



Branch Organisational Capacity Assessment (BOCA)

Attachment ZA

National Society Guide in conducting
BOCA Analysis

4



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Introduction

This *National Society Guide in conducting BOCA Analysis* provides a practical step by step guidance to analyse the NS BOCA reports. It is designed to support the NS OD/BOCA focal person to initiate the analysis and also to guide the facilitators who will facilitate the Analysis workshop. It is expected that the findings of the analysis will be used to drive branch development in particular and National Society development in general.

The objectives of BOCA analysis are mainly to:

1. Consolidate, review and analyse the results of the BOCA exercises conducted in the branches of a National Society.
2. To upgrade the NS Branch Development Model/Framework based on the findings of the BOCA.

Part One of this guide will deal with the preparation aspects of the Analysis and will be the responsibility of the NS OD/BOCA focal person(s). Without a good level of preparation, the analysis meeting will not be a success. The preparation stage may require longer time depending upon the quality of the BOCA implementation. The organizers of the analysis workshop should ensure that all data from the BOCA matrix and annexes are appropriately collected.

Part Two of this guide deals with the 2-day workshop to analyse the BOCA. This has been designed to facilitate the analysis process through 'learning by doing' and also by utilizing the knowledge and experiences of the participants of the workshop who are mainly the BOCA facilitators of the NS. The 2-day workshop will end with a draft report along with recommendations. The conclusion of the report should include some follow up mechanism identified and agreed by the participants during the workshop.

As an OD/BOCA focal person(s) and as a facilitator for conducting the analysis workshop, you will need to prepare well considering the resources and logistic support that you and your team may require. There should have been early communication with the NS to make sure that all the required data from the BOCA reports are available.





Part 1: Initial preparations for the BOCA analysis

Investing time in the initial preparation for the BOCA analysis is crucial to its success, as it requires homogeneous understanding among key stakeholders of the NS, senior management buy-in and time. Often, the BOCA or any branch assessment is seen as a stand-alone assessment that can be used by the branches only. It is important to see the national and regional trends, strengths and, weakness by analyzing all branch assessment. The initial preparation for analysis thus should be a process that should have started from the initial discussion of BOCA implementation in a NS.

Step One	Recommendation by the NS OD/BOCA focal person(s) to conduct the BOCA analysis with all the completed branch reports.
Step Two	Finalize the Terms of Reference (annex 22) for the analysis. This should clarify the HR requirement, budget, expected outputs etc.
Step Three	Select the participants for the analysis workshop. The participants are normally the BOCA facilitators. But, you can also select participants from outside the facilitators pool who are good in analyzing data (in excel).
Step Four	Organize one meeting with key participants who will be involved with the analysis. Discuss the ToR especially the expected outputs from the analysis and the sample analysis report (http://bdracs.org/programs-and-projects/boca). The main purpose of this meeting is to acquire a common understanding about the importance of the analysis workshop, the usage of the findings and the role of the participants/facilitators in the analysis process. A sample analysis report (http://bdracs.org/programs-and-projects/boca) from other NS should be reviewed to get the full picture of the potential analysis findings. These key participants attending this meeting should be responsible to own and promote the BOCA analysis within the NS.
Step Five	<p>The OD/BOCA focal person(s) should make sure that all the following reports/data are stored in one place to be used during the analysis workshop:</p> <ul style="list-style-type: none"> – All branch topic data in one excel file. (extracted from RMS) – All branch filled up annex information – All BOCA reports from all branches. Make sure all information are filled-out <p>Make sure that the data compilation is done in the standard template. Give some example for BOCA analysis template to give an idea to the analysis group.</p>
Step Six	When the participants are finalized, the OD/BOCA focal person(s) need to share the sample analysis report (http://bdracs.org/programs-and-projects/boca) and all compiled data sets with the selected participants. If the NS have done its own initial analysis through the OD/BOCA focal person(s), such should be shared with all selected participants well in advance. This will help them to pre-conceptualize the content of the analysis and the intended purpose.
Step Seven	The OD/BOCA focal person(s) should start filling up the required sections of the Narrative report template (see annex 26) so that the report is completed during the analysis workshop. Please note that, before organizing analysis, the NS should have a complete report of BOCA contextualization (if any), BOCA ToF report and BOCA exercise. The analysis team leader should assign the team member to



take responsibility to complete some part of the BOCA analysis report such as participants directory, take individual photo of participants etc.

Step Eight Finalize the facilitators for the analysis workshop. This could be someone internal from the NS or someone who has done it in another NS. It would be ideal to have two facilitators during the analysis workshop. These two facilitators should be identified and secured early. If needed, please contact the BOCAC Hub for support.

