

*An initiative of
National Alliance of Humanitarian Actors Bangladesh (NAHAB)*

Organizational Capacity Needs Assessment

A Study on NAHAB and CoP member organizations

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1. Background

“National Alliance of Humanitarian Actors, Bangladesh (NAHAB)” is a national platform of the Humanitarian Actors. The NGOs come together to establish NAHAB as an alliance is to encourage and support national/local non-governmental, national humanitarian organizations, partners and other relevant actors to uphold their voice, representation and commitment to invest for faster, needful and effective humanitarian actions in Bangladesh. NAHAB is promoting the localization process through building partnership and networking among the humanitarian actors. As part of this process, NAHAB is implementing the SHAPNA project with the support of Give2 Asia. One of the major the objective of the project is to developed partnership between NAHAB and Community of Practice (COP) and enhance the capacity of the network members to cope with future challenges by disasters and climate change. The network members have strong commitment to work together and taking individual leadership for implementing different activities.

In this connection, the Executive Committee of NAHAB has taken decision to allocate different activities among the interested organization. The Executive Director of SOLIDARITY has shown keen interest to facilitate “The Capacity Needs Assessment of NAHAB and CoP network member organizations”. The assignment will be done with the support of the project named “Strengthening Humanitarian Actors Partnership through Networking & Actions” (SHAPNA) funded by Give2 Asia.

2. Purpose of the study

Capacity Needs Assessment will be held to identify the specific sector that needs to be focused for capacity development of the respective organization. The initial activities of the project will facilitate the capacity assessment process of both networks/alliance members organization in the respective districts

The assignment has been done through an in-depth assessment process by using Kobo tools to assess the performance/competency of the organization. The assessment is meant to assess the current organizational capacity in order humanitarian response programme and also gain better insight into the key expected outputs and change that will be attributed to organizational development process. SOLIDARITY therefore need to be sought the services of a qualified consultant or consultancy firm to carry out the assessment.

The objective of the task is to assess the capacity gap of NAHAB and CoP network members and find out the areas where capacity strengthening needs to work, and plan accordingly to enable them to respond effectively in an emergency including natural disaster, pandemic as well as climate induced disaster and engage their communities in disaster risk reduction activities.

3. Scope of the study

4. Methodology

The study was conducted online.

The methodology used Kobo Toolbox provides a good platform to collect data using two devices: laptop and mobile devices e.g. smartphones and tablets. Kobo Toolbox database is used as online platform that it has a built-in online server where all Kobo Collect data are stored. It's required to design forms and customize them according to assignment needs on KoBo Toolbox. It is mandatory to download KoBo Collect app in the laptop or other mobile devices and collect data anytime and anywhere, online or offline. The steps need to be followed by the consultant : Create a Kobo Toolbox Account, Install the ODK Collect App, Set Up the ODK Collect App, Create need based First Questionnaire, Download and Fill the Questionnaire, Check the Data in the Server, Share the Questionnaire with other Data Collectors in the Team, Generating the report.

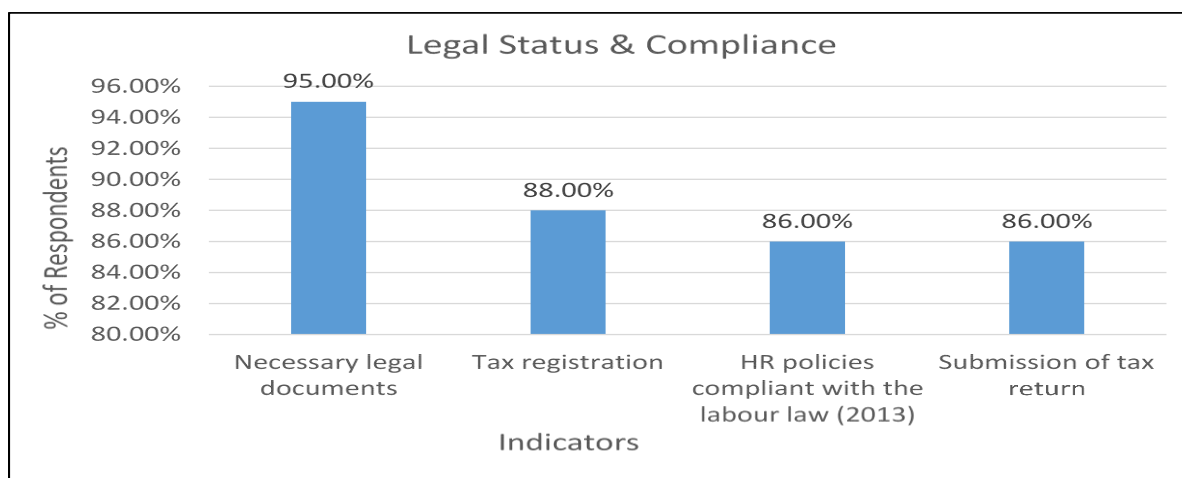
5. Findings

5.1 Governance

This section comprises of 6 subsections namely- Legal Status and Compliances, Mission/Vision, Transparency and Accountability, Board Functionality, International Compliances- 1 and International Compliances- 2. The practice and status of the organizations that reflected from the study are depicted below.

5.1.1 Legal Status and Compliance

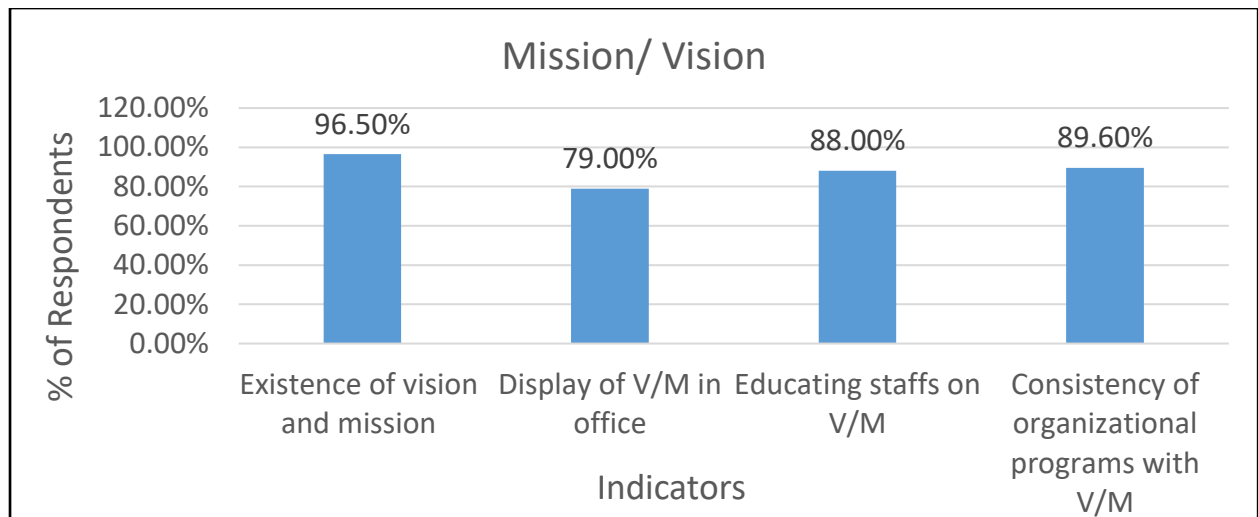
Most of the organizations reported that they have necessary legal documents including the registration certificates from the respective authorities. However, around 14% of the participant organizations said that they don't have a HR policy that comply with the Labor Law-2013.



Graph 2

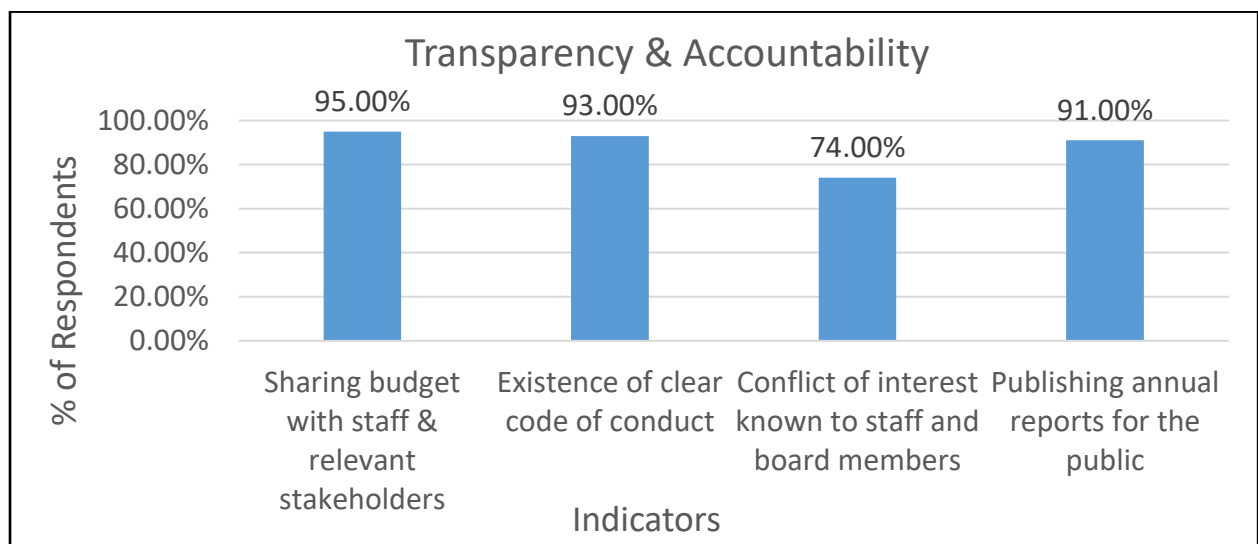
5.1.2 Mission/ Vision

In this sub-sector, 21% organizations don't display their mission and vision at their office premises. 12% organizations don't have a system to educate staff on V/M. Importantly, around 11% organizations said, they are implementing those are not aligned with their V/M.



