

# Branch Organisational Capacity to Act (BOCA 2.0) Instructions for organising a ToF

This guide is designed to support the effective delivery of the Branch Organisational Capacity to Act (BOCA 2.0) Training of Facilitators (ToF). It equips trainers with the background knowledge, guidance, and resources needed to confidently guide participants through the BOCA 2.0 ToF.

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## Chapter 1: BOCA 2.0 Training of Facilitators (ToF) Overview

### The BOCA 2.0 ToF

- The BOCA 2.0 Training of Facilitators (ToF) is typically conducted over two days. A sample agenda is provided below for easy reference.:

DAY 1			
Time	Session	Learning objective/Purpose	Methodology
09:00-10:30	<b>Opening and introductions</b>	<ul style="list-style-type: none"> <li>Welcome participants, set expectations, and connect BOCA workshop with NS Branch Development goals.</li> </ul>	NS representative open the workshop
	<b>Purpose of BOCA &amp; Role of Facilitators</b>	<ul style="list-style-type: none"> <li>Describe how BOCA fits within the broader scope of Branch Development.</li> <li>Clarify what BOCA is and what makes a good facilitator</li> </ul>	Presentation, plenary discussion
	<b>Overview of ToF and BOCA Workshop flow</b>	<ul style="list-style-type: none"> <li>Understand the logic and facilitation methodology of the BOCA 2.0 matrix</li> <li>Walk through the 2-day branch BOCA workshop agenda and its logic.</li> <li>Explain the flow of the ToF</li> </ul>	Presentation
10:30-11:00	<b>Break</b>		
11:00-13:00	<b>Experiencing Day 1 BOCA workshop activities as participants</b>	<ul style="list-style-type: none"> <li>Explain the definition of a strong branch confidently.</li> <li>Participants experience the Branch Puzzle and 'What is a Strong Branch' sessions to understand how they set the tone for reflection.</li> </ul>	Simulation
	<b>Facilitating the BOCA Matrix – Demo and practice</b>	<ul style="list-style-type: none"> <li>Understand the logic and facilitation methodology of the BOCA 2.0 matrix.</li> <li>Understand and practice how to explain the matrix, scoring, and consensus method.</li> </ul>	Presentation and role play
13:00-14:00	<b>Lunch</b>		
14:00-15:30	<b>Facilitating the BOCA Matrix – continued</b>	<ul style="list-style-type: none"> <li>Understand the logic and facilitation methodology of the BOCA 2.0 matrix</li> <li>Understand and practice how to explain the matrix, scoring, and consensus method.</li> </ul>	Role play and plenary reflection
15:30-16:00	<b>Reflections and Wrap up</b>	<ul style="list-style-type: none"> <li>Capture key takeaways and insights from Day 1.</li> </ul>	Group reflection

<b>Day 2</b>			
<b>Time</b>	<b>Session</b>	<b>Learning objective/Purpose</b>	<b>Methodology</b>
09:00-09:15	<b>Recap and Energiser</b>	<ul style="list-style-type: none"> <li>Revisit day 1 learnings</li> </ul>	Recap
09:15-10:45	<b>Facilitating the BOCA matrix – Practice part 2</b>	<ul style="list-style-type: none"> <li>Facilitate a conducive dialogue with the branch participants</li> <li>Practice facilitating the BOCA matrix and managing facilitation challenges</li> </ul>	Role play, plenary discussion and feedback
10:45-11:15	<b>Break</b>		
11:15-13:00	<b>Facilitating Analysis and Prioritisation – Demo</b>	<ul style="list-style-type: none"> <li>Understand and apply the renewed facilitation methodology for analysis, prioritisation and roadmapping in the BOCA 2.0 workshop</li> <li>Experience the analysis and prioritisation modules of the BOCA 2.0</li> </ul>	Presentation, simulation, plenary reflection
	<b>Facilitating Analysis and Prioritisation – Practise</b>	<ul style="list-style-type: none"> <li>Understand and apply the renewed facilitation methodology for analysis, prioritisation and roadmapping in the BOCA 2.0 workshop</li> <li>Practice facilitation of analysis and prioritisation</li> </ul>	Role-play, plenary reflection
13:00-14:00	<b>Lunch</b>		
14:00-15:15	<b>Facilitating Roadmapping and wrap up</b>	<ul style="list-style-type: none"> <li>Understand and apply the renewed facilitation methodology for analysis, prioritisation and roadmapping in the BOCA 2.0 workshop</li> <li>Learn to move from analysis to roadmapping and understand the BOCA 2.0 methodology</li> </ul>	Presentation, simulation, plenary discussion
15:15-16:00	<b>Wrap up and closing</b>	<ul style="list-style-type: none"> <li>Defining next steps, learn where to find more information</li> </ul>	NS representative presentation

