILLS OF FEMALE LEADERS THROUGH WORKSHOPS AND LEADERSHIP TRAINING

Figure 6: Training



GLOW Red offers a range of opportunities to strengthen leadership skills, including Women’s Leadership Workshops, online professional coaching with the Humanitarian Coaching Network (HCN), the Awartes Resilience for Growth Program, and EmpoweRED.⁴⁰ Most of the interviewees who participated in the training greatly valued these opportunities to find and leverage their strengths as leaders.⁴¹ Survey data shows that, of those who attended training organised by GLOW Red, most found it very useful or useful (see Figure 6). For others, the training strengthened their confidence to take up space and to believe in their capacity. One respondent noted that through one of the workshops she developed awareness of her values and strengths, and that this has made her feel empowered to be ‘seen and heard in the organisation’.⁴² One interesting additional impact of the trainings is that some of the interviewees reported sharing their learning and skills in mentoring their colleagues within their National Societies.⁴³

36 Interviews 4, 6, 7, 8, 9, 10, 11, 12, 13, 15, 17, 20.

37 Interviews 6, 10, 12, 15

38 Interviews 4, 9, 13.

39 Interview 9

40 GLOW Red, “Working towards gender parity (November 2017 – December 2021),”

41 Interview 4, 6, 9, 15, 17.

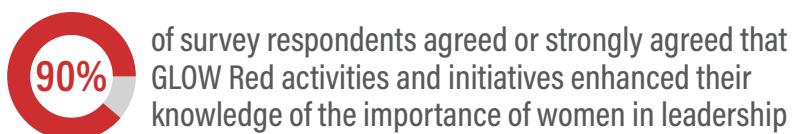
42 Interview 4.

43 Interviews 4, 9, 17.

'GLOW Red supported me with professional support. It is substantial. I understood that you have every right to feel like you have good support and safe space. For the first time I felt empowered to demand and ask for change, and it is natural to feel lonely or that that you need support. After the Avvartes coaching, I became conscious that I have the right to take the floor, have a place on the table and actively tried to engage and to be seen more heard in the organisation. And I learned how to find allies. We have a hierarchical structure – and almost all senior leaders are male. At the second level it is more equal.'⁴⁴

3. ENHANCING KNOWLEDGE AND EVIDENCE ABOUT THE IMPORTANCE OF WOMEN IN LEADERSHIP

Figure 7: Enhancing knowledge:

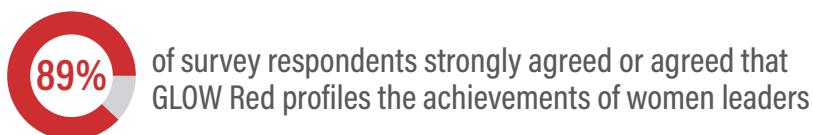


Enhancing knowledge and evidence about the importance of women in leadership was very significant to members. GLOW Red members overwhelmingly thought that GLOW Red activities and initiatives enhanced their knowledge of the importance of women in leadership (see figure 7). When unpacked further in interviews, members noted that this was linked to GLOW Red's impact of establishing itself as a voice within the RCRC Movement.⁴⁵ Members noted that enhancing their knowledge meant they could advocate and influence within their own National Societies and networks for women in leadership with concrete evidence.⁴⁶ One interviewee stated that the evidence and knowledge developed and communicated by GLOW Red influenced her as a leader, making her more aware of why change was needed and where it should be prioritised.⁴⁷

'Developing a knowledge base is critical – it helps leaders understand different experiences, but also provide the evidence for change.'⁴⁸

4. POSITIVE PERCEPTION OF WOMEN AS LEADERS

Figure 8: Achievements of women



⁴⁴ Interview 4.

⁴⁵ Interview 6, 9, 10, 12, 13, 20, 23. FGD 1.

⁴⁶ Interviews 9, 10, 12.

⁴⁷ Interview 9.

⁴⁸ FGD 1.

GLOW Red's activities have promoted positive perceptions of women as leaders because they have continued to raise awareness of the positive impact of diverse board and management teams. The review found that GLOW Red's advocacy work in this area helped shift conversations to highlight the contributions of women leaders within the RCRC Movement, and that this was needed alongside difficult conversations about the persistent barriers to women's meaningful leadership (such as patriarchal mindset). Some interviewees mentioned observing increased awareness about the importance of diversity of leadership, specifically women's leadership.⁴⁹ As one stakeholder on the Governing Board highlighted:

'At board level, because I attend all the board meetings, it was clear that GLOW Red created more awareness on diversity. It's beginning to show on the numbers because a lot of National Societies swapped a female leader after the resolution. I imagine the gender balance is better now than before. GLOW Red's work created visibility and board is looking forward to more diversity.'⁵⁰

Whilst the relevance of GLOW Red is clear, the network's membership and voice hold potential levers that can be used to refine its activities and articulate the importance of its work to a wider audience. By embracing the diversity of GLOW Red members and the RCRC Movement, understanding the needs of members and potential members, drawing on the strengths that already exist within the network, and communicating with purpose, GLOW Red can lift its impact.