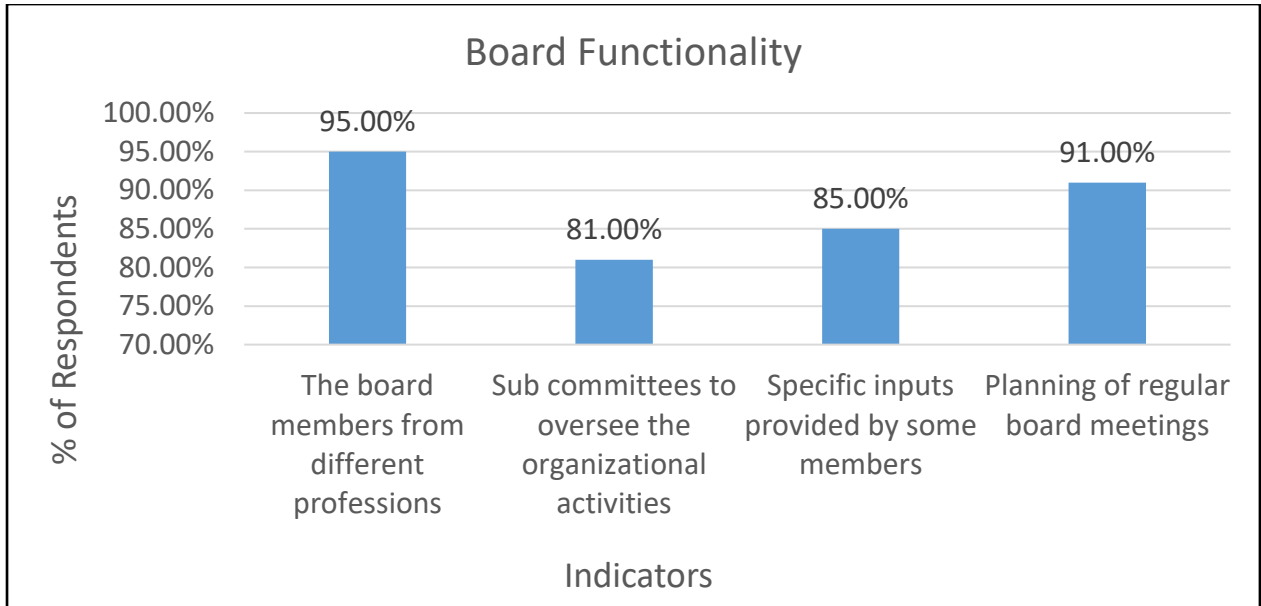
5.1.3 Transparency & Accountability

In this sub-sector, 95% organizations reported that they share the financial budget to their staffs and relevant stakeholders. However, 26% said, their board members and the staffs do not have proper orientation on the issues related to conflict of interest.



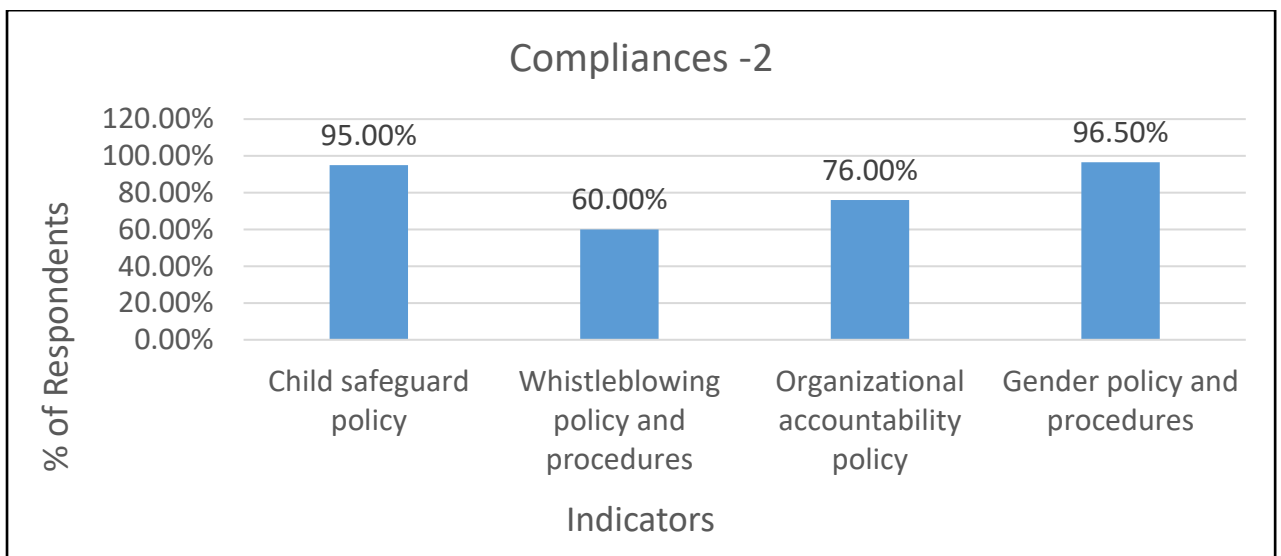
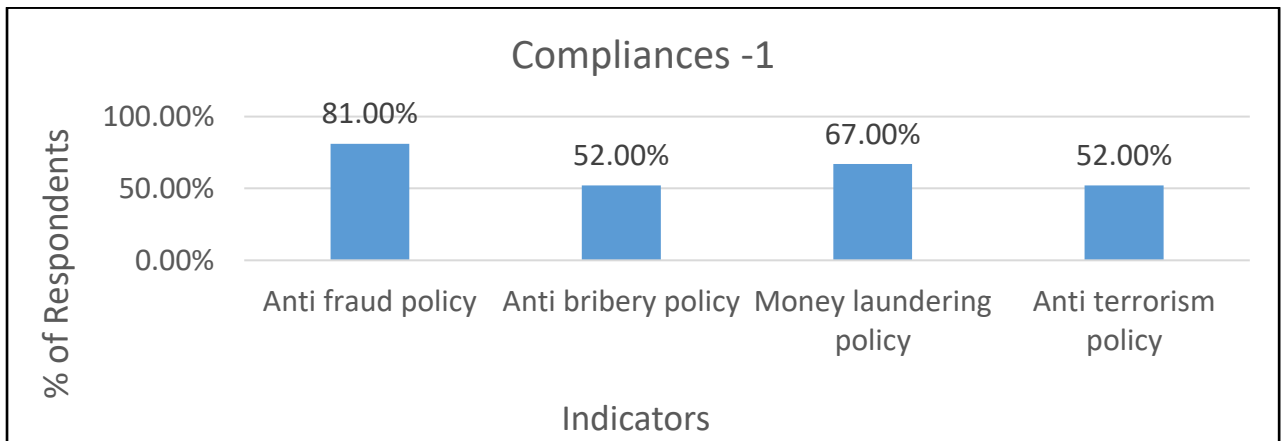
5.1.4 Board Functionality

Under this sub-section, 95% of the organizations have board members from different professions and backgrounds; 81% of the organizations have sub-committees that oversee the organizational activities, budget and audit; 85% of the organizations have some members who provide specific inputs in financial management, external relations and programme management, and 91% of the organizations organize board meeting regularly.



5.1.5 Compliance Policies

In this sub-sector, 81% of the organizations have anti-fraud policy, 52% have anti-bribery policy, 67% of the organizations have money laundering policy and 52% of the organizations have anti-terrorism policy.

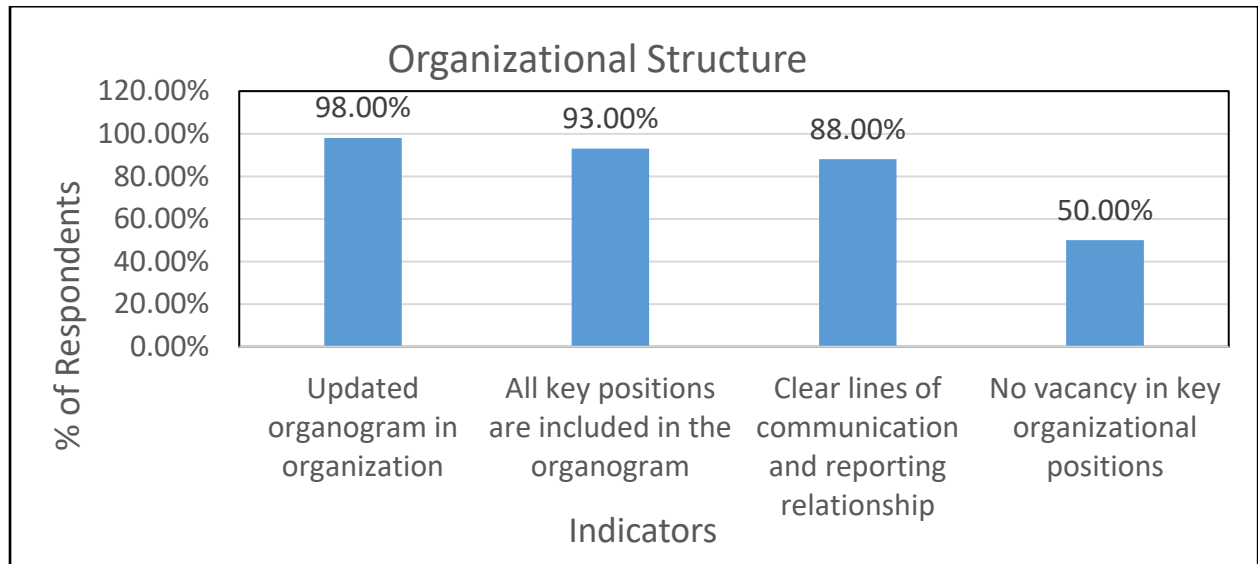


5.2 Systems and Processes

This section comprises of 7 subsection, namely- Organizational Structure, Travel policies and Procedures, Procurement Policies, Procedures and Practices, Fixed Assets Control, Staff Remuneration and Payroll System, Risk Management and Safeguard.