Step Nine Select a modest venue for the analysis workshop. The venue should have enough room for multiple working groups.

Step Ten Make sure that all the hard/soft copies of the BOCA reports from the branches are available during the analysis workshop. This is important because the analysis team may revisit the individual Branch report to cross check information.

The Analysis workshop facilitators should be in touch with the OD/BOCA focal person(s) to follow up these preparations and to make sure that all are well set before organizing the workshop. If needed, please contact the BOCAC Hub for support.

What to prepare?

Preparations needed for Day 1



- At least four laptops for four groups
- Compiled BOCA matrix from RMS. Extracted in excel file
- Organize the data in the prescribed excel file
- Copy (soft/hard) of BOCA reports from all branches
- Printed workshop agenda (annex 27)
- Setting up of the Room and ensure that all necessary equipment is available
 - BOCA matrix. Four copies for four groups
 - Empty flip charts (at least 10)
 - Marker pens (different colors)
 - Post-it (at least 3 per participant)
 - One note book and one pen per participant
 - Stationery - Color paper or post its, A4 paper, Ruler, Pins, Masking tape or blue tack
 - Printer and Multimedia Projector if available (optional)







Part 2: Facilitators Guide in conducting BOCA Analysis Workshop

Session 1: Opening Ceremony, Introduction to BOCA Analysis


Objectives	At the end of this session, participants are: – refreshed of their understanding of the BOCA. – updated on their NSs performance in BOCA. – understand the objectives of the workshop.
Outputs	– an understanding of the workshop objectives.
Time required	15 minutes
	<ol style="list-style-type: none"> 1. Start the analysis workshop with the opening ceremony that your NS usually does but do not make it too long. At the minimum, a speech/ message from the Secretary General or his/her representative should be sufficient to set the tone for the workshop. 2. Let the participants introduce themselves to the whole group. Introduce the facilitator/s with the whole group. 3. Share the objective of the analysis workshop and collect few expectations from the participants. List those on flip chart. 4. Quickly run through a session on housekeeping details. 5. Present an overview of BOCA to refresh everyone on what BOCA is. This presentation should take place immediately after the opening ceremony and introduction. When you make this presentation, the SG and the other guests are most likely to be around. Therefore, this presentation should be done before the tea break. 6. Tell the story of blind man and elephant and highlight that it's important to present the full picture to get the right information. The BOCA analysis should be done and presented in a way so that every stakeholder receive the same information. 7. Present BOCA analysis examples from few other NSs. 8. Give participants 1 or 2 minutes for questions (if any).
	<ul style="list-style-type: none"> • Facilitator should have prior knowledge and understanding on the other NSs Analysis reports, how it was done and how it was useful. • Statistics of other NSs BOCA implementation status. • Prior knowledge about the host NS BOCA implementation status. • Linkages with OCAC. • The NS OD/BOCA focal person(s) and the facilitators should have prior discussion with the SG about the purpose and expected outputs from the analysis workshop so that SG can focus in his/her speech. • Use the presentation material made available at the back pocket of this guide book Annex 23. The presentation is organized as per all sessions schedule and content. The facilitators need to know the flow of slides as per the sessions.



Session 2: NS BOCA implementation

Objectives	At the end of this session, participants are able to <ul style="list-style-type: none"> • Know the current status of the BOCA implementation.
Outputs	A summary of the BOCA implementation by the NS.
Time required	20 minutes
	<ol style="list-style-type: none"> 1. Explain the objectives and expected outputs of this session. 2. Request the presenter to present the session in 10 minutes. 3. After the presentation, ask the participants for any questions or comments. Give floor to the NS OD/BOCA focal person to answer the questions. 4. Control the discussion if it goes long. Tell the participants that there will be more time and chance to discuss the issues further. If there are any suggestions for improvement on what to analyse, ask them to write it down and apply when they are given the chance to do the analysis themselves. 5. Thank the presenter for the presentation.
	<ul style="list-style-type: none"> • The presentation should highlight the NS BOCA implementation status which might include- the timeline of different event (training of facilitators, BOCA implementation), how many branches have completed BOCA, any internal initiative for analysis, existing use of BOCA reports/findings, any outstanding initiative in regards to BOCA in any branches etc. The facilitator should have prior discussion with the NS OD/BOCA focal person(s) in preparing for this presentation. • If the NS has already good statistical analysis, then the focus of the analysis workshop can be more on the explanations on the statistics. The facilitators should review this before the workshop and have some discussion with the NS OD/BOCA focal person(s). • Facilitator should familiarize him/herself with the NS OCAC report, if already conducted. This should later on be linked with the findings of BOCA. • Keep asking how the OCAC and BOCA findings are linked or can be used. • There should be a prior consensus among the NS OD/BOCA focal person(s) and the facilitators regarding the presenter for this presentation. Normally, the presentation should be by the NS OD/BOCA focal person(s) or any person assigned by them.

