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Capacity Assessment
for NGO Affairs
Bureau, Prime
Minister's Office,
Bangladesh

Satyajit Singh

December, 2016



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Executive Summary

This capacity assessment exercise recommends the development and support to a two year technical assistance for capacity development of NGOAB in collaboration with the development partners as well as the NGOs of Bangladesh.

The NGOs in Bangladesh have provided a stellar role in the development of the country and the NGOAB needs to be strengthened to ensure that the new governance structure ensures an era of partnership and collaboration between the government and the NGOs. The assessment recommends that in order to regulate the functioning of the NGOs, the government creates new instruments with principles such as partnerships, coordination, convergence, and local governments. The government could be more effective by providing direction through guidelines, setting priorities for development, preparing tool kits, and capacity for participatory monitoring and audit. Institutional reforms for greater convergence, coordination, planning and devolving greater authority to local governments would ensure greater accountability towards developmental goals.

Using the UNDP Capacity Assessment methodology, the assessment makes a series of recommendations at the level of the enabling environment, the organization and the individual basis on assessments made by the officers and staff of NGOAB, the top officials of NGOs, and with the different stakeholders in two districts – Ghazipur and Shatkhira.

At the outset the assessment calls for the setting up of an Independent Commission of NGOAB or a re-institutionalization of the Government-NGOs Consultative Committee (GNCC). The GNCC was set-up through a Gazette Notification, in the spirit of cementing the partnership between the government and the NGOs that the NGOAB stands for. Over time the GNCC was allowed to lapse, and it was never reconstituted.

A re-strengthening of the NGOAB has been recommended to bring in greater professionalization through an intake of development, IT and M&E Specialists who would form a permanent cadre of officers. A greater use of IT based services will ensure greater transparency and accountability in the services provided by the NGOAB. An enhanced capacity at the district level will ensure greater convergence with the line departments and the statutory bodies of the local governments at the Upjilla level and below. The study also recommends that the NGOAB plays a key role in authenticating and validating the numerous knowledge management and networking activities that are being undertaken to ensure that there is a two-way learning between the government and the NGOs. This assessment merely provides a broad outline for capacity development of NGOAB that needs to develop into a focused two/three year technical assistance program for NGOAB.

Acknowledgements

I wish to thank the UNDP, Bangladesh for inviting me to conduct the Capacity Assessment of the NGOAB. I am grateful to Mr Sudipto Mukerjee, Country Director, and his incisive comments, Mr Rustam Pulatov, Programme Specialist, Democratic and Governance Cluster for his encouragement and reminder about UNDP's position on the Foreign Donations (Voluntary Activities) Regulation Act, 2016, Ms Mahmuda Afroz, Team Leader (acting) Democratic Governance & Human Rights Cluster, for leading this study and providing the framework for the study and overseeing the logistics, and to Ms Mariana Shawkat Ali, Project Officer, who facilitated all day to day aspects of this study and provided regular inputs. I also benefitted from interacting with Mr Sarder M Asaduzzaman, who has had a long association with NGOs in Bangladesh and from the comments of Ms Taslima Islam on the legal aspects.

Prof Gawhar Rizvi, Advisor, Prime Minister, Government of Bangladesh provided his support to this study and shared critical inputs. Md. Ashadul Islam, Director General, NGO Affairs Bureau, Prime Minister's Office provided the broad framework for the study and took a personal interest. Mr Noorul Navi Talukdar, Secretary, Public Service Commission (and the previous DG of the NGOAB) provided valuable insights on the capacity requirements of the NGOAB. We were fortunate to have all the support required from other officers of the Bureau, Mr KM Abdus Salam, Joint Secretary, Mr Gokul K Ghosh, Director, Mr Golann Mesbahuddin, Director, Md Shahhabur Rahman, Deputy Director, and Md Shah Alam, Deputy Director, NGO Affairs Bureau, Prime Minister's Office. Dr Md Zulfikar Ali Lenin, Director, Prime Minister's Office provided inputs on the road map ahead for the NGOAB. The final workshop of the Capacity Assessment included all stakeholders, who provided important inputs and validation for the assessment.

I was very fortunate to be welcomed very warmly by the NGOs in Bangladesh. I attended an interaction between the NGOAB and the NGOs at Campaign for Popular Education (CAMPE) that was chaired by Ms Khushi Kabir of Nijera Kori. Ms Rasheda K Chowdhury, Executive Director, CAMPE, was kind enough to host another capacity assessment workshop for this study at very short notice. I am thankful to her, to Ms Aroma Dutta, of the Prip Trust, Mr Prodip Kumar Sen, CAMPE for facilitating and organizing the workshop. I am thankful to all the senior NGO representatives who participated in the two workshops and provided us critical inputs.

A special thanks for Mr S.M. Alam, Deputy Commissioner, Ghazipur for hosting us for a day and organizing a workshop with the district NGOs. Ms Farzana Mannam, Additional Deputy Commissioner (Revenue & LA), Ms Fatematuz Zohara, Assistant Commissioner, Ghazipur and Mohammad Mamun Shib, Assistant Commissioner, Ghazipur went out of the way to facilitate the workshop and spend a morning with us discussing various issues related to NGOs in the district. NGO representatives in the district, who found the time to attend, provided valuable inputs to this study.

The facilitation and presence of Mr Abul Kashem Md Mohiuddin, Deputy Commissioner, Shatkhira during a half-day workshop with NGOs and district officers ensured a high level of inputs during the District CA exercise. We are thankful to his entire team for their support.

Finally, the UNSS officials provided critical support due to the security concerns in Bangladesh. I am grateful to Hamid bhai and Pasha bhai, drivers at the UNDP for ferrying me around, keeping me in good humour and helping me with my Bangla.

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List of Acronyms

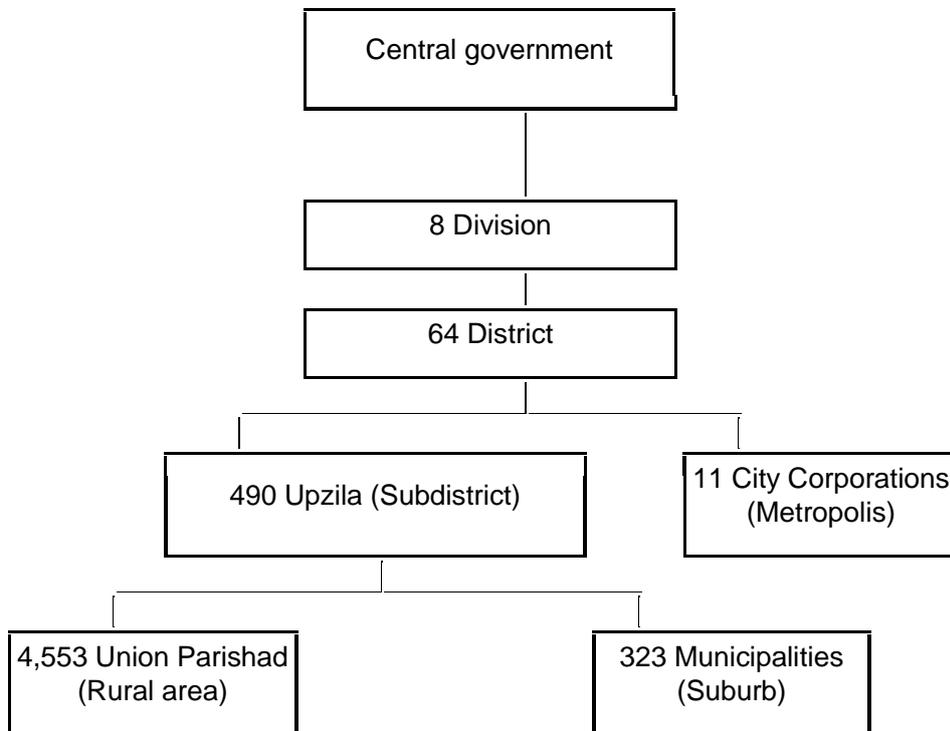
CA	Capacity Assessment
CD	Capacity Development
CHT	Chittagong Hill Tracts
CoP	Community of Practice
DC	District Commissioner
ERD	Economics Relations Division
FDA	Foreign Donations (Voluntary Activities) Regulation Act
GNCC	Government NGO Coordination Committee
GOB	Government of Bangladesh
IT	Information Technology
KMPU	Knowledge Management and Planning Unit
NGO	Non-Governmental Organizations
NGOAB	NGO Affairs Bureau
SDGs	Sustainable Development Goals
UNO	Upujilla Nirbahi Officer