Reaching a more diverse cohort. The diversity of the RCRC Movement is one of its most compelling features; 86% of members thought that GLOW Red reaches a diversity of women through its network. However, when unpacked further in interviews, issues of power, privilege and inequality were raised.⁵¹ Stakeholders reflected that because GLOW Red was run primarily by wealthier and more privileged National Societies, or National Societies in which gender equality was more advanced, that the diversity of needs of women from other contexts was not always understood.⁵² GLOW Red could strengthen its practice and approach to reach a more diverse and representative cohort of women.

Intentional understanding of members' needs. The findings above show that GLOW Red's activities have been able to serve many members in building skills, confidence and sense of community. However, some members felt GLOW Red's current approach is casual, indirect and ad hoc.⁵³ Some stakeholders reflected that this review process was the first time they had been asked about their needs and priorities, and believe GLOW Red's work would be strengthened if it applied a more intentional and regular process of assessing members' needs.⁵⁴ GLOW Red's growing membership represents a further reason to move from casual to more systematic consultations.

'I think that's the next step. This is how we worked in the last four years. But as it grows and [acquires] more members, then we need more structure'⁵⁵

49 Interviews 9, 10, 20.

50 Interview 10.

51 Interviews 1, 2, 15–17, 19.

52 Interviews 15, 16, 19.

53 Interviews 8, 9, 11, 14, 20.

54 Interviews 9, 11.

55 Interview 2.

Leveraging members' strengths and skills. Interviewees appreciated their opportunities to grow through participating in activities organised by GLOW Red.⁵⁶ Some interviewees have initiated activities to implement the skills that they gained through leadership training and network meetings.⁵⁷ However, interviewees noted that opportunities to organise activities with other GLOW Red members remain few. GLOW Red members argued the network could do more to leverage their skills to organise activities among members.⁵⁸ For example, some GLOW Red members suggested cross-learning opportunities, in which other GLOW Red members can share their expertise, e.g. on topics related to day-to-day work or broader themes such as climate change.⁵⁹

Communicating GLOW Red's relevance to IFRC and ICRC women leaders. At present the network's strongest relationships are based in the National Societies. GLOW Red could communicate how the network can support women's leadership within ICRC and the IFRC more effectively. This will respond to some interviewees' perceptions that GLOW Red is less relevant to female leaders within the IFRC and ICRC than within the National Societies, therefore discouraging engagement.⁶⁰ These networks will be important if GLOW Red wishes to contribute to Movement-wide change.

56 Interviews 4, 6–13, 15, 17, 20.

57 Interview 4, 9, 13.

58 Interview 4, 21.

59 Interviews 4, 13.

60 Interviews 2, 20; FGD 2.

INFLUENCE AND REACH



Finding 3: GLOW Red's advocacy and influence agenda has caused a significant policy shift, but practice is still lagging

GLOW Red has had a catalytic role in shifting resolutions and policy to better support women's leadership. However, stakeholders noted that a change in practice was not yet visible.

GLOW Red has been successful in influencing the RCRC Movement to change policy specific to women in leadership (see Figure 9). GLOW Red also advocated for the constitutional amendment on gender balance, which will ensure a higher representation of women on the IFRC Governing Board. This amendment will take effect in the IFRC Governing Board election in 2022. The significance of GLOW Red's influence was also reflected in interviews and survey data (see Figure 10). For example, stakeholders reflected that if GLOW Red did not exist, these resolutions and changes would not have occurred, nor would there have been the level of commitment needed for change to occur.⁶¹

Figure 9: Statutory meetings and General Assemblies



of survey respondents noted that GLOW Red had improved how women's leadership is discussed at Statutory Meetings and General Assemblies

