



# PROTECTION, GENDER, AND INCLUSION

## ORGANISATIONAL ASSESSMENT **TOOLKIT**

May 2022

**© International Federation of Red Cross and Red Crescent Societies, Geneva, 2020**

Any part of this publication may be cited, copied, translated into other languages or adapted to meet local needs without prior permission from the International Federation of Red Cross and Red Crescent Societies, provided that the source is clearly stated.

All photos used in this document are copyright of the IFRC, the Finnish Red Cross and the Netherlands Red Cross.

**Contact us:**

Requests for commercial reproduction should be directed to the IFRC Secretariat:

**Address:** Chemin des Crêts 17, Petit-Saconnex, 1209 Geneva, Switzerland

**Postal address:** P.O. Box 303, 1211 Geneva 19, Switzerland

**T** +41 (0)22 730 42 22 | **F** +41 (0)22 730 42 00 | **E** [secretariat@ifrc.org](mailto:secretariat@ifrc.org) | **W** [ifrc.org](http://ifrc.org)

# **PROTECTION, GENDER, AND INCLUSION**

ORGANISATIONAL ASSESSMENT  
TOOLKIT





Dear colleagues,

The IFRC with its 192 member National Red Cross and Red Crescent Societies is a recognized leader in international humanitarian system. Our unique combination of community-level capacity, local know-how and a global network of solidarity, expertise and resources means that we can go faster and further, and reach people that others are unable to.

In everything we do, our goal is to build resilience so that individuals, communities, institutions, and countries are enabled to better prepare for, respond to and recover from shocks and crisis. Effective local responders and institutions are key components to resilient communities.

To strengthen agility, relevance, effectiveness, innovation, and accountability we must invest in our own organisational development: ensuring better preparedness through safe and inclusive organisations. This includes developing our own understanding, competencies, and capacity to address Protection, Gender and Inclusion (PGI) issues in our work.

This Protection Gender and Inclusion (PGI) Organisational Assessment Toolkit (OAT) is a key step to help us systematically ensure that PGI is embedded in and across all our work. It is designed to help the IFRC network build stronger actions to identify and mitigate risks, monitor, and assess our policies, practices, and effectiveness, to better support the people and communities we serve.

A safe and inclusive environment is critical for mitigating, preventing and appropriately responding to any misconduct or violations of our fundamental principles.

To be fit for purpose, we all need to demonstrate an awareness of PGI principles systematically in our collective institutional and operational behaviour. Simply put, to reach our objectives as humanitarians and to ensure we do no harm, we need to ensure no one is left behind, no one is left out and no one feels unsafe.

Let this toolkit be our guide to drive the changes needed to ensure that our actions on the ground, our coordination and diplomacy efforts are safe, inclusive and accountable to the people we work with, and to the people we serve at all levels of our engagement.

A handwritten signature in black ink, appearing to read 'Jagan', with a stylized flourish below it.

Jagan Chapagain

# CONTENTS

ACRONYMS	7
INTRODUCTION	8
PURPOSE	10
THE PGI ORGANISATIONAL ASSESSMENT TOOLKIT OVERVIEW	12
<b>PART I</b>	
CONDUCTING A PGI LANDSCAPE REVIEW	18
IFRC RECOMMENDATIONS	22
<b>PART II</b>	
PLANNING THE PGI ORGANISATIONAL ASSESSMENT	24
<b>PART III</b>	
UNDERSTANDING THE ASSESSMENT TOOL	28
<b>PART IV</b>	
GATHERING INFORMATION	32
<b>PART V</b>	
ANALYSING AND INTERPRETING FINDINGS	36
<b>PART VI</b>	
PLAN OF ACTION AND NEXT STEPS	42
<b>PART VII</b>	
IMPLEMENTATION AND INSPIRATION	46

## ACRONYMS

<b>BOCA</b>	Branch Organisational Capacity Assessment
<b>CoC</b>	Code of Conduct
<b>FGD</b>	Focus Group Discussion
<b>G&amp;D</b>	Gender and Diversity
<b>GBV/SGBV</b>	Sexual/Gender-Based Violence
<b>ICRC</b>	International Committee of the Red Cross
<b>IFRC</b>	International Federation of Red Cross and Red Crescent Societies
<b>LGBTQ</b>	Lesbian, Gay, Bisexual, Transgender, Intersex and Queer
<b>NS</b>	National Society/ National Societies
<b>OAT/PGI OAT</b>	Organisational Assessment Toolkit/ Protection Gender and Inclusion Organisational Assessment Toolkit
<b>OCAC</b>	Organisational Capacity Assessment and Certification
<b>PGI</b>	Protection, Gender, and Inclusion
<b>SADDD</b>	Sex, Age, Disability, Disaggregated Data
<b>SEA</b>	Sexual Exploitation and Abuse
<b>SMT</b>	Senior Management Team
<b>SOGIESC</b>	Sexual Orientation, Gender Identity, Gender Expression, Sex Characteristics
<b>VAWG</b>	Violence against Women and Girls



# INTRODUCTION

Protection, Gender and Inclusion (PGI) refers to the ways in which the IFRC address issues of violence, discrimination and exclusion, in our Institutional capacities, our programs and operations and in our efforts of advocacy, learning and partnerships.<sup>1</sup>

In 2015, a pilot Gender and Diversity Organisational Assessment Toolkit was developed by the Global Gender and Diversity Network in 2015 to support National Societies and the IFRC to fulfil their commitments towards ensuring safe and inclusive humanitarian action. Since then, the pilot tool has been tested in various contexts such as for the IFRC regional office in Asia-Pacific, the Colombian Red Cross, Myanmar Red Cross, and Afghanistan Red Crescent. The lessons from these processes of applying the tool, consultations with the Global PGI Network and key experts on organisational development for Protection, Gender and Inclusion, and global advancements on Diversity Inclusion, have all informed the development of this revised toolkit. Further, through recent years, the vast experiences the IFRC Network have gained in our efforts to keep people safe from harm has helped to advance the thinking of what this tool can achieve.

This Organisational Assessment Toolkit for PGI is developed based on the increasing and ever more complex needs and risks we are seeing in communities across the world related to violence, discrimination, and exclusion. As the world's oldest and largest humanitarian organisation, we are in a unique position not only to address these immediate concerns, but also to prevent, mitigate and respond to risks and occurrences of identity-based violence, exploitation, and abuse, across the world.

<sup>1</sup> IFRC Protection, Gender and Inclusion Policy, IFRC Operational Framework for PGI



Succeeding at this includes ensuring volunteer recruitment and coordination is safe and inclusive, and that equitable opportunities to join the IFRC Network and to participate within our organisations are equally available for people of all gender identities, backgrounds, physical appearances, and disabilities. In addition, anyone working within the Network –all senior leadership, governance, staff, and volunteers- develop their own understanding, competencies, and capacity to address Protection, Gender and Inclusion (PGI) issues in their work.

Institutional diversity facilitates the IFRC Network's<sup>22</sup> ability to work with communities, ensuring they feel safe, included, and represented, in accessing our programmes - Diversity is a positive disruption. For PGI activities to have any meaning, it is a must. There is overwhelming evidence from both private-, corporate-, and humanitarian sectors; to the importance of having structures and practices that ensure diversity inclusion and safeguarding; for any organisation, office, or team to perform well, appropriate, and effective.

This toolkit aligns with recent developments within, - and commitments to PGI; a holistic and integrated approach to prevent, mitigate, and respond to violence, discrimination, and exclusion in all IFRC efforts.

<sup>22</sup> In this document, International Federation of the Red Cross/Red Crescent (IFRC) refers to the international organisation created by the Red Cross/Red Crescent National Societies; and as such, the independent legal entity separate from its National Societies. IFRC Secretariat refers to the executive arm of the IFRC, with its headquarters in Geneva and represented worldwide through its regional, country clusters and country offices. The IFRC network designates the collective group of the IFRC and its member National Red Cross and Red Crescent Societies. The term International Red Cross and Red Crescent Movement (the Movement) refers to the IFRC, its member National Societies and the International Committee of the Red Cross (ICRC).

# PURPOSE

This Protection, Gender, and Inclusion Organisational Assessment Toolkit (PGI OAT) is intended for use by leadership, staff, or volunteers of any National Society and IFRC Delegation to better understand current capacity for PGI, and potential institutional barriers for reach, relevance, effectiveness, integrity, and resilience, in our humanitarian and developmental efforts. The toolkit then guides the development of a workplan to help ensure institutions, programmes and services are safer and more inclusive, and to facilitate for coordinated support and joint efforts across the IFRC Network in the years to come.



## The journey towards safe and inclusive humanitarian action

As this toolkit is developed to guide and facilitate the process of assessing organisational capacities and how we can build safer and more inclusive institutions, it does not cover all the ways in which we can get better at protecting and including people we work with and for. Within the global IFRC PGI Network, other tools, lessons, and processes are available to compliment or further build the steps towards our aims. For any effort to advance on PGI in your organisation it is strongly recommended to start by ensuring the below two steps. In addition, for this assessment process; they are pre-requisites for success.