## Chapter 2: BOCA 2.0 ToF Resources

### Objective of BOCA ToF

#### Overall Objective:

- By the end of the Training of Facilitators, participants will be able to **confidently deliver “Branch Organisational Capacity to Act (BOCA)” workshops in branches**, ensuring consistent quality and alignment with the IFRC Branch Development Framework and National Society Development approaches.

#### Specific Learning Objectives:

By the end of the training, participants will be able to:

1. **Explain the definition of a strong branch confidently**, including how BOCA is aligned with the Branch Development Framework
2. **Describe how BOCA fits within the broader scope of Branch Development in the National Society**
3. **Understand the logic and facilitation methodology of the BOCA 2.0 matrix**
4. **Understand and apply the renewed facilitation methodology for analysis, prioritisation and road mapping in the BOCA 2.0 workshop**
5. **Facilitate a conducive dialogue with the branch workshop participants**, including how to manage facilitation dilemmas or tricky situations
6. **Plan and prepare effectively for successful facilitation of a BOCA workshop**
7. **Access and utilise BOCA and Branch Development resources**, including facilitator guides, toolkits, and online materials such as the IFRC Branch Development Community of Practice.

#### Resources for BOCA 2.0 ToF Participants:

- [BOCA 2.0 Workshop Facilitators Guide](#)
- [BOCA 2.0 Workshop Sample Agenda](#)
- [BOCA Matrix](#)
- [Unlocking the Potential of Branches – Benefits of Branch Development and BOCA](#)
- IFRC Branch Development Framework 2024 ([English](#), [French](#), [Spanish](#), [Arabic](#), Russian)

#### Preparation required for BOCA 2.0 ToF Participants:

- Read through the BOCA 2.0 Matrix

#### Preparation required for the Trainer running the BOCA 2.0 ToF:

- Share the BOCA matrix and BOCA explanatory note with participants in advance
- Ensure that you have sufficient printouts of the BOCA tree (one per group plus one for the Trainer)
- Print copies of the scenario *Our Branch – the Riverside branch* ([Refer to ANNEX 1](#))
- Print out the sheets with roles for the matrix role play ([Refer to ANNEX 2](#))
- Prepare a parking lot on a flipchart
- If using PPT slide deck, ensure that the projector works and everything is in order
- If using flipcharts:
  - Prepare one flipchart outlining the different modules of the BOCA Workshop
  - Prepare separate flipcharts with the steps of each module which will be used for recap
- Prepare Certificate for the participants



### Chapter 3: BOCA 2.0 ToF agenda for trainers

This agenda for trainers outlining an overview of the 2 day BOCA ToF and key facilitation steps and methods.

