

Task	Scores ^{1&2} (0-4)	Key Findings / Recommendations
1. Leadership and Strategic Management		
1.1 Not for Profit Registration (Legally Registered in Country) - Charter / Bylaws - Founders - Mission Statement	Completed:3.7 Understanding: 4.0	<p><u>Key Findings:</u> DAO is a registered CSO with the Ministry of Economy. It is a very well organized organization and almost met its 90% of plans. They brought lots of improvements since last OD Assessment to meet the requirement. They have established a physical Rehabilitation Center for persons with special needs (Disabilities) in Kunar province that reintegrates people into society. They have a strong team which is formed after staff turnover due to deduction of salary.</p> <p><u>Key Recommendations for Further Action:</u> DAO needs to work and adapt the financial sustainability model introduce by CPI to their Organization through a training because they face budget problem this year.</p>
1.2 BOD Policies and Procedures - Mission and Purpose - BOD Roles and Responsibilities - Code of Conduct - Evaluation (self or otherwise) - Board Development Plan - Board Member Selection / Dismissal - Board Member Rights - Gender Equality in Board Composition - Meeting Protocol / Schedule - Grievance Policy / Procedures - BOD Voting Rights / Protocol - Payment / Compensation - Commitment to Gender Equality & Integration	Completed:3.9 Understanding: 3.9	<p><u>Key Findings:</u> BOD meets regularly and they also have urgent meetings to take decisions. They have updated their policies and procedures for their BOD. They evaluate internally by selecting 3 persons at the end of each project. They evaluate the activities of the project. DAO's objective is to do advocacy for the disabled in Afghanistan</p> <p>The organization has a board of five members (2 females and 3 males) since 2004. But in 2011, the structure changed and the number of members increased to 7. (Yet with the same number of the females in the board.) In the board policy, commitment to gender is not mentioned.</p> <p><u>Key Recommendations for Further Action:</u> They don't have board of advisors. If they have it, it will be better. Because board of Advisors can be from its own staff and they will be more familiar with the situation of the organization and can give valid advice.</p>

¹ 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**.

² 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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		Though DAO has not mentioned its gender commitment into the board policy, they were practically considered the gender in their board formation. It is recommended to insert gender in their policy.
1.3 BOD Member Orientation (training materials or handbook)	Completed:3.9 Understanding: 3.9	<u>Key Findings:</u> They updated the handbook as well. <u>Key Recommendations for Further Action:</u> None at this time.
1.4 BOD Contact List / Profiles	Completed:4.0 Understanding: 4.0	<u>Key Findings:</u> Completed <u>Key Recommendations for Further Action:</u> None
1.5 Advisory Board Policies and Procedures (if applicable)	NA	Not applicable at this time
1.6 Advisory Board Member Orientation	NA	Not applicable at this time
1.7 Advisory Board Contact List / Profiles	NA	Not applicable at this time
1.8 Strategic Management Plan (annual or otherwise) - Mission Statement - Gender Equality Policy / Mandate - Analysis of External Environment / Stakeholders / Opportunities and / or Obstacles - Analysis of Internal Environment - Gender Considerations/Implications - Strategic Goals of Organization - Commitment to Organizational Improvement - Risk Assessment(s)	Completed:3.4 Understanding: 3.6	<u>Key Findings:</u> They have updated the strategic management plan last year and they do that on annual bases. <u>Key Recommendations for Further Action:</u> DAO needs to work on its personnel's capacity building. They need trainings on their new polices and TA. DAO should do a cultural assessment as well. The gender policy is very basic and it should be enhanced and cover all the areas in the organization
1.9 Management System - Management Approach and Operating Style - Team Building - Gender / Youth Integration Plan - Staff Attitudes Toward Gender Equality - Senior Management Collaboration - Organizational System / Chart - Staffing Balance (gender) - Staffing Balance (youth)	Completed:3.5 Understanding: 3.3	<u>Key Findings:</u> The organizational chart shows that in terms of staffing and divisions into departments they have problems. Currently in 2014, DAO has 29 staffs in the covered provinces. 6 out of 29 are females. No woman holds a management key post. The only female staff that works in the central office is the human resources officer and she is also has also the media focal point for the organization. DAO believes that cultural and conservative environmental problems are the

