

## INTERNAL ORGANIZATIONAL ASSESSMENT REPORT

### Organization for Research & Community Development (ORCD)

<i>Better</i>	<i>Decision making</i>
<i>Enhanced</i>	<i>Organizational structure</i>
<i>Enhanced</i>	<i>Safety and security</i>
<i>Better</i>	<i>Communication and reporting</i>
<i>Increased</i>	<i>Funding</i>

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## LIST OF ACRONYMS

Acronyms	Descriptions
ORCD	Organization for Research & Community Development
HR	Human Resources
UN	United Nations
BoD	Board of Directors
KPIs	Key Performance Indicators
IDLO	International Development Law Organization
NGO	Non-governmental Organization
SAJNA	Supporting Access to Justice through Non-State Actors
RFPs	Request for proposal
ITB	Invitation to Bid
GRN	Goods Receipt Note
GIN	Goods Inward Note
ToR	Terms of Reference
QCBS	Quality and Cost Based Selection
QBS	Quality Based Selection
LCS	Least Cost Selection
M&E	Monitoring and Evaluation
GA	General Assembly
CEO	Chief Executive Officer
PLS	Procurement/Logistics & Supply
INL	Bureau of International Narcotics and Law Enforcement Affairs

USAID	United States Agency for International Development
GAVI	Global Alliance for Vaccines and Immunization
RTI	Research Triangle Institute
NCA	Norwegian Church Aid
SoP	Standard Operating Procedure
RMNCH	Reproductive, Maternal, Newborn, and Child Health
GBV	Gender-Based Violence
BADILL	Boosting Alternative Development of Licit Livelihood
WASH	Water, Sanitation, and Hygiene
ECOSOC	United Nations Economic and Social Council
UNODC	United Nations Office on Drugs and Crime
UNDP	United Nations Development Programme
UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
IOM	International Organization for Migration
WFP	World Food Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund

## EXECUTIVE SUMMARY

IDLO recognizes the challenges NGOs face in adapting to shifting operational landscapes and has partnered with organizations to conduct internal assessments, evaluating governance, policies, systems, and readiness for evolving contexts. The assessments identified critical areas requiring enhancement to ensure these organizations thrive in dynamic environments. Key focus areas include governance, human resources, financial management, safety and security, and monitoring and evaluation.

ORCD has demonstrated notable achievements, including successful implementation of over 104 projects funded by international donors such as UN agencies, USAID, and the World Bank. It employs robust policies in HR, financial management, logistics & procurement, security, and fraud prevention, contributing to operational integrity.

The assessment revealed several strengths, including ORCD's adherence to principles of transparency and accountability through its governance framework and policies. The organization's financial management system benefits from clear rules on expenditure, internal controls, and accounting practices, which have contributed to its operational success. Its procurement processes emphasize fairness and cost-effectiveness, supported by well-defined procedures. Safety measures prioritize physical security, and HR policies promote diversity and equal opportunities, reflecting a culture of inclusivity.

At the same time, the assessment identified opportunities to enhance ORCD's operational capacity. Strengthening strategic oversight and inclusivity in decision-making processes can improve governance. Enhancing workforce planning, grievance management, and training programs will align HR practices with best practices standards and foster a more engaged workforce. In financial management, introducing long-term forecasting and contingency planning will increase resilience to funding uncertainties. Refining procurement protocols for emergency scenarios and investing in staff capacity building will further enhance operational efficiency. Additionally, incorporating digital security measures and psychosocial support systems within safety policies will ensure holistic staff well-being and better risk management.

By addressing these areas, ORCD can build on its strong foundation, aligning its operations with best practices and amplifying its ability to deliver impactful, sustainable services to communities across Afghanistan. This forward-looking approach ensures the organization's readiness to navigate challenges and seize new opportunities and adopt best practices for improved performance.

## INTRODUCTION

Since 2002, IDLO has been involved in providing support to the people of Afghanistan in rule of law, access to justice and good governance. Currently, IDLO supports non-state justice actors which includes Non-Governmental Organizations (NGOs) to ensure that they remain viable and can effectively provide justice services to the most vulnerable Afghans. IDLO is committed to helping NGOs who have pledged to deliver services to Afghan citizens in this ever -shifting context. This change in the operational context requires assessment of operational plans, policies, and knowledge that NGOs need to continue operations in the new context.

Therefore, under Goal 1, Objective 1.2 of Supporting Access to Justice through Non-State Actors (SAJNA) project, IDLO aims to enable justice sector stakeholders to operate in an environment where they communicate and strategize to deliver services safely and sustainably and to ensure that partner organizations have the necessary knowledge and skills to create organizational strategies. To realize this goal, IDLO has conducted internal organizational assessment of four partner Organizations: These organizations were selected based on several factors, including past experience in providing legal services, previous ability in implementing donor funded projects in the rule of law sector, geographic representation on national and sub-national level, and potential for adaptability to the new work environment.

Each assessment process started with a desk review of the organization's existing policies and procedures, which was followed by extensive interviews with senior staff, unit heads, and other employees.

## PURPOSE OF THE ASSESSMENT

The objective of the internal organizational assessment is to evaluate the adequacy and efficiency of the governance structure, human resource management, financial management, procurement processes, and safety and security measures within partner organizations.

The assessment is aimed to assist ORCD to:

- Review its operation with attention to compliance as well as adopting best practice and standards in the areas of Human Resources Management, Financial Management, transparency and accountability and other processes and procedures.
- Put in place policies and systems in-line with donor requirements.
- Modify and amend existing policies, procedures, and guidelines for overall performance improvement of the organization.

The findings of the internal organizational assessment will inform the development and modification of organizational policies such as HR, finance, procurement, and safety and security procedures and other operational areas to improve services delivery, coordination & compliance, and increase funding opportunities.

## SCOPE OF THE ASSESSMENT

The assessment contains the following main components:

1. Assessment of the current functions of ORCD and its governing policies/manuals/guidelines/procedures, plans and systems.
2. Human Resources Management

- Recruitment procedures
  - Performance management
  - Compensation
  - Personnel files and record management
3. Financial management
    - Financial planning
    - Project cost contribution
    - Fundraising
    - Budgeting
    - Expenditure
    - Accounting system
    - Financial reporting
    - Internal control
    - Inventory management.
  4. Procurement management
  5. Safety and security

## METHODOLOGY

The assessment commenced with interviews conducted with members of senior management and department heads, addressing various topics outlined in the questionnaire. Specific questions were tailored to each staff member's area of work, with interviews lasting approximately one hour per respondent, including the Country Director, Program Manager, IT & Security Manager, Chief Finance Controller, and Finance Coordinator. Following the interviews, a desk review of policies across different areas was conducted. This review identifies key findings, including gaps, and offers specific recommendations to address these gaps. Additionally, the potential impact of implementing the suggested recommendations is outlined.

*List of ORCD personnel interviewed:*

### Designation

- |    |  |
|----|--|
| 1  | Country Director                       |
| 2  | Program Manager                        |
| 3  | IT & Security Manager                  |
| 4. | Chief Finance Controller               |
| 5  | Finance Coordinator                    |
| 6  | Procurement/Logistics & Supply Manager |

Comprehensive notes on key discussion points were taken during these interviews. Following the interviews, the assessment team proceeded to examine ORCD's existing filing and record management systems. Subsequently, a desk review of the organization's current policies, manuals, guidelines, procedures, plans, and relevant documents was conducted to identify potential gaps requiring modification and amendments.

The assessment team then compiled and reviewed the responses obtained from the interviews along with the findings from the desk review. Specific recommendations were generated based on identified organizational vulnerabilities necessitating alignment with the new context and aimed at improving organization's overall performance.

## ORGANIZATIONAL PROFILE

Organization for Research and Community Development (ORCD) is a non-governmental and non-for-profit organization established in 2011 and registered with Afghanistan's Ministry of Economy. ORCD is an Afghan national NGO with a mission to empower communities using evidence-based best practices to achieve sustainable development goals. ORCD holds a unique position as the first Afghan NGO granted special consultative status with the United Nations Economic and Social Council (ECOSOC) since 2015. With a successful track record in over 104 completed projects, ORCD has partnered with eight UN agencies, including United Nations Children's Fund (UNICEF), United Nations Population Fund (UNFPA), World Food Programme (WFP), UN Women, International Organization for Migration (IOM), United Nations Office for the Coordination of Humanitarian Affairs (UNOCHA), United Nations Development Programme (UNDP), and United Nations Office on Drugs and Crime (UNODC), to implement diverse projects spanning health, nutrition, WASH, education, advocacy, gender, and economic empowerment. Its practical operational systems, national networks and international sister organizations in the USA, Canada, Turkey, and Ghana further enhance its capacity to deliver impactful projects.

ORCD's achievements include providing health services to over 5 million people, conducting vital research and assessments, and implementing infrastructure projects such as health facility construction in multiple provinces. As part of its operations in Afghanistan, ORCD has successfully executed the Boosting Alternative Development of Licit Livelihood (BADILL) program in Nangarhar, Paktia, and Paktika provinces, demonstrating its alignment with UNODC's priorities. Moreover, with expertise in delivering critical services, including women's protection, and psychosocial support, ORCD has successfully operated women's shelters in Laghman and Baghlan provinces with funding from UN Women and the Colombo Plan and provided psychosocial counselling to gender-based violence survivors in multiple provinces.