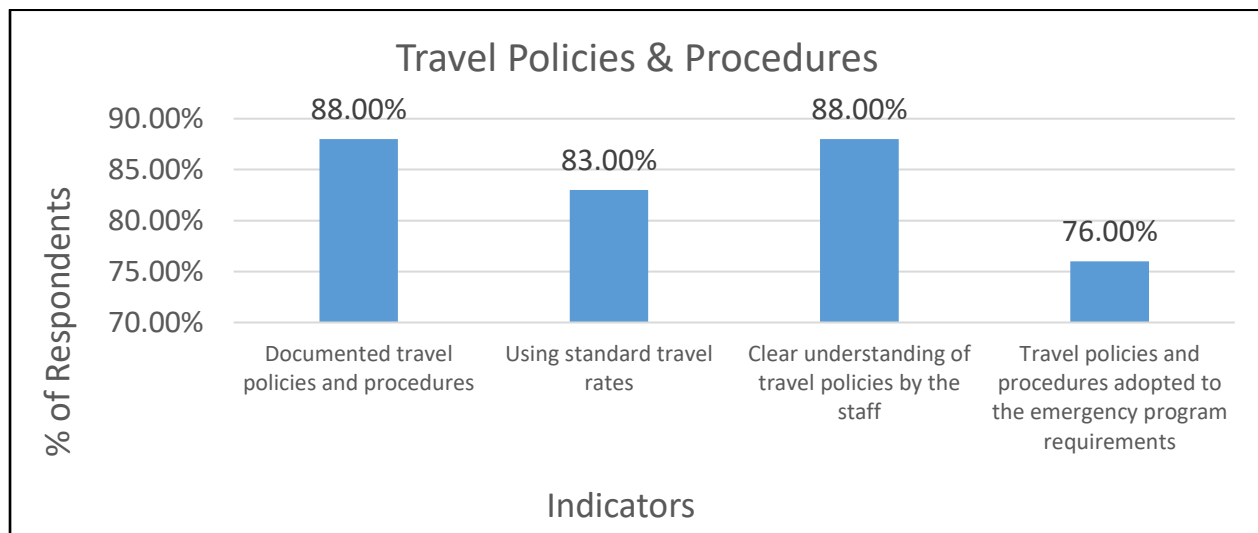
5.2.1 Standard Operational Procedures

Under this sub-sector, 98% of the organizations have an updated organogram, 93% have included all key positions in the organogram, 88% have clear lines of communication and reporting relationships. However, 50% of the organizations said, they have vacancies in some of the key positions in their organizations.



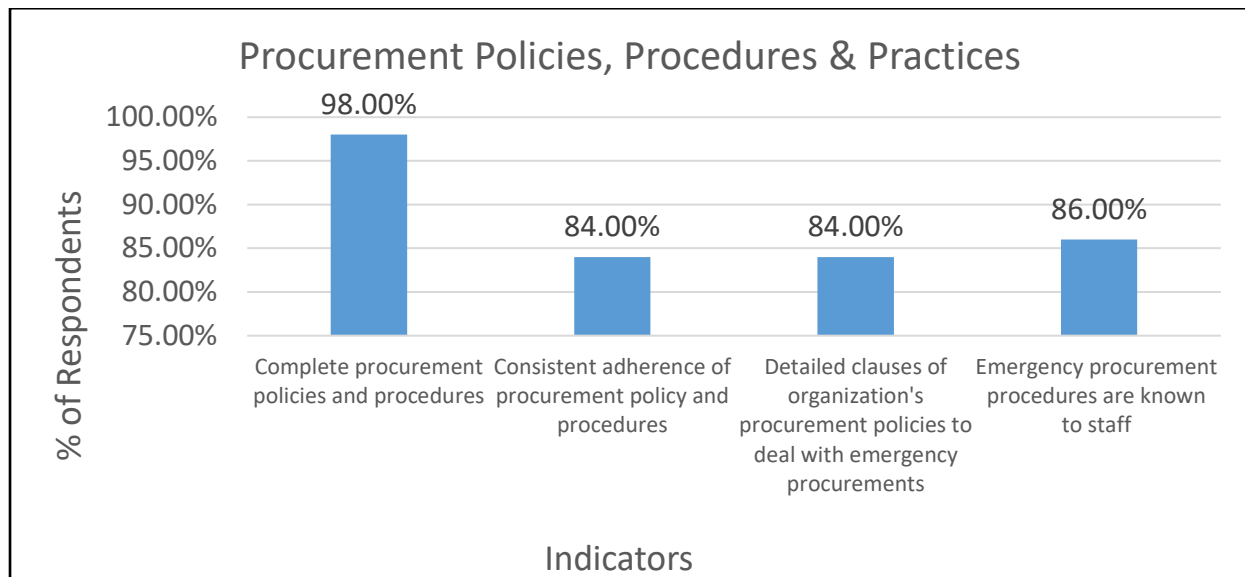
5.2.2 Travel rules

Around 88% of the organizations have travel policies and procedures, 83% use standard travel rates in programs and projects, and 76% of the organizations adopt travel policies and procedures as per the requirement of the emergency program.



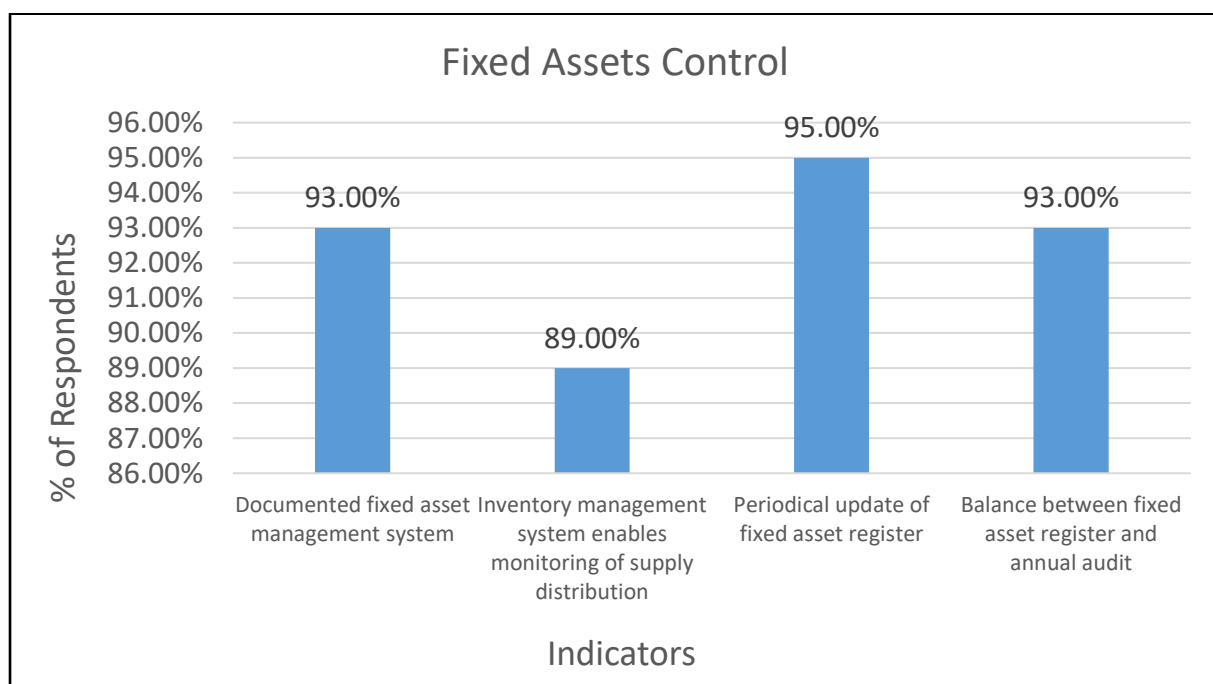
5.2.3 Procurement Policies, Procedures & Practices

98% of the organizations have a complete procurement policies and procedures, 84% organizations have procurement policies and procedures that have detail clauses to deal with emergency procurements, and in 86% of the organizations, emergency procurement procedures are known to the staff and are followed consistently.