Session 3: Highlights from other NSs BOCA Analysis

Objectives	At the end of this session, participants learn different perspectives of another NS analysis.
Outputs	Identifying more options for analysis and development of new idea. Scope to compare.
Time required	25 minutes
	<ol style="list-style-type: none"> 1. Explain the objective of this session and expected outputs. 2. Request the presenter to present the session in 10 minutes so that there is time for Q&A. 3. The presentation should highlight the NS BOCA analysis status which might include the timeline of different event (training of facilitators, BOCA implementation), how many branches have completed BOCA, key strength, weakness and recommendations at a minimum, existing use of BOCA reports/findings, any outstanding initiative in regards to BOCA in any branches etc. 4. After the presentation, ask the participants for any questions or comments. Give floor to the NS OD/BOCA focal person(s) to answer the questions. 5. Remind them about the previous session and this session and ask them to note down the differences of analysis between the 2 NSs. Ask participants to note down the good things that can be replicated for their own NS. 6. Try to control the discussion if it goes long. 7. Thank the presenter for the presentation.





	<ul style="list-style-type: none"> • The facilitators have prior understanding on the content of the presentation. • Keep asking how the OCAC and BOCA findings are linked or can be used. • The facilitator should have prior discussion with the NS OD/BOCA focal person(s) to prepare a presentation.
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Session 4: Explaining the Methodology | Group Formation


Objectives	At the end of this session, participants are able to understand the analysis methodology and learn the guiding questions for analysis.
Outputs	Four groups have been formed with clearly defined roles and responsibilities as per the guiding questions.
Time required	45 minutes
	<ol style="list-style-type: none"> 1. Show the first slide of the presentation and explain the methodology flow diagram. 2. Divide the participants into 4 groups. Make sure that the four groups are balanced with skills, diversity and heterogenous in terms of regions, departments. Put the group member's names on the screen. 3. Ask each group to select a Team Leader. 4. Give to all the groups the full sets of the guiding questions. (<i>refer to annex 24 for guiding notes</i>). <ul style="list-style-type: none"> • Explain that Group 1 will answer all questions relating to General Analysis. They shall use Guide Questions for Group 1. • Explain that Group 2 will answer all questions relating to topic level analysis. They shall use Guide Questions for Group 2. • Explain that Group 3 will answer all questions relating to branch information analysis. They shall use Guide Questions for Group 3. • Explain that Group 4 will answer all questions relating to Analysis of priority activity plan. They shall use Guide Questions for Group 4. 5. Ask each group to read out one set of the guiding questions. Ask them to explain what they have understood. 6. Once all the guiding questions are read out, ask participants to express their initial reflection into it. Is it doable or not, do they like it or do they have any suggestions? 7. Now show the standard excel file or data sets from the presentation and mention what are the available data. 8. Remind groups that to solve the guiding questions of each group, it is important to coordinate with others. 9. Explain why the knowledge and experience of the BOCA facilitators are counted for the analysis. Show the presentation slides. 10. Show the slides on excel formulas. It is good to know the basic formulas for analysis. 11. Ask them if they have any final question on the methodology. Try to communicate to each group individually to make sure everybody understood the methodology.
	<ul style="list-style-type: none"> • Facilitator should have good control over the all guiding questions: what does it tell and what it want to explore. Why the guiding questions are included here? • How to do the analysis in excel. At a minimum to know the formula of – sum, average, count, countif. It would be good to know the pivot table. • How to prepare the graphs from the analyzed data. • Possible list of graphs generated from each sets of guiding questions. • Possible key findings from each set of analysis in each group. • Prior knowledge on sample BOCA analysis report so that the facilitator can refer the analysis during the session. • Facilitators should be able to link the findings with each other. And thus, provoke the triangulations among different findings.




Session 5: Group Analysis

Objectives	To involve the participants in analyzing the BOCA data and reach towards key findings.
Outputs	The groups have identified the answers of the guiding questions.
Time required	145 minutes
	<ol style="list-style-type: none"> 1. The facilitators will explain the objective of this session and ask the four groups to concentrate into their key guiding questions. 2. Show the slides and remind them on the key findings to be presented in next sessions. 3. Show them some example from the slides so that these give them some ideas.
	<ul style="list-style-type: none"> • Facilitators need to know how to do the analysis.