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<ul style="list-style-type: none">- Methods of Assigning Authority and Responsibility- Segregation of Duties / Responsibilities- Assignment of Gender Responsibilities- Staff Ownership of Gender Integration- Internal Communications Systems- Gender Balanced Participation- Knowledge Management System- Learning Solutions		<p>biggest obstacle to hiring women in provinces like Nuristan and Kunduz.</p> <p><u>Key Recommendations for Further Action:</u> DAO should update their organizational chart based on their organization's need and should ask an expert to give them advise and work on their divisions.</p>
<p>1.10 Leadership Practices</p> <ul style="list-style-type: none">- Leadership Development / Training- Leadership Balance (gender)- Leadership Balance (youth)- Perceived Value of Leadership Styles- Succession Plan	<p>Completed: 3.8 Understanding: 3.6</p>	<p><u>Key Findings:</u> Leadership is very involved in development and doing TNA. The HR policy of DAO determines that the staffs should not be under the age of 18 and upper than 60.</p> <p><u>Key Recommendations for Further Action:</u> They need to work more on their succession plan. They should adapt the training management guideline provided to them by CPI to their own organization.</p>
<p>1.11 Legal Counsel</p> <ul style="list-style-type: none">- Access to Quality Legal Counsel- Programming Assured to be Operating Legally- Funding Solution for Legal Counsel	<p>Completed:3.0 Understanding: 3.8</p>	<p><u>Key Findings:</u> While there is no budget set aside for legal support, they have their own experts to help them if they face legal problems.</p> <p><u>Key Recommendations for Further Action:</u> The organization might seek for some funding if required in the future.</p>
<p>1.12 Partnership Development</p> <ul style="list-style-type: none">- Partnership Policy / Strategy- Types of Partnerships- Contracting Policies- Gender Considerations- Gender-Sensitive Agreements	<p>Completed: 3.4 Understanding: 3.5</p>	<p><u>Key Findings:</u> They have good partnerships with other CSOs working in the same sector. There are 19 other CSOs working on disabilities. DAO works with 10 CSOs outside of Kabul. None of these CSOs are women led organizations. The excuse is again the conservative male-dominated environment.</p> <p><u>Key Recommendations for Further Action:</u> DAO also has a communication policy in general. Include gender consideration in the communication policy and looking for women leadership opportunities especially in Kunduz and Nuristan provinces.</p>
<p>1.13 Networking</p> <ul style="list-style-type: none">- Collaborative- Temporary- Conflict Mitigation	<p>Completed:1.8 Understanding: 1.9</p>	<p><u>Key Findings:</u> They have the network and some of them are AABRAR, ANCC and ICBL.</p> <p><u>Key Recommendations for Further Action:</u> It is recommended that this</p>

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		organization extends its network further in the future.
2. Program Management and Quality Control		
<p>2.1 Program Management System</p> <ul style="list-style-type: none"> - Program Management Philosophy (documented) - Segregation of Duties / Responsibilities - Staff Communication (internal) - Product Protection / Intellectual Property 	<p>Completed: 3.0 Understanding: 3.3</p>	<p><u>Key Findings:</u> DAO has a strong understanding of program management, but there is little documented support to assist new staff in how to do good program management. The job description separately for each staff within their contracts. Their internal communications happened through meetings, emails and phone calls. However there is no product protection or copy right policy, but they do keep records of documents and write all the documents in the hard disk and CDs for protection.</p> <p><u>Key Recommendations for Further Action:</u> DAO needs to provide a complete manual for their program management which should cover all program aspects (policies ,procedure and program philosophy)</p>
<p>2.2 Monitoring and Evaluation Handbook</p> <ul style="list-style-type: none"> - M&E Philosophy, Policies and Procedures - Commitment to Equal Access - Results Framework / Log Frame - Performance and Monitoring and Evaluation Plan - Sector Specific Gender Indicators - Impact Evaluation and Gender Impact Evaluation - Work plan - Gender Action Plan / Gender Integrated Work plan - Plan for Updating Work plans Based on Lessons Learned - Reporting / Data Collection Templates - Results Sharing Templates / Community Feedback Loops - Gender and Age Disaggregated Data Collection - Peer Engagement 	<p>Completed: 1.2 Understanding: 3.3</p>	<p><u>Key Findings:</u> DAO did not have any hand book, and the findings were shared with program but not documented. The result framework /log frame, performance monitoring and evaluation plan (PMEP) did not exist. They have not conducted an impact evaluation or Gender impact evaluation. Also the organization does not have any gender action plan, gender integrated work plan.</p> <p>The M&E officer developed the work plan that had to be approved by the program manager and it specified all activates for monitoring. But there was not any plan for updating work plan. The organization used ACEP program report and data collection templets. Also the peer engagement culture were used but not documented.</p> <p><u>Key Recommendations for Further Action:</u> DAO needs to provide monitoring and evaluation hand book. Also M&E policies for data collection, analysis and reporting needs to develop report and result sharing templates.</p>
<p>2.3 MIS System</p> <ul style="list-style-type: none"> - Reporting Templates - Data Collection Standards - Solution for Accessing Data 	<p>Completed: 0 Understanding: 2</p>	<p><u>Key Findings:</u> DAO did not have any server or web based MIS system. Also there was not any filing check list for files, so there is no easy way to share program information and performance data within DAO.</p>

