Branch Organisational Capacity Assessment (BOCA)

3

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How we work

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Branch Organisational Capacity Assessment (BOCA)

Attachment Z

Section 1 – BOCA Matrix

Indian Red Cross Society

Acronyms and abbreviations

GA	General Assembly
HR	Human Resources
NS	National Society
RC	Red Cross or Red Crescent Society/Branch
RM	Resource Mobilisation
SP	Strategic Plan

Vocabulary

Branch	A Branch is a structural subdivision of a National Society also called sections, chapters, or local units that interacts with local population to ensure coordination and delivery of services with geographic and demographic coverage.
Branch Manager	A person responsible of managing branch affairs. In some National Societies also referred to as branch coordinator or focal person.
Branch staff	Many branches are managed by volunteers, while others have one or more salaried staff. Therefore "if applicable" in the topics and topics above refers to the last set-up.
Core costs	Essential costs a branch has in order to exist and to function, such as costs for organizing its General Assembly, or paying its utility bills.
Focal person	A person – often a volunteer –, with special responsibilities related to an activity or program.
General Assembly	The body in which all members are present or represented; the highest governing authority in the NS/Branch.
Impact	The ultimate consequence of an intervention. For example, if the activity is construction of latrines, the result is improved health, and the desired impact is more productive population.
Leadership	Depends on the context; often the leadership in a branch refers to Chairperson, Treasurer and/or Branch Manager.
Member	Individuals who are considered as the "owners" of the National Society, as they have the right to elect and be elected in the governing bodies; they usually pay membership fees.
Policy	Written document to inform, guide and enhance decisions, actions and other matters, e.g. on volunteering, gender and youth.
Statutes	Documents which outline the legal base of NS, defining its internal structure and procedures and also its relation with other actors, including the government.
Strategic Plan	A document which guides the overall direction of the NS explaining where it wants to get to in the long term and why. A Strategic Plan usually covers period of 4-5 years.
Volunteer	A person who has a strong desire to help and who offered his/her time and voluntary services to the National Society without expecting material compensation in return.

Instruction for the participants

You have been selected to be part of the branch assessment team, composed of representatives from all cross-sections of your branch. Your participation is critical for the validity of the assessment exercise as it is the individuals within the organization who are best placed to recognize and reflect upon the branch's strengths and weaknesses. Having received a briefing from the facilitator on the BOCA process, you are supposed to fully understand its objectives.

The BOCA tool may appear complex at first glance, but you will soon discover that it addresses areas that are relevant and important for how your branch functions. You are asked to apply common sense and your knowledge of the branch and to relate to existing practice as seen from your perspective.

Before you fill the BOCA tool, there are a few instructions you need to know:

- As a starting point, the BOCA tool should be filled in individually, and you should not exchange your views with other participants while doing it.
- The BOCA tool is supposed to be customised to your particular NS/branch and, if required, translated into local language. Should you nevertheless feel that some of the topics do not apply to your specific branch or should you not have any idea about how to answer a particular topic just put a question mark or "NA" (which means not applicable or no answer) in the scoring column at the right side.
- The BOCA matrix has 34 topics which must be answered by choosing an indicator. There are six indicators to choose ranging from A, the lowest, to F, the highest. They are presented in steps: B is better or more demanding than A, C is more difficult to reach than B, etc. An indicator can only be selected if the branch meets all elements and conditions captured in the description. Thus, all elements written in an indicator must be fulfilled before it is selected. You can only select the next level, if all elements of the previous level have been fully met.

  Some indicators (B, D, F) include a description, while others (A, C, E) are blank. You should use the written descriptions to guide your selection. It is recommended that you start from topic B and work upwards to ensure each aspect mentioned in the topic is fulfilled and reflects the reality in the branch before you move up. If you find that you fall in between two written indicators e.g. you satisfy all the requirements of indicator B of a certain topic, but you only satisfy some of the requirements of indicator D of the same topic, then you select the blank indicator in between (in this example, indicator C), and specify where you perform better compared to B and/or where you perform less compared to D.
- Afterwards you will discuss all 34 topics with the rest of the group to reach a consensus on all of them. A facilitator will assist you and the rest of the assessment team by ensuring everyone's input is heard, by clarifying any issues and by supporting the process.
- After the group has reached consensus on the topics, you will be asked to prioritize which key areas to take action on.
- After the prioritization, the facilitator will lead you through a planning process to formulate concrete activities to strengthen branch performance.

Topics	A	B	C	D	E	F	A-F
Core capacity: TO EXIST	The branch has the legitimacy and a presence that allows it to serve its beneficiaries well						
1. Seven Fundamental Principles of the Red Cross and Red Crescent Movement							
Are the seven Fundamental Principles known and consistently applied by all the branches; governance, volunteers and staff (if applicable)?		Some branch board members, volunteers, and staff (if applicable) know the seven fundamental principles.		Majority of branch board members, volunteers and staff (if applicable) know and understand the seven Fundamental Principles. They are able to explain these correctly, understand what they mean in their work and how to apply them within their context. Majority of branch interventions are aligned with the seven Fundamental Principles.		All branch board members, volunteers and staff (if applicable), know and understand the seven fundamental principles well and consistently act in accordance with them. Branch interventions are always aligned with the seven Fundamental Principles. Serious violations of the Fundamental Principles are immediately addressed and appropriate consultation with headquarters to clarify the situation is conducted. The branch board members and staff (if applicable), disseminate the Fundamental Principles to the external stakeholders.	
2. Emblem							
Is the emblem correctly understood and used?		Volunteers and staff (if applicable) have a basic understanding of the emblem and how it can be used. The logo used by the branch is based on the NS logo.		Most volunteers and staff (if applicable) have a good understanding of the emblem and how it can be used. Misuse of the emblem by branch volunteers and staff (if applicable) and external actors (e.g. pharmacies, organizations, doctors) is acted upon appropriately.		All volunteer and staff (if applicable) have a good understanding of the emblem and how it can be used. The branch actively promotes correct use of the emblem externally.	
3. Membership base							
Does the branch have a strong membership base?		Branch occasionally makes efforts to improve the number of members. Branch has records of its members.		Branch membership base and involvement is satisfactory. Branch has relevant and up-to-date records of its members. Branch undertakes membership recruitment campaigns every year. Branch membership to a large extent reflects the diversity of the general population (age, ethnicity, religions, gender, HIV status, disability, locality).		Branch is successful in retaining members. Branch has membership records disaggregated by gender and age. Branch actively gives members opportunities to influence and engage. Branch has diversified membership types e.g. youth, adult, corporate, life membership etc.) Branch membership reflects the diversity of the population.	
4. Branch General Assembly							
Do members of the branch General Assembly (GA) have the opportunity to influence the GA agenda and decision making and how well is the GA attended?		Branch GA has been held at least once in the last three years. When the branch GA is held, its attendance is usually meeting the minimum quorum requirement.		Branch GA is organized according to the NS statues, procedure and schedule and members have opportunity to influence the agenda and put forward proposals for GA decisions – which they sometimes do.		The agenda and minutes of the previous branch assembly are shared well in advance with all GA members.	

Topics	A	B	C	D	E	F	A-F
		Decisions of the branch GA are sometimes recorded or actively followed up on.		Branch GA attendance is above the NS Statutes quorum requirement. Minutes of the branch GA are always taken and decisions usually acted upon.		There is a lot of opportunity for GA members to give input to the new agenda and to put forward proposals for decisions – and they often do – and appropriate action is taken. Branch GA is very well attended.	
5. Branch Governing Board							
Is the branch Governing Board elected as per the NS Statutes, and are branch Governing Board members taking an active role in decision making and monitoring of branch activities?		The branch Governing Board is elected in compliance with the NS Statutes. Some Governing Board members are active. Decisions of the branch Governing Board are occasionally recorded.		Frequency of Branch Governing Board meetings are based on the NS minimum requirement. Minutes of meetings are taken, approved and followed up. The majority of the board members are present in these meetings. Board members are involved in monitoring of branch activities.		Branch Governing Board meets in accordance with the Statutes and whenever needed. They take well informed decisions and monitor regularly. Board members are knowledgeable about the existing humanitarian challenges and how branch activities relate to them. They consult and guide branch management, participate in annual planning meetings and are active in resource mobilization and networking.	
6. Branch Planning							
Does the branch know and apply the NS Strategy and its accompany strategic plan? Does the branch have an annual plan which is in line with the NS strategy, and which is guiding the priorities of the branch?		Branch board members and staff (if applicable) have some knowledge of the current NS Strategic Plan. The Branch has an annual activity plan/operational plan for some of its services/activities.		Most branch board members and staff (if applicable) have good knowledge of the current NS Strategic Plan. All branch staff (if applicable) and focal persons/ volunteers understand and apply the Strategic Plan as the main guidance for their activities and service. Branch activities are in line with the NS strategic plan. An annual plan is in place and to a large extent in line with the NS strategic plan. The annual plan guides most activities of the branch and services.		Branch has translated the NS Strategic Plan to its local context, and defined its priority activities, services and approach. A high quality, realistic and well developed annual plan is in place, which is fully in line with the NS strategic plan. Branch plan is fully implemented and guides all activities and services.	
7. Autonomy							
Does the branch have autonomy in the choice of its board members, set-up of local (sub-branch) structure, branch activities and working approaches? * *For this topic, you have to read all three indicators and decide which one describes your branch, not start with B.		Local authorities have strong influence on the composition of branch Governing Board. Some form of approval is needed from local authorities for selecting and undertaking branch activities.		Branch can elect its leaders after consultation with the local authorities. Local authorities have little but still some influence on the structure, activities and/or approaches of the branch.		Branch can elect its own leaders without the obligation for prior consultation with local authorities. Branch can decide on its structure, activities and/or approaches independently; there is no need to seek approval from local authorities.	

Topics	A	B	C	D	E	F	A-F
Core capacity: TO ORGANIZE	The branch has the organizational systems and resources in place to allow it to function effectively and efficiently.						
HUMAN RESOURCES							
8. Safety and security							
Does the branch take adequate measures to ensure the safety and security of its volunteers and staff (if applicable)?		Occasionally, some measures are put in place to ensure the safety and security of volunteers and staff (if applicable).		Major safety and security incidents are reported to appropriate level according to the NS's minimum security requirements and are acted upon. All equipment essential for the safe performance of tasks by volunteers and staff (if applicable) are provided. All volunteers on duty are insured against accidents while on duty. NS regulations (e.g. safety and security regulation, staff regulations, Code of Conduct) related to safety and security are known and applied by all volunteers and staff (if applicable). The branch has a designated security focal point.		Safety and security is clearly reflected in all plans and activities and proactively review through an established process. Compliance of NS safety and security related regulations and security framework are regularly monitored and enforced.	
9. Staff (if applicable) management							
Does the branch follow NS human resources (HR) policy and guidelines, and put them into practice?		The branch has some knowledge of NS HR policy and guidelines. There are some opportunities and resources available to address staff development. All staff receive basic induction training.		NS HR guidelines exist and are put into practice. They may include and are not limited to cover:- • recruitment procedures • performance appraisal • compensation and insurance • training and development. Clarity on the roles and responsibilities of the staff. Alignment of staff knowledge and skills with job description. Gender and diversity focal person has been designated at branch level. Performance appraisal measures, attitude to non-discrimination and social inclusion.		Trained staff members are role models. The existing work ethic is very positive. They share their knowledge and expertise with volunteers. Roles and responsibilities are formalized and adhered to. Recruitment is open, fair and actively seeing diversity.	
10. Volunteer recruitment							
Does the branch effectively recruit volunteers and provide relevant training opportunities?		The branch makes some effort in recruiting volunteers. All volunteers have received basic induction training.		The branch makes a proactive effort in recruiting volunteers to ensure a gender balance and that diverse groups from the community are represented.		The branch successfully recruits new volunteers ensuring a gender balance and the inclusion of diverse groups from the community.	

Topics	A	B	C	D	E	F	A-F
				The branch has sustainable volunteer base for activities not being dependent on external funding. Majority of volunteers are given basic induction. The volunteers are provided sufficient trainings to carry out their tasks. The branch has identified volunteer tasks that contribute to the annual plan. Majority of core volunteer activities are designed and carried out by volunteers working five hours per week or less in normal circumstances. The majority of new volunteers are given activity opportunities as soon as they are recruited. Youth members (RC youth, junior, youth clubs) are proactively provided with volunteering opportunities.		Volunteers and youth (if applicable) are given opportunities to contribute according to interest, knowledge and capacity. Non-traditional ways of volunteering are explored and implemented. Majority of volunteers are given advance basic induction. The branch has skilled volunteers to support key branch functions. All core volunteer activities can be carried out by volunteers working five hours per week or less in normal circumstances.	
11. Volunteer recognition and retention							
Has the branch an existing effective system for volunteer recognition and retention?		There is a system for providing proper guidance and support for volunteers. The branch is aware of the NS's volunteering policy and its implementation guide. Volunteers are occasionally recognized for their work. The branch has a designated volunteer focal point.		Majority of volunteers receive direction and support to fulfil their roles. Volunteers are regularly and systematically recognized for their work. Volunteers are given development opportunities. The NS's volunteering policy and its implementation guide are followed at branch level. The branch follows the NS volunteer recognition guidelines. Volunteer retention is acceptable.		The branch has a recognition system that support volunteer's personal development and systematic branch development. The branch contributes to the further development of a NS volunteer recognition system. Volunteers feel adequately recognized. Volunteer retention is high.	
12. Volunteer records							
Does the branch keep a record of its volunteers and is the data utilized?		The branch gathers some data about its volunteers.		Branch has basic information about their volunteers and all the data available are up-to-date. This includes volunteers who leave the branch. Volunteer data is disaggregated based on gender and age. The data is shared with the NS headquarters.		There is an effective system for recording volunteer details, cataloguing skills with relevant experience and trainings completed. The data is utilized for volunteer recruitment, recognition and retention purposes as well as for broader planning and for operational purpose.	
13. Youth Engagement							
Does the Branch ensure Youth Engagement?		Branch makes effort in creating youth-led structures. Branch has record of how many Youth they have.		Elected Youth Leaders represent their peers and voice youth issues throughout he Branch Governance structure.		Branch facilitates and supports participation in local youth networks platforms.	

Topics	A	B	C	D	E	F	A-F
		Branch provides relevant learning opportunities for young people so that they embrace humanitarian values, learn how to effectively advocate, and acquire inter-personal and life skills to serve diverse communities.		Branch has youth data, disaggregated with gender and age, and share with headquarters. Youth are given safe environment and support to implement their own initiatives.			
14. Diversity							
Do branch volunteers and staff (if applicable) reflect the diversity of the communities (e.g. different age, ethnicity, religions, gender, HIV, disability, and locality, etc.)?		Branch make some effort to include all diversified groups. The branch has some knowledge on who are under-represented groups.		In general, volunteers and staff (if applicable) reflect diversity of the community. Some measures are in place to promote recognition of under-represented groups.		The different composition in the geographic branch area is well reflected among volunteers and staff (if applicable). Diversity exists in HR composition at all levels, including branch Governing Board membership. Effective mechanisms are in place to realize and sustain a diversified volunteer and staff (if applicable) composition.	
INFRASTRUCTURE							
15. Infrastructure							
Does the branch have sufficient office and working space, means of transport, means of communication and other assets in relation to its needs?		Branch has access to working space. Branch has access to transport means to conduct its essential activities. Branch has basic equipment and means of communication.		Branch has secured working space – owned, rented or provided for free - which fulfils its needs. Branch has access to sufficient means of transport and equipment in reasonable and good condition to conduct its essential activities.		Branch has secured a working space–which fulfil its needs in the long term. Branch has sufficient access to transport means to fully cover all its activities. Working space and transport means facilities are insured and maintained. It has excellent equipment and means of communication to conduct its activities effectively.	
FINANCE							
16. Financial Management							
Does the branch carry out financial management in line with the NS financial procedures?		Cash and bank reconciliation is done regularly. Financial focal person is in place. Branch has financial management practice in place. Branch Governing Board receives financial oversight.		Cash and bank reconciliation is conducted on a monthly basis and corrective action taken if required. Financial management practice is in line with the NS procedure. Financial Transactions are authorized according to the procedure. Segregation of duties is defined and applied. Branch Governing Board has financial oversight.		Surprise cash and bank reconciliation verifications are done and corrective measures taken. All NS financial procedures are followed by all consistently. The branch conducts financial audit according to the NS regulations.	

Topics	A	B	C	D	E	F	A-F
Budgeting and cost efficiency							
17. Does the branch develop an annual budget, and does this budget specify the minimum administrative costs for the branch to function?		Branch has an annual budget. Branch has identified its minimum administrative costs.		Annual budget is realistic, aligned with annual operational plan and based on the expected income. The annual budget has been approved by the branch Governing Board. Minimum administrative costs are specified. They represent 30 percent or less of the total budget.		Branch monitors its performance against the annual budget at least on a quarterly basis and revised budget, if necessary. Minimum administrative costs are lean and realistic compared to the total budget. They represent 15 percent or less of the total budget.	
Financial information system and reporting							
18. Does the branch undertake financial bookkeeping and produce financial reports?		Branch has a financial bookkeeping system. Branch produces financial reports.		Branch has a good financial bookkeeping system in place that enables complete financial transaction recording. Volunteers and staff (if applicable) involved in finance & accounts have the required skills to handle all financial bookkeeping and reporting tasks. Branch provides timely, at least quarterly, financial income and expenditure reports regarding its running costs and activities and present them to the relevant governance body for approval.		Branch's financial system is computerized and integrated with the NS system. Financial information is well documented. Corrective actions are taken, in case of underspending and reported in transparent manner. Quarterly financial reports also include comparisons to planned budgets and to projections for the next period. Financial information is consolidated in branch activity reports and is used as basis for financial expenditure vis-a-vis realized activities and output.	
ADMINISTRATION & LOGISTICS							
Records management							
19. How does the branch store and make use of relevant information?		Branch has a very basic filing system for legal documents, policies, financial records, assets, contracts, agreements and files for volunteer and staff records (if applicable).		Branch uses an information management system, either on paper or in a simple computerized system, for all its relevant data and records. Information can be found easily. Branch follows the guidelines on the storing of and access to sensitive and confidential records/documents.		Branch has a computerized management information system that covers all its information needs, and which is actively used by well trained staff (if applicable) and volunteers. Back-ups are made regularly and stored at safe place. The system fulfils an important role for the institutional memory of the branch and for learning and improvement of its performance.	
Logistics							
20. Does the branch follow the NS logistics procedures?		Branch has understanding on logistic components (warehousing, procurement, fleet) Relevant logistics procedures of the NS are understood.		Relevant logistics procedures are in place and followed. Branch has logistics focal point and who is trained.		Branch has computerized relevant logistics system and shares the data with the Headquarters. Branch organize logistic training for volunteers/staff by the trained person and/or in coordination with NHQ.	

Topics	A	B	C	D	E	F	A-F
PMER							
21. Activity identification							
How does the branch identify its regular activities (external funded activities not included)?		Branch activities are sometime based on a needs assessment and with involvement of intended communities and beneficiaries.		Branch identifies and plans its activities based on a participatory needs assessment. This includes consultation with intended communities and beneficiaries. The needs assessments capture possible vulnerabilities of specific groups in the community.		Participatory needs assessment forms the bases for service design and planning. Needs assessments are gender and diversity sensitive. Relevant local stakeholders have been consulted on priority needs of most vulnerable people. Vulnerability is always guiding the selection of the target areas and beneficiaries.	
22. Planning, Monitoring and Evaluation							
How does the branch monitor its results and activities and adjust accordingly?		Branch discuss and agree on plans for their activities. Branch occasionally discusses the progress and achievements of its activities.		All plans clearly identify who is responsible and expected results are linked with the budget. Branch monitors the progress of most of its activities in a systematic way and compares to expected results under plans. Monitoring data is disaggregated according to gender. If expected result is not achieved, in most cases, appropriate actions are taken. In the majority of activities, beneficiary satisfaction is regularly checked and acted upon. Branches follow their NS's Evaluation requirements.		All plans carry indicators to measure results. Branch monitors results of all plan in a systematically manner and tracks progress against indicators. Monitoring data is disaggregated according to gender and age. Monitoring data is reflected in relevant branch reports. Mechanisms on accountability to beneficiaries are in place (e.g. complaints and feedback mechanisms). Beneficiary satisfaction results are used to improve quality of all service delivery. Evaluation results are actively used for leaning and improvement.	
23. Reporting							
How does the branch report about its performance?		Branch reports annually about its performance to the headquarters. When reporting, the information given is basic: providing mainly numbers in activities conducted. Reports capture basic information such as actions related numbers (e.g. number of beneficiaries reached, volunteers trained, etc.).		Branch reports, approved by the branch Governing Board, are submitted in a timely manner to the headquarters according to the NS requirements. Reports always include: • achievements against expected results; • financial overviews; • number of beneficiaries reached disaggregated by gender.		Reports are shared with stakeholders according to agreed procedures. Financial and narrative reports are linked and assessed against plan and budget. Beneficiary data in reports is disaggregated according to age.	

Topics	A	B	C	D	E	F	A-F
Core capacity: TO RELATE AND TO MOBILIZE	The branch invests in constructive, formal and informal dialogue and partnership with its stakeholders, and mobilizes the necessary human, financial and material resources in a planned and sustainable way.						
INTERNAL COMMUNICATION & DECISION MAKING							
24. Information sharing and decision making							
How does branch leadership consult with volunteers, members and branch staff (if applicable), share information with them and involve them in decision making?		Occasionally, branch leadership provides information on its activities to the volunteers, members and staff (if applicable).		Regularly, branch leadership informs volunteers, members and staff (if applicable) about its affairs and usually involves them in planning and decision making. Branch exchange information with higher/lower tiers in NS structure.		Volunteers including youth, members and staff (if applicable) receive all the information that is relevant to their needs. They are systematically involved in planning and decision making where appropriate. Branch exchange information with peer branches.	
EXTERNAL RELATIONSHIPS							
25. External coordination							
Does the branch regularly consult, collaborate and coordinate with local authorities and other local stakeholders?		Branch sometimes is in contact with local authorities and other local stakeholders. Branch occasionally checks for Stakeholders' satisfaction over its activities.		Branch occasionally discusses with local authorities and other stakeholders about its activities, priorities and humanitarian needs. Stakeholders' satisfaction is regularly checked and discussed at branch meetings, and used to improve branch performance.		Branch has frequent formal and informal meetings with local authorities and other stakeholders to coordinate priorities and gaps in the delivery of public services and to determine how and where the branch can add value. Stakeholders are part of the planning and implementation of all interventions.	
EXTERNAL COMMUNICATION							
26. External communication and humanitarian diplomacy							
Does the branch disseminate its mandate, mission, and activities; and advocate in the interest of most vulnerable groups?		Occasionally, branch shares information about its activities with some stakeholders (e.g. public at large, media, local authorities, other humanitarian actors). When requested, branch speaks about issues affecting vulnerable groups.		Branch regularly shares information to stakeholders on its work in emergencies and development. Branch board members are involved in influencing local decision-makers in the interest of the most vulnerable, and to enhance partnerships.		Branch strategically communicates with their stakeholders and keep them inform regarding its mission and activities. Branch pro-actively seeks opportunities to advocate for the most vulnerable and inclusion of marginalized groups, to profile its own achievements, and to access relevant information. Branch is regularly called upon as a local expert.	
27. Community involvement							
Do beneficiaries and community members contribute to branch activities?		Occasionally beneficiaries and community members participate in implementation by providing labour and/or time, money, materials. People living in the target communities are sometimes recruited as volunteers and involved in branch activities.		Beneficiaries and community members contribute significantly to implementation by providing labour and/or time, money, materials. The branch usually involves beneficiaries and community members in planning and implementation of most activities.		Beneficiaries are actively involved in needs assessment, design of activities, implementation, monitoring and evaluation. Volunteers living in the target communities are involved in planning, implementation, evaluation and further improvement of branch activities.	