## Leadership and commitment

First it is crucial that your office, delegation, branch, department, or National Society is committed to an open, meaningful, and dedicated process, and that there is a wish to ensure a safe and inclusive organisation. Leadership and management will benefit from ensuring they have a proper understanding of what this process means, and agree to dedicate time, resources, and access to relevant information. This commitment should be clearly communicated to staff and volunteers to encourage and facilitate their engagement. IFRC PGI advisers and coordinators can support you in building ownership and commitment with your teams.



## Getting familiar with Protection, Gender and Diversity, and Inclusion

The IFRC has several tools and trainings that will allow you to gain a basic understanding of the “PGI-approach”: what the key concepts and definitions are, what it means in action, and why we work on Protection, Gender and Diversity and Inclusion in this interlinked and holistic way. You can find these trainings and get IFRC support in coordinating and facilitating them by contacting IFRC Country-cluster, Regional or Global PGI coordinators. The Organisational Assessment for PGI – process requires core competencies for PGI within the assessment team and management. Recommended steps of the learning pathway for PGI before embarking on this journey are detailed below.

» **Introduction to PGI (90 minutes online course)** – PGI concepts, definitions, and contexts, learning the core approach of the IFRC in addressing violence, discrimination and exclusion and staff and volunteers’ responsibilities to PGI. The course outlines available tools and mechanisms guiding PGI work and is a pre-requisite for other PGI trainings. (PGI core competencies foundational tier)

» **PGI Core Training (3-day face-to-face or remote<sup>3</sup>)** – The aim of the PGI Core Training is to raise awareness, build skills and change behaviour in relation to PGI. The overall objective of the training is to enable participants to understand the key elements of PGI, and their implications for their respective areas of work through learning about key principles and analysing and integrating considerations of dignity, access, participation and safety into programmes and institutional processes. (PGI core competencies foundational and tier 1).

<sup>3</sup> When facilitated remote the timeframe can be anything between 6 to 40 days depending on the intensity the learners are committed to

# THE PGI ORGANISATIONAL ASSESSMENT TOOLKIT OVERVIEW

## Step-by-step summary

This step-by-step summary provides an overview of the full assessment process and describes when to use the different tools in relation to each other. However, the toolkit includes guidance and tools that can be used by themselves, separately, such as for monitoring progress for PGI down the road or planning a Safeguarding Self-Assessment.

With dedicated leadership, commitment and core competencies for all staff, your organisation is ready to make use of this toolkit and start with the first step. Here is an overview of all the parts:

### Part I: PGI Landscape Review

A self-guided exercise that provides a snapshot of PGI policies, procedures, efforts, and basic knowledge within National Society, or IFRC delegation. It is intended to provide a broad overview of the organisation's PGI performance related to the following areas:

1. Institutional capacity, composition, and commitment
2. Programmes, operations, and services
3. Advocacy, Diplomacy, Partnerships and Learning

The Landscape Review takes approximately 1–4 weeks depending on the size of your organisation and its institutional infrastructure for PGI and provides you with the baseline you need to plan your full assessment; and develop the **PGI Organisational Assessment Terms of Reference**.

### Part I, Part II, III, IV & V: Organisational Assessment for PGI

This is when the full comprehensive assessment process takes place, and this toolkit provides you with the methods and guides that will help analyse and understand strengths and weakness in different areas related to PGI. This part of the assessment process will include Key Informant Interviews and Focus Group Discussions from a wide range of stakeholders and includes detailed investigation of PGI structures, commitments, policies, programmes, and operations. The findings of the assessment and data collection process will lead to recommendations on how the National Society can strengthen its approach to integrate PGI into all areas of the organisation. The first step of conducting the Organisational Assessment is to carefully to develop your Terms of Reference and your workplan.

## The assessment is centered around the following themes:

### Institutional Capacity, Composition and Commitment

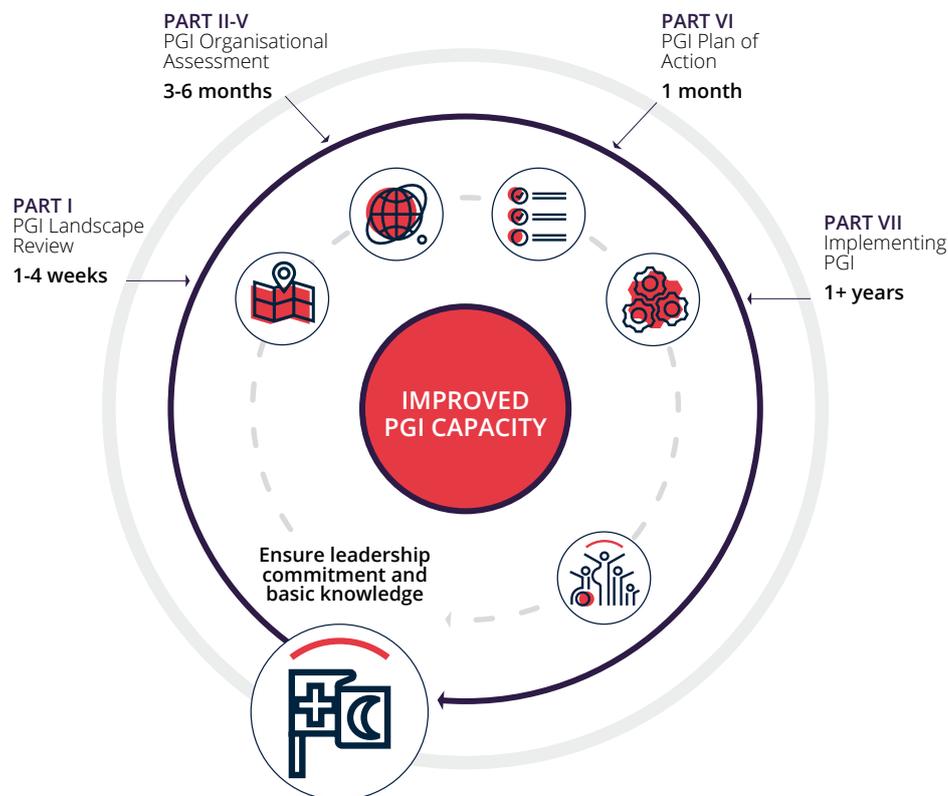
- » Leadership's Commitment to PGI
- » PGI is embedded in Policies, Strategies and Guidelines
- » PGI Resources, Knowledge, Skills and Competencies
- » Diversity and Inclusion
- » People's Management and Institutional Mechanisms

### Protection, Gender and Inclusion in programmes, operations, and services

- » Protection, Gender, and Inclusion considerations are mainstreamed throughout the project cycle (planning, implementation, monitoring, evaluation, lessons learnt and reporting)
- » Specialised Protection, Gender and Inclusion activities, dedicated services that aim to directly prevent or respond to violence, discrimination, and exclusion
- » Disaggregated data by sex, age, disability, and other diversity factors
- » Monitoring, evaluation, and lessons learnt

### Advocacy, Diplomacy, Partnerships and Learning

- » Advocacy, communication, and humanitarian diplomacy Influencing standards, norms, laws, and behaviour
- » Partnerships and collaboration within the Movement
- » Partnerships and collaboration with external actors
- » Learning



## Part VI: Building your PGI plan of Action

Based on the recommendations and findings from the above assessment process, the organisation will develop a detailed Plan of Action (PoA) that may stretch over the course of several years, but with a minimum 1-year timeframe initially. The PoA will include self-identified priorities by the organisation to become safer and more inclusive, and to more effectively respond to PGI needs and risks in their communities. The IFRC Global PGI Team (from Geneva and Regional Offices) can support with providing recommendations that are in line with our joint strategic priorities for PGI and in identifying resources within the network and beyond, that can aid the implementation phase. The estimated timeframe for developing a strong PoA is around 1 month.

## Part VII: Implementation and inspiration

According to the PoA developed, the organisation can now implement their priority activities. The IFRC Global PGI Team will continue to support through technical guidance and capacity strengthening within areas of PGI, and by coordinating and mobilizing support from other National Societies, delegations, or other sectoral areas of work within the IFRC. A key component of this process is building on lessons learnt. National Societies and Delegations will be invited to share their experiences with the IFRC network or directly with another National Society or delegation. The IFRC will facilitate this sharing for example through webinars, by supporting efforts to capture case studies/best practice, or by facilitating and coordinating peer-support efforts between peer national societies. Ideally, a National Society that has undertaken all the steps this far and has been able to initiate their implementation, will be able to mentor and support another NS in embarking on the same journey and thus become a PGI CHAMPION National Society!

## ADDITIONAL COMPLIMENTARY TOOLS

### PGI Assessments



### Organisational Assessments on Safeguarding

As a crucial part of assessing our PGI capacities, we must give priority and dedicated focus to our structures and practices for Safeguarding: Prevention/Protection of Sexual Exploitation Abuse (PSEA), and Harassment by humanitarian actors, and Child Safeguarding.