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<p>- Filing Checklist</p>		<p><u>Key Recommendations for Further Action:</u> Organization should be provide MIS system</p>
<p>2.4 Community Outreach Center - Plan for supporting CSOs - Strategy for promoting civil society - List of Services - CSO Performance Data</p>	<p>Completed: 1.8 Understanding: 2</p>	<p><u>Key Findings:</u> DAO had community outreach center in Kunar province. Plan for supporting CSOs, strategy for promoting civil society, list of services , CSO performance Data did not exist.</p> <p><u>Key Recommendations for Further Action:</u> DAO should be provide plan for supporting CSOs, strategy for promoting civil society. Nevertheless DAO should be document CSOs performance data</p>
<p>2.5 Training Program Policies and Procedures - Policy for Creating and Updating Modules - Trainings Linked to Mission - Training Modules - Training Evaluation Forms - Trainer Scorecard - Trainers / Trainees Database - Trainer Development Plan - Gender and Age Disaggregated Data for Trainers / Trainees</p>	<p>Completed: 3.1 Understanding: 3.8</p>	<p><u>Key Findings:</u> DAO training program policies and procedures were briefly documented. Training are linked to the mission also training modules , training evaluation forms , trainers scorecard, Trainer and trainee data base were existed also the format were designed for collection trainer and trainees data on gender age disaggregated.</p> <p><u>Key Recommendations for Further Action:</u> DAO needs to provide a complete training program policy and procedure. DAO should provide trainer development plans.</p>
<p>2.6 Community Engagement - Moderator / Facilitator Guidelines - Conflict Resolution Techniques - Gender Sensitive Techniques - Event Logistics Checklist - Participant Evaluation Form - Results Sharing Templates (follow-up)</p>	<p>Completed: 2 Understanding: 3.8</p>	<p><u>Key Findings:</u></p> <ul style="list-style-type: none"> • DAO had moderator /facilitator guide line. Also the conflict resolution and gender sensitive techniques are used but not documented. • There was documented participant evaluation form and event logistic checklist but there was not any template of result sharing (follow up) • DAO does not specifically have a strategy to ensure women's participation in activities. They use the local gender sensitive methods according to the donors' strategies. • However, they are really committed to observe the cultural and conservative environments in the fields like far provinces outside of Kabul. <p><u>Key Recommendations for Further Action:</u> DAO organization need to provide result sharing template. Making a gender sensitive technique and placing it into the partnership strategy/ gender policy.</p>

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<p>2.7 Research Based Advocacy</p> <ul style="list-style-type: none">- Coalition building- Campaign Implementation- Gender Research Methods	<p>Completed:1.0 Understanding: 3.0</p>	<p><u>Key Findings:</u> DAO were used the process of coalition building, campaign implementation, but not documented also there was not documented any gender research method. There is no specific gender research method that ensures the research structures. DAO selects the research according to its mission and vision, and not according to a specific gender method.</p> <p><u>Key Recommendations for Further Action:</u> DAO should be document campaign implementation, coalition building.</p>
<p>2.8 Civic Education</p> <ul style="list-style-type: none">- Handbook- Guidelines- Facilitation- Provincial Dialogues	<p>Completed: 3.8 Understanding: 4.0</p>	<p><u>Key Findings:</u> DAO has documented guidelines, facilitation techniques, and provincial dialogue guidelines</p> <p><u>Key Recommendations for Further Action:</u> None at this time</p>
<p>2.9 Gender Technical Capacity</p> <ul style="list-style-type: none">- Gender Technical Experts- Staff Skill and Awareness- Coordinated Responsibility for Gender Integration- Plan for Overcoming Resistance- Gender Training- Gender Integration Development- Gender Analysis Tools	<p>Completed:1.2 Understanding: 3.3</p>	<p><u>Key Findings:</u> DAO has no gender officer. The organization manager represents as the gender focal point. He responded to the gender questions in OD assessment.</p> <p><u>Key Recommendations for Further Action:</u> DAO is recommended to nominate a gender focal point in the organization. DAO is recommended to receive gender capacity building trainings. Further, it needs to be clear that gender results should be the responsibility of all units, not just whatever gender focal point is designated.</p>
<p>2.10 Grant Management Policies and Procedures</p> <ul style="list-style-type: none">- Grant Management Manual / Handbook- Goals of Grant Management System- Grant Management Staff- Financial Instructions- Solicitation and Grant Award System- Grant Awards Process Reviews Gender Integration- Grant Contract and Work plans- Reporting Systems / MIS- Grant Management Training Materials- Monitoring and Evaluation System- Audit Policy / Procedures	<p>Completed: 1.8 Understanding: 3.1</p>	<p><u>Key Findings:</u> The DAO organization started Re granting process which there was shortly documented policy (just 3 pages). DAO did not have any manual for grant. Goals of grant management were documented but organization did not have staff for grant management. Solicitation and grant award system, Grant awards process reviews gender Integration, Grant contract and work plans were existed. There was not any MIS reporting system also the DAO organization did not have grant management training materials, Monitoring and evaluation system, Audit policy. DAO does not have a Gender budgeting system in the finance department. But the concept of gender budgeting is clear for the manager.</p> <p><u>Key Recommendations for Further Action:</u> DAO needs to provide policy and procedure for grant management and recruitment of their grants member.</p>