Figure 10: Influence policy and decision-making

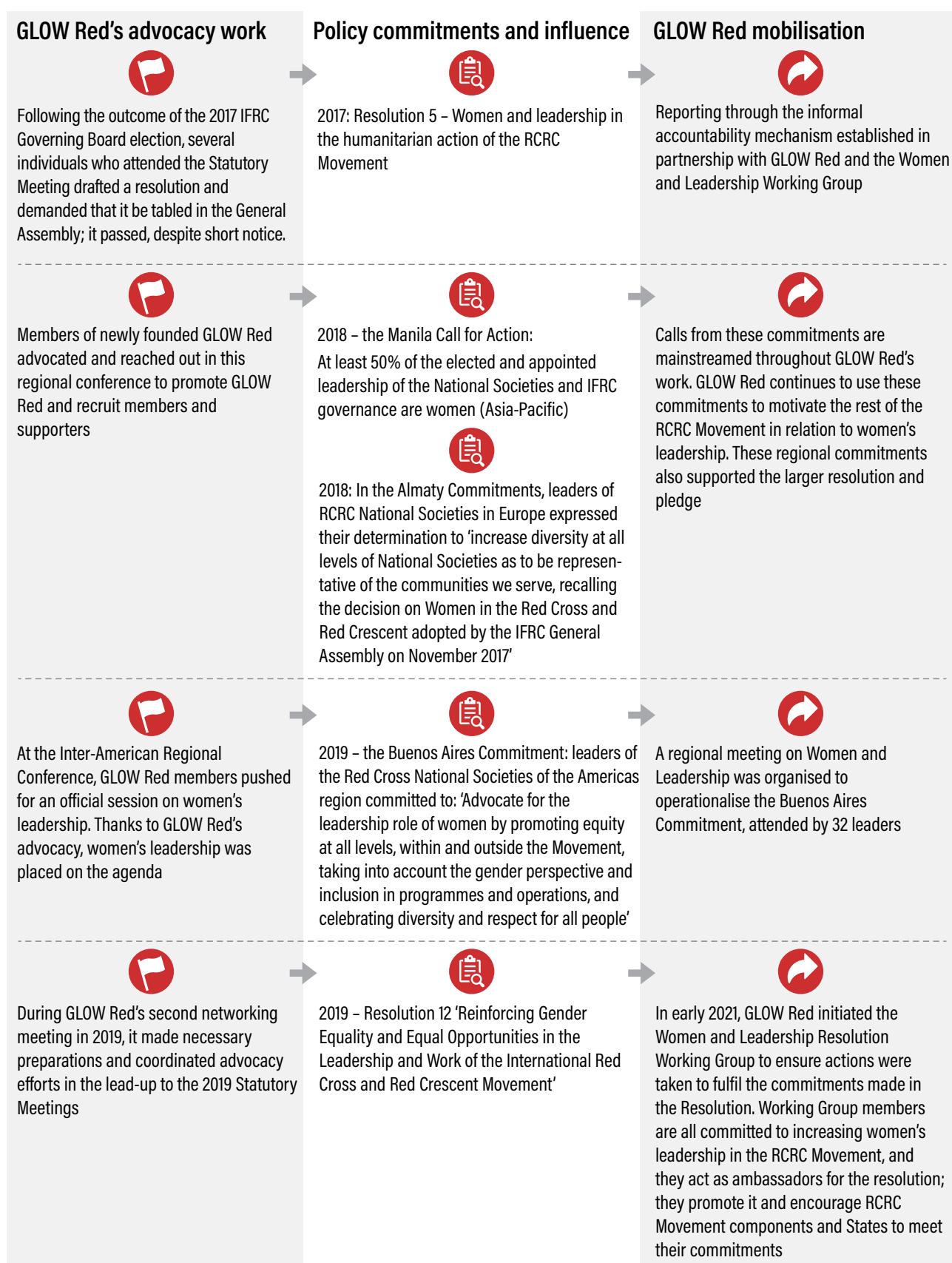


of survey respondents agreed or strongly agreed that GLOW Red influenced policy and decision-making so that it strengthens women in leadership

GLOW Red's advocacy work has focused on international and regional-level commitments, with tangible follow-through actions to ensure their realisation. Figure 11 below highlights how GLOW Red has advocated and mobilised to influence the RCRC Movement in relation to women's leadership.

⁶¹ Interviews 4, 5, 6, 8, 10, 12, 13, 14, 15, 17, 23,

Figure 11: Policy commitments and influence



GLOW Red's influence at the global level has had a cascading effect on progress within National Societies. The push at the National Society level is not necessarily a direct result of GLOW Red's efforts, in the same way that the network has advocated for global resolutions to be passed, but GLOW Red has indirectly influenced key decision-makers within National Societies to adopt these resolutions as well. Representatives of three National Societies noted that they are starting to see a change in their National Societies, in that female leaders are actively being identified and recruited since the resolutions.⁶²

'I've heard women talking about their progress in their own National Societies. And they have implemented similar systems when electing their national board. They said that was [largely] based on changes at the international level. They were able to use the resolution when pushing for that change. And being able to say that they have a system in an international governing board, it makes more sense to implement in the national board. National Societies are being inspired by changes at the international level.'⁶³

GLOW Red's ability to communicate progress is highlighting this positive practice and how change can occur.⁶⁴ A prime example is the report that outlines progress against the 2019 Women and Leadership resolution, which is publicly available in English, Spanish and French, and which includes an option for RCRC Movement components to report relevant actions in their area.⁶⁵ Communicating the changes that have happened as a result of the resolution is important for stakeholders because it strengthens engagement: for some, it produces feeling of hope that change is possible, whilst for others it produces frustration that change looks good on paper, but practice is lagging. For GLOW Red's development and sustainability, too, documenting the progress due to GLOW Red's advocacy work is important because it demonstrates impact and can be used to update strategy.

In developing levers to help extend GLOW Red's advocacy and influence, GLOW Red members and leadership must confront the question of how disruptive the network is willing to be. A disruptive approach does not necessarily need to be provocative, but it does mean acknowledging that progress will only be possible if major barriers are intentionally identified and addressed. Stakeholders saw this concept as relevant to two key areas, as described below.

Culture change: A widespread perception of a lack of widespread cultural change in relation to women's leadership within the RCRC Movement was identified as a barrier to GLOW Red's ongoing work. Stakeholders identified blockers in organisational culture, including a persisting patriarchal mindset and subtle discriminatory behaviours that often hold women back.⁶⁶ Interviewees noted that it was critical to overcome these obstacles to enable women to participate meaningfully and safely, lead, influence, and make decisions; placing women in leadership roles is not enough if the culture is not inclusive.⁶⁷

⁶² Interviews 8, 9, 16.

⁶³ Interview 2.

⁶⁴ Interviews 2, 4, 5, 8, 10, 15, 16, 19.