- **IFRC Safeguarding Self-assessment Framework** is a complete safeguarding assessment framework which provides a guide to the main elements we must ensure are in place, appropriate and well-functioning for reducing risks, handling concerns and readiness for operations, services, and activities. Including accountability to affected populations and applying a survivor-centred response.
- **IFRC Child Safeguarding Risk Analysis** – supports IFRC Operations and Programmes to identify and rate their child safeguarding risks. With this information, operations can strengthen their child safeguarding practices and reduce the risk of harm against children as outlined in the IFRC Child Safeguarding Policy. The risk analysis can be found through [this link](#).

## Operational Assessment Tools for PGI

For assessing, monitoring, and evaluating our operational performance and adherence to the Minimum Standards for PGI in Emergencies, we have the [\*IFRC PGI in Emergencies Toolkit\*](#) which is applicable to any program or activity, including needs, capacities and risks related to violence, discrimination, and exclusion, and also in regards to Safeguarding. It is an especially relevant and useful tool for understanding if our organisations are implementing any operations in a safe and inclusive manner towards communities. Some of the key relevant tools and processes are:

- [\*PGI assessment and analysis guidance\*](#)
- [\*PGI incident monitoring form\*](#)
- [\*PGI Minimum Standards sector scorecard\*](#)
- [\*Monitoring and evaluation guidance for PGI in emergencies activities\*](#)

## Linkages with NS Preparedness for Effective Response approach

The Preparedness for Effective Response (PER) approach enables NSs to strengthen their local preparedness capacities to ensure timely and effective humanitarian assistance in line with the NS auxiliary role and mandate. It considers all hazards (natural, biological, technological, among others) and flexible to be used in different contexts. The process guides NSs to systematically measure, analyse, prioritise, and plan preparedness for response actions.

It is well established that assessing and integrating issues of protection, gender, diversity, and inclusion in emergency preparedness enhances the effectiveness and quality of humanitarian assistance. When NSs are aware of and assess and analyse pre-existing social inequalities and power dynamics before, during and after an emergency, they are better able to protect and serve affected communities and abide by the principal of Do No Harm. The existing 37 PER Mechanism Components and associated benchmarks include some PGI information as part of Components 5 (Quality and Accountability), 6 (Hazard, Context and Risk Analysis, Monitoring and Early Warning), and 12 (Response and Recovery Planning) among others. Additional Guidance Note for Protection, Gender and Inclusion (PGI) in the PER Approach have been recently developed. For more information, please contact IFRC NS Preparedness focal point in your regional delegation or sent a message to [ns.preparedness@ifrc.org](mailto:ns.preparedness@ifrc.org).



**NOTHING ABOUT  
US, WITHOUT US.**



# PART I

# CONDUCTING A PGI LANDSCAPE REVIEW

The PGI Landscape Review should be used to gain a broad understanding of the strengths and gaps within the organisation and develop a baseline for PGI. The length of time needed for this self-assessment depends on the size of the organisation, and it can vary based on the branches and offices involved.

## Who should participate in the PGI Landscape Review?

The process of completing the Landscape Review should be guided by a facilitator. This could be an IFRC PGI coordinator, a PGI or National Society Development (NSD) Delegate/focal point, team lead or manager, or someone else in the National Society) who is familiar with organisational assessments.

## Preparing for the PGI Landscape Review

- It is recommended that you complete the questionnaire on a computer, or laptop as this will help you include and input as much text as necessary.
- Before starting the process, it would be helpful to compile as many relevant documents as possible or have them handy for discussion. Refer to [Annex 4. Supporting Documents List](#) for a suggestion of relevant resources.
- The person completing the Landscape Review should try to include as much detail as possible into the “Justification for score” section, this will help build an understanding of the rationale and logic of the score.

In the supporting documents section, the person completing the Landscape Review should indicate the relevant policies, processes, and practices that the National Society or IFRC Delegation have adopted or plan to adopt.

- The Landscape Review can be completed by one person but can be more effective when done with a larger group. The section on PGI Organisational Assessment Team has some guidance on building a team. It is also advisable that the core members of the entire PGI Organisational Assessment process are of diverse backgrounds, gender, and age, and from different units and levels of work within the organisation.
- Identify team members to support the Landscape Review from other sectors such as Water, Sanitation and Hygiene (WASH), Community Engagement and Accountability (CEA), or key areas in the organisation such as Volunteers, Human Resources (HR), Legal, Mental Health and Psychosocial Support (MHPSS) to facilitate this process.
- Remind group members that they are answering the questions on behalf of the whole organisation and not only based on their own experience.



## How to use the PGI Landscape Review

The assessment team or person completing the Landscape Review will go through each prompt and input a score. Each time you answer a question, you will need to provide a justification and explanation for the score. You will also have an opportunity to list any “Supporting documents” as seen below.

How PGI has been integrated in your National Society / Delegation	Score	Justification for score	Evidence and supporting documents (list and attach)	Total Score	Priority
<b>Theme 1: Institutional capacity, composition, and commitment to address violence, discrimination, and exclusion</b>					
1.1 Has the leadership signalled its commitment to work on PGI?	2	Leadership has spoken about PGI and plans to make it a core area in the organisation, but few resources are committed at the moment	<ul style="list-style-type: none"> <li>• Meeting notes by PNSs,</li> <li>• Request to IFRC for</li> <li>• PGI Training</li> <li>• NS Leader is a Gender Champion (HeForShe Campaign)</li> </ul>	<b>2</b>	
1.2 Is PGI embedded in your organisation's policies, processes, strategies, and tools?	2	PGI Safeguarding policies are being adapted. There is confusion about which safeguarding policy is most important. PGI is an area in the NS strategic policy.	<ul style="list-style-type: none"> <li>• Adoption of Child Safeguarding Policy in 2021.</li> <li>• PGI is mainstreamed in the strategy of the NS.</li> <li>• NS has plans to implement a separate Gender and Diversity policy</li> </ul>	<b>2</b>	

## Understanding the Scoring

Each question in the Landscape Review gets a score based on the following scale:

Achieved	Partially Achieved	Not Achieved	Not Applicable or Don't Know
3	2	1	0.

Achieved means you are aware of and know that the indicator described is being achieved.

- Partially achieved means you are aware of processes to achieve the indicator described, but they are not yet fully adopted, functioning or in place and more work needs to be done.
- Not Achieved means that the indicator described is not achieved.
- Not Applicable means that it does not fit into your organisational context.
- Don't know means that you are unaware of the indicator described, related processes, or whether it exists.

Once you have completed all the questions. You should calculate the total score for each Theme and input it in the Total score column.

How PGI has been integrated in your National Society / Delegation	Score	Justification for score	Evidence and supporting documents (list and attach)	Total Score	Priority
<b>Theme 1: Institutional capacity, composition, and commitment to address violence, discrimination and exclusion</b>				<b>19</b>	

If time is limited, different sections of the Landscape Review can be divided between smaller teams and the responses gathered by the primary Assessment Team are to be presented back to all participants. It is suggested to initially fill out the Landscape Review in smaller groups of 4 to 5 people each. The groups could be divided between Leadership, Staff and Volunteers or mixed.

Please look at the [Annex 16. Participatory Workshop Guide](#) for guidance on how to set expectations, handle conflict and build consensus. You can also input your results directly into this Kobo form: [PGI Landscape Review](#).

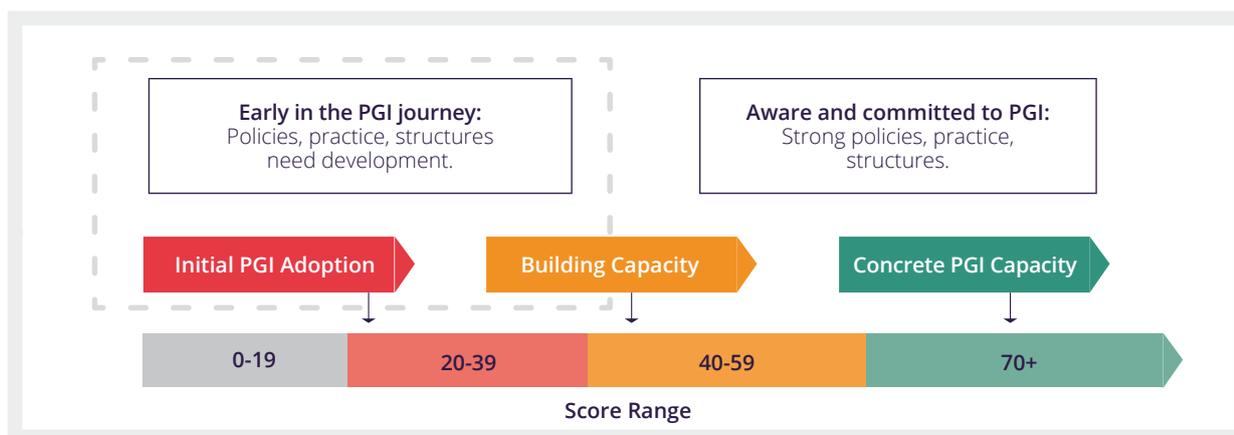
If you are unable to complete the form online, you will need to complete a final version of the tool and calculate the total scores manually.

### Tip box:

If you are using the Kobo form, your scores will automatically be calculated. We recommend using the web-based Kobo form as it will also help you in your data analysis by creating graphs and other visual tools.