#### Day 1:

Day 1			
Time	Session	Learning objective and purpose	Facilitation method
60 mins	Opening and introductions	Welcome participants, set expectations, and connect BOCA workshop with NS Branch Development goals and approaches	<ul style="list-style-type: none"> <li>Open the workshop (formal opening ceremony will depend on the culture and context of the NS but ideally good to avoid a long formal opening)</li> <li>Introduction of facilitator(s) and participants – use the same ice-breaker you intend to use during the BOCA workshop</li> <li>NS BOCA Coordinator explains how BOCA will be used to support Branch Development in the NS</li> <li>Ask participants to share their expectations of the workshop and ensure everyone is on the same page. Explain that this training will help equip the participants to run BOCA workshops in branches</li> <li>Agree on workshop rules</li> </ul>
	Purpose of BOCA & Role of Facilitators	<p><b>Describe how BOCA fits within the broader scope of Branch Development</b></p> <p>Clarify what BOCA is and what makes a good facilitator</p>	<p><b>Presentation:</b></p> <ul style="list-style-type: none"> <li>Present the BOCA principles – it is a self-reflection, not an audit.</li> <li>Mention that National societies across the world are using this tool. A new methodology and revised matrix have been introduced to make the workshop more dynamic, and attributes aligned with the definition of a strong branch in the IFRC Branch Development Framework</li> <li>For NS who are already experienced in using BOCA, highlight the changes in the new methodology. You can refer to the information provided in the PPT slide deck.</li> <li>Invite NS representative to reiterate how the result will be used by the National Society and what is the expectation of the branches after a BOCA. They own the roadmap, HQ can use results to inform wider support</li> </ul> <p><b>Plenary discussion:</b></p> <ul style="list-style-type: none"> <li>Ask participants in plenary how they see the role of a BOCA facilitator – take notes on flipcharts. Emphasise these key messages as you summarise the discussion:               <ul style="list-style-type: none"> <li>The BOCA 2.0 is designed to be a self-reflection for the branch.</li> <li>As a facilitator you are neutral and it is your role to help guide a conversation and support the participants to reach consensus not judge or steer the outcome of the discussions.</li> <li>Your role as a facilitator is to ensure all voices are heard during the workshop</li> <li>It is key that you understand the material well to be able to explain and unpack attributes and reflection points for participants</li> <li>It is important the participants feel that the BOCA workshop is a safe space</li> </ul> </li> </ul>

	<p>Overview of ToF and BOCA Workshop Flow</p>	<p><b>Understand the logic and facilitation methodology of the BOCA 2.0 workshop</b></p> <p>Walk through the 2-day branch BOCA workshop agenda and its logic. Explain the flow of the ToF</p>	<p><b>Presentation:</b></p> <ul style="list-style-type: none"> <li>○ Give the helicopter view and explain the different modules of the BOCA workshop. Show PPT slide or write the different steps on a flipchart so that participants can clearly follow where we are.</li> <li>○ Opening of the workshop and setting the stage <ul style="list-style-type: none"> <li>▪ Welcome <ul style="list-style-type: none"> <li>• Introductions</li> <li>• Purpose</li> <li>• Workshop rules and principles</li> </ul> </li> <li>▪ Branch Puzzle</li> <li>▪ What is a strong branch</li> </ul> </li> <li>○ BOCA Matrix discussion</li> <li>○ Analysis and prioritisation</li> <li>○ Roadmapping <ul style="list-style-type: none"> <li>▪ Visioning exercise</li> <li>▪ Roadmap development</li> </ul> </li> <li>○ Wrap up and closing</li> </ul> <ul style="list-style-type: none"> <li>• Explain that during this training, participants will be given the opportunity to both experience and practice how to facilitate the different modules</li> <li>• Show the BOCA tree and explain how this will be used <ul style="list-style-type: none"> <li>○ Explain that the 11 branches on the tree corresponds to the 11 elements of the BOCA matrix and the definition of a strong branch in the Branch Development Framework</li> <li>○ Mention that the tree will be populated with leaves during the workshop, which will help branches get an overview of the status of their branch</li> </ul> </li> <li>• Divide the participants into groups of 5-6 people, keep the same groups throughout the training</li> <li>• Introduce the scenario which will be used during the ToF, the Riverside branch. Read out the scenario and ensure that each group has one or two copies to refer to. Explain that this will help guide the discussions during the training to help participants step out of their day-to-day roles in the NS</li> <li>• Any questions?</li> </ul>
30 mins	Break		
90 mins	Experiencing Day 1 BOCA workshop activities as participants	<p><b>Explain the definition of a strong branch confidently</b></p> <p>Participants experience the Branch Puzzle and 'What is a Strong Branch' sessions to understand how they set the tone for reflection.</p>	<p><b>Simulation:</b> ToF trainer facilitates and participants play branch members</p> <p>First explain that we will now start learning the methodologies that will be used during the BOCA workshop. Explain that the opening session is very important to get participants fully engaged in the process.</p> <p>Recap that the opening session has three parts, <i>Welcome and introductions</i>, <i>Branch puzzle</i>, and <i>What is a strong branch</i>.</p> <ul style="list-style-type: none"> <li>• Start with the branch puzzle and follow the instructions in the BOCA Workshop Facilitation Guide</li> <li>• Explain that the purpose of this exercise is for the branch to get an overview of the the current status of the branch. Say that it replaces annex 7a and b for those who are familiar with the old BOCA.</li> <li>• Open up for reflections and questions</li> <li>• Continue with “What is a strong branch”. Follow the instructions in the BOCA Workshop facilitation guide.</li> <li>• Explain the definition of a strong branch and how it links to the BOCA tree. Follow the instructions in the BOCA Workshop facilitation guide.</li> </ul>