Topics	A	B	C	D	E	F	A-F
				People living in the target communities are regularly recruited and involved in the implementation of branch activities. Activities are designed to enable community volunteers to deliver them effectively.		Branch appreciates and facilitates their continued key-involvement.	
28. Diversity in Resource Mobilisation							
Does the branch undertake different types of resource mobilization (RM) and is it receiving support from different sources?		Branch conducted RM activities recently. Branch is able to raise resources in cash and kind to cover some administration cost.		During the recent years, some progress has been made in RM activities. Focal point for RM is in place. At least two different types of local RM are achieved. Branch is able to raise resources in cash and in kind sufficiently to cover for its administration cost and one core activity.		During the recent years, good progress has been made in RM activities. More than three different types of local RM are established, which could sustain activities and the coverage of the branch's administrative costs. Branch is able to raise resources in cash and in kind for more than its required administrative cost and more than one core activity. Branch shares its RM experiences with other branches and headquarters.	
29. RC network at grass root level							
Does the branch have local RC structures at community level? Note: Structures might entail sub-branches, RC groups etc. at community level.		Branch has some active local RC structures.		There are various locally active RC structures. Branch structure ensures geographical-wide reach; and new RC structures are established when required.		Many RC structures are actively involved in initiating and implementing activities. They continue to be active for as long as needed. Branch structure ensure geographical-wide reach in an efficient and timely manner. Branch sustain and improve its local RC structures.	
Core capacity: TO PERFORM	The branch delivers a range of sustainable activities that are perceived as relevant, appropriate (timely and of high quality, in line with its mandate) and sufficient by communities and other stakeholders.						
30 Sustainability of activities							
How does the branch address sustainability of its long term development activities and the desired results? Note: Emergency/relief interventions are NOT considered here unless there is a chronic issue (annual floods, cyclone, etc,).		Branch occasionally plans how the activities can be sustained for as long as needed.		For the majority of the activities the branch plans how they sustain as long as needed		Branch systematically plans how the activity can be sustained for as long as needed, including after the branch support ends. These plans include capacity building of the beneficiaries/local communities. After the branch support ends, the activities are owned by beneficiaries/local communities.	

Topics	A	B	C	D	E	F	A-F
31. Adapting to differing needs and priorities							
How familiar are volunteers and staff (if applicable) with adaptation of activities according to different needs and priorities of beneficiaries?		Branch volunteers and staff (if applicable) have some awareness about gender and diversity issues. This information is used to inform some branch activities.		The branch regularly informs (including training) volunteers and staff (if applicable) about gender and diversity issues including minimum standard commitments. Volunteers and staff (if applicable) receive training on tools issues in its activities.		All volunteers and staff (if applicable) incorporate gender and diversity in their area of work. Measures are in place to address gender based violence.	
Core Capacity: TO GROW	The branch is successfully pursuing to do more, to do better and to reach further.						
32. Learning and adaptation							
How does the branch learn and adapt to changes in its external environment in order to improve its performance?		Branch sometimes analyse and document lessons learnt from previous activities. Branch reviews its activities if requested by an external stakeholder or the headquarters.		Branch gathers information about trends in the external environment. It uses the information to adapt its work to changing circumstances. Branch regularly uses recommendations from reports to improve its work.		Branch collects systematic relevant information, to adapt its operating procedures, approaches and activities to changing circumstances. It regularly conducts reviews/evaluations for learning purposes. Recommendations are discussed and used to improve branch practices.	
33. Conflict resolution							
How does the branch deal with differences in opinion and potential areas of conflict inside its own organisation?		Difference in opinion is expressed informally. Some attempts are made for conflict resolution. There is some knowledge at branch level about relevant NS procedures on conflict resolution.		Branch has environment where the disagreements are respected and conflict primarily solved between those involved. There is knowledge at branch level about relevant NS procedures on conflict resolution. The procedures are followed.		Conflicts are addressed and solved in a systematic and swift manner.	
34. Support to NS growth							
Does the branch contribute to the overall growth of the NS?		Branch understands the need to contribute to the NS overall. Branch provides some support to sub-branches. Branch has some contact with branches from other regions.		Branch responds to requests for inputs into NS policy formulation and strategic agenda. Branch shares knowledge and resources, whenever possible, to support the NS growth and service delivery. Branch provides consistent support to its sub-branches. Branch has established good working relations with branches from other regions.		Branch proactively gives input to NS policy formulation and strategic agenda. Branch actively facilitates collaboration amongst its sub-branches. Branch has supportive relationship with other branches and provides peer support when requested.	

Myanmar Red Cross Society

Palestine Red Crescent Society

Attachment Z
Section 2 – Explanatory Notes to BOCA Matrix

Malaysian Red Crescent Society
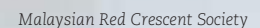
Introduction and Acknowledgment

In the course of conducting the Training of BOCA Facilitators and thereafter supporting the conduct of BOCA exercises, all our BOCA Facilitators expressed the need for support in understanding each and every indicator of the BOCA Matrix. We agree this is a fair request. While the BOCA Facilitators are there to basically facilitate the process, it always happens that during the process of facilitating, they will be asked for clarification on what a specific indicator means especially in the context of the branch where the BOCA exercise is being held. In many instances, this situation has become challenging considering that our BOCA Facilitators come from different disciplines e.g. disaster management, health, organizational development, youth, local governance. The scope of the BOCA matrix usually goes beyond the expertise of a BOCA Facilitator.

Thus came this ambitious mini-project of developing a detailed explanatory notes that will accompany the BOCA matrix.

We had the option of getting an external consultant to write the explanatory notes by herself/himself but we hesitated because we wanted the "notes" to be practical, simple and fully nuanced to the Red Cross Red Crescent context. It was also challenging to find one who knows all the indicators in the matrix.

As an approach therefore, we asked experts on the specific subject matters to contribute in explaining the BOCA matrix indicators. Special thanks to our colleagues from: Bangladesh Red Crescent *(Kamrul, Shahin, Rifat, Afroza)*, Malaysian Red Crescent *(John Lam, Albert)*; the IFRC Country Cluster Support Teams in Delhi *(Bhavesh)*, Bangkok *(Kumju)*, Suva *(Sana)*, Jakarta *(Flo)*; the IFRC Country Office in Bangladesh *(Durjoy)*; the IFRC regional office in Kuala Lumpur *(John, Naomi, Chrissy, Pernille, Yati, Sumi)*; the Secretariat in Geneva *(Ian, Roger F, David, Marcel)*; the Norwegian Red Cross *(Anne Merete, Omar)* and the Netherlands Red Cross *(Frank)*. Without these individuals, we will not be able to come up with this important accompaniment to the BOCA Matrix.

This mini-project within the overall BOCA initiative greatly benefitted from the efforts exerted by BOCA Facilitator Mr. Kamrul Hasan, Bangladesh Red Crescent Senior PMER Officer. He has become the de facto project co-lead, actively collaborating with the IFRC Asia Pacific NSD Unit in consolidating all contributions and writing some himself.

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Indian Red Cross Society

| Core capacity: TO EXIST | The branch has the legitimacy and a presence that allows it to serve its beneficiaries well |

Topic 1: Seven Fundamental Principles of the Red Cross and Red Crescent Movement

Are the seven fundamental principles known and consistently applied by the whole branch; governance, volunteers and staff (if applicable)?

Why this topic is important?

An expression of values and accumulated experience distilled from the Movement's work over the previous century, the Fundamental Principles serve as a framework for the action and organisation of the Movement and are central to its common identity and purpose. They express the very reason for its existence, inspire and influence all it does, and are the pivotal point of all RCRC thinking and policies, informing decision-making and giving directions for action. The Statutes of the Movement underscore the obligation of all the components of the Red Cross Red Crescent Movement to act at all times in compliance with the Fundamental Principles. The Seville agreement (Agreement on the organization of the international activities of the components of the International Red Cross and Red Crescent Movement) recalls that National Societies have a key role to play in upholding and disseminating the Fundamental Principles within their own country; they need to be able to explain their programs, actions and operational procedures in light of the underlying principles and values which direct these actions.

For the RCRC, good knowledge or thorough understanding of the Fundamental Principles, their effective application on the ground and dissemination of the Principles outside of the RCRC, is of vital importance. As such, the Fundamental Principles are a primordial topic as they are key to: (i) having access to the most vulnerable, (ii) securing the safety of RCRC volunteers and staff, (iii) upholding the reputation, credibility and confidence topics to the RCRC, (iv) positively impacting on the quality of RCRC work, (v) safeguarding a NS's integrity and (vi) demonstrating the RCRC Movement's leadership in principled humanitarian action. Furthermore, living the Fundamental Principles or walking the talk is a pre-condition for effectively inspiring a transformation of mind-sets, attitudes and behaviour towards a culture of nonviolence and peace in the community (Strategic Aim 3 of Strategy 2020).

What is the meaning of the indicator in each level and why are these important? How does it build from one level to the next with F as the ultimate desirable situation?

	Indicator	Meaning (definition, how to measure)
A		*It means that branch have not completed or reach the level of B. A is left vacant intentionally so that if a NS has only a portion of B, then they are not in B but A.*
B	Some branch board members, volunteers, and staff (if applicable) know the seven fundamental principles.	Note the word **"some"**. This means below 50%. Of the board members, volunteers and staff, what proportion of them know the Fundamental Principles? As a facilitator, you can randomly ask the participants "what are the 7 Fundamental Principles?" Note that this level only asks for **"know"**. If they are able to recite the 7FP and are certain that their boards, volunteers and members do know as well, the situation complies with this level.
C		*It means that branch have not completed or reach the level of D. Write here the things not met in D to remind you of what needs to be done by branch.*
D	Majority of branch board members, volunteers and staff (if applicable) know and understand the seven fundamental principles. They are able to explain these correctly, understand what they mean in their work and how to apply them within their context Majority of Branch interventions are aligned with the 7 Fundamental Principles.	Note the word **"majority of"**. This means that more than half of the board members, volunteers and staff, know the 7FP. At this level, an additional criteria is added, which is **"understand"**. It is not enough to just mention the 7FP but understanding is also required. Most of them are able to explain the meaning of the 7 Fundamental Principles. You can randomly ask participants about *"How can you apply the Principles in your work?"* example of where there are challenges in their application.

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	Indicator	Meaning (definition, how to measure)
E		*It means that branch have not completed or reach the level of F. Write here the things not met in F to remind you of what needs to be done by branch.*
F	All branch board members, volunteers and staff (if applicable), know and understand the seven fundamental principles well and consistently act in accordance with them.	Note the word **"all".** Everyone know and understand the 7 FP. An additional criteria is added here, that is, **"consistently act in accordance with them".**
		To be able to know this, ask the participants for examples on how they or the board, members, volunteers are *acting consistently in accordance with the FP.* You can also ask for examples of how the board, volunteers, members and staff are not consistently *acting in accordance with the 7 FP. With these examples, you can then ask them whether they have accomplished this first element.*
	Branch interventions are always aligned with the seven fundamental principles. Serious violations of the Fundamental Principles are immediately addressed and appropriate consultation with headquarters to clarify the situation is conducted. The branch board members and staff (if applicable) disseminate the Fundamental Principles to the external stakeholders.	This means that there is a strong practice of internal dissemination of 7 FPs and all board members, volunteers and staff know, understand them correctly. They do maintain strong adherence with the 7FPs in all their actions. All projects, services and activities that the branch implement are in line with the 7FPs. Branch does not only regularly disseminate the FP to members of the Board, volunteers and staff as well as to the public and relevant authorities, but that in addition it has an internal policy or mechanism to monitor its compliance with the Fundamental Principles. It also means that where non-adherence to the FP by its staff or volunteers is identified, this is immediately reported to NS HQ to be addressed or re-addressed, so as to mitigate any resulting damage.

Supporting documents:

1. *Fundamental Principles of the Red Cross and Red Crescent* (1996, EN)
2. *The Fundamental Principles of the Red Cross, Commentary by Jean Pictet* (1979)
3. *The 7 Fundamental Principles of the Red Cross and Red Crescent Movement, A historical perspective*
4. *Analysis of the 7 Fundamental Principles*
5. *Links between the Fundamental Principles and Policy "On the way to a principled action"*
6. *7 4 7 : 7 skills for 7 Fundamental Principles*, articulating the FP with humanitarian as well as organisational values and intra-personal skills.

Topic 2: Emblem

Is the emblem correctly understood and used?

Why this topic is important?

The Red Cross, Red Crescent and Red Crystal emblems provide protection for military medical services and relief workers in armed conflicts. They are symbols of assistance in times of conflict or disaster. The emblems are also used by National Societies of the Red Cross and Red Crescent Movement in each country for identification purposes. *Article 44 of the First Geneva Convention (12 August 1949)* makes the distinction between the **protective** use and the **indicative** use of the emblems and outlines the general rules governing the two uses.

- **Protective use** – Use of the emblem for protective purposes is a visible manifestation of the protection accorded by the Geneva Conventions to medical personnel, units and transports.
- **Indicative use** – Use of the emblem for indicative purposes in wartime or in times of peace shows that a person or item of property has a link with the International Red Cross and Red Crescent Movement.

Among the factors that most seriously affect recognition for and understanding of our Red Cross and Red Crescent brands is their misuse by third parties who, often, do not realize that they are protected symbols. Pharmacies, veterinarians and medical practitioners often use the emblems to promote their businesses and sometimes – as was the case in some countries during the recent uprisings in the Arab world – tradesmen such as electricians, and even politicians, do so as well. Such misuse may be a form of flattery, as it reflects the credibility and positive associations of the brand; but it undermines the respect to the emblems and the credibility of the Movement and causes brand confusion. As the emblems are protected by the Geneva Conventions, third parties are in fact breaking international and, most often, domestic laws by using them. Often, a simple letter to the person or business in question, bringing the matter to their attention and asking

them to discontinue using the emblem, is all that is needed. Dealing with these sorts of misuse of the emblem should not be an onerous task for National Societies with few resources, as it is usually not an expensive or complicated process. Every National Society should be vigilant in this regard as emblem protection and its brand positioning in the country can be significantly affected by instances of misuse.

	Indicator	Meaning (definition, how to measure)
A		*It means that branch have not completed or reach the level of B. A is left vacant intentionally so that if a NS has only a portion of B, then they are not in B but A.*
B	Volunteers and staff (if applicable) have a basic understanding of the emblem and how it can be used.	To protect misuse of emblems by others, the staff and volunteers of the branch need to have at least basic level of understanding about the RCRC emblems and its use.
	The logo used by the branch is based on the NS logo.	If the branch has a separate logo that should be based on the logo of the NS.
C		*It means that branch have not completed or reach the level of D. Write here the things not met in D to remind you of what needs to be done by branch.*
D	Most volunteers and staff (if applicable) have a good understanding of the emblem and how it can be used.	Note the use of the word **"Most"**. Majority of staff and volunteers have good knowledge and understanding about RCRC Emblem and its use. They know the distinction between Protective and Indicative use of Emblem. They also have idea/understanding about the respective logos of parties/actors who misuse RCRC emblem frequently.
	Misuse of the emblem by branch volunteers and staff (if applicable) and external actors (e.g. pharmacies, organizations, doctors) is acted upon appropriately.	The branch takes actions if they find any misuse of RCRC emblems by internal (e.g staff, volunteers, members) and by external actors like doctors, pharmacies, ambulances, hospitals etc. The branch notify them about the misuse of RCRC emblem and request them to stop using the logo. The branch sends letter to the actors who misuse the emblem.
E		*It means that branch have not completed or reach the level of F. Write here the things not met in F to remind you of what needs to be done by branch.*
F	All volunteer and staff (if applicable) have a good understanding of the emblem and how it can be used.	Note the use of the word **"All"**. All of the staff and volunteers have good knowledge and understanding about RCRC Emblem and its use. All of them know and understand the distinction between Protective and Indicative use of Emblem. They also have idea/understanding about the respective logos of parties/actors who misuse RCRC emblem frequently.
	The branch actively promotes correct use of the emblem externally.	Note this additional element. The branch takes active and regular measures among external stakeholders for promoting the correct use of emblem. They do organize campaign on a regular interval to raise awareness about protecting misuse and promoting correct use of RCRC emblem.

Supporting documents

1. Emblem Misuse – Management Document, RCRC Branding Toolkit
   https://fednet.ifrc.org/en/resources/communications/communication-tools/brand/red-cross-and-red-crescent-branding-toolkit1/emblem-misuse-management/
2. Red Cross Red Crescent Red Crystal Emblem – Design Guideline
   https://fednet.ifrc.org/PageFiles/87713/RCRC%20emblem%20guidelines%20EN.pdf

Topic 3: Membership Base

Does the branch have a strong membership base?

Why this topic is important?

The members of a National Society form the basis of its organization. They are responsible, through a system of grassroots representation, for the governance of the National Society. The members therefore determine its policies and its long-term objectives. In another perspective, membership is one of the most effective way for the branches and as a whole National Society to generate unrestricted funds, through the membership fees.

Membership of the National Society must be open to all. The National Society shall not withhold membership on grounds of race, sex, class, religion or political opinions. This requirement is

explicitly set out in the Fundamental Principle of Unity and in the ten conditions for recognition. The mission of a National Society is to alleviate suffering, wherever it is found, without any kind of discrimination. The National Society should therefore be aware of the different forms of suffering within its country. This knowledge can be obtained through the members of a National Society, who can influence its governance and thereby address such suffering. It is therefore crucial for all the stakeholders in the country to be represented in the membership of the National Society; young and old, rich and poor, men and women, underrepresented religious and ethnic groups etc. Through its members, the National Society is able to keep track of the needs of the community and provide assistance in an impartial manner. As may be concluded from the above, it is vital that all groups in the population be represented in the membership of the National Society. For the same reason, it is recommended that the National Society not limit its membership to nationals. National Societies may, however, be forced by national laws to accept only nationals as members. In such cases they should establish the possibility for non-nationals to participate in the work of the National Society as non-voting volunteers. The principle of fair representation of the membership furthermore implies that the membership fee (if any) is not set at such a level as to exclude de facto certain groups of the population from membership. It does not follow from the above that the National Society should not be able to exclude a member. On rare occasions, serious circumstances may necessitate the expulsion of an individual member (e.g. in case of abuse of National Society funds for personal gain). The statutes must establish a fair procedure for expulsion, specifically which person or body has the right to expel a member and the grounds upon which expulsion may be pronounced. These grounds must be clearly and exhaustively described either in the statutes or in other internal regulations, and must be of a serious, but not discriminatory nature. The member must be promptly informed of the grounds for expulsion in writing and have the right to appeal either to a higher body in the National Society or to an external court or ad hoc tribunal.

Rights and duties of members
Members have the following duties:
- to adhere to and disseminate the Fundamental Principles;
- to promote the work of the National Society;
- to recognise and obey the statutes ;
- to pay the annual subscription;
- to participate actively in the work of the National Society.

Members have the following rights:
- to elect and be elected to the governing bodies;
- to participate and vote in the meetings of the local assembly and, if elected, in the assemblies of higher levels of the organization;
- to present proposals and raise issues with any authority in the National Society

	Indicator	Meaning (definition, how to measure)
A		*It means that branch have not completed or reach the level of B. A is left vacant intentionally so that if a NS has only a portion of B, then they are not in B but A.*
B	Branch occasionally makes efforts to improve the number of members.	Branch is not so active in taking initiative to increase its members. They do organize member recruitment campaign/drive on ad-hoc and irregular basis.
	Branch has records of its members.	Branch maintains a register to keep records of the basic information of the members.
C		*It means that branch have not completed or reach the level of D. Write here the things not met in D to remind you of what needs to be done by branch.*
D	Branch membership base and involvement is satisfactory.	The branch has decent number of members that commensurate with its constituency, demography and geographical coverage. The members are also active in taking part in different issues related to the branch and its services. They attend the general assembly of the branch regularly and vote to elect its governance.
	Branch has relevant and up-to-date records of its members.	Branch maintains a register to keep records of the necessary and relevant information of the members. They update the information on a regular basis.
	Branch undertakes membership recruitment campaigns every year.	

	Indicator	Meaning (definition, how to measure)
	Branch membership to a large extent reflects the diversity of the general population (age, ethnicity, religions, gender, HIV status, disability, locality).	Branch put emphasis on ensuring diversity among its different types of members which includes gender, disability, age, ethnicity, religion, locality, other minorities or any other diversities of the region.
E		*It means that branch have not completed or reach the level of F. Write here the things not met in F to remind you of what needs to be done by branch.*
F	Branch is successful in retaining members.	Branch should not only have a strong membership base but also is able to retain its members successfully. Successful retention could mean that about 75% of the members are renewed annually. Please note the difference between renewal and new recruitment. If your membership base is 100 at the beginning of the year, then the following year you have 150 members and out of this 150, 30 are members from the previous year and 120 are new members, your retention rate is very low at 30% while you have a high recruitment rate. In this case, you need to examine why people are leaving your organization. If not, it is more likely that your new recruits (the 120), will also leave the organization. You will just keep yourself busy recruiting.
	Branch has membership records disaggregated by gender and age.	Branch maintain a database with information of all its members which is updated on a regular basis. The information of its members are disaggregated at least by gender and age.
	Branch actively gives members opportunities to influence and engage.	There is an enabling environment in the branch for the members to engage themselves in different activities of the branch. They take part to ensure branch interventions and service deliveries are delivered according to the Principles and set criteria. They also put forward their opinions and have the influence over different decisions taken by the branch. They attend the General Assembly and other general meetings regularly and provide input on various issues.
	Branch has diversified membership types e.g. youth, adult, corporate, life membership etc.)	You may ask the participants "What are the membership types in the branch?" Let the partiticipants enumerate. After that, ask them whether they have a diversified membersip type or is it just focusing on adult and youth membership?
	Branch membership reflects the diversity of the population.	You can ask the participants: What is the diversity of the population in your your area in terms of dialects, religion, race/ethnicity, gender, socio-economic status, educational attainment, etc.? After the series of replies, you can then ask the assessment team whether the branch membership reflects the diversity of the population.

Topic 4: Branch General Assembly

Do members of the branch General Assembly (GA) have the opportunity to influence the GA agenda and decision making and how well is the GA attended?