Now that you have completed the Landscape Review, you have a baseline of how PGI looks within the organisation. This baseline could be presented organisation-wide to initiate broader engagement and move forward with the full PGI assessment and integration process.

## First glance: Understanding the PGI Landscape Review Results



The questions in the Landscape Review are categorized into different PGI Themes. Your total score for each theme can paint a picture of where the organisation is, related to PGI. If there are areas that you scored as **Achieved**, congratulations are in order! This means that the organisation has demonstrated having the necessary capacities, policies, and actions in place within the related theme. The maximum score possible is **72**. Keep in mind, in areas identified as **Achieved or that scored a 3**, there is always room to do more; to ensure the successes are continued, that we remain agile and adapt to changes around us such as needs, risks or policy-changes in our communities, that the organisation is meeting its commitments in the respective area to maintain a standard of PGI integration and ensure its quality standards are shared, disseminated and can inspire others.

The other scores of **P-Partly Achieved**, **N-Not Achieved** or **D-Don't know** are part of an honest reflection of where the organisation is. Before diving into an analysis of your results, examine the chart below to understand different scores, and where an organisation can be along its PGI Journey.

### Interpreting your results:

Take some time to reflect on the Landscape Review process and discuss your findings as a group. Write down your reflections and observations and keep them for future reference. Some guiding questions could be:

- Which of the three themes do you think your organisation needs to focus on?
- What was surprising about the results? Achieved areas? Not achieved areas?
- If you scored either 2, 1 or 0 in some categories, what gaps do you identify that could be strengthened?

It is recommended to seek advice from the IFRC Geneva/Regional Office/Country Cluster office PGI adviser and/or the IM or PMER team to discuss visualizing and interpreting your data. In Annex. 16 Participatory Workshop Guide, you will find additional questions that can assist you in reflecting and interpreting your results.

Following your reflection, you can use Annex. 5 PGI Landscape Review Priorities to mark which areas of the Landscape you reviewed are priorities.

#### Tip box:

Having good facilitation during the reflection exercise can help lead to a shared understanding of the scores given to each indicator. First, each group should report back what they have found and their reflections/answers to the questions they focused on. This should be done informally, talking through it. Then, open a general discussion, focusing on the reflection questions in annex. Keep in mind the scoring categories.

Achieved	Partially Achieved	Not Achieved	Not Applicable or Do Not Know
3	2	1	0

## IFRC RECOMMENDATIONS

There are some priorities that the IFRC recommends evaluating in more detail as they form part of the core commitments of an organisation that is PGI responsive. They are broadly described as follows:

### **Priority area One: sets the foundation for all PGI work.**

Ensuring our institutions are safe and inclusive and fit for purpose. This means having in place the right policies, processes, strategies, tools and resources, and organisational commitment, across operations and programmes, that ensures compliance with the Minimum Standards for PGI in emergencies, global standards, and Movement commitments as well as successful advocacy and humanitarian diplomacy. The categories listed in Priority area One are thus recommended to address and improve first and foremost.

### **Priority area Two: is the category of efforts needed to strengthen mainstreaming and integrating PGI activities across organisational programmes, operations, and guidelines.**

This means systems and processes that work and are embedded throughout the organisation's strategy cycle.

### **Priority area Three: reflects the strengthened capacity in Priority area One and Priority area Two**

to ensure Specialized PGI actions have the dedicated human resources, funding, and specialised capacity within the organisation. This includes ensuring that the capacities to mainstream core PGI activities are in place before embarking on specialised PGI programmes<sup>4</sup> and that there is a strong base from which to conduct advocacy, partnerships, humanitarian diplomacy and learning.

This traffic light system, Red, Yellow, Green shows you what areas need to be addressed first. Remember, the lower you score in each theme, the more work there is to be done in that particular area. This is where you and your team can self-identify priorities moving forward and build ownership within the organisation through interpretation of the core areas. The way in which you organise your next steps, under each priority area depends on the specific context, resources, and opportunities in your National Society or IFRC Delegation.

## Summarizing your findings and next steps

Once you have analysed and discussed your findings you create your report, reference [Annex 6. PGI -Landscape Review Findings Report](#) for more guidance. Your findings will support you to develop a Terms of Reference for conducting a full PGI Assessment which includes details like the PGI OA Workplan. The report can be shared within your organisation, Senior Leadership, the global IFRC PGI Network and IFRC colleagues in your region or globally.

<sup>4</sup> PGI aims are achieved through two main ways: 1) "mainstreaming" PGI into other sectoral programmes. This is the responsibility of all staff and volunteers with the support from PGI experts if necessary; 2) implementing "specialised" programmes specifically addressing one or more PGI concerns. This is the responsibility of technically qualified and experienced PGI staff and volunteers trained for that purpose.

# PART II



# PLANNING THE PGI ORGANISATIONAL ASSESSMENT

In Part I, you completed the PGI Landscape Review which helped you prepare for developing your Terms of Reference to start on the full PGI OA. In this section you will find key recommendations to consider before beginning your PGI OA Journey.

1. The organisation has identified significant PGI-related needs in their country or context of operations,
2. The organisation has internal discussions about how to address the PGI-related needs,
3. The organisation is committed to;
  - » Carrying out a comprehensive PGI organisational assessment, with strong support from leadership
  - » Investing time and effort into implementing the resulting Plan of Action for PGI
  - » Sharing their experience with this program with other National Societies and with the IFRC
  - » Aligning with global strategic and statutory commitments to PGI

## Preparing your Terms of Reference for the Full Organisational Assessment

The Terms of Reference (ToR) for the PGI Organisational Assessment should be developed only after you have completed the PGI Landscape Review. A well written Landscape Review Report and a clear, detailed, and thorough ToR for the full assessment are both key for the process and final Plan of Action to be as relevant, tailored, and actionable as possible. You can find a PGI Organisational Assessment ToR template to use here: [Annex 7. Terms of Reference.](#)

### Tip box:

A key decision to make before undertaking an organisational assessment is whether to rely on internal or external facilitation and expertise. Some benefits and risks to consider are:

#### Internally led:

**Benefit:** It encourages the organisation's ownership of the assessment and can increase acceptance of feedback and commitment to the recommendations

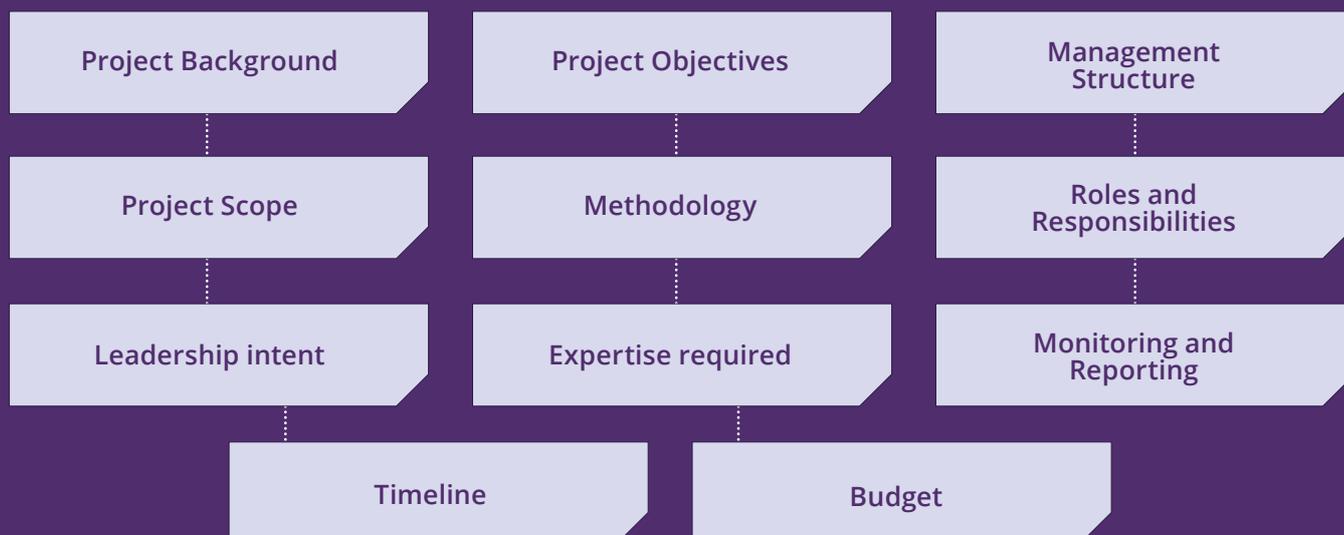
**Risk:** Questions may arise about the independence, objectivity, or validity of the assessment findings and whether difficult issues will be addressed, due to potential sensitivities within the organisation.

#### Externally led (i.e., expert consultant):

**Benefit:** An external facilitator can see the organisation from an outside perspective, suggest new approaches and draw on lessons from other organisations.

**Risk:** Findings and recommendations might not be accepted since the facilitator might be perceived as being unfamiliar with the organisation.