			<ul style="list-style-type: none"> <li>• Ask participants in plenary how they would explain the linkages between the different areas. Spend some time on this to make sure that they fully understand the connections.</li> <li>• Let the participants practice explaining the tree in their groups</li> <li>• Debrief in plenary around the tree: How did this feel? Do you have any questions? Any parts of the exercises that you are still unsure about? Do you feel like you are able to explain the definition of a strong branch to the BOCA workshop participants? If participants are still unsure, add another practice round.</li> </ul>
<b>60 mins</b>	<b>Lunch</b>		
180 mins	Facilitating the BOCA Matrix – Introduction and Demo	<p><b>Understand the logic and facilitation methodology of the BOCA 2.0 matrix</b></p> <p>Understand how to explain the matrix, scoring, and consensus method.</p>	<p><b>Simulation:</b> ToF trainer facilitates and participants play branch members</p> <p><u>Introduction</u></p> <ul style="list-style-type: none"> <li>• Explain how the matrix discussion will work and the role of the facilitator to pose the reflection points as questions rather than statements</li> <li>• Explain that the discussion flows better if the participants do not have their own copy of the matrix but instead listen to the facilitator</li> <li>• Explain how the matrix works, draw the BOCA stair or show PPT slide and explain the scoring and colour coding</li> <li>• Ask one of the participants to come up and practice how to explain how the BOCA stairs work to the others</li> <li>• Ask the other participants if the explanation was clear or if they have any feedback – check that everyone feels confident about how to explain the logic. If not, let someone else do another practice round.</li> <li>• Give the tip that after explaining the BOCA stairs and logic in the workshop, the facilitator will use the first attribute as a test round as it usually becomes much clearer for participants when they get a practical example</li> </ul> <p><u>Matrix discussion</u></p> <ul style="list-style-type: none"> <li>• Before getting started, ask if participants have any questions based on their pre-reading of the matrix. Any attributes that are unclear?</li> </ul> <p><u>Matrix discussion simulation</u></p> <ul style="list-style-type: none"> <li>• Tell the participants to imagine that they are all members of a branch and they have gathered to do a BOCA. Refer back to the Riverside branch scenario to remind participants to step out of their day-to-day roles.</li> <li>• Trainer facilitates the first three attributes in plenary to show how to read out the questions in the matrix</li> <li>• Demonstrate how to ask follow-up questions and how to reach consensus</li> <li>• Explain the scoring colour coding and how to apply it during the workshop</li> <li>• Before going into the practice round, reflect in plenary how to manage the conversation, ensure everyone gets to talk etc. Explain how to take notes of concrete ideas that come up during the discussions and put these up in the parking lot. Refer back to the discussion and notes from the session on the role of the facilitator</li> <li>• Any questions before we get started?</li> </ul>
	Facilitating the BOCA Matrix – Practice	<p><b>Understand the logic and facilitation methodology of the BOCA 2.0 matrix</b></p> <p>Practice explaining and facilitating the matrix</p>	<p><b>Role play:</b> Facilitating the BOCA matrix</p> <ul style="list-style-type: none"> <li>• Go back into the groups</li> <li>• Assign one person to start in the role as a facilitator and the rest of the group plays branch members, then rotate the role as facilitator</li> <li>• Each facilitator facilitates one attribute and then hands over to another facilitator.</li> <li>• Leave ample time for this exercise and aim for everyone to at least facilitate 2 attributes each</li> <li>• Ask participants to mark any attributes that were unclear or difficult to understand or explain</li> </ul> <p><b>Trainer tips:</b></p> <ul style="list-style-type: none"> <li>• Emphasise that the purpose of this exercise is to practice the facilitation techniques, not to get too focused on the score of the imaginary branch</li> <li>• As participants will likely be a mix of NHQ and branch members, remind them to take a step back from their day-to-day role and imagine themselves as branch members using the Riverside branch scenario</li> </ul>

