

Organization: DAO  
Narrative Report

**Overview:**

Development and Ability Organization (DAO) is a local, not for profit organization which has been a Civil Society Support Center (CSSC) partner organization of Counterpart International I-PACS II program since 2011 in Kunar province, with its main office located in Kabul, Afghanistan. Under this program, the Counterpart International I-PACS II program has been engaged in institutional development process of this organization through provision of grants and technical assistances and advice, with an embedded I-PACS team in this organization. Similarly, this organization has been cascading such capacity building services to its target CSOs in Kunar province. This organization underwent its second Organizational Development Assessment (ODA) during June, 2013, which was conducted by expert team of Counterpart International I-PACS II program. During this assessment, it was identified that this organization, to some extent, has been able to introduce some positive changes in its organizational system, but as this report suggests, there are still a lot of room for improvement of this organization under its all system functional areas as such; leadership and strategic management, program management and quality control, accounting and financial management, financial sustainability, human and material resources management and external communications. It is recommended that this organization senior management and other concerned employees read this report very carefully specially, paying attention to the identified gaps under each functional area, develop a comprehensive annual Organizational Development Action Plan (ODAP) and implement this plan in order to address the identified gaps so that this organization is made more capable of delivering effective and efficient services to Afghan Civil Society through its programs and mandates, in the near future.

**Summary**

**Leadership and Strategic Management:**

Completed: (3.2) Understanding: (3.4)

**Program Management and Quality Control:**

Completed: (2.7) Understanding: (2.9)

**Accounting and Financial Management:**

Completed: (3.4) Understanding: (3.2)

**Financial Sustainability:**

Completed: (NA) Understanding: (NA)

**Human and Material Resources:**

Completed: (3.2) Understanding: (3.3)

**External Relations:**

Completed: (2.4) Understanding: (2.9)

Functional Area Under Review	Scores <sup>1&amp;2</sup> (0-4)	Key Findings / Recommendations
<b>1. Leadership and Strategic Management</b>		
1.1 Not for Profit Registration (Legally Registered in Country) - Charter / Bylaws - Founders - Mission Statement	Completed: 3.7 Understanding: 3.7	1.1. Not for profit registration. DAO is officially registered with the Ministry of Economy. They have a well-developed charter and bylaws. The founder of DAO is still involved in the running of DAO as their Executive Director. The Executive Director notated that the moment long term funding is available; he will leave the organization due to the fact that he is working already for several years in this position.

<sup>1</sup> Completed: (4) Completed w/ **NO** revisions necessary; (3) Completed w/ **Minimum** Revisions; (2) Completed, but **Significant** revisions necessary; (1) Incomplete with **Substantial** additions and revisions necessary; (0) **Not Completed**.

<sup>2</sup> Understanding: (4) **Full** Understanding of Requirement; (3) **Partial** Understanding of Requirement; (2) **Partial** Understanding of Requirement with significant training and consultation needed; (1) **Minimal** Understanding of Requirement; (0) **No Understanding**.

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<p>1.2 BOD Policies and Procedures</p> <ul style="list-style-type: none"> <li>- Mission and Purpose</li> <li>- BOD Roles and Responsibilities</li> <li>- Code of Conduct</li> <li>- Evaluation (self or otherwise)</li> <li>- Board Development Plan</li> <li>- Board Member Selection / Dismissal</li> <li>- Board Member Rights</li> <li>- Meeting Protocol / Schedule</li> <li>- Grievance Policy / Procedures</li> <li>- BOD Voting Rights / Protocol</li> <li>- Payment / Compensation</li> </ul>	<p>Completed:3.3 Understanding: 3.3.</p>	<p>1.2. BOD policies and procedures. All scores reasonably satisfactory. The Board of DAO is very active and some of the board members were available during this assessment, the mission and purpose of the board is formalized and practices are fine. Roles and responsibilities are formalized and there is a clear distinction of work among the board members. There is a code of conduct, but it is a general organizational one, this needs to be fine-tunes towards the Board. Evaluation of the board and individual board members, internally and externally is not taking place. It would be nice to see this happening at least once a year to streamline the process between Board and Executive Director. There is also no Board development plan, DAO has a reasonably good idea how it should look like, but still needs to work on it. The assessment team thinks that the board job descriptions and a proper evaluation how the board members are functioning, could act as a point of departure here. Board member selection, dismissal, rights are all judged satisfactory. Small point of attention is the grievance policy for the Board. Since the Board of Directors acts as the highest authority in the organization, one cannot us the general grievance policy of DOA. It is good practice to set up an independent entity for this, which could be made up by people outside the organization, but with strong links to it. Voting rights are clear and practiced. Board members are all volunteers and also do not expect to be paid.</p>
<p>1.3 BOD Member Orientation (training materials or handbook)</p>	<p>Completed: 2.5 Understanding: 3.0</p>	<p>1.3. BOD member Orientation. This area scored quiet weak. DAO really needs to work on this area. Practices are a bit better. The assessment team thinks is good to compile a file with all relevant information for new board members as well as a checklist which needs to include all meeting and activities the new board member has to conduct. This way it is easier to track what the new board members received on information as well as tracking his/her visits inside and outside the organization.</p>
<p>1.4 BOD Contact List / Profiles</p>	<p>Completed:4.0 Understanding: 4.0</p>	<p>1.4. BOD Contact List. Satisfactory. Nothing to comment on.</p>
<p>1.5 Advisory Board Policies</p>	<p>Completed: NA Understanding: NA</p>	<p>Non Applicable</p>
<p>1.6 Advisory Board Orientation</p>	<p>Completed: NA Understanding: NA</p>	<p>Non Applicable :</p>
<p>1.7 Advisory Board List / Profiles</p>	<p>Completed: NA Understanding: NA</p>	<p>Non Applicable:</p>
<p>1.8 Strategic Management Plan (annual or otherwise)</p> <ul style="list-style-type: none"> <li>- Mission Statement</li> </ul>	<p>Completed: 2.7 Understanding: 3.0</p>	<p>1.8. Strategic Management Plan. This is the Achilles heel of the organization. Although the mission statement is reasonably strong, DAO needs to find out what is means for running the organization effectively and efficiently in the coming years in view of programs, activities,</p>