## The Terms of Reference should include the following:



## The PGI Organisational Assessment Team

The composition of the team depends on the timeframe, and human and financial resources dedicated to this process. The Organisational Assessment (OA) team can be made up of both internal and external people, including consultants or staff from another NS who can assist in the process as peer-support. IFRC PGI experts can be part of the team or advise and support its establishment. The OA team will be responsible for determining the methodology, survey questions, selection of key informants, timeline, undertaking or managing the assessment, and developing the recommendations and plan of action.

It is recommended to have a small team of dedicated and trained staff and volunteers. The PGI-OA will take time and require the team's full support to be completed. You can always reach out and contact your IFRC Regional PGI Focal Point or the PGI global team for additional support.

Members of the assessment team should:

- Come from, or have experience in working with, a National Society or the IFRC
- Have knowledge of other organisational assessments such as OCAC, BOCA or PER
- Represent/be mandated by the leadership of the organisation
- Represent the diversity of the organisation in terms of gender, age, and background
- Represent different personnel, such as staff; volunteers; branch staff,
- Include different units and teams within the organisation such as planning, monitoring, evaluation and reporting (PMER) and Human Resources (HR)
- Include technical colleagues from other sectors such as WASH, CEA, MHPSS etc.
- Have minimum core knowledge of protection, gender, and inclusion
- Have experience in data collection and analysis, and facilitating trainings and focus group discussions

## The timeline and internal communication

Different organisations will specify different requirements in their ToR. Some organisations which have already done preliminary work, or an organisation with fewer branches may be able to complete the assessment much faster.

Factors that will affect the assessment timeframe include:

- Completion of the Desk Review
- The travel and interview schedule with branch offices and mid-level management (in some circumstances travel may not be possible, it is encouraged to then to conduct the interviews using online tools)
- The methodology for data collection– the OA Team can lead the data collection process, or alternatively, external consultants can be brought in to facilitate data collection and analysis. In both scenarios, transcribing the interviews and analysis the data can take time.

It is important to **communicate regularly** with all stakeholders throughout the assessment process, including staff and volunteers. You will find some communication tips for each stage of the PGI Assessments in [Annex 8. Timeline and communications considerations](#).

## The key informants

Key informants are people that can provide insight to support you on your PGI Organisational Assessment Journey. Key informants can be people within the IFRC Network, or community members. It is important to engage a diverse group of staff, branch representatives, volunteers, and youth groups from across the National Society. [See Annex 10. Key Informant interviews](#) for more information.





# PART III

# UNDERSTANDING THE ASSESSMENT TOOL

The structure of the Assessment Tool is like the PGI Landscape Review, it has the three core themes and is divided into additional subgroups. Under each **theme**, you will see a **sub-theme**. Each sub-theme has a set of **Capacity Areas**, each with its own **indicators**.

For example: In the image below, the **theme** is Theme 1: Institutional Capacity, Composition and Commitment, which has a **sub-theme** Leadership’s Commitment to PGI. Under this theme there are a set of **Capacity Areas** which are numbered: such as 1. The Governing Board takes responsibility for the organisation’s commitments to PGI. And **indicators** such as “The organisation’s budget supports PGI activities, the use of these resources is reported in annual and or official reports.”

Theme 1: <b>Institutional Capacity, Composition and Commitment</b>						Total Score for Theme	Priority
<b>Leadership’s Commitment to PGI</b>							
POINTS	1	1	1	2	2	Total Score	Comments
1. The Governing Board takes responsibility for the organisation’s commitments to PGI	The Board complete a PGI awareness session or training as part of orientation.	The board endorses the organisation’s budget in support of PGI activities, and requests reports included in annual and or official reports	A Board member is designated as “PGI champion”, responsible for monitoring implementation of the NS plan and advocating for PGI related areas within the organisation.	The Board receives and acts on progress reports on PGI issues within the organisation. <sup>5</sup>	The Governing Board takes responsibility and ownership of its role in supporting PGI, diversity and inclusion. <sup>6</sup>		

## PGI Organisational Assessment Points system

Each **Capacity Area** can receive a total score of 7. The first 3 **indicators** can each receive 1 point, while the remaining indicators can receive 2 points. The indicators which can receive 2 points represent a much higher level of capacity and systematic implementation.

## Filling in the Organisational Assessment Scorecard

The Organisational Assessment Team should plan and conduct a workshop to complete the Organisational Assessment Scorecard based on the analysis of all the information and data collected. The Team will lead participants through each Capacity Area and determine whether the organisation meets the prompts in the criteria as either “Yes” or “No”. The organisation then receives the points respective to each indicator if there is supporting evidence. In the **“Comments”** field on the right, the Assessment Team can write relevant information and cite specific evidence as shown above. In the Comments field below the points, the Assessment Team can provide individual justification to each area. The comments can also be used to detail other good practices by the organisation which are not reflected in the tool itself or explain why certain steps have been taken or not. The comments then feed into the recommendations or provide input to the development of the Plan of Action.

<sup>5</sup> This could include regular updates on diversity of management, staff, and volunteers.

<sup>6</sup> This could include regular gender and diversity audits.

The completed Organisational Assessment Scorecard will produce three key results: the score for each indicator, the total for each Capacity Area, a score for the entire theme. See the example below.

The indicators do not have to be achieved in a linear fashion. It is possible to ‘jump over’ one indicator if the organisation has reached a level further right. In the far-right column, all the points are added together to give a total rating for that line in the tool.

Theme 1: <b>Institutional Capacity, Composition and Commitment</b>						Total Score for Theme	
<b>Leadership’s Commitment to PGI</b>							
POINTS	1	1	1	2	2	Total Score	Comments
1. The Governing Board takes responsibility for the organisation’s commitments to PGI	The Board complete a PGI awareness session or training as part of orientation.	The board endorses the organisation’s budget in support of PGI activities, and requests reports included in annual and or official reports	A Board member is designated as “PGI champion”, responsible for monitoring implementation of the NS plan and advocating for PGI related areas within the organisation.	The Board receives and acts on progress reports on PGI issues within the organisation. <sup>7</sup>	The Governing Board takes responsibility and ownership of its role in supporting PGI, diversity and inclusion. <sup>8</sup>	<b>2</b>	Overall, some members of the Board are strong advocates. More systems can be put in place to ensure this happens consistently
Justification:	Yes: Training was conducted in 2020	No:	Yes: A Board Member is a HeForShe Gender Champion and advocates for gender and diversity issues on the board	No:	No: PGI is mainstreamed across the organisation, but the Governing Board does not have much visibility on this.		

## Translating the Organisational Assessment

To carry out the assessment effectively, it will be necessary to translate the tool into local languages. Some aspects of PGI work are sensitive, complex, and very contextual; careful consideration needs to be given when translating concepts related to the themes. The Organisational Assessment team or data collectors should, be familiar with the subject context, culture and language related to PGI issues. Refer to [Annex 3. Glossary](#) to see more. Terms like **‘Diversity’**, may have different meanings in different contexts. Having a shared definition relevant to your context is important.

<sup>7</sup> This could include regular updates on diversity of management, staff, and volunteers.

<sup>8</sup> This could include regular gender and diversity audits.

***DO NO HARM,  
DOES NOT MEAN  
DO NOTHING.***

# PART IV



# GATHERING INFORMATION

For collecting your information and data, the following methodology is recommended- Document Review, Interviews and Surveys, Focus Group Discussions and Participatory Workshops:

## Definition:

A Protection, Gender, and Inclusion Analysis determines exactly who may be in vulnerable situations in any given context; what factors make them vulnerable; and what are the consequences of vulnerability for each specific group. A "superficial" PGI analysis tends to include unsubstantiated statements, such as "women/people with disability will be targeted because they are a vulnerable group".

## Document review

Review of policies, procedures, reports, evaluations, assessments, organigrams etc. to determine (for example):

- If the organisation has policies in place as listed in the tool.
- If data is disaggregated by sex, age, and other diversity factors.
- If there is documentation of a thorough (not superficial) protection, gender, and inclusion analysis that includes consultations with discriminated and marginalised groups etc.

It will be necessary to consult a wide range of National Society documents. The list below has some essential documents for your review. The list includes, but is not limited to:

- The organisation's constitution/statutes and legal provisions
- The organisation's Strategies and Plans
- Policies; for example, the Code of Conduct, PSEA Policy, Child Safeguarding Policy, Disability Inclusion Policy, Gender and diversity Policy, Protection Policy, Social Inclusion Policy, Non-Discrimination in the Workplace Policy, Disaster Risk Management Policy, Anti- Harassment Policy, Human Resources policies, Volunteer Guidelines etc.
- Emergency response and contingency plans
- Organigrams
- Budgets and financial reports
- Annual reports, programmatic reports, and training reports
- Partnership agreements

The document review can also include local and national government policies, regional and international frameworks related to PGI that apply to your organisation. For example, labour laws, policies related to domestic violence, child protection legislation, gender equality in the workplace etc.

You may also review any Protection, Gender, and Inclusion analysis or reports for the country or community that you work in to support your understanding of important factors for your context such as gender roles and responsibilities of different ages in the community. Highly relevant topics to investigate and learn about are:

- Occurrence and trends of violence, abuse, and exploitation, who is affected, who the preparators are, underlying risk factors, what are the legal frameworks and practices in place such as for land ownership, criminalization of certain groups, impunity related to sexual and gender-based violence

- Demographics: sex, age groups, ethnicities, religious groups, nationalities, sexual and gender minority population, people living with disabilities, migrants, and racialised, minority and traditionally marginalised groups, etc.
- Social indicators; education, health, socio-economic development, Gender Equality Index, language distribution, etc.
- Social norms and cultural practices such as dowry practice, polygamy, female genital mutilation, early-, child- or forced marriage, discrimination/stigmatisation of minority groups, etc.