			<ul style="list-style-type: none"> <li>You can choose to let half the groups start from the beginning of the matrix and half from the end if you wish – the results can then be combined into one full tree for the analysis discussion</li> <li>As a trainer, you will need to determine when to break the exercise to have time for the plenary reflection (allow 30-40 mins for this depending on the group dynamics)</li> </ul> <p><b>Plenary reflection:</b></p> <ul style="list-style-type: none"> <li>Ask participants if they have any reflections or gained any new insights after the practice. What could be some tips for facilitating the matrix? --&gt; Write down all insights on a flipchart or on a slide.</li> <li>Ask if anything was unclear or especially difficult with the facilitation. Ask if they have any general questions or concerns.</li> <li>Mention that explanatory notes are available to help explain each attribute</li> <li>Mention that a detailed BOCA Workshop Facilitation guide is also available and explains each step of the workshop in detail</li> </ul>
<b>30 mins</b>	<b>Break</b>		Decide where to put the break to ensure a good flow and also ensure that participants remain energised. Could for example be after the practice round, before you go into plenary. Or in some contexts, participants prefer to take their coffee/tea at the end before going home.
30 mins	Reflection & Wrap-Up	Capture key takeaways and insights from Day 1.	<p><b>Group reflection:</b></p> <ul style="list-style-type: none"> <li>Ask participants to reflect on day 1 and ask down to take down some individual notes: <ul style="list-style-type: none"> <li>How would I open the BOCA workshop as a facilitator</li> <li>What are the key things to remember?</li> <li>What am I still unsure about</li> </ul> </li> <li>Explain that we will revisit these notes at the end of day two to see if anything is still unclear</li> <li>Explain what will happen during day 2</li> <li>Close day 1</li> </ul>

Day 2			
Time	Session	Learning objective/purpose	Facilitation method
15 mins	Recap	Revisit day 1 learnings	<p>Welcome participants back and explain what will happen during day 2</p> <p>Before moving on, let's take a moment to recap the two modules we discussed yesterday.</p> <ul style="list-style-type: none"> <li>• Ask for a volunteer to explain the different steps of the Opening module</li> <li>• Ask the others if any steps were left out</li> <li>• Show pre-prepared flipchart or PPT slide with the different steps (if using flipchart, put it up on the wall)</li> <li>• Repeat the same procedure for the matrix</li> </ul>
90 mins	Facilitating the BOCA Matrix – managing facilitation challenges	<p><b>Facilitate a conducive dialogue with the branch participants</b></p> <p>Practice facilitating the BOCA matrix and managing facilitation challenges</p>	<p><b>Role play:</b> Managing facilitation challenges</p> <ul style="list-style-type: none"> <li>• Pair up the groups from day 1 (i.e. if you had 2 groups, make one group, if you had 4 groups, make two groups, if you had 6 groups, make 3 groups etc.)</li> <li>• In the paired-up groups, one group will start with the role-playing, and the other group will start as observers</li> <li>• Assign one person to start being the facilitator, the rest of the group play branch members</li> <li>• Give each of the group members a role to play, on a pre-prepared note. These roles are not to be shared with the facilitator, the other members of the group or the observers (refer to the list of roles in the BOCA material)</li> <li>• Give the facilitator an attribute to work with (could for example be one that was a bit challenging during day 1) and start the role play</li> </ul> <p><b>Plenary discussion:</b></p> <ul style="list-style-type: none"> <li>• Ask the facilitator how they felt. What were some of the challenges? Ask the group how they felt. What were some of the key reflections from their side?</li> <li>• Ask the observers for feedback, what could have been done differently? How could the facilitator have handled the situation?</li> </ul> <p><b>Role play:</b> Managing facilitation challenges</p> <ul style="list-style-type: none"> <li>• Switch groups and follow the same procedure</li> <li>• In the plenary discussion following the second round, also raise more general questions on the facilitation of the matrix: What are some key facilitation tips? How would you go about ensuring that everyone gets to speak? Are there any specific challenges you foresee? Take the opportunity to let participants share their own experiences and tips with each other. Capture ideas and suggestions on a flipchart and put up next to the corresponding one from day 1.</li> </ul>
15-30 mins	Break		
90 mins	Facilitating Analysis and Prioritisation - Demo	<p><b>Understand and apply the renewed facilitation methodology for analysis, prioritisation and roadmapping in the BOCA 2.0 workshop</b></p> <p>Experience the analysis and prioritisation modules of the BOCA 2.0</p>	<p><b>Simulation:</b> ToF trainer facilitates in plenary and participants play branch members</p> <ul style="list-style-type: none"> <li>• Explain how this exercise will help branches see the bigger picture, identify root causes to challenges and define priorities</li> <li>• Gather the participants around the tree and follow the instructions in the BOCA 2.0 Facilitation Guide</li> <li>• Guide participants through the exercise ending with the root cause analysis</li> </ul>
	Facilitating Analysis and Prioritisation – Practice	<p><b>Understand and apply the renewed facilitation methodology for analysis, prioritisation and roadmapping in the BOCA 2.0 workshop</b></p> <p>Practice facilitation of analysis and prioritisation</p>	<p><b>Role play:</b></p> <ul style="list-style-type: none"> <li>• Go back into the same groups as during Day 1</li> <li>• Each group uses their BOCA tree from the matrix exercise with stickers prepared – if you divided the matrix during day one, you can ask participants to copy the results from the other groups to make a full tree</li> <li>• Assign one person to be the facilitator and the rest of the group play branch members</li> <li>• Take turns to allow practice</li> <li>• Trainer(s) circulates amongst the group to give guidance and answer questions from the groups</li> </ul> <p><b>Plenary reflection:</b></p> <ul style="list-style-type: none"> <li>• Ask participants how they feel</li> <li>• What were some useful questions to ask to enable meaningful reflections in the group. What were some insights you gained from the practice? --&gt; Take down on flipchart and put up next to the corresponding flipchart from the matrix round</li> <li>• Any questions?</li> </ul>