Over the past five years, ORCD has implemented 68 projects, demonstrating its expertise in health, nutrition, education, gender protection, emergency response, and sustainable development. These projects were funded by renowned donors such as UNICEF, UNFPA, WFP, UN Women, IOM, UNOCHA, UNDP, UNODC, Global Alliance for Vaccines and Immunization (GAVI), United States Agency for International Development (USAID), Norwegian Church Aid (NCA) World Bank, Agha Khan Foundation (AKF), Bureau of International Narcotics and Law Enforcement Affairs (INL) Muslim Aid UK, Penny Appeal, Colombo Plan, Charity Right, , and CARE. These projects were implemented across 34 provinces of Afghanistan.

ORCD is currently implementing three projects across Afghanistan. With funding from UNFPA, the "Increasing Access to Reproductive Maternal Newborn, and Child Health (RMNCH) and Psychosocial Support (PSS) Services" project addresses health, gender-based violence (GBV), and youth needs across 27 provinces in Afghanistan. In Kabul, the "Sustainable Employment and Profit through Vocational Skills Training, Value Chain, and Enterprise Development" project, funded by NCA, focuses on economic empowerment. Moreover, the "Amna Refugee Healing Network CIO" project, funded by Research Triangle Institute (RTI)/Amna Refugee Healing Network (AMNA), supports GBV initiatives in Baghlan province.

## ORCD ORGANIZATIONAL STRUCTURE

### General Assembly

Article 11 and 12 of the organizational statute define the structure, role and responsibilities of the General Assembly (GA). The GA is the highest decision-making body at ORCD. Regular sessions of the GA are held once a year, while extraordinary sessions can be convened as needed upon the request of most of the Board of Directors (BoD) or two-thirds of the GA members. Meetings are chaired by the president, elected by the Assembly, who holds a consultative voting role in decision-making.

The General Assembly is tasked with key responsibilities, including reviewing reports from the organization's president, financial officer, and other department heads regarding project activities, revenues, and expenditures. It also reviews reports from the oversight committee appointed by the assembly. The GA approves the organization's annual budget and work plan, elects or removes members proposed by the BoD, and re-elects the president or deputies if their terms have expired.

Furthermore, the GA decides on amendments to the organization's statutes, evaluates and approves policies and strategies, endorses internal regulations and salary structures, and deliberates on other matters on the agenda. All decisions are documented, signed by the leadership, and each member has an independent vote.

### Board of Directors

The Board of Directors (BoD) at ORCD consists of five members, elected by the general assembly, including two members from the organization's leadership and three external members. Board meetings are held annually, with extraordinary sessions convened upon the majority's request. The organization's president, who is also a member of the Board, leads the organization and is elected by the BoD or the GA for a five-year term.

The BoD's authority includes reviewing the president's reports on activities, revenues, and expenditures, approving departmental guidelines, and endorsing agreements with NGOs, donors, government agencies, and Civil Society Organizations (CSOs). The BoD approves the operational plans of the Executive Committee and project departments, appoints project managers based on the president's recommendations, and monitors revenues and expenditures.

The BoD also proposes changes to the organization's structure, including name changes, mergers, or creating regional offices. The Board advises the president and executive members on implementing GA decisions, reviews semi-annually and annually financial performance, addresses staff grievances, and identifies funding sources for surveyed projects. Moreover, the BoD facilitates relationships with coordination agencies, civil society organizations, and government entities, drafts internal regulations and oversight mechanisms, and recommends amendments to the organization's statutes and extensions for executive terms to the GA.

### Executive Board

The executive board is composed of the organization's director, deputy director, administrative and financial managers, and departmental heads who collaboratively oversee the strategic execution of ORCD's projects and operations. The country director and deputy director are appointed for a five-year term based on the recommendation of the BoD and approval by the GA. Other members of the executive board are hired by the country director, subject to the BoD's confirmation. The executive board meets monthly to discuss organizational operations and to review reports from the president and departmental heads.

The executive board is tasked with drafting and organizing departmental roles and responsibilities. It addresses grievances and needs presented by the public, ensuring that the organization's projects align with community requirements. It also ensures efficient implementation of the organization's policies; monitors progress and facilitates coordination between departments to achieve the organization's objectives effectively. As a sum, the executive board plays a crucial role in coordinating and optimizing the organization's operations, addressing challenges, and making key decisions to ensure successful projects outcomes

ORCD's main office in Kabul with functional offices in Khost, Ghor, Takhar, Paktika, and Sar-e-Pul provinces. The main office follows a well-defined hierarchical structure that ensures good governance and effective departmental responsibilities. At the top of the hierarchy, the Management Board oversees the overall direction of the organization, with the Chief Executive Officer (CEO) responsible for translating the board's strategy into actionable plans. Reporting directly to the CEO, the Country Director oversees managing and guiding the organization's programs across Afghanistan.

The organization's departmental leadership includes Head of Programs and Program Managers, who are responsible for overseeing programs in specific regions, such as the Southern & Central Region and the Northern & Eastern Region. In addition, the Project Director and Operations Director play key roles in the successful execution of programs and ensuring that operational functions run smoothly. The Operations Director supervises critical departments, including Finance, Procurement/Logistics & Supply (PLS), and Admin/HR, which support the organization's daily operations.

Moreover, several specialized departments, such as IT & Security, Monitoring & Evaluation (M&E), and Internal Audit, provide independent operational support to maintain the integrity and security of the organization's operations.

There are 80 core positions stationed in Kabul and provincial offices including 17 women who actively contribute their skills and expertise to the successful operations of ORCD in Afghanistan.

# 1. GOVERNING POLICIES

## 1.1. Security Policy

Major Finding/s	Recommendation/s
<p>The ORCD Security Policy provides a comprehensive framework for managing security risks, addressing both safety (e.g., health, accidents, and fires) and security (e.g., abductions, hostilities). The document outlines principles such as individual responsibility, proportionality, and primacy of life. The policy incorporates mechanisms for security planning, incident management, and communication, including establishing committees to oversee implementation and response. Field-level protocols for travel, visitor screening, and compound security are articulated, emphasizing the importance of coordination with stakeholders and adherence to a security plan. By promoting acceptance in local contexts, the policy recognizes the value of community relationships in mitigating risks.</p> <p>Despite its thoroughness, the policy has few gaps when considering Afghanistan’s specific challenges. It lacks provisions for digital and cybersecurity, a critical oversight given the increasing reliance on technology and the sensitivity of organizational data. There are no mechanisms for psychosocial support, which is essential for maintaining staff wellbeing after traumatic events. While the policy highlights the importance of community acceptance, it does not provide concrete strategies for proactive engagement with local communities. These gaps highlight areas where the policy could be improved to better address the complexities of operating in Afghanistan.</p>	<p>To address the identified gaps in the Security Policy, several recommendations can be made:</p> <p><b>Integrate Cybersecurity Protocols</b></p> <p>It is recommended to implement encrypted communication tools and robust access controls to secure sensitive information. Regular vulnerability assessments should identify and address risks, while staff training on cyber hygiene, should be mandatory. Backup systems must also be established to safeguard critical data.</p> <p><b>Incorporate Psychosocial Support Systems</b></p> <p>It is recommended to establish counselling services to assist staff coping with trauma. Conduct debriefing sessions after incidents and offer resilience-building workshops to enhance mental wellbeing and reduce stress.</p> <p><b>Enhance Community Engagement Plans</b></p> <p>It is recommended to build relationships with local leaders and communities to foster trust and improve security. Employ local staff to strengthen cultural alignment and organize awareness campaigns to promote the organization’s impartial and humanitarian objectives.</p>
<b>Summary Conclusion (Impact of Recommendations)</b>	
<p>Implementing these recommendations would significantly enhance the ORCD Security Policy's comprehensiveness, ensuring it meets international standards while remaining contextually relevant in Afghanistan. Cybersecurity measures would protect sensitive data, while psychosocial support and community engagement would build resilience among staff and foster trust within communities, improving overall operational safety. Together, these adjustments would strengthen ORCD's ability to operate effectively and securely in challenging environment.</p>	