Understanding the landscape also means checking whether staff and volunteers are aware of their roles as determined in policies or organisational commitments, and if they are demonstrating this. Additional documents and resources relevant for review can be found in [Annex 3. Supporting Documents](#) List and in [Annex 9. Key Documents to Review](#).

## Interviews and Surveys

Interviews and surveys can be shaped by your document review. For example, with managers, staff, volunteers, and other organisations/agencies. As a general recommendation, it is beneficial to conduct individual interviews, surveys, or polls first, and then Focus Group Discussions. Sometimes the data gathered from the interviews and surveys can assist in shaping the content of the FGDs. For example, a poll on what staff think about PGI could help narrow down the questions in the FGDs to discuss key areas of the organisation's capacity.

The aim of individual interviews is to seek **qualitative information** to identify how interviewees perceive challenges and strengths within the organisation, and to validate people's knowledge, behaviour, or perceptions. They also help identify potential areas of prioritization.

It is important that participants in your data collection methods, whether they are interviews, surveys or FGD discussions- reflect diversity, and as much as possible **represent the various people and groups that make up our organisations** and the communities we work with. It might be useful to start the survey or interview with control questions. There might be limitations to what a National Society or IFRC delegation can legally and ethically ask in terms of an informant's background (ethnicity, sexual orientation, religion, disability, etc.) and therefore, consider the use of proxy questions, such as "How many languages do you speak?", "Which area do you live in?", "Which school do you go to?", etc., which for internal purposes can give an indication of diversity, based on local knowledge.

Most interviews should be '**semi-structured**', which means that a set of questions is developed, and during the interview, you ask additional questions to gather more detail. You will find some sample questions in [Annex 11. Interview Questions](#) organized by theme and other areas to consider. These interviews can also be used to begin forming recommendations for priority areas to consider.

### Tip box:

Get creative! Which tools help you gather the most information from the people you want to speak with? It may be useful to also develop an email, online or paper survey, or a rapid feedback poll. The selection of the tool will depend on a good understanding of the communication channels of the target groups that you intend to have participate. Think of how you can best engage them!

## Focus group discussions

The third method for gathering data is focus group discussions (FGDs). Conducting FGDs with a combination of diverse staff, volunteers, and community members (where applicable) at different organisational levels and locations (headquarters, branches, regional offices, etc.) ensures active participation in assessing their various experiences with the organisation related to protection, gender, and inclusion. An advantage of FGDs is that a larger group of stakeholders can be reached, and some groups may share unique perspectives.

Remember, across the organisation and across communities, there are different levels of understanding, and awareness of PGI issues and you will need to gain information from as many different people as you can to understand their insights, knowledge, attitudes, perceptions, behaviour, and priorities as they relate to protection, gender, and inclusion issues. This is most important when engaging with communities as we know different people have different needs, also when it comes to availability, means of sharing their perspective and level of comfort with discussing different aspects of PGI.

Consider developing supporting activities to the FGD. This can ensure active participation of all members in the FGD, and activities can be based around the questions and indicators in the specific PGI Assessment you are working with. Keep in mind that volunteers and community members will most likely have limited knowledge about the National Society's processes, such as political commitment, HR policies and tools used in project management. You may need to consider the use of a paper survey and/ or one-on-one surveys to accommodate different sensory needs or simply for staff who are unavailable during the FGD.

Another method would be to use content analysis to determine the themes that emerge from the interviews and code using these themes. A combination of both methods could also be used. The assessment team should determine the method that best suits the context and the intended use of the findings. [See Annex 12. Focus Group Discussions](#) for more information on ethical considerations, confidentiality, sensitive topics and referrals and additional questions.

## Participatory workshops

Participatory workshops involve different stakeholders to undertake a process of learning and action. The workshop participants are owners of the workshop and share responsibility with the facilitator to make it successful. The Organisational Assessment Process is intended to be 'participatory' and avoid top-down methods and will facilitate your data collection methods. Look at [Annex. 16 Participatory Workshop Guide](#) for more guidance on setting expectations, reviewing recommendations, handling conflict, and building consensus for your group discussions.



# PART V

# ANALYSING AND INTERPRETING FINDINGS

After collecting data information, the next step is to analyse and interpret the findings and to use this information to guide next steps.

## Data analysis

Once you have completed your data collection, you can begin to interpret these findings. It is important to consider how you will share these findings with participants and follow up on any areas of you need to. Findings from the document review, key informant interviews, surveys and Focus Group Discussions can provide further evidence to support the Organisational Assessment. For example, FGD could find strong evidence of PGI mainstreaming in programmes, and the document review could show the inclusion of PGI in training agendas and workshops. Remember the three types of data identified above? Below you will find some guidance to interpret the results. You can also use [Annex. 13 Matrix of Interviews](#) to organize respondents.

## Quantitative data analysis

It is recommended to start any quantitative analysis by entering all the quantitative data and then analysing the results by “disaggregating” the data i.e., breaking it down into sub-categories. One way to disaggregate data is by the sex of the respondents. In addition to sex, there are other ways to disaggregate data that will help in understanding of the diversity in the National Society. These include age, disability, area of expertise, location (branch or headquarters, geographical location in the country), ethnic or religious group, length of time at the organisation and level within the National Society (e.g., volunteer, programme staff, senior management, consultant, leadership).

Conducting multiple analyses and disaggregating the same data in different ways can identify important trends and insights within the data. For example, are the staff who knew the Code of Conduct, based in a particular department/unit or branch location? Do they have a specific area of expertise, e.g., do they work in recruitment? Are the staff in more technical positions or senior management? It is possible to answer these questions by looking at the data and filtering all staff who answered ‘yes’ to the specific question with, for example, all staff working in Human Resources. Disaggregating data allows us to identify important perceptions and experiences from different respondents. For example:

- Do people living with a disability in the organisation feel that it is inclusive in its policies and approaches?
- Do women perceive the organisations recruitment process to be fair and equal?
- Do children, in particular adolescents aged 12–17, have meaningful and safe ways to participate in decisions that affect them?
- How many staff members (male/female) reported that they collect sex- and age- disaggregated data (SADDD) as part of their activities? Of the staff members that collect SADDD, how many of them have previously attended a PGI training?

## Qualitative data analysis

The analysis of qualitative information allows us to identify and understand trends. It will also show the different knowledge, attitudes, perceptions, behaviour, and priorities of those at all levels of the organisation and from different sexes, ages, and backgrounds. It is recommended that the assessment team organise all the information around the themes and subthemes, capacity areas of the Assessment.

The assessment team should then compare and analyse the data. The disaggregation of data can help ascertain whether there are similar or differing views within and between the different demographic groups. Examples include, how do the views on the quality of emergency response plans in the community differ between male focus groups and female focus groups? Did senior leadership share the same views of PGI's position within the organisation as staff did? Did other staff/sectors comment on the PGI support they received? Do some sectors work much more closely with PGI?

Ensure that, throughout the analysis, a record is maintained of where the information has come from (e.g., a focus group of older women, a focus group with male volunteers, or senior Leadership). A sample template for organising data according to themes is provided in [Annex 14. Organisational Assessment Data Themes](#) as seen below.

Theme/Key heading	Theme 1: <b>Institutional Capacity</b>		
Subtheme	<b>Leadership's Commitment to PGI</b>		
Extracted Text	"I just started in the NS but realize we don't do well to communicate our commitments related to gender; we also don't share our progress. I haven't seen a single report on staff composition"	Since I was a volunteer, I was told that we will do more to make our offices accessible, the president of the NS left, and I don't know what happened to those promises	"I think we should be doing more to support people with disabilities in our community. For them to know they can be accommodated in the National Society"
Data Collection Method	Interview (Senior leadership)	Interview (branch level)	FGD
Sex	F	Nonbinary	M
Age	51	18	30
Disability: N-None, P-Physical, I-Intellectual	N	P	Did not respond
Length of time in Organisation	1 year	2 years	5 years
Theme/Key heading	Theme 2: <b>PGI in Programmes, Operations and Services</b>		
Subtheme	<b>Programme Planning and Design</b>		
Extracted Text	We have integrated SADDD collection into most of our planning and design processes but require additional capacity to analyse this information.		
Data Collection Method	Interview		
Sex	U		
Age	49		
Disability: N-None, P-Physical, I-Intellectual	Did not respond		
Length of time in Organisation	10 years		

Once the respective data analysis templates have been completed, identify what recommendations, strengths and opportunities were found and link them to the corresponding themes, sub-themes, and indicators.