Why this topic is important?

The General Assembly is the body in which all members are represented. This representation is arranged through the branch structure and may be undertaken in different ways. According to the Guidance for National Society Statutes all members can participate in the General Assembly, though this may not always be practical. Another option is to allow each branch at each level to send representatives to the General Assembly. A third option is for local branches to elect their representatives to higher level branches (provincial or regional), who would then in turn elect their representatives to the General Assembly. In any case a fair representation of the members must be ensured.

Since it represents all the members, the General Assembly is the highest governing authority in the National Society and same is the case with the branches. This does not mean that the General Assembly has to approve all decisions related to governance before they enter into force, rather, it implies that the lines of accountability lead to this forum. Many National Societies are under the legal obligation to convene a General Assembly every year. This is a recommendable standard for all National Societies. However, it may not always be practically possible to convene a General Assembly once a year. A General Assembly must, however, be convened at least once every four years.

With the object of ensuring that the National Society's activities extend throughout the whole country, the Governing Board (or the Governing Council) shall establish (or authorise regional boards to establish) local boards, defining the territory allotted to each and delegating such responsibility as it thinks fit for the organization of the National Society and its activities in

that area. At the lowest level of the National Society – branch level, it is suggested that all members should participate at the Assemblies. Members of a National Society form the basis of its organisation and through a system of grassroots representation (fair and democratic election) they determine the National Society's polices and long-term objectives. Each local board shall convene, not less than once a year, an assembly at which all active members shall have the opportunity of meeting to discuss the business of the National Society and electing the local board for the following year.

	Indicator	Meaning (definition, how to measure)
A		*It means that branch have not completed or reach the level of B. A is left vacant intentionally so that if a NS has only a portion of B, then they are not in B but A.*
B	Branch GA has been held at least once in the last three years.	To comply with the first element, the branch must have organized a General Assembly at least once during last three years from the BOCA exercise. Ask the participants: When was your last branch assembly?
	When the branch GA is held, its attendance is usually meeting the minimum quorum requirement.	Quorum is generally defined as 50%+1 of the membership. However, always check the statutes of the NS or the by-laws and rules of the branch on how they have defined quorum. There are instances when quorum is specifically defined in these documents and it is not necessarily 50%+1 e.g. 1/3 of membership; 2/3 of membership. So, it differs.
	Decisions of the branch GA are sometimes recorded or actively followed up on.	Note the use of the word "sometimes". At this level, the branch only sometimes records the decisions of the GA. If the branch is not recording the decisions at all, then they should rate themselves as A. The branch follows up with those decisions at times later on.
C		*It means that branch have not completed or reach the level of D. Write here the things not met in D to remind you of what needs to be done by branch.*
D	Branch GA is organized according to the NS statues, procedure and schedule and members have opportunity to influence the agenda and put forward proposals for GA decisions – which they sometimes do.	The branch follows the NS statutes, guidelines and procedures for holding a GA. Members are allowed to influence the agenda by asking for their comments and suggestions as well as proposed items for GA consideration/decision. Sometimes members provide comments and suggestions.
	Branch GA attendance is above the NS Statutes quorum requirement.	If the quorum required is 50%+1, at this level, attendance should be above this number. Ask how many attended in the last branch assembly.
	Minutes of the branch GA are always taken and decisions usually acted upon.	Note the use of the word "always". The branch takes minutes of the proceedings and records the decisions as resolution of the GA all the time. They take actions to make the decision a reality and use those records as reference.
E		*It means that branch have not completed or reach the level of F. Write here the things not met in F to remind you of what needs to be done by branch.*
F	The agenda and minutes of the previous branch assembly are shared well in advance with all GA members.	When the GA is organized, the branch shares the agenda and the resolution of last assembly with all members beforehand so that they have the time to reflect on it.
	There is a lot of opportunity for GA members to give input to the new agenda and to put forward proposals for decisions - and they often do – and appropriate action is taken.	The branch creates a practice so that the members have enough opportunity to provide input, feedback and comments in the new agenda and proposals for decision in the GA. The members are also sincere to take this opportunity and provide input to the agenda and proposals for decision most of the time. The input, comment and proposals are appropriately acted upon by the branch. Ask for concrete examples from input to action.
	Branch GA is very well attended	The attendance to the branch GA is significantly above the quorum.

Supporting documents

– Guidence for National Societies Statutes (IFRC)
  https://fednet.ifrc.org/en/resources/ns-development/national-society-development/legal-base-of-national-societies/national-society-statutes/guidance-document/

Topic 5: Branch Governing Board

Is the branch Governing Board elected as per the NS Statutes, and are branch Governing Board members taking an active role in decision making and monitoring of branch activities?

Why this topic is important?

Condition 2 of the 10 Conditions for the National Society recognition states: be the only National Red Cross or Red Crescent Society of the said State and be directed by a central body which shall alone be competent to represent it in its dealings with other components of the Movement.

The Governing Board/other governing bodies are the governing authority of the National Society between sessions of the highest deliberative governing body of the National Society such as General Assembly or Congress. The members of the Governing Board should be elected at the General Assembly – representing the National Society membership. In some cases, there might be representatives of the government sitting on the Governing Board. If that is the case, the number should be as less as possible in order to decrease the influence that the government may exercise through this participation, and they should not have right to vote, they should have status of observers or advisers. The number of members of the Governing Boards should be limited so that the Governing Board is able to govern the National Society effectively and meet at regular intervals. At the same time the Governing Board structure should represent diversity of the National Society such as gender, age, geographical, national or language. The Governing Board is accountable to the General Assembly and it is vested with all the powers necessary for carrying out the aims of the National Society. In order to ensure that the Governing Board members act solely in the interest of the National Society, the Governing Board members should sign the Code of Conduct safeguarding them against conflict of interests.

The same is applicable for the Governing Boards at lower structure levels of a National Society such as regional or branch level.

The number of members of branch Governing Boards should be limited and in accordance with the statutes of the NS legal base. According to the Guidance for NS Statutes, each local/regional assembly (or board) shall elect annually a president, vice-president, finance commission, and a secretary and may elect such other officers as it deems necessary for the proper discharge of its functions. At the same time the Governing Board structure should represent diversity of the region such as gender, age, geographical, national or language. The Governing Board is accountable to the Branch General Assembly and it is vested with all the powers necessary for carrying out the aims of the Branch and as a whole the National Society.

The key aspect of Branch Governance is the mandate, conduct and membership. The mandate includes foundation, capacity and performance of the governance. Foundation ensures compliance with policies, safeguards integrity and legal base and accountability to stakeholders. Capacity is the central element in determining the functions of a branch and decision on resource mobilization and use. Overseeing and monitoring overall performance of the branch, defining reporting needs, and ensuring auditing is carried out are the issues dependent on performance of the Governance. Conduct of the branch governance to be defined by the standard procedures, code of conduct and integrity policy. There should be a relation of branch governance to overall NS Governance structure and overall management.

There is strong link between well-functioning governing board and effective implementation of interventions and delivery of services, financial management, communication and coordination, transparency and accountability etc.

	Indicator	Meaning (definition, how to measure)
A		*It means that branch have not completed or reach the level of B. A is left vacant intentionally so that if a NS has only a portion of B, then they are not in B but A.*
B	The branch Governing Board is elected in compliance with the NS Statutes.	The basic requirement for any Branch Governing Board is that it has to be established according to the Statutes of the National Society.
	Some Governing Board members are active.	Note the use of the word "some" at this level. The situation is that only some members of the governing board are active.
	Decisions of the branch Governing Board are occasionally recorded.	The decisions are recorded once in a while, not in a regular manner.
C		*It means that branch have not completed or reach the level of D. Write here the things not met in D to remind you of what needs to be done by branch.*

	Indicator	Meaning (definition, how to measure)
D	Frequency of Branch Governing Board meetings are based on the NS minimum requirement. Minutes of meetings are taken, approved and followed up.	The Governing Board follows up decision and ensures implementation.
	The majority of the board members are present in these meetings.	Majority is more than 50%".
	Board members are involved in monitoring of branch activities.	Board Members monitor and supervise the implementation of Branch activities to ensure effective and efficient delivery of the services. Concrete examples to be given.
E		*It means that branch have not completed or reach the level of F. Write here the things not met in F to remind you of what needs to be done by branch.*
F	Branch Governing Board meets in accordance with the Statutes and whenever needed. They take well informed decisions and monitor regularly.	The meetings of the Branch Governing Board are always held in line with the NS Statutes. They meet also on ad-hoc basis if it is required, especially in time any of emergency or if there is any pressing issue. The Governing Board members individually or through meetings organized with their key stakeholders discuss regularly the branch key issues and based on discussions decisions are made. The decisions of the Board are monitored on a regular basis.
	Board members are knowledgeable about the existing humanitarian challenges and how branch activities relate to them.	The Board Members are aware about the existing humanitarian needs and priorities in the region of the branch. They are able to address those challenges and ensure that activities are designed accordingly.
	They consult and guide branch management, participate in annual planning meetings and are active in resource mobilization and networking.	The Branch Board maintains a good working relationship with management and provides necessary guideline for branch management. They actively participate in the annual planning and budgeting meeting of the branch. They play an active role in fundraising and resource mobilization (cash or in-kind) for successful implementation of the branch plan. They maintain a strong networking with various stakeholders internally and externally.

Supporting documents

– Guidence for National Societies Statutes (IFRC)
– *https://fednet.ifrc.org/en/resources/ns-development/national-society-development/legal-base-of-national-societies/national-society-statutes/guidance-document/*
  – *List of 10 conditions for recognition of National Societies (EN)*

Topic 6: Branch Planning

Does the branch know and apply the NS Strategy and its accompany strategic plan?
Does the branch have an annual plan which is in line with the NS strategy, and which is guiding the priorities of the branch?

Why this topic is important?

Operational planning is the process of determining how the objectives spelt out in the Strategic Plan will be achieved "on the ground". This is done by working through a series of steps, identifying or refining more detailed objectives at each level, linked to the objectives in the Strategic Plan. In order to translate strategic objectives into practical results, the required actions need to be planned (in a work plan) along with their costs (in a budget). And further the work plan must explain how the work will be funded (in a resource mobilization plan) and who will carry out the work. The relationship between strategic and operational planning is also a cyclical process, with the experience from operational planning being used to inform strategic planning, and strategic planning then informing the general direction of operational planning.

Therefore, it is important that, not only the HQ Departments, programs and projects follow the Strategic Plan while formulating the national operation plan, but also that the Branches align their operational priorities and plans with the objectives of the NS Strategic Plan. This requires a clear understanding of the National Society Strategic Plan by branch governance, management, staff and volunteers. Moreover, a practice of annual planning and budgeting, following standard guidelines for planning and budgeting, should be instituted at Branch level to ensure the link with objectives in the Strategic Plan.

	Indicator	Meaning (definition, how to measure)
A		*It means that branch have not completed or reach the level of B. A is left vacant intentionally so that if a NS has only a portion of B, then they are not in B but A.*
B	Branch board members and staff (if applicable) have some knowledge of the current NS Strategic Plan.	This level of indicator demands very basic level of understanding and knowledge on current Strategic Plan of the National Society by some of the Branch Board Members and key staff. The basic level of understanding may be defined as some of them know the period of current SP, can mention few strategic focus and priorities, few major implementation strategies, present the vision or mission etc.
	The Branch has an annual activity plan/operational plan for some of its services/activities.	Besides, the branch has an annual operational/activity plan in place. Not necessary that the annual operational/activity plan is perfect covering all the service and activities, fulfilling planning standards and maintaining the link with NS SP. Just to have an activity plan should be fine to comply with this level of indicator.
C		*It means that branch have not completed or reach the level of D. Write here the things not met in D to remind you of what needs to be done by branch.*
D	Most branch board members and staff (if applicable) have good knowledge of the current NS Strategic Plan.	To comply with this indicator, at least 50% of the board members, staff and other key persons of the branch need to have good knowledge and understanding about the current Strategic Plan of the NS. They know the period of SP, its vision, mission, goals, outcomes and major strategic priorities and key strategy for implementation.
	All branch staff (if applicable) and focal persons/volunteers understand and apply the Strategic Plan as the main guidance for their activities and service.	All staff, focal persons and key volunteers consider and apply the SP as the main guiding document for activity implementation and service delivery of the branch.
	Branch activities are in line with the NS strategic plan.	The activities that the branch implement are clearly linked to NS strategic plan.
	An annual plan is in place and to a large extent in line with the NS strategic plan.	
	The annual plan guides most activities of the branch and services.	
E		*It means that branch have not completed or reach the level of F. Write here the things not met in F to remind you of what needs to be done by branch.*
F	Branch has translated the NS Strategic Plan to its local context, and defined its priority activities, services and approach.	Complying with this level of indicator the branch must have a systematized standard planning practice in place. This practice includes the branch customize the National Society's Strategic objectives and goals into priorities of humanitarian services in accordance with the local needs and demands.
	A high quality, realistic and well developed annual plan is in place, which is fully in line with the NS strategic plan.	The annual plan comprises all required actions along with the timeline for implementation, costs, source of fund and person responsible. The plan is realistic and achievable one in terms of branch capacity and there is a provision of progress review of the plan.
	Branch plan is fully implemented and guides all activities and services.	Make note of the term Fully and All. Start by asking if there were activities in previous year's plan that were implemented.

Supporting documents

– PPP Guidance Manual of IFRC
  https://ifrc.csod.com/phnx/driver.aspx?routename=Learning/Curriculum/CurriculumPlayer&TargetUser=1924&curriculumLoId=8b3927dc-a861-4d66-92e2-8cba9ece958f

Topic 7: Autonomy

*Does the branch have autonomy in the choice of its board members, set-up of local (sub-branch) structure, branch activities and working approaches? *

For this topic, you have to read all three indicators and decide which one describes your branch, not start with B.

Why this topic is important?

"Autonomy" is the only BOCA topic where the indicators do not describe progression in performance.

Independence is one of the Fundamental Principles that guide National Societies, and this topic on the autonomy in the choice of leadership at branch level also covers one of the important aspects of organisational independence. If the independence or perception of the independence

is jeopardised, this can then lead to compromising the National Society's integrity. At the same time, this situation should be viewed in balance with the auxiliary role that National Societies have toward their governments (at local level in this topic). In such cases the focus for discussion should be that the authorities do not have more influence.

Condition 4. of the 10 Conditions for National Society's recognition states: "Have an autonomous status which allows it to operate in conformity with the Fundamental Principles of the Movement." This condition is reflected both in the National Society's Law (Red Cross/Red Crescent Law) and the National Society Statutes.

Both Resolution 2 of the 30th International Conference and Resolution 4 of the 31st International Conference provide clarification for the National Society's auxiliary role through calling upon States to formalise their commitments to respect duty and ability of the National Societies to abide by the Fundamental Principles, in particular the principle of Independence.

Autonomy/programmes and interventions

A National Society needs autonomy to plan and perform programmes. The programmes and interventions should correspond to a National Society's general objectives and specific tasks, they should be relevant to the communities where a National Society exists and operates, and they should be based on the Fundamental Principles. At the same time, a National Society should maintain close relationship with its government in order to fulfil its auxiliary role in the humanitarian field. Activities of a National Society should reflect and focus on the needs of the most vulnerable people in society both at the national and international levels.

Condition 4. of the 10 Conditions for National Society's recognition states: "Have an autonomous status which allows it to operate in conformity with the Fundamental Principles of the Movement.", and Condition 6. stipulates: "Be so organized as to be able to fulfil the tasks defined in its own statutes, including the preparation in peace time for its statutory tasks in case of armed conflict."

The Model Law recommends including articles regulating that "The Society shall at all times act in accordance with its Statutes, adopted by the relevant bodies of the Society" and that "In addition to rendering assistance to the medical services of the armed forces in times of armed conflict, the object of the Society is to prevent and alleviate human suffering with complete impartiality, making no discrimination as to nationality, race, gender, religious beliefs, class or political opinions. In order to achieve its objectives as defined, the Society shall carry out the functions as defined in its Statutes, international treaties to which the country is a party and the resolutions of the International Conference of the Red Cross and Red Crescent."

See also Topic 5-Governing Board for governance representation.

	Indicator	Meaning (definition, how to measure)
A		*It means that branch have not completed or reach the level of B. A is left vacant intentionally so that if a NS has only a portion of B, then they are not in B but A.*
B	Local authorities have strong influence on the composition of branch Governing Board.	The election and formation of branch Board is strongly influence by local authorities. The influence can even be in the form that branches (including regional and local level) can only elect their leaders from the short list agreed on with the authorities.
		The list is made based on profile criteria for such positions (expertise, respect by the community, diversity in terms of age, sex, language or nationality).
	Some form of approval is needed from local authorities for selecting and undertaking branch activities.	Branch cannot plan and implement any activity without consent from the local authority.
C		*It means that branch have not completed or reach the level of D. Write here the things not met in D to remind you of what needs to be done by branch.*

	Indicator	Meaning (definition, how to measure)
D	Branch can elect its leaders after consultation with the local authorities. Local authorities have little but still some influence on the structure, activities and/or approaches of the branch.	This means that branch need to discuss with the local authority (local government) before it elects its board members. The influence from the authority for selecting branch leadership is not that strong. Just the prior consultation is required.
E		*It means that branch have not completed or reach the level of F. Write here the things not met in F to remind you of what needs to be done by branch.*
F	Branch can elect its own leaders without the obligation for prior consultation with local authorities. Branch can decide on its structure, activities and/or approaches independently; there is no need to seek approval from local authorities.	The branch elects the Board without any consultation and in accordance with NS statutes. The branch can do it by themselves and by their own way following the NS policies and guidelines.

Supporting documents

1. *Guidance for National Society Statutes* Section VII (2000, EN, pdf)
2. *Model Red Cross and Red Crescent Recognition Law* (1999, EN)
3. L*ist of 10 conditions for recognition of National Societies* (EN)
4. *Resolution 2 of the 30th International Conference of the Red Cross and Red Crescent* – "The specific nature of the Red Cross and Red Crescent Movement in action and partnerships and the role of National Societies as auxiliaries to the public authorities in the humanitarian field"
5. *Resolution 4 of the 31st International Conference of the Red Cross and Red Crescent* - "Furthering the auxiliary: Partnership for stronger National Societies and volunteering development"

Core capacity: TO ORGANIZE — The branch has the organizational systems and resources in place to allow it to function effectively and efficiently.

Topic 8: Safety and Security

Does the branch take adequate measures to ensure the safety and security of its volunteers and staff (if applicable)?

Why this topic is important?

Branches are the service limbs of the National Society. Hence, branch staff and volunteers are routinely deployed into challenging security environments whilst responding to disasters and conflict situations. National Societies have both a legal and moral obligation to ensure that those deployed have been adequately briefed about the main security risks in the area, received security training on how to prevent and mitigate those risks and provided with the necessary tools/equipment to enhance their safety.

Each National Society including its branches has a "Duty of care" towards their personnel at all times while representing the National Society and must ensure that all reasonable efforts have been made to meet that obligation. Such efforts include the establishment of a well-functioning security management system and the promotion of a positive security culture within the organisation.

	Indicator	Meaning (definition, how to measure)
A		*It means that branch have not completed or reach the level of B. A is left vacant intentionally so that if a NS has only a portion of B, then they are not in B but A.*
B	Occasionally, some measures are put in place to ensure the safety and security of volunteers and staff (if applicable).	Note the use of the word "occasionally". It means that the measures taken by branch for ensuring safety, security of staff and volunteers are not regular and adequate.
C		*It means that branch have not completed or reach the level of D. Write here the things not met in D to remind you of what needs to be done by branch.*

	Indicator	Meaning (definition, how to measure)
D	Major safety and security incidents are reported to appropriate level according to the NS's minimum security requirements and are acted upon.	You can ask the participants "What are examples of major safety and security incidents". Have these happened in your branch? When these did happen, are these reported? What actions were taken? What are your NSs minimum security requirements? If the reply to this is not satisfactory, the branch does not fulfill D.
	All equipment essential for the safe performance of tasks by volunteers and staff (if applicable) are provided.	Essential equipment and gears for staff and volunteers are adequately available and are provided to them in time of any deployment or performance of any duty assigned by the branch.
	All volunteers on duty are insured against accidents while on duty.	This applies to both emergency and non-emergency situations.
	NS regulations (e.g. safety and security regulation, staff regulations, Code of Conduct) related to safety and security are known and applied by all volunteers and staff (if applicable).	Take note of "Known" and "Applied by All".
	The branch has a designated security focal point.	A branch has a designated focal person that maintains, follow up and coordinates actions on all issues related to safety and security. Ask who is the focal person at the branch. If there is no consensus on the answer, the branch may not be at this level yet.
E		*It means that branch have not completed or reach the level of F. Write here the things not met in F to remind you of what needs to be done by branch.*
F	Safety and security is clearly reflected in all plans and activities and proactively reviewed through an established process. Compliance of NS safety and security related regulations and security framework are regularly monitored and enforced.	To comply with this indicator, the Branch has to have all operational plans, interventions and activities with inbuilt system for ensuring safety and security. Governance and management consider safety security as an integral part of management of programs and service deliveries. The compliance with safety security requirements are regularly assessed and monitored through an established mechanism. Monitoring findings are used for decision making and to review the safety security system of the branch periodically. Violation of security regulations is acted upon.

Supporting documents

1. **Stay safe: The International Federation's guide** to a safer mission, 2007: manual **aimed at IFRC/National Society delegates and staff:** The aim of the manual is to provide basic security preparation for those personnel travelling or being deployed to the field.
2. **Stay Safe: Personal Security Online course at the IFRC Learning Platform** *www.ifrc.org\Learning*
3. **Security framework:** The IFRC Security Framework is based upon the "Stay safe" concept which incorporates a number of IFRC security procedures, directives and support tools with the ultimate aim to establish and maintain a positive security culture with the organisation. The IFRC approach to security is based upon Prevention resulting in enhanced security and well-being for all staff while meeting the IFRC "Duty of care" to all staff.
4. **Volunteers, Stay safe guide,** 2012: Manual for paid staff, volunteers and youth in the NS's. The Volunteering/Youth Department and the Security Unit have been working together to reduce the incidents through training, creating awareness, getting accurate data and sharing information. Available in English, French, Spanish, Arabic, Catalonian, Bahassa Indonesia and Russian.

Topic 9: Staff Management

Does the branch follows NS human resource (HR) policy and guidelines and put them into practices?

Why this topic is important?

A NS or any branch can build a good team of working professionals with good staff management. The scope of staff management includes recruitment, training and development, performance appraisals, promotion, compensations and benefits, motivating employees as well as workplace communication, workplace safety, and much more provided for in the HR policy, administrative directives and guidelines. There should be a Human Resource Officer or a dedicated staff in handling all human resource management matters.

Recruitment calls for plans and strategies for hiring the right kind of people through designing criteria which is best suited for a specific job description. Recruitment also includes formulating the obligations (service regulations, conduct, etc) of an employee and the scope of tasks assigned to him formalized by an employment contract between the employee and the NS/branch. Training & development of the staff according to job competency requirements would sharpen the staff existing skills or develop specialized skills, which could lead them to taking up new roles.

