#### Gender and Diversity Organisational Assessment Tool

The relevant elements/indicators that need to be adapted to the defined diversity context are marked with\*

## Theme I: Political will and leadership

Theme I: Political will and leadership							Comments
Leadership demonstrate		ender and diversity					
Points	2	1	1	1	1		
1. Policy, Strategy, frameworks	A policy and/or strategy on gender and diversity is established and endorsed with a clear review window in the coming five years	A plan of action/framework is that is based on the policy/strategy is developed with specific and measur- able results is approved	Staff are aware of the gender and diversity policy/ strategy and how it relates to their work	The integration of gender and diversity during revision of all NS policies/strategies takes place	The policy/strategy/plan of action is monitored, reviewed and updated on a regular basis		
2. The Board of Governance ensures follow-up of National Society commitments to gender and diversity	The Board has a plan for ensuring equal representa- tion and voice of men and women, as well as *diverse groups, in middle and senior management	The Board receives regular progress reports on gender and diversity issues, includ- ing management, staff and volunteer composition and gender and diversity balance data	The Board receives gender and diversity awareness session as part of orienta- tion	The Board has a gender balance and is composed of diverse groups from the society, including youth and *underrepresented groups in the community	There is a designated Board member who is responsible for monitor- ing the NS plan and championing gender and diversity issues within it		
Representation							
Points	2	1	1	1	1		
<ol> <li>Improved gender and diversity composition at all levels of the National Society (governance, management, staff and volunteers)<sup>3</sup></li> <li>(See also sub-theme 9 under People Management)</li> </ol>	The NS's statutes and/or internal regulations specify that a balanced and fair gender and *diversity bal- ance/representation at all levels is a goal	Leadership has put in place and enforces proactive strategies to recruit or promote underrepresented genders and *diverse groups including in senior manage- ment positions	There has been an increase in underrepresented gen- ders and *diverse groups in staff and volunteers	There has been an increase in underrepresented gen- ders and *diverse groups in the Board	Proactive strategies are in place to ensure improved composition of volunteers, according to genders and *diverse groups		
4. Fair representation in internal and external events/forums	Events are organised with gender balanced and diver- sified panels and speakers	NS sends gender and diversity balanced delega- tions/representatives to external events, forums and conferences	Events are organised with gender balanced and diversified participants and invited guests	Events are organised to be gender and diversity sensitive* e.g. taking into account time for prayer, dis- ability accessible venues			
	Gender and diversity are identified as an integral part in partnership agreements with IFRC, ICRC and other NSs	The NS has an agreement on how to clearly main- stream gender and diversity in programmes/projects supported by other NSs	The NS collaborates with ICRC, IFRC or other NSs on how to strengthen its overall capacity on gender and diversity	The NS participates in Red Cross Red Crescent networks on gender and diversity			
6. Partnerships with organisa- tions promote gender and diversity Maximum total score for theme: 3	NS participates in gender and *diversity <sup>4</sup> related networks in the country (participates in network/ cluster meetings, contrib- utes to joint events, etc.)	Ensure new collabora- tions with stakeholders are formed on the basis of agreements on IFRC and the NS's commitments to gender and diversity	Review existing collabora- tions with stakeholders follow up on the IFRC and the NS's commitments to gender and diversity	The NS actively advocates in forums to promote its commitments to gender and diversity			