1. Introduction

Bangladesh was part of colonial India that gained independence as part of Pakistan (East Pakistan) on 14th August, 1947. On 26th March, 1971 the father of the nation Sheikh Mujibur Rahman declared liberation from Pakistan and the creation of an independent state of Bangladesh. Hence, the Government of Bangladesh (GOB) shares its administrative and political structure as inherited from the colonial government. Many of the institutions and laws continue from the British period.



Administrative Structure in Bangladesh



Given that there is a centrally administered unitary government in Bangladesh, the office of the District Commissioner becomes the coordinating focal for all development related work. Much of the developmental literature since the 1980s has focused on greater participation and accountability for better developmental outcomes. It is in this context that non-governmental organizations (NGOs) provide an alternative to development provided by a centralized government. Many donor agencies prefer to work with NGOs for their ability to reach places and people left out by the central State. Over the years NGOs have done commendable work in the development sector in Bangladesh. This is much appreciated by the government that hopes to see closer partnership with the NGOs in times to come.

2. NGO Affairs Bureau, Laws and Reforms

This section will briefly touch upon the context in which the NGOs function in Bangladesh, the existing laws and institutions, and the office of the NGO Affairs Bureau. It will lay down the changed circumstance and context for the capacity assessment and the need for reforms.

In Bangladesh NGOs have been working since 1970, following a major cyclone that devastated the country. Most of the earlier work was related to relief and rehabilitation. After the independence of the country in 1971, the NGOs got greater impetus. The nature of work carried out by NGOs has also changed over the years. In the 1970s they were primarily involved in relief operations, rehabilitation programs and medical services. During the 1980s they expanded to poverty alleviation through the expansion of micro-credit association, continued with disaster management programs and expanded to non-formal education programs. In the 1990s, the focus was on socio-economic development programs, such as health and education services and rights based issues. In the twenty first century, the focus has been on a range of issues including micro-credit and income generation programs, health, education, water and sanitation, rights based issues, environmental programs, research and development activities and commercial ventures aimed at financial sustainability of the NGOs.

Over the years, the activities of NGOs were coordinated by various offices including the Office of the President, the Office of the Prime Minister, the Cabinet Division and finally by the Economic Resources Division (ERD) of the Ministry of Finance. The NGO Affairs Bureau (henceforth NGOAB) was established on 20th January, 1990 through an administrative order of the Government of Bangladesh. It was located in the Public Division of the President's Secretariat and later on in the Cabinet Division. Since 1991, it is under the Prime Minister's Office as a government department. The NGOAB was set up **as a one-stop service to NGOs that receive funds from foreign sources. In time it also became an agency that provided time bound services to the NGOs** (see Citizen's Charter in page 15). It was to regulate the receipts and expenditure of foreign donations for voluntary activities and ensures their accountability to the state, as well as to the citizens of the country.

The following summarises the vision, mission and objectives of the NGOAB:

Vision: Better life for the underprivileged people.

Mission: To facilitate NGO initiative for the socio-economic development of the underprivileged people through enhancement and proper utilization of foreign donations.

Objectives: (i) Manage flow of foreign donations into Bangladesh; (ii) Ensure proper utilization of foreign funds; (iii) Ensure effective project implementation; and (iv) Create employment opportunities for underprivileged people.

The existing laws that relate to *incorporation* of NGOs in Bangladesh are (i) The Societies Registration Act, 1860, (ii) The Trust Act, 1882, (iii) The Co-operative Societies Act, 2001, and (iv) The Companies Act, 1994. The laws that relate to their *regulation* in the country include (i) The Voluntary Sector Welfare Agencies (Registration & Control) Ordinance, 1981, (ii) The Foreign Donations (Voluntary Activities) Regulation Ordinance, 1978 (amended in 1982), (iii) The Foreign Donations (Voluntary Activities) Regulation Rules, 1978 (amended in 1990), (iv) The Foreign Contributions (Regulation) Ordinance, 1982, (v) The Micro-Credit Regulatory Authority Act, 2008 and (vi) Foreign Donations (Voluntary Activities) Regulation Bill, 2016 that was passed during the course of this assessment. The NGO Affairs Bureau is guided in its activities by the relevant laws passed from time to time by the Parliament, as also by the circulars and orders issued by the Prime Minister's Office from time to time.

As per the above laws:

- No person or organization shall receive or operate any foreign donation and/or contribution without prior approval/permission of the Government (NGO Affairs Bureau).
- No government organization or citizen of a foreign state shall make any donation, grant or assistance (contribution) to any citizen of, or organization in Bangladesh without the prior permission of the Government (NGO Affairs Bureau).

During the course of this assessment a new law Foreign Donations (Voluntary Activities) Regulation Act, 2016 (FDA) was passed by the Parliament. Clearly there is a change as per the law in the functioning of the NGOAB. The official reasons given for this is to keep a tab on foreign funding for activities supporting anti-national activities. The rules and regulations emanating from this law are yet to be drawn up that would change the process of registration, project clearance and monitoring.

The total number of NGOs registered with the NGO Affairs Bureau at the time of inception in 1990 was 394 and currently stand at 2,495. Of these, the national NGOs are 2,244 and international NGOs are 251. Of these the distribution of the NGOs across the seven Divisions of Bangladesh is as follows Barisal 118, Chittagong 221, Dhaka 1425, Khulna 314, Rajshahi 202, Sylhet 54 and Rangpur 161 (June 2016).

The VAT and tax collection for 2014-15 stood at Taka 82.30 crore and for 2015-16 at Taka 80 crore.

The foreign donations to Bangladesh have been considerable, as evident from the data below for the last five years (2011-16):

2011-12 - 4,347 crore taka
2012-13 - Taka 5,082 crore
2013-14 - Taka 5,536 crore
2014-15 - Taka 5,774 crore
2015-16 - Taka 4,932 crore

The NGOs in Bangladesh work across a wide range of sectors, even as the bulk of funding is related to health and education. In 2015-16, the sectoral allocation of funds was as follows:

- | | |
|---------------------------------------|-----------------------|
| 1. Health | – Taka 11,280 million |
| 2. Education | – Taka 10,090 million |
| 3. Agriculture, fisheries & livestock | - Taka 2,240 million |
| 4. Local Government | - Taka 1,880 million |
| 5. Relief, Housing & Disaster | - Taka 1,040 million |
| 6. Information Technology | - Taka 150 million |
| 7. Environmental protection | - Taka 110 million |
| 8. Other sectors | - Taka 22,490 million |

It should be noted that only those NGOs that receive foreign funds need to register with the NGO Affairs Bureau. There are many more NGOs that do not receive foreign funds. The Department of Social Service has the most number of NGOs registered with them, totalling 50,997, the Department of Women's Affairs have 15,325 NGOs, The Registrar of Joint Stock Companies and Firms has 9,031 and the Micro Credit Regulatory Authority has 329. Clearly a significant amount of developmental work in Bangladesh is carried out by the NGOs.