1.2. Conflict of Interest Policy

Major Finding/s	Recommendation/s
<p>The ORCD Conflict of Interest Policy offers a structured framework to address potential and actual conflicts of interest among its Board of Directors. It emphasizes transparency, accountability, and the protection of ORCD’s reputation. The policy outlines responsibilities for disclosure, delineates various types of conflicts such as financial, organizational, and transactional, and establishes procedures to manage these situations. Provisions include annual declarations, mandatory recusal from decisions involving conflicts, and measures to address violations, ensuring ethical governance. The inclusion of examples for different conflict scenarios enhances clarity and applicability.</p> <p>However, the policy has some gaps. It primarily focuses on the Board of Directors, with no provisions for extending similar principles to senior management or other key personnel who may influence decisions. There is limited emphasis on training board members and staff about identifying and managing conflicts, which is critical for a proactive approach. Additionally, while the policy addresses financial and organizational conflicts, it does not sufficiently cover non-financial conflicts, such as those related to personal beliefs or biases that might influence decisions. There is also no explicit mechanism to regularly review the policy’s effectiveness or update it to address emerging challenges. These gaps could hinder the organization’s ability to manage conflicts comprehensively.</p>	<p>To address the identified gaps in the Conflict-of-Interest Policy of ORCD, the following recommendations can be made:</p> <p><b>Extend Policy Scope</b></p> <p>It is recommended to apply the principles of the conflict-of-interest policy to senior management and key decision-makers beyond the Board of Directors. This ensures comprehensive coverage and consistency in ethical standards across the organization.</p> <p><b>Enhance Training Programs</b></p> <p>It is recommended to develop mandatory training for board members and relevant staff to help them recognize, disclose, and manage conflicts of interest effectively. Include case studies and interactive scenarios tailored to the Afghan context for practical understanding.</p> <p><b>Include Non-Financial Conflicts</b></p> <p>Expand the policy to explicitly address non-financial conflicts, such as those arising from personal relationships, biases, or affiliations that may impact impartial decision-making.</p> <p><b>Establish Review Mechanisms</b></p> <p>It is recommended to implement regular reviews of the conflict-of-interest policy to ensure its relevance and effectiveness. Solicit feedback from board members and staff to identify areas for improvement and adapt to evolving organizational and contextual challenges.</p>
<b>Summary Conclusion (Impact of Recommendations)</b>	
<p>Implementing these recommendations would significantly enhance the ORCD Conflict of Interest Policy by ensuring broader applicability, proactive education, and continuous improvement. Extending the policy to include senior management would promote a culture of integrity throughout the organization. Enhanced training would improve awareness and compliance, reducing risks of non-deliberate conflicts. Addressing non-financial conflicts would make the policy more comprehensive, while regular reviews would ensure its relevance and effectiveness. Together, these measures would strengthen ORCD’s governance framework and bolster trust among stakeholders.</p>	

1.3. Whistleblowing Policy

Major Finding/s	Recommendation/s
<p>The ORCD Whistleblowing Policy reflects a strong commitment to maintaining ethical standards and promoting transparency within the organization. It encourages employees, contractors, and other associated individuals to report suspected unethical or illegal actions. The policy includes confidentiality protections, outlines steps for reporting concerns internally, and offers mechanisms for anonymous reporting, such as a dedicated hotline. While the policy emphasizes openness and accountability, it has some gaps when compared to international best practices. It lacks specific measures to prevent retaliation beyond general assurances, and there are no clearly defined timelines for investigating and resolving reports. Additionally, the policy does not mandate training or awareness programs to ensure its effective implementation. Furthermore, there is no mention of psychological or legal support for whistleblowers who might face significant challenges after raising concerns.</p>	<p>To address the identified gaps in the whistleblowing policy of ORCD, several recommendations can be made:</p> <p><b>Strengthen Retaliation Protections</b> The policy should include specific actions to monitor and mitigate retaliation risks, such as creating a retaliation review panel and implementing periodic checks on whistleblowers' work environments. Clearly stating measures for those engaging in retaliation will also act as a deterrent.</p> <p><b>Set Clear Timelines</b> It is recommended to introduce defined timeframes for each step of the investigation and resolution process. For instance, specify that initial responses to whistleblowing disclosures should occur within five working days and the investigation should be completed within 30 days.</p> <p><b>Mandatory Training Programs</b> Develop and implement mandatory training sessions for staff and management, focusing on identifying unethical behaviours, understanding whistleblower protections, and the proper use of reporting mechanisms. Periodic refreshers should also be included to reinforce awareness.</p> <p><b>Comprehensive Whistleblower Support</b> It is recommended to establish a dedicated support framework offering counselling, legal aid, and advisory services for whistleblowers. Such measures will ensure they feel protected and valued, reducing the fear of reprisals or professional isolation.</p>
<b>Summary Conclusion (Impact of Recommendations)</b>	
<p>Implementing these recommendations will create a more robust and comprehensive whistleblowing framework. It will build trust among employees and stakeholders, ensuring they feel secure when reporting misconduct. Clear timelines will enhance accountability and compliance with global standards. Additionally, training programs will foster a culture of ethical awareness, and extended support for whistleblowers will encourage reporting, helping the organization mitigate risks more effectively. Overall, these improvements will strengthen ORCD's integrity and operational resilience.</p>	

1.4. Fraud prevention and Anti-Corruption Policy

Major Finding/s	Recommendation/s
<p>The ORCD Fraud Prevention and Anti-Corruption Policy outlines a comprehensive framework to ensure compliance with anti-corruption laws and promote ethical conduct within the organization. It establishes a zero-tolerance approach to bribery and corruption, applicable to all employees, partners, and third parties. Key elements include senior leadership commitment, risk assessment, training, monitoring, and due diligence for third-party interactions. The policy also addresses conflicts of interest, whistleblower protections, and investigation mechanisms. However, gaps exist in operationalizing the policy effectively. It lacks detailed enforcement procedures, specific timelines for investigations, robust, and guidance for managing risks in high-corruption areas. Additionally, while training is mentioned, the policy does not include a mandatory training framework for consistent implementation.</p>	<p>To address the identified gaps in the Fraud Prevention and Anti-Corruption Policy of ORCD, several recommendations can be made:</p> <p><b>Enhance Enforcement Procedures</b> Develop detailed protocols to ensure the consistent application of the policy. These should include guidelines for disciplinary actions against violators and procedures for escalating concerns.</p> <p><b>Establish Timelines for Investigations</b> Define clear deadlines for each step in the investigation process, such as acknowledging reports within five days and concluding investigations within 30 days. This ensures timely responses and accountability.</p> <p><b>Mandatory Training Framework</b> Implement regular, mandatory training sessions for staff, management, and third-party affiliates on recognizing corruption risks, reporting mechanisms, and consequences of violations. Incorporate real-world scenarios to enhance understanding.</p> <p><b>Detailed Guidelines for Facilitation Payments</b> While facilitation payments are discouraged, the policy could benefit from stricter oversight mechanisms. This includes requiring prior approval from senior management and transparent documentation for accountability.</p> <p><b>Tailored Risk Management</b> Develop specific guidance for managing operations in high-corruption areas, including enhanced due diligence, periodic audits, and localized risk assessments.</p>
<b>Summary Conclusion (Impact of Recommendations)</b>	
<p>Implementing these recommendations will significantly strengthen ORCD’s anti-corruption framework. Enhanced enforcement procedures and timelines will boost accountability and operational efficiency. Mandatory training will foster a culture of integrity and awareness, while tailored risk management strategies will reduce vulnerabilities in high-risk areas. Overall, these improvements will enhance ORCD’s reputation and compliance with international standards, ensuring better protection against corruption and fraud.</p>	

## 2. HR MANAGEMENT

ORCD employs an HR manual revised in 2018 that covers a wide array of personnel management matters essential for maintaining a productive and harmonious work environment. It serves as a guiding framework, providing principles, guidelines, and procedures for managing both strategic initiatives and day-to-day HR affairs within the organization. ORCD's HR manual mandates to attract and retain competent candidates, regardless of race, gender, ethnicity, culture, social status, or disability. These policies include a structure, where the senior management approves HR regulations, and the executive team supervises their implementation.

The HR manual encompasses various aspects of human resources aspects including introduction, general employment terms, recruitment and selection procedures, equal employment opportunity, accountability structure, employee orientation, contract management, record management, code of conduct, confidentiality, social media policy, work environment policy, salary, working hours, staff development, motivation, termination, performance evaluation, and leave management.

The Human Resource Management Unit plays a vital role within ORCD, focusing on recruiting skilled staff and supporting their professional performance. One of its primary functions is to develop and regularly review the organization's employment policies and HR procedures, ensuring alignment with ORCD's mission and values.