#### Theme II: Organisational culture

Theme II: Organisational culture							Comments			
The National Society provides a fair, equitable and safe environment for all genders and *diverse groups										
Points	2	1	1	1						
7. National Society encourages gender-and diversity-sen- sitive behaviour of all staff, members and volunteers	Leadership and senior management paying equal attention to all genders and diverse groups, discourage expressions of discrimina- tory/insulting jokes and comments made, etc.	NS encourages gender and diversity- sensitive behav- iour from all staff, members and volunteers, e.g. in terms of language used, jokes and comments made	Ensure representation of all genders and *diverse groups in decision-making meet- ings in the NS	NS puts in place procedures (e.g. policies, plans and panels) to ensure disciplin- ary measures are in place to hold staff and volunteers accountable for any sexual harassment and abuse they may commit						
The National Society cor	The National Society contributes to reduce gender- and diversity-based inequality and discrimination and violence									
Points	2	1	1	1						
8. Staff, volunteers and members are encouraged to support a culture of open dialogue on gender, diversity and power Maximum total score for theme: 1	members and volunteers to gender and diversity sensi- tive policies, organisational structures and expectations	Mainstream and integrate information related to gender and diversity sensi- tive policies, organisational structures and expecta- tions into NS trainings and workshops	Opportunities are created within programmes, for learning and dialogue to promote gender equality and respect for diversity and to prevent gender and diver- sity-based discrimination. This includes engagement with community, indigenous or religious leaders and external organisations to build support for actions to transform gender relations and promote equality.	Opportunities are created within the NS to promote the equal sharing of power and participation in decision making process for women, men and those from other *diverse backgrounds.						

3 Several initiatives can be taken to proactively and over a long-term recruit underrepresented groups with the necessary expertise and competency. This can include diversifying channels of recruitments, establish mentorship programmes and support training opportunities to existing staff members and volunteers, etc.

4 This can include networks working on minority groups, persons with disability, children, etc.

## **Theme III: Resources and capacities**

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eople managemen	t 2	1	1	1	1		
<i>D. Staff composition is gender and diversity balanced and is representative of the community</i>	Policies are in place for equitable recruitment, equal benefits for equal work and equitable opportunities	Job advertisements are written in a neutral language which does not show preference for a gender, age, background etc., and the text states that the NS strives to be a non- discriminatory organisation (Exceptions are made for positions where the nature of the work requires a cer- tain gender, age, language skill, etc.)	HR staff, managers and interview panels are trained in how to recruit and interview candidates in an unbiased way (all candidates should get the same tests and be asked the same questions. The focus should be on their ability to fulfil the work in the job description, not their family situation, etc.)	Applications to job adver- tisements, written tests etc. are anonymised of name, age and gender	Affirmative action initiatives are used to increase the number of staff from under- represented gender/*group (where two candidates are equally qualified for a job, the candidate from the underrepresented gender/ group is preferred, internal mentorship arrangements help to advance the career of underrepresented gender/ group to positions of higher responsibilities, etc.)		
0. Volunteer composition has a fair gender and diversity balance and is representative of the community	Policies are in place for equitable recruitment and equitable opportunities	The NS is perceived as welcoming and accepting of persons of all genders and backgrounds who want to be volunteers	Affirmative action initiatives are used to increase the number of volunteers from underrep- resented gender/*groups (e.g. methods/campaigns are used to recruit more male/minority group volunteers) The NS makes a proactive effort in recruiting volunteers to ensure a gender balance and that diverse groups from the community are represented	Trainings, including first aid trainings, are adapted to *persons with disabili- ties/translated to various languages spoken in the community, etc.	The NS successfully recruits new volunteers ensuring a gender balance and the inclusion of diverse groups from the community		
1. Safe, accessible, enabling facilities	Facilities have accessible culturally appropriate gender sensitive sanitary facilities (toilets, showers, etc. Fe- male, male, sex segregated, unisex) with locks and lights	*NS has disability friendly facilities (parking lot and ramp for wheelchairs, braille language, pictographs, lifts, etc.)	*Prayer rooms are available to all	*NS office(s) has nursery/ breastfeeding rooms avail- able for mothers with babies	Child care facilities are available for staff (and volunteers) where affordable and accessible facilities are not provided in the com- munity		
Knowledge, skills, a	2	1	1	1	1		
2. Tools, manuals, materials	IFRC gender and diversity materials are translated and contextualised to NS, country and community	IFRC gender and diversity materials are disseminated	IFRC gender and diversity materials are used	Case studies and new ma- terials related to gender and diversity, and based on IFRC, ICRC and local government standards are developed by the NS	Gender and diversity related materials from other organi- zations/actors are adapted to the RCRC mandate, the volunteer structure and context and used		
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3. Technical knowledge and attitudes	High number of staff, volunteers, management and senior leaders trained in the Minimum Standard Commitments <sup>5</sup> (or: Total # trained (#m/#f)	High number of staff, volunteers, management and senior leaders trained in particular diversity issues (disability inclusion, SOGIE, child protection, etc.) (or: Total # trained (#m/#f)	High number of staff trained in sexual and gender based vio- lence prevention and response (or: Total # trained (#m/#f)	High number of staff, vol- unteers, management and senior leadership trained on Internal Protection Systems such as Prevention of Sexual Exploitation and Abuse, Code of Conduct, Child Protection and Anti- Harassment guidelines (or: Total # trained (#m/#f)	Increasing number of staff, volunteers, management and senior leaders trained in IFRC's cross-cultural behaviour and communica- tions training (or: Total # trained (#m/#f)		
4. Gender and diversity resource person(s)	The NS has a part time Gen- der & Diversity Focal Point/ officer or advisor for the whole organisation (not only responsible for one project/ programme)	The NS has a Gender & Diversity committee/steering group or a specific gender and diversity unit/depart- ment	Gender & Diversity Focal Points are designated at branch and department levels	Personnel assigned to gen- der and diversity have the knowledge and skills to sup- port targeted and integrated work with regards to gender and diversity	Personnel assigned to gender and diversity have the opportunity and support from within the National Society to support targeted and integrated work with regards to gender and diversity		
Finance and budget	2	1	1	1	1		
<i>5. Specific allocations for gender and diversity activities</i>	Budget is allocated to gender and diversity mainstreaming from core National Society budget and reported on as part of annual spending	Funds dedicated to gender and diversity mainstreaming are spent	Staff are aware that gender and diversity commitments receive some core funding from NS budget	Funds are given for marking particular workplace events that promote gender and diversity inclusion, such as International Women's Day, 16 Days of Activism against GBV, International Day for	Recommendations from pre- vious gender and diversity budget spends or audits are implemented		

