# Organizational Capacity Assessment
For
Awaz Foundation Pakistan Center for Development Services

Submitted to:
The Asia Foundation

Acknowledgment

Executive Summary

The Asia Foundation (TAF) is implementing Supporting Transparency, Accountability and Electoral Processes in Pakistan (STAEP) program through Free and Fair Election Network (FAFEN) across the country. This network has 42 member organizations whereas out of that 32 are implementing partner organizations of STAEP in 200 National Assembly Constituencies in all around 130 districts of four provinces and Islamabad Pakistan.

Organizational Capacity Assessment plays an essential role in the process of institutional development and organizational strengthening. The Asia Foundation in compliance with LFA took initiative of organizational assessment of 34 STAEP implementing partners. Awaz CDS is one of the member organizations of FAFEN, and implementing partner of STAEP in its operational area. The Organizational Capacity Assessment (OCA) exercise encompassed detailed institutional assessment process to provide reliable information on the current capacity status of STAEP implementing partners as an external facilitator and suggest capacity development plan regarding future investment and decision making for the purpose of institutional development and organizational strengthening.

The overall process of the institutional development and organizational strengthening (ID/OS) was divided into two parts and a comprehensive tool kit was developed and shared with the STAEP implementing partner organizations by HRLC. The process was practically initiated with inception of provincial workshop at each province and Islamabad to discourse with the management about the capacity assessment process and tools and clarify their concerns before the process started at the organizational level. The member organizations were clustered geographically and five assessment teams were made up for these clusters.

This process was carried out at the organizational level in two parts 1) Institutional Development & Organizational Strengthening (ID/OS) and 2) Assessment of the Functional Capacity of the Organization. The first part of the exercise was deemed to capture the overall perception of the organization on individual assumptions of its staff from different cadre. The tools used during the exercise included strategic orientation review (SOR) Matrix based on strengths, weakness, opportunities and challenges (SWOC), organizational life cycle, institutional maturity index and organizational decline matrix. The second part covered the functional capacity assessment of the organization against the defined "assessment questions" by using range of indicators, and sources of verification. The aspects covered during the functional capacity included Governance, Program Planning and Management, HR Planning, Development and Management, General Management and Administration,

Organizational Outreach, Organizational Sustainability, Training and Development and Financial Management.

The strategic orientation (SOR) matrix regarding mutual influence of SO& SC clearly indicates that the identified six strengths have significant influence in terms of availing opportunities from the external environment. However, the strengths which truly have the potential to counter challenges or transform challenges into opportunities are gender sensitive culture, effective leadership and strategic plan. The mutual influences of WO & WC show that significant influence prevails in terms of blocking opportunities available in the organization's external environment and identified weaknesses have significant potential to compound existing challenges. As an organization, Awaz CDS falls in the matured stratum with an IMI score of 7.1. During the ID/OS exercise the split of opinion among staff members about the organization's set up is evident. This indicates a need for enhanced efforts to improve coordination, integration between sectors. The results reveals that replacement of substance with form in terms of program management, increasing trend of scapegoat by leaders within organization and staff's fear of embarrassment along with conflict within the organization require immediate attention in order to mitigate risks associated with organizational decline.

It is evident from the result of the functional capacity assessment exercise that most of the dimensions of governance of the organization fall in the category of acceptability with some quality issues to be addressed. The result revealed that HR planning, development and management, organization outreach and organizational sustainability at large fall in area where it requires improvements in limited aspects. It is evident from the analysis that the organization management at large falls in the area of improvement.

The results of Training Need Assessment (TNA) depicts that Awaz CDS requires capacity building initiatives in some dimensions both at individual and organization level like, M&E and reporting, governance and management and HR planning and development at individual as well as at organizational level. Similarly, the results of TNA revealed that Programme implementation and financial management trainings is also the need of organization.

The exercise was facilitated well by the Awaz CDS management and the staff participated with great interest and professional seriousness. Each component of the organization provided ample information to the team and remained available to the team till the conclusion of exercise.

Acronyms

BoD	:	Board of Directors
HRLC	:	Human Resource Learning Centre
IMI	:	Institutional Maturity Index
OCATK	:	Organization Capacity Assessment Tool Kit
OLC	:	Organizational Life Cycle
ODM	:	Organizational Decline Matrix
OCA	:	Organization Capacity Assessment
SMC	:	Senior Management Committee
SPTSO	:	Small Projects Technical Support Office
SOR	:	Strategic Orientation Matrix
SOWT/C	:	Strengths Opportunities Weaknesses Threats/Challenges
TAF	:	The Asia Foundation
TNA	:	Training Need Assessment
UDHR	:	Universal Declaration of Human Rights
LFA	:	Logical Framework Analysis
STAEP	:	Supporting Transparency, Accountability and Electoral Processes in Pakistan
ID/OS	:	Institutional Development/Organizational Strengthening
PARC	:	Pakistan Agriculture Research Council

Contents

Annexure:

Chapter 1 - Introduction

1.1   Organizational Background

Awaz Foundation Pakistan Center for Development Services (Awaz CDS**)** was founded by Mr. Mohammad Zia-ur-Rehman and a group of local university graduates who were politically enlightened and realized that they owe a great deal of return to the society in 1995. Widespread ignorance, poverty, sectarianism, violence, non-democratic culture and values, human rights and women rights violations and social backwardness of the region of Southern Punjab due to feudalism and constant military regimes only provided extra impetus to them. Awaz CDS is an Urdu word, which means 'voice'. The whole idea was to provide a platform, to facilitate and capacitate the marginalized communities so that they could raise their voice against the socio-economic and political disparities of the region.

The statutory mandate was *"To help promote the development of a socio-economic and politically sound society and to improve the living standards of rural and urban slum populations in Southern Punjab, Pakistan."* It was registered under the Societies Registration Act, 1860, (Act XXI of 1860) on December 26, 2002 as a not-profit organization having mandate to operate in entire Pakistan. Presently, it is operational in 15 districts (53 Tehsil) of Southern Punjab.

1.2   Vision, Mission & Values

Vision
Awaz CDS vision is "A democratic, prosperous and peaceful society" to be approached by working together with local, national, regional, international bodies and partners.

Mission
Awaz CDS mission is to develop and provide integrated and innovative solutions in cooperation with local, national, regional, and international partners, which foster action and change for securing the future of the marginalised community.

Values:
Awaz CDS organizational values are as follow,

- Opportunities for all without any discrimination on the basis of religion, caste, creed, color, class, ethnicity, language or gender etc
- Peace and tolerance as pre-requisites for development and social change
- Respect for diverse culture, values and beliefs
- Promoting democratic values at all levels of organizational programmatic and action spheres
- Integrity; Zero tolerance for moral and financial corruption

- Across the board accountability
- Sharing of information of all kind with those concerned
- Gender equality and equity

1.3 Governance and Management

Awaz CDS is governed and managed by different strata of bodies and committees with defined roles and responsibilities. The governing body consists of eight members. The Board of Directors meets twice a year, while emergency meetings can also be called at any time. According to the organizational profile, there exists no relationship either among members of the governing body or between members of the governing body and senior management staff. A list of the BoD's existing members is provided in Annexure I.

Senior management works on the input of the subordinate staff and guides the staff to achieve the overall goals and objectives of the organization with efficiency.

1.4 Thematic Areas

- Community mobilization
- Community health education and services
- Education
- Water and sanitation
- Poverty alleviation
- Entrepreneurships and income generation
- Capacity building and civil society strengthening
- Community physical infrastructure development
- Disaster response preparedness and management
- Democratic values and culture
- Human Rights and political education
- Research and policy level advocacy and lobbying
- Knowledge management
- Partnerships development

1.5 Outreach

Awaz CDS has its head office in Multan and nine field offices at Vehari, Muzaffargarh, D.G Khan, Rajanpur, Bahawalpur, and Multan.

Core programs of the Awaz CDS are being implemented in 15 districts of Southern Punjab with the help of strategically established four field offices and 53 PARC networks. However, its

advocacy outreach programs/campaigns cover the entire country. During the first decade of its existence, the organization worked for the marginalized communities in Southern Punjab on a variety of social development issues including customs and practices, economic, political and rural development, urbanization, environmental hazards such as nuclear waste management and livelihoods as well as on tribal and traditional societies. A network of people, civil society organizations and development scientists evolved and increasing support from the donors provided for further growth of the organization. It is also during this period that seminal work on rural characteristics, best and replicable social development practices, concentration on niche products, environmental hazards, advocacy, lobbying and networking with emphasis on gender issues, and the nature of area poverty itself was undertaken.

1.6   Human Resources

Awaz CDS has a total staff of 117 members, out of which 70 are male and 47 female. This contributes to gender diversity among the total organizational staff strength.

Chapter 2 - About Organizational Capacity Assessment

2.1   Background and Purpose

Organizational Capacity Assessment (OCA) is an integral part of institutional development and the organizational strengthening process. It contributes towards the achievement of development intervention with an objective of institutional change. It is about preparing an organization to assess the dynamic needs of its internal and external working context and strengthen its organizational functions to efficiently and effectively manage emerging and changing roles within a specific institutional setting. It encourages the development of new organizational capacities and enables staff to respond effectively to institutional changes. The exercise involves finding answers to questions such as; how can trust be developed between partners? What are the required changes to existing mandates, and how to cope up with the long term institutional change process?

Keeping in view this perspective, The Asia Foundation (TAF) collaborated with Human Resource Learning Center (HRLC) to carry out capacity assessments of its implementing partner organizations that together form the Free and Fair Election Network (FAFEN), a nation-wide network of 32 civil society organizations. AWAZ CDS, a member of FAFEN, is an implementing partner of the project titled Strengthening Transparency Accountability and Electoral Processes in Pakistan (STAEP).

The purpose of the assignment was to conduct a detailed organizational capacity assessment of AWAZ CDS in order to identify needs and areas of improvement as well as develop a capacity building plan for the organization. The acquired information will help in identifying specific areas for capacity building and technical assistance for enhancing productivity, efficiency and improving quality aspects towards achieving desired results.

2.2   Scope of the OCA

The scope of the capacity assessment exercise included the following tasks:

- Desk review of basic organizational documents
- Detailed organizational capacity assessment including Training Need Assessment, Institutional Development/Organizational Strengthening (ID/OS) and functional capacity of the organization including governance, program planning/management, HR planning development/management, general management and administration, Financial Management, organizational institutional outreach, organizational sustainability and training need assessment of organization
- Development of capacity building plan based on the findings of the assessment
- Development and submission of OCA Report

2.3   Process

The OCA exercise was based on participatory methods. The process began with rapport building and an orientation session during which the facilitator shared the OCA's objectives and process. After detailed deliberation on the OCA process, tools, schedule etc, the facilitator requested staff to write their individual perception of the organization's vision and mission. These responses were documented and cross checked with a number of tools applied during the exercise.

The overall process of the assignment was divided into two parts including: 1) Institutional Development/Organizational Strengthening (ID/OS) and 2) Assessment of the Functional Capacity of the Organization.

The first part covered a group exercise with nine staff members of AWAZ CDS including personnel from, middle professional and support staff. The list of ID/OS staff is provided in Annexure III. The first part of the OCA exercise was deemed to capture the overall perception of the organization on individual assumptions by applying SWOC Matrix (Strengths, Weakness, Opportunities and Challenges). This covered both internal and external factors influencing the organization. In this regard, the staff was requested to list their perceptions of different strengths, weaknesses, opportunities and challenges associated with the organization's internal and external environment. Once lists were prepared, staff was requested to prioritize SWOT by voting. Each participant was given the option to select six SWOC each from the lists. The prioritized SWOC were inserted in Strategic Orientation (SOR) Matrix of [6 (strengths) + 6 (Weaknesses)] x [6 (Opportunities) + (6 Challenges)]. Each participant was provided a copy of a blank SOR matrix and asked to fill six prioritized SWOC in relevant columns. Staff was further asked to rank mutual influence of SW and OC on a scale of 0–5[1]. The filled sheets were then used to draw inferences.

Other ID tools that were employed during the exercise included organizational life cycle, institutional maturity index and organizational decline matrix. A detailed Training Need Assessment (TNA) was also carried out at the organizational level to estimate the organization's existing needs and requirements. For three ID tools, staff was given sheets and asked to set a score against each indicator, on a scale ranging from 0 to 10[2]. Each participant's responses were consolidated and recorded for analysis. The tool used for ID/OS is provided in Annexure IV.

Following the ID/OS assessment exercise, the team of facilitators began the process of assessing the organization's functional capacity. The lead facilitator collaborated with the organization's leadership and senior management to assess various functional aspects of the

---

[1] 0= No infuence, 1= Weak influence, 2=Some influence, 3=Moderate influence, 4=Strong Influence, 5= Very Strong Influence

[2] 0= Not at all favorable, 10 = highly favorable

organization, including Governance, Program Planning and Management, Organizational Outreach and Organizational Sustainability. Simultaneously, the co-facilitator initiated the process with other staff members from Human Resource and Operations to assess HR Planning, Development & Management and General Management & Administration. The financial consultant conducted an assessment of the organization's performance in financial due diligence.

The ranking process was based on the principle of mutual consensus reached by due consideration of all available means of verification. As a result, the OCA was owned by the organization.

The functional capacity of the organization was gauged against set "assessment questions" by using defined indicators and their respective sources of verification, devised separately for each tool. The data was tabulated and scored against a scale ranging from1 – 5[3]. The given score was calculated on the basis of weighted average for each indicator. Finally, inferences were drawn from indicating figure against each indicator of the tool and validated by the given sources of verification and results of other ID/OS tools.

2.4   Description of tools

2.4.1   Governance

The tool used to assess the organization's governance covered four key dimensions of governance including General Body, vision/mission/strategies, legal status and leadership. Eleven assessment questions were framed, which were responded against set verifiable indicators. Each indicator was given a score ranging from 1 to 5 upon agreement reached between the facilitator and respondent. This presented a clear picture of governance focusing on the level of input from the governing body, strategic direction, accountability and transparency prevailing within the organization. The devised tool and the list of sources of verification are provided in Annexure V.

2.4.2   Program Planning and Management

The program planning and management assessment tool addressed four key dimensions of planning and management. These included program planning and development, integration of cross cutting themes, program monitoring/evaluation and program reporting. Fifteen assessment questions were framed for this purpose. The approach followed for the usage of this tool was the same as that used in 2.4.1. The devised tool and the list of sources of verification are provided in Annexure VI.

---

[3] 1=Needs urgent attention, 2=Needs major improvement, 3=Needs improvement in limited aspect, 4= Acceptable with some quality issues, 5=Acceptable, needs maintaining

2.4.3   HR Planning, Development and Management

Human Resource Development and Management aspects of the organization were assessed through responses to seven questions against 29 indicators. Scoring was done against the set range of 1 – 5. Major aspects of the assessment included HR policy and procedures, formal structure and work environment, best HR practices adopted by the organization, availability of HR development plan and overall perspective of staff in terms of HR Management. The devised tool, assessment questions and list of sources of verification are provided in Annexure VII.

2.4.4   General Management and Administration

The tool employed to gauge General Management and Administration aspects of the assessment included three questions and 10 pre-defined indicators. These aspects also covered extensive analysis of the general management and administration during the exercise that also allowed the process to cross verify responses. The devised tool, assessment questions and list of sources of verification are provided in Annexure VIII.

2.4.5   Organizational Institutional Outreach

One of the areas assessed during the exercise included the Organization's Institutional Outreach. The assessment tool was developed on five major questions with the help of 18 indicators. It sought to assess the extent of inter–NGO collaboration, collaboration and partnerships with fund raising and government agencies, public relations and links with media agencies. The devised tool, assessment questions and list of sources of verification are provided in Annexure IX.

2.4.6   Organizational Sustainability

Organizational Sustainability was also assessed and cross-verified with SWOC. The assessment frame work was based on four questions and 18 indicators addressing the areas of program, organizational, financial and resource-base sustainability. The devised tool, assessment questions and list of sources of verification are provided in Annexure X.

2.4.7   Training Need Assessment (TNA)

The TNA process aimed at measuring gaps between the existing and desired level of the organization's performance. Gaps found to exist at levels of knowledge; attitude and skills will guide the organization in designing and developing a robust training program. The TNA will further enable the organization to develop career plans for individual employees, formulate a curriculum and allocate resources for the organization's common and specific learning needs.

The TNA tool consisted of a range of questions with various response options. Staff was asked to tick the most appropriate response for each question. The responses provided raw material for analyzing whether or not equal opportunities for training and capacity building are provided to

male and female staff members. The exercise also captured the essence of the organization's general beliefs and attitude towards capacity building, preferred methodology for growth and development of employees, trend of organizational investment in human resources and the frequency of staff training within the organization. The TNA questionnaire is provided in Annexure XI.

2.4.8 Financial Management

A specialized assessment of the organization's Financial Management was carried out by a financial consultant. The financial assessment tool included questions on 13 major aspects of financial due diligence against 57 indicators. The financial consultant verified the indicators from the sources of verification before rating. The allocated scores against each indicator, varying between 0.5 – 3, were defined on the basis of each indicator's significance to the organization's financial business management. The detailed template, along with allocated scores against each indicator, is provided in Annexure XII.

The rating of the proposed grid was determined against six categories for overall rating of financial due diligence. The detailed breakup is given in the following table.

Percent (%)	Overall Rating Evaluation	Rank
91 – 100	Excellent	5 Star
71 – 90	Good	4Star
51 – 70	Satisfactory	3 Star
50	Average	2 Star
30 – 49	Below Average	1 Star
<30	Bad	No Star

Major aspects of financial management included organization, accounting/ book keeping, fixed assets, cash and bank, procurement, internal audit, HR, financial statements and reports, taxation, regularity requirements, governing body meetings, budgeting and internal control.

2.5 Assessment Team

The assessment team comprised of a lead facilitator, a co-facilitator and a financial consultant. The process of Institutional Development & Organizational Strengthening (ID/OS) was led by the lead facilitator with the assistance of the co-facilitator. The governance, program planning and management, organizational institutional outreach and organizational sustainability aspects were assessed by the lead facilitator whereas HR planning, development and management and general management and administration were assessed by the co-facilitator. The financial management capacity was assessed solely by the financial consultant. A brief profile of the consultant team is provided in Annexure XIII

Chapter 3 - Institutional Development Analysis

3.1   Institutional Development Analysis

3.1.1   Description

The ID/OS exercise was deemed to capture the perception of the staff on various organizational dimensions within its internal and external environment. The tools were designed in such a manner that the responses extracted from a specific tool triangulate the responses of other tools. To make the process more comprehendible, the lead facilitator explained each indicator of each tool and asked the participating staff to rate each indicator as per their perception. The entire process was carefully facilitated and the confidentiality of staff's opinion was ensured to enable them to provide a neutral response against each indicator.

3.1.2   SWOC Analysis

The SWOC analysis included a group exercise in which staff identified the organization's internal positive and negative factors (strengths and weaknesses) and external positive and negative factors (opportunities and challenges). The staff also provided a prioritized SWOC analysis. The facilitator scored first six SWOC on the basis of ranking by each participant respectively.

3.1.3   SWOC Exercise

The lead facilitator initiated the process of gathering the staff's perceptions of the organization's strengths, weaknesses, opportunities and challenges within the existing organizational context by asking each participant to fill out a SWOC matrix. Once the matrices were completed, the staff members were asked to prioritize six SWOC from the listed ones as per their perceptions. The facilitator calculated the priority responses and extracted the first six priority issues as indicated according to the scoring patterns. The listed strengths, weaknesses, opportunities and challenges are given in Table 3.1.3.

Table 3.1.3: List of Strength, Weakness, Opportunity and Challenge

Strengths	Weaknesses
Gender sensitivity culture	Centralized authority
Effective leadership	Weak coordination with stakeholders
Conducive HR polices	Weak internal coordination
Strong MER system	High donor dependence
Transparent financial system	Frequent staff reshuffling
Strategic plan in placed	Low salaries and benefits
Opportunities	**Challenges**
Donor priorities to Awaz CDS	Rigid society
Donor investment in South Punjab	Unavailability of resources if donor leaves
Few competitors	Religious and political interference
Modern tools and techniques available for research	Law and order situation
Existence of national, regional and international networks	Disaster prone working area
Scope of work on SRHR , research and advocacy, DRR, MDG etc. in the area	Uncooperative govt. institutions

3.1.4 SOR Matrix

The Strategic Orientation Review (SOR) of the identified SWOC was carried out with the help of a 6x6 matrix against defined extents of influence reflected in a scale ranging between 0 and 5. The staff scored the level of influence against each relation, i.e. strength versus opportunity, strength versus challenge, weakness versus opportunity and weakness versus challenge. The process was elaborated by the facilitator: worksheets were provided to each individual and; the facilitator also provided a detailed explanation of the SOR sheet with the aid of a Power Point presentation to avoid miscommunication and misinterpretation. The extent of influence gauged by each individual response was calculated by using the method of weighted average along with measuring the intensity of divergence in the opinion of the respondents/staff.

The strategic review analysis is solely based on the perception of participants, as defined range of 0-5. The difference of opinion has also been considered by calculating the average difference of opinion as per formula given below:

$$\text{Divergence} = \left[\frac{|x_i - \mu|}{\frac{1}{2}N \times d}\right] \times 100$$

Where,

- Xi is the individual respondent score
- μ is the average score of all respondents

- N is the number of respondents and
- d is the difference between maximum and minimum scores

The resultant divergence score is in percentage value.

This divergence of opinion is classified at the scale where the specific response against the set strength versus opportunity or strength versus challenge reaches consensus. The upper limit of the divergence is set at 60%. It means any response getting divergence above 60% will not be taken as a "*considered opinion of the group*".

This divergence of opinion filters the number of responses which cannot attain the consensus at large within the group*.*

Once the analysis was carried out on the basis of divergence of opinion, the level of influence against strength versus opportunity, strength versus challenge, weakness versus opportunity, and weakness versus challenge was determined. During the process, three chief influencing strengths and weaknesses of the organization were identified to measure their impact in the external environment in relation to the prevailing opportunities and challenges in the organization's external context.

3.1.5 SOR Review

The overall scoring pattern determines that with a cumulative score of 1523 as of the day of assessment, the identified strengths of the organization have considerable potential to contribute in seizing opportunities available to the organization in its external environment. In relation to the influence of the existing strengths on prevailing challenges, the organization's strengths have a comparative potential with a cumulative score of 1217 to counter the challenges and, to some extent, convert challenges into opportunities.

The inference from the weakness versus opportunity (WO) relation shows that the identified weaknesses have some influence in blocking the opportunities available in the organization's external environment, with a cumulative score of 1227. In comparison to (WO), with a commutative score of 1111, there is a significant influence of existing weaknesses in compounding potential challenges. A detailed reflection of the SOR matrix and cumulative scores are re-provided in Annexure XIV.