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		The recommendation for DAO is to deliver the gender budgeting training.
<p>2.11 Grant Documents / Templates (Project Specific)</p> <ul style="list-style-type: none"> - Grant Guidelines - Sample Grant Solicitation / Application Forms - Sample Grant Award Documents / Grant Agreements - Sample Financial Instructions - Sample Control Sheet - Sample Grant Check List - Sample Audit Template / Form 	<p>Completed:1.1 Understanding: 3</p>	<p><u>Key Findings:</u> there were documented grant application form, grant award document, control sheet. DAO did not have any documented guideline, financial instruction grant check list, audit template form</p> <p><u>Key Recommendations for Further Action:</u> DAO need to provide guideline for grant and complete their grant documentation</p>
3. Accounting and Financial Management		
<p>3.1 Accounting Procedures Manual</p> <ul style="list-style-type: none"> - Financial Reporting – Identified Users (National / Donor) - Financial Reporting – Requirements / Documentation - Financial Reports – Standard Reports (National / Donor) 	<p>Completed:3.7 Understanding: 4.0</p>	<p><u>Key Findings:</u> All financial reports are done at the finance level after obtaining relevant financial data from Quick Books and Vouchers. All donor reports are done on donor's specific format & Requirements.</p> <p><u>Key Recommendations for Further Action:</u> DAO Finance Department should have Quick Book Reports available for donor reports for each quarter too.</p>
<p>3.2 General Ledger and Chart of Accounts</p> <ul style="list-style-type: none"> - General Ledger - Chart Of Accounts - Control of Chart of Accounts - Account Structure (National / Donor) 	<p>Completed:3.5 Understanding: 3.5</p>	<p><u>Key Findings:</u> Quick Book is maintained as one database by using Grantee Name option for different projects/donors in QB. The current Chart of Accounts (CoA) was update and maintained well and DAO accounting structure was based on finance Level.</p> <p><u>Key Recommendations for Further Action:</u> DAO Finance should update QB on daily bases and reconciled with Actual expenses for each donor activities, DAO Finance Chart of Account (CoA) should be updated with including a separate account for Travel Perdiem, transportation & lodging so that they can be able to generate specific report for specific Expenses.</p>
<p>3.3 Cash Management Systems</p> <ul style="list-style-type: none"> - Cash on Hand Register / Report / Templates - Periodic Cash Count - Receipt of Cash Payment 	<p>Completed:1.0 Understanding: 2.7</p>	<p><u>Key Findings:</u> The cash Management System of DAO is not up to date and there are no documents for cash withdrawal from Bank - Office and no documents found for maintaining cash in Kabul office, no periodic cash count documents took place with required supporting documents, no file retained for monthly cash count no documents found for any surprise cash.</p> <p><u>Key Recommendations for Further Action:</u></p>

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		<ul style="list-style-type: none"> • DAO Finance Department must have Cash on Hand register to have details of each and every cash payment record. • DAO Finance Department must enter Cash in QB and reconciled on Monthly basis. • DAO Finance Must has Monthly cash Reconciliation with QB reports for each petty cash account and Bank Accounts. • DAO Finance Should applies the Cash count policy to track each month opening and closing balance with QB. • DAO Finance shall have the signed cash Receipt form with each voucher. • All the above procedure shall be applied in the DAO Kabul Office and their Field offices.
<p>3.4 Expense Allocation System</p> <ul style="list-style-type: none"> - Vouchers - Allowable / Unallowable Expenses - Project Codes - Authorization / Approval System - Documented Basis for Allocation 	<p>Completed:3.2 Understanding: 3.6</p>	<p><u>Key Findings:</u> All Financial expenses are Vouchered and approved but does not contain same proper & needed Documentation for some expenses. DAO have no Unallowable expenses, And finance staff was aware about USAID Rule and regulations. DAO Organization Authorization/Approval system well managed.</p> <p><u>Key Recommendations for Further Action:</u></p> <ul style="list-style-type: none"> • DAO Finance Voucher template should be update with Including Payee name and Recipient name. • DAO Finance Department shall do SAM/SDN/OFAC/EPLS check for each vendor and participant. • In case of paying in cash to vendors each venter payment should have a separate Voucher. • DAO Finance should ensure for each purchasing should be a GRN or Service completion memo. • For payment of Rental vehicles should be an invoice beside the contract copy as supporting documents. • A logbook should be on place for fuel consumption for generators. • ECW Finance Department should attach a copy of agenda for each event/Training as supporting documents with expense voucher.
<p>3.5 Common Forms and Instructions</p> <ul style="list-style-type: none"> - Receipt for Cash Payment - Receipt for Cash Deposit - Cash Advance Liquidation / Reimbursement 	<p>Completed:1.5 Understanding: 2.8</p>	<p><u>Key Findings:</u></p> <ul style="list-style-type: none"> • DAO Finance Department has no voucher/document for cash transfer from Kabul to field office or for petty cash.