## Information gaps or contradictory information

It is possible that the information collected has gaps, does not lead to any insights, or highlights contradictions. If this is the case, be sure to pinpoint these gaps or contradictions, based on the differences in diversity and gender factors, it is important to note these when developing the summary of data collection process. If, however, it is still not clear why there are some gaps or contradictions in the data, it may be necessary to plan a follow-up data collection, or secondary data review. Alternatively, this could be a valuable discussion point during the assessment follow-up workshop to formulate and take forward the recommendations.

### Tip box:

Remember, that for the question to receive “yes” in the tool, it must mostly adhere to the indicator, and you will need to provide justification or evidence to support your score.

## Number and diversity of informants is not representative of organisation or the community

In order for the data to be useful, it is important to ensure a representative number of informants, this will help ensure you get sufficient responses that can help you develop your conclusions. The number of replies received or participants in the FGDs may be less than expected. In such a case, where feasible, conduct further data collection to have a more representative data set.

## Inadequate data collection

The data collected may not have been collected in the way that the assessment team requires. This may arise, for example, if a team of data collectors did not understand the instructions, did not apply the agreed methodology consistently or did not provide sufficient information back from the interviews or FGDs.

In the case of low numbers of informants or inadequate data collection, the assessment team, in discussion the organisations management, should consider if it would be possible to do another round of information gathering or whether the existing data/information is sufficient. All information gaps should be highlighted in the ‘methodology’ section of the assessment report, under ‘limitations’ [See Annex 15. Organisational Assessment Report.](#)

## Filling in the PGI Organisational Assessment Scorecard

Based on the analysis of all the information and data collected, you can now complete the Organisational Assessment Scorecard. As in the Landscape Review, it is suggested to fill out the Organisational Assessment Scorecard in a Participatory Workshop. [See Annex 14 Participatory Workshop Guide.](#)

Under each capacity area, the facilitator will guide participants through a yes or no process for each indicator. The organisation will then receive the points if there is enough evidence to indicate that the practice is in place. The completed Organisational Assessment Scorecard will produce four key results: the score for each indicator, the total score for each Capacity Area, a score for each Subtheme, and a total score for the entire theme. See below for reference:

Theme 1: <b>Institutional Capacity, Composition and Commitment</b>						Total Score for Theme	
<b>Leadership's Commitment to PGI</b>							
POINTS	1	1	1	2	2	Total Score	Comments
1. The Governing Board takes responsibility for the organisation's commitments to PGI	The Board complete a PGI awareness session or training as part of orientation.	The board endorses the organisation's budget in support of PGI activities, and requests reports included in annual and or official reports	A Board member is designated as "PGI champion", responsible for monitoring implementation of the NS plan and advocating for PGI related areas within the organisation.	The Board receives and acts on progress reports on PGI issues within the organisation. <sup>9</sup>	The Governing Board takes responsibility and ownership of its role in supporting PGI, diversity and inclusion. <sup>10</sup>	2	Overall, some members of the Board are strong advocates. More systems can be put in place to ensure this happens consistently
Justification:	<b>Yes:</b> Training was conducted in 2020	<b>No:</b> this is happening in some cases but is not reported on.	<b>Yes:</b> A Board Member is a HeForShe Gender Champion and advocates for gender and diversity issues on the board	<b>No:</b> there are no formal reports.	<b>No:</b> PGI is mainstreamed across the organisation, but the Governing Board does not have much visibility on this.		

The assessment team can divide the participants into smaller groups of 4 to 5 people each. Once the sub-groups complete the Scorecard, the assessment team will go through the tool and input a score for each response. Each time you score an indicator, you will need to provide comments to support your score. The responses can then be summarised in one single Organisational Assessment Scorecard that will represent the final version of the activity. You can also access a scorecard in this Kobo Form: [Organisational Assessment Scorecard](#). It can also be found in [Annex 17. Organisational Assessment Scorecard Template](#).

The more of the indicator's targets that the organisation meets, the more points it receives. The points an organisation receives can be indicative of areas that require improvement and should be prioritised. The point system could also measure progress by repeating the exercise after 2 years (or more) and comparing the points received from earlier assessments. Based on the scores in Organisational Assessment Scorecard, and data gathered through interviews and workshops, it should be possible to draw conclusions on what the National Society's main achievements and gaps are across the Three thematic areas in Organisational Assessment Tool. Moreso, it will lead to recommendations and potential key areas to address.

<sup>9</sup> This could include regular updates on diversity of management, staff, and volunteers.

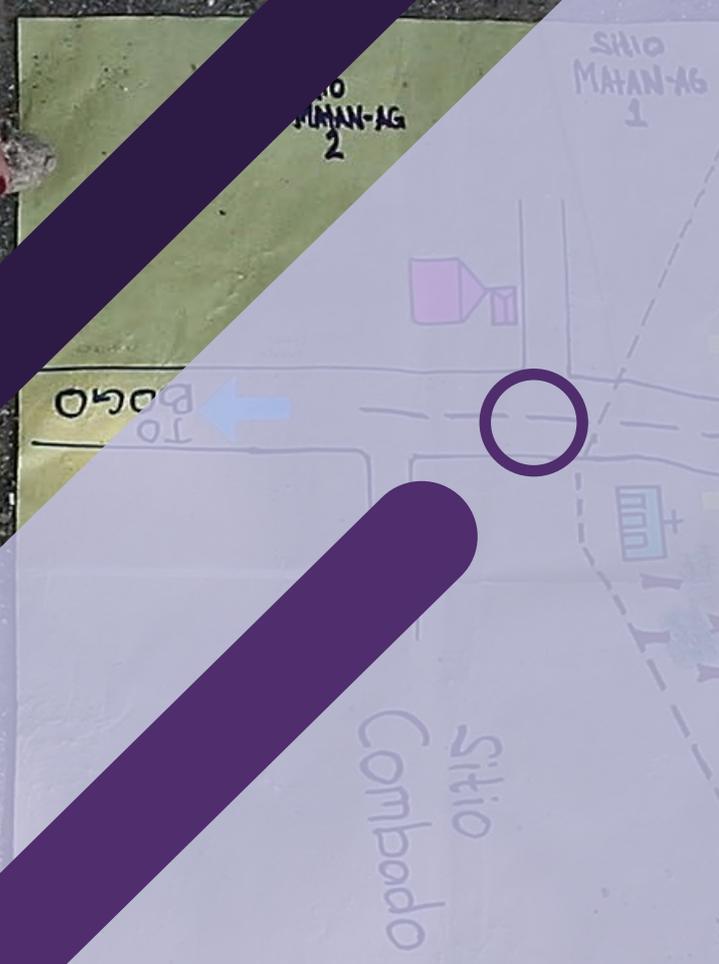
<sup>10</sup> This could include regular gender and diversity audits.

**DIVERSITY IS A  
FACT – INCLUSION  
IS AN ACT.**

# PART VI

- Sea
- Mangroves
- Coconut
- Hazard
- Vulnerability

ld: 204  
: 645  
: 670



# PLAN OF ACTION AND NEXT STEPS

The entire PGI Organisational Assessment process should culminate in the development of recommendations. These recommendations form the foundation for the plan of action (PoA) to increase PGI integration within the organisational systems, processes, programmes, and services at all levels of the organisation.

The relevant participants can be brought together in a 1–2-day workshop. During this time, the Organisational Assessment Team will present results and key findings from the entire assessment process; assessment scorecard, PGI Landscape Review Report, information gathered, and data analysed. All this information will support the assessment team and others in the workshop to develop suggestions and recommendations. If the assessment is conducted by an external party or trusted facilitator, ensure the workshop is organised in a way that allows the organisation to define the final recommendations by their own volition. Participants will work to reach consensus on the recommendations and a timeline to complete the development of the Plan of Action. See a sample of [Annex 18. Setting Organisational Assessment Recommendations](#) filled out below.

Theme 1. <b>Institutional Capacity, Composition and Commitment</b>		Theme Score
		60/91
Sub theme: Leadership’s Commitment to PGI		
Capacity Area	Main Findings	Recommendations
1. The Governing Board takes responsibility for the organisation’s commitments to PGI	The Governing Board has demonstrated commitment to support PGI work in the NS. The are unclear of what mechanisms they can use to do so. Good steps are taken by individual board members, but this is not yet a shared responsibility.	<ol style="list-style-type: none"> <li>1. Develop PGI Champion ToR and appoint a board member to this role</li> <li>2. The governing board will request quarterly reports from senior management on PGI.</li> </ol>

## Presenting recommendations

PGI remains a collective responsibility and applies to all roles within National Societies and the IFRC including senior management, technical officers, Secretary Generals, board members, staff, or volunteers. Subsequently the plan of action needs to have broad ownership within the organisation and be endorsed by the senior leadership. It cannot be the responsibility of one person, although the PGI focal point may coordinate its implementation.

The recommendations you identified must be relevant and linked directly to the findings of your data collection. The findings and recommendations should be written in a narrative in the assessment report. You can find a template-based tool that will structure provide a clear overview of the different indicators in the PoA. Numbering the recommendations will ensure that each activity in the PoA links to a recommendation. As in the example above of [Annex 18. Setting Organisational Assessment Recommendations](#). It is helpful here to also prepare PowerPoints, presentations or other communication tools that can show the progress of your PGI Journey so far and what you are prioritising.