Session 5a: Presenting 3 key findings from each group

Objectives	At the end of this session, participants are able to present three key findings from their respective group and can explain the trends, reasons for such findings.
Outputs	Four groups have solved the guiding questions assigned for each and presented three key findings.
Time required	50 minutes
	<ol style="list-style-type: none"> 1. The facilitators will explain the objective of this session and invite four groups one by one to present their three key findings. 2. Give each group 5 minute to present the three key findings. 3. Ask each group to note down one question for each presentation. The questions should be more on asking justification, clarification for such findings. 4. Try to involve the NS OD/BOCA focal person(s) to clarify the findings. 5. Allow the participants to give feedback on the findings and cross justifications. 6. The facilitator need to take note from the discussion and make sure that these are articulated in the narrative report. <p>At the end of all presentations facilitator should remind some examples of key findings from the sample BOCA analysis report (http://bdrics.org/programs-and-projects/boca). This will help the participants to continue the analysis and will present key findings in the next sessions.</p> <ol style="list-style-type: none"> 7. The facilitators should keep the track of all the key findings for reporting. Ask the groups to use metacard to write the key findings or they can assign four dedicated laptops to write down the key findings into the relevant sections of the reporting format (see annex 26). 8. After the presentation, ask all teams to regroup and reply to additional guide questions. Let them analyze for 50 minutes before proceeding to plenary presentation.



	<ul style="list-style-type: none"> Facilitators need to know how to do the analysis. Facilitators need to know the possible underline causes for the findings so that they can relate the findings with the causes and also put some thoughts on best practices on how to overcome such difficulties. Or, for any positive findings, the facilitators can relate this with the overall National Society development. Facilitator should have knowledge on the existing Strategic Planning (if any), OCAC report, any evaluation report of the NS. This will help to triangulate the key findings by the groups. At the end, there should be minimum 24 key findings from four groups. (3x4x2: three findings from four groups in two rounds). What key findings should have come from the available data. For this, the facilitators need to review the data beforehand.
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Session 5b: Continue analysis and presenting 3 more key findings from each group

Objectives	At the end of this session, participants are able to present additional three key findings from their respective group and can explain the trends, reasons for such findings.
Outputs	Four groups have solved the guiding questions assigned for each and presented three key findings.
Time required	90 minutes
	<ol style="list-style-type: none"> The facilitators will explain the objective of this session and invite four groups one by one to present their three key findings. Give each group 5 minute to present the three key findings. Facilitate open forum. After the presentation, ask all teams to regroup and reply to additional guide questions. Let them analyze for 50 minutes before proceeding to the next plenary presentation.
	Facilitators need to know the possible underline causes for the findings so that they can relate the findings with the causes and also put some thoughts on best practices on how to overcome such difficulties.







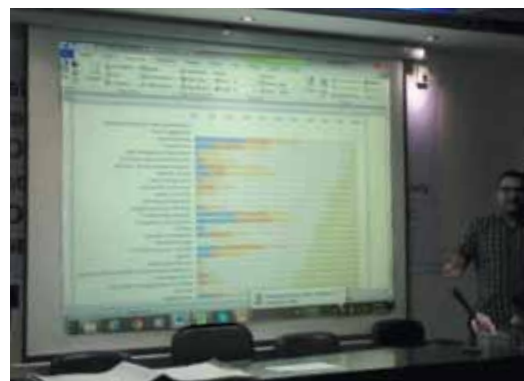
Session 6: Consolidated key findings, qualitative and quantitative