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<ul style="list-style-type: none"> <li>- Analysis of External Environment / Stakeholders / Opportunities and / or Obstacles</li> <li>- Analysis of Internal Environment</li> <li>- Strategic Goals of Organization</li> <li>- Risk Assessment(s)</li> </ul>		<p>partnerships and donors. The assessment teams feel like DOA has no heart and starts to become opportunistic. DAO moved into a vicious circle where it tries to pick up every lifeline available due to lack of funding. The Strategic Management plan is looking like a wish list of what DAO would like to do, instead of a thought-out plan on how to meet the main mission and vision of the organization. The SWOT analysis idem. Although available, the SWOT analysis is not focused on the target group (i.e. handicapped people). How will DOA serve its target group in the coming years based on its mission and all the developments in its external environment? What does this mean in the very short term for DAO? DAO has to set out a strategy for that. A proper risk assessment is also missing. It would be good that after the strategic management plan is improved (and approved) to conduct a risk assessment on the planned programs and think in advance on a contingency plan if the risks are too high.</p>
<p>1.9 Management System</p> <ul style="list-style-type: none"> <li>- Management Philosophy and Operating Style</li> <li>- Organizational System / Chart</li> <li>- Staffing Balance (gender/youth)</li> <li>- Methods of Assigning Authority and Responsibility</li> <li>- Internal Communications Policies</li> <li>- Segregation of Duties / Responsibilities</li> <li>- Knowledge Management System / Structure</li> </ul>	<p>Completed: 3.2 Understanding: 3.3</p>	<p>1.9. Management system. DAO scores in general quiet good in this area. All is nicely formalized and DOA also practices what it preaches in daily life. DAO is an open organization, taking its staff serious. Door of the Director is always open and staff feels at home. Turnover rate is low. DAO has a clear management philosophy and a well-developed organizational chart. Staffing balance is okay and documented (although women are somewhat misrepresented). Methods of assigning authority need some attention. Has to be documented a bit better, especially when senior managers are not available. Internal communication procedures could also be improved. Who sets the agenda (what is the protocol here) and how things are followed up (checked) is not always clear. Knowledge management system/structure scores low but this is an area I-PACS needs to concentrate on in the coming months.</p>
<p>1.10 Leadership Practices</p> <ul style="list-style-type: none"> <li>- Leadership Training</li> <li>- Leadership Balance (gender/youth)</li> <li>- Succession Plan</li> </ul>	<p>Completed: 2.7 Understanding: 3.0</p>	<p>1.10. Leadership practices. Could be improved according to the assessment team. Certainly needs to be more formalized. Leadership training is taking place too ad hoc, based on what is available. There is no systematic tracking of this within DAO. Succession planning is also not well developed, especially in regards to the Executive Director.</p>
<p>1.11 Legal Counsel</p> <ul style="list-style-type: none"> <li>- Access to Quality Legal Counsel</li> <li>- Programming Assured to be Operating Legally</li> <li>- Funding for Legal Counsel</li> </ul>	<p>Completed: 3.3. Understanding: 3.5</p>	<p>1.11. Legal Counsel. In general okay. Small point of attention is the funding. But in view of the financial constraints of DAO understandable.</p>
<p>1.12 Partnership Development</p> <ul style="list-style-type: none"> <li>- Partnership Policy / Strategy</li> </ul>	<p>Completed: 3.2 Understanding: 3.5.</p>	<p>1.12. Partnership Development. In general okay, although not totally satisfactory when it comes to the formalization of it. A small recommendation here is the fact that there is not a well thought</p>

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<ul style="list-style-type: none"> <li>- Types of Partnerships</li> <li>- Contracting Policies</li> </ul>		<p>through strategic document on partnering with CSO's, like-minded organizations and governmental organizations on strengthening the position of the Afghan handicapped people.</p>
<b>2. Program Management and Quality Control</b>		
<p>2.1 Program Management System</p> <ul style="list-style-type: none"> <li>- Program Management Philosophy (documented)</li> <li>- Segregation of Duties / Responsibilities</li> <li>- Staff Communications (internal)</li> <li>- Product Protection / Intellectual Property</li> </ul>	<p>Completed: 2.0 Understanding: 2.8</p>	<p><b>Key Findings:</b></p> <p>DAO has the understanding of program management but has no documented, they intend to develop one and working on drafting a program management manual, The organization has the job description separately for each staff within their contracts.</p> <p>Their internal communications happened through meetings, emails and phone calls there was nothing in written form in regards of internal communication. Staff seems to be aware of one another's responsibilities. There is no product protection or copy right policy, but they do keep records of documents and write all the documents in the CDs for protection.</p> <p><b>Key Recommendations for Further Action:</b></p> <ul style="list-style-type: none"> <li>- DAO needs to understand the importance of the program management manual as a document and to implement the activities based on the documented program management manual, they should include all the program management philosophy aspects in the manual.</li> <li>- TA needs to be proved to DAO on developing the program management manual by CPI program management specialist.</li> <li>- DAO needs to think of the product protection policy as a written document and the ways how to protect their products.</li> </ul>
<p>2.2 Monitoring and Evaluation Handbook</p> <ul style="list-style-type: none"> <li>- M&amp;E Philosophy, Policies and Procedures</li> <li>- Results Framework / Log Frame</li> <li>- Performance and Monitoring and Evaluation Plan</li> </ul>	<p>Completed: 2.3 Understanding: 2.4</p>	<p><b>Key Findings:</b></p> <p>M&amp;E manual is developed, but the understanding and implementation level is still low; it needs to be finalized and to be implemented by DAO.</p> <p>The organization does not uses the results framework/log frame work but usually it is based on donors requirement, The organization has separate work plan for each of its projects, they use different format/templates for reporting based on donors requirement. The organization has the</p>