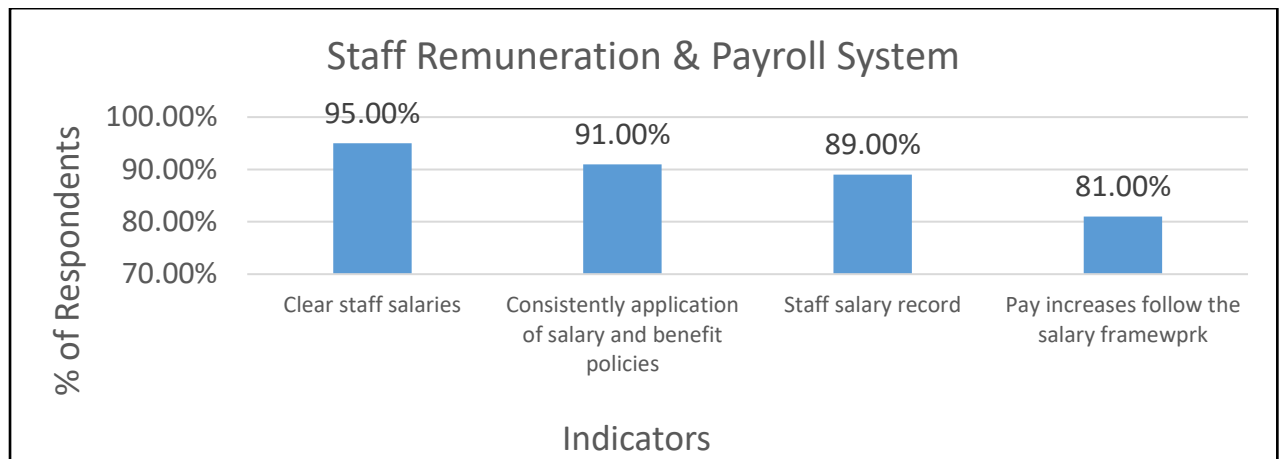
5.2.3 Fixed Assets Control

Under this sub-sector, 93% of the organizations have documented fixed asset management systems, 89% organizations have inventory management system that enables monitoring supply distribution, 95% of the organizations update fixed asset register periodically, and 93% of the organizations have balance between fixed asset register and annual audit report.



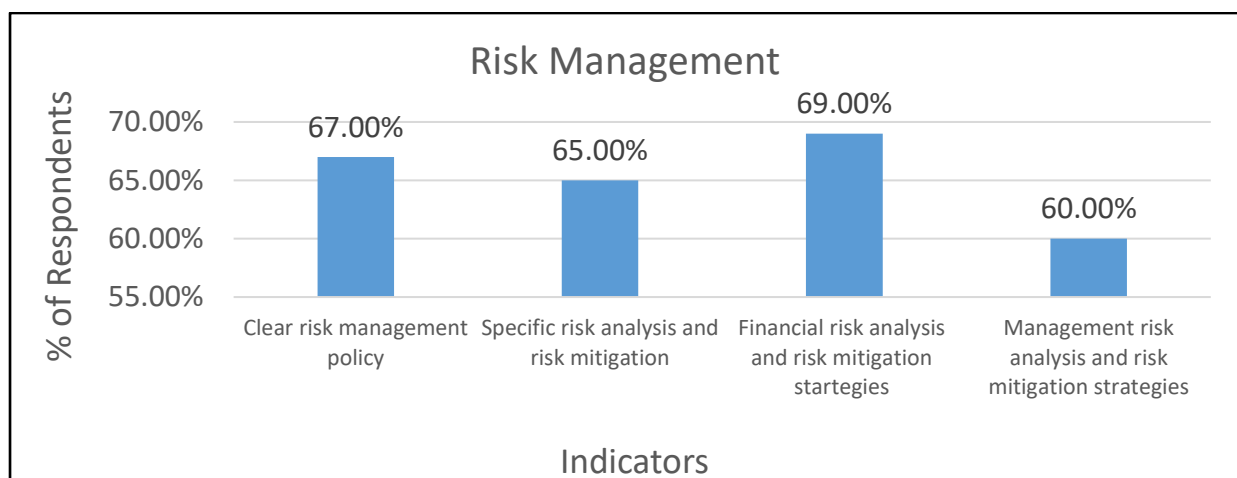
5.2.5 Staff Remuneration & Payroll System

95% of the organizations have clearly documented staff salaries such as pay grades and benefits in a policy manual, 91% of the organizations consistently apply salary and benefit policies to all staff, 89% of the organizations keep staff salary records for previous and current positions, and in 81% of the organizations, pay increases follow the salary framework.



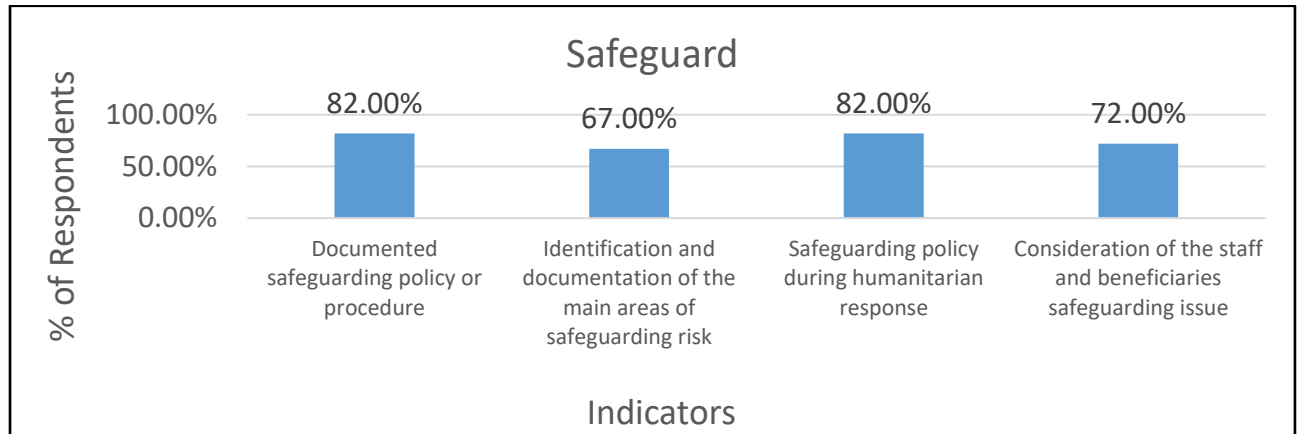
5.2.6 Risk Management

Under this sub-sector, 67% of the organizations have clear risk management policy and any indicative documents, 65% of the organizations regularly conduct program specific risk analysis and risk mitigation, 69% of the organizations regularly conduct financial risk analysis and risk mitigation, and 60% of the organizations regularly conduct management risk analysis and risk mitigation trainings and orientations.



5.2.7 Staff Safeguard

Under the Safeguard sub-sector, 82% of the organizations have documented safeguarding policy or procedure, 67% of the organizations have identified and documented the main areas of safeguarding risk, 82% of the organizations ensure safeguarding policy even during a humanitarian response, and 72% of the organizations consider the safeguarding issues of the staff and beneficiaries during the implementation of humanitarian response.

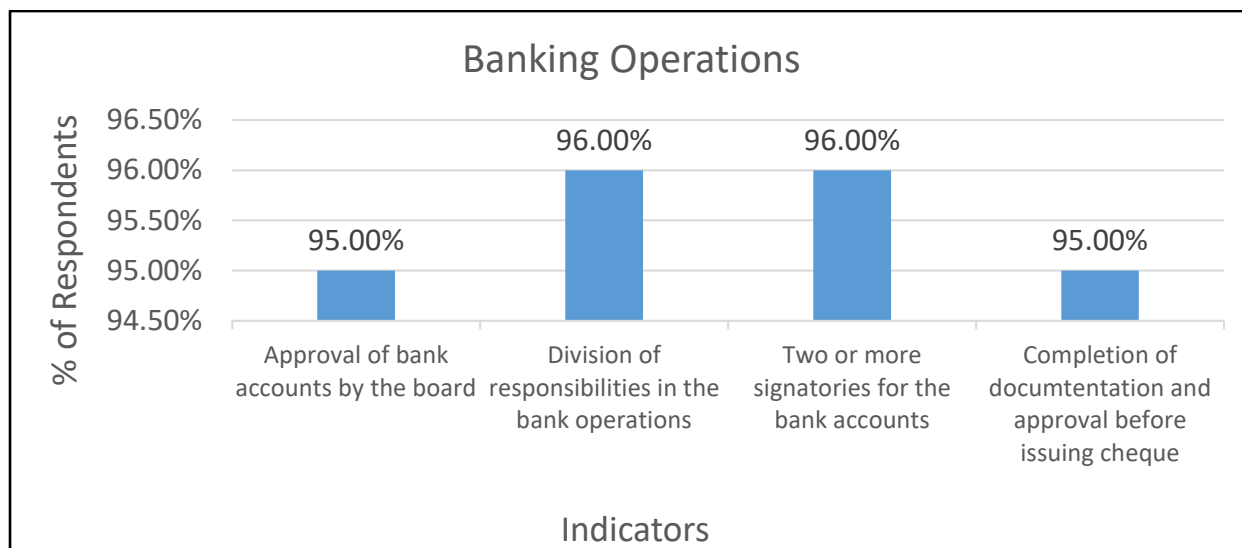


5.3 Financial Management

This section comprises of 6 subsector namely- Banking Operations, Accounting and Book-keeping System, Financial Management Personnel, Budget Systems, Financial Viability and Cost Share.

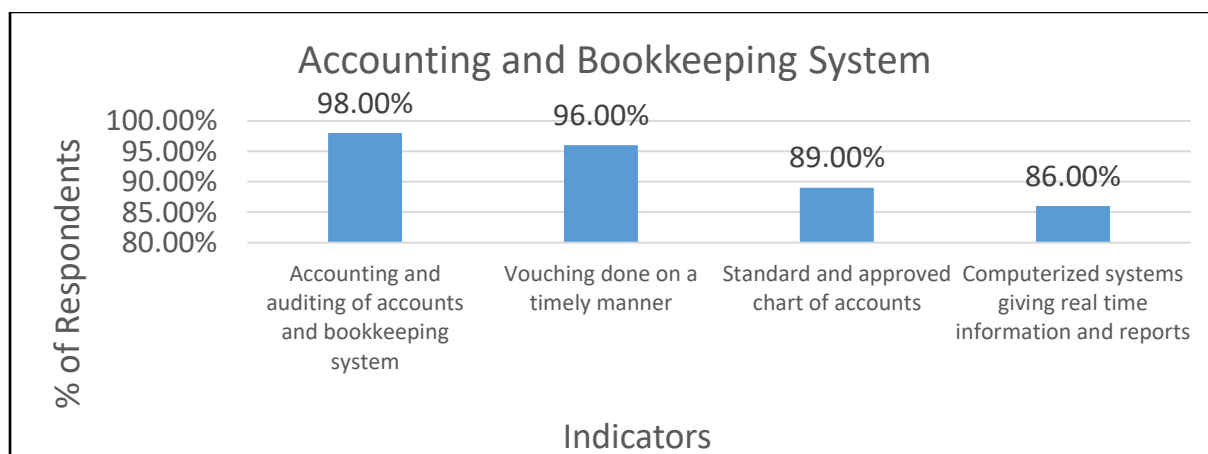
5.3.1 Banking Operations

95% of the organizations, all organizational and project bank accounts are approved by the board, 96% of the organizations have clear division of responsibilities in the bank operation, 96% organizations operate bank accounts by at least two signatories, and 95% of the organizations complete all documentations and approvals before issuing a cheque.