Core Activities of NGOAB

The core activities of the NGO Affairs Bureau revolve around its mandate to be a one-stop service for NGOs:

- Registering NGOs intending to receive foreign funds for voluntary activities; and renewal of registration after every five years;
- Approval of projects of NGOs and release of funds;
- Permission of appointment of expatriate consultants and fixing their tenure;
- Examination and evaluation of reports/returns submitted by NGOs and take appropriate measures;
- Implementation, monitoring, evaluation and inspection of NGO activities, and
- Enlistment of Chartered Accounting Firms for auditing of accounts of the NGOs
- All other matters relating to NGOs

Registration

The process of registration has been the same since 1990. As Bangladesh shifts towards e-filing (in some departments on a pilot basis) there is a need for revamping these forms and concentrate on quality information that can be managed electronically. At present the process is as follows:

1. Submission of application in FD-1 form (9 copies), letter of intent, treasury challan (Tk 20,000 for local NGOs and US \$ 3,000 for foreign NGOs, Constitution, Executive Committee, General Committee, Plan of Operation, Activities report, etc.
2. Examination and scrutiny by NGOAB
3. Clearance by Ministry of Home Affairs
4. Issuance of Registration Certificate for 5 yrs
5. Submission of application for renewal of registration – 6 months prior to the 5 year period.

As per the new law, the registration and renewal process shall be as follows:

1. For registration under this Act, application shall be addressed to the Director General in the prescribed manner after deposit of the prescribed fees.
2. The application shall contain amount of the foreign donation, source of its availability and the purpose of the donation, along with other relevant information.
3. Upon determination of correctness of the application and information furnished under sub section (1), and with the approval of Bank, Ministry of Home and Finance the Director General shall issue a Registration Certificate in favour of the applicant on the receipt of the application for a period of 10 (ten) years and the said Registration Certificate shall be renewable after every 10 (ten) years thereafter.
4. The applicant NGO or individual shall apply to the Director General for renewal of the Registration Certificate 6 (six) months prior to the expiry of the 10 (ten) year term of registration, depositing prescribed renewal fees.
5. Upon determination of correctness of the application and information furnished under sub section (4), the Director General shall issue a Registration Renewal Certificate of the application for renewal of the registration for a further period of 10 (ten) years.
6. Registration Certificate shall remain effective till disposal of the application under sub section (5) for renewal of registration.

While the new law provides for a registration certificate to be valid for 10 years, instead of the earlier 5, there is greater scrutiny.

Consultation with different Ministries prior to project approval by NGOAB

1. Project proposal (FD-6) submission to NGOAB – 9 copies
2. FD-6 sent to concerned Ministry for opinion
3. Time frame for providing opinion by concerned Ministry – 21 days
4. In most cases, opinion of concerned Ministry is not received in time. In these cases, as per government instruction, NGOAB approves the project and releases foreign funds
5. For project proposal in Chittagong Hill Tracts (CHT), NGOs have to obtain consent/ no objection from the Ministry of Hill Tracts Affairs
6. If any negative report comes from the concerned Ministry, NGOAB may consult the matter with the Prime Minister's Office

Approval of Projects as per new law

1. No individual or NGO shall accept any foreign donation without approval of projects and activities of such individual or NGO shall be confined to the approved projects.
2. In order to accept foreign donation and incur expenses under sub section (1), project proposal shall be prepared in prescribed form and application for approval of the Director General;
3. The Bureau, after scrutiny of the project proposal submitted by an individual or NGO under this Act, shall approve the project and shall notify such approval to the concerned Ministry. In case the Bureau fails to pass any decision upon submission of the project proposal within the prescribed time, the project proposal shall be deemed to have been approved.
4. Where the Project concerns voluntary activities in the Khagrachori, Rangamati, Bandar Ban and Hill Tracts districts, the Project must be approved by the Ministry of Chittagong Hill tracts.
5. If the Bureau may find objection and/or make a suggestion, the person or NGO may be given the opportunity to make appropriate amendments.
6. However the Bureau may refer the request of the proposal to Prime Minister's Office and seek for further advice if they feel any objections and/or suggestions found by the relevant Ministry unacceptable.
7. More than 20% of the Authorised expenditure may not be allocated for administrative expenses.
8. Notwithstanding anything contained in any other provision of this section, the Director General shall issue order of release of fund from foreign donation including approval of the projects within 24 hours, if applications and information of the individuals or NGOs are found correct, who are prepared to undertake emergency relief activities at once during and after a disaster.

The approval process has been spelt out in more detail in the new law. The new law also restricts the administrative expenses and staff costs to 20% of the project cost.

Monitoring & Evaluation of NGO Activities by the Local Administration

1. In the project approval letter and fund release order, NGOs are instructed to involve the District Commissioner (DC) and Upujilla Nirbahi Officer (UNO) in implementing projects.
2. As per the circular issued by the Prime Minister's Office with regard to NGO monitoring, the Divisional Commissioner and the Deputy Commissioner at the division and district respectively have been authorised to monitor NGO activities within their respective jurisdiction
3. A monthly coordination meeting with all NGOs is held in the DC's office and UNO's office as well
4. NGOAB seeks opinion from the concerned DC on the performance of NGOs before releasing foreign funds

Further as per the new law:

1. The Bureau may from time to time monitor and evaluate the voluntary activities and progress of an individual or an NGO.
2. To facilitate the sub section (1) the Bureau may form a monitoring committee and if needed assign a third party assessor.
3. Upon request during monitoring and evaluation of the NGO activities every NGO must provide the relevant statement, ledger, documents and information to bureau.
4. The divisional Commissioner on behalf of the bureau shall monitor the NGO activities in their respective areas in a prescribed manner.
5. On the behalf of the bureau DC and UNO shall hold a monthly coordination meeting with NGOs in their respective areas to monitor and evaluate the progress of the activities of the NGOs and if any malpractice found of the NGO activities DC shall inform bureau by sending a report and UNO shall inform DC as well as the Bureau.
6. NGOs working in the Chittagong Hill Tracts shall be vested upon the Chittagong Hill Tracts Regional Council established under the Chittagong Hill Tracts Regional Council Act 1998 (Act XII of 1998)
7. NGOs working in the Chittagong Hill Tracts shall be evaluated and monitored by a committee which will hold meetings every for month to review and coordinate the activities of the NGOs.
8. To facilitate sub-section 7 NGOs shall provide regular reports about the progress of the activities to the Convener of the committee and also send a copy of the report to the Chittagong Hill Tracts Regional Council.

Clearly the new law requires a greater monitoring and evaluation by the NGOAB. A monthly meetings of a couple of hours is often not enough for the DC to understand the work of all the NGOs. Usually only the professional NGOs turn up for these meetings and the smaller ones fall of the radar. The concerned officers in the DC's office are also overburdened with other pressing matters to give adequate time and attention to the work done by the NGOs. There officers are also not trained in monitoring and evaluation and are not provided adequate tools for the same.