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<ul style="list-style-type: none"> <li>- Work plan</li> <li>- Reporting / Data Collection Templates</li> <li>- Peer Engagement</li> </ul>		<p>culture of peer engagement but does not document ed.</p> <p><u>Key Recommendations for Further Action:</u></p> <ul style="list-style-type: none"> <li>- M&amp;E manual needs to be revised and TA needs to provide by CPI specialist. As well as the peer engagement needs to be documented within the M&amp;E manual.</li> <li>- The organization would benefit from institutionalize log frames/ results frameworks as part of their tools for both program management and M&amp;E; and</li> <li>- The organization's senior management would have better oversight over M&amp;E activities if program-based as opposed to project-based M&amp;E plans and work plans are developed.</li> </ul>
<p>2.3 MIS System</p> <ul style="list-style-type: none"> <li>- Reporting Templates</li> <li>- Data Collection Standards</li> <li>- Solution for Accessing Data</li> <li>- Filing Checklist</li> </ul>	<p>Completed: 0 Understanding: 0</p>	<p><u>Key Findings:</u></p> <p>The organization has no MIS system but is interested to develop one.</p> <p><u>Key Recommendations for Further Action:</u></p> <p>DAO needs to budget for MIS system to be established</p>
<p>2.4 Training Program Policies and Procedures</p> <ul style="list-style-type: none"> <li>- Policy for Creating and Updating Modules</li> <li>- Training Modules</li> <li>- Training Evaluation Forms</li> <li>- Trainers Database</li> <li>- Trainees Database</li> </ul>	<p>Completed:4.0 Understanding:4.0</p>	<p><u>Key Findings:</u></p> <p>The organization has the documented policies and procedures for trainings, they do understand and also practice how to update modules and has the responsible person to update the training modules, they have a documented policy for conducting trainings but it needs to be revised and include other important points in it. They do practice to modify the training modules, they have training evaluation form for all trainings, and they have the trainer's data base as well as the trainee's database.</p> <p><u>Key Recommendations for Further Action:</u></p> <p>DAO needs to revise its training policy and to have an orientation session to all DAO staff and other project staff.</p>
<p>2.5 Resource Center Management</p> <ul style="list-style-type: none"> <li>- Visitor Usage Log</li> <li>- List of Services</li> <li>- Catalogue of Library Materials</li> </ul>	<p>Completed: 4.0 Understanding: 4.0</p>	<p><u>Key Findings:</u></p> <p>The RC is located in Kunar and has all the facilities for target CSOs and all other visitors, has the visitors log book, list of services, catalogue of library materials CSOs, and students do come and visit the RC on daily bases. RC is mostly used for checking the emails and TA is provided to</p>

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		target CSOs based on CSOs requests. Through RC officer and OD officer.  <u>Key Recommendations for Further Action:</u> non at this time
2.6 Community Dialogue Facilitation - Moderator / Facilitator Guidelines - Conflict Resolution Techniques - Event Logistics Checklist - Participant Evaluation Form - Results Sharing Templates (follow-up)	Completed: 3.8 Understanding: 4.0	<u>Key Findings:</u>  The community dialogues are conducted by DAO through I-PACS project, DAO has developed a community dialogues manual on the specific topic of conflict resolution techniques. They have event logistic checklist, participant's evaluation form and also has the practice of results sharing and follow-ups of the dialogues. DAO does not have the facilitator guideline for conducting community dialogues and a comprehensive manual for community dialogues but is interested to develop one to include all the important elements in the manual.  <u>Key Recommendations for Further Action:</u>  DAO needs to develop a comprehensive community dialogue facilitation Guideline for the moderator or facilitator and to put all the important elements in a one manual for the future use.
2.7 Grant Management Policies	Completed: NA Understanding: NA	<u>Key Findings:</u>  <u>Key Recommendations for Further Action:</u>
2.8 Grant Documents / Templates	Completed: NA Understanding: NA	<u>Key Findings:</u>  <ul style="list-style-type: none"> <li>• Though no specific guidelines for several involved teams are not in place, but general guidelines are available in recently developed grants management manual.</li> <li>• Grants application form, grant agreement template, control sheet, FRA sample and grant check list are available.</li> <li>• Grants financial instructions are documented in finance policy of AWEC but minimum revision are needed.</li> </ul> <u>Key Recommendations for Further Action:</u>  <ul style="list-style-type: none"> <li>• In order to make the process of re-granting constant and clear to engaged staff, specific guidelines are recommended to develop for engaged team/s.</li> <li>• It is highly recommended to develop specific directions for auditing re-granting projects which can be consist of timeline for audit, type of audit (external or internal) and resource allocation</li> </ul>
<b>3. Accounting and Financial Management</b>		