Objectives	At the end of this session, participants are able to consolidated all key findings in their respective groups and all as a whole so that the findings can help them to understand the overall situation of the branches. The consolidation should also explain the geographical differences among branches as well as find out center of excellence and weakness; answer all the 'whys' from the key findings and document those.
Outputs	Consolidated key findings with linkage and explanations that satisfy the all participants and at the end agreed by all.
Time required	210 minutes
	<ol style="list-style-type: none"> 1. Ask the four group leaders to collect all the key findings presented in the previous sessions. 2. The key findings can be written in to metacard during the previous sessions and the four group leaders can use those cards to consolidate the findings. 3. There are several ways to do the consolidation and it really depends on the mutual agreement among the facilitators and NS OD/BOCA focal persons. Two suggested option could be: 4. Option one: ask the group leaders to place the cards into the wall and invite all participants for discussion. Ask the participants to give explanation for the findings. Correlate the findings with other information you find from different sections of the guiding questions. The four group leaders and facilitator should take notes of the each explanations. Make sure that the findings are discussed and consolidated in a way that it suits with the reporting format given in the annex 26. 5. Option two: ask the four group leaders to assign four persons with laptop and reporting format to start inserting the key findings identified in previous sessions. Show one sample report from other NS and explain what does consolidation means and what is our expectations at the end. Ask the groups then to work as one team and fill up the sections of the reporting format. The reason to consider as one team is the consolidation will require triangulation of information from all groups. 6. Once the consolidation is complete invite the group leaders or their assigned person to present the products.
	<ul style="list-style-type: none"> • The facilitators should have good knowledge from other NSs BOCA analysis report so that during the exercise facilitators can give some examples. • How the branch information is linked with the topics. As for example, the NS may score on financial management as major strength, but does it correlate with the branch information given in the annexes 7a, 7b, 7c. To justify that, the facilitators may cross check how many branches have annual financial reports, how many have given income and expenditure information in a systematic way. • Its good to know the OCAC findings of the NS (if any) or any existing reports of the NS so that the facilitators can relate those with the participants. Or, at a minimum the facilitators need to know the NS development areas and keep asking questions to the participants to get the correlations.





Session 7: Agree key Recommendations from the analysis to be presented to Management

Objectives	At the end of the session participants will be able to come up with some key recommendations that will help the NS to improve the branches.
Outputs	Key recommendations for management for branch development.
Time required	60 minutes
	<ol style="list-style-type: none"> 1. Recap all the findings identified by the groups. 2. Ask the participants to add any missing key findings they want to add. 3. Give two cards to each participant and ask them to write one recommendations in each card. Give then 10 minutes' time to think and write. Remind them about the identified weakness and key findings. 4. The recommendations should link with branch overall development. And remind them that these will be placed to the management for action. 5. After 10 minutes ask one person to be the volunteer to help the facilitator. 6. Ask each participant to read their recommendations one by one. Place the cards into a wall in one row/column. Do not post a recommendation if it has mentioned already by others. 7. At the end of the presentations, ask the participants to rearrange the recommendations according to their agreed priorities. Take the help from the participant who is volunteering for you. 8. Finally, come up with a list of recommendations with agreed priority. 9. Add another column with assign responsibilities for each recommendation. Use the template in annex 25.
	<ul style="list-style-type: none"> • Some sample recommendations from other NS reports so that the facilitator can remind the participants about what a recommendation should look like. • Tentative priority areas that the NS should work for branch development. This will help the facilitator to keep the discussion on track. • The NS OCAC recommendations (if any).







Session 8: Exploring the practical applications of BOCA Analysis findings into the NS Branch Development Framework

Objectives	At the end of this session, participants will be able to link the BOCA findings with branch development and NS development framework or initiatives.
Outputs	Few practical applications of the BOCA findings for the NS in its current context.
Time required	30 minutes
	<ol style="list-style-type: none"> 1. Ask the participants “What are the key findings that must be reflected in the branch development framework of our National Society? Why?” 2. Ask the participants: “What are the ways in which the key findings will be reflected into the current branch development framework?” 3. If the National Society has no branch development framework yet, the following question may be useful: <i>What key findings must be fully utilized and developed into a branch development framework? How to do that?</i> 3. Give some example of other NS – how others have utilized the BOCA findings in their Strategic Planning process; for partnership meeting; for Annual General Meeting. 4. Ask the participants how these findings and recommendations can be helpful for the program people/departments like health, DM etc. 5. Identify and agree few areas where BOCA findings can be utilized. 6. Add these identified practical uses of BOCA findings in the conclusion section.
	<ul style="list-style-type: none"> • The facilitator should know some example of practical use of BOCA findings so that he/she can refer those during the discussions. • The facilitator should acquire some knowledge on practical use from this analysis so that he/she can mention few during the discussions.

Session 9: Finalizing the report

Objectives	At the end of this session, the OD/BOCA focal person and the facilitator should be able to finalize the draft report as per the template.
Outputs	A draft BOCA Analysis Report.
Time required	150 minutes
	<ol style="list-style-type: none"> 1. Assign the four group leaders and OD/BOCA focal person to keep feeding the findings from all relevant sessions in the reporting format. 2. This process of information feeding into the reporting format should start from the beginning. 3. The facilitator needs to coordinate the whole report and should compile the full report. 4. At the end, please show the outlook of the report with all participants. 5. Agree a follow up mechanism and write it down with the conclusion.
	<ul style="list-style-type: none"> • The facilitator should know the reporting structure of the BOCA analysis. • Should have knowledge on other NS reports. • Should have knowledge on other important documents like OCAC, Strategic Planning, Branch Development Framework

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.



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