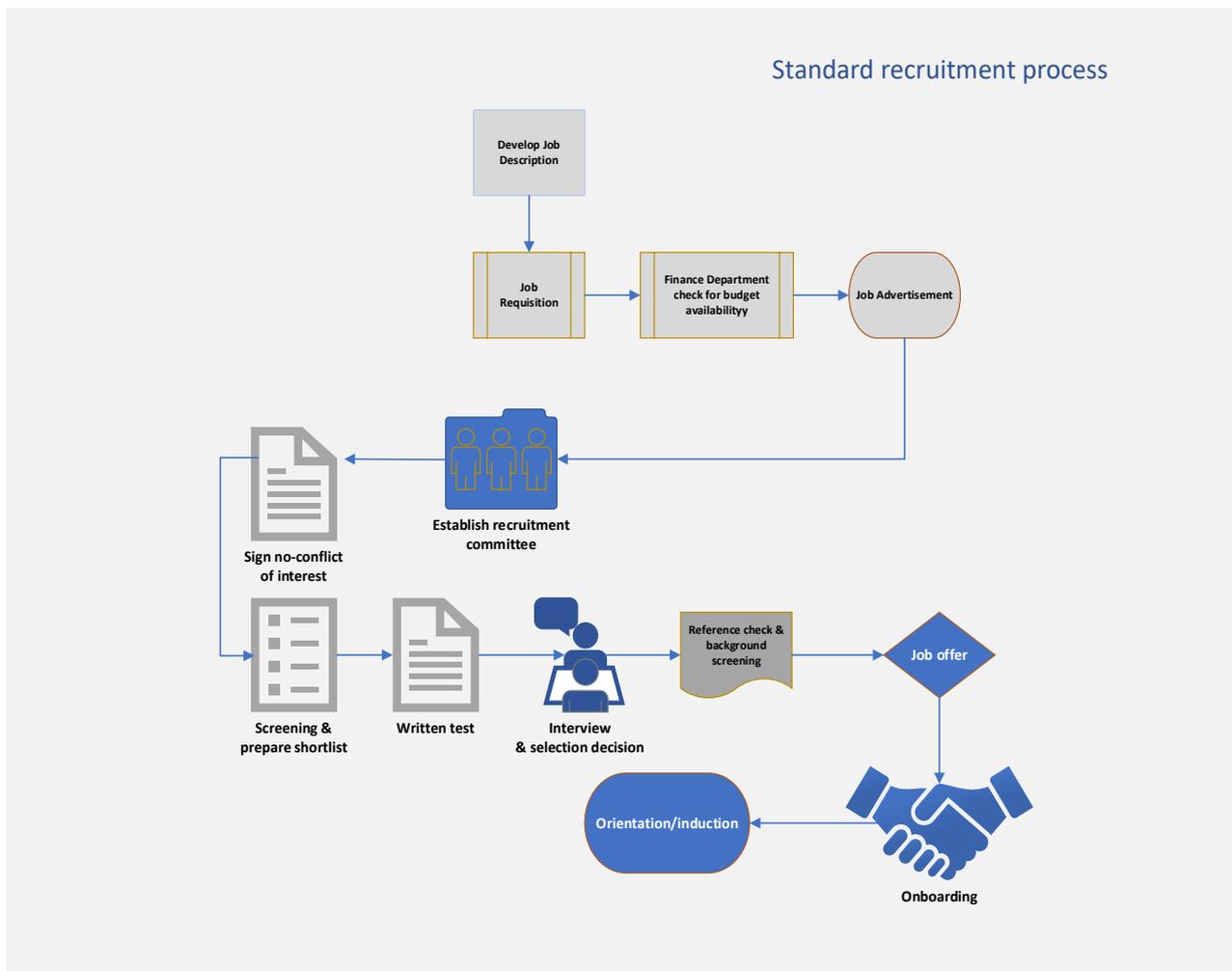


Figure #2.1

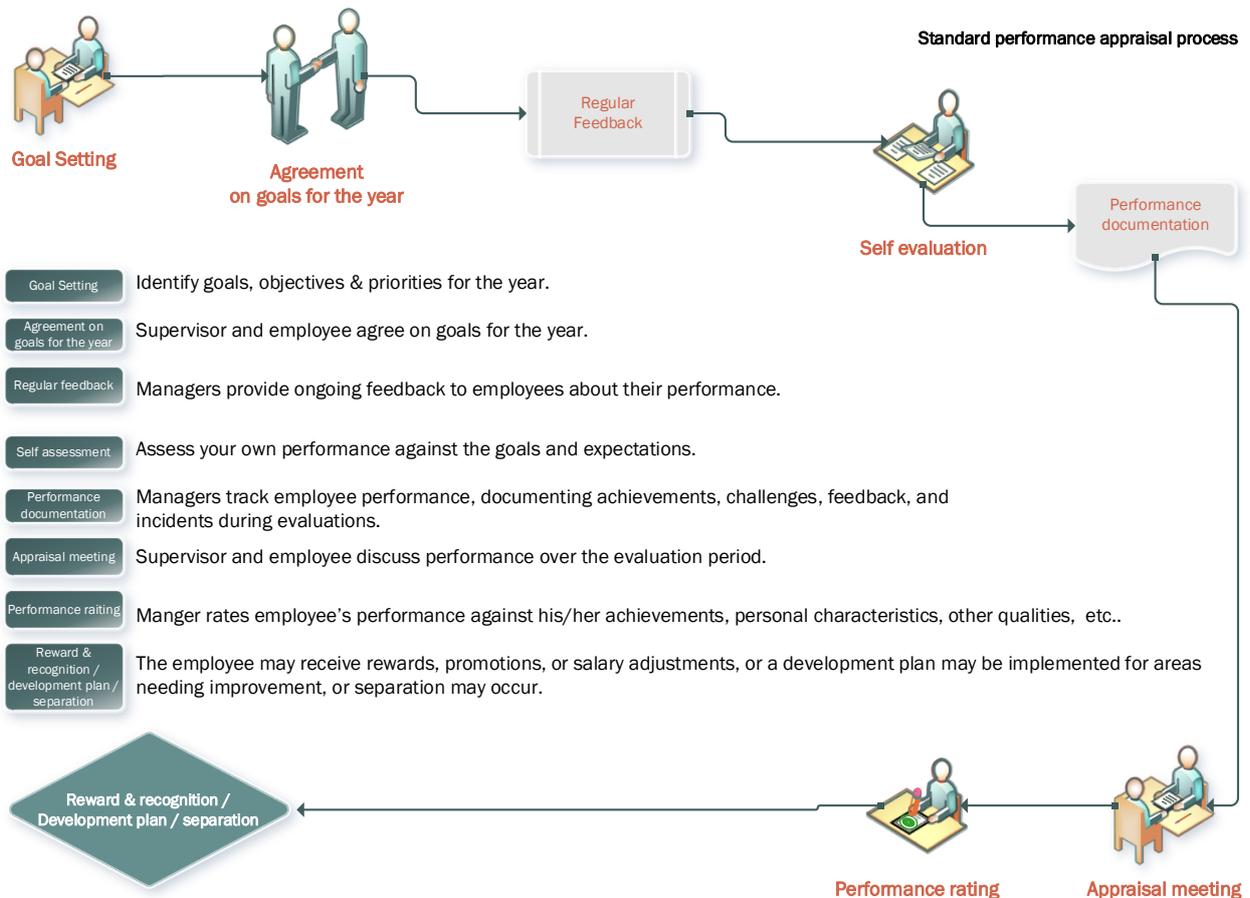


Figure #2.2

## Key Findings

Major Finding/s	Recommendation/s
<p><b>2.1 Hiring</b></p> <p>The HR manual at ORCD mandates that before hiring staff a properly completed and approved staff requisition form must be submitted to the HR section for processing. The form requires specific procedures based on the position and location. Sub-office staff requisitions are completed by the Project Manager, certified by Operations and Senior Program Managers in Kabul, and approved by the Managing Director/Regional Director. For Kabul office and field positions, Senior Program Managers initiate the process, certified by the Operations Manager, and approved by the Managing Director/Regional Director. Senior Kabul Office positions require certification and approval from the Managing Director/Regional Director. Each form must include a detailed job description clearly defining the role's expectations, and approvals from all relevant sections are mandatory. The HR Manager and Position</p>	<p><b>HR Planning</b></p> <p>It is recommended that ORCD develop and integrate a detailed HR planning framework into its HR manual to adopt a strategic approach to workforce management. This framework should include workforce forecasting to predict staffing needs aligned with organizational goals and project timelines, skills gap analysis to identify areas requiring development or new hires, and succession planning to ensure continuity in critical roles. Furthermore, it should outline effective retention strategies to sustain a stable and skilled workforce.</p> <p><b>Signing No Conflict-of-Interest</b></p> <p>It is recommended that the HR manual be revised to require all panel members to disclose any potential conflicts of interest at the outset of the recruitment process. This disclosure ensures transparency, upholds fairness, and prevents any bias or undue influence during</p>

Manager ensure the job description contains all essential details.

## 2.2 HR Planning

The HR manual outlines detailed recruitment processes, including job requisition, vacancy announcements, longlisting and shortlisting, written tests, and interviews. However, it lacks a detailed framework for HR planning. Effective HR planning is essential for aligning workforce capabilities with organizational objectives, forecasting future staffing needs, and addressing potential skill gaps. Without a structured approach to HR planning, the organization risks adopting reactive hiring practices and insufficient preparation for growth or organizational changes.

## 2.3 Vacancy Announcement

The ORCD HR manual specifies that except for guard positions, HR/Administration must timely announce job openings both internally and externally, clearly outlining the terms and conditions of the recruitment process. Announcements should be posted on platforms like the ACBAR website or other job advertisement sites for a minimum of one week and a maximum of three weeks, depending on the job's significance. The postings must include the job title, level, location, and a brief description of responsibilities. Interested candidates should follow the specified instructions for submitting their application materials through the job posting system.

## 2.4 Employment Committee (shortlisting, written test, & interview)

The HR manual mandates that the employment committee should compose of at least three members from the program and HR staff, appointed by the Project Manager at the provincial level or the Managing Director/Regional Director at the country level. The committee is tasked with shortlisting all CVs and applications, organizing written test, and conducting interviews.

## 2.5 Signing No Conflict-of-Interest Form

Though the HR manual entails details on forming an employment committee for all the recruitment, however the manual overlooks the critical need for panel members to declare any

candidate selection. Implementing this measure will strengthen the integrity of the recruitment process, fostering trust among applicants and stakeholders. Furthermore, it aligns with the organization's commitment to promoting equal employment opportunities and maintaining a merit-based, impartial hiring system that prioritizes competence and fairness.

## Written Test and Interview

It is recommended that the HR manual be revised to include a clear mechanism for conducting and administering written tests, incorporating a cutting or coding system for anonymous evaluation. This would ensure objective and unbiased assessments, enhancing fairness and consistency throughout the recruitment process. In addition, the manual should provide guidelines for developing written test and interview questions, specifying the appropriate types and nature of questions to be asked based on the job requirements. Establishing these protocols will help standardize evaluations, improve transparency, and foster a more reliable hiring process at ORCD.