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<p>Requests</p> <ul style="list-style-type: none">- Cash on Hand Report- Cash Advance Request- Expense Voucher- Travel Expense Report- Timesheets		<ul style="list-style-type: none">• DAO Finance reimbursement requests processed and paid on finance level.• DAO Organization has no documents for issuing travel advance & procurement advance, the same for cash on hand report.• Expense voucher processed and approved for procurement and travel expenses on Finance level but not signed by the recipient.• DAO Organization has used attendance sheets instead of timesheets for regular staff, & one timesheet used for more than 5 people. <p><u>Key Recommendations for Further Action:</u></p> <ul style="list-style-type: none">• All Cash deposits and account to account transfer in DAO office should have an authorized voucher with supporting documents.• DAO Finance/procurement should have on place travel/procurement advance issuing/advance liquidation policy in the respective organization.• DAO Finance Department shall update the voucher template to include the payee name on voucher.• DAO Organization shall use time sheet instead of attendance sheet to standardize it for allocation of staff salaries to different projects/donors.
<p>3.6 National / Donor Reporting</p> <ul style="list-style-type: none">- Reporting Schedule- Monthly Financial Reports- Sub-Grants Listing Report- Cash Count Report- In-Kind Local Inputs- Inventory Year-End- Accrued and Pre-Paid Expense- Accrued Leave (Vacation)- Banking Information- Bank Annual Reports- External Audit of Books- Timesheets- Taxation	<p>Completed:1.2 Understanding: 1.8</p>	<p><u>Key Findings:</u></p> <ul style="list-style-type: none">• Generally National and Donor reporting are being done on timely manner based on the donor tracking database system.• Sub-grants list is was not maintained.• There is no in-kind donation and no accrual expenses record with Grantee.• The Inventory in Kabul was not updated and tagged with its number.• The External Audit report is updated.• The Bank information was not available at all.• DAO does not use timesheet instead used attendance sheet.• DAO have not accrued leave policy. <p><u>Key Recommendations for Further Action:</u></p> <ul style="list-style-type: none">• The cash Count Report shall be updated every month.• DAO Inventory List shall be updated with Tag number and location of each item shall be available in Kabul office.• DAO Bank Reconciliation shall be done on monthly base and shall be

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		<p>reconciled with QB Report.</p> <ul style="list-style-type: none">• DAO Timesheet must contain the number of specific hours for each donor to be able to cross check it with payroll.• DAO Finance Department deduct tax from vendor & from staff salaries as per MOF policy, but there should be maintained a file for it containing supporting documents for each payment to prove the amount paid for.
<p>3.7 Procurement Policy, Procedures and Plan</p> <ul style="list-style-type: none">- General Information and Regulations- Procurement Procedures- Checklist(s)- Competition Policy- Vendor List	<p>Completed:2.0 Understanding: 2.8</p>	<p><u>Key Findings:</u> Overall the procurement policy meets the needs of procurement activities of DAO. Vendor list was not maintained and competition policy is limited to obtaining of 3 quotations. There is no procurement checklist being used in procurement process.</p> <p><u>Key Recommendations for Further Action:</u></p> <ul style="list-style-type: none">• DAO Finance shall have the checklist for processing of Procurement Documents.• DAO Local Procurement policy shall be reflected in Expense Vouchers above 300 \$.• Venders list should be update for each vender/supplier not limited to a few specific venders.
<p>3.8 Inventory of Physical Assets</p> <ul style="list-style-type: none">- Office- Equipment (Non-Computer)- Computer (various)- Audio / Visual- Printing / Copies- Telephone / Fax- Furniture- Vehicles	<p>Completed:2.1 Understanding: 4.0</p>	<p><u>Key Findings:</u> DAO is maintaining an excel inventory list containing all relevant information of all the inventories in place at Finance level. Inventory list should contain the location for each item.</p> <p><u>Key Recommendations for Further Action:</u> DAO Office Inventory list shall be updated with Tag numbers and location of each inventory.</p>
<p>3.9 Sub-Contracting Policies</p> <ul style="list-style-type: none">- Sub-Contracting Rules and Regulations- System of Administering and Monitoring Awards- CFR 226 Standards Met	<p>Completed:2.0 Understanding: 2.7</p>	<p><u>Key Findings:</u> DAO have good understanding on the overall sub-contracting (financial mechanism) process, procedures and guidelines.</p> <p><u>Key Recommendations:</u> It is recommended that this organization improve its Grants Management Policy especially, in terms of sub-contracting policies and procedures.</p>
<p>3.10 Financial Management Policies and Procedures</p>	<p>Completed:2.3</p>	<p><u>Key Findings:</u> Overall the financial manual looks very good and compatible</p>