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<p>3.1 Accounting Procedures Manual</p> <ul style="list-style-type: none"> <li>- Financial Reporting – Identified Users (National / Donor)</li> <li>- Financial Reporting – Requirements / Documentation</li> <li>- Financial Reports – Standard Reports (National / Donor)</li> </ul>	<p>Completed:4.0 Understanding: 3.7</p>	<p>Key Findings: They have all the documents in place and do understand the procedure.</p> <ul style="list-style-type: none"> <li>▪ Key Recommendations for Further Action: A little work is needed to be done with them to go through these documents and memorize the required information.</li> </ul>
<p>3.2 General Ledger and Chart of Accounts</p> <ul style="list-style-type: none"> <li>- General Ledger</li> <li>- Chart Of Accounts</li> <li>- Control of Chart of Accounts</li> <li>- Account Structure (National / Donor)</li> </ul>	<p>Completed: 3.8 Understanding: 3.9</p>	<p>Key Findings: They are using QBs and are having everything in place. Have some problem in the Donor Account Structure.</p> <ul style="list-style-type: none"> <li>▪ Key Recommendations for Further Action: They should be using compound type of entries and charge a specific %age of the expense to every donor in order to easily catch what has been done in the entry rather than making separate entry for every donor.</li> </ul>
<p>3.3 Cash Management Systems</p> <ul style="list-style-type: none"> <li>- Cash on Hand Register / Report / Templates</li> <li>- Periodic Cash Count</li> <li>- Receipt of Cash Payment</li> </ul>	<p>Completed: 3.3 Understanding: 3.8</p>	<p>Key Findings: DAO has everything documented in the manual but cash count is only done at the end of the month.</p> <ul style="list-style-type: none"> <li>▪ Key Recommendations for Further Action: They to comply the policy and keep doing the cash count every week.</li> </ul>
<p>3.4 Expense Allocation System</p> <ul style="list-style-type: none"> <li>- Vouchers</li> <li>- Allowable / Unallowable Expenses</li> <li>- Project Codes</li> <li>- Authorization / Approval System</li> <li>- Documented Basis for Allocation</li> </ul>	<p>Completed: 3.2 Understanding: 2.7</p>	<p>Key Findings: DAO has all the documents in place but don't have sufficient knowledge of allowable/Unallowable in the context of USAID in particular.</p> <ul style="list-style-type: none"> <li>▪ Key Recommendations for Further Action: They need to be trained for USAID rules and regulations. Their approval system also needs to be revised.</li> </ul>
<p>3.5 Common Forms and Instructions</p> <ul style="list-style-type: none"> <li>- Receipt for Cash Payment</li> <li>- Receipt for Cash Deposit</li> <li>- Cash Advance Liquidation / Reimbursement Requests</li> <li>- Cash on Hand Report</li> <li>- Cash Advance Request</li> <li>- Expense Voucher</li> </ul>	<p>Completed: 3.9 Understanding: 3.5</p>	<p>Key Findings: DAO has almost everything in place.</p> <ul style="list-style-type: none"> <li>▪ Key Recommendations for Further Action: Some modification might be brought in them.</li> </ul>

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<ul style="list-style-type: none"> <li>- Travel Expense Report</li> <li>- Timesheets</li> </ul>		
<p>3.6 National / Donor Reporting</p> <ul style="list-style-type: none"> <li>- Reporting Schedule</li> <li>- Monthly Financial Reports</li> <li>- Sub-Grants Listing Report</li> <li>- Cash Count Report</li> <li>- In-Kind Local Inputs</li> <li>- Inventory Year-End</li> <li>- Accrued and Pre-Paid Expense</li> <li>- Accrued Leave (Vacation)</li> <li>- Banking Information</li> <li>- Bank Annual Reports</li> <li>- External Audit of Books</li> <li>- Timesheets</li> <li>- Taxation</li> </ul>	<p>Completed:3.0 Understanding:2.8</p>	<p>Key Findings: They have a greater level of understanding of the donor's reporting but some of them mentioned here are not applicable to DAO. They are not quite good with prepayments and accruals, although they have verbal idea.</p> <ul style="list-style-type: none"> <li>▪</li> </ul> <p>Key Recommendations for Further Action: DAO staff needs to be trained on prepayments and accrual tracking.</p>
<p>3.7 Procurement Policy, Procedures and Plan</p> <ul style="list-style-type: none"> <li>- General Information and Regulations</li> <li>- Procurement Procedures</li> <li>- Checklist(s)</li> <li>- Competition Policy</li> <li>- Vendor List</li> </ul>	<p>Completed: 2.1 Understanding: 1.8</p>	<p>Key Findings: They have procurement manual in place but don't have vendor list and check list.</p> <ul style="list-style-type: none"> <li>▪</li> </ul> <p>Key Recommendations for Further Action: Their manual is weak and needs to be revised plus they should be asked and helped with developing both the mentioned check lists.</p>
<p>3.8 Inventory of Physical Assets</p> <ul style="list-style-type: none"> <li>- Office</li> <li>- Equipment (Non-Computer)</li> <li>- Computer (various)</li> <li>- Audio / Visual</li> <li>- Printing / Copies</li> <li>- Telephone / Fax</li> <li>- Furniture</li> <li>- Vehicles</li> </ul>	<p>Completed: 4.0 Understanding: 4.0</p>	<p>Key Findings: They have the entire inventory in place and documented other than vehicles.</p> <ul style="list-style-type: none"> <li>▪</li> </ul> <p>Key Recommendations for Further Action: Vehicles also need to be a part of the inventory.</p>
<p>3.9 Sub-Contracting Policies</p>	<p>Completed: NA Understanding: NA</p>	<p>Key Findings: N/A</p> <ul style="list-style-type: none"> <li>▪</li> </ul>