## Succession Planning

It is recommended that ORCD should revise the HR Policy manual by creating a succession planning policy/guideline to identify and develop internal talent for critical positions. This policy should include a process for skills assessment, mentoring, and career development opportunities for potential successors. Having an appropriate succession plan will ensure operational continuity and minimize disruptions during transitions.

## Grievance Management & Conflict Resolution

It is recommended that the HR manual be updated to include comprehensive policies for grievance management and conflict resolution. This should outline a step-by-step process for employees to report grievances confidentially, designate responsible personnel or committees to handle complaints impartially, and establish timelines for resolution. Furthermore, the manual should include conflict resolution strategies, such as mediation, to address disputes collaboratively. Providing training for

potential conflicts of interest during the recruitment process.

### 2.6 Written Test and Interview

Written tests are mandatory for technical roles but optional for managerial positions, with ORCD management deciding their inclusion. After the written test, the panel evaluates and marks the papers based on predetermined criteria, shortlisting at least the top three candidates for face-to-face interviews. For Program Manager positions and above, the panel recommends two finalists to the Managing Director or their representative for the final interview.

Interviews are conducted by a panel appointed by the Managing Director/Regional Director or Project Manager, with mandatory participation from HR and relevant department representatives. Each panel member completes a separate evaluation sheet for every candidate, providing final comments. The selection process requires unanimous agreement among panel members; if consensus cannot be reached, a second interview with alternate panel members is recommended.

However, the HR manual does not specify a clear mechanism for conducting and administering written tests, such as a cutting or coding system for anonymous evaluation. This system, which would allow for objective assessment without bias, is essential to ensure fairness and consistency in the evaluation process. Moreover, the manual lacks detailed guidelines on developing questions for written tests and interviews, including the nature and type of questions to be used.

### 2.7 Personnel Files Assessment

The assessment team conducted physical examination of employee records to ensure their security and completeness. It can be confirmed that all necessary documents were present in the personnel files without any significant discrepancies. These files were securely stored in locked cabinets, following established security protocols to prevent unauthorized access from both internal and external sources.

Moreover, the HR manual mandates that each employee must have a confidential personnel file containing all employment-related documents, securely stored and accessible only to the HR Manager or their designee. Employees may

HR and managerial staff on these procedures will further enhance their effectiveness, ensuring a supportive and equitable workplace culture.

### Employees Health and Well-being

It is recommended that the HR manual incorporate policies and initiatives focused on employee health and well-being. These could include health insurance provisions, access to counselling or mental health support, workplace wellness programs, and strategies to promote work-life balance. In addition, the manual should emphasize a culture of care by encouraging open dialogue about health concerns and offering training for managers to recognize and support employees' well-being needs. Implementing these measures will enhance employee satisfaction, resilience, and overall organizational success.

### Harassment & Workplace Behaviour

It is recommended that ORCD should implement mandatory training sessions for all employees and supervisors on harassment prevention, workplace respect, and appropriate behaviour. These sessions should cover topics such as identifying different forms of harassment, understanding its impact, and learning techniques for intervention and resolution. Moreover, establish anonymous reporting channels, such as a secure online platform or dedicated hotline, to encourage employees to report incidents without fear of reprisal. Regularly review and update the harassment policy to reflect evolving best practices and legal requirements.

### Contextual Adaptation

In response to the recent ban on women working in NGOs, ORCD shall recognize the urgency of updating its HR policy to navigate these challenging circumstances. The organization shall adapt its policies to retain female staff members while adhering to the new restrictions. It is crucial to explore alternative strategies that not only comply with the ban but also prioritize equal opportunities for women, ensuring inclusivity within the organization.

The adjusted policy can be aligned to overcome the challenges posed by the ban, emphasizing

request to review their own files, while managerial staff can access subordinate files with the Managing Director/CEO's approval. Personnel records must be regularly updated to document employment actions such as promotions, disciplinary measures, and performance reviews. Employees are required to inform the HR Department of any changes to their personal information, such as address or emergency contacts, to ensure records remain current.

### **2.8 Performance Appraisal**

Performance evaluations are conducted at the end of each employee's probationary period and annually, aligned with the employment contract or year's end. Department heads, project managers, and supervisors are responsible for reviewing their subordinates' performance, setting measurable objectives for the upcoming year. Employees complete a self-appraisal before meeting with their supervisor to identify strengths, weaknesses, and areas for improvement through face-to-face discussions. The appraisal process considers both job descriptions and agreed-upon goals, linking performance evaluations to rewards. Identified capacity gaps are documented in the appraisal form and discussed with employees to foster professional development.

ORCD employs a specialised form for the performance appraisal process.

### **2.9 Succession planning**

The HR policy manual does not provide guidance on succession planning, leaving the organization vulnerable to disruptions caused by unexpected leadership or key role vacancies.

### **2.10 Grievance Management & Conflict Resolution**

The desk review of the HR manual reveals that it lacks clear guidelines and procedures for grievance management and conflict resolution, creating a significant gap in addressing employee concerns effectively. Without a defined framework, employees may feel unsupported in raising issues, and unresolved grievances could escalate into workplace conflicts, affecting morale, productivity, and organizational harmony. This absence of structured mechanisms undermines transparency, fairness, and trust, making it difficult to ensure a consistent approach

the promotion of equal opportunities for women as both beneficiaries and integral members of the organization.

Remote work can be a viable option for female staff to navigate the restriction effectively. The adoption of remote work as an alternative provides flexibility and adaptability, enabling women to continue their active involvement in NGOs' activities. To support this transition, considerations such as infrastructure and equipment, communication tools, revised job description, clear expectations, flexible work hours, a supportive work culture, online training opportunities, mental health support, are emphasized. These measures aim to ensure that female staff members can thrive in their remote work environment, contributing their valuable skills and expertise despite the challenges posed by the ban.

to resolving disputes or fostering a positive work environment.

### **2.11 Harassment & Workplace Behavior**

Although the HR manual includes policies on harassment and workplace behaviour, it primarily focuses on reactive measures, such as reporting incidents and conducting investigations. However, it lacks a proactive approach to preventing harassment, fostering awareness, and creating a respectful workplace culture. The absence of regular training or education leaves employees and supervisors potentially unaware of what constitutes harassment, how to address it, and the importance of maintaining a professional and inclusive work environment. Furthermore, the current reporting mechanisms may not provide sufficient anonymity, potentially discouraging victims or witnesses from coming forward due to fear of retaliation or stigma.

### **2.12 Employees Health & Well-being**

The HR manual of ORCD does not address employee health and well-being, which is a critical component of fostering a supportive and productive work environment. This gap overlooks the importance of promoting physical and mental health, which directly impacts employee performance, morale, and retention. Without policies or programs in place, employees may lack access to resources or support systems needed to manage work-related stress, health challenges, or personal well-being. This omission could lead to increased absenteeism, lower productivity, and diminished job satisfaction, ultimately affecting organizational effectiveness.

### **2.13 Contextual Adaptation**

As of December 24, 2022, the Ministry of Economy authorities issued a letter prohibiting women from working in both international and national non-governmental organizations (NGOs). This directive has had a significant and detrimental impact on the organizations' operational capabilities, particularly in delivering essential services, as their ability to function effectively relies heavily on the contributions of female staff members. The restriction poses a serious challenge to the diversity and inclusivity of the workforce, hindering the organizations' capacity to provide comprehensive services and fulfill their missions.

### Summary Conclusion (Impact of Recommendations)

Implementing these recommendations will significantly enhance ORCD's HR policies, ensuring a more strategic, inclusive, and efficient approach to workforce management. By introducing a detailed HR planning framework, ORCD will align staffing needs with organizational objectives, address skills gaps, and build a stable talent pipeline through succession planning. This proactive approach minimizes workforce disruptions, improves employee retention, and ensures the organization remains agile in achieving its goals. Furthermore, incorporating measures like workforce forecasting and mentoring potential successors fosters a culture of growth and operational continuity.

The emphasis on fairness and transparency, such as requiring no-conflict-of-interest disclosures and adopting anonymous evaluation mechanisms for written tests and interviews, will strengthen the integrity of the recruitment process. These steps promote meritocracy, increase trust, and ensure equal opportunities for all candidates. Moreover, the integration of policies for grievance management, conflict resolution, and harassment prevention will create a supportive and respectful work environment. Training staff on conflict resolution and harassment awareness, coupled with anonymous reporting channels, will reduce workplace disputes and foster a positive organizational culture.

Addressing employee health and well-being, along with adapting policies to navigate the ban on women working in NGOs, demonstrates ORCD's commitment to inclusivity and care for its workforce. Remote work options and wellness initiatives will empower female staff and enhance employee resilience overall. These measures will enable ORCD to retain top talent, promote diversity, and maintain high productivity despite external challenges.