⁶⁵ GLOW RED, *Progress Report on the Women and Leadership Resolution*, 2022.

⁶⁶ Interviews 1, 9, 13, 15, 17, 21.

⁶⁷ Interviews 12, 21.

'In our [National Society] we do have gender parity in the management position as well as currently for the first time in the governance also which is a huge milestone. But it's not just the numbers, is it? It's also a matter of creating that enabling space that safe space to voice out or meaningfully contribute into the decision-making process. I'm still observing that women who are in leadership roles are hesitant to speak up.'⁶⁸

When considering levers for cultural change, it is important to note that is not within the mandate of GLOW Red, nor should it be solely the responsibility of the network, to change culture across the whole RCRC Movement. However, it is an important consideration that needs to be incorporated into the vision and process for a meaningful shift. Reflecting on experiences of successful communication about women's leadership may produce insights; so too may developing dialogues with other entities in the RCRC Movement concerned with organisational cultures, such as staff and teams that work on strengthening diversity and inclusion.⁶⁹

Accountability: A key consideration in GLOW Red's scope of work is advocacy for strengthened accountability across the entire RCRC Movement in relation to women's leadership. This is about identifying the strongest form of measurement and enforcement in relation to women's leadership. Whilst stakeholders noted they would like to see a formal binding and resourced commitment to women's leadership across the RCRC Movement, they recognised this is not something that is currently feasible or actionable.⁷⁰ Nonetheless, efforts to move from personal engagement to institutional systems (as discussed in the Effectiveness section) could create momentum towards this goal.

'[In] my opinion what's missing [is] a platform that's Movement-wide, you put it on the Movement level, platform objectives would be to increase rep and inclusive leadership across the orgs and also through great inter-dynamics, they could keep an eye on where we sit on gender balance in ICRC, Federation, Societies, as opposed to taking that responsibility on, you need to anchor with Movement leadership, not a volunteer thing, you need to position it to be managed by a Movement leadership that puts pressure on the different entities.'⁷¹

When considering levers for high-level accountability, interviewees suggested that GLOW Red could advocate for the integration of women's leadership in existing mechanisms.⁷² For example, a new criterion could be added to the set of 10 criteria that the Commissions of the Governing Board uses in checking the performance of National Societies. Furthermore, GLOW Red's partnership with and leadership of the Women and Leadership Resolution Working Group was seen as a platform for a call for strengthened accountability.⁷³ GLOW Red and the Working Group partnered to establish an informal mechanism to monitor action and progress against Resolution 5 – Women and leadership in the humanitarian action of the International Red Cross Red Crescent Movement.⁷⁴

⁶⁸ Interview 12.

⁶⁹ Interviews 2, 5, 18, 21; FGD 2.

⁷⁰ Interviews 21, 23.

⁷¹ Interview 21.

⁷² Interviews 8, 12, 15, 16, 21.

⁷³ Interviews 5, 18, 21.

⁷⁴ RCRC, *Women and Leadership in the Humanitarian Action of the International Red Crescent Movement*, December 2019.

GLOW Red could develop more robust accountability criteria and advocate for their incorporation into this reporting.⁷⁵

Developing a position on these deep-rooted issues will require GLOW Red to be confident of its own place in the RCRC Movement and its strategies for change. To achieve this confidence and build on its past successes, GLOW Red needs a collectively defined vision for its future and a plan to make this sustainable.