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		Key Recommendations for Further Action: N/A
3.10 Financial Management Policies and Procedures - Financial Management Manual / Handbook - Budget Management System - Internal Controls System - Expense Distribution / Tracking System - Spending Plan Policy	Completed:3.6 Understanding: 3.2	Key Findings: They have financial manual and are very good in terms having them. Their internal control system is not properly tracked and worded. ▪ Key Recommendations for Further Action: They need to revise their internal control system and budget management system. They can also be called for a training or an expatriate may help them how better perform in these two areas.
3.11 Financial Management Documents / Templates - Spending Plan Template - Expense Distribution Report / Tracking - Spending Analysis (Evaluation)	Completed:3.5 Understanding:3.0	Key Findings: They almost have all the templates. ▪ Key Recommendations for Further Action: Their templates need to be revised and should be developed taking the current and future necessities of the organization into consideration.
<b>4. Financial Sustainability</b>		
4.1 Financial Sustainability Plan (annual or otherwise) - Financial Diagnostic - Asset Leverage Brainstorm Tool	Completed: NA Understanding: NA	<u>Key Findings:</u>  <u>Key Recommendations for Further Action:</u>
4.2 Fin. Sustainability Handbook	Completed: NA Understanding: NA	<u>Key Findings:</u>  <u>Key Recommendations for Further Action:</u>
4.3 Fee for Service Plan	Completed: NA Understanding: NA	<u>Key Findings:</u>  <u>Key Recommendations for Further Action:</u>
4.4 Business Plan Templates	Completed: NA Understanding: NA	<u>Key Findings:</u>  <u>Key Recommendations for Further Action:</u>
4.5 Proposal Writing Handbook	Completed: NA Understanding: NA	<u>Key Findings:</u>  <u>Key Recommendations for Further Action:</u>

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4.6 Membership Management	Completed: NA Understanding: NA	<p><u>Key Findings:</u></p> <p><u>Key Recommendations for Further Action:</u></p>
4.7 Donor Relationship Tracking	Completed: NA Understanding: NA	<p><u>Key Findings:</u></p> <p><u>Key Recommendations for Further Action:</u></p>
<b>5. Human and Material Resources</b>		
5.1 Personnel Manual / Handbook - Handbook for Employees	Completed: 3.0 Understanding: 3.5	<p><u>Key Findings:</u></p> <p>There is a human resources manual available at DAO. DAO put a lot of efforts in it over the last years. It was a real team effort under the supervision of the executive director. However, still some docs are missing and it is not very well indexed. The assessment team knows that DAO is working on it, for this reason the 3.5.</p> <p><u>Key Recommendations for Further Action:</u></p> <p>The assessment team recommends DAO to continue its efforts with completing the handbook. It is important to create one handbook, indexed and possibly having a section on keywords.</p>
5.2 Office Policies and Procedures - Plan for Updating and Amending Policies - Work Conditions and Office Operations - Use of Company Property - Electronic Communications - Injury on / off Job - Emergency Contact Numbers - Personal Use of Office Equipment - Use of Funds / Equipment for Political/Religious Purposes - Travel Polices and Procedures	Completed: 3.4 Understanding: 3.4	<p><u>Key Findings:</u></p> <p>DAO scores reasonably well on it. However there are some weak spots in this area which need to be discussed in DAO. There is not a very clear plan for updating the policies as well as there is not a clear policy around work conditions.</p> <p>Use of company property is not allowed outside working hours. In case of emergency, this needs to be discussed with the executive director. There is also a code of conduct for the use of electronic equipment for DAO staff. Breaking the code of conduct means facing the consequences. DAO checks the use of the internet regularly and maintains strict rules.</p> <p>Injury on the job is well organized by DAO. DOA will pay all costs. Emergency numbers are available in the office.</p> <p>Since DAO is an non-governmental organization. Providing funds to political or religious purposes is strictly prohibited. This is written down in the constitution.</p> <p>There are clear policies on traveling. Staff needs to discuss their travels with the head of admin and leave contact numbers.</p> <p><u>Key Recommendations for Further Action:</u></p>