NS/branch should encourage staff to work according to their potential and inspires them with suggestions that can help them to bring about improvement in it. There should be regular staff communication to provide all the necessary information regarding their performances and also defines their respective roles and work targets. This is beneficial as it enables them to form an outline of their anticipated goals in much clearer terms and thereby, helps them execute the goals with best possible efforts. Performance appraisals taken on a regular basis motivate the employees and provide objective staff performance assessment for compensation and promotion.

Maintaining work atmosphere is a vital aspect of HRM because the performance of an individual in the NS/branch is largely driven by the work atmosphere or work culture that prevails at the workplace. A good conducive working condition is one of the benefits that the staff can expect from an efficient human resource team. A safe, clean and healthy environment can bring out the best in a staff. A friendly atmosphere can build staff job satisfaction as well.

Disputes, which at times are almost inevitable, may arise between the staff and the NS/branch. When confronted with such situation, NS/branch HR officer, on behalf of the NS/branch acts as a consultant and mediator to sort out those issues in an effective manner. Staff grievances must be properly and fairly addressed and quickly resolved with suitable solutions. In other words, they take timely action and prevent things from going out of hands.

A NS/branch without a proper setup for staff management would likely suffer from serious problems while managing its regular activities. For this reason, NS/branch must put a lot of effort and energy into setting up strong and effective staff management best practices and bring its HR policy, guidelines, systems and procedures to conform with the requirements of a growing organization and the national labor legislations.

	Indicator	Meaning (definition, how to measure)
A		*It means that branch have not completed or reach the level of B. A is left vacant intentionally so that if a NS has only a portion of B, then they are not in B but A.*
B	The branch has some knowledge of NS HR policy and guidelines.	Take note of the use of the word "some" Inquire from the participants what HR policy and guidelines they are aware of. Do they have copies of HR policies and guidelines? Having copies of these documents and knowing at least part of it would satisfy this level.
	There are some opportunities and resources available to address staff development.	Note the use of the word "some". The branch creates some opportunities and makes available some resources to address staff development. Ask the participants what opportunities or resources they have made available for staff development. This could be attendance to trainings, seminars, or improving the internet connectivity to take course in the online Learning Platform.
	All staff receives basic orientation/induction.	Note the use of the word "all". Ask the staff participants whether they have received an induction. If one says no, then the branch situation is at level A.
C		*It means that branch have not completed or reach the level of D. Write here the things not met in D to remind you of what needs to be done by branch.*
D	NS HR guidelines exist and are put into practice. They may include and are not limited to cover:- • recruitment procedures • performance appraisal • compensation and insurance • training and development	Having HR policies and guidelines facilitates good practices. Ask for a copy of the HR Guidelines. As policy and procedures are within the realm of HQ, it may be that the branches are either not aware of it or there is really no policy/guideline in place.
	Clarity on the roles and responsibilities of the staff.	Is there a very clear description of roles and responsibilities of the staff at the branches?

	Indicator	Meaning (definition, how to measure)
	Alignment of staff knowledge and skills with job description. Gender and diversity focal person has been designated at branch level.	You can ask the staff members: Are your skills and knowledge aligned with your job description? This is important as we have staff whose original background is not of the work that they are doing now. However, in order to align their skills and knowledge with their job descriptions, they may have been offered additional training to ensure that they are able to deliver their jobs.
	Performance appraisal measures attitude to non-discrimination and social inclusion.	During the performance appraisal, a staff's attitude to non-discrimination and social inclusion is also measured.
E		*It means that branch have not completed or reach the level of F. Write here the things not met in F to remind you of what needs to be done by branch.*
F	Trained staff members are role models.	When exemplary performances by trained staffs are highlighted as role models to follow, this creates prestige and motivation for individuals to try to become role models to and therefore become inspiring persons.
	The existing work ethic is very positive.	When there is respect and good attitude to learn from each other, the work ethic is positive.
	They share their knowledge and expertise with volunteers.	How does the staff share their knowledge with the volunteers? Ask for examples.
	Roles and responsibilities are formalized and adhered to.	Are the roles and responsibilities of the staff in written documents, signed by the staff, and faithfully followed? Do they have contracts that are kept officially?
	Recruitment is open, fair and actively seeing diversity.	By open recruitment, the branch opens itself to becoming more diverse. Ask the participants what is the recruitment process in the branch. Let them describe it. You can ask them to reflect whether this practice is open enough? Is it fair enough? Is the practice actively seeking diversity?

Supporting documents

1. Red Cross Red Crescent approach to *Promoting a Culture of non Violence and Peace* [*FR*]/[*SP*]/[*AR*]/[*RU*]
2. Report. 2009 Workshop on non-discrimination and respect for diversity. Council of Delegates. *Final report* [*FR*]/[*SP*]/[*AR*]
3. 2009 Workshop on non-discrimination and respect for diversity. Council of Delegates. *Concept note* [*FR*]/[*SP*]/[*AR*]
4. Pledge on *non-discrimination and respect for diversity (2003)* [*FR*]/[*SP*]
5. Publication. *World Disaster Report 2007*. Discrimination. IFRC
6. Video. *Building capacities: Gender & Diversity in Asia and Pacific*
7. Advocacy report. *Through albino eyes* [*FR*]/[*AR*]. IFRC
8. *Youth Declaration (2009)* [*FR*]/[*SP*]/[*AR*]
9. Youth as Agents of Behavioural Change *Brochure* [*FR*]/[*SP*]/[*AR*]/[*RU*]
10. Project – *Promoting Opportunities for Social Inclusion* (*OIS*). Salvadoran Red Cross
11. Activity. *Video-forum on Cultural Diversity for Dialogue and Development.* Ciampino. Italian Red Cross
12. Video – *Labels.* Australian Red Cross
13. Video – *It Gets Better.* American Red Cross
14. Project – *Don't judge by the cover.* Armenian Red Cross
15. Case study – *Taxi drivers in El Salvador.* Salvadorean Red Cross [*SP*]/[*FR*]
16. Case study – *non-discrimination* – Kenya Red Cross Society [*SP*]/[*FR*]/[*AR*]
17. Case study – *non-discrimination* – The Uganda Red Cross Society [*SP*]/[*FR*]/[*AR*]
18. Case study – *non-discrimination* – Nepal Red Cross Society [*SP*]/[*FR*]/[*AR*]
19. Case study – *non-discrimination* – Bangladesh Red Crescent Society [*SP*]/[*FR*]/[*AR*]

Topic 10: Volunteer recruitment

Does the branch effectively recruit volunteers and provide relevant training opportunities?

Why this topic is important?

Volunteers have been at the core of the International Red Cross and Red Crescent Movement since it was first conceived in 1859 and today, as ever, they are central to all activities of the Movement, contributing to the success of National Societies, and assisting millions of vulnerable people in times of greatest need.

The outstanding contribution of 17 million Red Cross and Red Crescent volunteers meeting the needs of vulnerable people is an opportunity for public authorities at all levels to take positive actions to understand and improve the environment within which volunteers operate in order for National Societies to be able to increase the scale and the scope of volunteer service delivery in 190 recognized National Societies.

Strategy 2020 places emphasis on building strong Red Cross Red Crescent National Societies through strong and cohesive communities. It highlights voluntary service at the heart of community-building.

The branch takes measures to promote volunteering at community level and expand the Red Cross Red Crescent share of volunteering at all ages. Branch recruits volunteers on a regular basis to maintain a strong volunteer base to carry out branch interventions and service delivery at the community level in time of disasters, emergencies or normal time. The volunteers are provided with necessary trainings for their capacity development and also as a part of retention measures. Red Cross Red Crescent diversity is reflected in the branch volunteers and it is ensured that they are from diverse backgrounds which reflect the communities in which they work regardless of gender, ethnicity, sexual orientation, class, religion or political opinions.

	Indicator	Meaning (definition, how to measure)
A		*It means that branch have not completed or reach the level of B. A is left vacant intentionally so that if a NS has only a portion of B, then they are not in B but A.*
B	The branch makes some effort in recruiting volunteers. All volunteers have received basic orientation.	Branch is not so active in recruiting volunteers on a regular basis. Note the use of the word "all". At this level, basic orientation would mean familiarizing the volunteer about the organization and its mandate. It could be as brief as 30 minutes to 3 hours.
C		*It means that branch have not completed or reach the level of D. Write here the things not met in D to remind you of what needs to be done by branch.*
D	The branch makes a proactive effort in recruiting volunteers to ensure a gender balance and that diverse groups from the community are represented.	Branch is active in recruiting volunteers. There is a regular system of volunteer recruitment all year round. Branch volunteers reflect the balance of gender and diversity of the population covered by the Branch.
	The branch has sustainable volunteer base for activities not being dependent on external funding.	Branch has enough volunteers for implementing branch regular activities which are not funded by external partners/donors.
	Majority of volunteers are given basic induction.	Note the use of the word "majority." Branch provides volunteers with basic induction on RCRC Movement, branch priorities, roles and responsibilities, Code of Conduct, and branch services/programs. This could be half day to 1 day training. It could be a combination of online training (refer to WORC) plus face to face orientation/induction that will focus on the NS/branch.
	The volunteers are provided sufficient trainings to carry out their tasks.	Branch provides necessary training to its volunteers. These trainings are relevant to their tasks. If a volunteer is tasked to do First Aid stations, then, s/he must be trainied on First Aid.
	The branch has identified volunteer tasks that contribute to the annual plan.	In developing its annual plan and budget, the branch has identified activities that volunteers could lead and implement. These activities clearly contribute to the accomplishment of the branch in delivering its annual plan.
	Majority of core volunteer activities are designed and carried out by volunteers working five hours per week or less in normal circumstances	Having volunteers work in your office for 8 hours per day for 5 days is no longer volunteering. It is exploiting cheap labor. So, explore with the participants if branch activities are designed and could be carried out by volunteers working five hours per week or less. This opens up the opportunity for volunteering to all types of people in consideration of their skills, time available, education and economic status for example.
	The majority of new volunteers are given activity opportunities as soon as they are recruited.	Note the use of the terms "majority". How long does it take before recruited volunteers actually do volunteering actions in your branch? 1 week? 2 weeks? 1 month? If the branch registered in their branch information annex sheet that they have hundreds/thousands of volunteers, what are these volunteers doing? Increasing the number of volunteer quantity without providing meaningful actual volunteer experience undermines the image of your branch as a volunteer involving organization. This will also undermine your future recruitment campaign.
	Youth members (RC youth, junior, youth clubs) are proactively provided with volunteering opportunities.	Considering that Red Cross Red Crescent have access to the school system, many members are young people. What are the volunteering opportunities provided to the young people. Ask for examples from the participants.

	Indicator	Meaning (definition, how to measure)
E		*It means that branch have not completed or reach the level of F. Write here the things not met in F to remind you of what needs to be done by branch.*
F	The branch successfully recruits new volunteers ensuring a gender balance and the inclusion of diverse groups from the community.	Having new volunteers brings new blood and fresh ideas into the organization. At this level, the branch is expected to have ensured gender balance and that the diverse groups in the community are represented. The volunteers of the branch should not just be all youth or all adults or coming from just one area of the branch.
	Volunteers and youth (if applicable) are given opportunities to contribute according to interest, knowledge and capacity.	Volunteering opportunities should not be located only at the capital town. Activities should allow for involvement of volunteers in different geographical locations, including their own community. Volunteering opportunities likewise should be able to make use of the different talents, skills and interests of the diverse group of volunteers. Ask participants for any examples of these volunteering opportunities.
	Non-traditional ways of volunteering are explored and implemented. Majority of volunteers are given advance induction.	Ask participants what are the traditional ways of volunteering in the branch. Then, ask them whether they have activities being delivered by volunteers which are non-traditional. These initial questions are important considering that what is non-traditional in one branch may be already traditional to another branch because they are already doing such activities.
	The branch has skilled volunteers to support key branch functions.	Note the use of the term "majority". This means that more than 50% of the volunteers are given advance induction. Ask the participants how the induction process of their branch levels up, especially in contents.
	All core volunteer activities can be carried out by volunteers working five hours per week or less in normal circumstances.	Ask the participants who are the volunteers that support key branch functions. If the team cannot identify, this would be a clue that there is none. Expect answers like: they have administrative volunteers tasked for example on volunteer management, office administration, training management, also resource mobilization and fundraising.
		Note the use of the word "all" and the word "core". It means that all activities can be done by volunteers even if they just do volunteering 5 hours per week or less.

Supporting documents

1. Several free online courses are available on the IFRC Learning platform *http://www.ifrc.org/learning-platform* to support volunteers in their daily work and to enlarge their vision, knowledge, competences, capacity and commitment towards Red Cross/Red Crescent humanitarian work. For example: **Volunteering – Basic Course** (in EN FR ES AR PT RU); **Stay Safe – Volunteer Security** (in EN); **Volunteering Red Cross and Red Crescent Induction Course** (in EN ES AR PT)

2. **E-learning introductory course for new volunteers-60 minutes**. The new module is available in the IFRC Learning platform in English, French, Spanish, Arabic and Russian. Registration and access are free. the link is: *https://ifrc.csod.com/catalog/searchadvanced.aspx?keywords=Introductory%20course%20for%20volunteers&searchType=1*

3. *Global Review on Volunteering Report_English*

4. *Volunteering policy 2011*

5. *Global Volunteer Conference declaration 2011*

6. *Find the volunteer inside you*

7. Volunter Investment and Value Audit (VIVA) *https://fednet.ifrc.org/en/resources/youth-and-volunteering/volunteering/resources/volunteer-investment-and-value-audit-viva/*. There is an annual study series in Asia Pacific for the years 2012, 2013, 2014, 2015, and 2016. Additional VIVA studies are Value of volunteers-French; El valor de los voluntarios- Spanish; Value of volunteers Arabic; Value of volunteers English

8. **The Urban Volunteering Study.** The Urban Volunteering Study provides evidence relating to challenges and opportunities for volunteering in rapidly urbanising cities in the Asia Pacific region, with a focus on helping National Societies enhance volunteer recruitment, engagement and retention in urban environments. With more than 50% of the population now living in the urban environment, it is important to better understand what it means for us to attract, recruit, train, recognise and retain the volunteers in an urban setting. *English*

9. **Volunteering in emergencies.** This guide explores a range of issues and ways in which National Societies can improve the protection and safety of volunteers. These guidelines will be primarily useful for National Society focal points for volunteer coordination and disaster management. The guidelines provide insights into policy and operational issues that need to be negotiated within National Society management, and with volunteers. *English*

Topic 11: Volunteer recognition and retention

Has the branch an existing effective system for volunteer recognition and retention?

Why this topic is important?

Volunteers form the backbone of the NS who are engaged in youth programmes, first aid, health promotion, ambulance services, mountain rescue, telephone help-lines, disaster management, support for refugees and internally displaced people, health campaigns, advocacy and a myriad of other services with the aim of improving the lives of the vulnerable in communities. They are the frontline service providers and responders in times of emergencies.

Volunteer work is different from paid work and hence, the volunteers' services through their sacrifice of time and effort is of great significant value to the NS. Volunteers have a strong personal motivation which makes a big difference to our beneficiaries. Volunteers come from the local community and they therefore know the needs and resources in the community.

To sustain their motivation, volunteers have continuously to be given recognition for their services rendered to the NS/branch. A system of recognition which is seen to be fair and objective would increase the volunteers' greater involvement and better retention.

	Indicator	Meaning (definition, how to measure)
A		*It means that branch have not completed or reach the level of B. A is left vacant intentionally so that if a NS has only a portion of B, then they are not in B but A.*
B	There is a system for providing proper guidance and support for volunteers.	Proper guidance & support is in reference to the understanding of the volunteers' effective role in the their service delivery. This can be achieved through a clear volunteer opportunties and job description of a particular role in a service/program. Volunteers are given job orientation, coaching, mentoring, supervision and on-the-job training, beside the necessary resouces support (e.g. PPE, logistic and other material support) they would require to play their meaningful roles effectively. Indicator B is measuring if there is a system in place, not whether this system is implemented. Ask the group if they have a volunteer management guideline and what support is given to volunteers.
	The branch is aware of the NS's volunteering policy and its implementation guide.	Volunteering policy defines the concept of an activity/service perform without any financial gain. It also spells out the rights and obligation of the NS and the volunteer. An implementation guide is a tool relating to best practices in volunteer management. These policy and implementation guidelines have been established by NS and disseminated to the branches. Ask the participants what are the key elements of the volunteering policy.
	Volunteers are occasionally recognized for their work.	Note the use of the word "occasionally." Volunteer recogntion takes in various forms such as thank you letter/card, Certificate of Commendation, thank-you gathering, attendance of training and major events. Recognition are given to members from time to time. Ask the participants what form of recognitions are given.
	The branch has a designated volunteer focal point.	A focal point is a person given a specific managment role to better plan, oversee and coordinate volunteer management and to provide guidance and support to the volunteer program. The focal person could be a staff, a volunteer or a member.
C		*It means that branch have not completed or reach the level of D. Write here the things not met in D to remind you of what needs to be done by branch.*
D	Majority of volunteers receive direction and support to fulfil their roles.	Note the use of the word "majority." i.e. 50% or more. Most volunteers are briefed on activities to be carried out and how they could play their role effectively. They are regularly updated of progress and given support through material resources, capacity building and motivational support
	Volunteers are regularly and systematically recognized for their work.	There is an established system of volunteer recognition. Records of volunteers' services and works are maintained and reviewed on a regular basis. Performance review is in accordance with the NS volunteer policy and guidelines.
	Volunteers are given development opportunities.	Development opportunities refers to volunteers' enhancement of competencies (attitudes, skills & knowledge) and includes participation in local and/or regional events and also for some of the opportunity to attend National or external events. This includes access to the courses of the Federation Learning Platform.
	The NS's volunteering policy and its implementation guide are followed at branch level.	The Branch has a volunteer program that relates to the volunteering policy and the processes in volunteer management are in line with the implementation guidelines.

	Indicator	Meaning (definition, how to measure)
	The branch follows the NS volunteer recognition guidelines.	Recognition guidelines provides the various type of recognitions, the eligibility and selection criteria and the process of giving recognition either internally or externally at local, regional or national level. Ask the participants to show how the branch do the recognition system.
	Volunteer retention is acceptable.	Retention is ability to sustain the volunteers within the NS for its service delivery or provide support to the work of the NS either on project basis for of an agreed duration. Volunteers do carry their full term of their voluntary engagement.
E		*It means that branch have not completed or reach the level of F. Write here the things not met in F to remind you of what needs to be done by branch.*
F	The branch has a recognition system that support volunteer's personal development and systematic branch development.	Volunteer's capacity and personal resource development (such as leadership, team building, mentoring, etc) is integrated in the recognition system as qualitative elements in the eligibility and selection criteria.
	The branch contributes to the further development of a NS volunteer recognition system.	Branch is consulted on the widening of the recognitions to reach out to more volunteers. Branches devise awards system to suit to local needs. Branch provides resource support (material, technology, finance, etc) towards NS award recognition system.
	Volunteers feel adequately recognized.	Volunteer recognition is made objectively and regularly to cover a large network of volunteers. Nomination opportunities are given to most volunteers. Recognition commensurate to the volunteers' dedication and service output.
	Volunteer retention is high.	Volunteer resignation and discontinuance rate is low annually.

Supporting documents

1. Refer to resources enumerated at Topic 10.
2. Taking volunteers seriously
   http://www.ifrc.org/Global/Publications/volunteers/Taking_Volunteers_Seriously_2007_EN.pdf)
3. Volunteering Solutions Bank *https://fednet.ifrc.org/en/resources/youth-and-volunteering/volunteering/resources/volunteering-solutions-bank/.* This is a compilation of inspiring volunteering actions, focused on how the initiative was undertaken so that any reader could easily replicate the solution.

Topic 12: Volunteer Records

Does the branch keep a record of its volunteers and is the data utilized?

Why this topic is important?

Having records of volunteers enables the branch to appropriately mobilize the volunteers. It will also enable provision of appropriate capacity building support as well as evidence-based recognition. If all branches would have their volunteer records, the NS would be able to present the overall volunteer strength, complementing the staff and members of the NS. *"Number of volunteers"* is an indicator in the Federation Wide Reporting System (FDRS) that all NSs should provide.

	Indicator	Meaning (definition, how to measure)
A		*It means that branch have not completed or reach the level of B. A is left vacant intentionally so that if a NS has only a portion of B, then they are not in B but A.*
B	The branch gathers some data about its volunteers.	The branch may do this by writing in notebook manually, in Microsoft Excel or Word. Note the use of the word "some data".
C		*It means that branch have not completed or reach the level of D. Write here the things not met in D to remind you of what needs to be done by branch.*
D	Branch has basic information about their volunteers and all the data available are up-to-date. This includes volunteers who leave the branch.	At this level, the branch should have the basic information about their volunteers. Note the use of the term "up-to-date" which usually is a challenge to many. It makes no sense to have a database where the information are obsolete e.g. mobile phone, e-mail, etc. The idea of having the information of volunteers who have left the branch in order to know who actually can be mobilized, and also to get an understanding of why volunteers are leaving in order to be able to tailor volunteer retaining measures.
	Volunteer data is disaggregated based on gender and age. The data is shared with the NS headquarters.	If the NS has a Resource Management System (RMS), volunteer data is automatically shared to HQ and does not need another report submission. If there is no centralized database, branches should submit the information to NS HQ.

	Indicator	Meaning (definition, how to measure)
E		*It means that branch have not completed or reach the level of F. Write here the things not met in F to remind you of what needs to be done by branch.*
F	There is an effective system for recording volunteer details, cataloguing skills with relevant experience and trainings completed.	For example, RMS is an advance system to record volunteer details. This could also be done in Excel or Word as long as the system is working well, understood by the focal persons and updated regularly.
	The data is utilized for volunteer recruitment, recognition and retention purposes as well as for broader planning and for operational purpose.	You can ask the participants: "what are your examples of utilizing the volunteer data?" Also, "Are there any examples of using the data for planning purposes?" Ultimately, we gather data not for the sake of gathering data. It must serve its purpose which is to inform our decision making, ensure realistic disaster preparedness and mobilization, designing activities, and developing further the volunteering environment in the NSs.

Supporting documents

1. Refer to resources enumerated at Topic 10.

Topic 13: Youth Engagement

Does the Branch ensure Youth Engagement?

Why this topic is important?