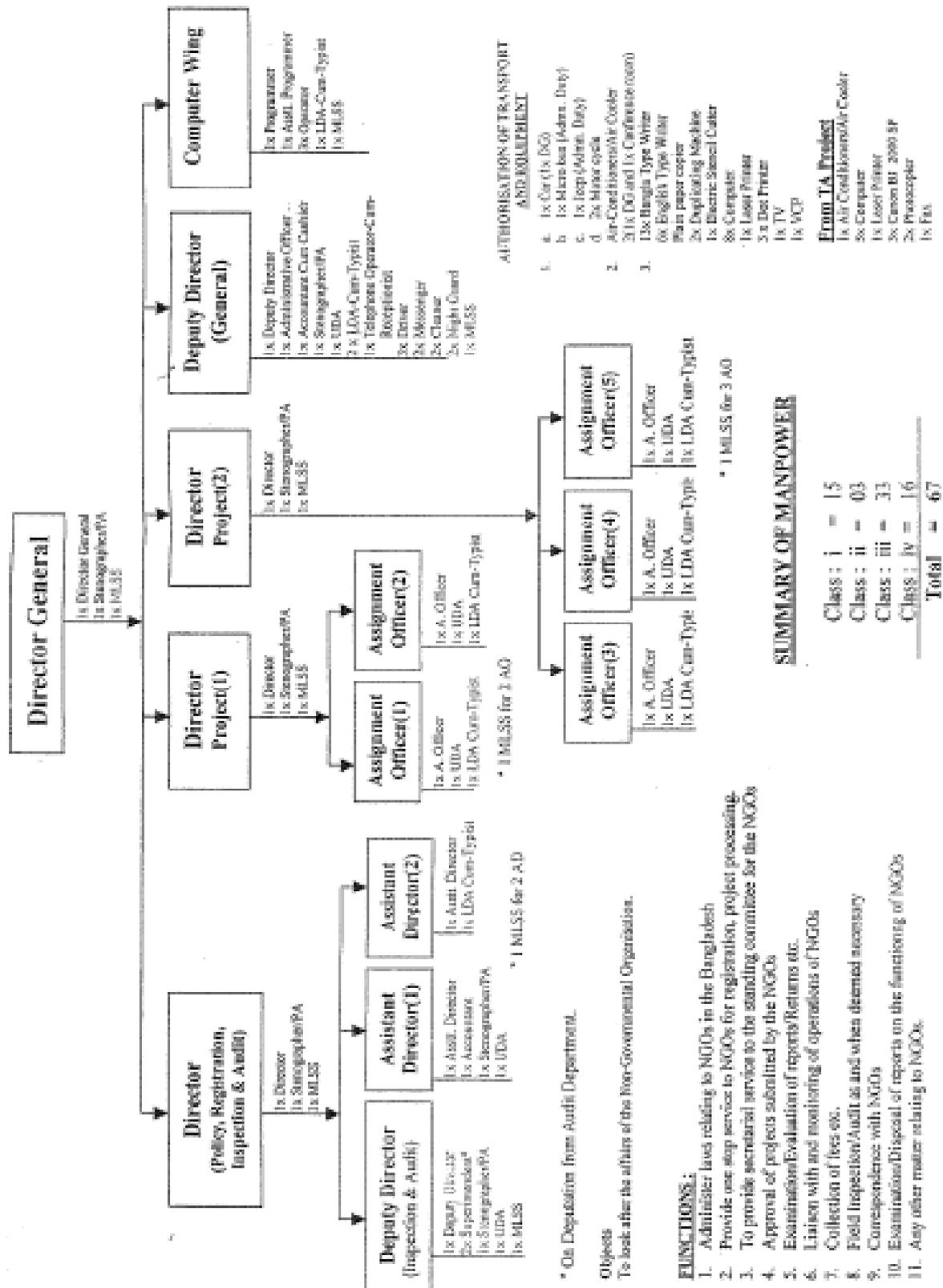
Citizen's Charter

In order to streamline the functioning of the NGOAB, a Citizen's Charter has been created through an Office Order from the Prime Minister's Office. This provides a time frame by which various activities of the NGOAB have to be completed. While this is much appreciated, the NGOs have pointed out that the timelines are not strictly adhered to.

Citizen's Charter of NGO Affairs Bureau

S No	Services	Concerned Section	Time Frame
1	NGO Registration	Reg Section	90 days
2	NGO Registration Renewal	Reg Section	60 days
3	Project (FD-6) Approval & Fund Release	Concerned Section	45 days
4	Fund release in subsequent year in case of multi-year project (1st instalment)	Concerned Section	14 days
5	Fund release in subsequent year in case of multi-year project (2nd instalment)	Concerned Section	14 days
6	Emergency relief project (FD-7) approval and fund release	Concerned Section	24 hours
7	Rehabilitation project (FD-6) approval and fund release	Concerned Section	21 days
8	One time grant (FC-1) approval and fund release for registered NGOs	Concerned Section	7 days
9	One time grant (FC-1) approval and fund release for persons or non-registered NGOs	Concerned Section	75 days
10	Revised projects (Revised FD-6) approval	Concerned Section	30 days
11	Work permit of foreign expert/consultant	Concerned Section	50 days
12	Extension of work permit of foreign expert/consultant	Concerned Section	10 days
13	Attestation of Appointment Letter for 'N' Visa	Concerned Section	15 days

Existing Organogram of NGOAB

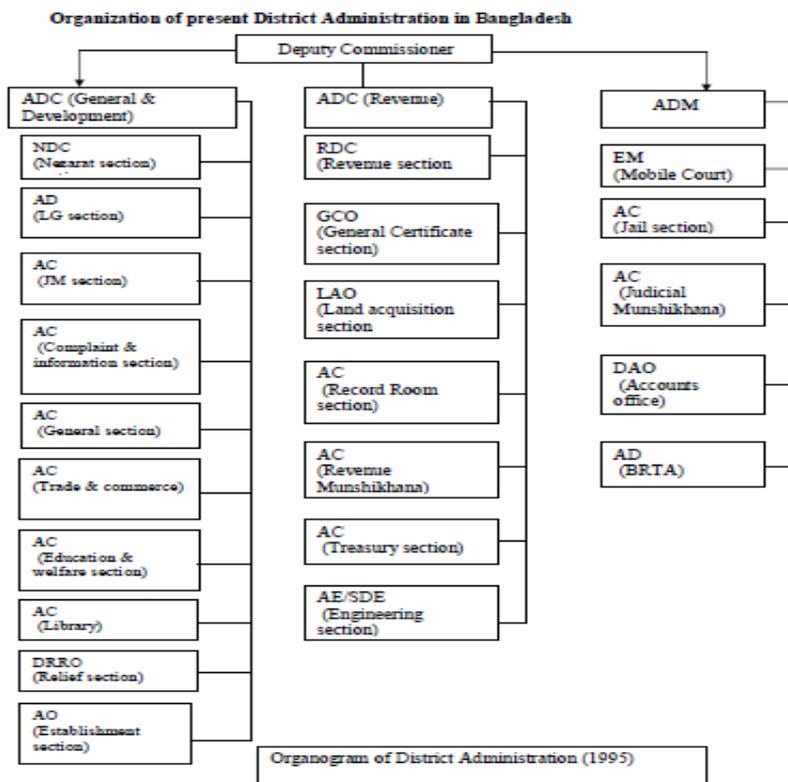


Staffing

The NGOAB staffing pattern has not changed since its inception in 1990 when only 394 NGOs were registered, compared to 2,495 in 2016. Most of the Grade I staff or officers are from the Bangladesh Civil Service, who are not permanent staff of the Bureau. They get posted to the NGOAB for a short duration. At present there are 6 Grade I Officers in the NGOAB. There are 3 Grade II level staff and the other 48 staff members are clerical staff (including Grade III and IV). The permanent staff at the NGOAB are mostly clerical staff (See NGOAB Organogram that follows).