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		In general DAO is doing well in this area. However the work conditions need some improvement. It is too elementary. Second a good plan needs to be developed on how and when the policies are revisited.
<p>5.3 Security Plan</p> <ul style="list-style-type: none"> <li>- Office Security</li> <li>- Cash Security</li> <li>- Bank Security</li> <li>- Personal Security</li> <li>- Political / Terrorism Security</li> <li>- Natural Disaster Security</li> </ul>	<p>Completed: 3.0 Understanding: 3.1</p>	<p>Key Findings:</p> <p>The security plan needs certainly some attention from DAO in view of orientation and training. They are weak. Office security is okay. System works well and is enforced. There are two guards and there is security 24 hours a day. All guards have security numbers in case something happens.</p> <p>There is a policy on cash security. DAO tries not to have too much cash in its office. However a clear policy with guidelines is missing. It's a bit arbitrary. Same with bank security There are not clear guidelines in this regard.</p> <p>Personal security is well developed. DAO gives its staff training and there are clear policies here. New staff members receive an orientation in this. Natural disaster is not applicable.</p> <p>Key Recommendations for Further Action:</p> <p>The Assessment team recommends DAO to look into their cash security policies and bank security policies. IT is weak and need certainly further improvements. The assessment team recommends DAO to discuss these policies with ACSFo since this organization has developed these policies well.</p>
<p>5.4 Policies for Employee Recruitment, Hiring and Termination</p> <ul style="list-style-type: none"> <li>- Hiring of Family Members</li> <li>- Hiring of Friends and Former Work Colleagues</li> <li>- Country Staff Hiring Procedures</li> <li>- Orientation and Training</li> <li>- Probation Period of New Employees</li> <li>- Grievance Procedures / Dispute Resolution</li> <li>- Progressive Discipline Policies</li> </ul>	<p>Completed:3.2 Understanding: 3.2</p>	<p>Key Findings:</p> <p>DAO needs to update this area. DAO does not score well in some of the criteria of this area. Hiring family members or hiring friends for example is not a bad thing in itself. It is about transparency and conflict of interests.</p> <p>However most procedures in this area are in place. In general it needs to be stated here that DAO is taking care of its staff and the assessment team also feels that staff is included in most of the decisions of DAO. The overall score is therefore not bad. Orientation sessions with new staff are taking place. There is a probation period of three months. There is a grievance policy and well explained to all staff. There are discipline policies and there is an appeal process. DAO staff knows what will happen when they break the rules and knows the consequences in regards to harassment. IN general all is okay, but all need to be a bit further developed.</p>

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<ul style="list-style-type: none"> <li>- Appeals Process</li> <li>- Termination of Employment</li> <li>- Personnel / Staff Files (including storage / access / safety)</li> <li>- Staff Suggestion Program</li> <li>- Discrimination / Harassment</li> <li>- Temporary Workers</li> </ul>		<p>Key Recommendations for Further Action:</p> <p>It would be good for DAO to look into the hiring procedures again out of a point of fairness and transparency. Furthermore, the assessment team recommends DAO to sit together as a team and discuss several of the policies a bit more in depth. Staff suggestion program is weak. This should be a bit more formalized, how can DAO includes its staff a bit better in the formulation of its hiring and firing procedures, which guarantees fairness and transparency.</p>
<p>5.5 Employee Contracts</p> <ul style="list-style-type: none"> <li>- Contracts On File (Current / Historic)</li> <li>- Job Description and Responsibilities</li> <li>- Staff Listing / Inventory of Skills / Contact List</li> </ul>	<p>Completed: 3.5 Understanding: 3.5</p>	<p>Key Findings:</p> <p>This area scores well. Contracts are nicely filed. Job descriptions are well developed and clear to the assessment team and there is a staffing list with skills as well as a contact list.</p> <p>Key Recommendations for Further Action:</p> <p>It is recommended by the assessments team to have a list included what these staff files contain or need to contain. It is not always clear to DAO that all information needs to be stores. Things like absenteeism, sickness, etc. are not included in the files. More examples can be given. Furthermore the assessments team recommends also some procedures around the access of these files. Who is eligible to look into the files and for what reason?</p>
<p>5.6 Performance Appraisals / Evaluation System</p> <ul style="list-style-type: none"> <li>- Performance Appraisal Policy &amp; Schedule</li> <li>- Employee Evaluation Forms (Manager / Self / 360°)</li> <li>- Professional Development Plan</li> </ul>	<p>Completed: 2.8 Understanding: 3.2</p>	<p>Key Findings:</p> <p>In general the assessments team finds the completion area is underdeveloped, although at the same time it has to be stated that the willingness and practices are much better. DAO appraises its staff twice a year and also does this thoroughly. However a good evaluation form is still missing. Next to this, the appraisal is top-down and there is hardly any space for the staff member to channel his/her concerns. A professional development plan is therefor also missing.</p> <p>Key Recommendations for Further Action:</p> <p>It would be good for DAOI to look into this and discuss what the use of staff evaluation and appraisal means for the organization. The assessments team recommends that DAO set up a series of questions where supervisors and staff could sit together and discuss the progress, the identified problems and possible solutions for it between the parties involved. IF necessary a third person (HR manager) could be present as in independent party. These questions can be developed in line with the specific job descriptions of the staff. Staff will have the space to give its own interpretation. Based on the outcomes, a plan for further staff development should be</p>