75 Debrief meeting 1.

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SUSTAINABILITY

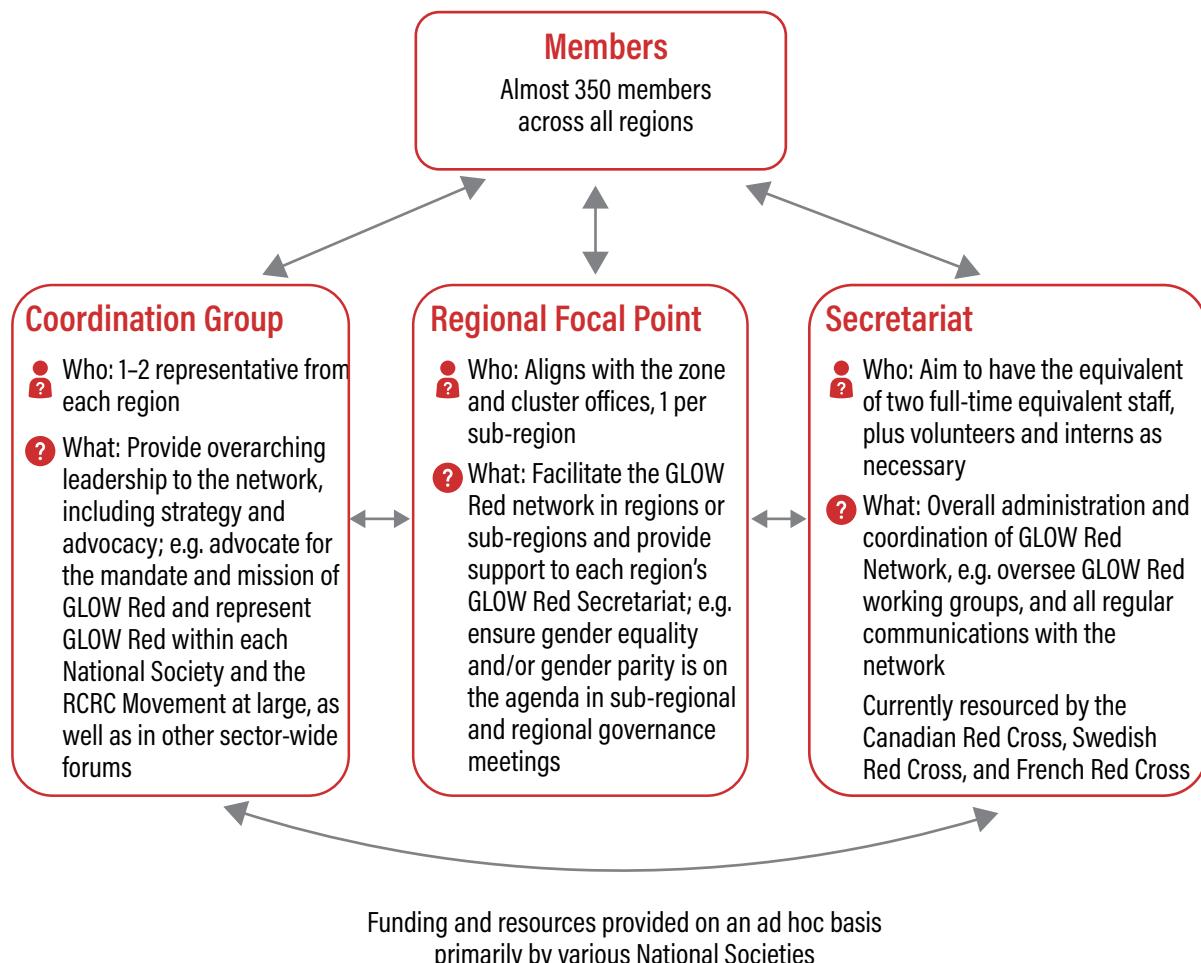


Finding 4: The GLOW Red network faces a critical decision point in relation to its vision and model in the next phase of women's leadership in the RCRC Movement

GLOW Red has led the RCRC Movement towards a critical juncture, and it is now important to turn inwards and ask what the vision and operational model looks like for the network. The review found that there needs to be an intentional process around decision-making for the future of GLOW Red, and for that process to guide the adaptation of the current model for ongoing sustainability. This recommendation is linked to the broader RCRC Movement's pledge to women in leadership and its commitment and ability to tackle broader structural and cultural challenges. Put simply: what is the RCRC Movement doing about women's leadership, and how can GLOW Red be part of that?

The current GLOW Red Structure is outlined in Figure 12 below.

Figure 12: The current GLOW Red model



Elements of the GLOW Red model and approach are perceived as positive and sustainable by key GLOW Red stakeholders. Some emerged for strategic reasons related to GLOW Red's goals and some developed for pragmatic reasons such as insufficient resources. These key elements are discussed below.

 **Regional Focal Points:** The review found that the role of focal points was critical to the functioning of GLOW Red. Firstly, focal points' engagement with the Coordination Group is critical in updating on regional priorities and conversations and encouraging action. Some interviewees noted that this leads to the Coordination Group making more informed decisions and identifying clear action points which leads to better implementation of decisions.⁷⁶ Focal points bring a greater understanding of the realities of the challenges women leaders face within different regions and contexts, helping ensure diverse priorities are reflected in GLOW Red's activities. Finally, focal points' role in raising the profile of GLOW Red is significant, for example, through Statutory Meetings and formal and informal conversations or engagements.⁷⁷ However, it is important to note that the engagement and strength of different focal points varies from region to region, which affects how GLOW is socialised within those contexts. The Coordination Group and Secretariat are acutely aware of this issue and are taking proactive steps to recruit, engage and support focal points who will be sustainable and thrive in their roles.⁷⁸

 **Flexibility:** Interviewees from the Coordination Group, focal points, and Secretariat noted that the flexibility of the current GLOW Red model allows it to pivot to meet emerging needs and priorities.⁷⁹ As noted in the Effectiveness and Relevance sections, this is critical in ensuring that GLOW Red is relevant to both women leaders running for international governance positions as well as women in senior management positions. At the same time, this flexibility allows GLOW Red to be opportunistic and support activities with proven high engagement. Interviewees noted this was primarily because current funding is not attached to bureaucratic systems.

'I'm very conscious that GLOW Red [should stay] flexible otherwise it will lose its energies and become too bureaucratic.'⁸⁰

 **Value for money:** The network is seen to be good value for money, as evidenced by GLOW Red's achievements. Stakeholders reflected that GLOW Red's significant impact despite minimal resources (both human and financial) was possible through the Secretariat's ability to mobilise and execute initiatives efficiently.⁸¹ Nonetheless, the review found that there are some opportunities to improve value for money: the Network needs to strengthen approaches to measuring the network's impact, and communicate this measurement approach to members and external stakeholders (such as donors) who are interested in women's leadership. In this way GLOW Red can demonstrate its footprint, as well as provide evidence about the costs and benefits of investing (or not investing) in diverse leadership.⁸²

⁷⁶ Interviews 2, 5, 9, 14, 19.