The International Federation of Red Cross and Red Crescent Societies (IFRC) is the world's largest volunteer based humanitarian network globally, which accounted for 50% of such volunteer force being young people under the age of 30 years old. Recognising the high portion of young people as being the backbone and frontline of branch services, it is mandatory for the branches to recognise the role of young volunteers, invest in the education and empowerment of young people, but amongst all to ensure to providing an enabling environment for young people and that volunteers are actively involved in discussions, design of programmes and decision making. ***Engaging younger generations in all aspects of National Society activity and decision-making ensures not only that skills and knowledge are shared, but also that the organization remains open and relevant to future generation;*** *this is a must for the continuity of the relevance and equity of the Branch.*

While branches invest in trying to enrich or recruit its new volunteer forces, less investment and effort are given to ensure providing a roadmap or opportunity to the transformation of Youth members/volunteers to next membership/volunteering opportunities in its communities in a different form. Understanding the profile of the existing Youth shall be the first step, thus recording the information is a key for Branches to be aware on the existing youth and "proactively" providing transformative opportunities to them.

To ensure their potential to the fullest extent, **the engagement of Youth must go beyond of seeing them as passive aid receivers or action implementers of the Branch activities designed by staff of senior personnel.** As young people, **they need to practice leadership, have access to information and be engaged at all levels** of the work. More specifically **they must be involved in all aspects and at every level of planning, design, and delivery of services. They must also be provided with opportunities for development which facilitates their further engagement as agents of change in addressing their humanitarian needs and contribute to building resilient communities.** With children, adolescents, and young people meaningfully engaged as leaders, and volunteers, Branches can do more, do better and reach further for its service and ensure the continuity of its sustainability and relevance.

	Indicator	Meaning (definition, how to measure)
A		*It means that branch have not completed or reach the level of B. A is left vacant intentionally so that if a NS has only a portion of B, then they are not in B but A.*
	Branch makes effort in creating youth-led structures.	The development of a youth structure is a MUST process to ensure that the branch is aware "who" their Youth members/volunteers are, and "how" to ensure their voices are reflected in every level of discussion, designing and decision making in your branch.
		Efforts in creating a youth-led structure shall be the beginning.

Indicator		Meaning (definition, how to measure)
B	Branch has record of how many Youth they have.	The definition of "effort" shall be defined by the BOCA participant group, but the role of the facilitator is to make sure that the discussion to not only end in the area of "Youth specific" programmes. For example, efforts can be to further develop existing programmes that engage in schools and youth (School Safety programmes in schools, Health and Hygene educations in schools, EHL programmes, youth programmes for Blood Donation such as Club-25) to establish Youth clubs (Junior RC/RCY). For NSs who are trying to establish school based RCY/JRC clubs, the existing programmes engaging in school shall be a perfect entry point to establish such youth-led structures.
		In such cases, where the Branches do not record and manage youth members (or even do not record and manage their young volunteers under each programmes), it is important for the facilitator to raise critical question on how the branches are "recording" its own Youth Members/volunteers. This shall later connect on whether the branche invest in "ensuring a transformative roadmap" for each individuals to continue its volunteer journey with RCRC.
	Branch provides relevant learning opportunities for young people so that they embrace humanitarian values, learn how to effectively advocate, and acquire inter-personal and life skills to serve diverse communities.	Only the "structures" and "recording" of the youth, shall not be enouh unless it is connected to giving activities by making sure providing practical skills and learning opportunities to ensure youth to aquire life skills for its own resilience. In cases where branches develop a sturcutrure but do not provide actual activities (relevant to the needs in the Branch, and/or in connection with the NSs Strategic Plan or existing programmes of the Branch), the youth end-up in becoming inactive, or worse, given the impression that RCRC's image in a negative manner.
C		*It means that branch have not completed or reach the level of D. Write here the things not met in D to remind you of what needs to be done by branch.*
D	Elected Youth Leaders represent their peers and voice youth issues throughout the Branch Governance structure.	It should not be a singular young person selected out of favouritism or because of close engagement per specific programme to be engaged in a governance structure. To ensure that the "Youth" you are engaged with is truly reflecting the age-specific needs and voice, the Branch needs to understand the full picture of the Youth members and volunteers and from the developed Youth-led structures (as outlined in Indicator B), to elect/select the youth leader to represent its peers.
	Branch has youth data, disaggregated with gender and age, and share with headquarters.	Following (Indicator B) where the Branches agreed on "recording" and understands whom their Youth are, it shall be needed for such data to be disaggregated with gender and age.
		While facilitating such discussions, it may also be relevant to ask if the current youth member registration is also reflecting the young population of its Branch territory. (For example, if the % of the Youth volunteer/ member force reflects the similar % as per the National/Regional census youth population, it shall bring awareness and critical thinking whether the Branch is going to be sustainable for the next 5-10 years).
	Youth are given safe environment and support to implement their own initiatives.	With life skills and learning to each individual youth been ensured (in Indicator B) an enabeling environment to transform the inter-personal skills to actions and connected to volunteering opportunities shall be the next step. Creation of safe environments is about equitable resource and support to be in place, for youth to plan, design and make decisions on what they want to act for to bring positive change in their own communities.
E		*It means that branch have not completed or reach the level of F. Write here the things not met in F to remind you of what needs to be done by branch.*
F	Branch facilitates and supports participation in local youth networks platforms.	At this level, we are encouraging branches to actually create opportunities for young volunteers to participate in networks or platforms focusing on youth. Ask the participants "What are the youth networks or platforms where the RCYs are involved?"
		It is important to recognise there are various youth and children centred organisations and networks in local districts. Making sure your RCRC youth being activated as well as reflecting the external trends and actions and making cohesion of the branch work to such surrounding environment, it is key for the branch to invest in networking with local youth networks and platforms and connecting such with the RCY structures.

Supporting documents

1. Solferino Declaration *<EN>*: set out a common tone for youth action in RCRC.
2. IFRC Youth Policy *<EN>*
3. IFRC Youth Engagement Strategy (Y.E.S.) *<EN>*
4. Beijing Call for Innovation: 9th Rgional Conference agreement *<EN>*
5. Beijing Youth Commitments 2014: 2nd Asia Pacific Youth summit outcome *<EN>*

6. Youth as Agents of Behavioural Change (YABC) <*EN*>: aims at making young people learn how to actively listen to others, how to think critically by themselves, how to examine and distinguish prejudices, grounded in the idea that people within themselves have the skills and abilities to solve the problems they face.

Topic 14: Diversity

Do branch volunteers and staff (if applicable) reflect the diversity of the communities (e.g. different age, ethnicity, religions, gender, HIV, disability, and locality, etc.)?

Why this topic is important?

This indicator allows us to determine the ability of the Branch to be inclusive and non-discriminatory: in its recruitment of staff, volunteers and members, in creating a culture that is accepting and reflective of the diversity that exists in communities and in the degree to which gender and diversity considerations are acted upon in the workplace (e.g. support to staff with child care responsibilities, people with disabilities, religious requirements). Diversity of volunteers and staff relates to the Fundamental Principle of Unity and ensuring that the Red Cross Red Crescent is open to all. It also ensures we abide by the Principle of Impartiality – ensuring our programmes and services address those most in need without discrimination as to gender, nationality, race, religious beliefs, class or political opinions.

	Indicator	Meaning (definition, how to measure)
A		*It means that branch have not completed or reach the level of B. A is left vacant intentionally so that if a NS has only a portion of B, then they are not in B but A.*
B	Branch make some effort to include all diversified groups.	Branch has undertaken a basic gender and diversity analysis to understand the gender and diversity composition in the communities. They work to identify under-represented groups and use this to identify how well their branch reflects the diversity of communities. Ask for concrete examples.
	The branch has some knowledge on who are under-represented groups.	Little or no specific action has been taken to address under-representative groups as yet.
C		*It means that branch have not completed or reach the level of D. Write here the things not met in D to remind you of what needs to be done by branch.*
D	In general, volunteers and staff (if applicable) reflect diversity of the community.	Gender and diversity-sensitive approaches and learning materials are included in all staff and volunteer capacity-building initiatives at branch and community levels.
	Some measures are in place to promote recognition of under-represented groups.	The different needs, constraints and motivations for volunteering among women and men are analysed and some measures taken to ensure gender and diversity balance among volunteers, and equal access to opportunities. Ask for examples that goes beyond the issue of gender balance, related to examples given in level B.
		The ratio of women to men in staff positions is changing in favour of the under-represented gender and diverse groups and can be measured through HR data.
E		*It means that branch have not completed or reach the level of F. Write here the things not met in F to remind you of what needs to be done by branch.*
F	The different composition in the geographic branch area is well reflected among volunteers and staff (if applicable). Diversity exists in HR composition at all levels, including branch Governing Board membership.	Measures all level individually. However, it is important to be aware that a 50/50% volunteer gender balance is not always the optimal at the level of activity implementation. In some cases a majority of women or men is fully acceptable if based on qualified considerations.
		Systematic mechanisms are in place in recruitment processes such as identifying on job applications the branches equal opportunity approach/policy.
	Effective mechanisms are in place to realize and sustain a diversified volunteer and staff (if applicable) composition.	To ensure retention of staff and volunteers with diverse needs, the branch workplace ensures specific needs of staff are met e.g. requirements of staff with parental responsibilities (e.g. work hours, child care spaces, breastfeeding), adjustable work environment for staff members with disabilities, ensuring space and privacy for staff and volunteers to practice their religion.

Supporting documents

1. IFRC Strategic Framework on gender and diversity issues 2013-2020 (in particular Outcome 2) *http://www.ifrc.org/Global/Documents/Secretariat/201412/IFRC%20Strategic%20Framework%20 on%20Gender%20and%20Diversity%20Issues-English.pdf*

Topic 15: Infrastructure

Does the branch have sufficient office and working space, means of transport, means of communication and other assets in relation to its needs?

Why this topic is important?

An organizational infrastructure is very important to support an employee in achieving his/her objectives which will ultimately contribute to achieve expected goal of the organization. The branches are the heart of the National Society and significant number of activities are carried out through the branches. The working space should allow for the activities to be carried out smoothly. Minimum standard should be maintained for creating a good working environment. Sufficient working space, means of transportation and other necessary assets are the important part of creating good environment which helps to fulfil the requirement of an organization.

The mandate of the RCRC movement is to serve most vulnerable people and without sufficient transportation or communication system that will not be possible. Transportation or communication system is not only the means of delivering the services to the vulnerable, it is also one of the main requirements for emergency service delivery. The means of communication and other equipment for delivering services can vary in terms of context and in terms of emergencies.

	Indicator	Meaning (definition, how to measure)
A		*It means that branch have not completed or reach the level of B. A is left vacant intentionally so that if a NS has only a portion of B, then they are not in B but A.*
B	Branch has access to working space.	Branch has working space which may not be its own. The facility may not have the sufficient standard for carrying out the activities.
	Branch has access to transport means to conduct its essential activities.	Access here does not mean necessarily owning the means of transport. Also, "transport" here does not mean a "land cruiser" or a sedan or a truck. It can be as simple as a bicycle, a motor bike, a tricycle, a "tuk-tuk", whatever is appropriate and affordable and accessible and culturally appropriate. What is required in this level is only "access".
	Branch has basic equipment and means of communication.	Branch has some basic equipment and means of communication to conduct the activities. You may ask the participants "How do you convey information to the members, volunteers, board or the community" this will enable them to reflect about this subject.
C		*It means that branch have not completed or reach the level of D. Write here the things not met in D to remind you of what needs to be done by branch.*
D	Branch has secured working space – owned, rented or provided for free – which fulfils its needs.	Branch has well secured working space with enough working space needed for office works, meeting or training rooms, and toilets. This space need not be owned by the branch. It could be rented or also provided for free by other institutions such as the local government.
	Branch has access to sufficient means of transport and equipment in reasonable and good condition to conduct its essential activities.	Note the use of the term "sufficient means… to conduct its essential activities"
		Like Indicator B, what is being asked here is only "access", not "ownership" of the means of transport. At this level, the means of transport should be in "reasonably good condition" to enable the branch to do its essential activities.
E		*It means that branch have not completed or reach the level of F. Write here the things not met in F to remind you of what needs to be done by branch.*
F	Branch has secured a working space – which fulfil its needs in the long term.	At this level, the branch is expected to rent or own the working space which fulfils the long term needs of the branch such as for office space, meeting rooms, training rooms, toilets.
	Branch has sufficient access to transport means to fully cover all its activities.	Note the use of the terms "sufficient means… to cover ALL activities". These terms differentiate from B & D.
	Working space and transport means facilities are insured and maintained.	Are the means of transport and the working space of the branch maintained and insured? Ask the participants the terms of the insurance and the name of the company providing the insurance cover. Maintenance of transport means is critical to ensure safety and security of the personnel using them. Insurance cover is also important.
	It has excellent equipment and means of communication to conduct its activities effectively.	You can ask the participants "What are the equipement and means of communication to convey information to board, members, staff and volunteers? Are the equipment of sufficient quality to be operational in difficult operations and do they enable effective conduct of activities at the field?"

Topic 16: Finance Management

Does the branch carry out financial management in line with the NS financial procedures?

Why this topic is important?

National Societies and their branches are accountable to a number of stakeholders including target population and communities, donors, partners, national authorities and other stakeholders. The Finance Management is a very important issue to ensure accountability and to uphold transparency. Branch Financial Management includes oversight in relations to governance, financial planning/reporting and bookkeeping, finance staffing, budgeting, monitoring, forecasting, expenditure review plus authorization, financial information system, consolidation, auditing etc.. In addition to ensuring that their practices fully comply with organisation's finance and procurement manual and other operating procedures.

A good financial management system at Branch and the NS as a whole is a best practice and an expectation from funders and donors. Moreover, there is no way but a good financial management system to be accountable to our communities. A proper financial management and reporting system provides the information needed to make better stewardship decisions.

Transparency is another important issue for our branches. This is the issue of both internal and external nature. It begins inside the branch/NS with the Managing Board and staff and thus many other levels of audiences for the financial reports. For example, financial committee may need a very detailed report while the Branch Board may be fine with summary information. The requirement for financial information for staff level may vary from the requirement of program managers. Thus, to be able to provide information according to the need of various levels of audiences, a proper and financial management system needs to be in place. In terms of external nature, the more precise the financial information is the better the audit trail which results in more transparency. Furthermore, the audit is conducted much smoother.

Moreover, keeping proper accounting records enables a branch as well as NS to prepare reports that give management important information about how the NS is doing financially. Proper documentation implies that every transaction is prepared using the key process related to internal controls; such as, the review and authorization process, to increase the effectiveness and efficiency of financial management and at the same time reducing the risk of fraud and fund mishandling. NS management is then able to make informed decisions to deliver against budget, avoid cashflow problems, and make future plans. Proper accounting records also mean other people, like external auditors, donors and beneficiaries are able to look at what has happened.

Likewise, keeping accounting records in a computerised financial information system allows a NS to handle large amounts of data in a standard way, certain accounting processes can be automated, such as preparing reports, and many different users can work with the financial information.

Financial reports provide at a minimum a summary of income and expenditure for the branch/NS and should not be limited to showing just income and expenditures. The balance sheet should be prepared in conjunction so that users of the financial statement are aware of assets and liabilities which are not reflected in financial reports comprising of only income and expenditures. They allow branch/NS management (and other stakeholders) to monitor the financial position of the NS. In order for a branch to meet its financial management responsibilities, there should be a focal person, a competent individual, with the right qualifications, skills and experience to carry out the responsibilities.

	Indicator	Meaning (definition, how to measure)
A		*It means that branch have not completed or reach the level of B. A is left vacant intentionally so that if a NS has only a portion of B, then they are not in B but A.*
B	Cash and bank reconciliation is done regularly.	It means that the branch has basic level of financial management system in place. Reconciliations ensure that all transaction emanating from Bank and Cash have been recorded, the remaining balances are accurate and should be done very frequently (at least on a monthly basis). The emphasis at this level is just "doing a cash and bank recon".
	Financial focal person is in place.	There is a focal person to look after financial issue at the branch with clear lines of authority & responsibility. Ask the participants the name of the finance focal person of the branch and what is s/he responsible for and to whom do they report
	Branch has financial management practice in place.	The basic financial issues such as; a transactions recording, analysing, reconciling, reporting, and forecasting are performed to ensure effective financial management is practiced at branch level.
	Branch Governing Board receives financial oversight.	The financial oversight is a function of the Board, usually through finance/audit committee. Is the board receiving a full financial report that they have the opportunity to discuss at every board meeting? What do they discuss in terms of Finance? Are minutes prepared? Are employees aware of issues the Board finds critical? Are these materials included in the board materials prior to the board meeting?
C		*It means that branch have not completed or reach the level of D. Write here the things not met in D to remind you of what needs to be done by branch.*
D	Cash and bank reconciliation is conducted on a monthly basis and corrective action taken if required.	Compared to B, cash and bank reconciliation is done MONTHLY at this level. There is an additional requirement which you did not find in B, that is, CORRECTIVE ACTION is taken if required.
	Financial transactions are authorized according to the procedure.	Ask anyone from the participants "What is the NS procedure with regards to financial management", focusing on cash expenditures, recording of income, handling of cash income at the branch, acquittals, record keeping and reporting? Is the branch following these procedures? Ask someone to describe the branch financial management practice.
		The branch has to have a financial management that meets the minimum standard. They have a system of monthly reconciliation of cash and balance at bank. This includes the process performed by the branch to ensure records (register, ledger account, balance sheet etc.) are correct and that the bank's records are also correct. Besides, the outstanding cheques and deposit in transit is also considered in the reconciliation. However, if cash based accounting is used (i.e. expenses are recorded when paid rather than when services/goods are received) than are there appropriate approval level based on procurement thresholds?
	Segregation of duties is defined and applied.	It is very important that the branch abide by the NS financial management policies, rules and regulations for management of branch finance. The NS procedures for transaction authorization are properly followed. You may ask the participants: " Who are the people in the branch authorized to approved financial transactions, and on what basis?""What are the procurement rules for payments made via the bank and those made through cash?"
	Branch Governing Board has financial oversight.	"Segregation of Duties" or separation of duties in financial process means properly assigning the handling of financial process and control procedures among the appropriate and competent individuals so that transactions are done correctly and according to NS financial policy and procedures. The good separation of duties will prevent error, misappropriation or fraud from occuring in any transaction. In simple terms, the person in charge of "requesting expenditures" should not be the one in charge of "approving expenditures."
		Financial oversight means • all revenue and expenses including project funds are accurately recorded and managed • Resources are allocated appropriately to ensure proper service delivery by the branch to community and to support fundraising activities • The branch achieve good overall financial sustainability • Financial monitoring e.g. perdiodic comparison of the budget with actual expenditures The governing board of branch has a financial oversight that covers the above areas.
E		*It means that branch have not completed or reach the level of F. Write here the things not met in F to remind you of what needs to be done by branch.*

	Indicator	Meaning (definition, how to measure)
F	Surprise cash and bank reconciliation verifications are done and corrective measures taken.	To comply with this indicator, branch must have very strong and standard financial managment system in place. The branch do surprise cash count and verify the bank reconciliation. They take appropriate corrective measures if any error found.
	All NS financial procedures are followed by all consistently. The branch conducts financial audit according to the NS regulations.	The financial polices, rules and regulations are strongly followed by all in all financial transactions. They do conduct financial audit (internal and external) according to the auditing policy of the NS on a regular basis.

Supporting documents

1. *https://financial.ucsc.edu/pages/management_separationofduties.aspx*
2. *http://governancemattersusa.org/board-skills/good-governance-guide/financial-oversight/*
3. 101/102: Corruption Prevention/Corruption Prevention for Managers – Introduction. Available free online at the Learning Platform *https://ifrc.csod.com/LMS/BrowseTraining/BrowseTraining.aspx?tab_page_id=-1700000#f=1&o=1*. Through a fun and interactive learning experience, 101: Corruption Prevention explores the main goal to reduce the overall risk of corruption by giving learners the basic tools and knowledge they can apply on a daily basis. The learning objectives of this course include: Assessing what may constitute acts of corruption. Predicting the impacts of corruption in the humanitarian sector. Recognising potential indicators of corruption and acts that contribute to corruption. Responding appropriately to suspected corruption and challenges that staff and volunteers face The three modules of the 101: Corruption Prevention e-learning have been developed for IFRC and National Society staff and volunteers specifically in mind as well as for anyone else who are interested in gaining knowledge about corruption prevention and contribute to a more transparent and accountable environment.

Topic 17: Budgeting and cost efficiency

Does the branch develop an annual budget, and does this budget specify the minimum administrative costs for the branch to function?

Why this topic is important?

Budgeting is essential for management control. A budget describes the money that a branch and as a whole NS plans to raise and spend for a set purpose over a given period of time. The budget plays an important role in every stage of branch work: Planning new work, raising funds, implementing activities, monitoring work and evaluation. The programme cycle and financial cycle go hand in hand and a good budget should be compiled by programme and finance staff working together and answering key questions:

* What objectives are we trying to achieve?
* What activities will be involved in achieving these objectives?
* What resources will we need to carry out these activities?
* What will these resources cost?
* Where will the funds come from? What will the source be?
* Is the result realistic?

Budgeting and cost efficiency compliments each other and are very much related. It is very important that the branch consider cost efficiency while planning and implementing any programs, projects and delivering any services. It is the consideration of how much it will contribute in the community in relation to what the branch put in. It is the efficiency of converting resources (inputs) into results (outputs and outcomes). This is one of the important conditions to ensure the "Value for Money".

	Indicator	Meaning (definition, how to measure)
A		*It means that branch have not completed or reach the level of B. A is left vacant intentionally so that if a NS has only a portion of B, then they are not in B but A.*
B	Branch has an annual budget.	To comply with the basic standard on budgeting and cost efficiency, there should be an annual budget in the branch. Just having a budget is enough, not necessary that it is a realistic one or linked to annual plan of branch.
	Branch has identified its minimum administrative costs.	The minimum administrative cost in comparison to total program and service delivery cost is identified.
C		*It means that branch have not completed or reach the level of D. Write here the things not met in D to remind you of what needs to be done by branch.*
D	Annual budget is realistic, aligned with annual operational plan and based on the expected income.	This is linked with topic 6 (branch planning). It means, the branch produce a budget which is realistic, based on the trends of expenditures from last years and projection of expected income. Another important issue of successful budgeting is, the budget is aligned with annual operational plan of the branch. The expected income of the branch is also locally planned and projected and with this projected income, allocation is made to implement the plan toward achieving NS strategic objectives.
	The annual budget has been approved by the branch Governing Board.	Even if the NS procedures requires approval on a higher level, the branch Governing Board should approve the budget before forwarding it to the authorized level.
	Minimum administrative costs are specified. They represent 30 percent or less of the total budget.	The minimum administrative cost of the branch is specified which is not more than 30% of the total budget. The administrative expenses includes staff salary, utility bills, postage, normal repairs and maintenances, stationaries and general administrative supplies etc.
E		*It means that branch have not completed or reach the level of F. Write here the things not met in F to remind you of what needs to be done by branch.*
F	Branch monitors its performance against the annual budget at least on a quarterly basis and revised budget, if necessary.	For a budget to be useful, actual performance needs to be compared to the budget on a regular basis to see if the plan is being achieved or not. Based on the findings of the regular performance monitoring, action is taken either to change the plan to something more realistic or to take steps to revise plan and budget.
	Minimum administrative costs are lean and realistic compared to the total budget. They represent 15 percent or less of the total budget.	The administrative costs stays less than 15% of the total budget.