3.1.6 Analysis of Strengths versus Opportunities

As per staff's perception, the organization's strengths that have the potential to seize available opportunities include strong MER system, transparent financial system and strategic plan in place. The detailed reflection is shown in Graph 3.1.6.

Graph: 3.1.6

Nexus of Potential Strengths Influencing the Opportunities
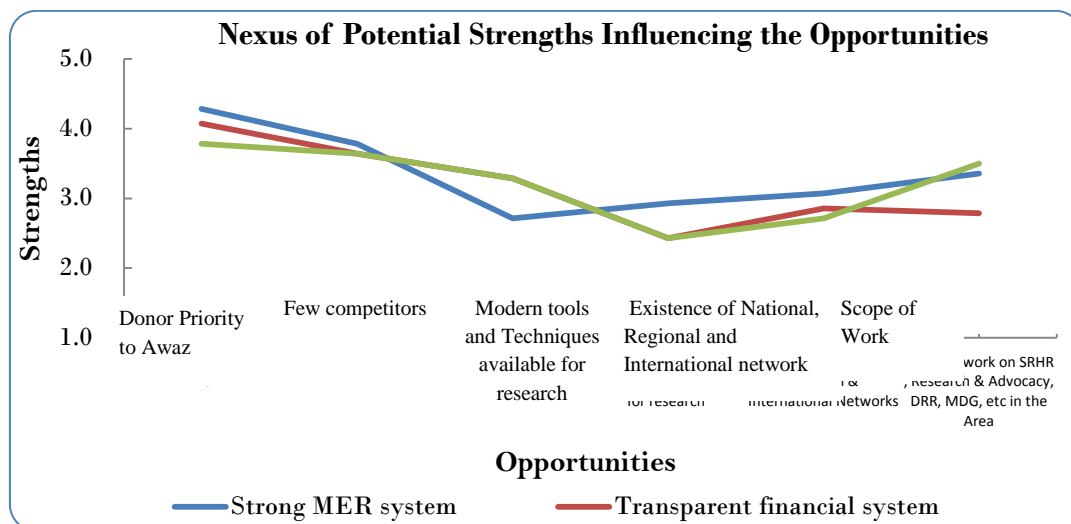
3.1.6.a Description of Analysis

The level of influence of existing strengths on identified opportunities is clearly evident. Strong MER system is the core identified strength with an average divergent rate[4] of 50and has a significant potential to contribute in availing opportunities such as donors prioritizing Awaz CDS, donor investment in Southern Punjab, existence of national, regional and international networks with a score 4.3, 3.8 and 3.1.

Similarly, the organization's in-place strategic plan is identified as the second major strength with an average divergence rate of 53 and average score of 3.2. The identified strength can help the organization to grab the opportunities of donor priorities, scope of work on SRHR, research and advocacy, MDGs etc. in the area and few competitors with a score of 3.8, 3.5 and 3.3 respectively. Transparent financial system of the organization is identified as its third prioritized strength with an average divergence rate of 51 and an average score of 3.2. The identified opportunity can be conducive in capturing opportunities of donor priorities, few competitors and existence of national, regional and international networks. The overall divergence of opinion pertaining to identified strengths in relation to opportunities is reflected in Annexure XV. The detailed results of the level of influence of strengths on opportunities are provided in Graph 3.1.6.1.

---

[4] The cut points of this divergence score are 60 that show that above this number it will be considered as divergence of opinion and vice versa.

Graph: 3.1.6.1

Level of Influence of Strengths on Opportunities

Strengths						
Strategic plan in placed	3.8	3.6	3.3	2.4	2.7	3.5
Transparent financial system	4.1	3.6	3.3	2.4	2.9	2.8
Strong MER system	4.3	3.8	2.7	2.9	3.1	3.4
Conducive HR polices	3.7	3.6	3.4	2.2	2.9	3.1
Effective leadership	3.1	2.8	2.6	2.6	3.1	2.7
Gender sensitivity Culture	3.4	3.5	2.3	2.1	3.4	3.4

Scores of Opportunities

- Donor Priorities to Awaz
- Donor Investment in South Punjab
- Few Competitors
- Modern Tools & Techniques available for research
- Existence of National, Regional & International Networks

3.1.7   Analysis of Strengths versus Challenges

Overall scoring suggests that the organizational strengths perceived to have the greatest potential to counter existing challenges include its gender sensitive culture, effective leadership and strategic plan in place. The detailed reflection is shown in Graph 3.1.7

Graph:3.1.7

Nexus of Potential Strengths Influencing the Challenges

Legend: Gender sensitivity Culture — Effective leadership — Strategic plan in placed

Challenges (x-axis): Rigid Society, Non Availability of Resources if donor Leaves, Religious & Political Interference, Law & Order Situation, Disaster Prone working Area, Non cooperative govt institutions
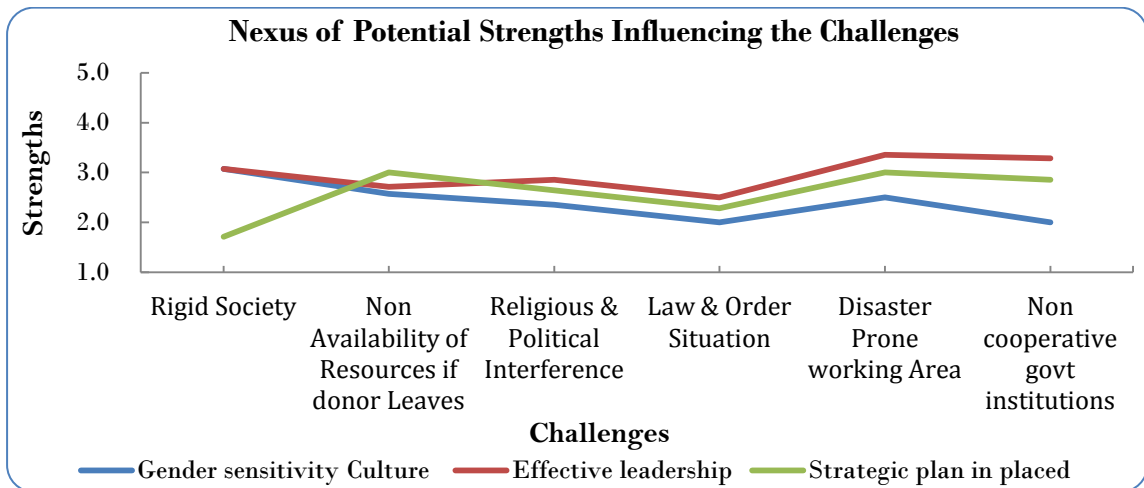
3.1.7.a Description of Analysis

The level of influence of existing strengths on identified challenges clearly shows that effective leadership is strength with an average divergent rate of 52 and with an average score of 3. The identified strength can potentially counter the challenges of uncooperative government institutions, regional and political interference and unavailability of resources if donor leaves with a score of 3.3, 2.9 and 2.7 respectively. The highest score in terms of strengths vs. challenges was given to the identified challenges of disaster prone working area and rigid society. However,

due to a high divergence of 60.7 each, the identified strength is not considered to counter these challenges.

Similarly, in place strategic plan is identified as the second major strength with an average score of 2.6 and an average divergence rate of 56. The strength has the potential to effectively counter the same challenges of unavailability of resources if the donor leaves; disaster prone working area and uncooperative government institutions with an average score of 3, 3 and 2.9 respectively.

The third prioritized strength of the organization is identified as the gender sensitive culture with an average divergence of 53 and an average score of 2.4. It can counter challenges of rigid society, unavailability of resources if donor leaves and disaster prone area with a score of 3.1, 2.6 and 2.5 respectively. The overall divergence of opinion pertaining to identified strengths in relation to the challenges is reflected in Annexure XVI. Detailed results are shown in Graph-3.1.7.a.

Graph: 3.1.7.a
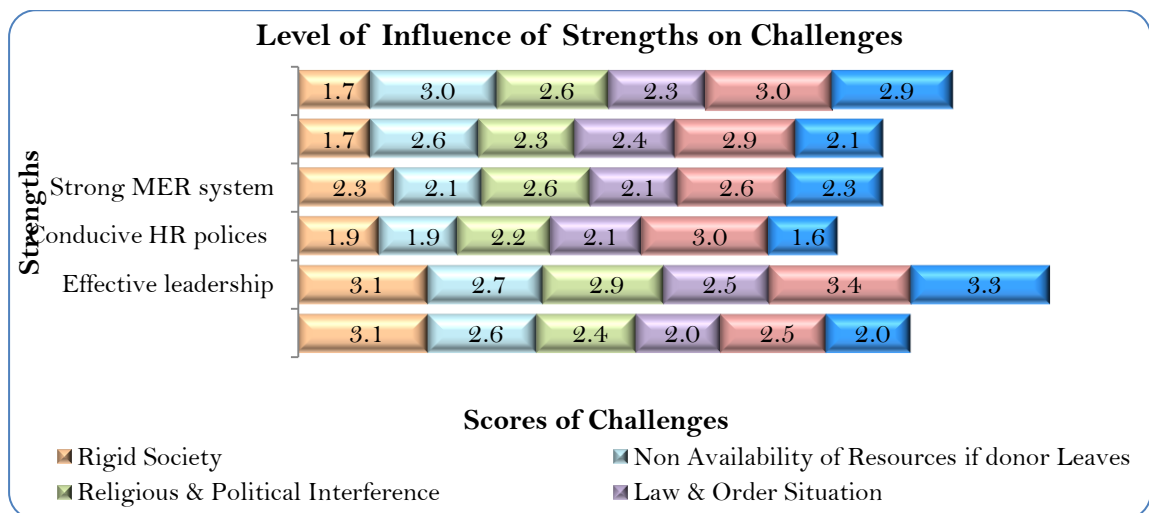
3.1.8   Analysis of Weaknesses versus Opportunities

The organization's greatest perceived weaknesses are weak internal coordination, high donor dependency and low salaries and benefits. The detailed inference is provided in Graph 3.1.8

Graph 3.1.8

Nexus of Weaknesses Influencing the Opportunities
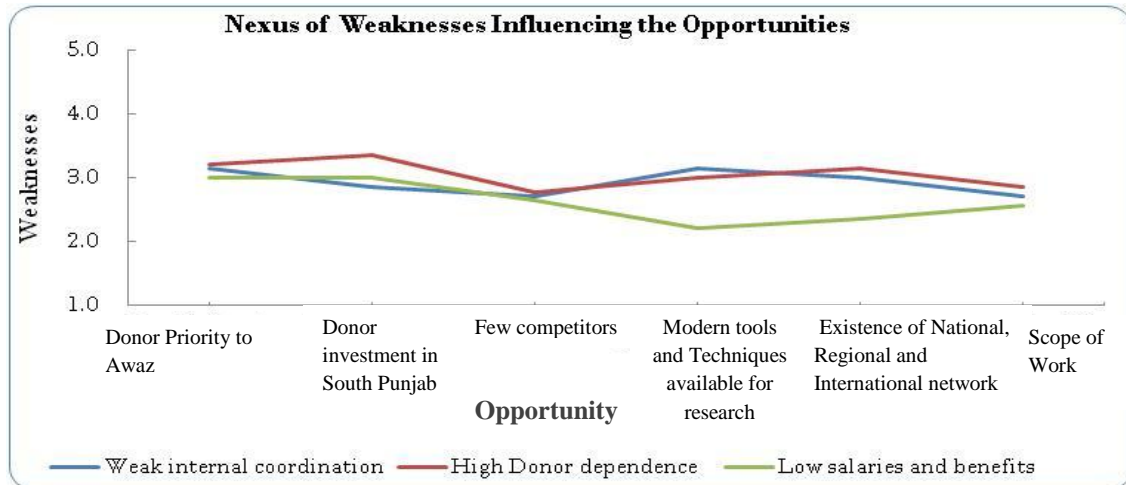
3.1.8.a Description of Analysis

High donor dependence is the highest ranked weakness with an average divergence rate of 50, which may potentially block the grabbing of opportunities like donor investment in Southern Punjab, donor priorities and existence of national, regional and international networks with an average score of 3.4, 3.2 and 3.1 respectively.

The second identified weakness is weak internal coordination with an average divergence rate of 48, which may block the opportunity of donor priorities, modern tools available for research and existence of national, regional and international networks with an average score of 3.1, 3.1 and 3 respectively. The third prioritized weakness is low salaries and benefits with an average divergence rate of 53 and average score of 2.6.It may potentially hamper the process of grabbing opportunities such as donor priorities, donor investment in Southern Punjab and few competitors with an average score of 3, 3 and 2.6 respectively. The overall divergence of opinion pertaining to identified weaknesses versus opportunities is reflected in Annexure XV. Detailed reflection is shown in Graph 3.1.8.a

Graph 3.1.8.a

Level of Influence of Weaknesses on Opportunities
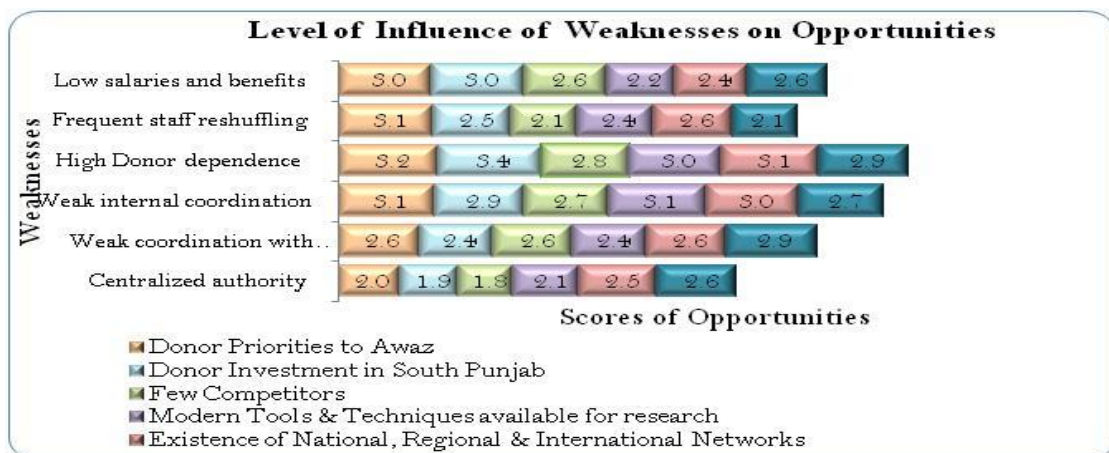
3.1.9   Analysis of Weaknesses versus Challenges

The highest ranked weaknesses include centralized authority, weak coordination with stakeholders and high donor dependence. The detailed inference is provided in Graph 3.1.9.

Graph: 3.1.9

Nexus of Weaknesses Influencing the Challenges
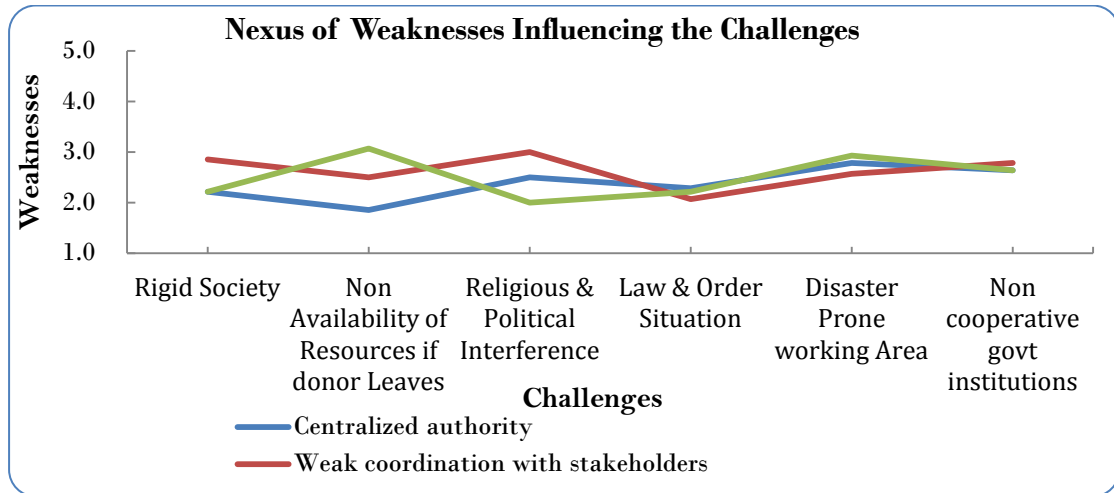
3.1.9.a Description of Analysis

The SOR analysis reveals that weak coordination with stakeholders is the most prioritized weakness with an average score of 2.6 and an average divergence rate of 56. The identified weakness can compound the challenges of political and religious interference with a score of 3, rigid society with a score of 2.9 and uncooperative government institutions with a score of 2.8. The second identified weakness is high donor dependence with an average score of 2.5 and average divergence rate of 53 respectively. It can compound the challenge of uncooperative government institutions with a score of 2.6. It is important to highlight that the highest score was given to the challenges of unavailability of resources if donor leaves and disaster prone working area with a score of 3.1 and 2.9. However, it is not considered due to high divergence rate of 61.2 and 60.8 respectively. The third identified weakness that can exacerbate the existing challenges is centralized authority with an average score of 2.4 and an average divergence rate of 59. The identified weakness can compound the challenges of religious and political interference with an average score of 2.5. The highest score was given to uncooperative government institutions, but it is not considered due to high divergence of 62. The overall divergence of opinion pertaining to identified weaknesses versus challenges is reflected in Annexure XVI. The detailed inference is provided in Graph 3.1.9.a

Graph 3.1.9.a

Level of Influence of Weaknesses on Challenges

Weaknesses						
Low salaries and benefits	2.3	2.3	2.2	2.4	2.4	2.4
Frequent staff reshuffling	2.0	1.9	2.1	1.9	3.1	2.2
High Donor dependence	2.2	3.1	2.0	2.2	2.9	2.6
Weak internal..	1.9	2.8	2.1	1.9	2.3	2.1
Weak coordination with…	2.9	2.5	3.0	2.1	2.6	2.8
Centralized authority	2.2	1.9	2.5	2.3	2.8	2.6

Scores of Challenges

- Rigid Society
- Non Availability of Resources if donor Leaves
- Religious & Political Interference
- Law & Order Situation

3.2   Institutional Maturity

As of the day of assessment, the organization attained an Institutional Maturity (IM) index of 7.1 with a divergence rate of 76.1. The divergence rate is too high which shows that the staff has a disagreement and thus consensus was not possible against the given indicators of IMI. It needs to be looked into by the management on priority basis. Major contributing factors to the organization's attainment of maturity include clarity of mission and vision among the staff, planning processes and performance evaluation practices. However, all these responses of the staff have a high divergence of opinion ranging from 67.9 to 72.4.Only the approach toward target setting and selection of target groups for its programs are areas where the staff had a consensus within, with a divergence rate of 59.9 and 44.4 respectively.

Key areas that require attention by the management include non-existence of second line leadership, competence of second line leadership and experience retention within the organization. Average scores of the five lowest and highest parameters along with divergence of opinion coefficient are shown in Table 3.2.

Table: 3.2

Institutional Maturity Index

Sr. No	Indicators	Average Score	Divergence of Opinion
	Core Potential Strengths		
1	Clarity on Mission	8.8	72.4
2	Clarity on Vision	8.7	63.0
3	Planning	8.3	69.1
4	Performance Evaluation	8.2	67.9
5	Target Setting	8.0	59.3
6	Target Group Selection	8.0	44.4
	Area of Improvement		
1	Competence of 2nd line of leadership	3.6	59.9
2	Existence of 2nd line of leadership	3.8	66.0
3	Experience Retention	6.1	56.0
4	Programme Sustainability	6.2	51.5
5	Organizational Sustainability	6.3	55.0

The overall perception of staff against the 37 indicators is provided in Annexure XVII

3.3 Organization Life Cycle

88.9% of the Awaz CDS staff feels that their organizational structure is centralized and formal. However, 11.1% believes the opposite. The SWOC analysis also identifies centralized authority as an emerging weakness. The parameters which cumulatively determine the overall structure include the organizational structure, its communication process, planning methods and decision making processes. The cumulative response of organizational life cycle matrix also validates the perception that the organization is emerging with a centralized-formal structure, as opined by 61.1% of staff members.

The staff's view regarding communication process varies. About 55.6% of the members feel that it is very formal, while 33.3% feel that it is only moderately formal. This split of opinion indicates that there is either lack of coordination within the organization or dual treatment is in practice. With regards to the planning process, 88.9% of the staff believes it is 'very formal'. Whereas, 11.1% considers that organization opts for 'blind adherence to success formulas'. Decision making in the organization has been rated to be 'based on feedback, analytical tools and professional management' by more than half of the team, i.e. 77.8%.Whereas, 11.1% feel it is done through 'professional management and bargaining'. This again represents a clear split amongst staff members and management and needs to be looked into. In the wider perspective, disagreement on such a scale is not a good sign for the long run. The detailed reflection is provided in Table 3.3

Table-3.3

Organizational Life Cycle

Characteristics					Total
Structures	No formal structures	Decentralized formal	Centralized formal	Rigid, top heavy and complex	
	-	11.1	88.9	-	**100.0**
Communication Process	Face to face	Moderately formal	Very formal	Communication break down or vertical downward communication	
	-	33.3	55.6	11.1	**100.0**
Planning	Informal and participatory	Moderately formal and participatory	Very formal, five-year plans, rules and regulations	Blind adherence to 'success formulas' and rules and regulations	
	-	-	88.9	11.1	**100.0**
Decision Making	Participatory	Based on feedback, analytical tools and professional management	Professional management and bargaining	Emphasis on 'form' rather than 'substance'	
	-	77.8	11.1	11.1	**100.0**
Total	**-**	**122.2**	**244.4**	**33.3**	**400.0**

3.4   Organizational Growth Pattern

Views on organizational growth are divided. 55.6% of Awaz CDS staff members consider it to be 'rapid positive growth', while33.3% are of the opinion that it is 'inconsistent but improving'. This again indicates that the organization needs to improve integration, collaboration and coordination within its team. Regarding resources, 100% of the staff is of the opinion that resources have started flowing in.

The foregoing analysis places Awaz CDS in a rapid positive growth segment with the rated indicators of communication processes, decision making and planning. Details are shown in Table 3.4.