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<ul style="list-style-type: none"> - Financial Management Manual / Handbook - Budget Management System - Gender Budgeting - Internal Controls System - Expense Distribution / Tracking System - Spending Plan Policy 	<p>Understanding: 2.8</p>	<p>with the financial needs of DAO and the donor requirements. The finance manager has good understanding in overall financial management but have to ensure the proper documentation for each payment before processing it, which can help them in the finance processes and procedures and ensure that these are being practiced and complied throughout the organization.</p> <p><u>Key Recommendations for Further Action:</u> DAO Internal control mechanism shall be developed for segregation of duties, different approval authority level, checking & verification system, budget approval, documents checking for Finance Expenses.</p>
<p>3.11 Financial Management Documents / Templates</p> <ul style="list-style-type: none"> - Spending Plan Template - Expense Distribution Report / Tracking - Spending Analysis (Evaluation) 	<p>Completed:2.3 Understanding: 3.3</p>	<p><u>Key Findings:</u> There is no Specific Spending Plan Template. The Expenses distribution Report can be generated from QB</p> <p><u>Key Recommendations for Further Action:</u> DAO shall have Good budget management tracking system/template, cash request format with analysis, monthly spending analysis template, expenses distribution and tracking sheet for tracking down all project expenses accordingly. All cash requests and expenses shall be analyzed against the available budgets.</p>
<p>4. Financial Sustainability</p>		
<p>4.1 Financial Sustainability Plan (annual or otherwise)</p> <ul style="list-style-type: none"> - Financial Diagnostic - Asset Leverage Brainstorm Tool 	<p>Completed:2.3 Understanding: 3.1</p>	<p><u>Key Findings:</u> They are aware of the Financial Sustainability and planning Some such activities in the future to get benefit in the coming future.</p> <p><u>Key Recommendations for Further Action:</u> Need more time to develop FS strategies and document their own successes and preferences.</p>
<p>4.2 Fee for Service Plan</p>	<p>Completed:3 Understanding: 3</p>	<p><u>Key Findings:</u> DAO planned to charge some fee for their services and they are in negotiation with the government regarding that.</p> <p><u>Key Recommendations for Further Action:</u> It would be good for this organization to work on their revenue generation mechanism with the technical support of Financial Sustainability Specialist.</p>
<p>4.3 Business Plan Writing Templates</p>	<p>NA</p>	<p>Not applicable at this time</p>
<p>4.4 Proposal Writing Handbook</p>	<p>NA</p>	<p>Not applicable at this time</p>

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4.5 Proposal Writing, Program Planning and Design - Needs Assessment - Best Practices - Program Approval Criteria - Gender Equality Goals - Taking Into Account Existing Gender Roles	Completed:2.3 Understanding: 3.5	<u>Key Findings:</u> In the proposal writing and program planning of the DAO gender equality is considered. While the organization has strong experience in developing proposals, there is no guidebook to outline the process for all staff to follow. <u>Key Recommendations for Further Action:</u> This organization needs to improve its proposal writing skills, and would be even better to have a strong guide in this regard for organization staff members as reference.
4.6 Membership Management - Membership Policies and Procedures - Nondiscrimination Policy - Membership Gender Policy - Members Code of Conduct / Ethics - Membership Criteria / Requirements - Membership Types / Benefits / Rights / Obligation - Menu of Membership Services - Membership Service Standards - Membership fee Cost Benefit Analysis	NA	Not applicable at this time
4.7 Donor Relationship Tracking	Completed:3.9 Understanding:3.9	<u>Key Findings:</u> They have good donor relationship <u>Key Recommendations for Further Action:</u> They need to communicate more with
5. Human and Material Resources		
5.1 Personnel Manual / Handbook - Handbook for Employees - Gender Equality Pledge	Completed: 3 Understanding: 4	<u>Key Findings:</u> HR Policy includes the gender pledge and it is mentioned in that. <u>Key Recommendations for Further Action:</u> In the Personnel Manual / Handbook there was no table of contents. Gender Equality pledge was separate from the Hand Book.
5.2 Office Policies and Procedures - Plan for Updating and Amending Policies - Work Conditions and Office Operations - Use of Company Property	Completed: 3 Understanding: 3	<u>Key Findings:</u> All good accept the plan for updating and amending policies and procedures.

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<ul style="list-style-type: none">- 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		<p><u>Key Recommendations for Further Action:</u></p> <p>It is recommended that this organization further improve this part especially, there should be a specific and comprehensive plan for updating policies and procedures.</p>
<p>5.3 Security Plan</p> <ul style="list-style-type: none">- Office Security- Cash Security- Bank Security- Personal Security- Political / Terrorism Security- Natural Disaster Security	<p>Completed: 2 Understanding: 4</p>	<p><u>Key Findings:</u> There is a traditional type of security plan, but not a standard one in place to ensure security of this organization.</p> <p><u>Key Recommendations for Further Action:</u> DAO office did not have policy or any kind of measures for the following points. Political / Terrorism Security Natural Disaster Security</p>
<p>5.4 Policies for Employee Recruitment, Hiring and Termination</p> <ul style="list-style-type: none">- Equal Opportunity Policy- Discrimination / Harassment Policy- Hiring of Family Members- Hiring of Friends and Former Work Colleagues- Country Staff Hiring Procedures- Orientation and Training- Core Trainings and Refresher Trainings Required- Probation Period of New Employees- Grievance Procedures / Dispute Resolution- Progressive Discipline Policies- Appeals Process- Termination of Employment- Personnel / Staff Files (including storage / access / safety)- Staff Suggestion Program- Temporary Workers	<p>Completed: 3 Understanding: 4</p>	<p><u>Key Findings:</u> They have policy to recruit two members from one family in regional and provincial works. For instance wife and husband in the civic education trainings they have been working in Kunar and Noristan provinces but they didn't have policy to higher the two member of one family that they have blood partner.</p> <p><u>Key Recommendations for Further Action:</u></p> <ul style="list-style-type: none">• Probationary period in DAO office is one month, this will be better to change the period to three month because one month isn't enough for a person in three month he/she could understand how to do.• Orientation: in DAO office; just one or two person gave orientation for new staff this person maybe director or some one other. But this will be good; if all departments and member of the different department have responsibility to give orientation to the new staff. This have two benefit; through this way all colleagues in the office will be engaged in the process beside that the new staff could find information about each department and responsibilities of the staff.• Personnel Staff File: They put all documents like, contract, job description education documents in one file as well as their leave form file was erratic. Suggest that they prepare separate file to their staff and they put the following documents.

