Institutional Organisational Development

Awaz is a Multan based organization, working in Multan, Vehari, Alipur, Taunsa, Kot Addu, and Janpur. It has organizational chart and job descriptions are available in written form. Awaz was originally and continues to be a rights based organization advocating for rights. However, following the floods of 2010, they are and now providing high level services in the flood affected areas. Due to the emergency response responsibilities thrust upon it as a result of the floods, Awaz's long term agenda projects are now moving slowly.

Policies on financial & logistics exist. Policy manual does not address disaster. Strategic Plan (2008-17) has been revised to incorporate disaster aspect. However, the same can be reviewed and further improved.

Prior to disaster there were no large procurements involving tenders, but afterward procurements even worth Rs. 2-3 crore were made. Awaz is partnering with CARE, Concern, PPAF, WFP, UNOCHA, OxfamNovib, EU and others; however, there is no policy to guide these activities in disaster.

Staff working on disaster projects receives time to time orientation on projects but no other training. The disaster projects staff does not have time to read policies and understand them as since disaster things have been going haphazard and Awaz is responding to immediate needs.

Awaz's financial year is from July to June.

Budgeting
Disaster related funds are managed under a Disaster Relief Programme account as it takes too long to open an account. Otherwise, each project has a separate account.

Bookkeeping is computerized using Peach Tree software. With funding from PPAF, Awaz has prepared another software, but it has not been put into application yet because of the disaster work pressure.

Fund Raising
Awaz has some capacity to develop business proposals. Prior to disasters most of the projects were produced in house. However, for large projects, it has arrangements with some consultants who are brought on board to prepare key proposals for them. During the disaster period funding partner provides guidance in preparing proposals. As CARE has its own guidelines for proposals, the same are provided to Awaz and proposals are prepared accordingly for them.

At the time of floods of 2010, donors approached Awaz themselves as Awaz has a strong community outreach in the flood affected areas.

Project Cycle Management

Different program managers manage projects at the head office level. Project Officers/ Project Coordinators / Manager Field Operations (MFO) are different for each project. There is different staffing for each project because of the different nature of job.

Determining Intervention Areas

Awaz has a social mobilization strategy and the team intervenes much like participatory rural assessment (PRA). In emergency all relevant clusters are identified and the team moves from Union Council (UC) to UC holding meetings with communities.

Community Needs Assessment

Awaz continues to work with the same communities it was already working with before disaster. First they rank *mauzas* then UCs and later invite stakeholders. From them they get list of widows, orphans, women headed households, and separated and broken families.

A complaint mechanism is in place to inform Awaz if qualifying person/family has been over looked or someone not deserving has been included in the beneficiary list.

Data collected before the floods were not gender desegregated. However, since then the data is being gender desegregated.

Project Proposal

For some projects that are advertised, consultants are hired to prepare proposals; otherwise Awaz has in house capacity for proposal writing. For long term disaster partners, Awaz fills in portions of the proposal and the partners themselves compile the proposal.

CARE gave orientation on proposal writing, but no full fledged training was provided.

Project Reporting

For its Integrated Community Development Programme (ICDP), Awaz has designed its own reporting templates. However, for all emergency projects donors have their own templates.

Based on donors' requirements, reporting is done on daily, weekly or monthly basis.

Field office needs training in reporting. Deadlines are too close, so reports get a little late. Moreover, when trained staff at the field office leaves/moves, the training goes wasted.

LFA

Although more and more donors are asking for LFAs the staff lacks understanding of the same and cannot design the framework on their own.

M&E

No evidence of the use of M&E framework could be found at Awaz, although some members of the team thought they had some knowhow of the same while the others disagreed with them. An M&E framework is available for long term rights based projects like ICDEP & SRHR, CIIP (as guided by CARE). However result based M& E framework is needed for all kind of projects.

Financial Management

A written financial management manual is available. There is a separate bank account for each project. However, in emergencies there is only one bank account used for all

projects. Awaz intends to charges 5% as service charge on all projects it undertakes, and this money is deposited in Awaz's separate bank account. However, donors do not allow for such billings as they reimburse costs on actual basis.

Bookkeeping at Awaz is computerized using Peach Tree software. However, with funding from PPAF, Awaz is preparing online software to replace the current system.

Procurement

Procurement policies are clear and activities are conducted accordingly. On amounts up to Rs. 5 lack Chief Executive and Manager Finance sign the checks. For over Rs. 5 lack amount, the check is to be signed by treasurer.

In the field office an administration and finance personnel maintains a register indicating various transactions under each project. Petty cash limit is Rs. 5000 and sometimes even Rs. 10000.

Budget

Budget is allocated on annual basis. Variances are calculated and reported to the board.

Financial Reporting Period Circle

Prior to floods of 2010, the reporting was done on monthly and quarterly bases. However since the floods, the same has changed based on the needs of the donors. Similarly, the reporting formats of donors are being followed to report to them. The data from the accounting software is exported to MS Excel, and reports are then generated from it using the required format of the donors.

There is internal auditing as well as external. External audit is done by international firms: Ferguson, KPMG and Deloitte.

Training Needs

On-the-job training for an extended period of time is required as HR has grown four times since 2010 flood. For institutional capacity building long term training is needed. However, early recovery phase ends on Dec 31, 2011 and programme managers do not have much time to attend trainings. Still short coursed followed by on the job mentoring would be beneficial in the following areas:

Institutional/Organization Development
1. A guide/checklist to be used for addressing the disaster preparedness related policy formulation.
2. Disaster risk reduction is included in the strategic plan, however, it can be still be refined and improved further.