Supporting documents

1. *http://betterevaluation.org/en/evaluation-options/value_for_money*

Topic 18: Financial Information System and Reporting

Does the branch undertake financial bookkeeping and produce financial reports?

Why this topic is important?

Financial information system and reporting is of great value and importance for any organization. It involves collecting and analyzing financial data which is used in recurring activities and in making good financial decisions. There are many benefits of implementing financial information system in an organization. Some of most important benefits are mentioned below:

- Financial information system is of great help in tracking the financial events and summarizing the information,
- If designed, developed and implemented in an effective manner, financial information system aids greatly in preparing auditable financial reports, making policies, while it supports in preparing various relevant reports.
- Reduces the time and efforts of employees in effectively integrating financial information with service results/outcomes

Another important benefit that is attained from implementing the financial information system is that it maintains the transparency of information which is necessary to determine what is happening with the humanitarian initiatives financially and to evaluate various aspects of an organization.

	Indicator	Meaning (definition, how to measure)
A		*It means that branch have not completed or reach the level of B. A is left vacant intentionally so that if a NS has only a portion of B, then they are not in B but A.*
B	Branch has a financial bookkeeping system.	It means that branch may have a journal book but may not be followed properly and don't have any Ledger Book. Branch may only have a book to write cash in and cash out. (They may have Journal book only which doesn't mean proper book keeping). They may not reguarly collect and put into proper file monthly statement from Bank.
	Branch produces financial reports.	Every year the branch produces financial report but it may not reflect the accurate and actual financial Statement of a branch and also does not show the financial condition of bank account. In this level branch may not show the real unit level income. So, if the branch keeps only a Cash register to calculate total cash in and cash out and produce financial report from register book, then they are at this level B.
C		*It means that branch have not completed or reach the level of D. Write here the things not met in D to remind you of what needs to be done by branch.*
D	Branch has a good financial bookkeeping system in place that enables complete financial transaction recording.	It means that branch has a complete Journal, Ledger, Cash Book and produce Income & Expenditure Account in timely manner. All vouchers are properly documented following date of transaction. They have the copy of monthly bank statement and do the reconciliation.
	Volunteers and staff (if applicable) involved in finance & accounts have the required skills to handle all financial bookkeeping and reporting tasks.	This level indicates that an experienced volunteer, member, or staff with accounting/bookkeeping background handle the branch financial matters, including reporting. Ask the participants who is this person in their branch.
	Branch provides timely, at least quarterly, financial income and expenditure reports regarding its running costs and activities and present them to the relevant governance body for approval.	You can ask the participants: "How often do you provide financial income and expenditure reports to your governance bodies, either the branch board or NHQ?" It would be good if prior to the BOCA exercise, you can get a copy of the latest report. Refer also to BOCA Annex 7b re Branch Operational context.
E		*It means that branch have not completed or reach the level of F. Write here the things not met in F to remind you of what needs to be done by branch.*
F	Branch's financial system is computerized and integrated with the NS system.	If the NHQ uses any financial software, the branch uses the same system and is fully integrated with NHQ. E.g. Navision, Peach Tree, Diamond, etc.
	Financial information is well documented. Corrective actions are taken, in case of underspending and reported in transparent manner.	Financial information of the branch is well documented, including the corrective actions taken to address gaps. Should there be underspending from budgets, these are explained and reported in transparent manner and likewise corrected. Please note that underspending of "cash" may occur although the activity was implemented due to the provision of "in-kind" resources/donations.
	Quarterly financial reports also include comparisons to planned budgets and to projections for the next period.	Quarterly comprehensive financial report is produced by the branch which includes comparisons of planned and future budget projections. This is especially useful for the NS Annual Planning and Budgeting Processes to ensure that the planning and budgeting process is grounded on actual performance.
	Financial information is consolidated in branch activity reports and is used as basis for financial expenditure vis-a-vis realized activities and output	Showing the over-all picture of a National Society is facilitated by the branch activity reports which should include service delivery showing activities and out-puts/outcomes and the expenditures made to deliver those activities. All branches should be required to submit these reports, not only the funded branches.

Topic 19: Record management

How does the branch store and make use of relevant information?

Why this topic is important?

Record management is the professional practice of managing the records of an organization throughout their life cycle, from the time they are created to their eventual disposal. This includes identifying, classifying, storing, securing, retrieving, tracking and destroying or permanently preserving records. An organization's records preserve its corporate memory. In determining how long to retain records, their capacity for re-use is important. The reasons to underscore record management for the Branch, are the following:

- Provide improved filing procedures so that related information can be filed together and thus retrieved with ease when required.
- Identify and make appropriate arrangements and preservation of records that are vital to the society or have historical, research and other long-term value.
- Control the manner in which information is created and the way in which incoming and outgoing mail is received, processed, distributed, used and stored.

- Provide information by identifying, scheduling and disposing of outdated information
- Effect cost savings to the society through the control of the creation, distribution and retention of copies of reports, forms and other multiple documents

A good records management system is essential for the National Society to ensure that the right amount of information reaches the right person at the right time and in the right form. It further ensures that vital and valuable records can be identified and preserved as necessary.

	Indicator	Meaning (definition, how to measure)
A		*It means that branch have not completed or reach the level of B. A is left vacant intentionally so that if a NS has only a portion of B, then they are not in B but A.*
B	Branch has a very basic filing system for legal documents, policies, financial records, assets, contracts, agreements and files for volunteer and staff records (if applicable).	The term ***very basic filing system*** refers to the records or information that the branch store in a file, physical or electronic, but not maintained in an organized way. For example, related information are not filed or categorized in order to facilitate easy retrieval.
C		*It means that branch have not completed or reach the level of D. Write here the things not met in D to remind you of what needs to be done by branch.*
D	Branch uses an information management system, either on paper or in a simple computerized system, for all its relevant data and records. Information can be found easily. Branch follows the guidelines on the storing of and access to sensitive and confidential records/documents.	**Information Management System** refers to the manual record management system, or computerized system, where records are stored in an excel file and/or in a paper format maintaining proper structure of filing system. 1. **Record Series:** Each group or records series has been assigned a number, from a series of numbers starting at 100). Example: 100 – Administration, 200 – Finance, 300 – Personnel, 400 – Education and Training 2. **Record subseries:** Each records series is sub-divided into sub-series (Annex1) 3. **Subject file:** The actual files are found at file level under the sub-series. Deciding where the file should be slotted, start by checking to what it relates to, i.e. is it Finance, Personnel or Administration etc. (Annex 2) Ask the participants "Are you aware of any NS policy/procedures/guideliens for keeping/handling sensitive and confidential records/documents? Any examples of these? How does your branch keep these documents? How long are they to be kept? When are they to be destroyed? How do you destroy these documents?" *Try to ask the organizers for a copy of this policy document prior to the conduct of BOCA.*
E		*It means that branch have not completed or reach the level of F. Write here the things not met in F to remind you of what needs to be done by branch.*
F	Branch has a computerized management information system that covers all its information needs, and which is actively used by well trained staff (if applicable) and volunteers. Back-ups are made regularly and stored at safe place. The system fulfils an important role for the institutional memory of the branch and for learning and improvement of its performance.	Computerized management information system refers to the automated database system maintained by Branch which is linked with central database system. All the records of Branch have been stored and easily retrieved. There is an implied focal person responsible for this, either a staff or a volunteer. There is a back-up of the data and this is done regularly. Ask the participants how often they do the back-up. Aside from the computer back-up, there is also an implied external back-up stored at a safe place. The term "safe place" here means outside the office. If the branch makes a back-up copy and puts it in the drawer at the office, this is not a safe place considering that if a fire breaks out, all files will be destroyed. Safe place means, for example, cloud, external drive kept at the bank, or safe keep at an agreed place by the appropriate committee or by the board.

Topic 20: Logistics

Does the branch follow the NS logistics procedures?

Why this topic is important?

Logistic in most cases includes warehousing, procurement and fleet management. This topic is important as good logistics capacity of a branch ensures accountability and facilitate good service delivery.

	Indicator	Meaning (definition, how to measure)
A		*It means that branch have not completed or reach the level of B. A is left vacant intentionally so that if a NS has only a portion of B, then they are not in B but A.*
B	Branch has understanding on logistic components (warehousing, procurement, fleet) Relevant logistics procedures of the NS are understood.	Branch participants know the terminology and understand that it cover the area of warehousing, procurement and fleet management. Sometime supply chain management is considered as part of logistics. The branch know and understand the basic logistic procedures defined by the NS like how to maintain stocks, relief items; how to do local procurement, what are the basic rules for vehicle use and maintenance, planning etc.

	Indicator	Meaning (definition, how to measure)
C		*It means that branch have not completed or reach the level of D. Write here the things not met in D to remind you of what needs to be done by branch.*
D	Relevant logistics procedures are in place and followed.	The branch follows all the logistics procedures defined by the NHQ for all three components
	Branch has logistics focal point and who is trained.	Logistic focal point is a person who is dedicated for the three components to look after and report.
E		*It means that branch have not completed or reach the level of F. Write here the things not met in F to remind you of what needs to be done by branch.*
F	Branch has computerized relevant logistics system and shares the data with the Headquarters.	Computerized system could be use of LOGIC software or any database to keep stock updates, procurement information, fleet data base.
	Branch organize logistic training for volunteers/staff by the trained person and/or in coordination with NHQ.	Logistic training includes basic orientation for volunteer or staff on warehousing, procurement, fleet. The training gives opportunity to develop work force to be utilized during disasters.

Supporting documents

1. *https://fednet.ifrc.org/en/resources/disasters/logistics/*
2. Logistics Standard Online: *https://fednet.ifrc.org/en/resources/disasters/logistics/logistics-standards-and-tools/lso/*
3. Logistics Briefing Package: *https://fednet.ifrc.org/en/resources/disasters/logistics/logistics-standards-and-tools/logistics-briefing-package/*
4. Global Logistics Strategy: *https://fednet.ifrc.org/en/resources/disasters/logistics/strategy/*
5. IFRC Procurement Manual: *https://fednet.ifrc.org/FedNet/Our%20IFRC/Procedures%20Database/Forms%20and%20templates/093_e_v120_procurement%20manual.pdf*

Topic 21: Activity Identification

How does the branch identify its regular activities (external funded activities not included)?

Why this topic is important?

Identification of branch activity is the main driving force for the branch to keep it's humanitarian mandate alive. The activity identification needs to be aligned with the local context, priority needs and in line with the NS mandates and strategic priorities. Proper identification of branch activities will help the branch to grow and perform better. This will also ensure appropriate recruitment, training and mobilization of volunteers, young and adults alike.

	Indicator	Meaning (definition, how to measure)
A		*It means that branch have not completed or reach the level of B. A is left vacant intentionally so that if a NS has only a portion of B, then they are not in B but A.*
B	Branch activities are sometime based on a needs assessment and with involvement of intended communities and beneficiaries.	Needs assessment means a systematic identification of the needs of the vulnerable people and not a decision made without considering context. Note the use of the term "sometime." At this level, it is only "sometimes" that the branch base its activities on needs assessment and "sometimes" involving the intended communities or beneficiaries.
C		*It means that branch have not completed or reach the level of D. Write here the things not met in D to remind you of what needs to be done by branch.*
D	Branch identifies and plans its activities based on a participatory needs assessment. This includes consultation with intended communities and beneficiaries. The needs assessments capture possible vulnerabilities of specific groups in the community.	Note that the word "sometimes" found in B is already gone in this level. This level requires that ALL its plans and activities are based on participatory needs assessment such as community consultation, VCA and other participatory processes. The activities, as for example, giving shelter support should be based on the community need and the types of support should be coordinated with governement and non-governement stakeholders to ensure quality and accountability. The center of this is the rights of beneficiary and to ensure their dignity. Different people have different needs and we need to identify the needs and plan our activities accordingly.
E		*It means that branch have not completed or reach the level of F. Write here the things not met in F to remind you of what needs to be done by branch.*

	Indicator	Meaning (definition, how to measure)
F	Participatory needs assessment forms the bases for service design and planning.	In designing and planing services, the branch should follow minimum quality standards. These standards could come from in-country institutions designated to develop, implement and monitor standard compliance. This could also come from SPHERE and the Core Humanitarian Standards, ensuring that vulnerablle people are given a right based assistance. Hence, the activity design should maintain all quality standards aspects.
		For example, if your branch will engage in blood program, it is inherent in the program to ensure safety and quality of blood by screening and testing for blood transmissible diseases and ensuring that transport of the product does not compromise quality. This has implications on your planning and budgeting.
	Needs assessments are gender and diversity sensitive.	The dignity, gender and diversity are vital to design the activity and the relevant support packages. As for example, food requirement for adult and chilld are different; hence our activity design should consider child needs separately.
	Relevant local stakeholders have been consulted on priority needs of most vulnerable people.	Our activities should not plan in silo. Appropriate coordination and consultation with different stakeholders are important to improve quality and avoid duplication.
	Vulnerability is always guiding the selection of the target areas and beneficiaries.	Resources, unfortunately, will always be limited. Hence, our target beneficiaries should be the most vulnerable who needs the most.

Supporting documents

1. The Sphere Handbook is one of the most widely known and internationally recognized sets of common principles and universal minimum standards for the delivery of quality humanitarian response. Because it is not owned by any one organization, the Sphere Handbook enjoys broad acceptance by the humanitarian sector as a whole. *http://www.sphereproject.org/handbook/*
2. Here are some logistics courses available in fednet. These are on specific items but would be good reference. *https://ifrc.csod.com/GlobalSearch/search.aspx?s=1&q=logistic*
3. Core humanitarian standards *https://corehumanitarianstandard.org/the-standard*

Topic 22: Planning Monitoring and Evaluation

How does the branch monitor its results and activities and adjust accordingly?

Why this topic is important?[1]

Good PMER leads to quality Results Based Management (RBM) allowing us to:

- Better implement our programmes and projects towards our shared mission
- Promote organizational learning and knowledge sharing
- Uphold accountability and compliance, not only to donors and partners, but the people we serve.
- Provide opportunities for stakeholder feedback and participation, especially beneficiaries
- Promote and celebrate our work by highlighting our accomplishments and achievements, building morale and contributing to resource mobilization.

The way that we work, including PMER practices, should take seriously the ethical responsibilities that this implies. Project/programme planning should address people's real needs with equity, dignity, and meaningful participation. Monitoring, evaluation, and reporting involves collecting, analyzing, and communicating information about people – it is important it is conducted in an ethical and legal manner, with particular regard for the welfare of those involved in and affected by it. Therefore, PMER practices should:

- Uphold the Red Cross Red Crescent Fundamental Principles and Code of Conduct
- Respect the customs, culture, and dignity of human subjects
- Uphold the principle of "do no harm." (maximize the benefits and reduce any unnecessary harm)
- Foster meaningful participation and involvement
- Ensure that stakeholders can provide comment and voice complaints.

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1 Taken from the introduction of the IFRC PMER Pocket Guide in this link IFRC
http://www.ifrc.org/PageFiles/79595/PMER%20Pocket%20Guide%20Draft%205-2013.pdf

	Indicator	Meaning (definition, how to measure)
A		*It means that branch have not completed or reach the level of B. A is left vacant intentionally so that if a NS has only a portion of B, then they are not in B but A.*
B	Branch discuss and agree on plans for their activities.	Branch holds internal discussions when planning their activities and does not involve much with stakeholders, including the community and volunteers. Branch planning is based on a logical framework (logframe) approach.
	Branch occasionally discusses the progress and achievements of its activities.	Branch occasionally meets to review progress and achievement of its activities.
C		*It means that branch have not completed or reach the level of D. Write here the things not met in D to remind you of what needs to be done by branch.*
D	All plans clearly identify who is responsible and expected results are linked with the budget.	A good reference with templates and tools for planning, monitoring, evaluation and reporting (PMER) is IFRC's *Project/Programme Planning (PPP) Guidance Manual.* For the summary version, refer to the *PMER Pocket Guide.* Branch staff may also have taken online courses on PPP and M&E offered on the *IFRC Learning Platform.*
	Branch monitors the progress of most of its activities in a systematic way and compares to expected results under plans.	It is important that the branch monitors its progress systematically and compares this progress with the expected results under plans. Ask the participants how do they do this? They may say that they have a monthly or quarterly reporting system that monitors progress against plans.
	Monitoring data is disaggregated according to gender.	Does the monitoring of branch activities include disaggregation of data by gender? Ask participants for examples.
	If expected result is not achieved, in most cases, appropriate actions are taken.	Refer this as well on the NS planning, Budgeting and Reporting Processes. If there is a gap between achievement against plans, what examples of appropriate actions have been taken? Note that gaps could be a result of under targeting or over-targeting. Examples of actions could be done during the planning and budget review within that year or in developing next years budget to make it more realistic in terms of targeting.
	In the majority of activities, beneficiary satisfaction is regularly checked and acted upon.	Ask the participants «how they monitor beneficiary satisfaction?» Do they do it regularly? What do they do with the findings? Any examples of actions taken?
	Branches follow their NS's Evaluation requirements	Evaluations don't have to be done externally and with a lot of budget. They can also be done internally. A good reference on how to conduct evaluations is *IFRC Framework for Evaluation* and *Monitoring and Evaluation (M&E) Guide.* Ask the participants whether they are aware of their NS evaluation requirements, or if they know this exist or not.
E		*It means that branch have not completed or reach the level of F. Write here the things not met in F to remind you of what needs to be done by branch.*
F	All plans carry indicators to measure results.	It is important that a plan have Specific, Measurable, Achievable, Relevant and Time-bound (SMART) indicators as a means to accountably monitor and assess performance.
	Branch monitors results of all plans in a systematically manner and tracks progress against indicators.	Branch develops its own way of monitoring results in a systematic manner, e.g. an M&E Plan and Indicator Tracking Table (ITT) to measure results.
	Monitoring data is disaggregated according to gender and age.	What differentiates this indicator from D is that at this level, it has included AGE, aside from gender.
	Monitoring data is reflected in relevant branch reports.	What the branch monitors, is it included in the branch reports being sent to approriate levels? Ask participants for examples?
	Mechanisms on accountability to beneficiaries are in place (e.g. complaints and feedback mechanisms).	Beneficiary satisfaction can be assessed through community response mechanisms. Follow-up actions on complaints and feedback received is communicated back to the community to ensure transparency and accountability.
	Beneficiary satisfaction results are used to improve quality of all service delivery.	All evaluation reports have been reviewed by the branch and a management response provided. In addition, the branch has prioritised what actions they will take to address evaluation recommendations.
	Evaluation results are actively used for leaning and improvement.	

Supporting documents

1. *IFRC Framework for Evaluation* and *Monitoring and Evaluation (M&E) Guide.*
2. IFRC's Project/Programme Planning (PPP) Guidance Manual. For the summary version, refer to the PMER Pocket Guide.
3. FedNet, *https://fednet.ifrc.org/en* (go to National Society Knowledge Development > Planning & Evaluation). This non-public website is accessible only to registered IFRC members and partners. It includes an extensive inventory of PMER resources, including PMER training resources.

4. IFRC's Community of Practice, *https://fednet.ifrc.org/en/communities/communities-of-practice/*. Here you can find a variety of online forums on topics related to PMER, most notably the PMER Community of Practice, but also communities of practice on Complaints & Feedback Mechanisms, Project/Programme Management Systems. Type in "PMER" into the "Search here" space or just browse around.

5. IFRC Online Project/Programme Planning Course, available on the IFRC's learning platform, through *https://ifrc.csod.com/client/ifrc/default.aspx* (search for "PPP" or "PMER"). This free online course is made up of two 60-90 minute modules.

Topic 23: Reporting

How does the branch report about its performance?

Why this topic is important?

Reporting means gathering, analyzing, putting together, writing and disseminating facts and information for the purpose of getting information out to management, donors, partners, and communities in order to get assistance in to communities. This is the most visible part of PMER system. In the PMER world, it is commonly said that "if it has not been reported; it has not been done". Reporting supports project management, institutional memory, sharing of success, improvement of transparency and accountability, improving resource mobilization, building experience, extending cooperation and also celebrating achievements. Besides, focal persons for programs/projects/interventions need to understand how they are currently performing by regularly assessing and reporting against their set target, goals and objectives and making adjustments where necessary.

It is important for the branch to produce reports in order to comply with reporting regulations and information requests. This reporting could be compulsory such as annual financial statements and accounts or it could be voluntary where the HQ produces reports to help strengthen its transparency and accountability. Aside from providing information on branch performance, these reports are also used to inform management in making key decisions.

	Indicator	Meaning (definition, how to measure)
A		*It means that branch have not completed or reach the level of B. A is left vacant intentionally so that if a NS has only a portion of B, then they are not in B but A.*
B	Branch reports annually about its performance to the headquarters. When reporting, the information given is basic: providing mainly numbers in activities conducted. Reports capture basic information such as actions related numbers (e.g. number of beneficiaries reached, volunteers trained, etc.).	Branch reports annully about their activities. But there is no define standard for submitting their reports. The level of information is very basic, the status is only about activity accomplishment. Other information like results of the activity or impact of the activity is not provided. Gender disaggregated information is also not available. The objective of conducting the activity is not described properly. That means activity done or not. Which type of participants attended and whether the expected result was fullfilled is not described properly.
C		*It means that branch have not completed or reach the level of D. Write here the things not met in D to remind you of what needs to be done by branch.*
D	Branch reports, approved by the branch Governing Board, are submitted in a timely manner to the headquarters according to the NS requirements. Reports always include: • achievements against expected results; • financial overviews; • number of beneficiaries reached disaggregated by gender.	Branch reports … according to NS requirements means that the branch follows NS PMER framework, guidelines sends reporting template. A standard is maintained in developing Branch report and which is submitted to branch Governing Board for their approval. After getting the approval it is submitted to HQ. A standard means that the branch is following a NS standard required to be followed by all branches. The reports presents all the information against their expected result. The reports includes a financial overview like budget vs expenditure. The number of male, female and other gender are reached through this activity that means target vs achievement of reaching people. It means the report can answer all the question of an outsider who doesn't know about the project activities.
E		*It means that branch have not completed or reach the level of F. Write here the things not met in F to remind you of what needs to be done by branch.*

	Indicator	Meaning (definition, how to measure)
F	Reports are shared with stakeholders according to agreed procedures.	This means if any agreement is done with stakeholders about the reporting timeline or report sharing timeline then reports are provided accordingly.
	Financial and narrative reports are linked and assessed against plan and budget.	The narrative report should explain significant variance between targets and actual results and include key finance intervention with budget versus expenditure information that can be cross-checked with the financial report.
	Beneficiary data in reports is disaggregated according to age.	In addition to disaggregated by gender (at level D), Level F requires beneficiary data to be disaggregated by age.

Core capacity: TO RELATE AND TO MOBILIZE	The branch invests in constructive, formal and informal dialogue and partnership with its stakeholders, and mobilizes the necessary human, financial and material resources in a planned and sustainable way.

Topic 24: Information sharing and decision making

How does branch leadership consult with volunteers, members and branch staff (if applicable), share information with them and involve them in decision making?