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		<ol style="list-style-type: none">1- Contract2- Job Discrimination3- Degree or Diploma of Education4- Certificates5- National ID <ul style="list-style-type: none">• About leave file, they should use one file for each year and separate each month by separators.
<p>5.5 Employee Contracts</p> <ul style="list-style-type: none">- Contracts On File (Current / Historic)- Job Description and Responsibilities- Gender Aware Job Descriptions- Staff Listing / Inventory of Skills	<p>Completed: 4 Understanding: 3</p>	<p><u>Key Findings:</u></p> <p>DAO has a clear understanding of how to develop job descriptions and maintain employee files. Files were kept under local and key in the HR manager's office.</p> <p><u>Key Recommendations for Further Action:</u> The newly joined staffs must have at least an orientation about the gender issues.</p>
<p>5.6 Performance Appraisals / Evaluation System</p> <ul style="list-style-type: none">- Performance Appraisal Policy & Schedule- Employee Evaluation Forms (Manager / Self / 360°)- Performance Appraisal Process Training- Professional Development Plan- Gender Aware Performance Plans- Staff Development Budgets- Gender Training	<p>Completed: 3.0 Understanding: 4.0</p>	<p><u>Key Findings:</u> DAO does not have a strategy plan for gender aware performance.</p> <p><u>Key Recommendations for Further Action:</u> DAO implement performance appraisal forms in each three or four months. This is a little bit erratic; they could manage it in each 6 month or once in a year. All staff respond to the gender awareness baseline survey and a strategy is developed considering generalized responses. (Gender base line survey will be given to them by ACEP gender department.)</p>
<p>5.7 Wages, Hours and Payroll Practices / Policies</p> <ul style="list-style-type: none">- Hours of Work- Timekeeping- Compensation for Travel Time (Per diem policy)- Compensation for Extra Work Time- Timesheets- Pay Days	<p>Completed: 2.0 Understanding: 4.0</p>	<p><u>Key Findings:</u></p> <p>This area needs further attention for improvement.</p> <p><u>Key Recommendations for Further Action:</u> They don't have the following policies.</p> <ul style="list-style-type: none">• Compensation for Travel Time (Per diem policy)• Compensation for Extra Work Time

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<ul style="list-style-type: none"> - Holiday Policy - Income, Social, Payroll Taxes and Pension Funds - Salary Advances - Raises - Payroll Allocation - Bonus Policy - Salary Standards - Equal Pay for Equal Work Policy 		<ul style="list-style-type: none"> • Bonus Policy • Salary Standards • Equal Pay for Equal Work Policy
<p>5.8 Benefits, Attendance, and Leave of Absence Policy</p> <ul style="list-style-type: none"> - Benefit Policies (When, Why and Who) - Attendance / Punctuality - Holiday Benefits - Annual Leave - Sick Leave - Maternity / Paternity Leave - Child / Dependent Care Leave - Bereavement Leave - Personal Leaves of Absence - Hadj Leave - Child Care 	<p>Completed: 3.0 Understanding: 4.0</p>	<p><u>Key Findings:</u></p> <p>This policy needs to be reviewed for improvement in order to keep employees motivated.</p> <p><u>Key Recommendations for Further Action:</u> They didn't have the following policies: Benefit Policies (When, Why and Who); Attendance / Punctuality; Holiday Benefits; They have 45 days in their maternity leave policy but implement three month leave for women. So they should amend the mention policy.</p>
<p>5.9 Consultant Policy</p> <ul style="list-style-type: none"> - Policies and Procedures for Contracting Consultants - Consultant Contract (template) - Contact Lists / Rate 	<p>Completed: 4.0 Understanding: 4.0</p>	<p><u>Key Findings:</u> Completed</p> <p><u>Key Recommendations for Further Action:</u> None</p>
<p>5.10 Volunteer Management</p> <ul style="list-style-type: none"> - Volunteer Rights - Code of Ethics - Volunteer Agreement Template - Volunteer Database 	<p>Completed: 4.0 Understanding: 4.0</p>	<p><u>Key Findings:</u> Completed</p> <p><u>Key Recommendations for Further Action:</u> None</p>
<p>5.11 Personal Ethics and Work Conduct Policy</p> <ul style="list-style-type: none"> - Documented Ethics Policy - Employee Confidentiality - Workplace Harassment Policy - Drug Free Workplace 	<p>Completed: 4.0 Understanding: 4.0</p>	<p><u>Key Findings:</u> Completed</p> <p><u>Key Recommendations for Further Action:</u> None</p>