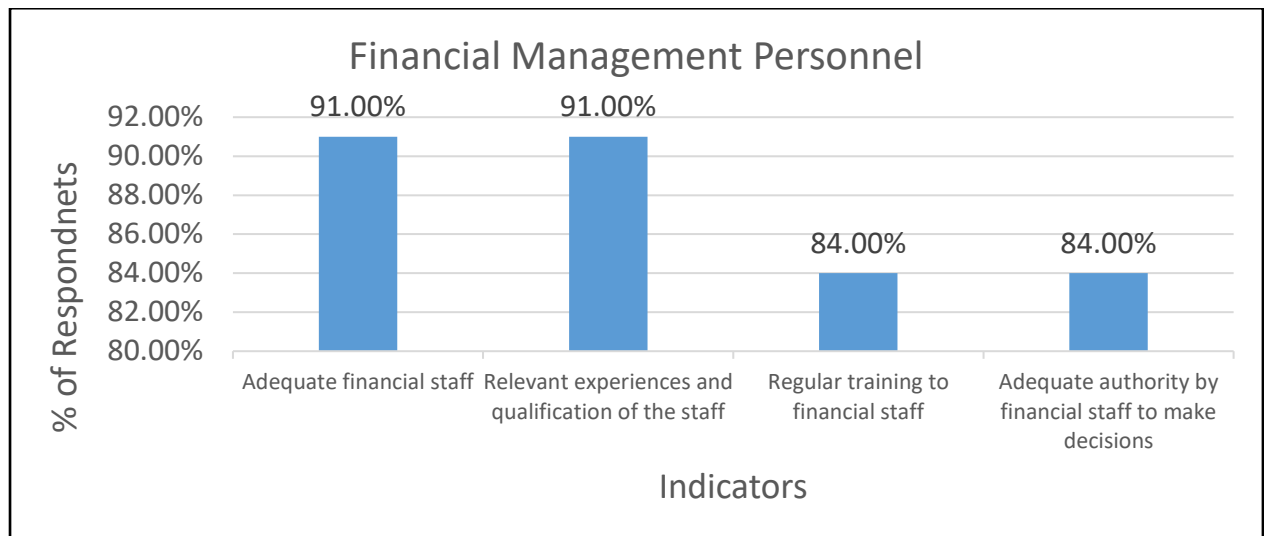
5.3.2 Accounting and Bookkeeping System

98% of the organizations have accounts and bookkeeping that maintains local and international accounting and auditing, 96% of the organizations do vouching on a timely manner, 89% of the organizations have a standard and approved chart of accounts, and 86% of the organizations use computerized systems with the ability to give real time information and reports.



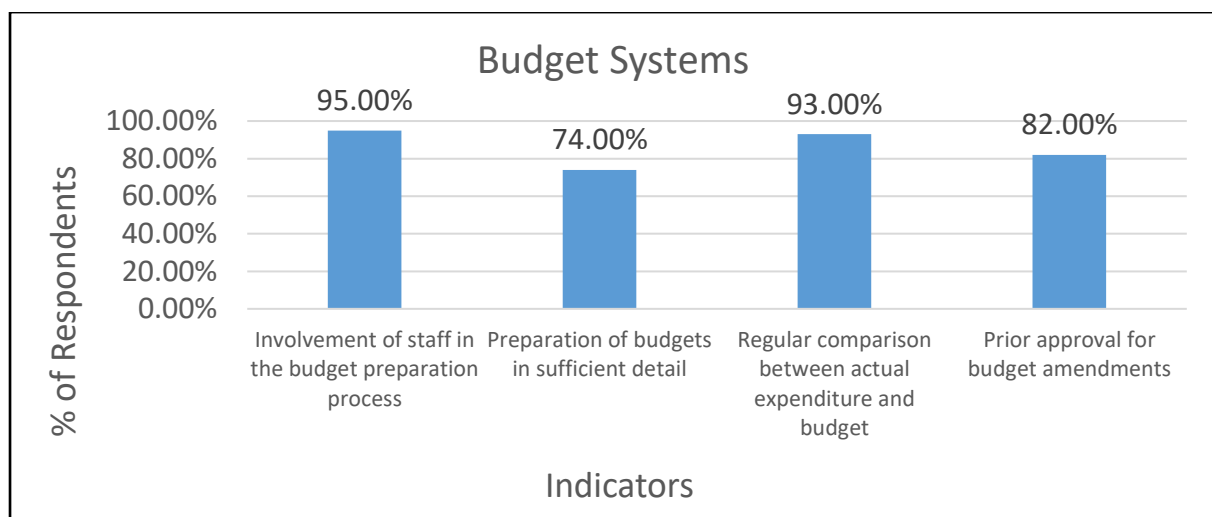
5.3.3 Financial Management Personnel

Under the sub-sector, 91% of the organizations have adequate financial staffs, in 91% of the organizations, staffs have relevant experiences and qualifications, 84% of the organizations provide training to financial staffs regularly, in 84% of the organizations, finance staff have adequate authority to make decisions.



5.3.4 Budget Systems

95% of the organizations staff from programme and finance are involved in the budget making processes, 74% of the organizations budgets are prepared in sufficient details to provide a meaningful tool for monitoring subsequent performance, 93% of the organizations compare actual expenditure to the budget periodically, 82% of the organizations seek prior approval for budget amendments.



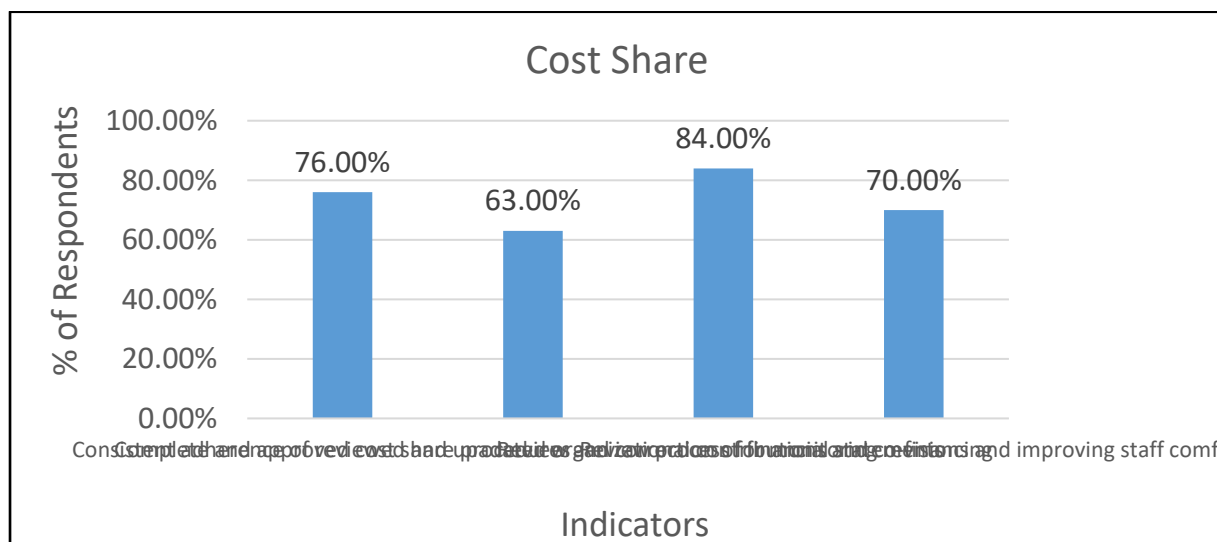
5.3.5 Financial Viability

Under the Financial Viability sub-sector, 63% of the organizations have sufficient liquidity in bank, 60% of the organizations can mobilize sufficient fund from own sources (unrestricted fund) for emergency response needs, 65% of the organizations have a documented fund raising strategy in place, 86% of the organizations have trained staff who can prepare quality proposal.