There is a problem with the staffing structure, as the officers have a short stint and there is no permanent professional staff in NGOAB. To add to the problem, the clerical staff are demotivated due to stagnation and their promotions are not commensurate to that of other government staff in Ministries of the Government of Bangladesh (GOB). There is also a need to revamp the working of NGOAB to bring in more professionalism, accountability and efficiency. There is a need for a permanent professional staff in the NGOAB to provide it with stability and professionalism as per the specific requirements of the job in hand.

District Level Administration



This district is perhaps the most important administrative unit in Bangladesh as it is a unitary government, without any provinces. District Commissioner (DC) heads the district administration. He is supported by about three additional deputy commissioners (ADCs). In many districts, there are five to six ADCs. But usually there are three ADCs - ADC (General) who also looks after NGOs, ADC (Revenue) and additional district magistrate (ADM). Assistant commissioners (AC) work under the direct supervision of the DC. Some AC positions are for Revenue, Jail Section, Education and Welfare, etc. A senior AC plays the role of Nezarat Deputy Collector (NDC). In every section that is headed by an ADC, there is Senior Clerk (Head Assistant), Clerk, etc. as per the organogram above.

The office of the ADC (General) is a very important position and this officer is often hard pressed for time to deal with all the NGOs in the district. The NGOs identified as a capacity gap the lack of a dedicated officer to deal with their concerns at the district level.

Conclusion

With the new law in place, there is more pressure on the NGOAB to closer scrutiny of the registration process, greater coordination with the concerned ministries and monitoring and evaluation of the projects that are being implemented. For this they are grossly understaffed. They also need newer mechanisms of coordination with the concerned ministries and enhanced capacity at the districts.

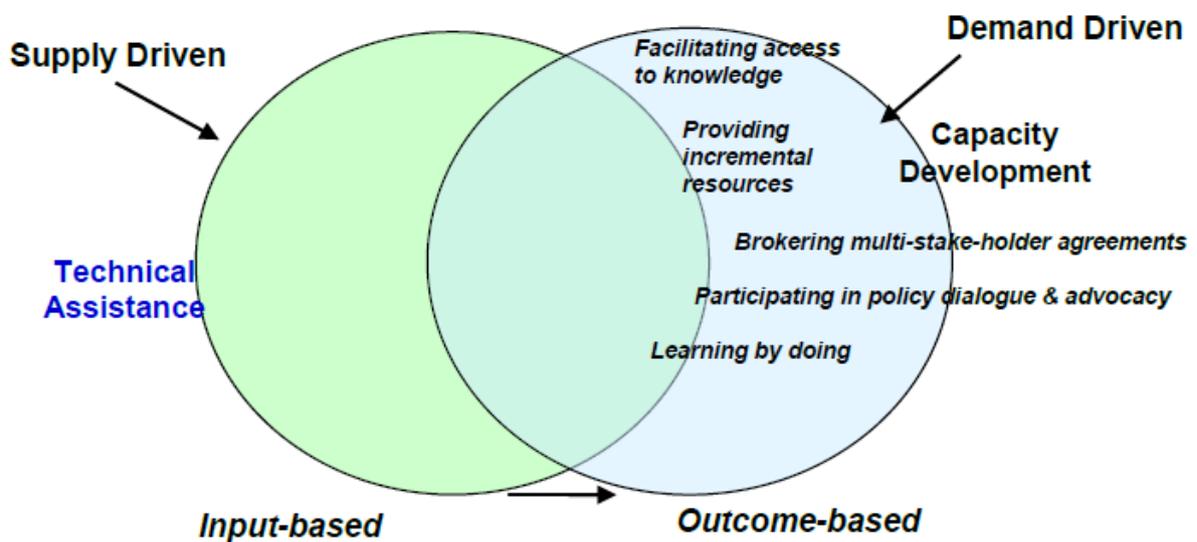
3. Capacity Development Assessment Approach & Methodology

Study approach

The UNDP defines capacity development as ‘the process through which *individuals, organizations and societies* obtain, strengthen and maintain the capabilities to set and achieve their *own development objectives over time*.’ The focus in this definition, based on years of learning by the UNDP, is to let people set and achieve their own objectives rather than imposing any developmental goals on them. The emphasis in this definition is to ensure that local solutions, targets and goals are developed and the role of the external agency carrying out the assessment is to merely facilitate that process. It is with this approach that the capacity needs assessment was carried out.

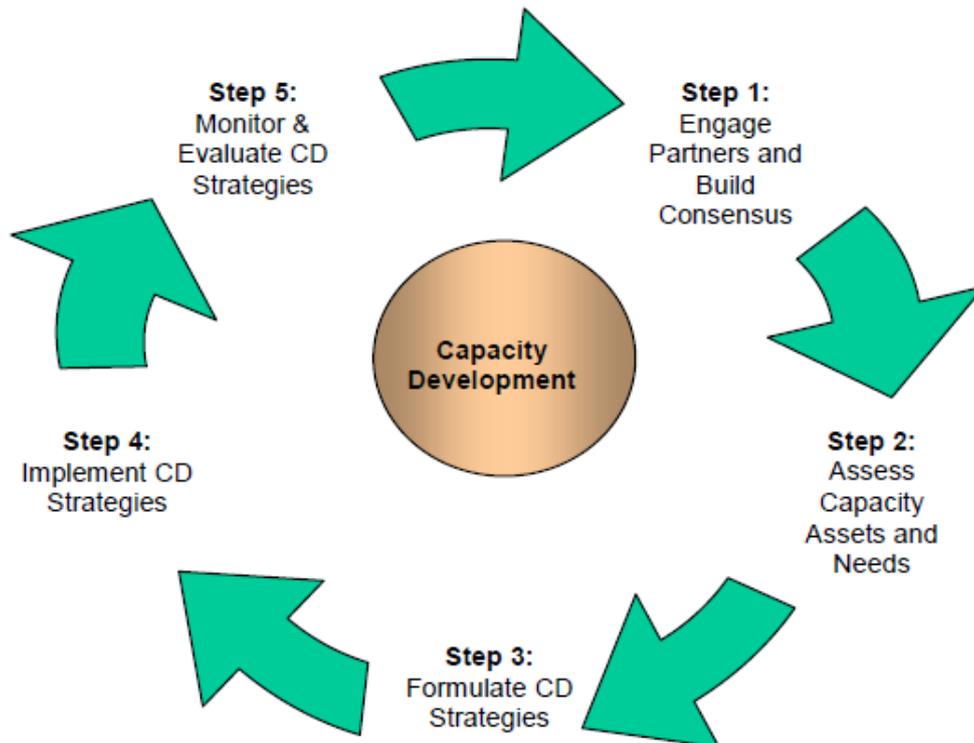
This shift from supply driven capacity development to a demand driven development also ensured that technical assistance that usually referred to training, became broadly defined as capacity development, to include the policy environment, institutional development, knowledge management and learning by doing.

