

GHANA RED CROSS SOCIETY

GOVERNANCE MANUAL FOR CENTRAL COUNCIL SUB-COMMITTEES



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CHAPTER ONE: GENERAL PROVISIONS

1.1 Background

The Ghana Red Cross Society (GRCS), a member of the International Federation of Red Cross and Red Crescent Societies (IFRC), was incorporated as an independent non-profit voluntary humanitarian organization by an Act of Parliament in 1958. Guided by the Fundamental Principles of the Red Cross and Red Crescent Movement, the GRCS is mandated to provide relief to the suffering and to promote humanitarian services across Ghana.

The General Assembly serves as the highest decision-making body of the Society, while the Central Council is the governing and policy-making organ. To effectively discharge its mandate, the Central Council appoints Sub-Committees to provide advice, technical support, and oversight in specialized areas of governance, operations, and policy.

1.2 Purpose of the Manual

This Governance Manual consolidates the Terms of Reference (ToRs) of all Central Council Sub-Committees, establishes a common structure for their work, and provides reporting and accountability tools.

1.3 Applicability

This Manual applies to all Sub-Committees appointed by the Central Council of the GRCS.

1.4 Overarching Responsibilities of Sub-Committees

- a. Provide advice and technical direction to support governance, accountability, and operational effectiveness.
- b. Ensure alignment with the GRCS Strategic Plan, policies, and IFRC frameworks.
- c. Promote partnerships, external engagement, and collaboration with stakeholders.
- d. Report to the Central Council through the President, and where necessary, to the Management Committee.
- e. Operate with integrity, transparency, and accountability, ensuring that decisions advance the humanitarian mandate of the Society.

1.5 Authority to Establish Sub-Committees

The GRCS holds its General Assembly as the highest decision-making body. The Central Council, serving as the governing and policy-making organ, may establish sub-committees to assist in fulfilling its mandate.

1.6 Common Features of Sub-Committees

1.6.1 Authority and Accountability

All sub-committees operate under the authority of the Central Council. They function to provide technical and advisory support, ensure accountability, promote partnerships, and enhance governance in their respective areas of responsibility.

1.6.2 Administrative Matters

Members of sub-committees serve voluntarily without salary or allowance, except where overnight travel is required. Any payments shall be duly approved and communicated in writing.

1.6.3 Accountability and Communication

Sub-committees report through their chairpersons directly to the President and may present at Central Council or Management Committee meetings as required.

1.6.4 Responsibility and Competence

Members of each sub-committee are appointed by the Central Council. The President of the GRCS serves as an ex-officio member of all sub-committees.

1.6.5 Tenure of Office

All Sub-Committees shall serve concurrently with the sitting Central Council, unless otherwise dissolved, reconstituted, or extended by decision of the Council

CHAPTER TWO: TERMS OF REFERENCE FOR SUB-COMMITTEES

2.1 Finance Sub-Committee

Mandate: To provide advice and oversight on the financial management of the National Society.

Specific Roles:

- Advise on proper application and accounting of funds from all sources.
- Ensure funds and property are used exclusively for the purposes of the Society.
- Vet and advise on major budgets, especially externally funded projects.
- Monitor the Finance Department's work and ensure compliance with best practices.
- Advise on insurance, asset management, and risk reduction.
- Strengthen financial accountability through transparent reporting.

Expected Outputs:

Sound financial management practices and enhanced accountability.

Composition:

Hon. Treasurer (Chair), Finance Officer, Legal Advisor, Secretary General, and co-opted members.

2.2 Resource Mobilization Sub-Committee

Mandate: To guide the Society in developing sustainable income-generating models and achieving financial independence.

Specific Roles:

- Establish and oversee the Business Development Unit (BDU) as a company limited by guarantee.
- Advise on business models including commercial First Aid services and training.
- Support proposal development, business plans, and investment projects.

- Upgrade income-generating activities into competitive businesses.
- Lead fundraising initiatives, including production of paraphernalia and events.
- Develop partnerships with external institutions and private sector actors for resource mobilization.