5.3.6 Cost Share

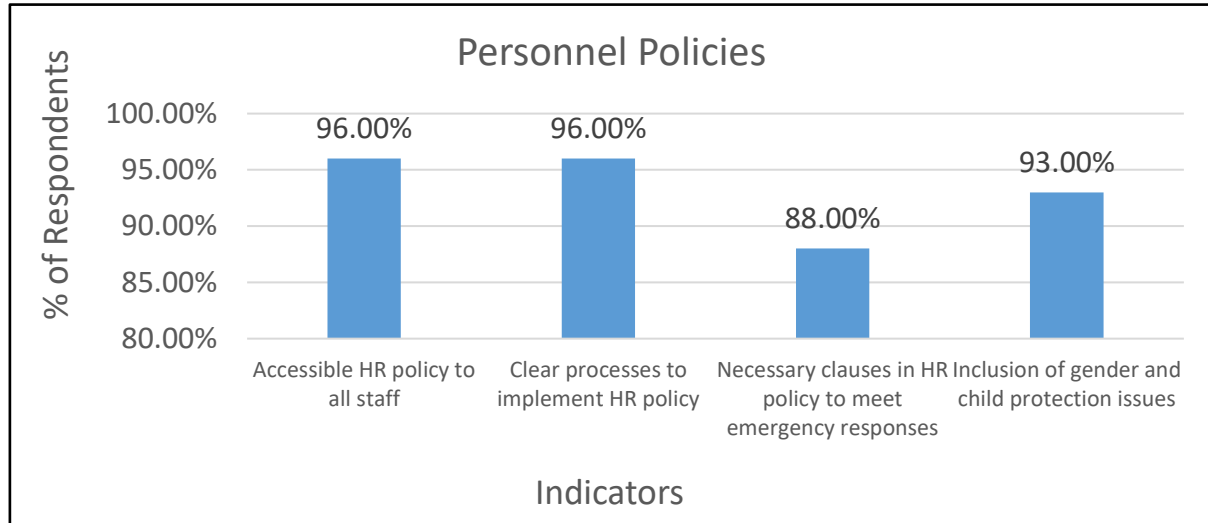
76% of the organizations have complete and approved cost share procedures. 63% of the organizations consistently reviewed and updated organizational contributions and co-financing. In case of 70% of the organizations, there is a review process for monitoring whether revisions are implemented and lead to improvements and staff comfort along with addressing the changes.



5.4. Human Resources

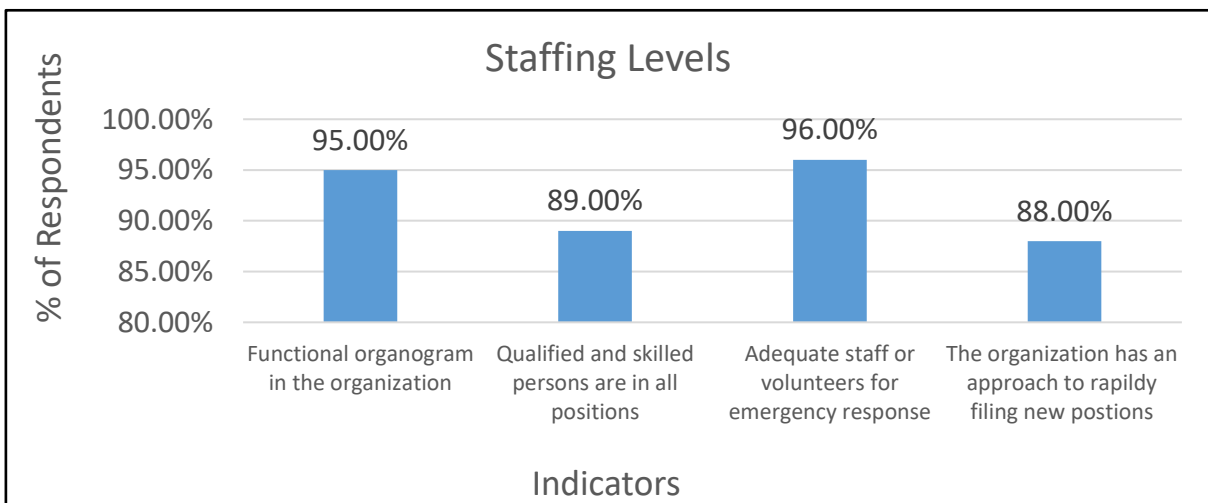
5.4.1. Personnel Policies

Most of the organizations (96%) claims that their HR policy is accessible to all of their staffs and staffs get regular orientation on organizational HR policy. 96% of the organizations have clear processes to implement HR policy (Recruitment, Appointment, JD, Leave, Performance Assessment and Training etc.), in 88% of the organizations, HR policy has all necessary clauses to meet emergency response needs including recruitment procedures, 93% of the organizations have properly included gender and child protection issues in HR policy.



5.4.2 Senior Management Profile

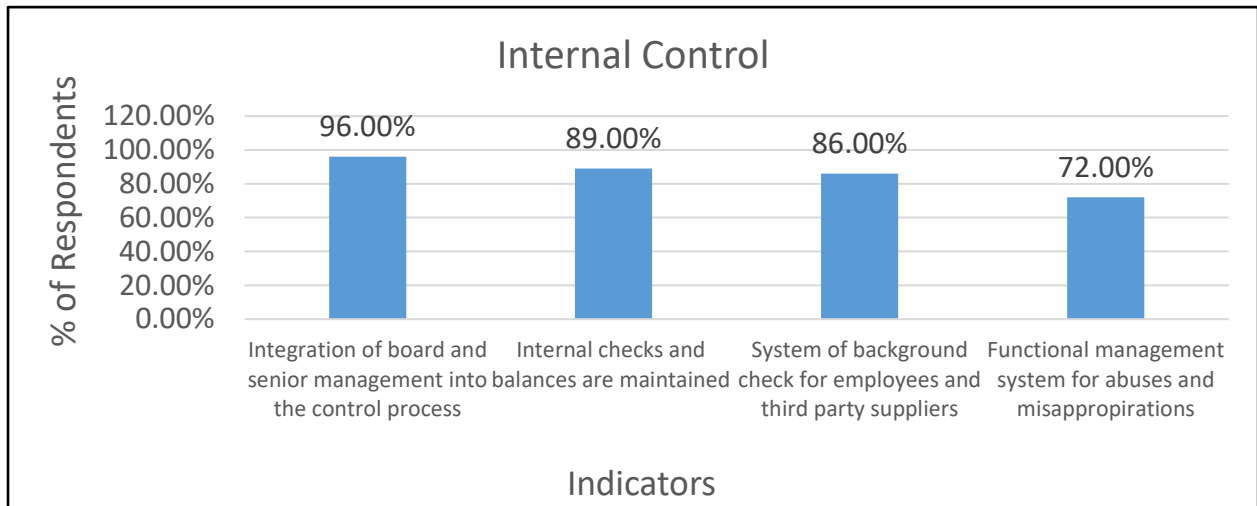
95% of the organizations have functional organogram. In 89% of the organizations, all positions are staffed with qualified and skilled persons, 96% of the organizations have adequate staff or volunteers to undertake emergency response within a very short notice, 88% of the organizations have an approach to rapidly filling new positions.



5.5. Control Environment

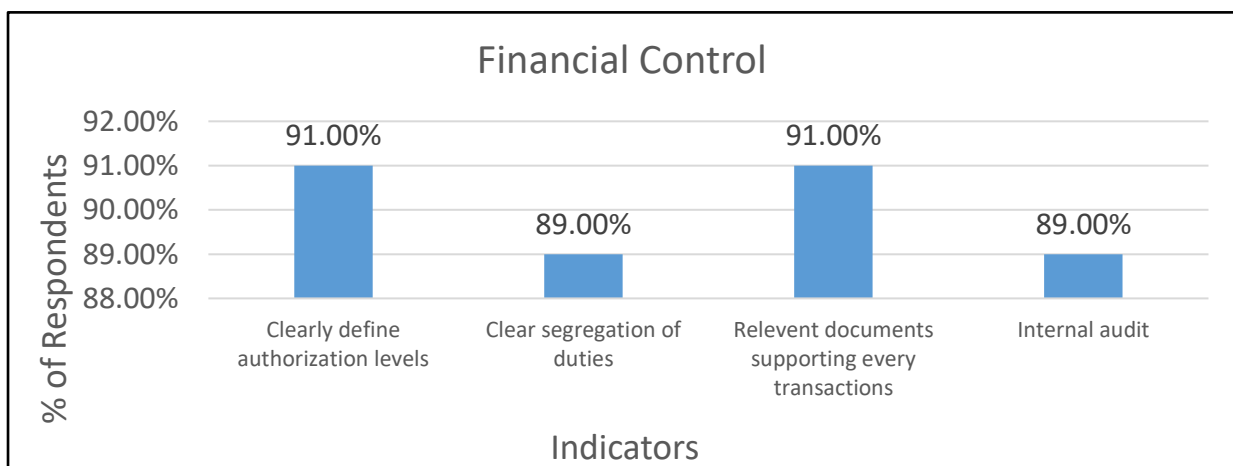
5.5.1 Internal Control

96% of the organizations integrate board and senior management into the control processes, 89% of them maintain internal checks and balances in payment system, procurement, contracts & recruitments, 86% of the organizations have system for background check for employees and third party suppliers, 72% of the organizations have functional management system for abuses and misappropriations and used regularly.