Why this topic is important?

It's important for volunteers and members (non-branch board members) that they truly feel they can have a say in their activity. This could imply: suggesting new activities, different ways of doing current activities, practical improvements in what they do and what they get etc. It is not sufficient that board members are volunteers.

Information sharing and decision making are mutually reinforcing each other. Taking proper, right and quick decision is one of the key prerequisites for a RCRC branch and the NS to do more, do better and reach further in terms of serving towards the vulnerable.

Information or knowledge sharing is an action through which information, skills, expertise is exchanged between members, volunteers and staff in the branch. The practice of sharing information helps creating awareness, provide first solution and improve time to response, increases coordination, acceptance to new ideas.

If things are properly shared in the branch, staff, volunteers and members become aware about what is expected out of them and they can thus create a road map keeping in mind the availability of resources, its pros and cons and try to achieve better results for the branch and as well as for the community. This is also very important for promoting transparency and accountability.

Learning is not the exclusive domain of HQ. Excellence could be found at various levels of the National Society e.g. regional, provincial, district, sub-districts, villages. Where and when this is identified, peer exchange amongst branches is encouraged to be facilitated by HQ appropriate offices. This could also be own initiative of the branch in agreement with another branch. It is encouraged that the governance of both branches are involved in the planning of peer exchange and that the HQ is also made aware even if the action is own initiative of the brances.

	Indicator	Meaning (definition, how to measure)
A		*It means that branch have not completed or reach the level of B. A is left vacant intentionally so that if a NS has only a portion of B, then they are not in B but A.*
B	Occasionally, branch leadership provides information on its activities to the volunteers, members and staff (if applicable).	This means that there is no regular practice that the leadership shares information about the branch activities, its implementation status and future plan. They share information OCCASIONALLY.
C		*It means that branch have not completed or reach the level of D. Write here the things not met in D to remind you of what needs to be done by branch.*

	Indicator	Meaning (definition, how to measure)
D	Regularly, branch leadership informs volunteers, members and staff (if applicable) about its affairs and usually involves them in planning and decision making.	Notice the term "REGULARLY". At this level, the branch has a practice of informing and updating volunteers, members and staff about its activities and priorities. They share the implementation status of branch activities with all internal bodies on a regular basis. They do this knowledge and information sharing through formal and informal meetings, publication and dissemination of reports etc. In most of the cases, branch leadership involves key volunteers, members and staff (if any) in the planning and decision making process.
	Branch exchange information with higher/lower tiers in NS structure.	Branch leadership also share information related to branch affairs with the higher and lower level structures (e.g. provincial offices; regional offices) of the National Society starting from HQ to grass root level.
E		*It means that branch have not completed or reach the level of F. Write here the things not met in F to remind you of what needs to be done by branch.*
F	Volunteers including youth, members and staff (if applicable) receive all the information that is relevant to their needs. They are systematically involved in planning and decision making where appropriate.	There is a system of who to involve where and who to do what in terms of various planning and decision making. E.g. if it is related to youth development, the Youth & Volunteer group is involved, if it is related to financial management, then the governing board finance committee is involved along with the financial focal person, etc. Notice the term ALL information.
	Branch exchange information with peer branches.	This is not meant to be a yes/no indicator, but to facilitate a discussion around the value of cross-branch contact and is related to topic 33 D and F. Ask for examples.

Topic 25: External Coordination

Does the branch regularly consult, collaborate and coordinate with local authorities and other local stakeholders?

Why this topic is important?

Systematic and regular collaboration, coordination and consultation with local authorities and other stake holders will foster a greater common understanding and effective collaboration among all the humanitarian actors to define the needs and strategies for responding to the local needs at local level. The branches will be able to gather information and will have better knowledge on who is doing what and other resources available at the local level. And further, the stakeholders would recognize the strength of the local RC branch which might create opportunity of local level partnership. This will create an opportunity for all actors to foster the culture of shared responsibility and optimize the utilisation of resources in the most effective and efficient manner. This also creates an opportunity for the branch to access local government resources and utilize the auxiliary role at branch level. Working in close collaboration and coordination will also create a conducive working environment among partners to address the humanitarian needs more effectively and efficiently.

	Indicator	Meaning (definition, how to measure)
A		*It means that branch have not completed or reach the level of B. A is left vacant intentionally so that if a NS has only a portion of B, then they are not in B but A.*
B	Branch sometimes is in contact with local authorities and other local stakeholders.	Branch makes attempts to have formal/informal meetings with local authorities, stake holders and community leaders for information exchange and sharing. Note the use of the term "SOMETIMES".
	Branch occasionally checks for Stakeholders' satisfaction over its activities.	Branch carries out from time to time a check on stakeholders about their level of satisfaction of the branch service delivery. This can be achieved through normal feedback. Note the use of the term "OCCASIONALLY."
C		*It means that branch have not completed or reach the level of D. Write here the things not met in D to remind you of what needs to be done by branch.*
D	Branch occasionally discusses with local authorities and other stakeholders about its activities, priorities and humanitarian needs.	Branch "OCCASIONALLY" engage with stakeholders and local authorities and community leaders to identify needs and priorities which are taken in consideration for activity planning. This consultative process would enhance the coordination of the Branch with the stakeholders.
		It is important to go beyond the examples given in B and generate understanding on their stakeholders by asking "who are your stakeholders?" and the importance of stakeholders by making them reflect on other stakeholders that it should establish cooperation with.
	Stakeholders' satisfaction is regularly checked and discussed at branch meetings, and used to improve branch performance.	Now see the difference. At this level, the branch is expected to REGULARLY check and discuss stakeholders satisfaction. The information obtained from such consultations are reviewed at branch meeting and put in practical effect to the service program where service delivery weaknesses/deficits are presented.

	Indicator	Meaning (definition, how to measure)
E		*It means that branch have not completed or reach the level of F. Write here the things not met in F to remind you of what needs to be done by branch.*
F	Branch has frequent formal and informal meetings with local authorities and other stakeholders to coordinate priorities and gaps in the delivery of public services and to determine how and where the branch can add value. Stakeholders are part of the planning and implementation of all interventions.	Branch initiate more integrated coordination meetings among the stakeholders, local authorities, NGOs and other humanitarian actors to determine priorities, services/support gaps and to mobilize resources of the branch/NS to complement the efforts where required. Note the use of the term "FREQUENT." Understand also that the meetings are either informal or formal and the intent is to find where the branch could add value considering its available resources. Stakeholders are actively engaged and consulted from the early stage of needs identification and service design and planning, throughout the implementation, monitoring and evaluation of all interventions.

Topic 26: External Communication and humanitarian diplomacy

Does the branch disseminate its mandate, mission, and activities; and advocate in the interest of most vulnerable groups?

Why this topic is important?

Red Cross Branches are grass root level organisations while the National Society has National and International entity. The branches represents the NS at local level. It is important for the branches to disseminate the mission, vision and mandate of the NS at local level in order to create better understanding on the Principle and values of the RCRC movement and to profile the image of the National Society. The unique position of a Red Cross Red Crescent Branch creates a wonderful opportunity to advocate in the interest of the most vulnerable. It is important that the branches recognise the opportunity and commits to engage in advocacy for the most vulnerable.

	Indicator	Meaning (definition, how to measure)
A		*It means that branch have not completed or reach the level of B. A is left vacant intentionally so that if a NS has only a portion of B, then they are not in B but A.*
B	Occasionally, branch shares information about its activities with some stakeholders (e.g. public at large, media, local authorities, other humanitarian actors). When requested, branch speaks about issues affecting vulnerable groups.	Note the use of the term "OCCASIONALLY." At this level, the branch shares information to the public about its activities. This includes media, local authorities, etc. The key phrase here is "when requested." Vulnerable groups have issues affecting them; e.g. street children on health, women on access to reproductive health care, migrants for access to public services amongst others. When requested, the branch speaks on the issues which they are familiar with.
C		*It means that branch have not completed or reach the level of D. Write here the things not met in D to remind you of what needs to be done by branch.*
D	Branch regularly shares information to stakeholders on its work in emergencies and development. Branch board members are involved in influencing local decision-makers in the interest of the most vulnerable, and to enhance partnerships.	Note the term "REGULARLY." Compared to the "occasionally" of level B. Also, at this level, the information that is shared covers those dealing with emergencies and development activities. At this level, the branch board members are actively involved in influencing local decision makers to act in the interest of the most vulnerable. The board is also creating opportunities for partnerships, maybe in areas where the branch is not engaged but vulnerability is clearly existing. For example, this may include influencing resource allocation to allow most vulnerable better access to public services; or, determination of evacuation areas to ensure saving lives when disaster strikes, or allocation of less hazardous public lands for recovery projects to build better and enhance quality of lives of the most vulnerable.
E		*It means that branch have not completed or reach the level of F. Write here the things not met in F to remind you of what needs to be done by branch.*
F	Branch strategically communicates with their stakeholders and keep them inform regarding its mission and activities. Branch pro-actively seeks opportunities to advocate for the most vulnerable and inclusion of marginalized groups, to profile its own achievements, and to access relevant information.	At this level, the branch does not only regularly shares information but also STRATEGICALLY communicates with their stakeholders about the mission and activities of the branch. This is important to ensure that the partnership will always be relevant and be seen as mutually beneficially. At this level, the branch is no longer waiting for invitation to speak (level B). It is PRO-ACTIVE in seeking opportunities to advocate for the most vulnerable and marginalized group, not just profiling its own activities and accomplishment.

Indicator	Meaning (definition, how to measure)
Branch is regularly called upon as a local expert.	The branch is recognized as a local expert on issues relating to humanitarian actions either in emergencies or in development. They are usually invited in meetings or trainings as resource persons.

Supporting documents

1. *http://www.ifrc.org/en/get-involved/learning-education-training/certified-professional-development-courses/online-course-in-humanitarian-diplomacy/.*

Topic 27: Community Involvement

Do beneficiaries and community members contribute to branch activities?

Why this topic is important?

Branch is not isolated from communities; it is composed of members and volunteers who come from the communities. The activities which are conducted at community level need to be designed to respond to their local needs. It is vitally important that the beneficiaries and community members get the opportunity to be involved in the activities. This creates transparency, accountability and ownership condition for building resilient communities and keeps the branch focused to be relevant and effective.

	Indicator	Meaning (definition, how to measure)
A		*It means that branch have not completed or reach the level of B. A is left vacant intentionally so that if a NS has only a portion of B, then they are not in B but A.*
B	Occasionally beneficiaries and community members participate in implementation by providing labour and/or time, money, materials.	Note the word OCCASIONALLY. This indicator covers implementation only.
	People living in the target communities are sometimes recruited as volunteers and involved in branch activities.	Note the use of the term "SOMETIMES".
C		*It means that branch have not completed or reach the level of D. Write here the things not met in D to remind you of what needs to be done by branch.*
D	Beneficiaries and community members contribute significantly to implementation by providing labour and/or time, money, materials.	The indicator should be verified by examples. Ask also if there are examples where beneficiaries have not been involved. Pay special attention to answers from the volunteers, as they are the closest to implementation.
	The branch usually involves beneficiaries and community members in planning and implementation of most activities.	Note the word USUALLY. The indicator covers both planning and implementation.
	People living in the target communities are regularly recruited and involved in the implementation of branch activities.	
	Activities are designed to enable community volunteers to deliver them effectively.	
E		*It means that branch have not completed or reach the level of F. Write here the things not met in F to remind you of what needs to be done by branch.*
F	Beneficiaries are actively involved in needs assessment, design of activities, implementation, monitoring and evaluation.	At this level, we are looking at more active involvement and participation of the beneficiaries.
	Volunteers living in the target communities are involved in planning, implementation, evaluation and further improvement of branch activities.	Volunteers living in the target communities are not just project implementors. They are involved in all aspects of project management.
	Branch appreciates and facilitates their continued key-involvement.	Branch recognizes the importance of continued engagement with the beneficiaries and therefore ensures that there are opportunities for beneficiaries to volunteer.

Topic 28: Diversity in Resource Mobilization

Does the branch undertake different types of resource mobilization (RM) and is it receiving support from different sources?

Why this topic is important?

I. Focus on diversified and sustainable domestic support

Each National Society must develop diversified and sustainable domestic support as the basis of its core operation and services.

Many Red Cross Red Crescent activities can be carried out sustainably with resources available in even the poorest communities, which themselves may be part of countries with fast-growing economies. Designing organizations and services which can be sustained with available resources is a critical aspect of National Society development.

Securing sufficiently diversified and sustainable sources of income is the best way for a National Society to ensure that its integrity and independence are not threatened by any actor, whether domestic or international.

II. Recognising the diversity of National Societies: one size does not fit all

Although National Societies are bound together by common Movement standards and undertakings, each functions in its own specific environment. It can never be a 'one size fits all' for National Societies; each must develop its own way of working that allows it to meet its commitments to the Movement while growing and thriving in its own environment.

III. The primary responsibility of leadership

The primary responsibility for National Society development lies with the senior leadership of each individual National Society. That leadership must steer its organization towards becoming more effective in meeting its mandate and becoming more sustainable in doing so. Such change may be planned or may take advantage of sudden opportunities.

A particular challenge faced by National Society leaders is implementing development processes at the same time as managing the day-to-day business of the organization. This can be particularly difficult in situations of constrained resources and limited management capacity and expertise.

Effective National Society development work addresses practical problems based on thorough analysis of a National Society and its environment. It looks beyond immediate symptoms to identify and address deeper organizational issues coherently. Such work is based on the involvement of stakeholders from across the organization. Internal and external communications and credible coordination are central to mobilising and motivating these stakeholders.

IV. Services to vulnerable people must be the key driver

Central to National Societies are the core humanitarian services that they deliver. These determine their internal and external identities, as well as the ways in which they should be structured and run. National Societies should be able to sustain these services, over time, through their own predictable resource bases.

Any National Society will, at times, be called upon to respond to exceptional situations, such as natural disaster, epidemic or conflict. National Societies should prepare on an ongoing basis for such eventualities.

V. Promoting effective external support for National Society development

External actors can support National Society development through political, technical and financial support. Poorly conceived support can lead to changes that are not sustained over time or, worse, become a drain on limited resources, ultimately risking the long-term sustainability of the National Society. To be effective, external support must be aligned with the analysis and direction of the National Society, fully owned by the National Society and designed to be sustainable in the environment in which it is operating.

Managing the influx of temporary programmatic or project resources poses a major challenge for National Society development, in particular in emergencies but also in longer-term work. The

risk is that implementing time-bound activities creates unrealistic expectations of the National Society in local populations and draws limited resources from other areas of National Society work. There are, unfortunately, many examples where any benefits to the National Society cannot be sustained beyond the implementation period and so do not contribute to long-term National Society development.

Time-bound programmatic or project support can be helpful when it aligns with and reinforces a National Society's identity and core services, and when there is a likelihood that activities will be sustained for as long as needed and/or taken to scale. In managing this tension, it is helpful to identify the following from the start:

- What aspects of the support are of a short-term nature; i.e.: will finish when external support ceases. It is important that such support does not burden or compromise the National Society in respect of its long-term goals.
- What aspects of the support will the National Society be willing and able to continue into the future; i.e.: will make a contribution to the long-term development of the National Society.

Support to National Societies by Movement and other actors should move away from short-term substitution for National Society service delivery capacity. The exception should remain situations where huge need outstrips the capacity of the National Society, and it has to access support from Movement and other partners. Where short-term substitution is unavoidable in humanitarian emergencies, this should be managed from the start so that it does not compromise long-term National Society development.

National Society development requires two types of resources. There is need for financial investment in order to allow organizational change work to take place, and there is then need for the resources to maintain the change once it has been made. External support can be helpful in financing activities to set change in motion; however, it is a National Society's responsibility to find the resources to maintain the change, and this must be planned for from the beginning.

Furthermore, diversifying its income means that the branch is not dependent on only one source but has many ways it can get the income it needs based on the plan it has to conduct its services and Programmes.

1. **Self-financing** – An NS may be able to generate income itself by charging membership fees, selling services or renting out spare office space
2. **Local financing** – A NS may be able to raise funds from the local community and local institutions such as businesses or specific professions.
3. **General donations** – NS may be given unrestricted donations

In NSs there are a lot of different setups, and in some NS branches cannot raise money – it all goes to HQ who then distributes the funds. The indicator has to be amended by the NS according to its procedures. The Facilitator needs to know the NS guidelines for RM.

	Indicator	Meaning (definition, how to measure)
A		*It means that branch have not completed or reach the level of B. A is left vacant intentionally so that if a NS has only a portion of B, then they are not in B but A.*
B	Branch conducted RM activities recently. Branch is able to raise resources in cash and kind to cover some administration cost.	At a minimum, it is essential for the branch to conduct an RM initiative of its own. In cases, where branches see "fundraising campaign" as the only income source, it shall be relevant to raise questions on other potential income sources, such as • Maintaining its members (if such membership concept exists in the NSs policy) and having its effort in collecting membership fees as following its NS policy? • Maximizing it's auxiliary role, and receiving funds or benefit from its local government? • Assets of the branches: Are they managed in a decent manner, thus it may generate income or at minimum not generating deficit for the branch? Such activities could be for example, lending its office space, training room or managing its land given by the local government. • Services (such as commercial First Aid) are generating income to run the services

	Indicator	Meaning (definition, how to measure)
		• Fundraising activities such as campaigns and developing donors. Here it shall again be important to realize that campaigns should be conducted in a manner that it generates income. In cases where the propose of campaigns are mixed with objective of "fundraising" and "information dissemination/awareness raising", it's shall be critical to ask if its primarily objective is to raise funds, whether the cost/time/HR effort are good enough to generate income out of it.
		Giving such ideas of diverse income sources may generate better discussion and understanding that Resource Mobilisation is not only about fundraising and lead to the next topic to seek how the branches may diverse its income sources as well as making decisions in a more strategic manner to identify its sustainable model of diverse sources of incomes.
		Note that we are not looking for so many fundraising activities or income generating projects. The significant profits generated out of a number of fundraising activities or income generating activities is better than small profits in so many income or fundraising activities. Therefore, before starting a fundraiser/Income generating activity, it must be really studied to ensure good profit at the end.
		Also in this topic, it is key to understand how much administration fee a branch is spending (refer to Annex 7a, 7b and 7c), and how much of such costs were covered by the resources the branch raised with its own effort. Such process of identifying its administration fee and what is able to be covered and what is not, shall lead to discussions on "what is a core cost? That is essential to the branch and how it is covered". In-kind is often forgotten as a resource and not been recorded sufficiently as an income stream of the branch. Through this topic, it shall generate further understanding that by recognizing in-kind donation, it may lead the branch to maximize the full potential of in-kind, guide to receiving in kinds in the most sufficient manner to cover the essential needs of the branch.
C		*It means that branch have not completed or reach the level of D. Write here the things not met in D to remind you of what needs to be done by branch.*
D	During the recent years, some progress has been made in RM activities.	The definition of "some progress" shall be determined by the BOCA members themselves. However, the key is to create a clear understanding among the members, that there are efforts and investment in making progress for RM in order to develop and maximizing its activities.
	Focal point for RM is in place.	Without RM focal points, the role and responsibility is scattered among all and becomes no-ones responsibility, at the end. It is key to have a RM focal point. However, there are many cases where too high expectation is put to the RM focal point to achieve all the RM activities by him/herself. Key to success in RM is not only by setting a focal point, but for them to be connected to leaderships decision, vision, as we'll as a collective working environment especially with finance/communication/Programme focal.
	At least two different types of local RM are achieved.	With reference to the "at least 2 different types of local RM", ask if they have at least 2 different types of local RM activities and whether they have achieved its objectives and goals.
	Branch is able to raise resources in cash and in kind sufficiently to cover for its administration cost and one core activity	Furthermore, as it was earlier generated as a discussion on "what is a core cost/positions", in this topic, it is now required to fulfill covering its administration fee and least one of its core "activities". Such core activity should be determined by its BOCA members, but it may again be important to reflect back to what are the needs, humanitarian issues in the area, thus to facilitate a better discussion in identifying its "core activity" in connection with its relevance.
E		*It means that branch have not completed or reach the level of F. Write here the things not met in F to remind you of what needs to be done by branch.*
F	During the recent years, good progress has been made in RM activities.	This could simply mean that there are more RM activities and income is significantly higher compared to previous years.
	More than three different types of local RM are established, which could sustain activities and the coverage of the branch's administrative costs.	Note the requirement: 3 different local RM activities. Note as well that these 3 RM should sustain activities and cover the branch' admin costs.
	Branch is able to raise resources in cash and in kind for more than its required administrative cost and more than one core activity.	Note the terms "cash and in-kind" resources. Ask the participants what are their branch' core activities. Is one of these funded by own RM/FR income?
	Branch shares its RM experiences with other branches and headquarters.	To inspire others and to support NS and other branches, the branch is sharing its RM experiences with other branches and HQ. This recognizes the fact that excellence in this area could also reside at the branch level and not only at the HQ level. As the collective efforts of branch development, sharing best practice of RM both at NHQ and among branches shall be a key role and expected responsibility for those branch who mark high in this topic.

Supporting documents

1. You may contact the Secretariat of the Asia Pacific Fundraisers Network for more information or support.

Topic 29: RC Network at Grassroot level

Does the branch have local RC structures at community level? Note: Structures might entail sub-branches, RC groups etc. at community level.

Why this topic is important?

The strength of our National Societies are the network of branches or local structures. The closer the structures are at the community level, the better. There are NS structures that ends at the provincial level or regional level. They hardly reach the communities they are working with.

The local community level is the lowest tier of any society structure. The people at this level are the first to feel the impact of any disasters, emergencies, or community needs. Communities that are well prepared to face disasters or emergencies would be able to provide the immediate self help before the arrival of assistance from outside the community. People in the community know best of their community needs and where local resources are available.

Red Cross Red Crescent has the know how to assist and develop communities in disaster preparedness, contingency planning and responses, including capacity building and other humanitarian and social service support programs. By establishing structures at the community level, the branches are set-up with local resources within the community, not only in cash but in kind as well. Along with that are the expertise of the various members of the community which if tapped appropriately will benefit the most vulnerable in the community. This will also contribute to better social cohesion.