## Structuring the Plan of Action

Once the set of recommendations has been agreed, the next step is to develop a Plan of Action (PoA) to ensure the assessment's recommendations lead to practical, measurable action. It will serve as a roadmap to continue your PGI Journey; with a timeframe, accountability framework, realistic goals, and measurable outcomes to achieving the recommendations.

Just like developing the recommendations, the development of the PoA should be a consultative process:

- A representative group from the assessment team comes together to develop the PoA, e.g., to organise a one-day workshop to review the recommendations and to identify how best to take them forward given the priorities set when developing the recommendations.
- It is important to highlight to staff that the PoA is based on the experiences and evidence gathered throughout the PGI OA.
- Creative solutions and ideas should be welcomed, as long as they are relevant and realistic, keeping in mind the organisation's capacity to implement the PoA.
- It is important to take into consideration any upcoming processes at the strategic/ organisational level in the National Society, when identifying activities and timeframes. This will ensure that the PoA is relevant and in line with structures and priorities of the National Society. This will also support in monitoring the progress of the plan.
- Once the PoA has been completed, it is important that the organisation's senior leadership approves and disseminates it widely among staff and volunteers.

## The Plan of Action

The Plan of Action is an annual, or multi-year plan for your organisation, tailored by the specific gaps, needs and capacities you identify. However, to guide you in ensuring your steps forward fit into our broader and collective commitments to PGI in the IFRC Network the template in [Annex 19. Plan of Action](#) aligns your identified recommendations with the global priorities outlined in IFRC Operational Framework for Protection, Gender and Inclusion 2022–2025. The Operational framework for PGI is developed based on the IFRC Policy for Protection, Gender and Inclusion and the many related statutory commitments we have made together throughout recent years.

The plan of action contains the following elements:

**Goal, outcomes and outputs** – These are already filled in and are the same ones as in the Operational Framework. The outcomes and outputs are collectively identified based on previous experience and aims to reach our collective goal for 2025.

**Planned activities** – What activities your National Society will do to contribute to the different outputs. A list of suggested activities for each of the different outputs can be found in [Annex 20. Suggested Plan of Action Activities](#). However, **this list is only for inspiration**, the intention is **not** to do them all. You also do not have to include activities under each output every year. These prioritises are for the next five years and focus on what activities to do might shift. Ultimately, what activities you plan will depend on the needs and opportunities in your National Society, including your previous experience working on PGI and resources available.

**When** – Specify when the activity will be done, can either be by month, quarter or on-going

**Responsibility** – Specify who is responsible for this activity. It should not only be the PGI focal point. PGI is everybody's business, and we all need to take the necessary steps and change our way of doing things in order to contribute to our collective goal for 2025 for PGI.

**Practicalities** – technical support and funding needs – Indicate if something is needed to carry out the activity. Maybe you need additional technical support, human resources and/or funding. Identifying what is needed on an early stage will help to ensure that the plan of action is realistic. It can also aid in discussions with partner national societies, IFRC and ICRC by already have a clear idea what the National Society needs.

**Criteria** – Indicate which criteria are linked to which output. Not all outputs are linked to an indicator. Indicators

have been designated for Goal and Outcome level – the majority are taken directly from the IFRC Plan and Budget 2021–2025 (indicated with a number reference in brackets) and will be monitored accordingly. Some outputs are also taken from the Plan and Budget (indicated with a number reference in [square brackets]). Where baseline measurements do not already exist, they will be made where possible in 2021, and targets set accordingly. We maintain an ambitious set of indicators to match the overall Operational framework for PGI on behalf of the IFRC Network and recognise that our ability to systematically collect, analyse and report on this data, both for National Societies and IFRC entities, will depend on the necessary resources, strategic priorities and partnerships outlined in the Operational Framework.

Collecting data and reporting on the different indicators is an additional activity that will need to be done on a regular basis and this is the only activity that is already identified in the plan of action.

## **Monitoring and reviewing the plan of action**

The plan of action is a living document that should be revised and updated regularly. It is suggested to review and update the plan of action on an annual or biannual basis. Core participants in the Organisational Assessment Team can support you in this process. You can organise a meeting with representatives from the different departments and go through the PoA to discuss what activities are needed. Monitoring, reviewing, and updating the PoA is essential for assessing progress over time before the full review. Guidance for successful monitoring of the plan includes:

- Identify focal points who can ensure the PoA is carried out according to the timeframe allocated for each activity. This could be the National Society PGI Officer/Advisor, but it would be good to also link with the Planning, Monitoring, Evaluation and Reporting (PMER) Units and Human Resources.
- The plan for monitoring and reviewing the PoA should be aligned with the organisation's planning cycle, so this becomes part of the general monitoring and reporting processes. This will ensure that the plan is integrated, and that monitoring is realistic in terms of time and resources available.
- It is encouraging for teams to see progress and how staff have contributed to the successful implementation of the plan. Therefore, it is important to share results and achievements. This also keeps momentum and ownership of the activities and ensures that the plan remains a living document.
- The communications strategy established during the assessment stage should also continue after the PoA has been endorsed. This will allow for the sharing of results, achievements, and progress.

See [\*Annex 21. Monitoring, Reviewing the Plan of Action\*](#) for guidance on how to establish reviews and monitor and evaluate progress.



# PART VII

CRUZ VERMELHA DE MOÇAMBIQUE  
CVM

CRUZ VERMELHA DE MOÇAMBIQUE  
CVM

CRUZ VERMELHA DE MOÇAMBIQUE  
CVM

# IMPLEMENTATION AND INSPIRATION

Your organisation will now start implementing the Plan of Action, whether it is a one-year plan or it has ambitions and objectives laid out for several years to come. There will be activities in your plan that will require sectors, teams, and departments from across our areas of work to embed steps in their work-plans and ensure dedicated resources are in place. And there will be a need for support; technical guidance, coordination, and collaboration that the IFRC Global PGI Team can be sure to include in their planning and priority activities as well.

Sister National Societies and IFRC delegations and offices may hold stronger capacities in certain areas that your assessment process has identified as gaps for your organisation such as within PMER, Volunteer Coordination, PGI-sensitive budgeting or in strategic descriptions of PGI commitments. By sharing your findings and your Plan of Action with the network, IFRC Global PGI team can coordinate linkages and match your needs with available resources and PGI champions around the world. A key document to capture your experience and process through the Organisational Assessment Toolkit will be the final report. See [Annex 15. Organisational Assessment Report](#) for guidance.

## Sharing and learning together

A key component of this process is building lessons learnt. And as an organisation that has gone through the assessment process outlined in this toolkit; you will already have valuable knowledge and experiences to share with others, even before you have started implementing your PoA! As other organisations undergo this process, you can support them from your experiences, mentor them or learn together. You can be a PGI Flagship National Society or delegation. National Societies and Delegations will be invited to share their experience with the IFRC network or directly with another national society or delegation. The IFRC will facilitate this sharing for example through webinars, by supporting efforts to capture case studies/best practice or by facilitating and coordinating peer-support efforts.

A direct way of linking up with the IFRC Global PGI Network and connect with National Society and IFRC PGI champions, delegates, volunteers and experts is through an online platform called "Slack" where we have a dedicated community, via this [link](#): you can join at any time and also invite colleagues and peers within RCRC to join. Remember to introduce yourself and add your name, National Society, delegation, location and are of work when you join, so that others can engage and reach out to you.

Throughout the assessment process and as knowledge and competencies within PGI is growing and developing in your organisation, you can make use of the different steps of the PGI Learning Pathway and eventually ensure solid and specialized technical competencies within your organisation, and, support the network as facilitators, hosts or advisers on various capacity-building efforts, or support international emergency response needs by deploying expert rapid responders through IFRC coordinated surge efforts, as a few examples. The Assessment Team should be sure to capture good practices and potential case studies in the conclusions.

## Sharing feedback

Your feedback on this toolkit and related process is very important for the IFRC Network to be able to adjust, improve and strengthen our collective approach to building safer and more inclusive organisations and humanitarian efforts. You can provide feedback through the [Annex 22. Organisational Assessment Feedback Form](#). Which is also accessible by following this link: [Organisational Assessment feedback Form](#).

You can reach IFRC PGI advisers through the Slack-community linked above, through your IFRC country-, cluster- or regional office, by reaching out via our IFRC website, but also directly through this email: [pgi.support@ifrc.org](mailto:pgi.support@ifrc.org)

# **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.



**The International Federation of Red Cross and Red Crescent Societies (IFRC)**

is the world's largest humanitarian network, with 192 National Red Cross and Red Crescent Societies and around 14 million volunteers. Our volunteers are present in communities before, during and after a crisis or disaster. We work in the most hard to reach and complex settings in the world, saving lives and promoting human dignity. We support communities to become stronger and more resilient places where people can live safe and healthy lives, and have opportunities to thrive.

**Follow us:**

[twitter.com/ifrc](https://twitter.com/ifrc) | [facebook.com/ifrc](https://facebook.com/ifrc) | [instagram.com/ifrc](https://instagram.com/ifrc) | [youtube.com/user/ifrc](https://youtube.com/user/ifrc) | [tiktok.com/@ifrc](https://tiktok.com/@ifrc)