Table 3.4

Organizational Growing Pattern

Growth rate	Inconsistent but improving	Rapid positive growth	Growth slowing or declining	Declining	
	33.3	55.6	11.1	-	**100.0**
Age and Size	Young and small	Large and older	Large or once large and oldest	Shrinking	
	-	88.9	-	11.1	**100.0**
Resources	Short	Start flowing in	Static	Shrinking	
	-	100.0	-	-	**100.0**
Total	**33.33**	**244.44**	**11.11**	**11.11**	**300.00**

3.5   Organizational Decline Matrix

At the time of analysis, the Organizational Decline Index of Awaz CDS stood at 3.3 against 10 with an average divergence rate of 58.4. This suggests that the organization is out of organizational decline risk, provided all external factors remain constant. Therefore, scores mentioned hereinafter have been rated as low or high in comparison to each other. Nevertheless, there are three critical factors that the Awaz CDS management should remain cognizant of: tolerance of incompetence, loss of effective communication and cumbersome administrative procedures within the organization with an average score of 4.7, 4.1 and 3.9 against each indicator. One critical factor identified by the staff was low morale of the staff; it has been dropped due to high divergence rate.

Other factors repeatedly highlighted by the team to be looked into by the management include replacement of substance with form in terms of program management, increasing trend of scapegoat by leaders within organization and staff's fear of embarrassment along with conflict within the organization. The average scores of the seven lowest and highest parameters along with divergence of opinion coefficient are shown in Table 3.5. The lowest value indicators are considered to be potential non-influential areas, while the highest five are considered as potential areas of influence that could contribute to organizational decline at any time in the future.

Table 3.5

Organizational Decline Matrix

Indicators	Average Score	Divergence of Opinion
Potential Strengths		
Excess personnel	1.8	46.9
Out-dated organizational structures.	2.1	58.3
Scarcity of clear goals and decision benchmarks.	2.7	63.0
Resistance to change.	2.7	54.3
Decreased innovation.	2.8	54.3
Special interest groups are more vocal and powerful.	3.0	57.1
Potential Threats		
Disproportionate staff powers.	3.1	67.5
Fear of embarrassment and conflict.	3.1	55.7
Increased scapegoat by leaders.	3.3	56.8
Replacement of substance with form.	3.8	53.8
Cumbersome administrative procedures.	3.9	58.0
Loss of effective communication.	4.1	57.3
Low morale.	4.6	74.8
Tolerance of incompetence	4.7	59.3
Total	**3.3**	**58.4**

3.6   Conclusion & suggestions

i.   The strategic orientation (SOR) matrix regarding mutual influence of SO and SC clearly indicates that six strengths that have been identified have significant influence in terms of availing opportunities from the external environment. However, the strengths which truly have the potential to counter challenges or transform challenges into opportunities are gender sensitive culture, effective leadership and strategic plan in place, provided that external environmental factors remain unchanged.

ii.   The mutual influences of WO and WC show that some influence prevails in terms of blocking opportunities available in the organization's external environment. Furthermore, as of the date of assessment, identified weaknesses have significant potential in compounding existing challenges. Centralized authority, weak coordination with stakeholders and high donor dependence may have negative impacts, if left unaddressed by the management.

iii.   As an organization, Awaz CDS falls in the matured stratum with an IMI score of 7.1. However, the management needs to look into the areas of non-existence of second line leadership, competence of second line leadership and experience retention within organization.

iv.   The results of organization life cycle depicts that organization is emerging with a centralized formal structure with a very formal planning process based on a five-year plan. The decision making is based on feedback, analytical tools and professional management. The cumulative response of the life cycle matrix also validates the notion that organization has a centralized formal structure.

v.   The organization's tolerance of incompetence, loss of effective communication and cumbersome administrative procedures within organization require immediate attention in order to mitigate risks associated with organizational decline.

Chapter 4 - Analysis of Functional Capacity Assessment

4.1   Introduction

The functional capacity analysis is conducted to assess seven components of the organization, including governance, program planning and management, HR planning, development and management, general management and administration, institutional outreach, sustainability and financial due diligence. For the first six components, the indicators were defined and classified on a rank of 1 to 5[5] against which each dimension of the component was assessed. However, for financial due diligence, 13 areas were defined with a list of relevant indicators. The scoring pattern is further discussed in the financial due diligence component. The entire exercise was carried out with the relevant departmental/sectorial heads of Awaz CDS. Each component was rated through mutual consent following scrutiny of the sources of verification. The detailed list of sector representatives is provided in Annexure XVIII.

4.2   Description

The overall functional capacity assessment shows that five components (excluding financial due diligence) attain scores between 3 and 5. Two areas that need improvement in limited aspects are sustainability and program development as their scores are below 4. The overall scoring against the defined number of dimensions and sub-dimensions are acceptable but need some quality improvements. Graph 4.2 shows trends in existing functional capacity.

Graph 4.2
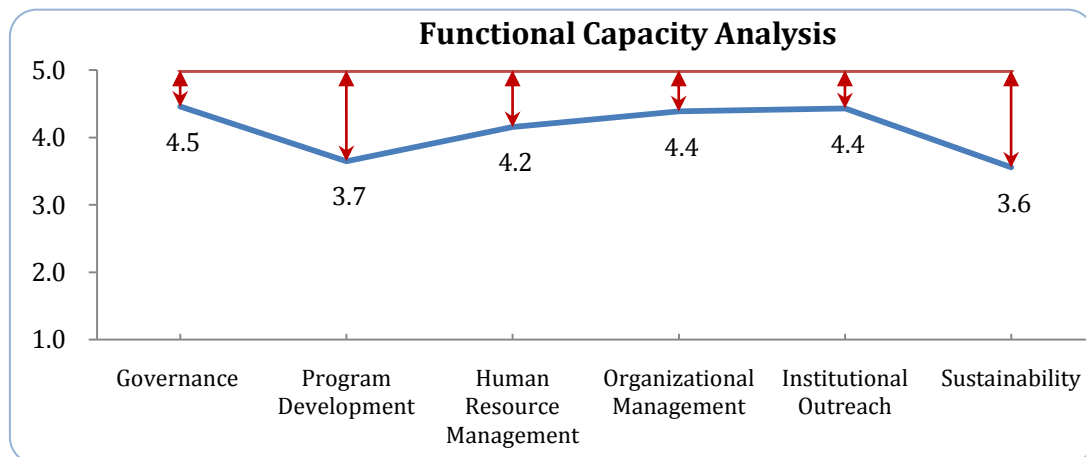
4.2.1   Governance

Four dimensions of governance at Awaz CDS were assessed. The result reveals that governance in general is acceptable with a need of few quality improvements related to the governing body. The detailed inference is reflected in Graph 4.2.1

---

[5] 1: Needs urgent attention; 2: Needs major improvement; 3. Needs improvement in limited aspects; 4. Acceptable with some quality issues; 5: Acceptable needs maintaining.

Graph 4.2.1
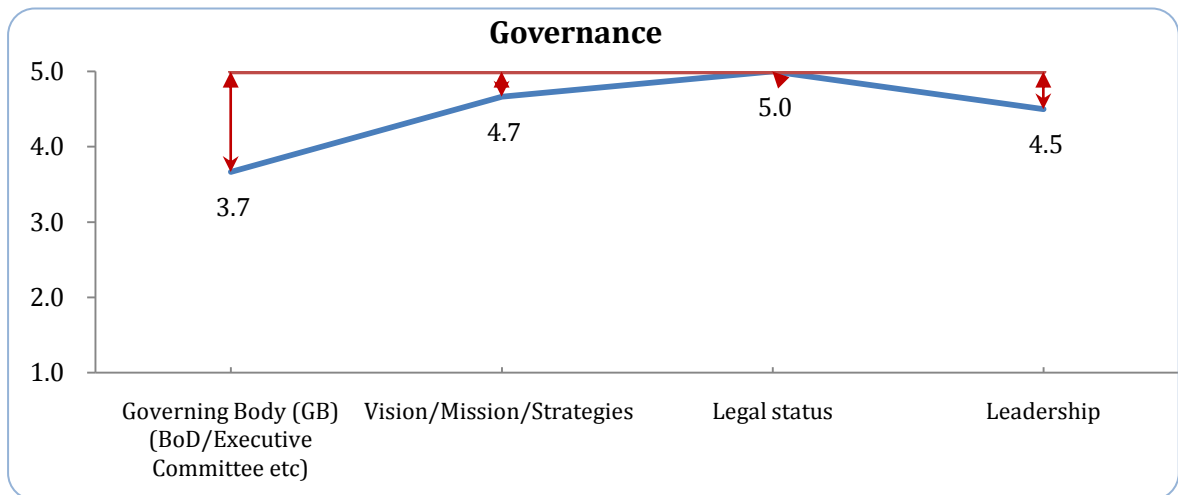
4.2.1.a Areas of improvement

One of the main findings of the assessment is that improvement in providing accountability and credibility by the governing body is required. Therefore, the organization's management needs to look into sub-dimension A-1.2. The other four sub-dimensions are acceptable with some quality issues. A comparison is shown in Graph 4.2.1.a

Graph 4.2.1.a
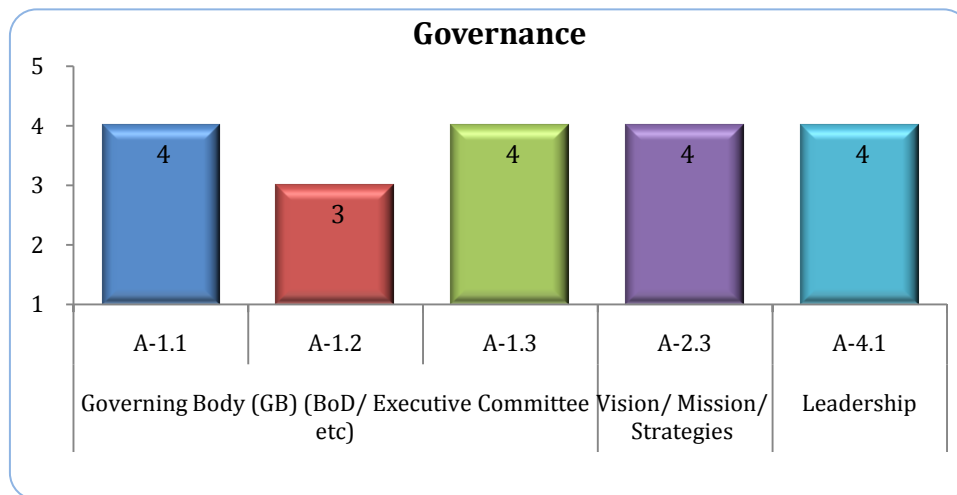
4.2.1.b Governance – Findings and Recommendations

	Themes & Competency Areas	Rating	Findings	Recommendations
1	Governance (BOD, Vision, Mission & values, Strategies, leadership)	4.4	• The NGO has vibrant in terms of geographical coverage and diversity in professional representation. The chair of organization is held with minority community. It has 8 members' BoD (6 men and 2 women) which meets regularly after every six months. Frequency of the board meeting can increase in emergency situation. Management claims that the BoDs provide policy direction and oversight the credibility and accountability. It formulates various committees on need basis like recently it has formulated committees for the review of SOPs and preparing ML response to the audit report. The BODs also provide support in establishing linkages of organization with different lines like it has provided active support in signing MoU with Government of Punjab for SRHR project. The senior management of the organization feels improvement in limited aspects to further improve the BoDs involvement in the credibility and accountability of the organization • The organization has strategic plan 2008-17 in placed in which vision, mission and thematic areas are clearly defined. The staff has ample clarity about vision and mission of the organization. The NGO is capable of adapting program and service delivery to changing needs of stakeholders as it has included DRR, Life Skills development, Livelihood, Gender mainstreaming and SRHR. The organization has in place Program Participant Policy for stakeholders' involvement in program review and modifications • The senior management of the organization feels to register organization under companies ordinance act with SECP • The NGO is national coordinator of PARC and GCAP; member of national steering committee of PNF, Pak India Peace Coalition, CSOs Alliance for OIC and PSF and provincial coordinator for NCE Punjab and member of LANSA, Global Partnership for Capacity Building of Community Leadership, People's Awareness & Rights Committees-Network, Network for Community Empowerment, FAFEN and HRDN. The NGO has Consultative Status with ECOSOC since 2011.The NGO holds certification from Institutional Management Certification Program of Agha Khan Foundation and PCP. The senior management feels need of further certification to meet international standards • The NGO has 17 General body which meets once a year. The senior management Committee comprised of six members with 50% women participation in placed. The NGO is very open for its stakeholders to access its information and disseminates its information through different channels including print and electronic media, reports, social media and its website. All the information are displayed on its website.	• The organization needs to improve gender balance by including more women in governance • The NGO is recommended to make its staff to internalize vision and mission • The NGO is recommended to further improve involvement of the board in credibility and accountability of the organization through engaging it in HR, Finance and Program

4.2.2 Program Planning and Management (PPM)

To assess the Program Planning and Management (PPM) component, four dimensions of Awaz CDs were examined. The result revealed that the organization's PPM is satisfactory with very limited space for quality improvement in integration of cross cutting themes and program monitoring and evaluation. The detailed inference is reflected in Graph 4.2.2

Graph: 4.2.2
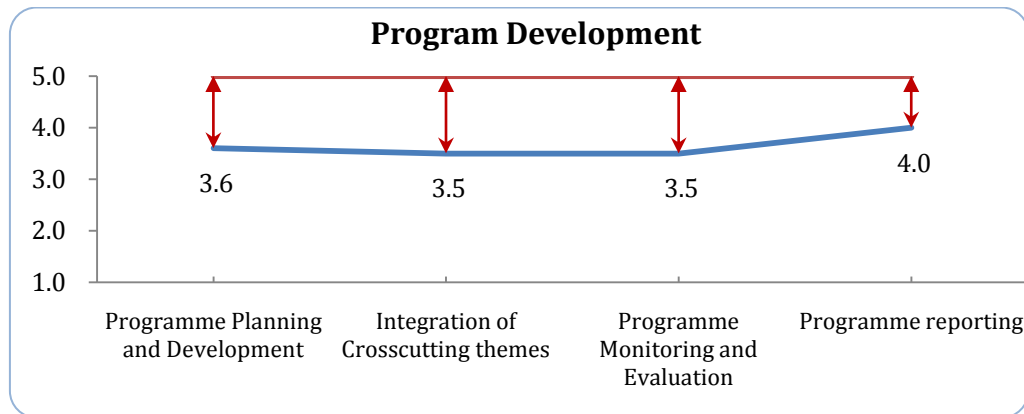
4.2.2.a Areas of improvement

Within the ambit of integration and crosscutting themes, resource planning and their proper allocation (B-1.3), socially excluded groups of the society (B-2.2), framework of performance management and its implementation (B-3.2) need improvements. A comparison is shown in Graph 4.2.2.a.

Graph: 4.2.2.a
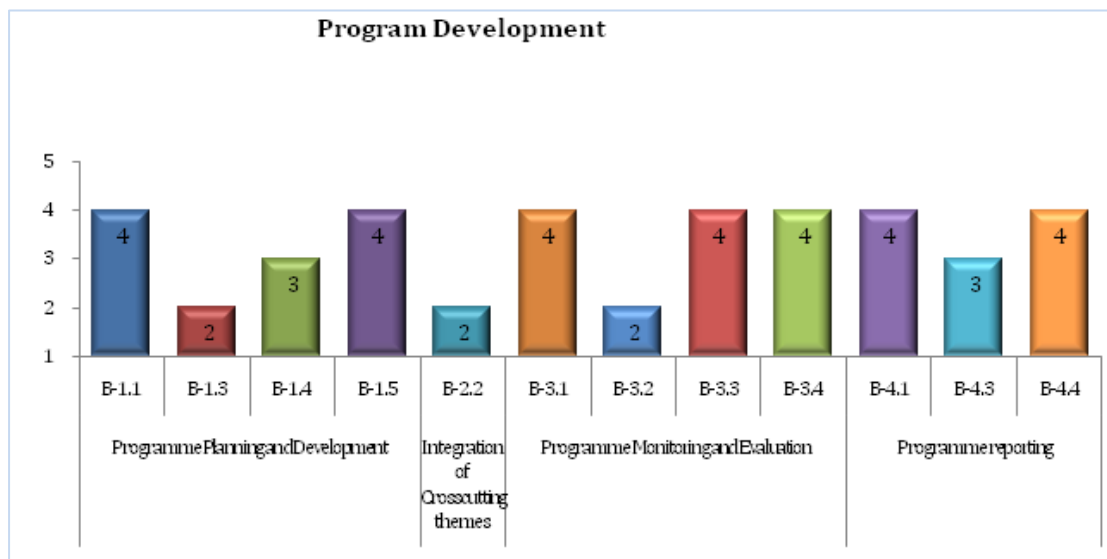
4.2.2.b Program Planning and Management (PPM) - Findings and Recommendations

	Themes & Competency Areas	Rating	Findings	Recommendations
1	Program Planning & Management (Program planning & development, integration of crosscutting, program M&E, and reporting)	3.6	• The NGO carries out stakeholder's analysis for each project in design stage. Different studies and consultation with knowledge bearers are made for stake holder analysis. The assessment team verified the fact and stakeholder's analysis of IDECP was confirmed as random sample. NGO has delegated functions of Program development committee and senior management committee which review the projects prepared by consultants before submission. The PME systems is in place in the organization and it has introduced monitoring and quality assurance component in the organization, which is found efficient for engaging community in PME activities thorough its community based monitoring system. The organization has consolidated annual plan in line with the strategic plan. The senior management agrees with the fact that major improvement is required in development of annual operation, financial, HR and logistic allocations plans • The NGO has functional MIS and MER systems clubbed with quality assurance. It regularly conducts external evaluations for each project. The organization has introduced a system of assessment letter as feedback from the beneficiary communities about the effectiveness of the program and suggestion for improvement or modification. Number of modifications has been made in different programs like changes in ICDEP, development of exit strategies, modifications in SRHR approach, shelter construction etc .based on M&E reports and assessment letters LFAs detailed implementation plan are in place and followed for all programs and projects. The management agrees with the need for improvement in limited aspects like regular follow ups of the program, documentation processes and staff capacity development in PMF • The gender strategy of the organization is found in place and the gender segregated reporting system exists in the organization. Specific programs are being implemented to cater the women specific needs. The organization has appropriate gender balance in it staff also. The Social inclusion policy of the organization is missing which the	• The NGO is recommended to develop annual operation, financial, HR and logistic allocations plans • The organization is recommended to adopt PMF and develop comprehensive capacity development plan for all staff • The NGO is recommended to develop formal policy document on Social Inclusion and develop segregated data reporting systems • The organization is recommended to develop the capacity of its staff in report writing and proposal development to reduce its dependence on consultants

		- organization feels is the area which needs major improvement - The organization has effective monitoring and quality assurance component which has developed performance indicators for each projects/programs. This component gauges performance against the set indicators on regular basis. The senior management still urges to improve monitoring mechanism while using PMF. - The organization conducts baseline surveys for each projects and regularly undertakes impact assessment - The NGO disseminates its results through public assemblies, print and electronic media, social media, newsletter annual and periodic reports and website to all the stake holders. The senior management feels the need for improvement in limited aspects of the monitoring reports like development of action plans in light of monitoring reports. - The NGO generates quality reports including monthly, quarterly and research reports. it usually outsource the report production to due to its capacity issues	

4.2.3 Human Resource Management

Under the HR Planning, Development and Management component, seven relevant dimensions were assessed. The result revealed that the organization's HR planning, development and management is satisfactory with some room for quality improvement in formal structures: with a view to create a more formal structure and favorable work environment along with formulation of HR development plans. The detailed inference is reflected in Graph 4.2.3

Graph 4.2.3

Human Resource Management

4.3 — Adherence of HR policy and procedures
3.3 — Formal structure and conducive work environment
5.0 — Management of personnel by adopting best HR practices
3.3 — Formulation and implementation of HR development plan
4.8 — Adaptation of HR management practices
4.0 — Organization work place look like
4.5 — Organization deals with sexual harassment cases

4.2.3.a Areas of improvement

Major improvements are needed in terms of organizational development assessment (C-2B) and existence of opportunities to integrate acquired skills into the work environment through trainings (C-4C). The comparative reflection is given in Graph 4.2.3.a

Graph: 4.2.3.a

Human Resource Management
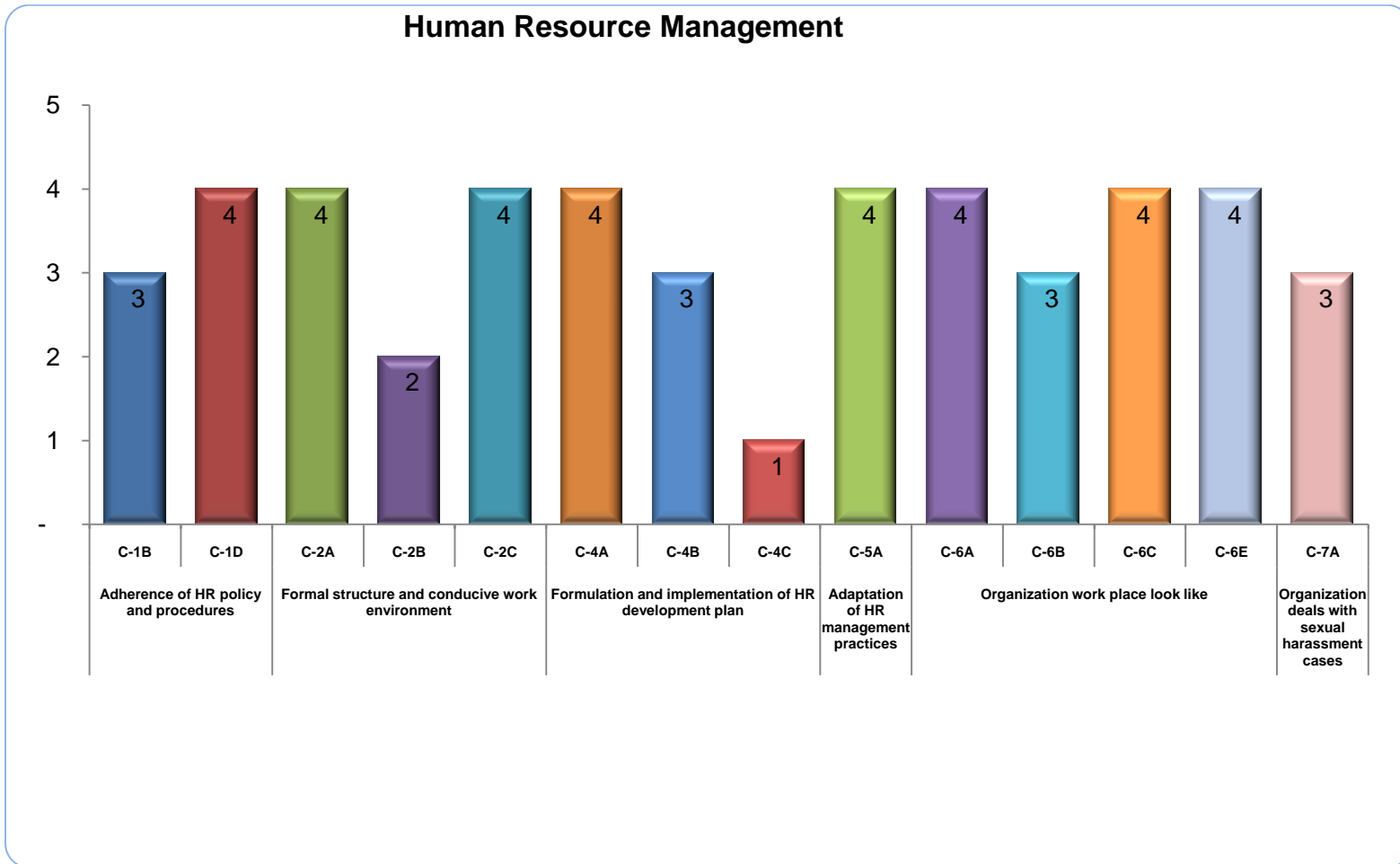
4.2.3.b HR Planning Development and Management - Findings and Recommendations