⁷⁷ FGDs 2, 3.

⁷⁸ FGDs 2, 3; Interviews 1, 2, 5, 14, 19.

⁷⁹ FGDs 2, 3; Interviews 1, 2, 5, 14, 19.

⁸⁰ Interview 5.

⁸¹ FGDs 2, 3; Interviews 18, 21, 23.

⁸² Interviews 16, 21; FGD 1.

'Another dimension that's important is the impact of the network has to be measurable ... we have to see the impact of our investment, it is very important.'⁸³

GLOW Red's future role and model will need to balance ambitions, resources and ways of working. There is consensus that an intentional process is needed to articulate a vision and understand options for financial and workforce sustainability (most obviously through consistent support from the RCRC Movement), including what the trade-offs of these options would be. The future of the network hinges on several interconnected elements, described below.

 **Vision and objectives:** Overall, stakeholders noted that GLOW Red should continue to focus on its two current objectives.⁸⁴ Critically, the review found that the existing pipeline focus requires a more wide-ranging approach, such as intentionally supporting women's leadership at different levels, not just governance level (as explored in Finding 1 on Effectiveness).

Additionally, interviewees reflected on GLOW Red's role in advocacy and challenging the cultural status quo in relation to women's leadership within the RCRC Movement and how this could be reflected in the expansion of objectives.⁸⁵ Stakeholders felt that this was within the scope of GLOW Red's work because organisational culture affects whether women step up into leadership positions, and also how meaningfully they can participate and engage once in those forums.⁸⁶ Key decision-makers claimed that GLOW Red could go further in being disruptive because it pushes the RCRC Movement to make changes in culture so that it better supports women's leadership.⁸⁷

Decisions on the vision and objectives need to be made first in order for steps to be progressed in other areas.

 **Workforce and structure:** The current workforce and structure of GLOW Red was a consistent theme identified when discussing risks and challenges to GLOW Red's sustainability. Several concerns were raised in relation to this. Firstly, GLOW Red is led primarily by volunteers, and secondly, very few paid staff execute the work within the Secretariat, so the network is spread thin and overworked;⁸⁸ this hinders momentum building, decision-making, and execution of some initiatives and activities. Thirdly, some stakeholders reflected on how stakeholders who are no longer officially part of the RCRC Movement are still leading GLOW Red, and that the current structure is heavily reliant on specific individuals, creating a sustainability risk. Interviewees reflected that the visibility and advocacy efforts of GLOW Red may be compromised and have less impact if particular individuals move on.⁸⁹

'We have created a fragile system, it's hard to find new leaders.'⁹⁰

⁸³ Interview 16.

⁸⁴ Interviews 16, 17, 20, 21, 23.

⁸⁵ Interviews 1, 9, 13, 15, 17, 21.

⁸⁶ FGDs 1–3.

⁸⁷ Interviews 10, 11, 16, 22.

⁸⁸ Interviews 10, 16, 22.

⁸⁹ Interviews 1, 2, 5, 10, 12, 19, 21. FGDs 1–3.

⁹⁰ Interview 2.



Funding sources and approaches: Stakeholders perceived that the most significant risk to GLOW Red was related to funding models.⁹¹ Representatives of National Societies funding GLOW Red noted the current approach was not sustainable.⁹² Stakeholders reflected that GLOW Red should consider alternative funding sources such as other National Societies, IFRC, and philanthropic organisations.⁹³ However, stakeholders also noted that the choice of funding sources should consider possible impacts on GLOW Red's ability to adapt to women's emerging and urgent needs without being crippled by bureaucracy.⁹⁴

91 Interviews 1, 2, 5, 11, 18, 19, 21; FGDs 1–3.

92 Interviews 16, 19, 22.

93 Interviews 1, 2, 5, 11, 18, 19, 21; FGDs 1–3.

94 Interviews 2, 5; FGDs 2, 3.

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VISION

The review overwhelmingly reflects positively on GLOW Red and affirms its importance for the sustained advancement of women's leadership within the RCRC Movement. Significantly, the review found that the momentum created by GLOW Red over the last four years can be leveraged to advance a more inclusive agenda for women's leadership in the RCRC Movement. The first step in this is separating out the vision of the RCRC Movement from the vision of the GLOW Red network.

There was consensus that the RCRC Movement needs a stronger vision around the role of women within leadership.⁹⁵ It is vital that GLOW Red has a sense of where it wants the RCRC Movement to be and its role in supporting the Movement to reach that place. It is important to note that it is not GLOW Red's role to remove the structural barriers that still exist for women across the RCRC Movement, but rather support the shift in part by challenging the status quo.