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<ul style="list-style-type: none"> - Lunch Hours / Break - Personal Ethics in Workplace - Work Products - Open Office Etiquette - Cell Phone Usage - Dress / Personal Appearance - Losses Due to Damage, Theft, etc. 		
<p>5.12 Facilities / Equipment</p> <ul style="list-style-type: none"> - Office Space - Training Space - Meeting Space - Resource Center with Library - Archive / Storage Space - Kitchen / Bathroom - Computers - Printing / Copying - Audio / Visual - MIS / Internet System - Furniture - Vehicles 	<p>Completed: 4.0 Understanding: 4.0</p>	<p><u>Key Findings:</u> Completed</p> <p><u>Key Recommendations for Further Action:</u> None</p>
<p>6. External Relations / Communication</p>		
<p>6.1 Communication Protocol (External)</p> <ul style="list-style-type: none"> - Policy and Procedures - Donor Protocol - Partners / Other CSO Protocol - BOD / Advisory Board Protocol - Government Protocol - Shura Protocol - Private Sector Protocol - Crisis Protocol 	<p>Completed:2.3 Understanding: 2.9</p>	<p><u>Key Findings:</u> DAO have no specific communication department, or staff for communication activities, So all of the communication activities are being handled by the DAO director. This office doesn't have any specific protocol for communicating with donors, Partners, government organizations, Shuras and private sectors just a Communication Strategy. Director of this organization is in charge for conducting meetings with above mentioned parties. This office doesn't have any specific person for designing so they send their publications to the printing press.</p> <p><u>Key Recommendations:</u> As communication department covers different issues such as web developing, graphics, designing, covering photography sessions, managing events and writing success stories, so it is necessary for DAO to make the communication responsibilities of all staff members clear in their job descriptions.</p>

<p>6.2 Outreach Strategy</p> <ul style="list-style-type: none"> - Public Relations or Marketing Philosophy - Gender Integration Outreach Strategy - Main Outlets for Outreach - Target Audiences - Branding Guidelines - Outreach or Marketing Products / Materials 	<p>Completed:2.7 Understanding: 3.5</p>	<p><u>Key Findings:</u></p> <ul style="list-style-type: none"> • DAO has a communication Strategy which includes information about Media, website, communication tools and media outreach, etc. A five page media communication strategy was observed. • DAO has a Center under the name of (Physical Rehabilitation Center), They designed this center to provide physical rehabilitation services for people with disabilities. They have radio and TV programs focus on people with disabilities, civil society and community. • DAO has published magazine under the name of (Gadoon) which covers different topics, broadcasted radio and TV programs through local media, prints banners, brochures and posters. This office also has published its third edition of National Disability Terminology (NDT). • It is mentioned in the organization that they print magazines on regular basis, so they don't need to print newsletters. • DAO has a communication policy which does not clarify the gender integration. <p><u>Key Recommendations for Further Action:</u> It is recommended to consider the gender integration into their communication policy.</p>
<p>6.3 Communication / PR Products / Materials</p> <ul style="list-style-type: none"> - Fact Sheet - Website - Annual Report - Brochures / Leave Behinds - Social Media - Banners / Posters - Success Story Profiles - Press Clippings - Newsletter - Events 	<p>Completed:3.0 Understanding:3.4</p>	<p><u>Key Findings:</u> DAO has its own Factsheet which includes the information about organization background, registration, vision and mission. The organization has its active web page: www.daoafghanistan.org The content of the web is in one language English, and they have their own Facebook Page. Someone who lives abroad works as volunteer updates the above mentioned pages.</p> <p>All the departments' heads sends their reports to the line manager and then the director of organization together with the team works on report to be sent it to MoE, MoPH and Donor organization.</p> <p>ADWRO field managers are responsible for field visit, and they share their ideas from the site with director of the organization to write success story. Then they share the success stories with the donors to be posted in their website. The organization Director mentioned their two success stories have been posted in the USAID website.</p>

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		<u>Key Recommendations for Further Action:</u> It is better if the website and Facebook page update by a communication expert person. As most of the audience for this organization is local people, it is good for the organization to have Dari and Pashto pages in their website.
6.4 Communication Tools / Equipment - Telephone / Fax - Internet / Email - Digital Camera / Recorder - Projector - Microphones	Completed:4.0 Understanding: 4.0	<u>Key Findings:</u> The organization had Telephone, internet/ email, digital camera/recorder, projector and microphones. Each member of the organization has official mail address and they have access to extension telephones in the office which makes their contacting with each other easy.
6.5 Media Relations - Media Communication Protocol - Media Communication Gender Integration Strategy - Media (Print / TV) Contact List - Press Kit - Press Release	Completed:3.1 Understanding: 3.5	<u>Key Findings:</u> The hard copy of media list was observed in the organization. They use this media list to invite media to cover their events. They invite media through sending a formal letter includes full description of the event.