	Themes & Competency Areas	Rating	Findings	Recommendations
1	HR Planning Development and Management	4.1	• The Organization has approved HR manual from the governing body and is properly adhered. HR manual was reviewed and updated was done in January, 2012. Policies of the organizations are compliant to the state laws. Personnel and recruitment files need some improvement in terms of putting JDs and appraisal of employees • The organization has well defined structure. Values of the organization are defined and properly adhered by the management. Organization is working according to the described JD's and working structure. Internal ID/OS has been carried out on annual basis but no external assessment has been found • The organization has well defined recruitment policies and a systematic recruitment procedure is adopted. Job announcement practice is followed properly and short listing and interview committee also exist within the organization and also the part of HR manual. The relevant sectorial expertise exists within the organization • Promotions/appraisals are reviewed/ approved by the promotion committee and TNA is carried out but it not documented. However no annual capacity building plan exists • A grievance committee is in place however, no case has been recorded during this time. JDs of every employee have been found well defined and work is assigned accordingly. Staff benefits policy is documented and implemented well • Information is shared freely with all personnel of organization and staff meeting is held on monthly basis but meeting minutes does not found. However, initiatives taken by the staff are respected and appreciated but not documented. Annual Re-treat of the staff is not in practice. The organization discourages any discrimination at any level • The organization has defined code of conduct to deal with the issue of sexual harassment however, no such issue has been found by the assessment team	• Over all the organization's systems are working and properly in place however HR personnel files should be completed in all respect • It is suggested that the management should give attention to the aspect of TNA and it should be properly documented. A capacity building plan of the staff should be developed on yearly basis and the findings of the TNA should be followed accordingly • Annual get together of the entire staff member is recommended and proper documentation of the staff's innovative initiatives should be practiced. Meeting minutes should be documented

4.2.4 Organizational Management

An assessment of the general management and administration revealed that the organization's overall management is acceptable, and only needs some quality improvements in risk management and mechanism to mitigate risk during project implementation. The detailed inference is reflected in Graph 4.2.4

Graph 4.2.4
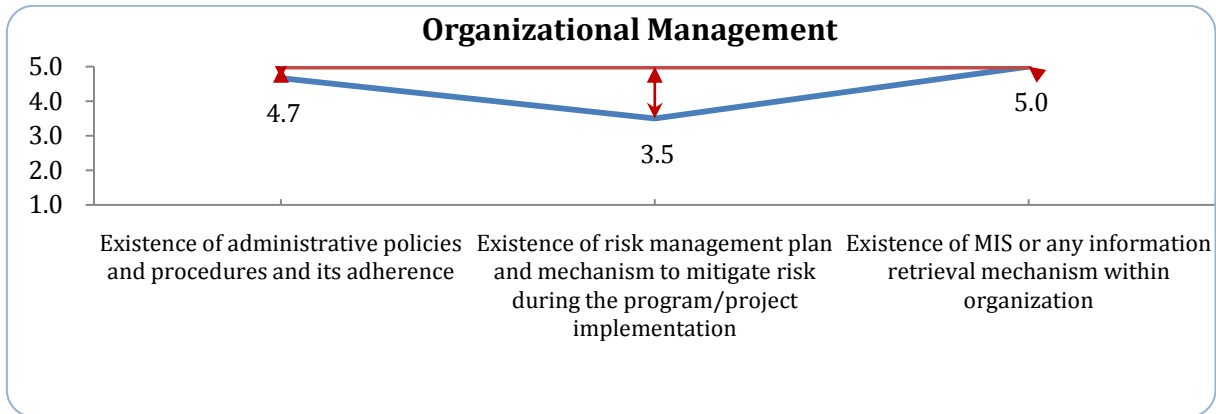
4.2.4.a Areas of improvement

D-2.D, which includes implementation of recommendations on management, practices in annual external audit reports, needs urgent attention. The comparison is shown in Graph 4.2.4.a.

Graph: 4.2.4.a
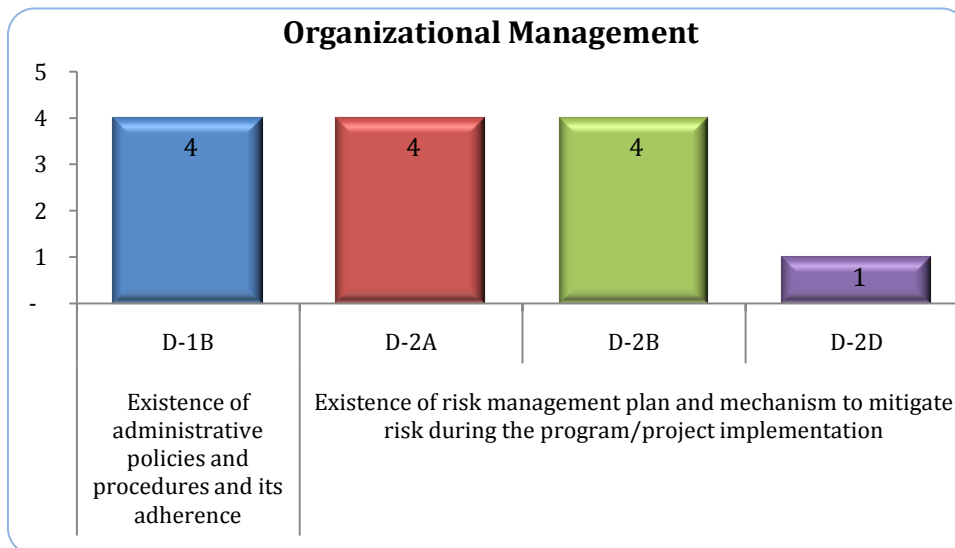
4.2.4.b Organization Management - Findings and Recommendations

	Themes & Competency Areas	Rating	Findings	Recommendations
1	Organizational Management	4.4	• All administrative, procurement policies are in place and properly adhered by the management. However need for vehicle roaster is noticed. Comparative and bid analysis practices are found in practice regarding to procurement • Organization has defined guidelines to mitigate any security risk. However Security and safety measures are not taken by the organization. Inventory audit is done only for stationary items and not of fixed assets. Organization has annual audit reports with management response but no action plan has been found in response of the management letters by auditors • At present the organization has information management system to generate statistical report on monthly or quarterly basis	• Over all administrative procedures of the organization are in place and properly adhered. However it is recommended that vehicle roaster should be in practice • It is recommended that there should be a proper risk management plan. Actions taken on the management letter by auditors should be documented

4.2.5 Organizational Outreach

Awaz CDS organizational outreach, with respect to its collaboration with other organizations, government, donors and communities in general, public relations and collaboration with media, has a score of 4.44.This implies that Awaz CDS a mature organization with extensive institutional outreach in the context of its external environment. The detailed inference is reflected in Graph 4.2.

Graph: 4.2.5

Institutional Outreach

Collaboration with other organizations	Collaboration with government and its line departments	Collaborates with donors/funding community in general	Organization emphasizes on public relationing	Collaborate with media
4.3	3.5	5.0	4.7	4.7
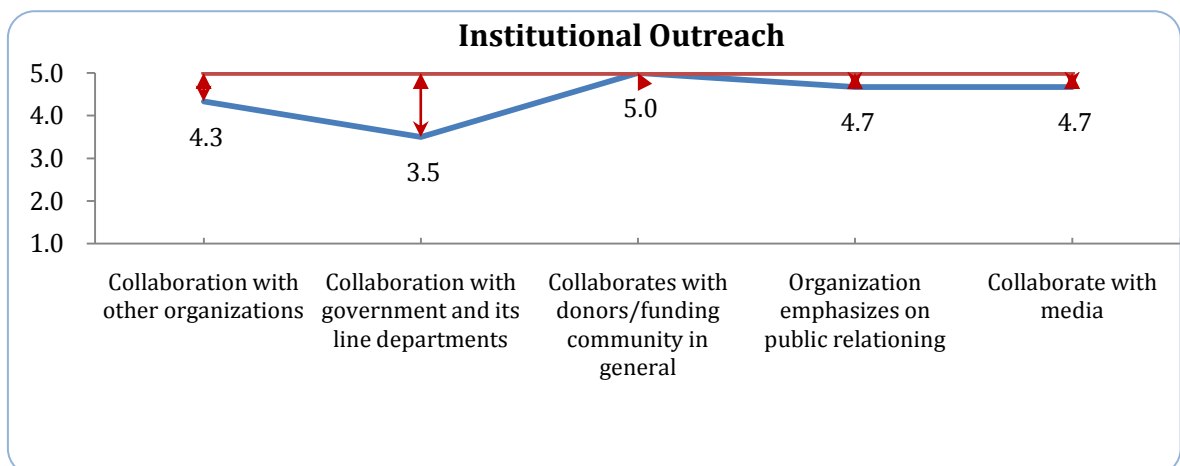
4.2.5.a Areas of improvement

Improvements are desirable in limited aspects in E-1C, E-2B and E-2D which are related to participation in advocacy activities, ability to engage policymakers in dialogue and integration of organizational activities into government development. The comparative reflection is given in Graph 4.2.5.a

Graph 4.2.5.a
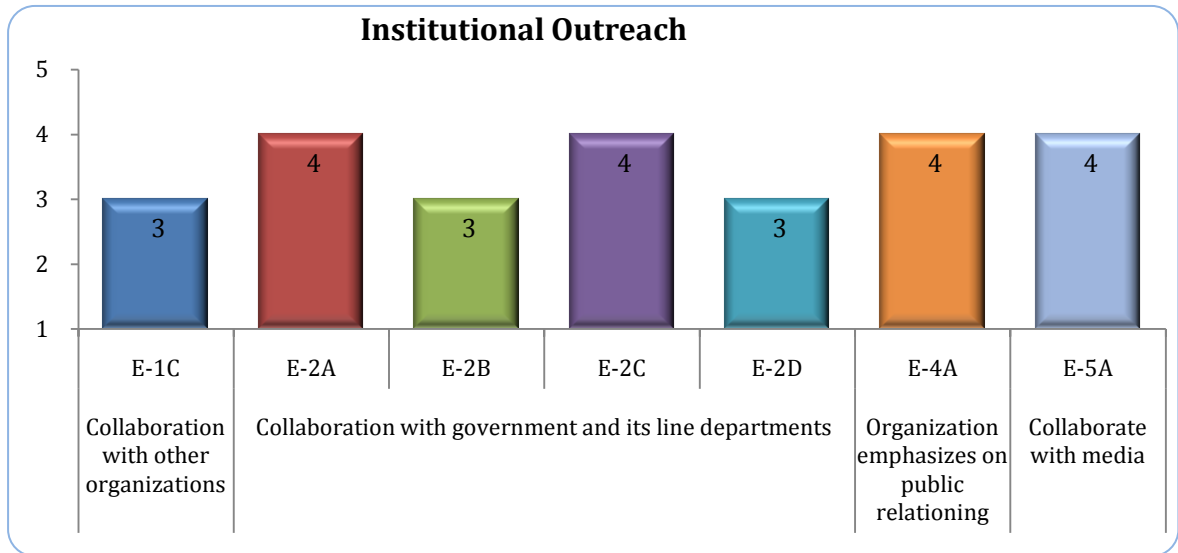
4.2.5.b   Organization Outreach - Findings and Recommendations

	Themes & Competency Areas	Rating	Findings	Recommendations
1	Organizational Outreach	4.4	• The NGO has membership of the professional networks and also promoted networks and have 2 certifications. It also took initiative in promoting 53 Tehsil level network in Southern Punjab and signed MoUs with them for joint collaborations • Being the right based t organization; Awaz CDS has taken advocacy campaigns on Water Rights, inheritance rights, awareness about the harmful effects of Hadood laws, end poverty under GCAP, Peasants rights, against the small arms, early age marriages and Pre- Budget seminars. The senior management of the organization feels need for improvement in limited aspects • Organization has productive collaborations with government line departments and engaged them in series of policy dialogues. The organization have reference letters from departments of Agriculture and Livestock, Muzzaffargarh The organization has signed MoUs with 4 district government for Community Infrastructure Improvement; District Governments of Multan and Muzaffargarh on Life Skills base Education (LSBE); with Punjab Government for incorporation ,of LSBE into curriculum and DRM into the ADB of the District Government Multan • Organization has diversified contacts within the funding community. The donors include Oxfam Novib, UNDP, PPAF, CARE International. CIDA. Rutgers WPF, The Asia Foundation. USAID and Concern Worldwide, World Food Program, UNOCHA, British Council. VSO and GCAP • The organization has developed range IEC material on early age marriages, Research study, safe drinking water, DRR (booklet, poster and sticker), Violence Against Women, safe mother hood, SRHR awareness, Wristbands on SRHR awareness, Reflection (Quarterly newsletter) and on gun violence. The organization have positive image among different stakeholders. The reference letters from Care International in Pakistan and Concern Worldwide. The organization has good past track record in extension of projects like Integrated Community Development and Empowerment Program by Oxfam Novib, Life Skills Based Education Program by Rutgers WPF, SMP by PPAF, South Punjab Livelihood Support Program by Concern Worldwide and CRP by UNDP	• The NGO is recommended to establish public relation unit • The NGO needs further improvement in documentation of case studies and success stories of its advocacy efforts .

4.2.6   Organizational Sustainability

Awaz CDS organizational sustainability pertaining to its programs and their benefits, overall organizational sustainability and planning and process to achieve financial sustainability has a score of 3.5. This suggests that the organization requires improvement in a few specific areas. The detailed inference is reflected in Graph 4.2.6

Graph 4.2.6
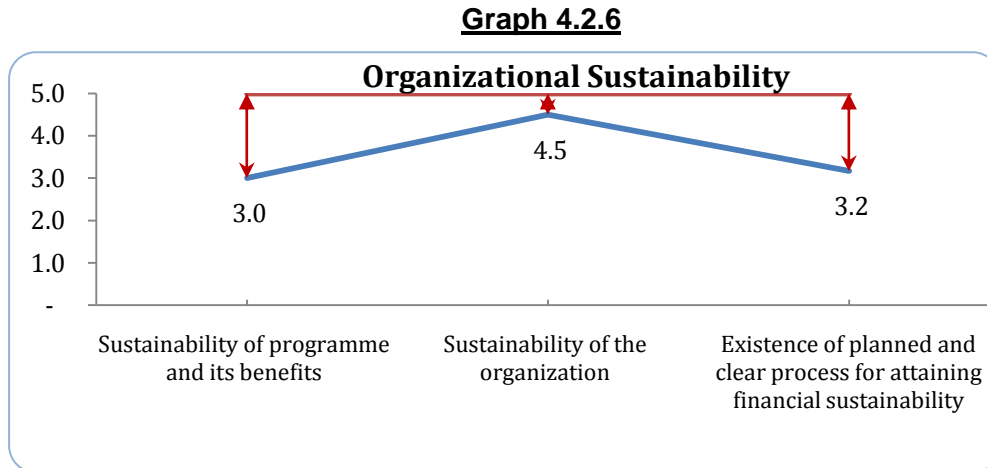
4.2.6.a Areas of improvement

Awaz CDS management needs to pay serious attention to F-1A, F-3D and F-3E which are related to support of beneficiaries in terms of program implementation, organizational fund raising strategy and identification of local fund raising opportunities. A comparison is shown in Graph 4.2.6.a

Graph 4.2.6.a
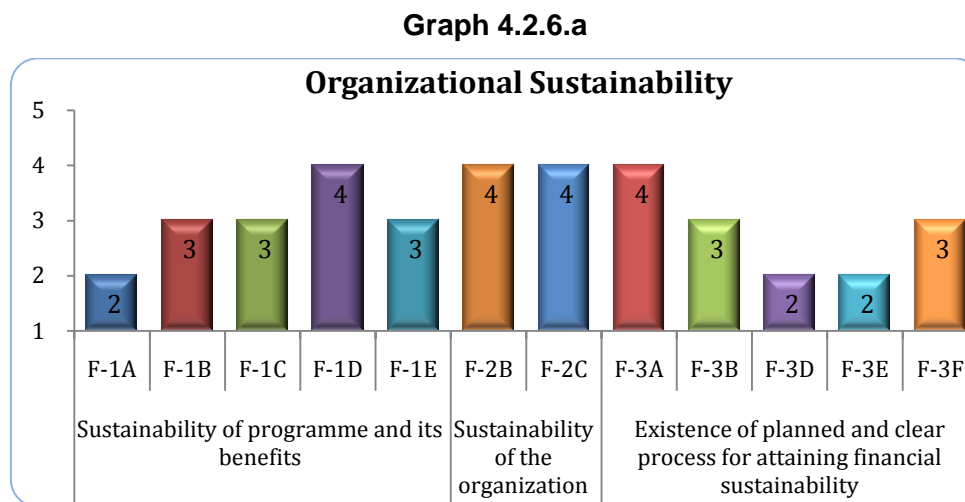
4.2.6.b Organization Sustainability - Findings and Recommendations

Themes & Competency Areas		Rating	Findings	Recommendations
1	**Organization Sustainability**	3.5	• The organization has designed exit strategies for different projects. However, the management of the organization feels major improvement for self-sustained programs and projects by inculcating sense of ownership in beneficiary communities • As far as the sustainability of the NGO is concerned, it falls in medium zone. it has developed endowment fund and took other initiatives to sustain organization in a longer term and going for own office building to reduce rental cost burden • The organization has developed Fund raising strategy and took different initiatives in this regards like establishment of SARTI-a training institute as its fund raising source	• Further investment is required in establishing local level community based support organizations to provide support to the organization in phasing out strategy

4.2.7 Training Need Assessment

The Training Need Assessment (TNA) exercise involved staff at varying levels of hierarchy and evaluated training needs at both organizational and individual levels.

The figure below shows gender segregation of staff at varying levels of hierarchy. 50% of the organization's management and 32% of the organization's middle management consists of female personnel. Amongst field staff, the total strength of female staff is 54.5%. However; female representation in the total staff strength of Awaz CDS stands at 40.5%.
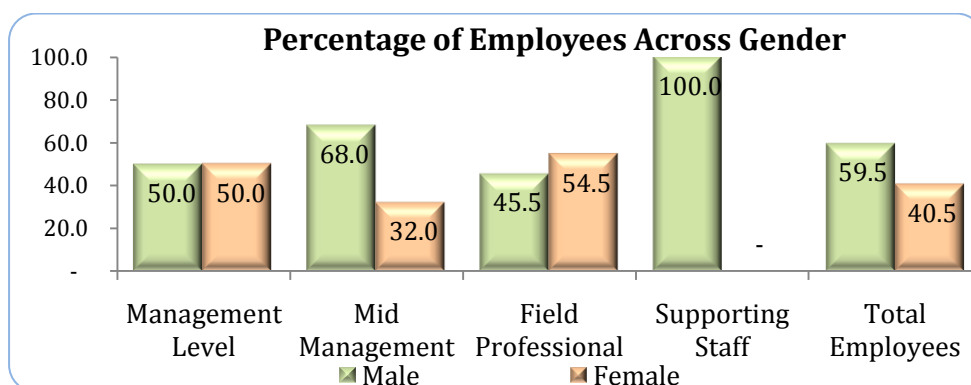
Around 66.7% of Awaz CDS is of the opinion that people should learn through practical experience and not in classrooms. However, 33.3% of the staff is of the opinion that the organization values training as an important investment.

Training and Capacity Building

33.3

66.7

■ An investment and very important

■ Important but people should learn through practical experience and not in classroom
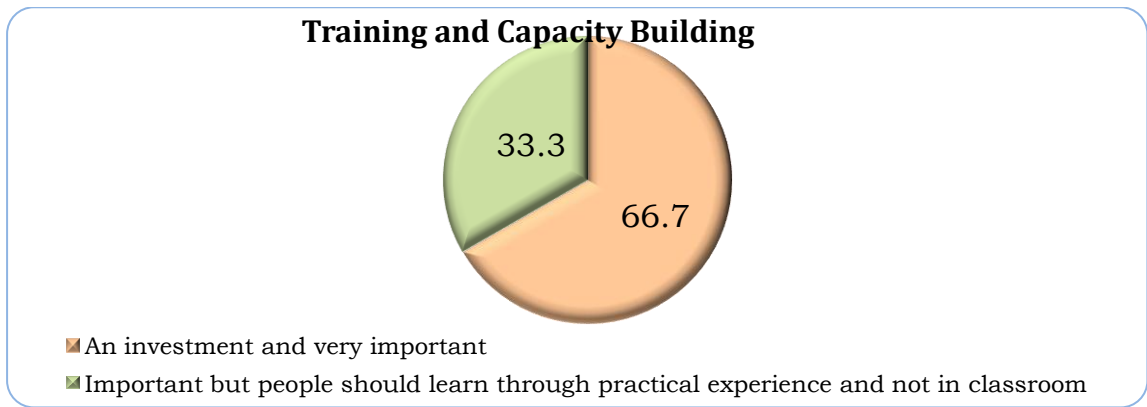
88.9% of the staff is of the opinion that the organization often recommends staff for training and capacity building opportunities within the country in contrast to 11.1% who think that the organization rarely recommends individuals for training.