60 mins	Lunch		
90 mins	Facilitating Roadmapping and wrap up	<p><b>Understand and apply the renewed facilitation methodology for analysis, prioritisation and roadmapping in the BOCA 2.0 workshop</b></p> <p>Learn to move from analysis to roadmapping and understand the BOCA 2.0 methodology</p>	<p><b>Presentation:</b> BOCA 2.0 roadmapping approach</p> <ul style="list-style-type: none"> <li>Explain that the outcome of the BOCA workshop is not a plan of action, but a roadmap and that the branches will need to integrate the priorities into their existing plans</li> <li>Explain that before going into the exercise it is important that the branch is fully aware of the purpose of the roadmap, the expectations on the branch after the BOCA and that they are the owners of their roadmap</li> <li>Explain how the roadmapping exercise works in the BOCA 2.0, Introduce and explain the BD Roadmap template</li> </ul> <p><b>Simulation:</b> Participants experience what a roadmapping exercise would look like</p> <ul style="list-style-type: none"> <li>Trainer demonstrates the visioning exercise by following the instructions in the BOCA 2.0 Facilitation guide</li> <li>Explain to participants that they will now develop their roadmap, based on the Riverside branch scenario, the matrix discussions and the analysis and prioritisation</li> <li>Give the participants a pre-prepared flipchart with the guiding questions found in the BOCA 2.0 Facilitation Guide or show the corresponding PPT slide. Give them the parking lot flipchart with any concrete ideas mentioned during the workshop and ask them to develop a roadmap for their priority areas, building on the vision they have for the branch, addressing the root causes they have identified.</li> <li>Remind participants that the roadmap should be realistic and actionable.</li> <li>Remind the participants to avoid too generic actions such as “Awareness raising”, instead, be as concrete as possible</li> </ul> <p><b>Plenary discussion:</b></p> <ul style="list-style-type: none"> <li>What are some insights from this session? What would be important to keep in mind as a facilitator? --&gt; Take down on flipchart and put this up next to the corresponding ones from the other sessions</li> </ul>
		Wrap up	<p>Explain that the wrap up session is important to ensure that everyone knows what the next steps are, and what is expected from the branch going forward.</p> <ul style="list-style-type: none"> <li>Ask participants what would be important to highlight in the wrap up. --&gt; Take down on flipchart and put this up to the other corresponding ones. Add any points that might have been missed.</li> </ul>
15 mins	Preparation	<p><b>Plan and prepare effectively for successful facilitation of a BOCA workshop</b></p> <p>Understand essential preparations before a BOCA workshop</p>	<p><b>Presentation:</b></p> <ul style="list-style-type: none"> <li>Review preparation check-list</li> <li>Any questions?</li> </ul> <p><b>Tips for trainers:</b> This exercise can be skipped if there are time constraints. But then refer to preparation checklist in the facilitation guide in the next session.</p>
30 mins	Next steps and closing the ToF	Defining next steps, learn where to find more information	<p><b>Plenary discussion:</b></p> <ul style="list-style-type: none"> <li>Refer back to the notes participants took for themselves at the end of day 1. Is there still something that remains unclear? Answer any questions that come up.</li> <li>Explain where more information can be found (Branch Development Portal, BOCA 2.0 Facilitation Guide, BOCA 2.0 Facilitators’ agenda, BOCA 2.0 Explanatory notes)</li> <li>Encourage the new facilitators to join the IFRC Branch Development Community, BOCA Facilitators group. Post after workshops and share experiences</li> </ul> <p><b>Closing:</b></p> <ul style="list-style-type: none"> <li>Congratulate participants for having participated and becoming new BOCA facilitators</li> <li>Invite NS representative to explain the next steps, how the BOCA workshops will be organised, what is expected from facilitators and how they will stay connected with each other internally</li> <li>Ask the participants to register themselves as a trained BOCA 2.0 facilitator by joining the BOCA Facilitators’ sub group on the IFRC Branch Development Community: <a href="#">Communities IFRC</a></li> <li>Close the workshop using the NS standard procedures</li> </ul>