Shift in Paradigm from Technical Assistance to a Capacity Development Approach



This broad approach ensured that one does not look at capacity development as a one-time exercise for an institution, but as an on-going process in any institution or organisation. This will help them respond to changes in the external environment, but also see what capacity development measures worked, those that need improvement and those that need to be discarded. Under this approach capacity development involves the following five steps:

Capacity Development Process

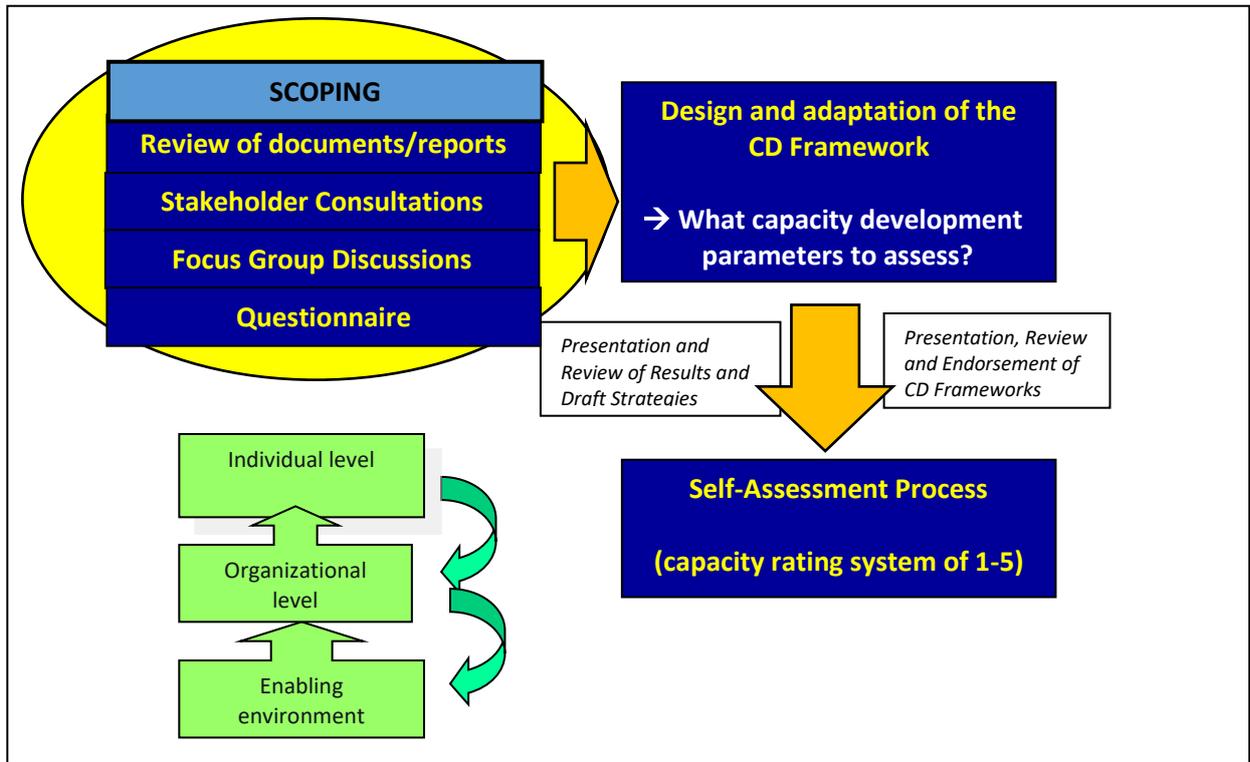


Methodology

The study is conducted by adapting the UNDP Capacity Assessment (CA) Methodology to the specific requirements of NGO Affairs Bureau, Bangladesh. In line with the UNDP definition, as this capacity assessment looks at three levels – (i) the enabling environment (institutional framework, power structure & influence); (ii) organizational level (systems, procedures & rules); and (iii) individual level (experience, knowledge and technical skills). A comprehensive list of core issues - organizational arrangements, leadership, mutual accountability, public engagement and access to information, human resources, financial resources and physical resources; as well as functional issues such as management, coordination, partnership, cooperation, and knowledge management are looked into. These issues are covered in the assessment questionnaires and the strategy is based on a validation and adjustment based on findings.

As per the UNDP methodology, the capacity gaps that need to be addressed will be ranked in terms of short, medium and long-term strategy with some indication will be suggested on how these capacity gaps could be augmented.

Pictorial Depiction of the methodology that has been adopted



The study was initiated in a workshop held at the NGOAB with the officers and at CAMPE with the NGOs. A meeting with the Director General NGOAB and Director, Prime Minister’s Office provided the broad outline for the assessment. Following the workshop District level workshops were held at Ghazipur and Shatkhira. Based on the feedback received during the workshop and after that from key government functionaries and other stakeholders, this report was finalised.

4. Capacity Development Assessment of NGO Affairs Bureau: Findings & Strategy

This section summarises all the capacity assessments sheets that were diligently filled by all the officers at the NGOAB and the NGOs at the National level and by the stakeholders in the Districts of Ghazipur and Shatkhira. It also draws upon the qualitative meetings with key stakeholders during the course of the assessment. The findings are summarised below at the three levels of the assessment – enabling environment, organisational level and individual level. This is followed by the capacity development strategy for the short, medium and long term both for the National level as well as the District level. The detailed plan is provided in a worksheet below. Here we briefly discuss the major initiatives that are recommended.

It should be mentioned, at the outset, that the NGOs are not a homogenous group. There are different types of NGOs. While most of them are concerned with developmental work, there are also important ones that are rights based or work on advocacy and campaign. We also have NGOs in rural areas as well as in urban areas. Hence, the capacity assessment needs the recommendations have to try to address all the requirements of the NGOs, a tall order.

Enabling Environment

Strengthening Legal and Regulatory Structure

The Government of Bangladesh regulates the NGOs through two basic laws, 'The Foreign Donations (Voluntary Activities) Regulation Ordinance, 1978' and 'The Foreign Contributions (Regulation) Ordinance, 1982'. During the course of this assessment a new law, the Foreign Donations (Voluntary Activities) Regulation Act, 2016 (FDA) has been enacted by the Parliament. There is a need to **set-up a committee chaired by the Advisor to the Prime Minister or the Principal Secretary to the Prime Minister to oversee the preparation and notification of enabling Government Orders** to implement the law effectively.