Recommendation of Professionals for Training Within the Country

88.9

11.1

Often

Very Few
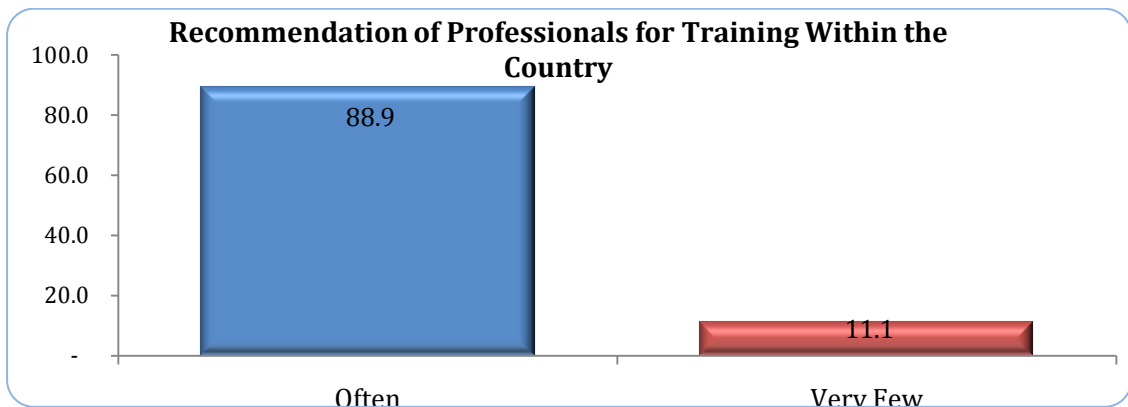
11.1% of staff members are of the opinion that the recommendation of individuals for training program is made on the basis of personal evaluation reports. A similar proportion of the staff believes that these recommendations are made by the program heads. 33.3% of the staff believes that individual requests are entertained for training recommendations, while an equally small number is of the opinion that no criteria are followed. 33.3% suggests following any other mechanism.

Recommendation of Individuals for Training Based on

11.1	11.1	33.3	11.1	33.3
Personal Evaluation Report	Recommendation of Programme Heads	Individual Request	No Criteria	Any Other
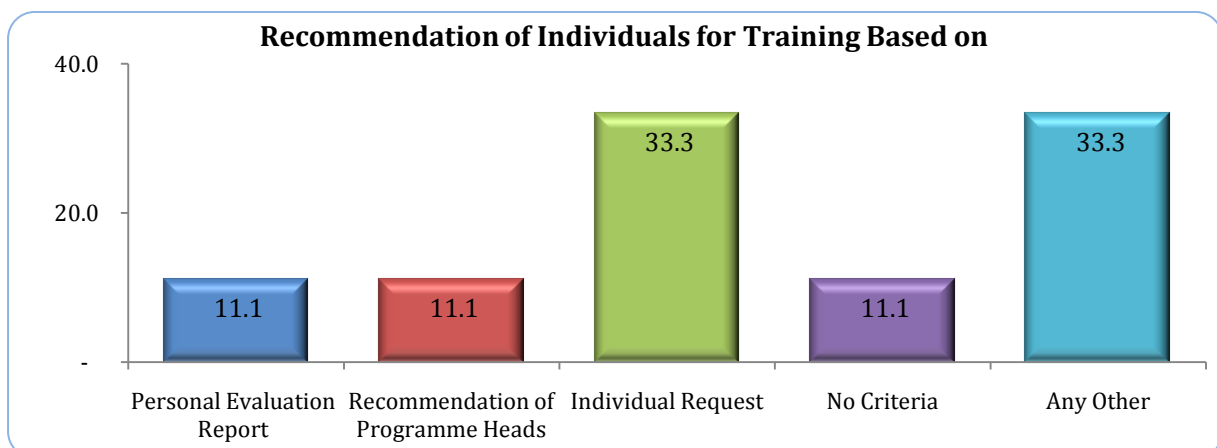
A fairly large number of staff members (33.3%) believe that the selection and identification of training programs is done through process of TNA, while 22.2% think that donor' suggestions are considered paramount. However, 11.1% of the staff feels that there is no defined process for selection and identification of training programs. A similar percentage of respondents suggest that it should be the decision of executive director, while 22.2% suggest other measures.

Selection and Identification of Training Programs
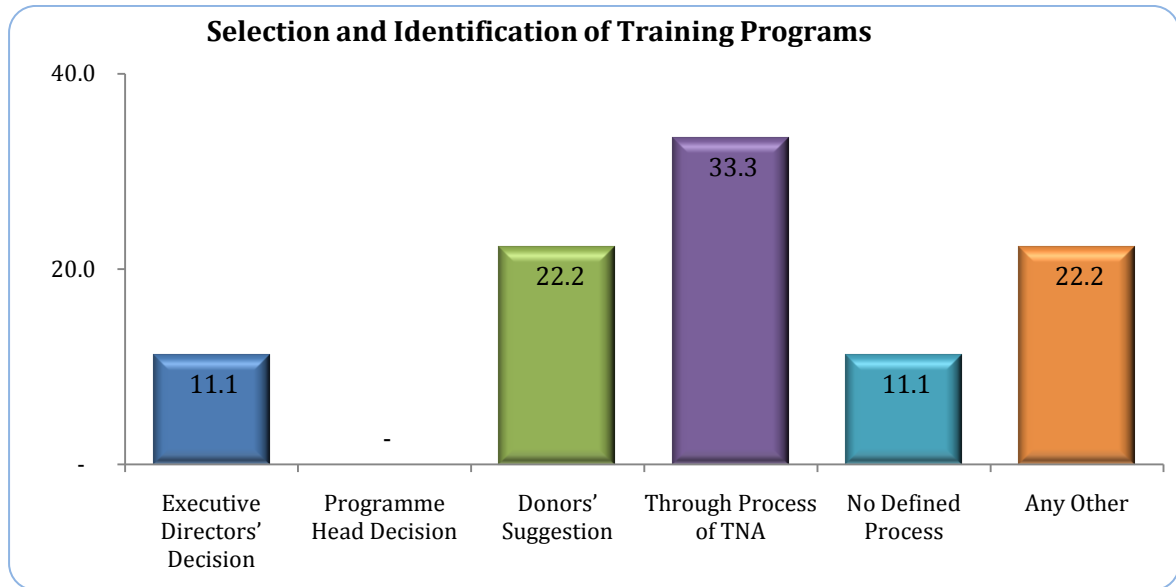
55.6%of the staff suggests that the TNA is based on project design and provision. However, 22.2% of staff members contradict this opinion and suggest that the process of TNA within the organization is carried out in a formal and defined manner. 11.1%of staff suggests that no process is followed for TNA, while an equal proportion suggests other mechanism is followed for TNA.

Process of TNA is carried out Through

■ Formal and Defined Process   ■ No TNA Process
■ Based on the Project Provision / Design   ■ Any Other
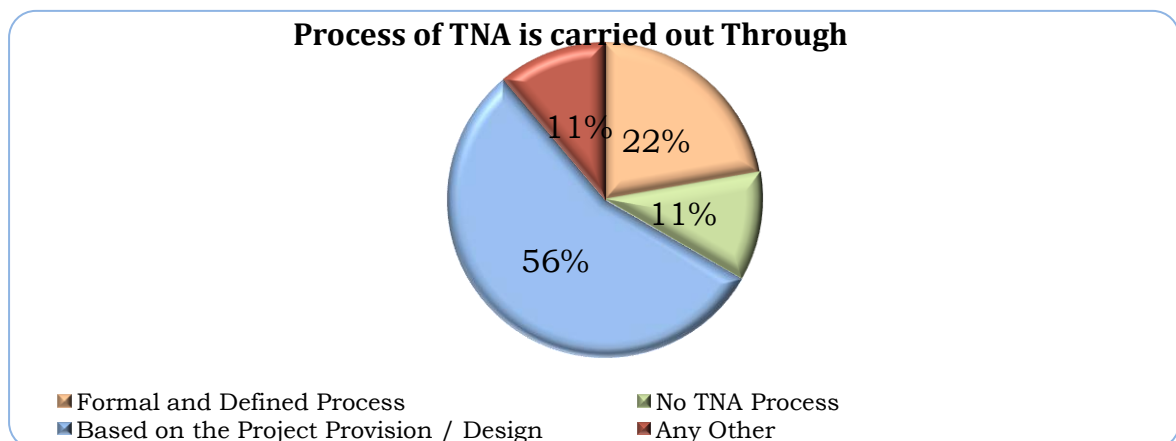
For in-house trainings, 77.8% of staff members think that trainings follow the project document. 11.1% of the staff suggests developing and customizing of the program, while a similar proportion of respondents have other suggestions.

Process of Designing and Conducting in House Training

11%

11%

78%

⬛ Follow the Project Document ⬛ Develop and Customize Programme ⬛ Any Other
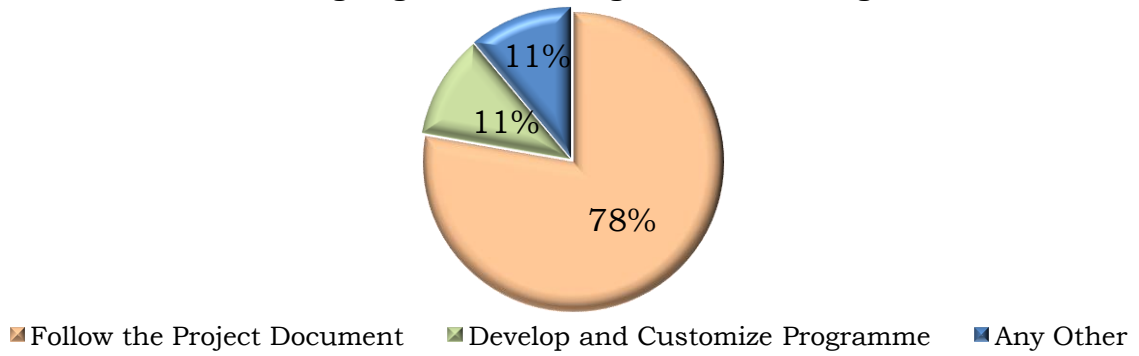
The responses regarding choice of external resource persons or training organizations demonstrate that 66.7% of staff members believe on cost effectiveness. 11.1% believe on name and reputation of the organization. However, an equal number of staff members hold the opinion that links with different organizations are valued, while a similar proportion has other suggestions.

Choice of an External Training Resource/Organization

80.0	
60.0	66.7
40.0	
20.0	
-	11.1 11.1 11.1

Name and Repute of the Organization | Cost Effectiveness | Linkages and Networking of the Organizations | Any Other
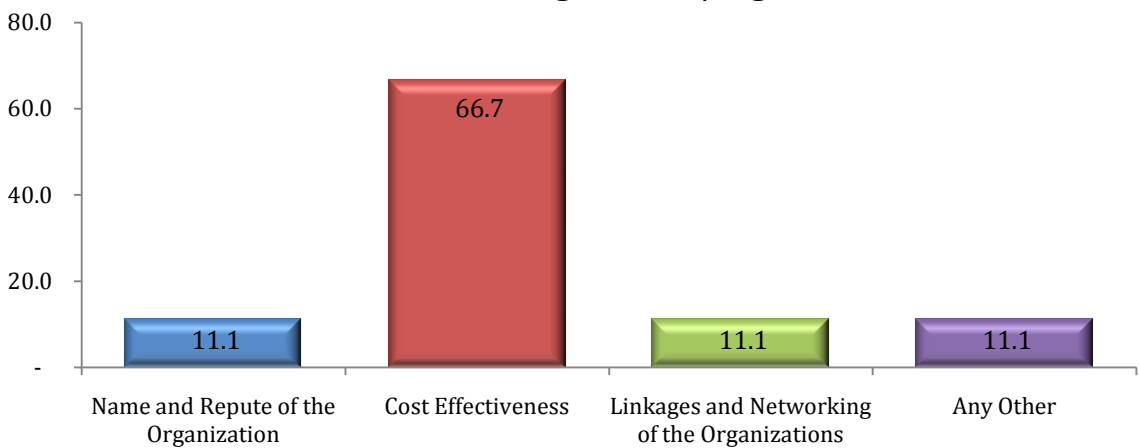
Regarding the question of selecting external training service provider, 33.3% of the staff believes that generally external resource persons are selected on the basis of previous experiences with the organization and knowing the person or the organization individually. An equal proportion is of opinion that other mechanism play role in this selection. However, 11.1% of staff thinks that it is carried out through procurement processes and advertisement, while 22.2% are of opinion that it is done via e-surfing.

Process of Selection for External Training Providers

Advertisement and Procurement Process	11.1
Already Know	33.3
Websites and e Surfing	22.2
Any Other	33.3
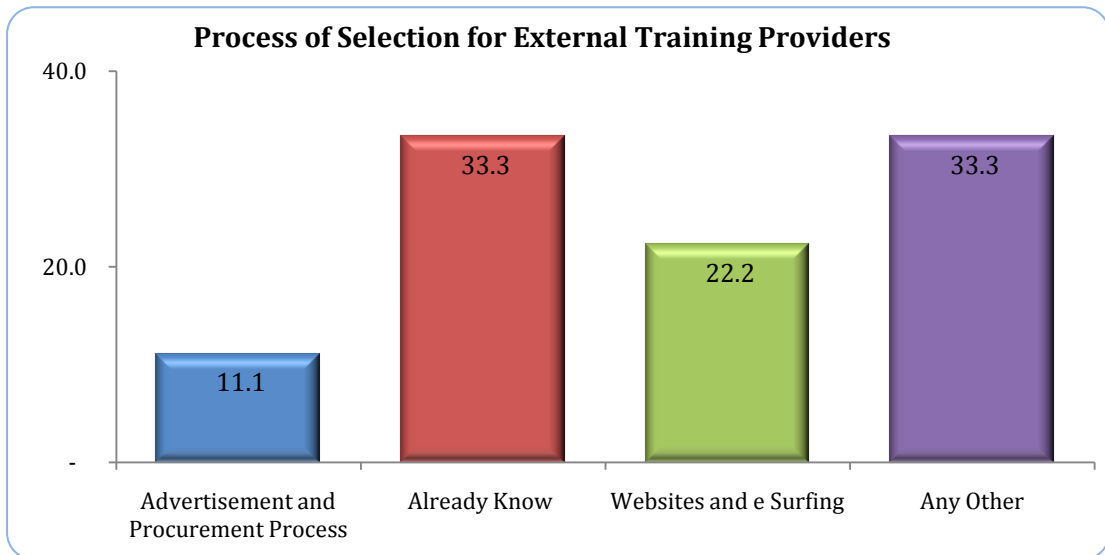
The responses of the staff of TNA suggest that 11.1% of the staff believes that the organization needs training on M&E and reporting at the individual level and an equal proportion thinks that training is needed on governance and management as well as on program implementation at the organizational level.22.2% said that training is needed in financial management. 44.4% think HR planning and development is needed at the organizational level. The responses of the TNA exercise are depicted in the Graph 4.2.7.

Graph 4.2.7

Major Learning Needs

Governance and Management		M&E and Reporting	
Individual	Organizational	Individual	Organizational
-	11.1	-	11.1

Specific Organizational Learning Needs

Financial Management	Program Implementation	Human Resource Planning and Development
22.2	11.1	44.4
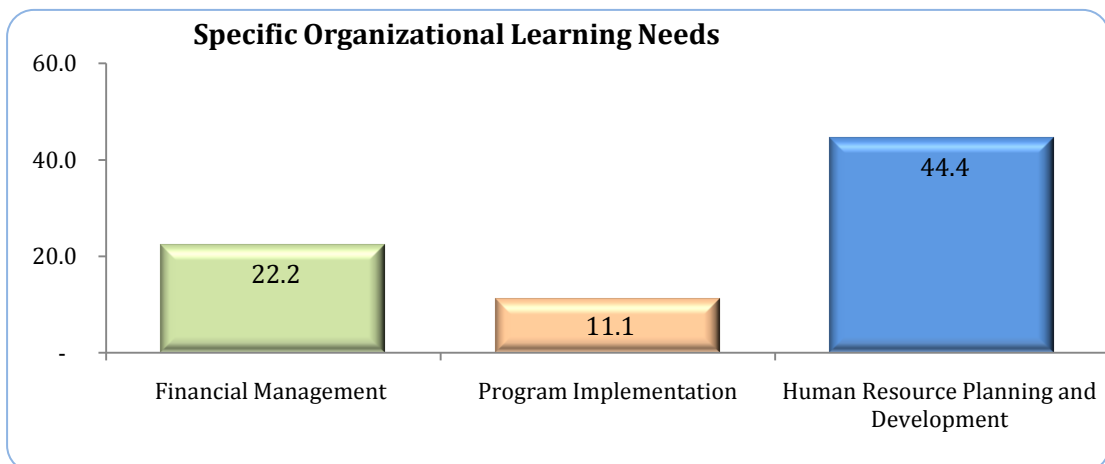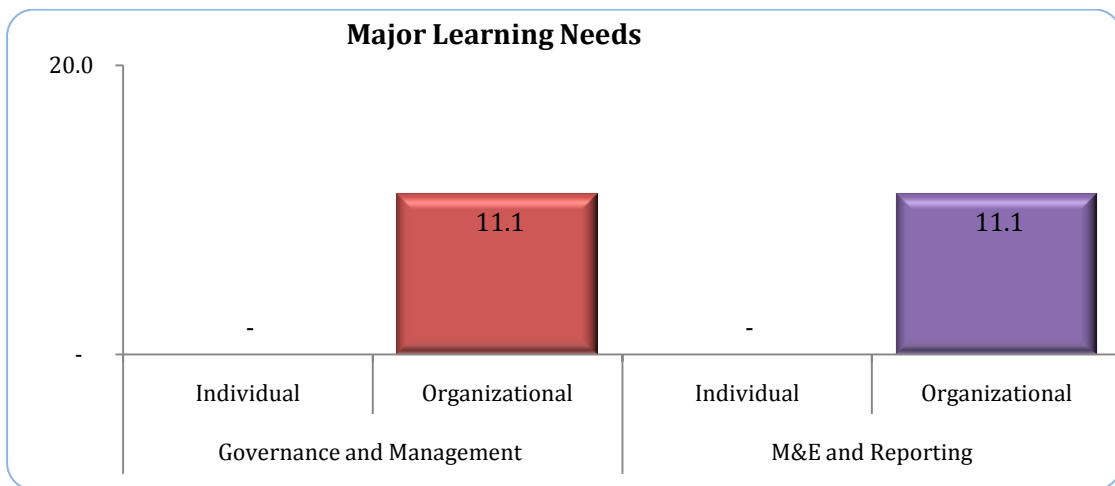
4.3   Financial Due Diligence

4.3.1   Overall Performance Analysis

The results of the assessment of financial due diligence show that the organizational financial performance analysis is good as it has a total score of 77% (108 out of 140), and thus it is ranked four star. The detailed scores of the 13 assessed aspects of financial due diligence and department/area -wise obtained score and ranking are given in the Table 4.3.1

Table 4.3.1

S.NO	DEPARTMENT	SCORE OBTAINED	SCORE	PERCENTAGE	EVALUATION	RANK
1	ORGANISATION	3	3	100	EXCELLENT	*****
2	ACCOUNTING	25	33	76	GOOD	****
3	FIXED ASSETS	11	14	79	GOOD	****
4	CASH / BANK	9	10	90	GOOD	****
5	PROCUREMENT	4	4	100	EXCELLENT	*****
6	INTERNAL AUDIT	4	11	36	BELOW AVERAGE	*
7	HR	3	3	100	EXCELLENT	*****
8	FIN. STATEMENTS	19	28	68	SATISFACTORY	***
9	TAXATION	8	9	89	GOOD	****
10	REGULATORY REQUIREMENTS	3	5	60	SATISFACTORY	***
11	BOARD MEETINGS	4	4	100	EXCELLENT	*****
12	BUDGETING	5	5	100	EXCELLENT	*****
13	INTERNAL CONTROL	10	11	91	GOOD	****
	Total	108	140	77	GOOD	****

The result shows that the organization's human resource, board meetings, organizational budgeting and procurement are excellent. The areas of accounting/bookkeeping, fixed assets, cash/bank, taxation and internal control have been rated good. The organization's regulatory requirements and financial statements are also satisfactory. However, internal audit falls in the category of below average.