Expected Outputs:

Increased resource base and strengthened external partnerships.

Composition:

Vice President (Chair), Hon. Treasurer, National Society Development Manager, Legal Advisor, and co-opted members.

2.3 Health Sub-Committee

Mandate: To provide technical backstopping and direction for all health-related work of the Society.

Specific Roles:

- Ensure closer collaboration between GRCS, the Ministry of Health, and Ghana Health Service.
- Review and finalize health-related proposals, projects, and evaluations.
- Advise on health strategies, innovation, and accountability.
- Lead the process to finalize and disseminate the Society's Health Strategic Plan.
- Facilitate partnerships with health institutions for improved service delivery.

Expected Outputs

Access to quality and accountable health services through partnerships and innovation.

Composition

Hon. Health Advisor (Chair), Legal Advisor, Hon. Treasurer, Health and Care Manager, National Society Development Manager, Disaster Manager, and co-opted members.

2.4 Legal Sub-Committee

Mandate: To provide legal advice and ensure the Society's compliance with national laws and international frameworks.

Specific Roles:

- Resolve outstanding legal issues and disputes involving the Society.
- Advise on contracts, MoUs, and HR-related legal implications.
- Assess the suitability of alternative dispute resolution.
- Support legal perspectives in project proposals.
- Provide subsidized legal services to GRCS business entities.
- Vet disciplinary actions before implementation.
- Advise on legal risks to safeguard the Society.

Expected Outputs

Reduced exposure to legal disputes and timely resolution of outstanding cases.

Composition

Hon. National Legal Advisor (Chair), Regional Legal Advisor (where relevant), Hon. Treasurer, Secretary General, and co-opted members.

2.5 Youth Development Sub-Committee

Mandate: To empower young people to actively contribute to governance, leadership, and humanitarian work of the Society.

Specific Roles:

- Ensure youth participation in governance, administration, and accountability.
- Strengthen youth leadership across all levels of the Society.
- Facilitate mentorship and transfer of experiences between generations.
- Advise on youth-focused projects and programmes.
- Provide young volunteers with access to training, information, and resources.
- Position youth as a strategic driver of cultural transformation and humanitarian action.

Expected Outputs

Empowered youth contributing actively to the mission of the GRCS.

Composition

Youth President (Chair), Legal Advisor, Hon. Treasurer, National Society Development Manager, and co-opted members.

2.6 Disaster Management Sub-Committee

Mandate: To provide strategic and technical guidance on disaster preparedness, response, and recovery.

Specific Roles:

- Advise on the Society's disaster preparedness and contingency planning.
- Oversee implementation of community-based disaster risk reduction programmes.
- Support emergency response coordination with NADMO, IFRC, and partners.
- Review and approve disaster-related proposals and appeals.
- Guide the Society on resilience-building and climate adaptation strategies.
- Strengthen partnerships with national and international humanitarian actors.
- Monitor and evaluate disaster management interventions.

Expected Outputs

Effective disaster preparedness and timely, coordinated response.

Composition

Vice President (Chair), Health and Care Manager, Legal Advisor, Hon. Treasurer, National Disaster Manager, affected Regional Disaster Managers (as applicable), and co-opted members.

CHAPTER THREE: OPERATIONAL GUIDELINES

3.1. Common Framework

The following operational provisions apply to all sub-committees established under the Central Council of the Ghana Red Cross Society (GRCS):

3.1.1 Meetings:

All sub-committees shall meet at least once every quarter. Extraordinary meetings may be convened by the Chairperson as necessary.

3.1.2 Agenda:

The Chairperson, in consultation with the Secretary, shall prepare and circulate the agenda at least seven (7) days prior to the meeting.

3.1.3 Quorum:

A simple majority of members shall constitute a quorum. Decisions shall be made by consensus, or by a simple majority vote where consensus cannot be reached.