Based on interviews and FGDs throughout the review process, components of a vision became clear.⁹⁶ The review team has outlined these components below, as well as key questions that need to be considered and answered to inform an aspirational vision for a desired end state for the GLOW Red Movement for the next strategic period (approximately 3–4 years). Key decision-makers within GLOW Red believe that this is a separate intentional process that needs to be led by GLOW Red and facilitated by an external actor.⁹⁷

95 Interviews 1, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17, 20, 21

96 Interviews 1, 2, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 15, 16, 17, 18, 19, 20, 21, 22, 23; FGD 1—3.

97 Interviews 2, 5, 18, 19; FGD 2, 3.

Photo by Krissia Cruz on Unsplash

Table 1: Vision components and questions for consideration

Component of the vision	Key questions to consider
 Objectives / scope	<ul style="list-style-type: none"> ▶ Is GLOW Red's vision guided by the RCRC Movement or does GLOW Red's vision influence the RCRC Movement? ▶ Could GLOW Red be more of a disruptor and challenger of the status quo of women's leadership within the RCRC Movement? If so, how? ▶ What are the implications of different approaches? For example, for skills required, resources, buy-in, timeframes? ▶ How can GLOW Red better create and leverage male allies?
 Relevance	<ul style="list-style-type: none"> ▶ Could GLOW Red target other levels of leadership (beyond senior leadership positions within both governance and management)? If so what levels? ▶ How can GLOW Red support IFRC and ICRC women leaders (if possible)? ▶ How can different approaches be developed that reflect and represent the diversity of women and cultures in the RCRC Movement?
 Advocacy and influence	<ul style="list-style-type: none"> ▶ Could GLOW Red advocate for strengthened accountability for women's leadership across the whole RCRC Movement? ▶ Could GLOW Red promote culture shifts that enable women to participate safely and meaningfully? ▶ How can GLOW Red bring more network members along when developing advocacy strategies? Would this contribute to a more sustainable and influential network in the long term?
 Operational / governance model	<ul style="list-style-type: none"> ▶ How can GLOW Red localise its operational approach? ▶ How does GLOW Red want to make decisions and communicate? ▶ What does leadership look like for GLOW Red in future? ▶ How can GLOW Red strengthen its legitimacy within the RCRC Movement? ▶ What personalities/skill sets does GLOW Red need to achieve key objectives and visions? How can acquiring them be balanced with the volunteer nature of the job?

CONCLUSION

This review found that since its inception, GLOW Red has made significant strides in advancing women's leadership within the RCRC Movement. The network has contributed to building a community that is changing the experiences of women in the RCRC Movement worldwide. It has achieved these gains through providing tailored support such as training, supporting connection through networking, advocating for policy shifts that support women's leadership, and adapting its model to try and meet the needs of a diverse range of women.

There remains space for further progress. GLOW Red can continue to enhance its impact by strengthening its focus on developing and supporting a pipeline of women leaders at multiple levels of seniority; creating and leveraging male allyship; reaching a more diverse cohort; improving its understanding of member's needs; supporting and advocating for a more radical culture change within the RCRC Movement; strengthening the RCRC Movement's accountability for women's leadership; and considering how to move to a more sustainable governance and operational model. It is important to create space for reflection and renewal in the network to allow it to develop the effective strategies that it needs to build resources and target its activities. Creating this space will also keep energy in the RCRC Movement, acknowledging the need to celebrate and question so that people can continue giving of their time and passions.

GLOW Red is facing an uncertain but exciting future. Catalysing on existing momentum and taking this opportunity to define future direction will ensure that women's leadership continues to advance in the RCRC Movement, and that the Movement upholds its commitments to promote it.

Photo by Karine Germain on Unsplash

ANNEX 1. GLOW RED'S MILESTONES

2017-18: Glow RED founded to drive action on women's leadership

December 2017	General Assembly and Council of Delegates Antalya, Turkey During the women's networking luncheon, women participants highlighted the lack of female representation in the elected Governing Board Council of Delegates resolution and General Assembly decision: calling for all parts of the Movement to take concrete measures to address gender equality and women's leadership. 102 National Societies sponsored the resolution
April 2018	First GLOW Red Network meeting Established the network, its goals, and plan of action, attended by 28 women leaders ⁹⁸
May 2018	First advocacy and outreach at regional conferences⁹⁹ <i>10th European Regional Conference</i> Almaty Commitments signified the need to 'increase diversity at all levels of National Societies so as to be representative of the communities we serve ...'
November 2018	<i>10th Asia Pacific Regional Conference in Manila, Philippines</i> Successfully included women leadership in the target set in the Manila Call for Action: at least 50% of the elected and appointed leadership of the National Societies and IFRC governance are women
2018	First Global Newsletter published¹⁰⁰

2019: Following through the commitments: From words to actions

March 2019	First Women's Leadership Workshop
May 2019	21st Red Cross Inter-American Conference¹⁰¹ Leaders of the Red Cross National Societies of the Americas Region committed to 'Advocate for the leadership role of women by promoting equity at all levels, within and outside the Movement, taking into account the gender perspective and inclusion in programmes and operations, and celebrating diversity and respect for all people'

⁹⁸ GLOW Red, *Working towards gender parity*, p. 3.

⁹⁹ GLOW Red, *Working towards gender parity*, p. 3.

¹⁰⁰ GLOW Red, *Working towards gender parity*, p. 3.

¹⁰¹ IFRC, *Buenos Aires Commitment*, May 2019.