4.3.2 Graphical Presentation

Financial Due Diligence

	Budgeting	Internal Control				
Board Meeting	Taxation				
Human Resources	Cash/Bank				
Procurement	Fixed Assets	Regulatory Requirement			
Organization	Accounting	Financial Statements		Internal Audit	

| Excellent (91 to 100) | Good (71 to 90) | Satisfactory (51 to 70) | Average (50) | Below Average (30 to 49) | Poor (Less than 30) |
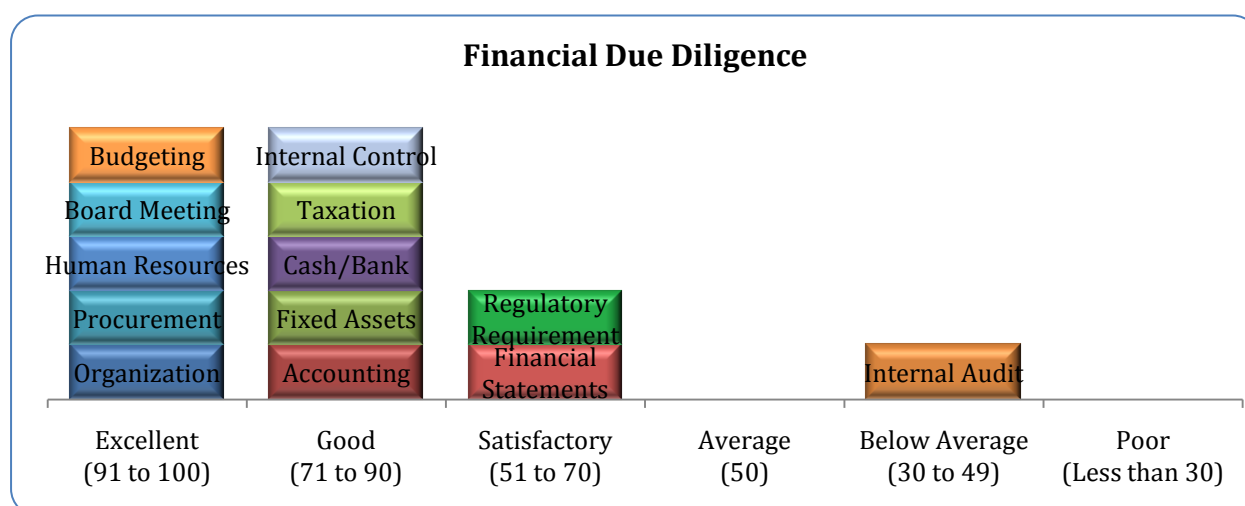
4.3.3 Financial Due Diligence - Findings and Recommendations

Evaluation	Areas	Findings	Recommendations
Excellent (91 to 100)	1. Organization 2. Procurement 3. Human Resource 4. Board Meetings 5. Budgeting	1. Organizational chart exist in the entity 2. Duties and the responsibilities of the various staff members have been designated in writing 3. Formal procurement policy exist in the entity and the entity's operations are adhere to the policy 4. The entity has separate HR department 5. The entity has clearly defined HR polices 6. Personal files are separately maintained by the entity 7. Financial statements of the entity have been approved in the board meetings 8. AGM is conducted by the entity and minutes of the meetings are recorded 9. The entity prepares budgets of the projects as well as the entity as a whole 10. Entity compares the actual results with the budget	
Good (71 to 90)	1. Accounting/ Book keeping 2. Fix Assets 3. Cash/ Bank 4. Taxation 5. Internal Control	1. The entity maintains its books of accounts on double entry basis 2. Books of accounts are maintained on computerized accounting software by the entity 3. The size of the accounting department is sufficient enough to cater the requirements of the entity	1. Vouchers should be separately maintained with separate voucher numbers 2. Vouchers must be printed from the accounting software 3. Fix Assets needs to be counted once in a year 4. Petty cash file should be separately

		4. The accounting staff have relevant qualification and experience which match the size and complexity of the entity 5. The entity maintains all six types of vouchers but vouchers are filled combined in a single file having continuous voucher numbers 6. Vouchers are manually prepared and then posted in the accounting software 7. The entity maintains proper supporting of the documents 8. The entity maintains its accounts on accrual basis of accounting 9. The entity maintains its accounts to cater the reporting of the projects 10. Entity takes back up of its financial data on weekly basis in external hard drives 11. The entity maintains fix assets register and it is reconciled with the controlled account but fix assets are not counted once in a year 12. Cash counting is done on periodic basis but petty cash file is not separately maintained, petty cash expenses are adjusted through cash payment voucher 13. Entity prepares bank reconciliation statements on monthly basis 14. All transactions greater than 15,000/- are made through proper banking channel 15. All bank accounts are on the name of the entity but inactive accounts are not closed 16. There are dual signatories for each bank account in the entity 17. Tax is properly deducted on salaries, supplies, services and rent 18. Withholding statements are filled by the entity on monthly and annual basis 19. Income tax returns are properly filled by the entity and income tax exemption certificate has been obtained by the entity 20. The entity has the system of internal control and there exists a system to reconcile	maintained with all supporting documents 5. The entity must close all inactive bank accounts 6. The financial system of the entity must be password protected

		admin cost charged to donor with actual admin cost 21. The financial system of the entity is not password protected 22. All vouchers are approved by the responsible official 23. access to cash and safe boxes is restricted to the person responsible 24. All important decisions of the entity have been passed through Board resolutions	
Satisfactory (51 TO 70)	1. Financial Statements 2. Regulatory Requirements	1. Entity prepares its financial statements on annual basis 2. The entity's accounting system shows trial balance & balance sheet 3. Financial statements are audited by the chartered accountant firm 4. Auditors issued management letter to the entity and the entity has retained this 5. The entity has retained books of accounts & financial statements of last more than ten years 6. The entity has the copy of representation letter 7. Entity prepared and provide the donor reports on timely basis 8. Incorporation certificate has been obtained by the entity and annual audited accounts are submitted by the entity to the regulatory bodies	1. The entity should prepares its financial statements on monthly basis or quarterly basis 2. The entity's accounting software only shows Trial balance and balance sheet, as the other components of the financial statements like income and expenditure account, cash flow statement and so on must also be shown 3. To fulfill the regulatory requirements completely, the annual audited accounts/record must also be submitted to Securities and Exchange Commission of Pakistan too.
Average (50)	-	-	-
Below Average (30 to 49)	1. Internal Audit	1. The entity has the system of internal audit but its is on initial stage and need based internal audit is conducted by the entity	1. Internal Audit department should be established by the entity which works independently and internal audit should be conducted on periodic basis by the entity
Bad <30	-	-	-

4.4   Conclusion & Suggestions

i.   Governance in general is acceptable, with few quality improvements needed related to governing body as it has a score of 3.7.

ii.   The organization's PPM is satisfactory with very limited space for quality improvement in integration of crosscutting themes and program monitoring and evaluation.

iii.   The organization's HR planning, development and management is satisfactory with some room for quality improvement in formal structures, with a view to create a more formal structure and favorable work environment and formulation of HR development plans.

iv.   The organization management is acceptable and requires limited quality improvements in risk management and mechanism to mitigate risk during project implementation.

v.   The dimension of organization outreach falls in the category of acceptable with some quality issues to be addressed. However, with respect to collaboration with other organizations, government, donors and communities in general, public relations and collaboration with media, reaches a score of 4.44 and needs some quality improvement.

vi.   Awaz CDS organizational sustainability pertaining to programs and their benefits, overall organizational sustainability and planning and process to achieve financial sustainability has a score of 3.5. This suggests that the organization requires improvement in a few, specific areas.

vii.   The results of Training Need Assessment (TNA) depict that Awaz CDS needs capacity building initiatives in some dimensions both at individual and at organizational level as 11.1% of the staff believes that the organization needs training on M&E and reporting at individual level and an equal proportion thinks that training should be provided on governance and management at organizational level as well as on program implementation. 22.2% of the staff said that training is the need of financial management and 44.4% thinks HR planning and development is required at organizational level.

viii.   The results of financial due diligence show that the organizational financial policies, systems and practices lie in the category of good with a total score of 77%. However, Awaz CDS needs to address the area of improvement related to internal audit.

Chapter 5 – Capacity Development Plan

Organizational Areas	Rating				Existing Situation	Required Action		
	1	2	3	4		Short Term	Medium Term	Long Term
	Needs Urgent Attention	Needs Major Improvements	Need Improvement in Limited Aspects	Acceptable with some Quality Issues				
I. Governance						Within 06 months	06 to 12 months	Above 1 year
a. Accountability and credibility of BODs			▓		The NGO has 17 General body members which meet once a year. The senior management Committee comprised of six members with 50% women participation in placed.	The NGO is recommended to further improve involvement of the board in credibility and accountability of the organization through engaging it in HR, Finance and Program		The organization needs to improve gender balance by including more women in governance
b. Visions & Missions			▓		The organization has strategic plan 2008-17 in place in which vision, and mission and thematic areas are clearly defined the staff have ample clarity about vision and mission of the organization.		A one day demonstration of organization systems and procedures should be given to the newly hired staff	
II. Program Planning & Management								
a. Programme reporting		▓			The NGO generates monthly, quarterly and research reports. Due to its capacity issues it usually	The organization is recommended to develop the capacity of its staff in		

Organizational Areas	Rating				Existing Situation		Required Action	
					outsource the report generation to external resources	quality report writing and proposal development to reduce its dependence on external sources.		
b. Social Strategies					The gender strategy of the organization is in place and the gender segregated reporting system exists in the organization. To cater the women specific needs like gender mainstreaming and leadership training, women empowerment program through community infrastructure has been designed. The organization has appropriate gender balance in its staff. The Social inclusion policy of the organization is missing and hence, is the area where major improvement is required.	The NGO is recommended to develop formal policy document on Social Inclusion and develop segregated data reporting systems.	Hiring of external consultant should be in place regarding to the programmes of the organization.	
III. Human Resource Planning, Development & Management								
a. Capacity Building					Promotions/appraisals are reviewed/ approved by the promotion committee and TNA is carried out but document was found as evident. There is no annual capacity building plan exists within the organization.	The management should give attention to the aspect of TNA and it should be properly documented	A capacity building plan of the staff should be developed on yearly basis and the findings of the TNA should be followed accordingly.	
b. Work place					Information is shared freely with all personnel of organization and staff meeting is held on monthly basis but the assessment team has not found any meeting minutes. Initiatives taken by the staff are respected and appreciated but not documented. Annual Re-treat of	Meeting minutes should be documented and a copy should be disseminated to the HR and Other relevant departments.	Proper documentation of the staff's innovative initiatives should be practiced.	Annual get together of the entire staff member should be arranged.

Organizational Areas	Rating				Existing Situation	Required Action	
					the staff is not in practice. The organization discourages any discrimination at any level.		
VI. Organization Management							
a. **Internal/external Audit**					Inventory audit is done only for stationary items. No audit is conducted for fixed assets. Organization has annual audit reports with management response but no action plan has been found in response of the management letters by auditors.	Audit of fix assets should be carried out on regular basis.	Actions taken on the management letter by auditors should be documented.
b. **Risk Management Plan**					Organization has defined guidelines to mitigate any security risk. However Security and safety measures are not taken by the organization.	It is recommended that there should be a proper risk management plan to ensure the HR and programme safety.	
V. **Institutional Outreach**							
a. **Public dealing and media collaboration**					The communication and media strategy of the organization is in the process of development.	The organization should engage its relevant department to collaborate with print/electronic media for the promotion of its goals and objectives.	The NGO is recommended to establish public relation unit.
b. **Documentation & Advocacy**					Being the right based organization; Awaz CDS has taken advocacy campaigns on different thematic areas. However, The senior management of the organization feels that there is some need in limited aspects for improvement in these areas.	The NGO needs improvement in documentation of case studies and success stories of its advocacy efforts.	

Organizational Areas	Rating				Existing Situation	Required Action	
VI. Sustainability							
a. Investment in phasing out strategy					The organization has designed exit strategies for different projects. However, The management of the organization feels major improvement for self-sustained programs and projects by inculcating sense of ownership in beneficiary communities.	Investment should be made in establishing local level community based support organizations to provide support to the organization in phasing out strategy.	
VII. Training Need Assessment							
a. Selection of Training programme					AWAZ CDS staff thinks that the donors' suggestions are followed for selection and identification of training programs. However, some believes that training programs are designed on decisions by the program heads. and also few think that the ED's decision plays an important role in the selection and identification of training programs		The selection and identification of the training programmes should be carried out by a proper process of TNA
b. Major Learning Needs					11.1% of the staff believes that the organization needs training on M&E and reporting at the individual level and an equal proportion thinks that training is needed on governance and management as well as on program implementation at the organizational level.22.2% said that training is needed in financial management. 44.4% think HR planning and development is needed at the organizational level	TNA process and personnel evaluation reports should be exercised to enhance the skills of the employees	The organization should budget a specific amount for the capacity building of the staff on annual basis

Organizational Areas	Rating				Existing Situation	Required Action	
VIII. Financial Management							
a. **Internal Audit**					The organization has the system of internal audit but it is on initial stage and need based internal audit is conducted by the organization		Internal audit should be conducted on periodic basis by the organization	Internal Audit department should be established by the organization which works independently
b. **Financial Statements**					Entity prepares its financial statements on annual basis and these statements are audited by charted accountant firms	Financial statements should be prepared on monthly basis or quarterly basis		

Annexure:

	(Chapter I)
Annexure – I	List of Board of Director
Annexure – II	Oragnogram (National & Regional)
	(Chapter II)
Annexure – III	List of Participants ID/OS
	(Chapter II & III)
Annexure – IV	Tools for ID/OS
Annexure – XIV	SOR Matrix with Cumulative Score
Annexure – XV	Divergence of Opinion Strength Vs Opportunity
Annexure – XVI	Divergence of Opinion Strength Vs Challenges
Annexure – XV	Divergence of Opinion Weakness Vs Opportunity
Annexure – XVI	Divergence of Opinion Weakness Vs Challenges
Annexure – XVII	MI Filled Tool
	(Chapter II & IV)
Annexure – V	Tool for Governance & Sources of Verification
Annexure – VI	Tools Programme Planning &Management with List of Sources of Verification (Chapter II)
Annexure – VII	HR Planning & sources of Verification
Annexure – VIII	General Management & Administration Tools & Sources of Verification
Annexure – IX	Tool for Organizational Outreach & List of Sources of Verification
Annexure – X	Tool for Organizational Sustainability & List of Sources of Verification
Annexure – XI	Tools for TNA
Annexure – XII	Tool for Financial Due Diligence
Annexure – XIII	Brief Profile of Consultant Team
Annexure – XVIII	List of Respondents of Sector Representative

Annexure-I: List of Board of Director

S. No	Names	Designation
1.	Ms. Robina Feroze Bhatti	Chairperson
2.	Mr. Maqbool A. Babri	Vice Chairperson
3.	Dr. Muhammad Mumtaz Khan	Treasurer
4.	Ms. Sayyada Mujeeba Batool	Member
5.	Dr. Sajid Mahmood Awan	Member
6.	Dr. Alwin Vincent Murad	Member
7.	Mr. Khalid Saeed	Member
8.	Mohammad Zia-ur-Rehman	Secretary

Annexure – II: **Oragnogram (National & Regional)**

Organogram
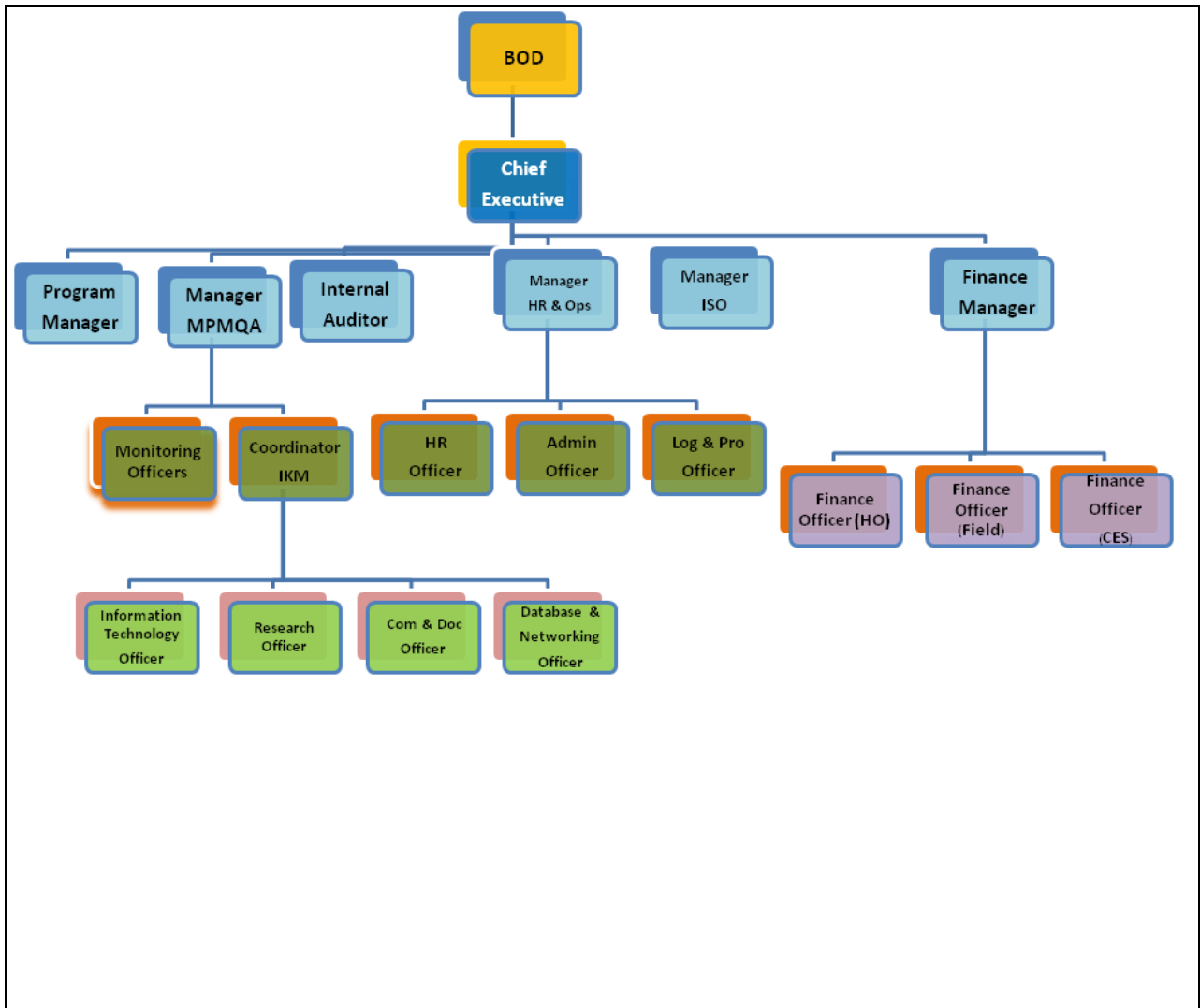
Annexure-III: **List of Participants ID/O**

	Names	Designation
1.	Ahmed Faraz	Internal Audit
2.	Shabnam Ayub	Training Manager
3.	M. Imran Zahoor	Field Engineer
4.	Asia Bashir	Field Social Organizer
5.	Samina Kousar	Project Coordinator
6.	Shafiyah	Manager HR Operations
7.	Idrees Haider	Co. Knowledge Information
8.	Surraya Faiz	Management planning, Monitoring & QA
9.	Talib Hussain	Driver

Annexure – IV: **Tools for ID/OS**

Institutional Maturity Index

From the Scale of 0-10

Sr. No	Indicator (scaled against a maximum of 10)	Score
1	Responsiveness	
2	Programme Sustainability	
3	Organizational Sustainability	
4	Clarity on Mission	
5	Clarity on Vision	
6	Defined and Commonly Agreed Values	
7	Strategies' Flexibility	
8	Strategies' Appropriateness	
9	Communication Facilitation	
10	Facilitation in continuation of activities	
11	Authority Delegation	
12	Information Collection	
13	Information Communication	
14	Information Analysis	
15	Documentation	
16	Administrative Procedures	
17	Financial Management	
18	Accountability	
19	Experience Retention	
20	Target Setting	
21	Performance Evaluation	
22	Reward and Punishment	
23	Target Group Selection	
24	Needs Identification	
25	Planning	
26	Resource Utilization	
27	Resource Identification	
28	Resource Mobilization	
29	Visibility	
30	Bearing Pain	
31	Enabling	
32	Constructive Feedback	
33	Others willing to replace	
34	Existence of 2nd line of leadership	
35	Competence of 2nd line of leadership	
36	Existence of 2nd line of management	
37	Competence of 2nd line of management	
Total		

Organizational Life Cycle

Please check one box against each characteristic (√)

Characteristics				
Structures	No formal structures	Decentralized formal	Centralized formal	Rigid, top heavy and complex
Communication Process	Face to face	Moderately formal	Very formal	Communication break down or vertical downward communication
Planning	Informal and participatory	Moderately formal and participatory	Very formal, five-year plans, rules and regulations	Blind adherence to 'success formulas' and rules and regulations
Decision Making	Participatory	Based on feedback, analytical tools and professional management	Professional management and bargaining	Emphasis on 'form' rather than 'substance'
Growth rate	Inconsistent but improving	Rapid positive growth	Growth slowing or declining	Declining
Age and Size	Young and small	Large and older	Large or once large and oldest	Shrinking
Resources	Short	Start flowing in	Static	Shrinking

Organizational Decline Matrix

On a scale of 0-10

Sr. No	INDICATOR	Score
1.	Excess personnel	
2.	Tolerance of incompetence	
3.	Cumbersome administrative procedures.	
4.	Disproportionate staff powers.	
5.	Replacement of substance with form.	
6.	Scarcity of clear goals and decision benchmarks.	
7.	Fear of embarrassment and conflict.	
8.	Loss of effective communication.	
9.	Outdated organizational structures.	
10.	Increased scope gating by leaders.	
11.	Resistance to change.	
12.	Low morale.	
13.	Special interest groups are more vocal and powerful.	
14.	Decreased innovation.	

Strategic Orientation Review (SOR) Matrix

								Total
Opportunities								

Strengths									Total
	Total								

								Total
Challenges								

Weaknesses								
	Total							

Annexure – V: Tool for Governance & Sources of Verification

ORGANIZATIONAL CAPACITY ASSESSMENT TOOL (OCAT)								
Dimensions and Assessment Question		**Discussion/ Comments**	**Verifiable Indicators**	**Rating Scale**				
				1	**2**	**3**	**4**	**5**
A	**A. GOVERNANCE**							
D 1	**Governing Body (GB) (BoD/Executive Committee etc)**							
D 1.1	Does the governing body provide overall policy direction and oversight		i. Frequency of the governing body meeting conducted in last calendar year ii. No of policy decision taken during last calendar year iii. No of decisions by governing body implemented in last calendar year					
D 1.2	Does the governing body provide accountability and credibility		i. No of sector specific committee (Finance, HR, Programme) formulated/functional ii. No of reviews conducted by the committees. iii. Decision of the committees implemented.					
D 1.3	Is the GB composed of committed members who represent the varied interests of the stakeholders		i. Diversity of GB in place. ii. Level of effort exerted by the members. iii. Gender proportion prevails among GB					
D 2	**Vision/Mission/Strategies**							
D 2.1	Has NGO clearly articulated mission/goals		i. Defined Mission, Vision and Goal statements ii. Staff is completely familiar with mission statement and goals of the organization					
D 2.2	Is the Strategic Plan in place and in line with the mission		i. Frequency of strategic planning exercise. ii. Programme/projects implemented are in line with strategic plan					
D 2.3	Is the NGO capable of adapting programme and service delivery to changing needs of stakeholders		i. No of new thematic areas adapted by the organization in the programme portfolio ii. No of specific changes attained by organization at beneficiary level					
D 3	**D 3. Legal status**							
D 3.1	NGO is registered according to relevant legislation		i. Valid registration exists					
D 3.2	Is the organization has other certifications and memberships		i. No of memberships and certifications obtained					

D 3.3	Does the organization comply with the policies of the relevant authorities		i. Frequency of compliances done with the authority				
D 4	**Leadership**						
D 4.1	Are the systems in place to ensure the accountability of the board and senior management to key stakeholders		i. Frequency of general body meetings. ii. Frequency of change in GB members during last three years. iii. Level of access to information to relevant stake holders iv. Any complaint mechanism in place				
D 4.2	Are the systems in place to ensure appropriate involvement of key stakeholders including all levels of staff in decision making		i. Frequency of annual and quarterly review meetings. ii. Existence of Senior Management Committee and its periodic meeting. iii. Hierarchy of decision making process within organization in place. iv. Level of gender participation in decision making				

Annexure – VI: Tools PP &M & List of Sources of Verification

	ORGANIZATIONAL CAPACITY ASSESSMENT TOOL (OCAT)		Rating scale				
	Dimensions and Assessment Question	**Verifiable Indicators**	**1**	**2**	**3**	**4**	**5**
B	**B. PROGRAMME PLANNING AND MANAGEMENT**						
D 1	**Programme Planning and Development**						
D 1.1	Are the stakeholders and staff involved in programme design, implementation, monitoring and evaluation	i. Stakeholders Analysis Available ii. Frequency of meetings with stakeholders iii. Programme development committee constituted/functional iv. Frequency of proposal reviewed by the committees v. Project management committees in place and functional. vi. Participatory monitoring and evaluation practices in place					
D 1.2	Does the consolidated programme plan available and reflect a strategic plan	i. Consolidated programme plan exists. ii. Level of strategic plan contributing the programme plan					
D 1.3	Are the resources planned for and allocated properly	i. Annual Operational Plan exists ii. HR allocation plan exists. iii. Annual financial plan and quarterly financial projections exist iv. Logistics and vehicle plan exists					
D 1.4	Does the programme design incorporate monitoring, evaluation and reporting activities	i. LFA for different programmes and projects exist and implemented. ii. Detailed implementation plan / work breakdown structure exists and implemented. iii. Performance monitoring framework exists and implemented iv. Monitoring schedule exists and implemented v. Internal reporting formats exits and implemented					

D 1.5	Are the programme modification exists, if exists are they based on internal/external monitoring, evaluation and reporting findings	i. No of programme modifications carried out during the calendar year ii. Frequency of programme modifications based on [(a) internal monitoring reports, (b) external monitoring reports, (c)evaluation reports]					
D 2	**Integration of Crosscutting themes**						
D 2.1	Is the gender a crosscutting theme of all programmes and projects	i. The gender strategy exists ii. No of programmes/ projects/components specifically designed for gender needs and implemented. iii Gender based segregation of beneficiaries done .					
D 2.2	Are socially excluded groups or the segment of society (disabled, minorities, low class, women and children) the prioritized beneficiaries of the programme	i. Social inclusion policy exists. ii. Percentage of socially excluded beneficiaries addressed. iii. Percentage of programme packages allocated for socially excluded groups					
D 3	**D 3. Programme Monitoring and Evaluation**						
D 3.1	Has the organization set indicators to measure each programme objective	i. Performance indicators for each programme objective available. ii Frequency of gauging prograame/project performance against set objectives.					
D 3.2	Does the organization has Performance Management Framework and is implemented	i. Performance management framework exists. ii. Frequency of PMF implemented. iii. No of corrective measure taken					
D 3.3	Does the organization develop baseline and impact data and analyze it periodically	i. No of baselines developed. ii. Frequency of collection of impact data and its processing. iii. No of Analysis report generated iv. No of adjustments to the programmes made on the basis of results of impact evaluations					

D 3.4	Does the organization disseminate results appropriately to relevant stakeholders	i. Means of dissemination adopted by organization. ii. Potential targeted stakeholders to whom results are disseminated					
D 4	**Programme reporting**						
D 4.1	Does the NGO has the ability to produce appropriate reports	i. No of reports produced during last one year. ii. Types of reports generated					
D 4.2	Does the NGO regularly prepare activity reports	i. No of Weekly and Monthly reports produced ii. No of Quarterly reports produced during the calendar year. iii. Annual report produced					
D 4.3	Does the NGO generate periodic monitoring reports and develop action plans for course correction.	i. No of monitoring reports generated during the calendar year. ii. No of action plans produced on the basis of monitoring reports. iii. No of changes made in ongoing programmes in light of action plans					
D 4.4	Are the report formats flexible, varied and respond to stakeholder information requirements	i. No of reporting formats available. ii. No/Frequencies of queries generated by relevant stakeholders. iii. User friendliness of reporting formats.					