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		constructed, signed by both parties.
<p>5.7 Wages, Hours and Payroll Practices / Policies</p> <ul style="list-style-type: none"> <li>- Hours of Work</li> <li>- Timekeeping</li> <li>- Compensation for Travel Time (Per diem policy)</li> <li>- Compensation for Extra Work Time</li> <li>- Timesheets</li> <li>- Pay Days</li> <li>- Holiday Policy</li> <li>- Income, Social, Payroll Taxes and Pension Funds</li> <li>- Salary Advances</li> <li>- Raises</li> <li>- Payroll Allocation</li> <li>- Bonus Policy</li> <li>- Salary Standards</li> </ul>	<p>Completed:3.0 Understanding:2.9</p>	<p>Key Findings:</p> <p>In general DAO has most of the policies here in place, although not all is developed well. DAO needs to revisit some of the policies in this area. The more technical elements in this area are in general satisfactory like timesheets, holiday policies, timekeeping, hours of work, etc. There is a clear understanding about the hours people work and the staff is in general following the rules well. DAO keeps time of their staff, timesheets are available. When it comes to the practices, thinks are getting a bit difficult. Most of it is caused by the fact that DAO is in dire straits. There is hardly any money to back up the policies. Things like salary advances, raises bonuses, etc. are lacking behind.</p> <p>Key Recommendations for Further Action:</p> <p>Points of attention are certainly the payroll allocation. The assessment team would recommend taking a look into the kitchen of AABRAR and seeing how AABRAR is conducting this. AABRAR has well developed systems here. Furthermore. The assessment teams knows of course that DAO is financial not feasible at the moment, In view of this, it is recommended that DAO should maybe also adjust its policies towards this. For example, it is not good to state that staff receives an increase in salary in your policy, but due to internal and external reasons DAO is not able to keep this promise. Salary scales are also missing and due to shortage of funds hardly practiced.</p>
<p>5.8 Benefits, Attendance, and Leave of Absence Policy</p> <ul style="list-style-type: none"> <li>- Benefit Policies (When, Why and Who)</li> <li>- Attendance / Punctuality</li> <li>- Holiday Benefits</li> <li>- Annual Leave</li> <li>- Sick Leave</li> <li>- Maternity / Paternity Leave</li> <li>- Bereavement Leave</li> <li>- Personal Leaves of Absence</li> <li>- Hadj Leave</li> </ul>	<p>Completed: 3.2 Understanding: 3.2</p>	<p>Key Findings:</p> <p>DAO scored much better in the area of leave and absence policies. In general all policies are in place and also practiced within DAO. The assessment team finds this area satisfactory. The policies are in line with the general practices of all the other key partners of CPI.</p> <p>Key Recommendations for Further Action:</p> <p>Point of attention is the benefit policies. In short all benefit policies are all the same for all staff. Second point of attention is the fact that DAO does not describe what it means with personal leave of Absence.</p>

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<p>5.9 Consultant Policy</p> <ul style="list-style-type: none"> <li>- Policies and Procedures for Contracting Consultants</li> <li>- Consultant Contract (template)</li> <li>- Contact Lists / Rate</li> </ul>	<p>Completed: NA Understanding: NA</p>	<p>Key Findings:</p> <p>DAO is not working with formal consultants. Most of the work is done by outsiders and in mutual agreement that serviced delivers are for free.</p> <p>Key Recommendations for Further Action:</p> <p>Although scored as NA, the assessment team still recommends to develop a good consultancy template for unforeseen developments.</p>
<p>5.10 Volunteer Management</p> <ul style="list-style-type: none"> <li>- Volunteer Rights</li> <li>- Code of Ethics</li> <li>- Volunteer Agreement Template</li> <li>- Volunteer Database</li> </ul>	<p>Completed: 3.5 Understanding: 3.5</p>	<p>Key Findings:</p> <p>DAO scores well in this area. Volunteers are treated as paid staff members, can participate in meetings etc. DAO uses the some code of ethics for volunteers as for paid staff, have job descriptions, have contracts, etc. There is no volunteer database since DAO does not systematically use volunteers in its organization. Most volunteers were paid by foreign organizations.</p> <p>Key Recommendations for Further Action:</p> <p>None</p>
<p>5.11 Personal Ethics and Work Conduct Policy</p> <ul style="list-style-type: none"> <li>- Documented Ethics Policy</li> <li>- Employee Confidentiality</li> <li>- Workplace Harassment Policy</li> <li>- Drug Free Workplace</li> <li>- Lunch Hours / Break</li> <li>- Personal Ethics in Workplace</li> <li>- Work Products</li> <li>- Open Office Etiquette</li> <li>- Cell Phone Usage</li> <li>- Dress / Personal Appearance</li> <li>- Losses Due to Damage, Theft, etc.</li> </ul>	<p>Completed: 3.2 Understanding: 3.3</p>	<p>Key Findings:</p> <p>In general DAO scores well in this area. There is a documented ethnics policy and also used by staff. DAO keeps employees' information, personal meetings, face-to-face meetings and appraisals confidential. Staff knows what the consequences are when rules are broken here. There is a work harassment policy and clearly explained to all staff during staff meeting, including the penalties. There is a drug-free policy. Lunch hours are clear. Personal ethics are described in documents and explained well. In general. DAO did what it needed to do.</p> <p>Key Recommendations for Further Action:</p> <p>Point of attention is the ownership of work-products. DAO needs to design a good policy on ownership.</p>
<p>5.12 Facilities / Equipment</p>	<p>Completed: 3.3</p>	<p>Key Findings:</p>

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	Understanding: 3.4	<p>All okay in this area. Office is fully equipped. DAO has even a well-developed audio/visual production room</p> <p>Key Recommendations for Further Action:</p> <p>None.</p>
<b>6. External Relations / Communication</b>		
<p>6.1 Communication Protocol (External)</p> <ul style="list-style-type: none"> <li>- Policy and Procedures</li> <li>- Donor Protocol</li> <li>- Partners / Other CSO Protocol</li> <li>- BOD / Advisory Board Protocol</li> <li>- Government Protocol</li> <li>- Shura Protocol</li> <li>- Private Sector Protocol</li> <li>- Crisis Protocol</li> </ul>	<p>Completed:1.8 Understanding:2.6</p>	<p>Key Findings: Very little documentation was presented for the protocols, although it was clear there is a clearly defined—if not informal—set of processes for external communications.</p> <p>For example: the Executive Director is responsible for all new donor outreach through email, personal meetings, and phone calls. Where appropriate, the Director is accompanied by relevant staff during these meetings and brochures and other promotional items are used. The practice is that each outreach email is attached with either their brochure or longer fact sheet.</p> <p>Regarding CSO protocol, DAO does engage its CSOs in various ways, including a needs analysis which provides the organization with insight into how it can improve services. The Media protocol is less relevant to DAO as they use their media component to engage with this audience.</p> <p>The organization did at one point attempt to engage private sector through advertisement sales in its bi-monthly magazine. The organization in the end decided not to continue pursuing this strategy. Therefore, the Private Sector Protocol is scored N/A.</p> <p>Some protocol indicators were not scored:  Policies and Procedures- such policies and procedures are already established within each protocol, making this a duplicative indicator  Private Sector- at this point the organization has not identified the private sector as a viable option in future resource mobilization efforts  Crisis Protocol- as presented, the crisis protocol is an internal communications matter. The Assessment team did discuss, however, that in the future a protocol could be developed that addresses how to counteract bad publicity, scandals, or anything else that could undermine the organization's brand.</p>