<b>Theme IV: Programme delivery and implementation</b> In line with the IFRC Minimum Standard Commitments to Gender and Diversity in Emergency Programming <sup>6</sup> )						Total score	Commen
Project cycle (planning, implementation, monitoring, evaluation, lessons learnt, reporting)							
Points	2	1	1	1	1		
<i>16. Planning and designing</i>	Project/programme planning and design is based on gender- and diversity- sen- sitive analysis	Projects/programmes are in line with the IFRC's Minimum Standard Com- mitments to Gender and Diversity in Emergency Programming, as per the specific sector requirements (health, WASH, shelter, etc.)	Project/programme has gen- der-and diversity-sensitive indicators	Planning, monitoring, imple- mentation and evaluation includes engagement of *various groups, in particular vulnerable groups			
<ul> <li>17. Sex, age, disability, *diversity disaggregated data</li> <li>(i.e. girls, boys, women, men, elderly, *other relevant diversity factors)</li> </ul>	Sex- and age- disaggre- gated data is collected	Disability- disaggregated data is collected	Other diversity* disaggre- gated data is collected	The collected data is analysed to understand the gender and diversity impact of projects/programmes on targeted communities, and to ensure that any barriers to reaching *vulnerable community members are reduced	Data analysis is used to adapt activities to ensure that the intended *targeted groups and *vulnerable are reached, included and engaged		
18. Targeted actions are taken to meet the needs of specific groups where they face bar- riers leading to reduced accessibility, inclusion or engagement	Targeted actions are taken for discriminated gender(s) (e.g. change meeting time to make sure that girls can participate right after school hours, add costs for male family members to accom- pany girls/women)	Targeted actions are taken for people with disabil- ity (e.g. adapt facilities to ensure access, disseminate information through targeted channels in a way which is understood, provide extra means of transport, add costs for a family member/ carer to accompany)	*Targeted actions are taken for vulnerable children	* Targeted actions are taken for groups based on other diversity factors dependent on the NS context and the needs within the communi- ties the NS serves.			
19. Collaborations and networks	Lessons learnt and good practices are shared inter- nally in the NS (between programmes, projects and branches)	Lessons learnt are shared with targeted communities and beneficiaries	Collaborations are es- tablished with non-RCRC organisations/* for specific groups (women's organisa- tions, disabled persons' organisations), including for project implementation	Participation in inter-agency GBV clusters/working groups during emergencies	Participation in national/ regional networks on gender and *diversity		