Annexure – VII: HR Planning & Sources of Verification

ORGANIZATIONAL CAPACITY ASSESSMENT TOOL (OCAT)								
Assessment Questions and Indicators		**Discussion/Comments**	**Sources of Verifications**	**Rating scale**				
				1	**2**	**3**	**4**	**5**
C	**C. HUMAN RESOURCE PLANNING, DEVELOPMENT AND MANAGEMENT**							
D 1	**Do the organization have HR policy and procedures and are adhered**							
a	HR policies and procedures' manual exist and approved by governing body		Copies of HR Manual Minutes of GB meetings					
b	HR policies adhered and procedures are followed to		Recruitment files Personnel files Office Circulars Record of staff benefits (if applicable)					
c	HR Procedures and operating manuals are updated		Date of Up gradation					
d	Policies are compliant with relevant state laws		Minimum Salary package Working hours , Over time , Annual Leaves, ,Income Tax deduction , Sexual Harassment					
2	**Does the organization has formal structure and conducive work environment**							
a	NGO has an organizational structure with clearly defined lines of authority and responsibility		Organogram, Financial and Administrative Delegation of Authority, Working structure Staff Job Description					
b	OD assessment and planning based on Internal/External assessment carried out		Copy of OD/OS plan Copy of external assessment reports Copy of internal assessment reports					

c	Management policies reflect agreed values as defined by the organization		Values of the organization defined Documents as evidence about adhering agreed values						
3	**Does the organization manage its personnel by adopting best practices of HR recruitment**								
a	Recruitment process is clearly defined		Copy of recruitment policy and Procedures HR personnel files						
b	Recruitment processes are transparent and competitive		Job announcement Short listing and interview committee Test interview record Selection Criteria Copy of Employees' contract						
c	Job descriptions are clearly defined		JDs of staff available Copy of Result agreements of each staff members exist						
d	Staff is deployed according to job descriptions		Assessment of random sampling by doing comparison between JDs and Deployment plan						
e	Relevant sectoral expertise exists within the organization		HR ,Finance, M&E Administration, Programme						
4	**Does the organization formulates and implements human resources development plan**								
a	Human resources development planning is in place		Staff Capacity Building Plan for current year						
b	Staff training is based on capacity, needs and strategic objectives		TNA report for current year						

c	Opportunities exist to integrate skills acquired in training into the work environment		Training utilization Report Management Review Personnel Review						
d	Job appraisals and promotions are performance based and equitable		Job Appraisal reports/results Results Agreement Promotion Committees exists within organization Reports/ results related to promotions and increments Review of Promotion Cases						
5	**What human resource management practices are adopted by the organization**								
a	Job descriptions are respected		Random interview of 2 -3 employees						
b	Salaries are clearly structured and competitive		Approved Salary bands Basis of Salary Structure						
c	Benefits policy is documented and implemented		Copy of Benefit Policy Payroll						
d	Grievance and conflict resolution procedures are used when necessary		Existence of Grievance committee Cases of Grievance Adressed						
6	**How the organization work place look like**								
a	Staff meetings are held regularly		Staff Meeting Minutes for last 3 months						
b	Team work is encouraged		Work distribution Special team events organized						

c	Transparency is shared freely among all staff members		Existing information and community system No of circulars issued and disseminated						
d	Staff are encouraged to take initiative and be self-motivated		No of self and innovative initiatives taken by staff (reports and reference material)						
e	The composition of staff is diversified and discourages any discrimination		Staff list No of cases raised by staff with perspective of discrimination						
7	**How the organization deals with sexual harassment cases**								
a	Employees are inducted properly upon hiring		Minutes/Report of Induction						
b	Organization has a defined code of conduct		Code of Conduct document						
c	Organization has a mechanism to record any grievance		Existing grievance records						
d	Organization has established a committee to address any such grievance		Meeting Minutes Copy of decisions made (if any) Proof of decision implemented (if any)						

Annexure – VIII: **General Management & Administration Tools & Sources of Verification**

ORGANIZATIONAL CAPACITY ASSESSMENT TOOL (OCAT)							
Assessment Questions and Indicators	**Discussion/Comments**	**Indicators and Sources of Verifications**	**Rating scale**				
			1	**2**	**3**	**4**	**5**
D.	D. GENERAL MANAGEMENT AND ADMINISTRATION						
D.1	**Does the organization has administrative policies and procedures and its adherence**						
a	Administrative policies and procedures' manual exist		Copy of administrative policies & procedure exist					
b	Administrative procedures are adhered to		Staff attendance leaves record, log books asset register, vehicle roaster office circular etc. Meeting Minutes (if any)					
c	Procurement policy and Procedures		Copy of procurement policy and procedure exist Bid analysis or comparative analysis Evidence of receiving of goods/services Mode of payment etc.					
D.2	**Does the organization has risk management plan and mechanism to mitigate risk during the program/project implementation**						
a	Systems are in place to minimize risk pertaining to assets and human resource and address organizational abuses		Copy of risk management plan Security and safety polices exists Security & safety measures taken					
b	Regular audit of inventory is conducted		Last 2 years inventory audit reports Updated inventory register Copy of inventory audit report					

c	Annual external audit reports include a review of management practices		Annual audit report Copy of management response						
d	Recommendations on management practices in annual external audit reports are implemented		Action plan on management response Updated status of compliance on management response						
D.3	**Does the organization has information management system or any information retrial mechanism within organization**								
a	Systems exist to collect, analyze and report data and information		SPSS, IMS or any other						
b	Trained personnel are in place to manage information systems		SPSS or IMS operators						
c	Systems are used to process, disseminate and solicit feedback of information		Monthly, quarterly information/ statistic reports						

Annexure – IX: Tool for Organizational Outreach & List of Sources of Verification

ORGANIZATIONAL CAPACITY ASSESSMENT TOOL (OCAT)								
Assessment Questions and Indicators		Discussion/Comments	Indicators and Sources of Verifications	Rating scale				
				1	2	3	4	5
E. INSTITUTIONAL OUTREACH								
D.1	**Does the organization collaborates with other organizations**							
a	Organization networks and shares resources with national and international Organizations		Membership of any Organization network Meetings minutes					
b	Organization plays a role in promoting coalitions/networks		List of initiative taken to promote alliances MoUs of Joint Collaboration					
c	Organization participates in advocacy activities		List of advocacy Initiative taken Reports of Advocacy Initiatives depicting its success					
D.2	**Dose the organization collaborates with government and its line departments**							
a	Organization has contacts with decision makers		Representation of Govt Officials in different events Reports and findings shared with line departments					
b	Organization is able to engage policy makers in dialogue		List of conferences/policy dialogues/workshops conducted with government					

c	Exchange of resources occurs between Organization and government		No of MOUs with Govt concern department List of projects initiated in partnership with government						
d	Organization activities and recommendations are integrated into government' s development		Proof of any activity/ recommendation included in annual development plan of government						
D.3	**Does the organization collaborates with donors/funding community in general**								
a	Organization has diversified contacts within the funding community		List of donors Detail of donor funded projects						
b	Organization is seen as credible by funders		No of projects funded by potential donors						
c	Organization is seen as a valuable resource by funders		List of projects extended by donors Recommendation Letters						
d	Organization has opportunity to engage in open and frank dialogue with funders		Minutes of review meetings with donors Frequency of donor liaison meetings						
D.	**Does the organization emphasizes on public relation**								
a	Organization engages in public relations		Established public relation/liaison department with in organization Reports/Minutes of public relation activities						

b	Organization has a positive image among stakeholders		Reference letters Case Studies/Success Stories							
c	Information is disseminated on the Organization' s activities		Detail of developed IEC material							
D.5	**Does the organization collaborate with media**									
a	Organization has a strategy to work with the media		Copy of Communication/ Dissemination/Media strategy							
b	Organization has attracted positive media attention									
c	Media consults the Organization on relevant issues		Media Reports News Articles Other reference Material							

Annexure – X: **Tool for Organizational Sustainability & List of Sources of Verification**

ORGANIZATIONAL CAPACITY ASSESSMENT TOOL (OCAT)							
Assessment Questions and Indicators		**Discussion/Comments**	**Indicators and Sources of Verifications**	**Rating Scale**				
				1	**2**	**3**	**4**	**5**
F. SUSTAINABILITY								
D.1	**Are the programme and its benefits sustainable**							
a	Programmes are supported by those being served		Beneficiary level Case Studies and Success Stories					
b	Sense of ownership of benefits by the community		No of self sustained projects No of active Community level Organizations/ Committees					
c	Organization has developed systems/mechanisms for continuation of its programme in the medium and long-term		Evidence of Reserve/Endowment Fund Document related to mechanism of Fund Raising at organization level Document related to mechanism of Fund Raising at community level List of Programmes/Project continued even after the funding period					
d	Organization has developed programmatic phasing-out strategies		Copy of phasing out strategies for each programme					
e	Organization ensures that local level skills transfer takes place		Reports of Management training at community level Utilization reports related to skills training No of initiatives related to advocacy taken by community					

D.2	**Is the organization sustainable**								
a	Organization is a member of key Organization networks		Organization Network membership certificate						
b	Organization has support process		Source of Funds Existing support mechanism within organization Linkage with different agencies pertaining to HR, CB, Fund raising, constituency building etc						
c	Organization has internal control process		Placement of Internal Auditor Internal Review Committees Practice of Prgoramme Audit exists						
d	Organization has defined structure and system		Oragnogram Delegation of authorities and functions Different Plan exists (HR, Finance, Programme)						
D.3	**Does the organization has planned and clear process for attaining financial sustainability**								
a	Organization has the ability to access diversified resources to contribute to its activities		Size of the existing portfolio and duration of committed finances List of projects in pipe line and duration						
b	Organization has a fee for services and/or other cost recovery mechanisms built into service delivery where appropriate		Relevant documents Books of Account						
c	Organization has a fund raising strategy		Copy of fund raising strategy Detail of funds raised during last one year						

d	Organization has capacity to implement the fund raising strategy		No fund raising events conducted during last one year Reports of fund raising events conducted during last one year
e	Local fund raising opportunities have been identified		List of identified opportunities if any
f	Organization has capacity to respond to call for proposals and EoIs through developing proposals		Programme Development Unit No of Proposals submitted during last one year No of bids won by the organization during last one year

Annexure – XI   Tools for TNA

Training Needs Assessment TNA

1.   Organizational Based Training Needs Assessment

S. #	Description	Total	Male	Female
1	No. of Employees			
2	Management Level			
3	Mid Management			
4	Field Professional			
5	Support			

2. How do you look at training and capacity building as an organization?
(Pl. check the column)

A. It is an investment and very important

B. It is important but cannot invest money

C. Important but people should learn through practical experience and not

classroom session

D. Any other

3. How frequently the organization recommends professionals for training within the country? (Pl. check the column)

A. Very often

B. Often

C. Very few

D. Once in a year

E. Any other

4.   How your organization recommends individuals for a training programme?

A. Based on findings of TNA

B. Based on Personal Evaluation Report (PER)

C. On the Recommendation of Programme Heads

D. Based on Individual Request

E. No Criteria

F. Any other

5.   How the selection and identification of training programs is made at your organization?

A. Executive Directors' Decision

B. Programme Head Decision

C. Donors' suggestion

D. Through process of TNA

E. No defined process

F. Any other

6.   How generally the process of training need assessment is carried out at organization level?

A. Formal and Defined Process Built in Project

B. No TNA Process Followed

C. Based on the Project Provision / Design

D. Any other

7.   What is process of designing and conducting in house training in your organization? please mark your most preferred methods?

A. Follow the Project document

B. Outsource and ask Vendor

C. Develop and Customize Programme

D. Any other

8.   When choosing an external training resource/organization which factor you consider?

A. Name and Repute of the Organization

B. Cost Effectiveness

C. Linkages and Networking of the Organizations

D. Any other

9.   How do you carryout process of selection for external training providers?

A. Through Advertisement and Procurement Process

B. Already know someone

C. Through Websites and e Surfing

D. Any other

10.   What are the major learning needs of your organization to be addressed during remaining project period?

A. Governance and Management

a. 1 Individual

a. 2 Organizational

B. M&E and Reporting

b. 1 Individual

b. 2 Organizational

C. Financial Management

D. Program Implementation

d.1 Human Resource Planning and Development

11.   Total No. and type of Training designed/ conducted during the last one Calendar Year and how many individuals have been trained?

Annexure – XII: Tool for Financial Due Diligence

S.NO	PARTICULARS	YES	NO	SCORE
1	**ORGANISATION**			
1.1	Does the entity have an organization chart having line of authority and reporting structure?	___	__	___
1.2	Whether the duties and responsibilities of the various members of the staff have been designated in writing?	___	__	___
2	**ACCOUNTING / BOOKKEEPING**			
2.1	Whether entity is maintaining books of accounts?	___	__	___
a)	Single entry system	___	__	___
b)	Double entry system	___	__	___
2.2	Whether the books of accounts are maintained on:-			
a)	Manual Register / MS Excel	___	__	___
b)	Computerized software	___	__	___
2.3	Whether the size of accounts department staff is sufficient enough to cater the requirements of the entity?	___	__	___
2.4	Whether the accounting staff have requisites qualification keeping in view the size and complexity of enity operation	___	__	___
a)	BBA / B.Com			
b)	MBA / M.Com			
c)	CA / ACCA / ACMA			
2.5	Whether the accounting staff have experience which match the size and Complexity of organization.	___	__	___

a) One year
b) Two year
c) Three year

2.6 Whether the entity prepares the following vouchers?
a) Bank payment voucher
b) Cash payment voucher
c) Bank receipts voucher
d) Cash receipts voucher
e) Journal voucher

2.7 Whether the entity maintains the supporting of the documents?

2.8 Entity is maintaining accounts on what basis?

a) Accrual Basis
b) Cash Basis

2.9 Entity is maintaining accounts to cater the reporting

a) Projects
b) Donors

2.10 Whether the entity is taking backup of data regularly?

3	FIXED ASSETS

3.1 Whether the entity maintains the fixed assets register containing at least following particulars?

a) Date of purchase
b) Cost of the asset
c) Depreciation and location of each asset

d)   Residual value of the asset, if any
e)   Expected useful life / Rate of depreciation
f)   Accumulated depreciation
g)   Reference to financial ledger
h)   Coding

3.2   Whether the fixed assets register reconciled with the controlled account?

3.3   Whether the fixed assets are counted once a year

4   CASH AND BANK

4.1   Whether cash counting is done periodically?

4.2   Whether bank reconciliations are prepared?
a)   Monthly
b)   Quarterly
c)   Half yearly
d)   Annually

4.3   Whether transactions greater than Rs 15,000/- are made through proper banking channel.

4.4   Whether all bank accounts are in the name of entity?

4.5   Whether all inactive accounts have been closed?

4.6   Whether there are dual signatories for each bank account?

5   PROCUREMENT

5.1   Whether there is any formal procurement policy exist?

6	INTERNAL AUDIT

6.1	Does the entity have a system of internal audit?	____	__	____

6.2	Does the internal audit department is independent of entity?	____	__	____

6.3	Whether any internal audit manual exists?	____	__	____

6.4 Whether the internal audit is conducted on?

a)	Monthly	____	__	____
b)	Quarterly	____	__	____
c)	Half yearly	____	__	____
d)	Annual basis	____	__	____

6.5	Whether internal audit reports are prepared?	____	__	____

6.6	Whether internal audit reports are available?	____	__	____

6.7 Whether the internal audit reports contain the following format?

a)	Observation	____	__	____
b)	Implication	____	__	____
c)	Recommendation	____	__	____
d)	Management response	____	__	____
	OR			
a)	Condition	____	__	____
b)	Criteria	____	__	____
c)	Cause	____	__	____
d)	Effect	____	__	____
e)	Management response	____	__	____

7	HUMAN RESOURCE

7.1	Does the entity have any separate HR department?	____	__	____

7.2	Does the entity have HR policies?		___	__	___
7.3	Whether personal files of all employees are separately maintained?		___	__	___

8 FINANCIAL STATEMENTS & REPORTS

8.1	Whether financial statements are prepared on following basis?				
a)	Monthly		___	__	___
b)	Quarterly		___	__	___
c)	Half yearly		___	__	___
d)	Annually		___	__	___
8.2	Whether client's accounting package shows following reports?				
a)	Trial balance		___	__	___
b)	Balance sheet		___	__	___
c)	Income and expenditure account		___	__	___
d)	Cash flow statement		___	__	___
e)	Statement of changes in fund		___	__	___
8.3	Whether financial statements are audited?				
8.4	Is there any management letter issued by auditors and entity has retained this?		___	__	__
8.5	Whether the entity has retained financial statements of ?				
a)	Last one year		___	__	___
b)	Last two years		___	__	___
c)	Last three years		___	__	___
d)	More than three years		___	__	___
8.6	Whether entity has copy of representation letter		___	__	___
8.7	Whether entity prepared and provide the donor reports on timely basis				

9 TAXATION

9.1 Whether income tax is properly deducted on following items?
a) Salaries
b) Supplies
c) Services
d) Rents
9.2 Whether the statements are filed on following basis?
a) Monthly
b) Annually

9.3 Whether income tax returns are properly filed?

9.4 Whether income tax exemption certificate has been obtained?

10   REGULATORY REQUIREMENTS

10.1 Whether accounts are submitted to regulatory bodies like?
a) Registrar of societies
b) SECP

10.2 Whether certificate of incorporation has been obtained?

11   BOARD MEETINGS

11.1 Whether financial statements have been approved in board meeting?
11.2 Whether minutes of board meetings have been recorded?
11.3 Whether AGM has been conducted?