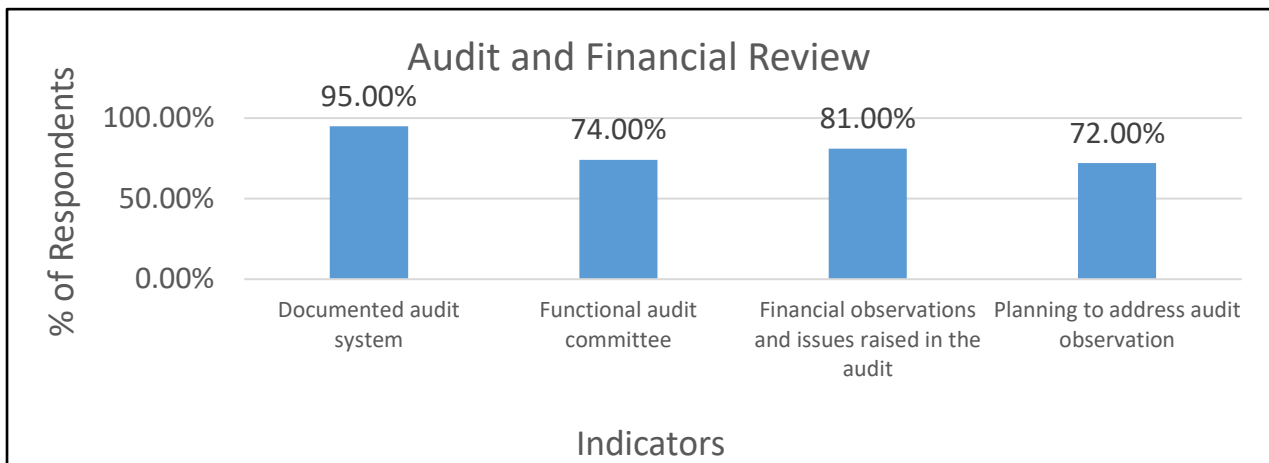
5.5.2 Financial Control

In this section, 91% of the organizations have clearly defined authorization levels, 89% of the organizations have clear segregation of duties (preparation of documents and payment processes), in 91% of the organizations, every transactions are supported by relevant document, and 89% of the organizations have functional internal audit or financial monitoring system.



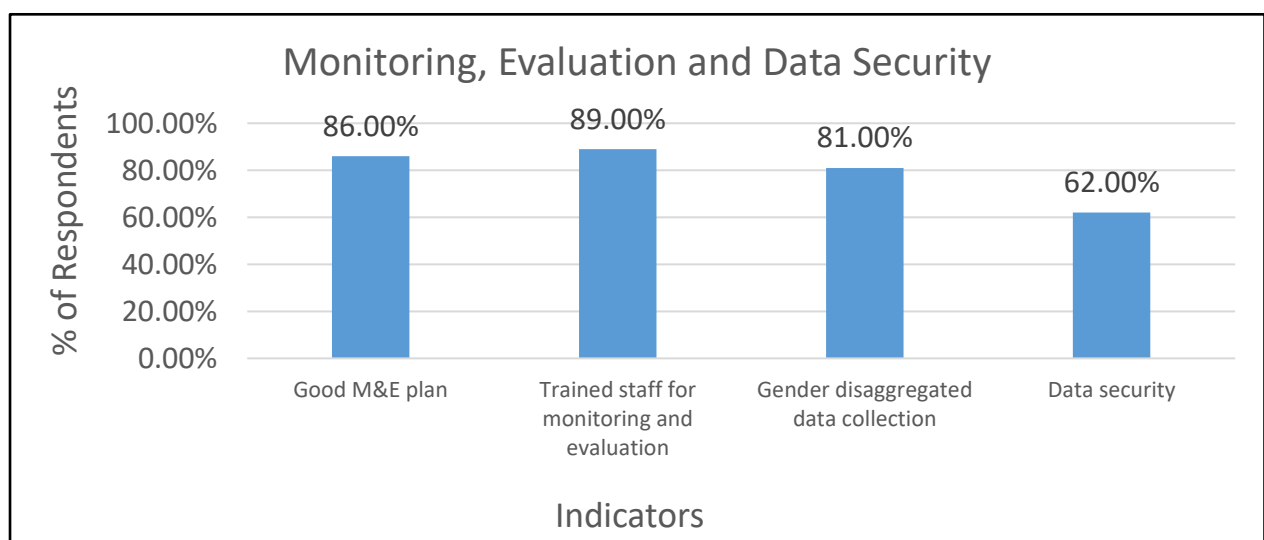
5.5.3 Audit and Financial Review

Under this section, 95% of the organizations have complete and appropriate documented audit system, 74% of the organizations have functional audit committee which oversee the audit processes, in 81% of the organizations, financial observations and issues are raised in the audit and shared with the board and senior management, 72% of the organizations prepare plans to address audit observations and monitor progress.



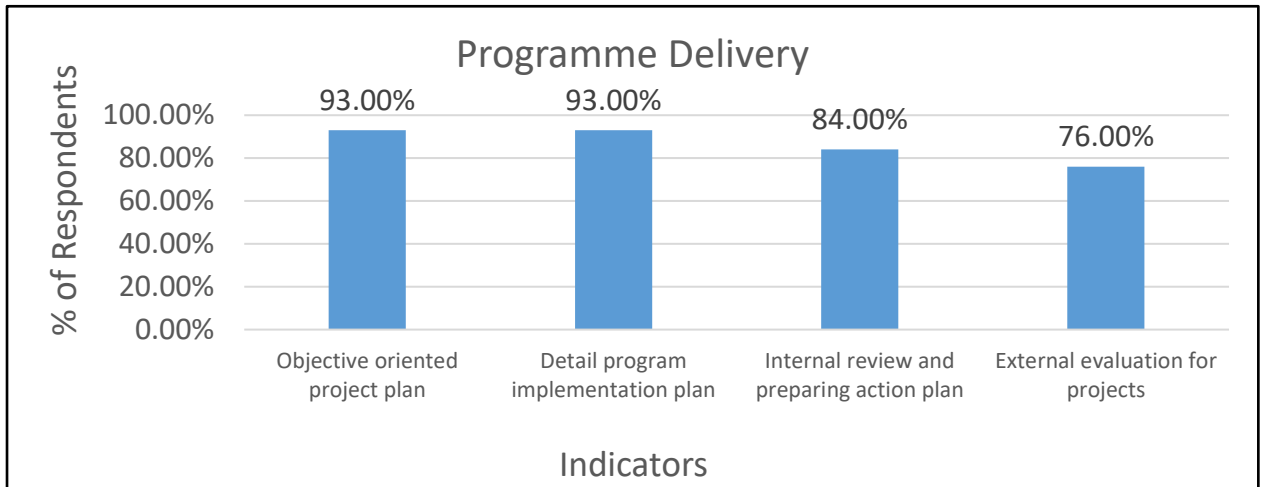
5.5.3 Monitoring, Evaluation and Data Security

Around 86% of the organizations have a good M&E plan; 89% of the organizations have trained staff for monitoring and evaluation; in 89% of the organizations, gender disaggregated data is collected on program activities regularly, 62% of the organizations have policy for adjustment of data on program and for ensuring data security.



5.5.4 Programme Delivery

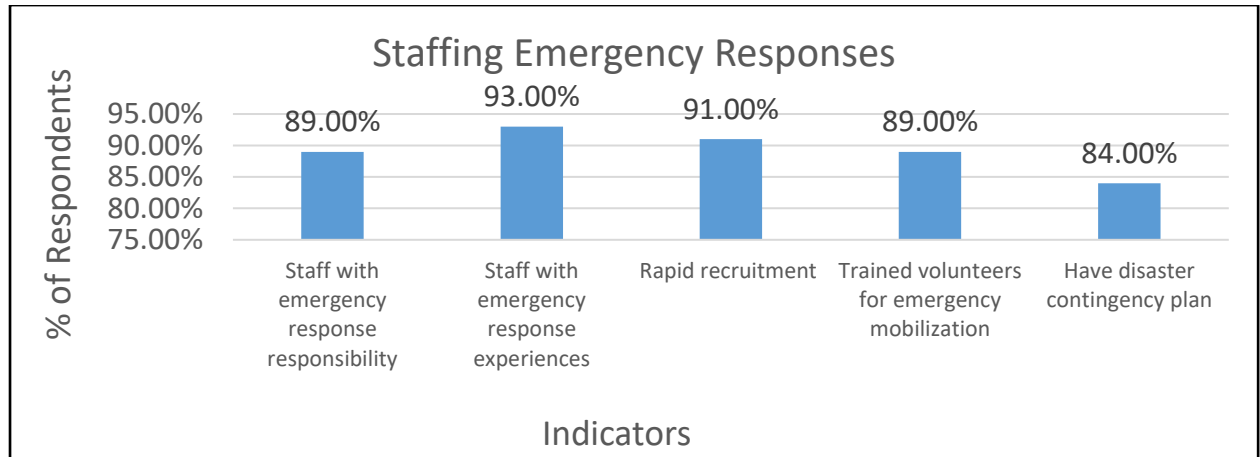
Under this section, 93% of the organizations follow object oriented project planning practices, 93% of the organizations prepare detail program/ project implementation plan, 84% of the organizations perform internal review periodically and prepare action plans accordingly, and 76% of the organizations have external evaluation for any project.



5.6. Humanitarian Programme Capacity

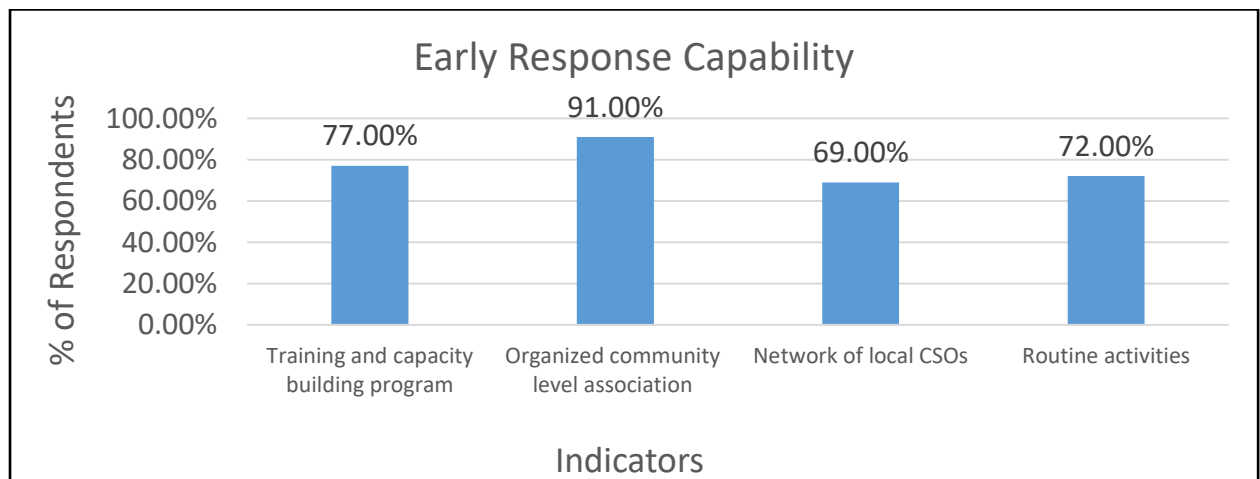
5.6.1 Programme Delivery

89% of the organizations have some key staff who have emergency response responsibility in their JD and are trained adequately, 93% of the organizations already have a group of staff with early hand emergency responses experiences, in 91% of the organizations, HR policy allows to fill emergency staff needs through rapid recruitment and/or seconded project staff to emergency response, 89% of the organizations have trained volunteers in the roster who can be mobilized in short notice, and 84% of the organizations have disaster contingency plan.