Strengthening Policies and Governance

There are three main strategies for strengthening policies and governance:

First, one of the issues that was raised very strongly by the NGOs was to re-strengthen the NGOAB. Two significant suggestions were made:

(i) An **Independent Commission for Government-NGO Cooperation**, headed by those with a creditable record of working on issues related to development, rather than by career bureaucrats.¹

(ii) An alternate model could be the re-introduction of the **Government-NGO Consultative Council (GNCC)** for NGOAB appointed by the Prime Minister to oversee the functioning of the NGOAB. The NGOs fondly remembered the erstwhile GNCC, which could easily be reconstituted as there is a Gazette notification for the same. This was a council, Chaired by the Secretary, Prime Minister, with the Director General NGOAB as the Member-Secretary. Such a committee was set-up initially by Prime Minister Sheikh Hasina that helped foster an era of cooperation between the NGOs and the Government for meeting critical developmental outcomes. This was later withdrawn during the regime of Begum Khalida Zia and has not been reconstituted by the Prime Minister. A radical restructuring along these lines could well be a game changer in the governance structure of the NGOAB and ensure a path of greater cooperation and trust that will only ensure that the Sustainable Development Goals (SDGs) are reached sooner. The NGOs underlined that the NGOAB was set up as a one-stop service centre (hence a Bureau) for the NGOs, and over the years it has become more like a government department. They underlined that the NGOAB was not meant to regulate them, but provide a one-stop service to ensure that the NGOs could contribute towards the national development of the country. **This council should have NGO representatives from the developmental as well as the rights based groups that work on advocacy and campaigns as well as NGOs working from both rural and urban areas.**

Second, while there is a need to ensure that the NGOs activities **converge with the national development plans and SDGs there needs to be space for social innovation and exploring new areas.** While most development partners of the GOB have a Country Strategy, the NGOs function in Bangladesh as per the agenda set by their funders. While in the long run, there could be a cooperation strategy adopted by a federation, council or committee of the NGOs, in the short and medium term there is a need for the GOB in partnership with the NGOs to define the parameters of cooperation. It needs to be appreciated that over the years the NGOs have highlighted areas that have been neglected by the government, and some of these issues were adopted by the government subsequently.

¹ The Charities Commission of England and Wales, is a model. It is the non-ministerial government department that regulates all registered charities and is answerable directly to the Westminster rather than to the Cabinet of the day. It is governed by an independent board that is assisted by the Chief Executive and other officials. There are similar Charity Commissions for Ireland and Scotland respectively. The Charities Commission of Ireland is based on the values of fairness, accountability, proportionality, transparency and consistency. While the Charities Commission of England and Wales has been working for some time, it has not been very successful in conducting regulatory compliance investigations as it lacks statutory powers. The Commission has also been attacked in Parliament for its alleged beliefs, such as attempts to suppress Christianity. The Charities Commission of New Zealand, modelled on the British system, has ceased to exist since 2012 with the Charities Amendment Act (No 2). The core functions of the Charities Commission has moved to the Department of Internal Affairs. Registration, education, and monitoring and investigation is not carried out by the Department of Internal Affairs. However, it should be noted that the model of Charities Commission prohibits NGOs from conducting 'political' activities.

Third, there is a need for **greater inter-ministerial convergence and coordination**. The process can be institutionalized with sectoral monthly meetings for clearance of projects. The Prime Minister's Office can issue an order to ensure that the officers of the line departments meet the NGOAB officials at least once a month, especially with education, health, agriculture, disaster management, environment and local government. This is important to ensure that there is a convergence with the national development plans and the enumeration of the benefits. At the national level there could be a convergence with a rearrangement of the functioning of the NGOAB on a sectoral basis, instead of an alphabetical arrangement at present. There is also a need to ensure a convergence at the ground level with the line departments for better implementation as well as enumerating the gains towards national development and SDG. In addition, one of the main reasons for the continued existence of NGOs is that they are able to do a few things more effectively than the government, such as participation or running schools. A local level convergence facilitated by the office of the District Commissioner will ensure a mechanism for sharing of knowledge and experience between the NGOs and the line departments.

Augmenting Financial Resources

While the issue of augmenting financial resources has not been raised directly by the NGOAB, it does not have funds for activities such as staff strengthening, enhancing its web-based activities, shifting to e-filing, preparing a data base, training and so on. On the basis of a restructuring exercise the NGOAB hopes to **augment its financial allocation from the government**. It may also consider supplementing this with a TA from donor partners, with UNDP as an implementing agency.

Knowledge Links and Social Innovation

Knowledge and learning have become the **new strategic imperative of organizations as governments become multi-tiered and work in partnership with civil society** and the private sector. The current environment for organizations is one that is characterized by uncertainty and continuous change. This rapid and dynamic pace of change is forcing organizations that were accustomed to structure and routine, and did most of the work in-house to improvise solutions quickly and correctly. To respond to this changed environment, organizations are moving away from the structures of the past that are based on hierarchies, discrete groups and teams and moving towards those based on more fluid and emergent organizational forms such as networks of communities. These strategic knowledge initiatives are ushering in a rich array of opportunities for applying Organization Development expertise.

A certain type of community, the Community of Practice (CoP) has been identified as being a group where such types of knowledge are nurtured, shared and sustained. CoPs are groups or teams of individuals working in pursuit of common goals and linked by common interest and challenges. The ability to efficiently share information, skills and insights within these groups helps maximize knowledge transfer, build trust and further innovation. The NGOAB needs to nurture such CoP.

The challenge for knowledge management development models is to know how the stakeholders create and share knowledge and integrate it to the existing systems of governance. For the development sector, it is important to recognize that there are many communities that are working – government, donors, NGOs, private sector, research institutes, universities, etc. A knowledge network requires trust among community members but also facilitate inter-community interactions. It also works at different levels - the national, district, upzila and village level, all leading to put it in a position whereby it can influence the policies and programs of all its partners. Hence it is not something peripheral to an organization, but can form the basis for the emergence of ideas that can dictate the functions of an organization. **Ideally sectoral knowledge network can be set up by the NGOAB and the UNDP and in time become an independent institution facilitated on a rotation basis by a lead NGO.**

A knowledge network, to be more effective, should be linked with initiatives that promote social innovation for achieving SDGs.

Institutional Development and Strengthening

This Capacity Assessment recommends the **development of a two/three-year institutional development and technical assistance strategy** for the NGOAB. This would have the following components that will be dealt with in greater detail in organizational and individual capacity development:

- Government-NGO Cooperation & Coordination Mechanism
- Inter-Ministerial Coordination
- Restructuring of Units – from alphabetical to sectoral specialization
- Comprehensive IT system including electronic filing system and data base management
- Knowledge Management and Planning Unit
- Transparent Audit & Services
- Enhanced accountability
- Staff augmentation & professionalization
- Institutionalised training
- Infrastructure
- Development of NGOAB-NGOs District Units

These will be dealt with in greater detail in the organizational and individual level below.

Organisational and Individual Level

Bulk of Capacity Development for the NGOAB needs to take place at the organizational and individual level. With a new law in place, an upcoming new building and with this Capacity Assessment for the strengthening of the NGOAB, the Government could initiate '**A New Deal**' to overcome some of the regulatory bottlenecks and streamline the process of dealing with

the NGOs by strengthening its policies and the governance structure both at the national and district level.

RE-STRENGTHENING OF NGOAB

Sectoral Specialization

Currently the responsibility among different units in NGOAB is given alphabetically as per the name of the NGOs. So there could be NGOs under 'A' ranging from education, water and sanitation, disability, gender etc. It is proposed that **professional responsibility is allocated according to sector**. As some large NGOs - also called development corporations - that work across sectors these could be placed under a dedicated officer. It would be the responsibility of the dedicated officers of the large NGOs to coordinate with sector specialists. These sector specialization should be in sync with the line departments and would provide point to point contact between the NGOAB and the concerned line departments and the district level and below. As much of the coordination depends on personal relationships in government, this would go a long way in facilitating greater coordination with the line departments.