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		<p>Key Recommendations for Further Action: DAO should consider formalizing its internal process and procedures for external communications to ensure that all staff members within DAO have a clear understanding of these processes. This process can be as simple as documenting what is already taking place within the organization.</p> <p>Once the organization has been through this process the assessment team further develop more specific recommendations on protocol good practices</p>
<p>6.2 PR Strategy</p> <ul style="list-style-type: none"> <li>- Public Relations or Marketing Philosophy</li> <li>- Main Outlets for PR</li> <li>- Target Audiences</li> <li>- Branding Guidelines</li> <li>- PR or Marketing Products / Materials</li> </ul>	<p>Completed: 1.5 Understanding: 2.3</p>	<p>Key Findings: There is an unclear vision and strategy for what DAO wants to accomplish in terms of communications.</p> <p>One area that the organization did highlight was their media department. They were able to articulate clearly what they wanted to accomplish regarding stronger radio and tv production capabilities. They are currently producing a tv and radio drama that promotes specific disability messages. They have an agreement with various outlets to broadcast for free. DAO is currently seeking funding to develop this media component.</p> <p>Note: The “PR or Marketing Products / Materials” indicator was scored as a NA. Section 6.3 lists these, thus making it duplicative.</p> <p>Key Recommendations for Further Action: DAO should consider developing a much more structured approach to its external communications strategy. Even if the organization is struggling financially, there are a number of planning-related activities the organization could commit to internally. This process would begin with establishing some overall objectives on what they want to accomplish over the next year. From there, DAO can then be more strategic in targeting different audiences and segments within an audience; developing and updating content for different tools; and establishing a more concrete and consistent branding strategy.</p> <p>DAO should consider how to more clearly articulate and present its media capabilities. A more polished presentation of their existing media program proposal should be considered; one that presents the program in the most efficient and effective manner.</p> <p>This media component could then become one of the organization’s communications objectives.</p>



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<p>6.3 Communication / PR Products / Materials</p> <ul style="list-style-type: none"> <li>- Fact Sheet</li> <li>- Website</li> <li>- Annual Report</li> <li>- Brochures / Leave Behinds</li> <li>- CDs / DVDs</li> <li>- Banners / Posters</li> <li>- Success Story Profiles</li> <li>- Press Clippings</li> <li>- Newsletter</li> <li>- Events</li> </ul>	<p>Completed:2.8 Understanding:2.9</p>	<p><b>Key Findings:</b> Overall DAO scored highest in its communications tools. They showed both a positive understanding of how to use these tools and develop content, as well as the commitment to produce and update these products / tools. They have a nice website that is used to educate donors and other interested parties; although they indicated they aren't updating the site as often as they should. DAO also uses social media as a tool to communicate externally, providing a complementary platform for updating information more consistently.</p> <p>CDs are used often as the means for transferring their various radio and tv media.</p> <p>DAO currently produces and distributes nearly 2,000 copies of its magazine every two months across 22 Provinces. However, there have been gaps and delays in producing and distributing these.</p> <p>The organization indicated that it does produce success stories, but only at the request of their donors.</p> <p><b>Key Recommendations for Further Action:</b> DAO should consider more effectively linking its communications tools with the above mentioned recommendations to establish more clear objectives. These tools can be improved dramatically once there is a more clear understanding of how they are being used and what type of content will address the needs of different audiences.</p> <p>DAO should consider adding a link on their website to their facebook page to ensure that web visitors can view the most updated information. Currently, their website is not providing updated content as their webmaster is slow in uploading the material. Using social media—which they control internally—will ensure that the most updated information is available for the user.</p> <p>DAO should also consider uploading video previews on a newly created Youtube profile to market their work. This is a better option than placing videos directly in their site as doing so will take up large amounts of space.</p> <p>DAO should consider strategies to reduce gaps and delays in producing and distributing its magazine. Such gaps can undermine the credibility of the organization.</p> <p>DAO should consider committing more time to developing success stories based on their needs and using their existing tools and outlets. Given the line of work the organization does (i.e.</p>
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		producing and providing artificial limbs), DAO could develop some very powerful and tangible impact stories.
6.4 Communication Tools / Equipment - Telephone / Fax - Internet / Email - Digital Camera / Recorder - Projector - Microphones	Completed: 4.0 Understanding: 4.0	Key Findings: None  Key Recommendations for Further Action: None
6.5 Media Relations - Media Communication Protocol - Media (Print / TV) Contact List - Press Kit - Press Release	Completed: 2.0 Understanding: 2.8	Key Findings: Findings are reflected in the Protocol and Products / Materials section of this document.  Key Recommendations for Further Action: Findings are reflected in the Protocol and Products / Materials section of this document