## 3. FINANCIAL MANAGEMENT

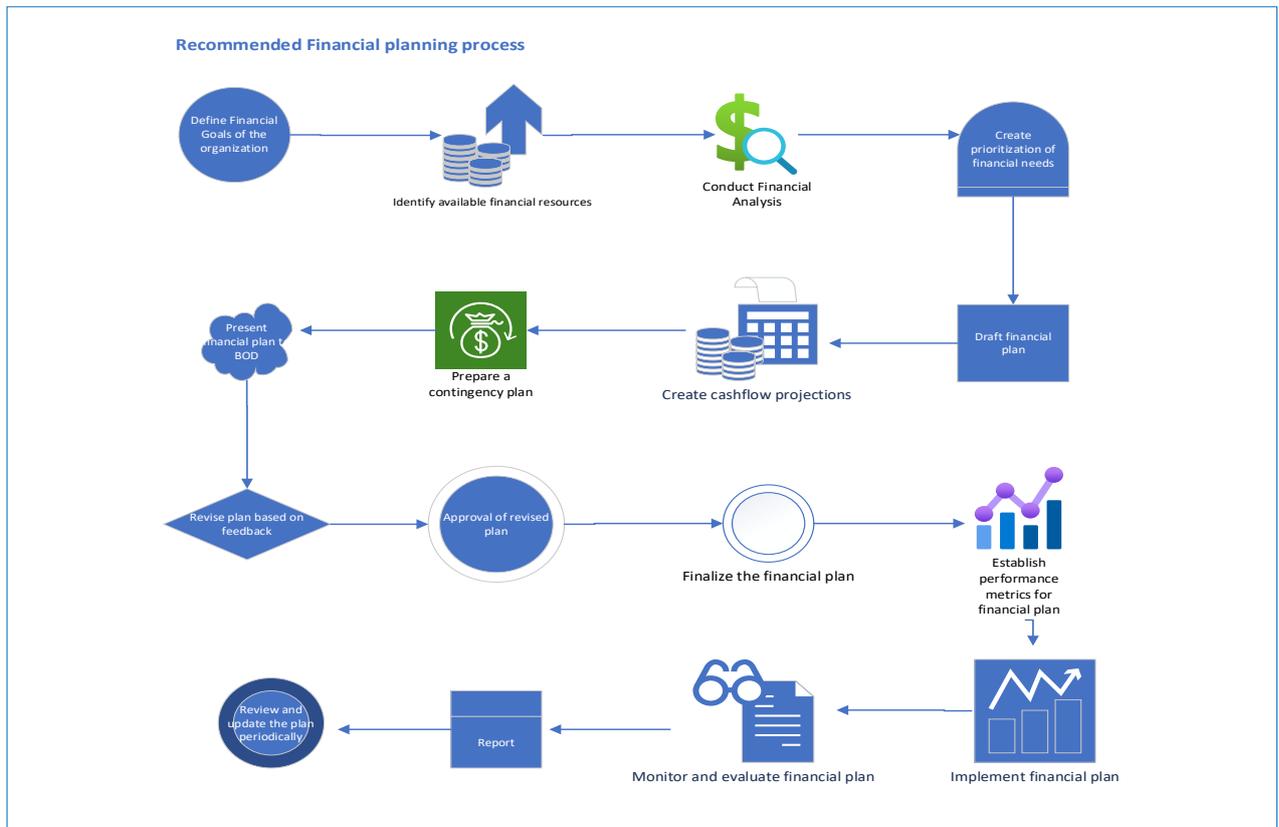
### 3.1 Financial Rules and Regulations

The ORCD Financial Rules and Regulations comprehensively address various financial management aspects through its 12 chapters. These chapters cover critical areas including financial planning and budgeting, outlining the processes for preparing, approving, and monitoring budgets aligned with donor agreements and organizational objectives. They establish procedures for expenditure management, such as authorization thresholds, classification of expenses, and reimbursement protocols. Detailed guidelines are provided for the accounting system, emphasizing adherence to international standards and the use of double-entry bookkeeping. Internal control mechanisms are well-defined, with a focus on segregation of duties, periodic reconciliations, and surprise audits to safeguard against fraud and mismanagement.

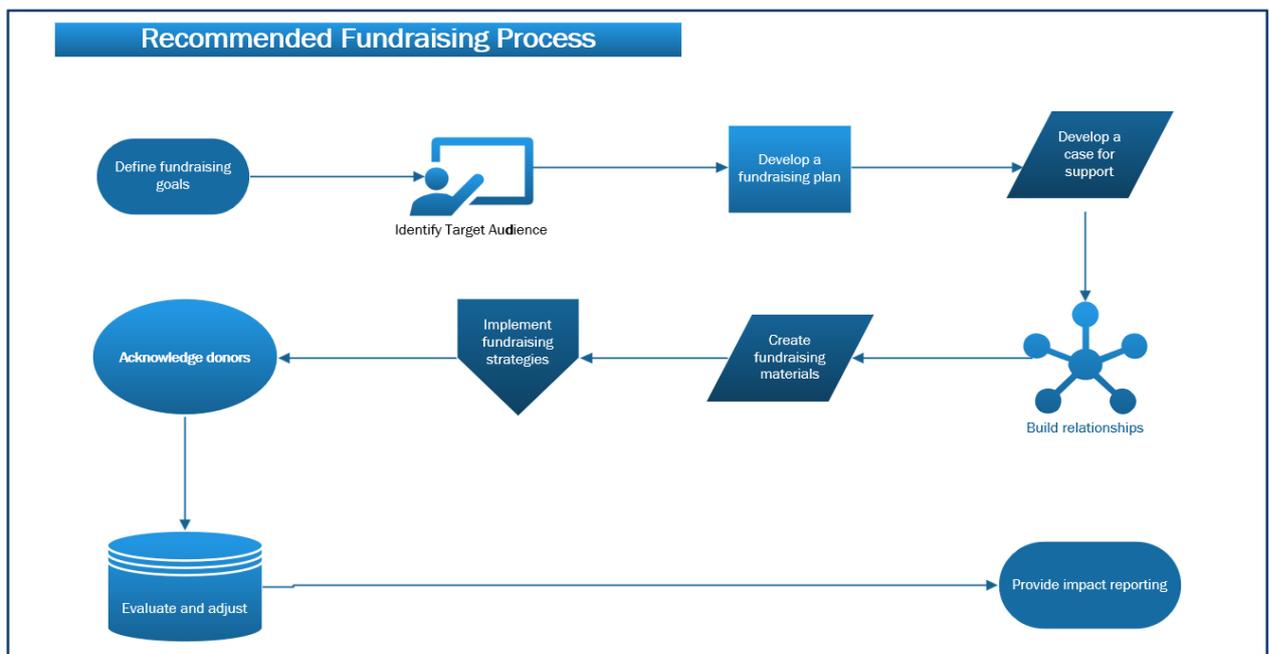
The chapters on financial reporting outline the preparation and submission of financial statements, while external audits are mandated to ensure accountability and compliance with donor requirements. Other chapters address payroll management, cash handling, and bank reconciliations, ensuring operational efficiency and transparency. Policies for managing donor funds, handling procurement finances, and asset management are also included, reflecting a holistic approach to financial governance. During the interview with the chief finance controller, it was highlighted that the organization uses registered server-based QuickBooks for managing financial tasks including accounting and financial reporting.

The organization also uses google forms for managing various financial tasks, including cash flow management, expense tracking and reimbursement, budgeting and financial reporting. It was also stated during the interview that the organization mainly transfer payments through banks. The organization was lastly audited in 2023 by an external audit firm that goes by the name of RAFAQAT BABAR & CO with the opinion that *"the accompanying financial statements presents fairly, in all material respects, the financial position of the organization as at December 31,*

2023, and its financial performance and its cash flows for the year then ended in accordance with the basis of preparation as described in note 2 to the financial statements.”



Chart#3.1 Standard financial planning process



ORGANIZATION NAME

Finance Department

Project Name

**Budget Follow-up Template**

No.	Budget Line	Budget Line Item	Budgeted Amount	Actual Expenses Till end of February 2024	Variance	% Variance	Notes/Comments	Cumulative Expenses	Forecasted Expenses for March 2024	Variance to Forecast	Action Required
1											
2											
3											
4											
5											
6											
7											
8											
9											
10											