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Maximum total score for theme: 22

# Theme V: Accountability

Theme V: Accountability Internal accountability for gender and diversity mainstreaming							Comment
Points	or gender and diversit	ty mainstreaming	1	1	1		
20. Leadership seeks to under- stand and analyse gender and diversity issues in the work- place through staff feedback mechanisms	A mechanism with multiple channels of reporting is in place for staff to safely file allegations of harassment, discrimination and violence in the workplace	All staff complaints and feedback is confidentially managed by a trusted staff member	The senior leadership receive notices of feedback given by staff (anonymised) and communicate actions taken to address such feedback	Staff are aware of and trust the feedback mechanisms and aware of the conse- quential steps that will need to be taken	1		
21. Policies and mechanisms are in place for liability and accountability to staff	A code of conduct, policy and functioning reporting mechanism for anti-sexual harassment is in place	Staff feedback is used to improve implementation of this mechanism and NS designates someone in se- nior management account- able for improvements	The policy and mechanism is publically communicated (including on job descrip- tions and in recruitment)	The policy and mechanism is revised every two years (or other interval decided)	Partner organisations are aware of and subscribe to the policy (in contract- ing arrangements and practice)		
22. Policies and mechanisms are in place for liability and accountability of staff to com- munities	A Code of Conduct outlin- ing staff behaviour exists and functioning reporting mechanism exists	A functioning feedback mechanism is in place to receive and address com- munity feedback on: Sexual exploitation and abuse (SEA) committed by staff or vol- unteers, unequal treatment or perceptions thereof, and breaches of Staff Code of Conduct	There is a clear and confi- dential system for investi- gating and disciplining staff members and volunteers who are subject of com- plaints from community	There is a functioning referral mechanism for victims/survivors who make complaints and the NS will ensure that victims/survi- vors get adequate support	There is annual training for managers, staff members and active volunteers on protec- tion from SEA (PSEA), including communicating about it with communi- ties		
External accountability f	or gender and diversi	ity					
Points	2	1	1	1	1		
23. The National Society reports on gender and diversity publically	An online and hard-copy (available upon request) document is available to the public (donors, governments, everyone) that communicates progress on gender and diversity pri- orities, progress, data, core spending and programme budget spending	Media coverage of the docu- ment is promoted	Communications resources and plans exist to share this information to RCRC partners, current and future donors, communities and government stakeholders	The NS presents all external documents and reports with sex, age, disability and other relevant diversity disaggregated data or sex disaggregated data at a minimum	The NS ensures that public documents are gender and diversity sensitive, including in photos and symbols (done in a way that pro- motes dignity, privacy, safety)		
24. Communication with com- munities about Red Cross Red Crescent staff and volun- teer behaviour and Code of Conduct Maximum total score for theme: 2	Information, Education and Communication (IEC) materials (that are acces- sible in local languages) are disseminated in all commu- nities served, about the NS staff and volunteer codes of behaviour (including Code of Conduct (CoC), child protec- tion and prevention of SEA)	Volunteers (including spontaneous volunteers in emergencies) are briefed about Code of Conduct, child protection and preventing SEA, and are able to share reporting lines about how to report violations with communities and amongst themselves		Staff and volunteers know how to refer generalised is- sues of child protection, GBV and violence to a relevant local expert agency	The NS shares IEC materials and dissemi- nation plans with other community-based and humanitarian agencies in the same communities to coordinate messages given to communities		

Maximum total score: 136