## ANNEX 1: Scenario: *Our Branch – the Riverside branch* The “Riverside Branch”

### Context:

The *Riverside Branch* is one of the mid-sized branches within the National Society. It serves a mixed urban–peri-urban population of about 85,000 people. The area is known for recurrent flooding, recent rise in immigration, and a high number of socially vulnerable households. The branch is located in an old municipal building near the river.

### 1. Branch Structure & People

- The branch has **one part-time branch coordinator** and **one administrative volunteer** who supports basic office functions.
- There are about **45 active volunteers**, though their engagement varies greatly between activities.
- The branch has **300 members** with election rights. The membership fee is 5 euros a year. Some, but not all, volunteers are also paying members.
- A **newly elected Branch Board** of five people is motivated but still learning their roles and responsibilities.
- The branch has **youth, first aid, and social activities focal points**, all volunteers.

### 2. Key Services

- **First Aid services**, especially at local sports events and festivals.
- **Home visits and social support** to around 30 isolated older people.
- **Disaster preparedness and response**, particularly for annual floods—volunteers distribute sandbags and conduct evacuations with municipal authorities.
- **Blood donation campaigns** twice per year.

### 3. Partnerships & Community Relations

- Good relationship with the **municipality**, especially the disaster management officer.
- A collaboration with two **local schools** for youth volunteering.
- Growing interest from a **local business association**, but no formal partnerships yet.
- Community awareness of the branch is moderate; many residents know it exists but not what it actually does.

### 4. Strengths

- Volunteers are **highly committed during emergencies**.
- Strong **first aid team** with good reputation.
- The branch is seen as a **neutral and trusted actor** by local authorities.
- Board members are enthusiastic and want to make improvements.

### 5. Challenges

- Branch leadership roles and responsibilities are **unclear** to both the board and volunteers.
- Volunteer management is mostly informal; no clear recruitment, onboarding, or retention practices.
- Office equipment is outdated; the branch has **no reliable internet**.
- Funding relies heavily on **small local fundraising events** that are inconsistent.
- Communication with the community is **limited**—no social media presence, outdated noticeboard, and few outreach activities.



## ANNEX 2: Roles for the matrix role play

<p><b>Branch Chairperson</b> You are very keen to ensure that your branch scores F in most things</p>
<p><b>Branch CEA focal point</b> You know most about the CEA aspects, but you are also keen to engage on the other topics</p>
<p><b>Head of Branch</b> Your priority is to get a realistic result on all topics</p>
<p><b>Branch volunteer</b> You want to contribute to the discussions, but you find it a bit difficult to follow and understand everything</p>
<p><b>Branch project staff</b> You have heard that there might be more funding available for the branch if you score low, so you are trying to convince the others to not go too high in the scoring</p>
<p><b>Branch staff</b> You are very keen to understand exactly what is meant with each question and you ask many questions for clarification</p>
<p><b>Branch board member</b> You have been in the branch for a long time and you want to be the one to speak first</p>