June 2019	Event: 'Making the Invisible Visible: Breaking the RCRC Glass Ceiling' during the Women Deliver Conference (Vancouver, Canada)
July 2019	<p>Partnership with the Humanitarian Coaching Network</p> <p>Through this partnership, GLOW Red members could receive four hours of online professional coaching, free of charge. 30 women did so</p>
September 2019	<p>Second GLOW Red Network Meeting</p> <p>Firm deliverables from the meeting included new Terms of Reference on the creation of GLOW Red's Secretariat, revised mandate, and the beginnings of a Business Plan</p>
December 2019	<p>The Statutory Meetings in Geneva</p> <p>Key achievements of GLOW Red:</p> <ul style="list-style-type: none"> ▶ The ICRC passed the Resolution on Women and Leadership ▶ 22 National Societies and four state parties signed the pledge on women's leadership ▶ Two women were elected to the Standing Commission. ICRC decided to be represented by another woman ▶ 18 women elected in five commissions and committees ▶ IFRC adopted a constitutional amendment on gender balance, which will ensure a higher representation of women on the IFRC governing board ▶ Launch of 100 Voices ▶ Various activities hosted by GLOW Red: Women Leaders Networking Luncheon, side event entitled 'GLOW Red: Making Women's Leadership a Reality'

2020: GLOW Red goes online and expands its reach

March 2020	<p>Webinar: 'Using Data for Action: Advancing Women's Leadership' during the International Women's Day</p> <p>The webinar focused on the importance of women's leadership, which has been brought to light in recent reports (Everyone Counts, Data on Diversity: Humanitarian Research Under the Spotlight and Women in Humanitarian Leadership). Why are female leaders important? Where does the RCRC Movement stand in terms of diversity and women's leadership? How can we encourage more women, from diverse backgrounds, to take on leadership positions?</p>
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2020	<p>GLOW Red's partnership with Avvartes</p> <p>12 members completed Avvartes' extensive training program 'Resilience for Growth'</p>
September 2020	<p>Webinar: 'GLOW Red: Women's Leadership Throughout the Climate Change Crisis' during IFRC's first virtual event: 'Climate: Red Summit'</p> <p>Launch of Caribbean Leadership Development Program</p> <p>The Leadership Program aims to strengthen the pipeline of future leaders in the Red Cross in the Caribbean while maintaining sustainability of members for regional networks, including GLOW Red</p>
October 2020	<p>Women's Leadership Workshop online</p> <p>8 female participants interested in running for international governance positions joined the workshop</p>
December 2020	<p>Formation of the GLOW Red Peer Support Group</p> <p>The group enables women to network, share experiences and challenges, and exchange advice and support throughout their campaigns. It has met regularly online</p>

2021: GLOW Red connects women across the entire RCRC Movement

January 2021	First digital GLOW Red Network Meeting
March 2021	First meeting of the Women and Leadership Working Group
May 2021	<p>Partnership with the Humanitarian Coaching Network</p> <p>HCN agreed to coach up to 50 GLOW Red members, with priority given to women who serve in isolated and complex humanitarian environments and/or black or indigenous women and women of colour¹⁰²</p>
2021	<p>Women's Leadership Workshop for Asia Pacific Region</p> <p>Women in governance positions throughout the Asia-Pacific region met online to develop their leadership skills</p>

¹⁰² GLOW Red, [https://www.facebook.com/GLOWRednetwork/posts/312711606904858?__cft__\[0\]=AZUEK9_mr8E06M_VwUr--9tL-aaDvhwYsqSOZl7ZnXn3afsmeZjwd5AQcGGrjMHeetOkvPURioOMIu-V-z80e9P8PTiM9dp_KDh16wV1pedCmUWJj4XkWOlgJJXcT7PF9DbPlfD9hNakbmBg4YxwTirA&__tn__=%2CO%2CP-R](https://www.facebook.com/GLOWRednetwork/posts/312711606904858?__cft__[0]=AZUEK9_mr8E06M_VwUr--9tL-aaDvhwYsqSOZl7ZnXn3afsmeZjwd5AQcGGrjMHeetOkvPURioOMIu-V-z80e9P8PTiM9dp_KDh16wV1pedCmUWJj4XkWOlgJJXcT7PF9DbPlfD9hNakbmBg4YxwTirA&__tn__=%2CO%2CP-R)

June 2021	Launch of the research report ‘How Diverse Leadership Shaped Responses to COVID-19 Within the International Red Cross and Red Crescent Movement’ A collaboration between the Humanitarian Advisory Group, IFRC, ICRC and GLOW Red
October 2021	The Women and Resolution Reporting Mechanism was launched at a webinar attended by over 100 individuals from across the RCRC Movement
December 2021	First EmpoweRED sessions EmpoweRED is a leadership development initiative using methods of peer support learning, in which participants grow and enhance their personal leadership and connect with other women leaders. A collaboration between the ICRC, IFRC and GLOW Red
2022: Charting the future of GLOW Red and women leadership	
March 2022	GLOW Red’s Network meeting 170 participants attended the second virtual annual network meeting. It was held to clarify where GLOW Red is now and where it could be in the future

ANNEX 2. ABBREVIATIONS

FGD focus group discussion

HAG Humanitarian Advisory Group

HCN Humanitarian Coaching Network

ICRC International Committee of the Red Cross

IFRC International Federation of the Red Cross and Red Crescent

RCRC Red Cross and Red Crescent (Movement)