12   BUDGETING

12.1 Whether entity has budget manual
12.2 Whether Budget of following is prepared
Entity (as whole)
Projects

12.3	Whether actual results are compared with budgets	____	____	____

13	**INTERNAL CONTROL**			
13.1	Whether entity has internal control manual	____	____	____
13.2	Whether internal control system is properly reviewed by management and/ or internal audit department?	____	____	____
13.3	Whether system exists to reconcile admin cost charged to donor with actual admin cost.	____	____	____
13.4	Whether the system is password protected?	____	____	____
13.5	All vouchers are approved by a responsible official?	____	____	____
13.6	Whether access to cash and safe boxes is restricted to the person responsible?	____	____	____
13.7	Whether all important decisions have been passed through Board resolutions?	____	____	____

Sources of Verification

S.NO	SOURCE OF VERIFICATION	
1	**ORGANISATION**	-

1.1   Does the entity have an organization chart having line of authority and reporting structure?

      i)   Standard operating procedures ☐

      ii)   HR manuals   ☐

1.2   Whether the duties and responsibilities of the various members of the staff have been designated in writing?

      i)   Employment contracts   ☐

      ii)   Standard operating procedures   ☐

2	**ACCOUNTING / BOOKKEEPING**

2.1   Whether entity is maintaining books of accounts on single entry or double entry system?

      i)   General Ledgers   ☐

      ii)   Source Documents   ☐

2.2   Whether the books of accounts are maintained on:-

a)

Manual Registers / MS Excel
b)   Computerized software

2.3   Whether the size of accounts department staff is sufficient enough to cater the requirements of the entity? ☐

     i)   Geographical dispersion / No. of branches / No. of field offices ☐

     ii)   No. of projects ☐

2.4   Whether the accounting staff have requisites qualification keeping in view the complexity of the organization?

     i)   Personnel files of employees maintained by HR Department ☐

     ii)   BBA / B.com / M.com / MBA ☐

     iii)   C. A. / ACCA/ ACMA (Part Qualified) ☐

     iv)   ACMA ☐

     v)   CA ☐

2.5   Whether the accounting staff have experience which match the size and complexity of the organization?

   i)   Personnel files of employees maintained by HR Department   ☐

2.6   Whether the entity prepares the following
        vouchers?

a)   Bank payment voucher   ☐

b)   Cash payment voucher   ☐

c)   Bank receipts voucher   ☐

d)   Cash receipts voucher   ☐

e)   Journal voucher   ☐

   ii)   Voucher files   ☐

2.7   Whether the entity maintains the supporting of the
        documents?

   i)   Bank payment voucher   ☐

   iii)   Bank receipt voucher   ☐

iv)   Cash receipt voucher   ☐

v)   Journal voucher   ☐ ☐

2.8   Entity is maintaining accounts on what basis?

a)   Accrual Basis

b)   Cash Basis   ☐

       i)   Financial statements   ☐

       ii)   Financial and accounting manuals /   ☐
               Accounting policies

2.9   Entity is maintaining accounts to cater the reporting

a)   Projects   ☐

b)   Donors   ☐

       i)   Trial balance   ☐

       ii)   General ledgers   ☐

iii)   Financial statements   ☐

2.10   Whether the entity is taking backup of data regularly?

    i)   CDs   ☐

    ii)   Servers   ☐

3	FIXED ASSETS

3.1   Whether the entity maintains the fixed assets register containing at least following particulars?

a)   Date of purchase

b)

    Cost of the asset
c)   Depreciation and location of each asset

d)

    Residual value of the asset, if any
e)

    Expected useful life / Rate of depreciation
f)

    Accumulated depreciation

g)

Reference to financial ledger

h)

Coding   ☐

   i)   ☐   Fixed assets register

   ii) ☐   Fixed assets listing

3.2   Whether the fixed assets register reconciled with the controlled account?

   i)   ☐   General ledgers

   ii) ☐ Fixed assets register

3.3

Whether the fixed assets are counted once a year

i) ☐ Fixed assets counting certificates

4   CASH AND BANK

4.1

Whether cash counting is done periodically?

i) ☐ Cash count certificates

4.2

Whether bank reconciliations are prepared?

a)

Monthly

b)

Quarterly

c)

Half yearly

d)

Annually

i) ☐ Bank reconciliations

4.3 Whether transactions greater than Rs 15,000/- are made through proper banking channel?

i) ☐ Cash ledgers

ii) ☐ Bank ledgers

iii) ☐ Cash payment vouchers

iv) ☐ Bank payment vouchers

4.4

Whether all bank accounts are in the name of
entity?

i) ☐ Bank statements

4.5

Whether all inactive accounts have been closed?

i) ☐ Account closing requests

4.6

Whether there are dual signatories for each bank
account?

i) ☐ List of signatories

ii) ☐ Account opening letters

iii) ☐ Copy of resolution

5   PROCUREMENT

5.1

Whether there is any formal procurement policy exist?

i) ☐ Procurement policy

6   INTERNAL AUDIT

6.1

Does the entity have a system of internal audit?

i)   ☐   Organizational chart

ii)   ☐   HR manuals

ii)   ☐   Management letters

6.2

Does the internal audit department is independent of entity?

i)   ☐   Organizational chart

ii)   ☐   HR manuals

6.3

Whether any internal audit manual exists?

6.4

    Whether the internal audit is conducted on?

a)

    Monthly

b)

    Quarterly

c)

    Half yearly

d)

    Annual basis

    i) ☐   Internal audit reports

    ii) ☐   Internal audit manuals

6.5

    Whether internal audit reports are prepared?

6.6

    Whether internal audit reports are available?

6.7

Whether the internal audit reports contain the following format?

a)

Observation

b)

Implication

c)

Recommendation

d)

Management response

OR

a)

Condition

b)

Criteria

c)

Cause

d)

Effect

e)

Management response

i) ☐   Internal audit reports

7	HUMAN RESOURCE

7.1

Does the entity have any separate HR department?

i)   ☐   Organizational chart

ii)   ☐   Standard operating procedures

7.2

Does the entity have HR policies?

7.3

Whether personal files of all employees are separately maintained?

i) HR record
☐

ii) ☐ Management letter

8 FINANCIAL STATEMENTS & REPORTS

8.1 Whether financial statements are prepared on
following basis?

a)

Monthly

b)

Quarterly

c)

Half yearly

d)

Annually

i)   Audit reports
☐

8.2

Whether entity's accounting package shows following reports?

a)

Trial balance

b)

Balance sheet

c)

Income and expenditure account

d)

Cash flow statement

e)

Statement of changes in fund

8.3

Whether financial statements are audited?

i)   ☐   Audit reports

8.4

Is there any management letter issued by auditors and entity has retained this?

i) ☐ Copy of management letter

8.5

Whether the entity has retained financial statements of ?

a)

Last 5 years

b)

Last 7 years

c)

Last 10 years

d)

More than 10 years

8.6

Whether entity has copy of representation letter?

8.7

Whether entity prepared and provide the donor reports on timely basis?

i) ☐ Donor's agreements

ii) ☐ Donor's reports

9	TAXATION

9.1

a) Whether income tax is properly deducted on following items?

Salaries

b) Supplies

c) Services

d) Rents

i) ☐   Monthly and annually electronic statements

ii) ☐   Tax deposited challans

iii) ☐   Salary sheets

iv)   Tax deduction certificates

     ☐

9.2

     Whether the statements are filed on following basis?

a)

     Monthly

b)

     Annually

i)   ☐ Monthly and annually electronic statements

ii)   ☐   FBR portal

9.3

     Whether income tax returns are properly filed?

i) ☐   FBR portal

9.4

Whether income tax exemption certificate has been obtained?

i) ☐   Income tax exemption certificate

10   REGULATORY REQUIREMENTS

10.1

Whether accounts are submitted to regulatory bodies like?

a)

Registrar of socities

b)

SECP

i) ☐   Acknowledgement receipts

10.2

Whether certificate of incorporation has been obtained?

i)   ☐   Certificate of incorporation

11   BOARD MEETINGS

11.1

Whether financial statements have been approved in board meeting?

i)   ☐   Notice of Board meetings

ii)   ☐   Minutes of Board meetings

11.2

Whether minutes of board meetings have been recorded?

i) ☐   Minutes books

11.3

Whether AGM has been conducted?

i) ☐   Notice of AGM

ii) ☐   Minutes of AGM

12   BUDGETING

12.1

Whether entity has budget manual?

i) ☐   Budget manual

12.2

Whether Budget of following is prepared

Entity (as whole)

Projects

i) ☐   Budget manual

12.3

Whether actual results are compared with budgets?

i)   Variance analysis sheets / reports

☐

13	INTERNAL CONTROL

13.1

Whether entity has internal control manual?

    i) ☐   Internal control manual

13.2   Whether internal control system is properly reviewed by management and/ or internal audit department?

13.3   Whether system exists to reconcile admin cost charged to donor with actual admin cost?

    i) ☐   Financial statements

    ii) ☐   Donor's budgets

    iii)   Reconciliation sheets
    ☐

13.4   Whether the system is password protected?

    i) ☐   Review the system while logon

13.5

    All vouchers are approved by a responsible official?

    i)   ☐ Financial and accounting manual

    ii)   ☐ Voucher files

13.6   Whether access to cash and safe boxes is restricted to the person responsible?

13.7   Whether all important decisions have been passed through Board resolutions?

    i)   ☑   Minutes of Board resolutions / Agenda

S.NO	PARTICULARS	YES	NO	SCOR	TOTAL SCORE
1	**ORGANISATION**			*****	
1.1	Does the entity have an organization chart having line of authority and reporting structure?	YES		1	1
1.2	Whether the duties and responsibilities of the various members of the staff have been designated in writing?	YES		2	2
2	**ACCOUNTING / BOOKKEEPING**			***	
2.1	Whether entity is maintaining books of accounts?				
a)	Single entry system	YES		1	1
b)	Double entry system		0		2
2.2	Whether the books of accounts are maintained on:-				
a)	Manual Register / MS Excel	YES		1	1
b)	Computerized software		0		2
2.3	Whether the size of accounts department staff is sufficient enough to cater the requirements of the entity?	YES		1	1
2.4	Whether the accounting staff have requisites qualification keeping in view the size and complexity of the organization?				

a)	BBA / B.Com	YES		1	1
b)	MBA / M.Com		0		2
c)	CA / ACCA / ACMA	YES		3	3

2.5 Whether the accounting staff have experience which match the size and complexity of organization.

a)	One year	YES		1	1
b)	Two year	YES		2	2
c)	Three year	YES		3	3

2.6 Whether the entity prepares the following vouchers?

a)	Bank payment voucher		0		1
b)	Cash payment voucher		0		1
c)	Bank receipts voucher	YES		1	1
d)	Cash receipts voucher		0		1
e)	Journal voucher		0		1

2.7 Whether the entity maintains the supporting of the documents? YES 2 2

2.8 Entity is maintaining accounts on what basis?

a)	Accrual Basis		0		2
b)	Cash Basis		0		1

2.9 Entity is maintaining accounts to cater the reporting

a)	Projects	YES		2	2

b)	Donors			0	1
2.10	Whether the entity is taking backup of data regularly?			0	1

3	**FIXED ASSETS**			***	
3.1	Whether the entity maintains the fixed assets register containing at least following particulars?				
a)	Date of purchase	YES		1	1
b)	Cost of the asset	YES		1	1
c)	Depreciation and location of each asset	YES		1	1
d)	Residual value of the asset, if any			0	1
e)	Expected useful life / Rate of depreciation			0	1
f)	Accumulated depreciation	YES		1	1
g)	Reference to financial ledger			0	1
h)	Coding	YES		3	3
3.2	Whether the fixed assets register reconciled with the controlled account?	YES		2	2
3.3	Whether the fixed assets are counted once a year			0	2

4	**CASH AND BANK**			*	
4.1	Whether cash counting is done periodically?			0	1
4.2	Whether bank reconciliations are prepared?				
a)	Monthly	YES		2	2
b)	Quarterly	YES		1	1
c)	Half yearly	YES		0.5	0.5
d)	Annually	YES		0.5	0.5

4.3	Whether transactions greater than Rs 15,000/- are made through proper banking channel.			0	2
4.4	Whether all bank accounts are in the name of entity?			0	1
4.5	Whether all inactive accounts have been closed?			0	1
4.6	Whether there are dual signatories for each bank account?			0	1
5	**PROCUREMENT**		NEED AGGRESSIVE IMPROVEMENT		
5.1	Whether there is any formal procurement policy exist?	YES		1	1
5.2	Whether the entity's operations are adhere to procurement policy?			0	3
6	**INTERNAL AUDIT**		*		
6.1	Does the entity have a system of internal audit?			0	1
6.2	Does the internal audit department is independent of entity?			0	1
6.3	Whether any internal audit manual exists?	YES		1	1
6.4	Whether the internal audit is conducted on?				

a)	Monthly	YES		2	2
b)	Quarterly		0		1.5
c)	Half yearly		0		1
d)	Annual basis	YES		0.5	0.5
6.5	Whether internal audit reports are prepared?	YES		0.5	0.5
6.6	Whether internal audit reports are available?		0		0.5
6.7	Whether the internal audit reports contain the following format?				
a)	Observation	YES		0.5	0.5
b)	Implication		0		0.5
c)	Recommendation	YES		0.5	0.5
d)	Management response		0		0.5
	OR				
a)	Condition		0		0
b)	Criteria		0		0
c)	Cause		0		0
d)	Effect		0		0
e)	Management response		0		0

7	HUMAN RESOURCE		***		
7.1	Does the entity have any separate HR department?	YES		1	1
7.2	Does the entity have HR policies?	YES		1	1
7.3	Whether personal files of all employees are separately maintained?		0		1

8	FINANCIAL STATEMENTS & REPORTS			NEED AGGRESSIVE IMPROVEMENT	
8.1	Whether financial statements are prepared on following basis?				
a)	Monthly			0	3
b)	Quarterly			0	2
c)	Half yearly			0	1
d)	Annually			0	1
8.2	Whether entity's accounting system shows following reports?				
a)	Trial balance	YES		1	1
b)	Balance sheet	YES		1	1
c)	Income and expenditure account	YES		1	1
d)	Cash flow statement	YES		1	1
e)	Statement of changes in fund	YES		1	1
8.3	Whether financial statements are audited?			0	2
8.4	Is there any management letter issued by auditors and entity has retained this?	YES		1	1
8.5	Whether the entity has retained books of accounts & financial statements of ?				
a)	Last 5 year			0	1
b)	Last 7 years			0	2
c)	Last 10 years			0	3
d)	More than ten years			0	4
8.6	Whether entity has copy of representation			0	1

letter?

8.7	Whether entity prepared and provides the donor reports on timely basis?			0	2

9	**TAXATION**			***	
9.1	Whether income tax is properly deducted on following payments?				
a)	Salaries	YES		1	1
b)	Supplies			0	1
c)	Services			0	1
d)	Rents	YES		1	1
9.2	Whether the following withholding statements are filed by the entity?				
a)	Monthly			0	1
b)	Annually			0	1
9.3	Whether income tax returns are properly filed?	YES		2	2
9.4	Whether income tax exemption certificate has been obtained?	YES		1	1

10	**REGULATORY REQUIREMENTS**			NEED AGGRESSIVE IMPROVEMENT	
10.1	Whether accounts are submitted to regulatory bodies like?				
a)	Registrar of societies			0	2
b)	SECP			0	2

10.2	Whether certificate of incorporation has been obtained?			0	1

11	BOARD MEETINGS			*****	
11.1	Whether financial statements have been approved in board meeting?	YES		2	2
11.2	Whether minutes of board meetings have been recorded?	YES		1	1
11.3	Whether AGM has been conducted?	YES		1	1

12	BUDGETING			NEED AGGRESSIVE IMPROVEMENT	
12.1	Whether entity has budget manual?			0	1
12.2	Whether Budget of following is prepared? Entity (as whole) Projects			0 0	2 1
12.3	Whether actual results are compared with budgets?			0	1

13	INTERNAL CONTROL			****	
13.1	Whether entity has internal control manual?	YES		2	2
13.2	Whether internal control system is properly reviewed by management and/ or internal audit	YES		2	2

department?

13.3	Whether system exists to reconcile admin cost charged to donor with actual admin cost?	YES		1	1
13.4	Whether the system is password protected?			0	1
13.5	All vouchers are approved by a responsible official?	YES		2	2
13.6	Whether access to cash and safe boxes is restricted to the person responsible?	YES		1	1
13.7	Whether all important decisions have been passed through Board resolutions?			0	2

Annexure-XIII: **Brief Profile of Consultant Team**

	List of consultants		Profile
1	Khalid Khattak	Lead Facilitator	A mature and ethical professional with around 20 years of diversified experience in development, strong conceptual and analytical skills and demonstrated ability to work effectively in a multilingual, multicultural environment. He has worked extensively in Community development Projects with a focus on poverty alleviation through different interventions aimed at improved lively hood of people at large in addition to capacity building of local government officials, elected representatives and CSO's in Pakistan especially Punjab and KP. His long association with development sector in Pakistan provided him ample opportunities to understand the dynamics of human development and issues hampering its effective development with hands on experience in developing Capacity building programs, citizen participation and social mobilization in the ADB, UNDP, IFAD, EU and USAID assisted Projects.
2	M.KASHIF	Financial Consultant	Mr. Kashif has done Masters in Business Administration (MBA), specialization in Financial Management. He has qualified the Foundation stage of Chartered Accountancy and from Institute of Chartered Accountant of Pakistan (ICAP) ICAP awarded him Foundation Certificate. Federal Board of Revenue, Ministry of Finance, and Government of Pakistan awarded him a certificate of Income Tax Practitioner and registered him as Tax Advisor. He is also a member of Rawalpindi/Islamabad Tax Bar. He has more than three years of post qualification experience in the field of Accounts and Finance
3	Adeel Gul	Co-facilitator	Mr. Gul holds a Master Degree in Politics. He has 6 years practical work experience in managing different projects in AJ&K & Pakistan including Education, Health, Poverty, Child Protection, Livelihood Development and Rehabilitation of the PWDs. He has worked as child protection officer with social welfare department, as assistant training coordinator with children first and as training and reporting officer with handicap international. Thus he has the experience to facilitate the management in conducting training programmes.

Annexure-XIV: **SOR Matrix with Cumulative Score**

SOR

Grand Total SOR Matrix

		Opportunity						Total				
		1.Donor Priorities to Awaz	2.Donor Investment in South Punjab	3. Few Competitors	4. Modern Tools & Techniques available for	5. Existence of National, Regional & International	6. Scope of work on SRHR, Research & Advocacy, DRR,	Total	1. Rigid Society	2. Non Availability of Resources if donor Leaves	3. Religious & Political Interference
Strength	1. Gender sensitivity Culture	46	47	30	27	48	51	**249**	43	34	37
	2. Effective leadership	43	39	32	34	43	35	**226**	40	36	39
	3. conducive HR polices	52	49	45	32	42	43	**263**	30	27	33
	4. Strong MER system	61	52	37	42	46	46	**284**	33	29	34
	5. transparent financial system	58	51	44	32	40	37	**262**	25	38	30
	6. strategic plan in placed	54	51	45	33	38	48	**269**	24	42	36
	Total	**314**	**289**	**233**	**200**	**257**	**260**	**1553**	**195**	**206**	**209**
Weakness	1. centralized authority	28	25	23	30	36	36	**178**	33	27	34
	2. weak coordination with stakeholders	39	35	34	34	36	41	**219**	42	38	43
	3. weak internal coordination	44	41	37	43	43	37	**245**	25	36	30
	4. high Donor dependence	43	44	36	41	42	39	**245**	30	44	26
	5. Frequent staff reshuffling	40	33	29	34	37	29	**202**	28	27	28
	6. low salaries and benefits	42	41	36	33	36	35	**223**	32	30	28
	Total	**236**	**219**	**195**	**215**	**230**	**217**	**1312**	**190**	**202**	**189**

Annexure- XV

		Opportunities					
Divergence of Opinion Scores of Strengths and Weakness against Organizational Opportunities							
		Donor Priorities to Awaz CDS	Donor Investment in South Punjab	Few Competitors	Modern Tools & Techniques available for research	Existence of National, Regional & International Networks	Scope of work on SRHR , Research & Advocacy, DRR, MDG, etc in the Area
Strength	Gender sensitivity Culture	55.8	57.1	44.9	46.5	*85.7*	*66.7*
	Effective leadership	42.9	33.9	58.0	59.6	37.6	50.0
	Conducive HR polices	36.7	45.9	*76.2*	*60.7*	44.9	40.3
	Strong MER system	40.8	46.9	57.1	43.7	48.0	*61.9*
	Transparent financial system	44.2	*65.3*	44.9	54.1	52.0	44.1
	Strategic plan in placed	52.2	*60.7*	47.3	*61.2*	49.0	46.4
Weakness	Centralized authority	42.9	52.0	39.5	57.1	57.1	53.1
	Weak coordination with stakeholders	58.0	50.6	54.1	52.7	*62.9*	*61.7*
	Weak internal coordination	51.4	47.3	50.0	51.0	40.0	46.9
	High Donor dependence	45.3	50.6	55.5	40.0	57.1	50.0
	Frequent staff reshuffling	53.9	57.1	31.0	51.4	48.2	55.1
	Low salaries and benefits	51.4	51.4	44.9	49.8	*65.7*	53.9

Annexure-XVI

		Challenges					
		Rigid Society	Non Availability of Resources if donor Leaves	Religious & Political Interference	Law & Order Situation	Disaster Prone working Area	Non cooperative govt. institutions
Strength	Gender sensitivity Culture	48.6	45.9	*60.7*	*68.6*	42.9	50.0
	Effective leadership	*60.7*	44.9	59.9	39.3	*60.7*	43.5
	Conducive HR polices	60.0	43.9	*60.7*	53.1	57.1	46.4
	Strong MER system	57.1	*63.3*	48.2	54.7	48.2	46.9
	Transparent financial system	36.7	57.1	37.6	42.9	48.2	55.1
	Strategic plan in placed	*78.6*	41.3	48.6	59.2	57.1	51.0
Weakness	Centralized authority	55.5	58.2	53.6	*64.3*	60.0	*62.0*
	Weak coordination with stakeholders	48.2	60.0	31.7	*75.0*	65.3	55.5
	Weak internal coordination	54.6	49.8	32.7	54.4	*60.4*	40.8
	High Donor dependence	49.8	*61.2*	45.7	55.5	*60.8*	44.9
	Frequent staff reshuffling	*68.6*	*71.4*	44.5	54.7	59.6	60.0
	Low salaries and benefits	57.1	54.1	58.8	59.6	58.0	*65.3*

Table title: Divergence of Opinion Scores of Strengths and Weakness against Organizational Challenges

Annexure-XVII: MI Filled Tool

Institutional Maturity Index

Sr. No	Indicators	Average Score	Divergence of Opinion
1.	Responsiveness	7.8	39.5
2.	Programme Sustainability	6.2	51.5
3.	Organizational Sustainability	6.3	55.0
4.	Clarity on Mission	8.8	72.4
5.	Clarity on Vision	8.7	63.0
6.	Defined and Commonly Agreed Values	7.8	47.4
7.	Strategies' Flexibility	7.6	42.5
8.	Strategies' Appropriateness	7.2	37.9
9.	Communication Facilitation	7.2	50.4
10.	Facilitation in continuation of activities	7.2	58.4
11.	Authority Delegation	6.6	53.5
12.	Information Collection	7.1	40.5
13.	Information Communication	7.1	74.1
14.	Information Analysis	6.6	63.0
15.	Documentation	6.9	66.2
16.	Administrative Procedures	6.7	64.2
17.	Financial Management	7.9	41.5
18.	Accountability	7.1	57.3
19.	Experience Retention	6.1	56.0
20.	Target Setting	8.0	59.3
21.	Performance Evaluation	8.2	67.9
22.	Reward and Punishment	6.8	59.3
23.	Target Group Selection	8.0	44.4
24.	Needs Identification	7.6	47.7
25.	Planning	8.3	69.1
26.	Resource Utilization	7.4	46.4
27.	Resource Identification	7.6	56.0
28.	Resource Mobilization	7.3	49.4
29.	Visibility	7.8	37.0
30.	Bearing Pain	7.1	60.5
31.	Enabling	6.3	63.0
32.	Constructive Feedback	6.4	46.9
33.	Others willing to replace	7.3	44.4
34.	Existence of 2nd line of leadership	3.8	66.0
35.	Competence of 2nd line of leadership	3.6	59.9
36.	Existence of 2nd line of management	6.6	69.1
37.	Competence of 2nd line of management	6.7	62.2
Total		**7.1**	**76.1**

Annexure-XVIII

List of Sector representative

	OCAT-TOOL	NAME	DESIGNATION
1	Governance	Surraya Faiz	Management planning, Monitoring & QA
2	Programme Planning and Management	Surraya Faiz	Management planning, Monitoring & QA
3	Institutional Outreach	Surraya Faiz	Management planning, Monitoring & QA
4	Sustainability	Surraya Faiz	Management planning, Monitoring & QA
5	Human Resource Planning, Development and Management	Shafiyah	MHRO
6	General Management and Administration	Shafiyah	MHRO
7	Financial Due diligence	Mian Muhammad Asif	Finance manger