3.1.4 Reporting:

Sub-committees shall submit written reports after each meeting to the Central Council through the President.

3.1.5 Code of Conduct:

Members must maintain confidentiality, declare conflicts of interest, act with integrity, and uphold impartiality in all committee business.

3.1.6 Coordination:

Sub-committees shall coordinate with the Secretariat to ensure alignment with GRCS strategies, policies, and priorities.

3.1.7 Review:

Each sub-committee's Terms of Reference and operational practices shall be reviewed at the end of every governance cycle to ensure relevance and effectiveness.

3.2. Committee-Specific Operational Guidelines

3.2.1 Finance Sub-Committee

- Meets monthly to review financial performance and quarterly to vet and recommend annual budgets.
- Reviews and provides guidance on external funding proposals before submission to donors or partners.
- Provides quarterly reports on financial risks, compliance, asset management, and insurance coverage.

3.2.2 Resource Mobilization Sub-Committee

- Meets bi-monthly and convenes ad hoc meetings for major fundraising events.
- Leads engagement with external partners, businesses, and sponsors to mobilize resources.
- Reviews and approves business plans, proposals, and investment opportunities before implementation.
- Ensures that all branches adopt sustainable income-generating activities in line with national priorities.

3.2.3 Health Sub-Committee

- Meets quarterly and aligns its schedule with Ministry of Health and Ghana Health Service activities.
- Reviews and validates health-related proposals, reports, and evaluations before submission.
- Advises on technical backstopping for community health, epidemic preparedness, and emergency responses.
- Oversees finalization and dissemination of the GRCS Health Strategic Plan.

3.2.4 Legal Sub-Committee

- Meets on an as-needed basis; emergency sessions may be convened for urgent legal matters.
- Ensures all contracts, Memoranda of Understanding (MOUs), and HR-related legal issues are vetted before approval.
- Provides quarterly legal risk assessment reports to the Central Council.
- Advises on alternative dispute resolution and oversees closure of outstanding legal matters.
- Generates income through provision of subsidized legal services to GRCS business entities.

3.2.5 Youth Development Sub-Committee

- Meets quarterly and submits youth activity and participation reports to the Central Council.
- Coordinates national youth leadership structures to ensure effective participation across governance, administration, and operations.
- Ensures mentorship and transfer of experiences from senior leadership to youth leaders.
- Engages external youth networks and IFRC Youth programmes for partnerships and opportunities.

3.2.6 Disaster Management Sub-Committee

- Meets quarterly and convenes immediately in response to national disasters or emergencies.
- Coordinates directly with NADMO, NDPC, IFRC, and other humanitarian actors during crises.
- Leads post-disaster evaluations and submits comprehensive reports within sixty (60) days of each event.
- Reviews and updates the GRCS Disaster Management and Response Framework regularly.

3.2.7 Disciplinary Sub-Committee

- Convenes only when disciplinary cases are referred by governance or management structures.
- Hearings must commence within fourteen (14) days of referral and be concluded within thirty (30) days.
- Findings and recommendations are submitted to the Central Council for enforcement.

- Ensures adherence to due process as outlined in the GRCS Constitution, Staff Code of Conduct, Volunteer Code of Conduct, and Integrity Policy.

CHAPTER FOUR: Useful Reference Documents

All Sub-Committees shall align their work with the following core reference documents:

4.1 International Federation of Red Cross and Red Crescent Societies (IFRC)

- Strategy 2030
- Volunteer Policy
- Youth Policy
- Integrity Policy
- Fleet Management Standards
- Disaster Law Guidelines

4.2 Ghana Red Cross Society (GRCS)

- GRCS Constitution and By-laws
- Strategic Plan
- Branch Development Policy
- Transport Policy
- Staff Code of Conduct

4.3 National and International Legal Frameworks

- Ghana Companies Act, Labour Act, and relevant regulations
- National Disaster Management Act and related laws
- International Humanitarian Law (IHL)
- Geneva Conventions and their Additional Protocols