	Indicator	Meaning (definition, how to measure)
A		*It means that branch have not completed or reach the level of B. A is left vacant intentionally so that if a NS has only a portion of B, then they are not in B but A.*
B	Branch has some active local RC structures.	*Local structure* means an entity within a branch which is established structurally under the supervision or coordination of the respective branch to deliver Red Cross and Red Crescent services at the community level. This may mean sub-branches, RC group, youth groups, etc.
C		*It means that branch have not completed or reach the level of D. Write here the things not met in D to remind you of what needs to be done by branch.*
D	There are various locally active RC structures. Branch structure ensures geographical-wide reach; and new RC structures are established when required.	Active means delivering RCRC services on regular basis and the profile of the RC is known and visible and supported by the community. Geographical-wide reach means across the branch territory and equitably distributed, including remote areas of the branch, where humanitarian and social services for the vulnerable in the community is required.
E		*It means that branch have not completed or reach the level of F. Write here the things not met in F to remind you of what needs to be done by branch.*
F	Many RC structures are actively involved in initiating and implementing activities. They continue to be active for as long as needed. Branch structure ensure geographical-wide reach in an efficient and timely manner. Branch sustain and improve its local RC structures.	RC structures are established in many of the local areas in the communities with active engagement in the design planning, implementation of activities. RC units are maintained and motivated for as long as their presence and their need for service delivery is required. RC structure at the grassroot level is the closest to the local community. As it is established equitably throughout the branch area, it would enable rapid response within a very short period of time. Branch support through capacity development, supervision and guidance, facilitates the sustainability of the local Red Cross Red Crescent structure. Periodical monitoring of its performance would also contribute towards improving the RC local units in leading community based relevant actions. Ask the group how local branches are sustained, use the information for follow up questions.

Supporting documents

1. National Society Development Framework (2013, IFRC).

Core capacity: TO PERFORM

The branch delivers a range of sustainable activities that are perceived as relevant, appropriate (timely and of high quality, in line with its mandate) and sufficient by communities and other stakeholders.

Topic 30: Sustainability of activities

How does the branch address sustainability of its long term development activities and the desired results? Note: Emergency/relief interventions are NOT considered here unless there is a chronic issue (annual floods, cyclone, etc.).

Why this topic is important?

A strong branch is **one that is able to deliver relevant and sustainable services to the most vulnerable through a network of volunteer-base units for as long as needed.** Every intervention or activity carried out by the branch should be properly planned, resourced, and managed so that it can last for as long as needed, and address the local community needs. Sustainable activities will contribute to the enhancement of the branch to grow and to perform. Activity planning at the on-set should take into consideration sustainability issues. The involvement, participation and ownership of the community, the stakeholders and other humanitarian actors at the needs identification, service design, planning and implementation would motivate ownership of the activity/program, besides being a positive step towards sustainability. The mechanics of sustainability should also integrate monitoring, evaluation and reporting. During review, it may be necessary to make adjustments of the plan to make it relevant to the situation and conditions. It is also of equal importance that there should be plan for an exit strategy by the RC with the community taking over the running of such activity at a given point in time when the community has the capacity.

	Indicator	Meaning (definition, how to measure)
A		*It means that branch have not completed or reach the level of B. A is left vacant intentionally so that if a NS has only a portion of B, then they are not in B but A.*
B	Branch occasionally plans how the activities can be sustained for as long as needed.	Note the use of the term "OCCASIONALLY". Branch seldom plans on how their activities can be carried out continuously to benefit the community for as long as they are needed.
C		*It means that branch have not completed or reach the level of D. Write here the things not met in D to remind you of what needs to be done by branch.*
D	For the majority of the activities the branch plans how they sustain as long as needed.	In a large number of activities, the branch takes consideration on how to continuously carrry out their activities for the community for as long as needed. Ask for several examples to verify.
E		*It means that branch have not completed or reach the level of F. Write here the things not met in F to remind you of what needs to be done by branch.*
F	Branch systematically plans how the activity can be sustained for as long as needed, including after the branch support ends. These plans include capacity building of the beneficiaries/local communities. After the branch support ends, the activities are owned by beneficiaries/local communities.	Systematically means that the branch has a consistently thorough planning mechanism supported with provision/regulation/policy from their HQ or local branch related to sustainability, which is deployed throughout the activity planning cycle, which include after the branch support ends. Ask the participants for examples in this regard. Upon the exit of the branch from the activities, the local communities and beneficaries would assume leadership and owership of the activities and continue to carry out such activities on their own. It may mean at a lesser scale or a smaller number of activities, the essential is that the communities continue to implement the activities as they believe that it continues to address their needs.

Topic 31: Adapting to differing needs and priorities

How familiar are volunteers and staff (if applicable) with adaptation of activities according to different needs and priorities of beneficiaries?

Why this topic is important?

This topic will measure whether the branch has sufficient capacity to understand the differing needs and priorities within the communities, and how they adopt and take action by incorporating

it in their programming. For example, not all people affected by an emergency experience it in the same way. Emergencies accentuate existing gender inequalities and the incidence of gender-based violence (GBV) often increases during and after emergencies. Gender and other social factors, including age, disability, health status, including HIV AIDS and other chronic illnesses, social status, ethnicity, etc. shape the extent to which people are vulnerable to, affected by, respond to and recover from emergencies.

Women and men of all ages and backgrounds have very different needs and concerns and have different coping strategies on which to draw. These differences must be recognised and incorporated into all activities, especially emergency responses. Understanding this can help the development of more effective programmes and ensure that people's needs are met. Consequently, emergency response and development programming need to be tailored to meet the specific and diverse needs of all. This is achieved through consultation and gender and diversity analysis, design and implementation. Adopting a gender and diversity perspective also highlights opportunities and resources that support reconstruction and recovery efforts.

	Indicator	Meaning (definition, how to measure)
A		*It means that branch have not completed or reach the level of B. A is left vacant intentionally so that if a NS has only a portion of B, then they are not in B but A.*
B	Branch volunteers and staff (if applicable) have some awareness about gender and diversity issues. This information is used to inform some branch activities.	Gender "refers to the social differences between females and males throughout their life cycles. Although deeply rooted in every culture, these social differences between females and males are changeable over time and are different both within and between cultures. Gender determines the roles, power and resources for females and males in any culture" *(refer to supporting document #6 below.* Diversity means acceptance and respect for all forms of difference, including for example: gender, sexual orientation, age, disability, HIV status, socio-economic status, religion, nationality and ethnic origin (including minority and migrant groups). The first statement of the indicator becomes true, if there is some or basic awarenesss about gender and diversity issues (based on the above definition) at branch level. The second statement of the indicator becomes true, if the branch uses some of these information into planning or implementing their activites. Ask your participants for SOME example in this regard.
C		*It means that branch have not completed or reach the level of D. Write here the things not met in D to remind you of what needs to be done by branch.*
D	The branch regularly informs (including training) volunteers and staff (if applicable) about gender and diversity issues including minimum standard commitments. Volunteers and staff (if applicable) receive training on tools issues in its activities.	The first statement of the indicator becomes true, if the branch regularly inform/discuss with their volunteers and staff (if there are staff in the branch) about the gender and diversity issues as well as minimum standard commitments (refer to the IFRC guideline). This also becomes true if the branch organizes regular trainings on gender and diversity for their volunteers and staff (if applicable). The second statement of the indicator becomes true, if the branch trains their volunteers and staff (if there are staff in the branch) on the tools on gender and diversity issues and how to address it in the activities.
E		*It means that branch have not completed or reach the level of F. Write here the things not met in F to remind you of what needs to be done by branch.*
F	All volunteers and staff (if applicable) incorporate gender and diversity in their area of work. Measures are in place to address gender based violence.	The first statement of the indicator become true, if **ALL** volunteers and staff (if there are staff in the branch) include gender and diversity in their respective work – i.e. in planning, implementations, discussions, reporting, evaluation, trainings (including selection criteria), recruitments, etc. If branch satisfy this statement, they need to provide evidence on this for ALL volunteers and staff (if applicable). The second statement of the indicator becomes true, if there are measures within the branch guiding the branch in addressing the gender based violence either in the community or at the work place.

Supporting documents

Training Material

1. *Gender Perspectives* – A collection of case studies for training purposes (2003)
2. *Gender and HIV: Module 9 of 'HIV Prevention, Treatment, Care and Support – A Training Package for Community Volunteers* (2012)
3. International Conference Pledges: 2011 Pledge on Gender – *P2093* [*FR*]/[*SP*]/[*AR*]/[*Check updates*] 2011 Pledge on Violence Prevention – P2092 [*FR*]/[*SP*]/[*AR*]

4. 2016 Integrating Gender into Humanitarian Action: Good Practices from Asia-Pacific 3 by IASC Regional Network Working Group on Gender in Humanitarian Action in Asia-Pacific *http://www.adpc.net/igo/category/ID1127/doc/2016-a1VHy4-ADPC-Good_Practices_3_FOR_WEB.pdf*

5. 2015 *Minimum Standard Commitments to Gender and Diversity in Emergency Programming* – [*SP*]/[*AR*]

6. 2015 *Minimum Standard Commitments to Gender and Diversity in Emergency Programming – Assessment tool*

7. *Baseline Survey Fact Sheet* [*FR*]/[*SP*]/[*AR*]

8. *Women Friendly Volunteer Programme Design*

9. *A Practical Guide to Gender Sensitive Approaches for Disaster Management* IFRC and IFRC Asia Pacific Zone, 2010

10. *Gender and Disaster Management* Australian Red Cross, 2010

11. *Gender in Water, Sanitation and Hygiene Promotion. Guidance Note* IFRC 2012

12. *Gender and Water and Sanitation* Australian Red Cross 2010

13. *Gender and Shelter* Australian Red Cross 2011

14. *Gender and HIV* Australian Red Cross, 2010

15. *Guide for Dealing with Gender Equality* Danish Red Cross 2003

16. Case Studies: 2005 *Gender Based Issues in Tsunami Responses* IFRC; 2006 *South Asia Earthquake – Pakistan* IFRC; 2008 *Women and Disaster Risk Reduction – Nepal* IFRC; 2009 *Non-Discrimination – Rwanda*; 2009 *Climate Change Adaptation and Gender – Indonesia* IFRC; 2010 *Humanitarian Assistance and Gender* Norwegian Red Cross; 2010 *Community-Based Disaster Management – Flood Programme in Bangladesh* IFRC; 2010 *Integrated Community-Based Risk Reduction Project – Indonesia* IFRC

Reports

1. 2011 *Report* Workshop on Promoting gender equality and a culture of non-violence and peace. [*FR*]/[*SP*]/[*AR*]

2. 2011 *Concept note* Workshop on Promoting gender equality and a culture of non-violence and peace. [*FR*]/[*SP*]/[*AR*]

3. 2009 *Final report* Workshop on non-discrimination and respect for diversity. Council of Delegates. [*FR*]/[*SP*]/[*AR*]

4. 2009 *Concept note* Workshop on non-discrimination and respect for diversity. Council of Delegates . [*FR*]/[*SP*]/[*AR*]

Gender-Based Violence

1. 2013 *Responding to Gender-Based Violence in Emergencies* Australian Red Cross

2. 2009 *Gender Based Violence Strategy South Africa*

3. *Addressing violence against women through prevention, mitigation and response.* Published: 13 October 2010. Statement by Ms Anne Christensen of the IFRC Delegation to the United Nations, at the Third Committee of the United Nations General Assembly, in New York

4. *IFRC working through its community-based global network to scale up efforts on gender equality and the empowerment of women.* Published: 2 July 2010. Statement by Mr Marwan Jilani, Permanent observer of the IFRC to the United Nations, at the 2010 High-level Segment of the Economic and Social Council, in New York.

Core capacity: TO GROW	The branch delivers a range of sustainable activities that are perceived as relevant, appropriate (timely and of high quality, in line with its mandate) and sufficient by communities and other stakeholders.

Topic 32: Learning and adaptation

How does the branch learn and adapt to changes in its external environment in order to improve its performance?

Why this topic is important?

This topic indicates how the branch makes efforts on building its capacity to grow further. This includes investment on lessons learnt and analyse related documents of the branch, reviewing its progress/activities, learning new ways to develop, provide opportunities to volunteers and staff (if applicable), discuss with the stakeholdes and gathers information on current and future trends (of

disasters, funding opportunities, trainings/tools, networks etc) in the geographical areas as well as in neighbourhoods, adapting the changes in the external environment, proper information management and adapting it into the growth of the branch.

	Indicator	Meaning (definition, how to measure)
A		*It means that branch have not completed or reach the level of B. A is left vacant intentionally so that if a NS has only a portion of B, then they are not in B but A.*
B	Branch sometimes analyse and document lessons learnt from previous activities.	The statement becomes true, if the branch **sometimes/occasionally** conduct lessons learnt/review and document it and/or analyse previous lesson learnt documents available for the branch (this may include lesson learnt/review on disaster response, lesson learnt/review on a particular project, human resource review, Finance Audit, etc.)
	Branch reviews its activities if requested by an external stakeholder or the headquarters.	Generally branch doesn't review its activities, but it conducts it if an external stakeholder or the headquarters request it. If there is no requests from the external stakeholder or the headquarters and the branch doesn't review its activities, then they pass this indicator (but if there is request and the branch doesn't review, then the branch should rate themelves at level A as they do not satisfy this indicator due to inaction to a request.
C		*It means that branch have not completed or reach the level of D. Write here the things not met in D to remind you of what needs to be done by branch.*
D	Branch gathers information about trends in the external environment.	Trend in the external enviroment changes from time to time due to many factors (such as climate change, economical, social, political, etc.) which will affect directly or indirectly the branch and how it responds to the needs of the people. Therefore the first indicator statement becomes true if the branch collects information on current and future trends in the external environment (by discussing with the various stakeholders, including their volunteers and other humanitarian agency and the government or reviewing different reports related to the trends).
	It uses the information to adapt its work to changing circumstances.	The indicator statement becomes true, if the branch uses these information in planning/developing its works for efficiency and effectiveness, its policies, etc. by adapting changing circumstances.
	Branch regularly uses recommendations from reports to improve its work.	The indicator statement becomes true, if the branch REGULARLY uses suggestions/advice from various reports about their works (it may include monthly/six monthly/annual/review reports and audit reports) to improve activities. If branch does not use report recommendations to improve its work, then they are at level C. Ask the participants for example/s on how they use report recommendations to improve their work.
E		*It means that branch have not completed or reach the level of F. Write here the things not met in F to remind you of what needs to be done by branch.*
F	Branch collects systematic relevant information, to adapt its operating procedures, approaches and activities to changing circumstances.	The difference between the first indicator statement in "D" and "F" is, in "F", the branch uses systematic approach to collect the relevant information. This may include that the branch organizes meetings with the relevant stakeholders to discuss, analyse and document changing circumstances. Based on this information, the branch reviews its operating procedures, approaches/tools and activities to be able to respond on the changing circumstances. Ask the participants for examples how they collect information and use it to adapt their approaches and activities.
	It regularly conducts reviews/evaluations for learning purposes. Recommendations are discussed and used to improve branch practices.	The indicator statement becomes true, if the branch **REGULARLY** conducts reviews or evaluations on their projects, programmes, response operations, accounts, services, etc. for learning purpose and then take action to improve branch practices and functioning based on the recommendations. In this case, branch has to provide evidence on the regular reviews/evaluations and how the recommendations have improved branch practices or way of working.

Topic 33: Conflict Resolution

How does the branch deal with differences in opinion and potential areas of conflict inside its own organisation?

Why this topic is important?

Conflict is defined as any situation in which incompatible goals, attitudes, emotions, or behaviors lead to a disagreement or opposition between two or more individuals, such as employees, our volunteers, board members and youth. That's not to say conflict can't be a healthy measure of an organization, because there are certainly instances where conflict is productive.

Conflict arises from differences and diversity. It occurs whenever people disagree over their values, motivations, perceptions, ideas, or desires. Sometimes these differences look trivial, but when a conflict triggers strong feelings, a deep personal and relational need is at the core of the problem. Experts have defined the two types of conflict as functional and dysfunctional. Functional conflict results in positive benefits to individuals, a group, or the organization. This type of good conflict can raise awareness of important issues so that they can be addressed. Good conflict carries the potential to be a win-win for organization. Dysfunctional conflict, on the other hand, can damage group cohesion, promote hostilities among those involved, and create an overall negative environment for employees.

Conflict resolution is very important as it could potentially leave negative impact on the individual and the organization as a whole. Likewise, conflict has the potential to:
• Divert energy from work
• Lower moral
• Threaten psychological well-being
• Waste resources
• Break down group cohesion
• Increase hostility and aggressive behaviors

To resolve the conflict, a need to feel safe and secure, a need to feel respected and valued, or a need for greater closeness and intimacy should be met. Successful conflict resolution depends on your ability to:
• Manage stress while remaining alert and calm. By staying calm, you can accurately read and interpret verbal and nonverbal communication.
• Control your emotions and behavior. When you're in control of your emotions, you can communicate your needs without threatening, frightening, or punishing others.
• Pay attention to the feelings being expressed as well as the spoken words of others.
• Be aware of and respectful of differences. By avoiding disrespectful words and actions, you can resolve the problem faster.

Since relationship conflicts are inevitable, learning to deal with them in a healthy way is crucial and important. When conflict is mismanaged, it can harm the relationship and the working environment as a whole with the risk of involving more people as this could easily lead people to take side. But when handled in a respectful and positive way, conflict provides an opportunity for growth, ultimately strengthening the bond between people and inside the organization. Therefore, it is very important key topic for branches to keep healthy, strong and grow by learning the skills and mechanism for successful conflict resolution.

	Indicator	Meaning (definition, how to measure)
A		*It means that branch have not completed or reach the level of B. A is left vacant intentionally so that if a NS has only a portion of B, then they are not in B but A.*
B	Difference in opinion is expressed informally.	You may ask the participants: Does your branch welcome all individuals' opinion and actively seek the participation and value of all? How?
	Some attempts are made for conflict resolution.	Example; Secret votes or opinion box in the office… Silence or Violent communication can never be a solution for any conflict or disagreement. Does your branch have any system or mechanism to collaborate on any argument or conflict? What are the procedures?
	There is some knowledge at branch level about relevant NS procedures on conflict resolution.	Example; team building, Third party mediation, picnic or informal discussion outside the office… You may ask the participants if they are aware of any NS procedures on conflict resolution.
C		*It means that branch have not completed or reach the level of D. Write here the things not met in D to remind you of what needs to be done by branch.*

	Indicator	Meaning (definition, how to measure)
D	Branch has environment where the disagreements are respected and conflict primarily solved between those involved. There is knowledge at branch level about relevant NS procedures on conflict resolution. The procedures are followed.	You may ask the participants: Does your branch have any conducive environment for a consensus building between the conflicting parties? What are they? Example; private space, harmonious environment, PSS support. If at level B, the participants replied that they are aware of NS procedures for conflict resolution, ask if these procedures are followed.
E		*It means that branch have not completed or reach the level of F. Write here the things not met in F to remind you of what needs to be done by branch.*
F	Conflicts are addressed and solved in a systematic and swift manner.	Ask your participants: Are the conflicts in the branch resolved systematically and swiftly? Ask for examples.

Topic 34: Support to NS growth

Does the branch contribute to the overall growth of the NS?

Why this topic is important?

The strength of a National Society is the sum total of the strength of its branches. We also say that a National Society is only as strong as its weakest branch. Therefore, it is logical to expect that branches should be supporting NS growth. This could be in different ways. For example, the trends as shown in the consolidated planning and budgeting would show the overall contribution of the branches in terms of service delivery and financial sustainblility of the branches. If the branches are active and are able to resource themselves, this contributes to the strength of the NS, especially at promoting a better image.

Without branch's critical role and contribution, NSs would have difficulty growing and meeting the needs of the most vulnerable according to the Movement mandate. Therefore, how much the branches can and may play a role to contribute to the NS growth is by assessing the needs of the most vulnerables, reflecting them in the planning through an analysis of their branch capacity. The development of branches of National Societies all throughout the world will in turn strengthen the capacity of the Movement as a whole.

	Indicator	Meaning (definition, how to measure)
A		*It means that branch have not completed or reach the level of B. A is left vacant intentionally so that if a NS has only a portion of B, then they are not in B but A.*
B	Branch understands the need to contribute to the NS overall. Branch provides some support to sub-branches. Branch has some contact with branches from other regions.	In general NS HQs develop a plan and budget every year by consolidating branch action plans and budget and it will finally contribute to the NS strategic plan ideally. To make a realistic and concrete plan, it is very important to understand the needs and capacity of branches, sub branches and their working connections for feasible action implementation as well as relationship with other branches for any resource mobilisation. Ask the participants… Does your branch support your sub-branches? Give examples. This is important as HQ usually doesn't have all the resources it needs for all branches at one point in time. Example; List of contacts, How often they made contacts on what issues? How they settled and provided support to them… Example; recording book, notes….
C		*It means that branch have not completed or reach the level of D. Write here the things not met in D to remind you of what needs to be done by branch.*

Indicator		Meaning (definition, how to measure)
D	Branch responds to requests for inputs into NS policy formulation and strategic agenda.	You may ask your participants: Does your branch receive any calls or request from HQ to respond to the NS poicy formulation or development of strategic plan? Have you ever responded?
	Branch shares knowledge and resources, whenever possible, to support the NS growth and service delivery.	<u>Example; Records or notes or draft document.</u> How do they share their knowledge or resources with HQ, sub branches and other branches? Example; Any meeting or sharing mechanism by email or online meetings. Recording book, notes. This could also mean sharing human resource e.g. volunteers, members, staff who are experts in specific sectors. They could share approaches e.g. fundraising.
	Branch provides consistent support to its sub-branches.	Sub-branches receive technical and/or financial support from the branch.
	Branch has established good working relations with branches from other regions.	You can ask the participants: What proof are you able to show that your branch has established good working conditions with branches from other regions. This indicator acknowledges that excellence and inspiring practices could be found even in least known areas.
E		*It means that branch have not completed or reach the level of F. Write here the things not met in F to remind you of what needs to be done by branch.*
F	Branch proactively gives input to NS policy formulation and strategic agenda.	You may ask the participants: When was the last time you gave input into policy agenda or strategic panning of the National Society?
	Branch actively facilitates collaboration amongst its sub-branches.	How often do they meet with sub branches and provide support? Any regular system?
	Branch has supportive relationship with other branches and provides peer support when requested.	Any peer to peer support examples to other branches? Example; stories for Volunteer solution bank...

The Fundamental Principles of the International
Red Cross and Red Crescent Movement

Humanity The International Red Cross and Red Crescent Movement, born of a desire to bring assistance without discrimination to the wounded on the battlefield, endeavours, in its international and national capacity, to prevent and alleviate human suffering wherever it may be found. Its purpose is to protect life and health and to ensure respect for the human being. It promotes mutual understanding, friendship, cooperation and lasting peace amongst all peoples.

Impartiality It makes no discrimination as to nationality, race, religious beliefs, class or political opinions. It endeavours to relieve the suffering of individuals, being guided solely by their needs, and to give priority to the most urgent cases of distress.

Neutrality In order to enjoy the confidence of all, the Movement may not take sides in hostilities or engage at any time in controversies of a political, racial, religious or ideological nature.

Independence The Movement is independent. The National Societies, while auxiliaries in the humanitarian services of their governments and subject to the laws of their respective countries, must always maintain their autonomy so that they may be able at all times to act in accordance with the principles of the Movement.

Voluntary service It is a voluntary relief movement not prompted in any manner by desire for gain.

Unity There can be only one Red Cross or Red Crescent Society in any one country. It must be open to all. It must carry on its humanitarian work throughout its territory.

Universality The International Red Cross and Red Crescent Movement, in which all societies have equal status and share equal responsibilities and duties in helping each other, is worldwide.