Major Finding/s	Recommendation/s
<p><b>3.2 Financial Planning and Budgeting</b> The document emphasizes the importance of structured financial planning and budgeting to ensure resource alignment with organizational objectives. Budgets are developed for both regular operations and individual projects, including donor-specific requirements. However, there is no explicit mention of a long-term financial strategy or forecasting mechanism that could support strategic planning and risk mitigation. The document also lacks provisions for financial contingency planning or strategies to handle emergencies like sudden funding delays, and unforeseen project costs. This lack of preparedness could lead to operational delays or disruptions.</p> <p><b>3.3 Expenditures Management</b> The document outlines policies for classifying, authorizing, and approving expenditures, including operational, administrative, and capital expenses. Approval thresholds are defined based on the type of expenditure and hierarchy levels. Although the framework is robust, gaps include limited guidance on managing unexpected expenses or variances from the budget. This lack of a structured approach to variance analysis may lead to inefficiencies or missed opportunities for cost optimization.</p> <p><b>3.4 Accounting System</b> ORCD uses QuickBooks (Multi-user) server for managing accounting records. ORCD employs a double-entry bookkeeping system, with a mix of manual records and QuickBooks for transactional accuracy. Vouchers are prepared for all financial activities, and financial statements are required within two months of the fiscal year's end.</p> <p><b>3.5 Internal Control</b> The document specifies internal controls such as segregation of duties, periodic reconciliations, and surprise audits of non-expendable and inventory items. There is a clear focus on minimizing fraud and ensuring compliance.</p> <p><b>3.6 Capacity Building for Financial Staff</b> While the document outlines roles and responsibilities within the finance department, it lacks provisions for continuous professional</p>	<p><b>Financial Planning and Budgeting</b> The document primarily focuses on annual financial planning and budgeting, aligned with operational needs and project-based requirements. However, there is no emphasis on long-term financial strategy or sustainability planning, such as multi-year forecasting. This absence could leave the ORCD vulnerable to funding disruptions or shifting donors' priorities. It is recommended to introduce a strategic financial planning process that could include identifying potential new funding sources, and sustainability goals to remain operational even with disrupting funding. It is also recommended to develop a contingency fund or reserve policy to allocate a portion of funds for emergencies. Include protocols for activating these reserves, such as during donor funding delays or unplanned expenditures. Create scenario-based financial plans for potential risks, ensuring a proactive rather than reactive approach.</p> <p><b>Expenditures Management</b> It is recommended to establish regular variance analysis processes where deviations are tracked, reported, and analysed. Include protocols for revising budgets mid-cycle or reallocating resources to priority areas, ensuring transparency and informed decision-making.</p> <p><b>Accounting System</b> Although the organization has implemented a solid accounting system with no significant issues identified during the assessment, it is recommended that the organization regularly updates its accounting procedures to reflect any changes in the regulatory framework. Additionally, it is advised that the organization provides ongoing training to staff on these updates to ensure they remain informed. Finally, ORCD should:</p> <ul style="list-style-type: none"> <li>- Maintain real-time cash flow statements and track inflows and outflows to avoid liquidity issues,</li> <li>- Limit access to the accounting system to authorized personnel only and use role-based permissions within the software.</li> <li>- Integrate accounting software with other systems (like CRM, payroll, and inventory) to streamline data flow and reduce manual entries.</li> </ul>

<p>development. With the increasing complexity of donor compliance and financial regulations, a lack of training could hinder the organization's ability to adapt to evolving demands.</p> <p><b>3.7 Monitoring and Evaluation of Financial Performance</b></p> <p>There is no structured framework for monitoring and evaluating the performance of the financial management processes themselves. This could limit the organization's ability to identify inefficiencies or areas for improvement.</p>	<p><b>Internal Control</b></p> <p>Though the organization has laid down a sound internal control mechanism and no major issues are identified during the assessment; however, it is recommended to the organization to regularly update its accounting procedures based on any changes in the regulatory framework and in addition to this, it is advised the organization provides regular training to staff on updates to keep them posted.</p> <p><b>Capacity Building for Financial Staff</b></p> <p>It is recommended to introduce a structured training program for financial staff covering topics such as advanced accounting practices, donor compliance, fraud prevention, and the use of financial management software. This training should be updated regularly to reflect changes in the field.</p> <p><b>Monitoring and Evaluation of Financial Performance</b></p> <p>It is recommended to create performance indicators for financial operations, such as timely reporting, budget utilization rates, and audit outcomes. Conduct periodic evaluations of financial management processes and update policies based on findings.</p>
<p><b>Summary Conclusion (Impact of Recommendations)</b></p>	
<p>Implementing these recommendations will significantly enhance the comprehensiveness and functionality of ORCD's financial rules and regulations. By incorporating a long-term financial strategy, robust variance analysis, and contingency planning, the document will shift from a purely operational guide to a strategic financial management tool. Enhanced monitoring mechanisms and regular reviews will bolster accountability and adaptability to changing regulatory and donor requirements. Capacity building initiatives and enhanced transparency measures will foster trust among stakeholders and strengthen the organization's reputation. Overall, these updates will transform the manual into a dynamic framework that not only ensures compliance and accountability but also aligns financial practices with ORCD's long-term sustainability and growth objectives.</p>	

## 4. LOGISTICS & PROCUREMENT

### Key Findings

#### 4.1 Logistics & Procurement Policy

The ORCD Logistics and Procurement Policy is a well-structured document that comprehensively addresses the core functions of procurement and logistics. It covers procurement planning, requisitioning, competitive bidding, vendor selection, and contract management, ensuring adherence to principles of transparency, fairness, and cost-effectiveness. Detailed steps for requisitioning, bid evaluation, contract award, and the ethical handling of conflicts of interest are provided, supported by defined authorization limits and segregation of duties. Additionally, the policy includes logistics

operations such as transportation management, inventory control, stock management, and generator usage. Key ethical considerations, such as vendor confidentiality, impartiality, and a zero-tolerance stance on corruption, are also emphasized. Furthermore, the policy aligns with donor and government regulations and includes documentation and record-keeping requirements for audit and accountability purposes.

Major Finding/s	Recommendation/s
<p><b>4.2 Logistics and Procurement Policy</b></p> <p>Despite its strengths, few gaps exist within the organization’s logistics and procurement policy. The emergency procurement procedures, while acknowledged, lack clear, streamlined steps or pre-approval mechanisms to handle urgent needs efficiently. Secondly, there is no provision for regular training and capacity building of procurement and logistics staff, which is crucial to adapting to evolving best practices, donor requirements, and regulatory changes.</p>	<p><b>Strengthen Emergency Procurement Protocols:</b> It is recommended to develop a clear emergency procurement workflow with pre-approved thresholds and expedited processes for critical situations. If possible, create an emergency procurement fund and establish criteria for its use to avoid delays in approvals during urgent scenarios.</p> <p><b>Focus on Training and Capacity Building</b> It is recommended to implement a training schedule for procurement and logistics staff, covering topics such as procurement practices, ethical considerations, and donor-specific requirements.</p>
<b>Summary Conclusion (Impact of Recommendations)</b>	
<p>Implementing these recommendations will transform ORCD’s Logistics and Procurement Policy into a more robust and adaptive framework. The inclusion of streamlined emergency procurement protocols will enhance responsiveness during crises, ensuring uninterrupted project delivery. Training programs will equip staff with the skills needed to meet evolving challenges. Regular updates and reviews will keep the policy dynamic and compliant with changing donor and regulatory requirements. Overall, these improvements will increase the organization’s operational effectiveness, accountability, and ability to secure and manage resources sustainably.</p>	

## ANNEX

### QUESTIONNAIRE FOR ORGANIZATIONAL ASSESSMENT

#### پرسش نامه برای ارزیابی سازمانی

#### CATEGORY 1: GENERAL QUESTIONS

##### CATEGORY 1: GENERAL QUESTIONS

##### بخش سوالات عمومی

Respondents: Administration

1. Date of establishment:
2. Registration:
3. Office Address:
4. Presence in provinces:
5. Number of donors funded projects implemented for the past five years:
6. Total number of male and female employees:

##### CATEGORY 2: GOVERNANCE (Policies, Plans & Procedures and System)

##### بخش اداره و مدیریت (پالیسی ها، پلان ها، طرز العمل ها و سیستم)

Respondents: Senior Management Team (SMT)

1. Does your organization have strategic plan? If yes, please provide a copy.  
آیا سازمان شما پلان استراتژیک دارد؟ اگر بلی، لطفاً یک کاپی آن را ارائه کنید؟
2. Does your organization have operational plan to carry out day to day activities?  
آیا سازمان شما پلان عملیاتی برای انجام فعالیت های روزانه دارد؟
3. Are there written policies and procedures guiding all routine HR, finance, gender, publications, and related administrative activities? If yes, please provide a copy.  
آیا سازمان شما پالیسی ها و طرز العمل های کتبی دارد که بر اساس آن تمام فعالیت های روزمره منابع بشری، امور مالی، جندر، انتشارات و بخش های اداری انجام شود؟
4. Are female staff involved in decision making in your organization?  
آیا کارمندان زن در تصمیم گیری های سازمان شما نقش دارند؟
5. How the data is collected, validated, analyzed, and reported?  
دیتاها چگونه جمع آوری، تصدیق، تجزیه و تحلیل و گزارش داده می شوند؟
6. Does your organization have monitoring and evaluation mechanism to track utilization of donor's fund? If yes, please explain.  
آیا سازمان شما میکانیزم نظارت و ارزیابی جهت تعقیب استفاده مؤثر وجوه تمویل کننده گان را دارد؟ شرح دهید.
7. What is the current mechanism by which accountability and transparency is assured at all levels?  
در حال حاضر، از کدام مکانیزم ها برای تضمین پاسخگویی و شفافیت در همه سطوح سازمان شما استفاده می گردد؟
8. To what extent does the organization have access to appropriate ICT systems?  
نهاد شما تا چه حد به سیستم های تکنالوژی معلوماتی و ارتباطات مناسب دسترسی دارد؟
  - i. سیستم معلومات مدیریت MIS
  - ii. وبسایت
  - iii. ایمیل آدرس رسمی برای کارمندان
  - iv. آرشیف و ذخیره سازی نسخه های کمپیوتری و کاغذی
9. Does your organization have a Data Protection Policy? If yes, please provide a copy.

آیا سازمان شما پالیسی امنیت اطلاعات را دارد؟ اگر بلی لطفا یک نسخه ای آنرا ارائه نمایید.