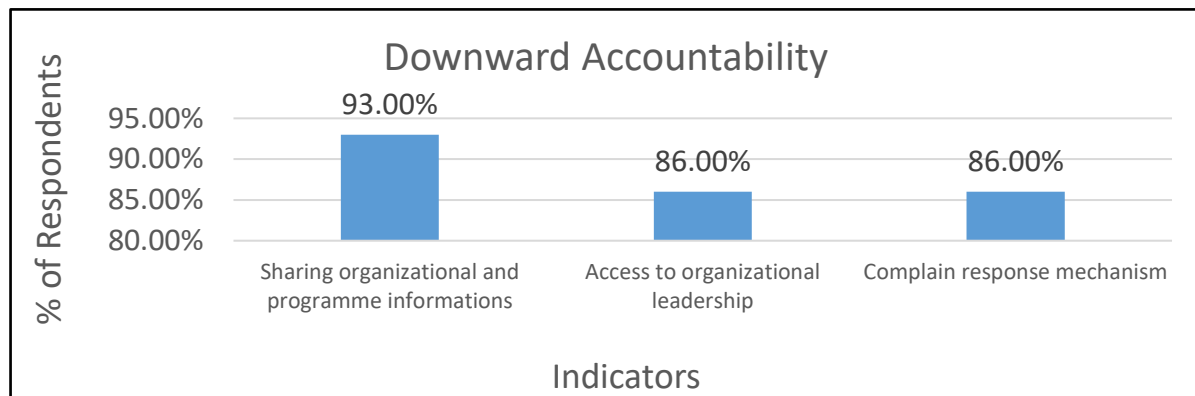
5.6.2 Early Response Capability

77% of the organizations have training and capacity building programme to develop cadre of early respondents in the community, 91% of the organizations have organized community level associations, clubs who work as early respondents in the community, 69% of the organizations have developed a network of local CSOs on emergency responses, 72% of the organizations have routine activities with the early respondents.



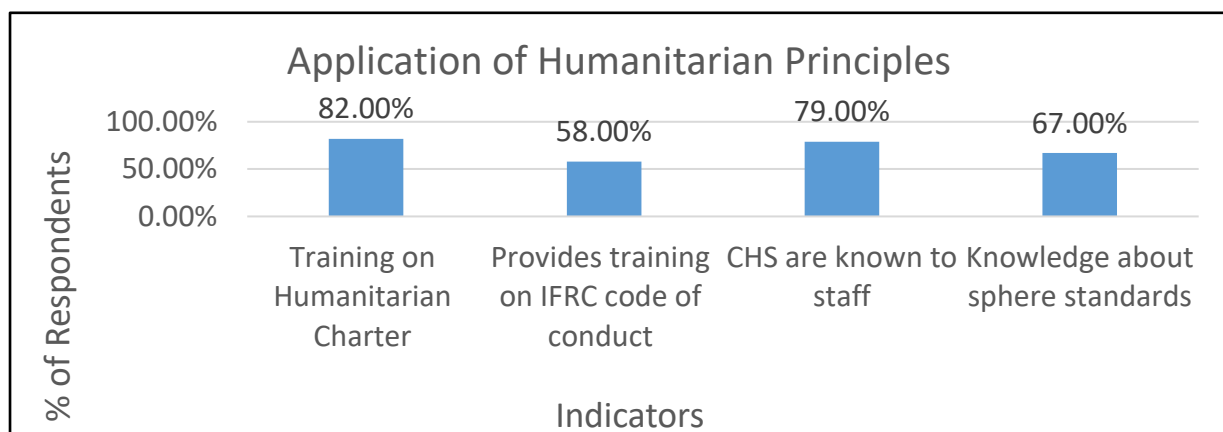
5.6.3 Downward Accountability

Under the Downward Accountability sub-sector, 93% of the organizations have established processes to share organizational and programme information with the beneficiaries, in 86% of the organizations, beneficiary and other stakeholders have access to organizational leadership and they know how to contact them when necessary, 86% of the organizations have a complain response mechanism to address beneficiary level grievances.



5.6.4 Government Collaboration and Relationship

Under the Government Collaboration and Relationship sub-sector, 84% of the organizations regularly participate in district level disaster committee meetings, 88% of the organizations co-ordinate with Government administration in emergency programme, 86% of the organizations have involved Government officials in emergency responses, 89% of the organizations have involved Local Government officials (UP,UPZ) in emergency.

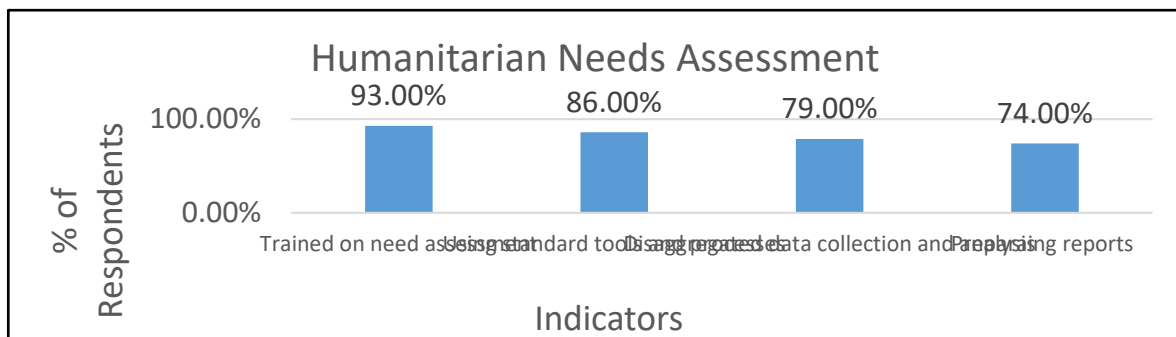


5.6.4 Government Collaboration and Relationship

Under the Application of Humanitarian Principles sub-sector, in 82% of the organizations, core organizational staff are trained on Humanitarian charter, 58% of the organizations provide training to field staff and volunteers on IFRC code of conduct, in 79% of the organizations, staff know about the Core Humanitarian Standards (CHS), in 67% of the organizations, staff know about SPHERE standards.

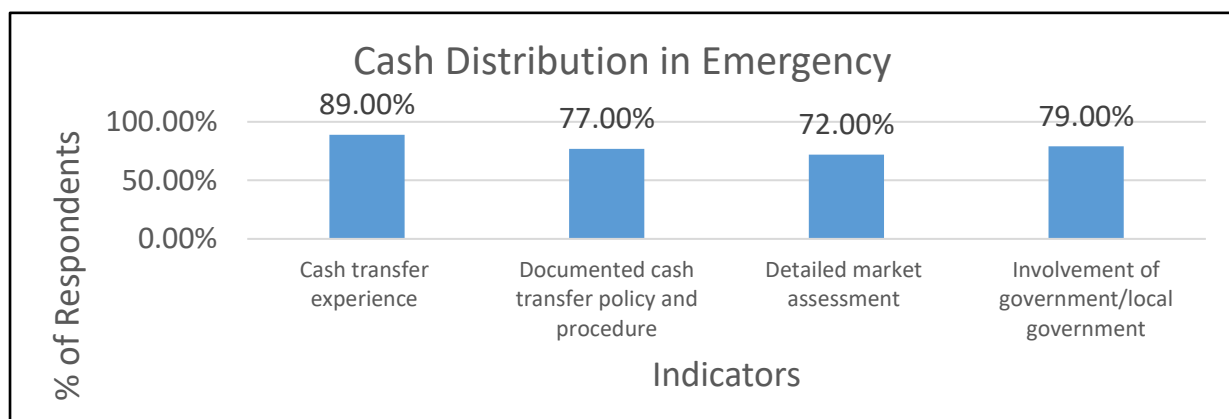
5.6.5 Humanitarian Needs Assessment

Under the Humanitarian Needs Assessment sub-sector, in 93% of the organizations, staff members have training on need assessment, 86% of the organizations use standard tools and processes in joint needs assessment, in 79% of the organizations, disaggregated data are collected and analyzed to target beneficiaries, in 74% of the organizations, staff have prepared report based on needs assessment findings.



5.6.6 Cash Distribution in Emergency

Under the Cash Distribution in Emergency sub-sector, 89% of the organizations have cash transfer experience within the last 5 years, 77% of the organizations have documented policy and procedure on cash transfer for emergencies, in 72% of the organizations, detailed market assessment are done prior to cash transfer, 79% of the organizations have involved Government/ Local Government in cash transfer.



6. Recommendation and Conclusion

This section is being written :

Based on the findings and recommendations that comes from consultation (NAHAB EC and Participating NGOs)