Project Cycle Management
1. Proposal writing
2. MS Project software training for better project management
3. LFA needed for project managers
4. M&E framework and speedy reporting; results based monitoring for all projects particularly for disaster projects
5. Deadlines are too close; field office needs training in reporting.

Finance

1. Logistics and procurements
    Basic understanding of how to manage finances efficiently at the field level.

General Areas

1. Need short trainings on HAF, HAP and Sphere.

Combined Trainings & Mentoring

Priority Areas	Days	Combined Training Workshops				On The Job Mentoring			
		Caritas	Awaz	FPAP	SPO	Caritas	Awaz	FPAP	SPO
Financial Management									
Basic training in accounting practices	3d	✓	✓			5d	5d		
Project Cycle Management									
Understanding Tor and proposal writing	2d	✓	✓			5d	5d		
LFA, M&E and RBM	4d	✓	✓	✓	✓	5d	5d		
Reporting	2d	✓	✓	✓	✓	5d	5d		
MS Project	2d	✓	✓			5d	5d		
General Areas									
HAF	1d	✓	✓	✓	✓				
HAP	1d	✓	✓	✓	✓				
Sphere	1d	✓	✓	✓	✓				
Institutional, Organizational Development									
Guide for disaster preparedness	*	✓	✓	✓	✓				
Additional On the Job Mentoring						15d	15d		
Total Days	16d					40d	40d		

* - A guide/checklist to assist policy makers in developing/fine tuning their organization's disaster preparedness policies would be developed and shared. This would not entail any in-class training.

NEEDS ASSESSMENT MATRICES

Awaz – Organisational and Training Needs Assessment Matrix

Organisational Assessment				Training Needs
Policies	**Activities**	**Documentation / Reporting**	**Current Practice & Issues**	**Proposed Possible Interventions**
Financial Management				
Budget allocated on annual basis No policy to guide large procurements in disaster situation Disaster related funds managed under Disaster Relief Programme account Financial manual available For each project---separate account For all emergency projects---one account 5% service charge on all projects-to sustain Awaz's office and its activities On amounts up to Rs. 3 lack Chief Executive and Manager Finance sign the checks For over 3 lack amount, signed by a board member In the field office an administration and finance personnel maintains a register indicating various transactions under each project.	No large procurements involving tenders prior to disaster Computerised bookkeeping using Peach Tree software	Follow formats of donors, reports are made. Reporting done monthly and even sometimes quarterly	Following areas were identified for support and improvement: 1. Logistics and procurements 2. How to manage finances efficiently at the field level while meeting versatile requirements of disparate donors 3. How to speed up reporting from field in emergencies (no courier service in Taunsa)	1. Logistics and procurements 2. Basic understanding of managing finances efficiently at the field level

Organisational Assessment				Training Needs
Policies	**Activities**	**Documentation / Reporting**	**Current Practice & Issues**	**Proposed Possible Interventions**
Internal auditing External audit---international firms Petty cash limit---Rs. 5000 and sometimes even Rs. 10000				
Project Cycle Management				
Project Manager---one for each donor Manager Field Operations---one for each project Rest of the staffing---different for each project Social mobilization strategy	CARE gave orientation on proposal writing, but no full-fledged training delivered Conduct PRA and move from UC to UC holding meetings with communities Get list of widows, orphans, women headed households, and separated and broken families from stakeholders. Have set up complaint mechanism for the community Gender desegregated data collected after the disaster Staff lacks understanding of LFA Staff cannot prepare M&E framework from scratch	For long term partners---portions of the proposal prepared and the partners themselves compile the proposal For projects that are advertised---consultants hired to prepare proposal For Integrated Community Development Programme (ICDP), Awaz has reporting templates For emergency projects donors have their own reporting templates Reporting done daily, weekly, monthly depending upon the donors' requirement Deadlines are too close, so reports get a little late	Following areas were identified for improvement: 1. Proposal writing 2. Understanding of Strategic Plan 3. LFA 4. M&E and speedy reporting; results based monitoring for all projects particularly for disaster projects 5. Field office needs training in reporting	1. Proposal writing 2. MS Project software training for better project management 3. LFA 4. M&E framework and speedy reporting; results based monitoring for all projects particularly for disaster projects 5. Reporting training for Field office

Organisational Assessment				Training Needs
Policies	**Activities**	**Documentation / Reporting**	**Current Practice & Issues**	**Proposed Possible Interventions**
Institutional, Organizational Development				
Organizational chart and job descriptions available Policies on financial & logistics prepared. Policy manual does not address disaster. Strategic Plan (2008-17) is under revision to incorporate disaster aspect. Fund Raising is done through responding to RFPs and winning projects. In this regards, CARE has its own guidelines and accordingly Awaz develops proposals. Awaz also has a set of consultants as proposal writers Donors sometimes approach Awaz themselves as Awaz has a strong community outreach	Staff receives time to time orientation on projects but no other training. For disaster projects, staff receives project specific orientation but no training		Disaster risk reduction be included in the strategy	1. A guide/checklist to be used for addressing the disaster preparedness related policy formulation 2. Disaster risk reduction should be included in the strategy plan
General Areas				
Awaz has awareness of basic humanitarian standrads	Awaz applies sphere standards training in implementing projects in the field			1) Need short trainings on HAF, HAP and Sphere