10. How are the decisions made and implemented at your organization?  
تصمیم در سازمان شما چگونه اتخاذ و تطبیق می‌گردد؟
11. Do you think there is need to bring changes to the organizational policies, procedures, guidelines, forms, and formats? If yes, what must be revised, changed, or amended?  
آیا فکر می‌کنید که لازم است تغییراتی در پالیسی‌ها، طرزالعمل‌ها، دستورالعمل‌ها، فورم‌ها و فرمت‌های سازمانی ایجاد گردد؟ اگر بلی، چه چیزی باید بازنگری، تغییر یا اصلاح شود؟
12. Is the financial accounting and reporting system in place? If yes, please provide details.  
آیا کدام سیستم حسابداری و گزارش‌دهی در امور مالی وجود دارد؟ اگر بلی، لطفا جزئیات آن را شرح دهید.
13. How does the inter-departmental coordination and relationship work?  
هماهنگی و ارتباط بین بخش‌های مختلف داخلی چگونه انجام می‌شود؟
14. How does the organization coordinate and collaborate with community, government sectors and donors?  
چگونه سازمان شما با جامعه، دولت و تمویل‌کننده‌گان هماهنگی و همکاری مینماید؟
15. Do you see the need for restructuring the organizational structure of your organization or revising the positions?  
به نظر شما، آیا نیاز است در ساختار سازمانی نهاد شما تجدید ساختار صورت گیرد و یا در مورد بست‌های نهاد شما بازنگری صورت گیرد؟
16. What are the major external challenges that your organization face during operations?  
نهاد شما با کدام چالش‌های خارجی عمده در جریان فعالیت‌ها مواجه می‌شود؟

**CATEGORY 3: HUMAN RESOURCES MANAGEMENT (Organizational Structure, Departments and Personnel Management)**

بخش مدیریت منابع بشری (ساختار سازمانی، دیپارتمنت‌ها و مدیریت کارمندان)

Respondents: HR Department

1. Does your organization have recruitment procedure, and does it assure merit-based appointment?  
آیا سازمان شما طرزالعمل برای استخدام دارد و آیا این طرزالعمل استخدامات مبتنی بر شایستگی را تضمین می‌کند؟
2. Have any adjustments been made in the recruitment and other HR procedures to facilitate the recruitment and engagement of women employees following the recent ban on female employment within the NGOs sector?  
آیا پس از حکم اخیر در رابطه به ممنوعیت استخدام زنان در سازمان‌های غیردولتی، تغییراتی در پروسیجرهای استخدام و سایر امور منابع بشری تسهیل گردیده است؟
3. Does your organization have HR manual? If yes, please provide a copy.  
آیا سازمان شما کتاب رهنمود برای منابع بشری دارد؟ اگر بلی، لطفا یک کپی آن را ارائه کنید.
4. Is performance appraisal implemented in your organization? If yes, please provide details.  
آیا برنامه ارزیابی اجراءات در سازمان شما اجرا می‌شود؟ اگر بلی، لطفا جزئیات آن را شرح دهید.
5. Are roles and responsibilities of all positions within the organization clearly defined?  
آیا تمام نقش‌ها و مسؤولیت‌های بست‌ها در سازمان مشخص گردیده است؟
6. How many positions are vacant at central and provincial/projects level in the organization?  
چند بست در سطح مرکزی و ولایتی/پروژه‌ها در سازمان شما خالی است؟
7. How are personnel records maintained in your organization?  
چگونه از سوابق و معلومات کارمندان در نهاد شما حفظ و مراقبت می‌گردد؟
8. How are salaries and allowances structured in the organization?  
ساختار معاشات و امتیازات در سازمان چگونه تنظیم می‌گردد؟
9. Does your organization have sufficient staff and capacity to carry out organization's activities?  
آیا نهاد شما کارمند و ظرفیت کافی جهت پیش برد فعالیت‌ها را دارا میباشد؟

10. Is there any capacity building system and staff career development plans in place in your organization?

آیا کدام سیستم برای ارتقای ظرفیت و پلانهای ارتقای شغلی کارمندان در سازمان شما وجود دارد؟

11. Have you received any gender related training and development course?

آیا تا هنوز در کدام برنامه آموزشی و ارتقای ظرفیت در مورد جنسدر اشتراک کرده اید؟

12. Do you think there is additional need for trainings to meet staff current needs and donor's requirements? If yes, in which areas?

آیا فکر می کنید برای حل نیازهای فعلی کارمندان و معیارهای مورد نیاز تمویل کنندگان به برنامه های آموزشی بیشتر نیاز است؟ اگر بلی، در کدام بخش ها و موضوعات؟

13. Does your organization have code of conduct? If yes, please provide a copy.

آیا سازمان شما پالیسی اصول رفتاری دارد؟ اگر بلی لطفاً یک نسخه ای آنرا ارائه کنید.

**CATEGORY 4: FINANCIAL MANAGEMENT (Financial planning/Fundraising, Budgeting and Control) and PROCURMENT**

بخش مدیریت امور مالی (پلان گذاری مالی / جلب کمک های مالی، تهیه بودجه و کنترل آن) و تدارکات

*Respondents: Finance and procurement Department.*

1. Do you prepare financial plan for your organization? If yes, please provide details.

آیا شما برای سازمان خود پلان مالی تهیه می کنید؟ اگر بلی، لطفاً جزئیات آن را شرح دهید.

2. What approaches your organization utilize to raise funds for the sustainability of its operations?

سازمان شما کدام رویکرد را جهت جمع آوری کمک های مالی بخاطر تأمین پایداری فعالیت های خویش روی دست میگیرد؟

3. Are there procedures in place for planning and budgeting of project activities?

آیا کدام طرز العمل برای پلان گذاری و تهیه بودجه فعالیت های پروژه وجود دارد؟

4. Explain the process for preparation, approval, and oversight/ monitoring of budget?

لطفاً روند تهیه، تصویب، و نظارت از بودجه را توضیح دهید؟

5. What is the appropriate disbursement method being applied in your organization? Please provide details whether you have a disbursement tracking system.

از کدام روش مناسب برای پرداخت در سازمان شما استفاده می شود؟ لطفاً در این مورد جزئیات ارائه کنید که آیا شما سیستم ردیابی برای پرداخت ها دارید یا خیر؟

6. Does your organization have an accounting system that allows for the proper recording of project financial transactions, including the allocation of expenditures? If yes, please provide details.

آیا سازمان شما یک سیستم حسابداری دارد که امکان ثبت معاملات مالی پروژه را به طور مناسب داشته باشد، از جمله تخصیص هزینه ها / مصارف؟ اگر بلی، لطفاً جزئیات آن را شرح دهید؟

Are there any appropriate policies on financial reporting procedures in your organization? If yes, please provide details.

آیا پالیسی های مناسب در مورد روند گزارش دهی مالی در سازمان شما وجود دارد؟ اگر بلی، لطفاً شرح دهید.

a. Periodic financial reports:

b. Financial reports on workplan's physical progress:

c. Donor's reports:

d. Government reports:

e. Other reports:

7. What control/check mechanism is in place to control expenditures, allotments, and financial activities of your organization?

کدام میکانیزمها برای کنترل هزینه‌ها/مصارف، تخصیص‌ها، و فعالیت‌های مالی در نهاد شما وجود دارد؟

8. Is there any internal and external audit in place on auditing the financial operation of the entity? If yes, please provide a copy of a recent audited report.

آیا کدام تفتیش داخلی و یا خارجی وجود دارد تا عملیات مالی سازمان شما را تفتیش کند؟ اگر بلی، لطفاً یک کاپی از گزارش تفتیش اخیر را ارائه کنید.

9. Does your organization have policies and procedures for procurement?

آیا سازمان شما پالیسی و پروسیجرهای تدارکات را دارا است؟

10. Who is responsible authority in your organization to review and award procurement contracts?

صلاحیت و مسئولیت مرور و اهدای قرارداد تدارکات را در سازمان شما کی به عهده دارد؟

11. What mechanisms are put in place for asset/inventory management?

کدام میکانیزم برای مدیریت موجودی اجناس وجود دارد؟

**CATEGORY 5: SAFETY & SECURITY**

**امنیت و مصونیت**

Respondents: SMT

1. Does your organization have any Safety and Security Policies and procedures in place? آیا سازمان شما پالیسی و پروسیجرهای امنیت و مصونیت را دارد؟

If yes, do you believe these policies and procedures remain applicable in the current context? اگر بلی، آیا فکر میکنید که این پالیسی در شرایط فعلی قابل تطبیق است؟

a. If not, what are unwritten security arrangement in place for safety and security?

اگر نه، ترتیبات غیر نوشتاری امنیتی برای امنیت و مصونیت چگونه است.

2. What are key safety and security challenges your organization face and how you mitigate those challenges?

چالشهای عمده امنیتی و مصونیتی که سازمان شما به آن مواجه شده است را نام گرفته، و نیز بگویید که چگونه برای کاهش خطر آن اقدام نموده اید؟

3. Is there any travel policy in place for conducting field visits? If yes, please provide a copy.

آیا سازمان شما پالیسی سفر دارد؟ اگر بلی، لطفاً یک کاپی آنرا ارائه کنید.

Is there any mechanism in place for reporting potential threats and risk? If yes, please explain.

آیا کدام میکانیزم گزارش دهی جهت گزارش تهدیدات و خطرات در سازمان شما وجود دارد؟ اگر بلی، لطفاً تشریح کنید.

4. Is there any emergency response mechanism in place in your organization? if yes, please explain.

آیا کدام میکانیزم پاسخگویی حالت اضطرار در سازمان شما وجود دارد؟ اگر بلی، لطفاً شرح دهید.