Revisiting the Existing Forms

The existing forms that the NGOs have to fill for various activities are too cumbersome and not focused on quality information. These forms can be considerably shortened. This will also ensure a smoother and more effective system. In time it will ensure an efficient transition to an IT based system. *It would be best if the NGOAB sets up a small empowered committee with a couple of officers and a couple of NGOs to recommend the new prescribed formats and a specific date, such as the beginning of the next financial year, for its introduction.*

Comprehensive Information Technology (IT) System

GOB has initiated a process to move from manual filing and processing of files towards **electronic submission and processing of files**. The nature of work in NGOAB, registration, renewal and de-registration, and even project clearance lends itself well to the use of e-filing. NGOs and their international partners are increasingly using these methods for their internal processes, so the existing constraint is only at the NGOAB end. While the NGOs have welcomed the existing Citizen's Charter that ensures timely delivery of services, these are not strictly adhered to due to the manual processing of documents and manual clearances from line departments. An electronic filing system will ensure a more efficient processing and management of documents. It will also ensure that all concerned persons in the NGOAB, the line department, a range of district officials and the concerned NGO are on the same platform. The existing bottlenecks of files moving from one desk to another would be streamlined. Such a system will **create a data base** that lends itself to sharing outputs with the planning department as well as the line departments. The system of collecting and processing data needs to be augmented with in-house capacity. The project documents, objectives and

strategies on the web also lends itself to **facilitating greater coordination**. This would be valuable not only for project clearance and monitoring but also computing developmental outputs at the district and national level. A dedicated unit in the NGOAB staffed by IT professionals need to develop and maintain this system. The current IT facilities are grossly inadequate. The NGOAB immediately needs a local area networking (LAN) so that internal IT connectivity established. A programmer who understands the development sector should be based in-house. Adequate computers and such equipment are urgently needed. *A three member committee consisting of a Chair from the NGOAB, one representative from the NGOs and one professional who understands IT should be empowered to set up such a system.*

Knowledge Management and Planning Unit (KMPU)

Knowledge generation and management has become critical for organizations to remain relevant and effective. As knowledge management is linked to strategic planning there is a need for such a unit in NGOAB. There will be some critical functions of this unit:

- preparation of annual reports
- preparation of GOB-NGO 5 yr strategy for co-operation in Bangladesh
- devise a strategy for rights based groups
- review of the programs every six month through national and district level meetings
- establishing and strengthening the web-based system
- develop and implement a M&E strategy
- establishing and strengthening existing sectoral networks
- creating a two way process of knowledge sharing between the government and the NGOs
- articulating critical needs of neglected sectors

At present the NGOAB is reactive to the proposals that are submitted by the NGOs. A KMPU will ensure that there is regular interaction between the NGOAB and the NGOs and provide an opportunity to the NGOAB staff to understand the conditions and challenges under which the NGOs work for the development of Bangladesh.

Transparent Audit, Monitoring and Inspection

There is a need to revamp the audit mechanism of NGOs that is conducted by Chartered Accountant firms empanelled every two years by the NGOAB. The audit is strictly a financial one ensuring compliance as per the project proposal. It has little bearing on the project outcomes and meeting of developmental objectives. The NGOAB is mandated by law to audit income and expenditure of the NGOs. Hence there is a need to **develop guidelines, benchmarks and monitoring systems** that are *a priori* shared with NGOs to ensure compliance. The following suggestions can assist to revamp the existing system.

Many international donors and large NGOs have their own mechanism for evaluating the projects they fund. However, these assessments, suggestions and evaluation reports are not

shared with the NGOAB. A **sharing of these documents** with the NGOAB or making the NGOAB and the line department a part of the evaluation process would ensure that the process is not duplicated.

As the NGOAB does not have a field presence, the monitoring of project implementation is done by the office of the DC, the UNO and the line departments. However monitoring and inspection is only on paper, not done in reality. Of course, if there is a critical issue that is brought before the office of the DC and UNO, it is dealt with. **The local government and its statutory committees need to be integrated with development projects through participation in project design and implementation as well as monitoring. This should be monitored by the proposed district level GNCC.**

The requirement is a comprehensive assessment of the activities of the NGOs and not just a financial assessment by a financial firm, which is not equipped to deal with issues related to the developmental sector. The links with the line departments are also very weak. The problem is not so much with regard to the established NGOs, but as there is a gap the unprofessional NGOs get away with little or no accountability. There is a need to **supplement the financial audit by a Chartered Accountant with a developmental and social audit by a social development/consultancy firm/NGO service provider.** NGOAB may consider augmenting the financial audit with a developmental audit from a list of firms with this specified task. Alternately, this can be done through a process of peer review by NGOs recommended for the purpose by the GNCC.

Enhanced Accountability of the NGOAB

The above recommendations for strengthening the NGOAB have been made to ensure enhanced accountability of the NGOAB, both to the government by addressing issues laid down in law, as well to the NGOs to whom they provide a one-stop service. The NGOAB already has a Citizen's Charter for greater accountability to the NGOs. Hence, the **design of the web-based system should ensure that the existing bottlenecks in processing requests of NGOs are dealt with in a transparent manner.**

At present the NGOs do not have any mechanism for questioning a decision of the NGOAB. In all other departments there is a recourse to law. The NGOs want a **grievance redressal mechanism** in case there is any objection by the NGOAB. The Government-NGO Consultative Committee could provide the NGOs with an opportunity for redressal and correction of any fault.

HUMAN RESOURCES

The Officers and Staff of NGOAB have highlighted this as the most pressing concern. At present there are only 9 officers who come on deputation from other government departments. The permanent staff of 48 is at the clerical level. They too are demotivated as the NGOAB is not equivalent to a Division or a line department that could have ensured

promotion and opportunities for greater professional development. At present there is no continuity of professional leadership and the clerical staff are demotivated as they are not at par with the clerical cadre in government.

Staff Augmentation, Professionalization & District Units

With greater staffing of officers from the developmental sector, there would be enhanced professionalization. Of the 1,000 odd projects that are on-going on an annual basis, at best about 200 visits are made to oversee the functioning of the NGOs. With the greater use of IT, there would be less dependence on systems such as the manual processing of files and record keeping. The four areas for capacity enhancement are (i) **professionals from the development sector with sector specialization**, (ii) **professionals specializing on rights based advocacy and campaign issues**, (iii) **information technology professionals** and firms that can assist in office automation, web-based services, and data base management, and (iv) **monitoring and evaluation specialists**. Given the proposed changes, staff augmentation should be at the level of officers through a program such as Junior Development Officers that would attract professionals below the age of 40 into the NGOAB. This could be done at the Assessing Officers or appropriate level and the recruitment could be done through the Public Service Commission. To begin with about 20 professionals could be appointed with sector specialization and experience of working with the NGOs. They would bring with them a fresh working culture that is in sync with the task in hand. The above mentioned four units could be mentored by UNDP consultants/advisors during the two/three-year technical assistance program with a mentor-mentee arrangement whereby the UNDP consultants/advisors would mentor the new appointees.

It should be noted that there is a lot of experience and capacity at the clerical level in NGOAB. A number of them would have become officers if they were in any other line department. Hence, there is a need to make **individual assessments and promote the worthy** on the basis of competence and parity with other government staff. In the light of a shift towards greater use of IT and professionalization they **may not be an immediate need for augmenting the clerical strength at the moment**. This should be done only after a proper assessment is made after the proposed strengthening exercise is carried out. With the promotion of some clerical staff and eventual retirement of existing clerical staff, the ratio of professional to clerical staff can be stabilized without any retrenchment to 2:1.

Apart from the Director General, a Finance Officer, a Director level officer to Head the KMPU that can coordinate with Planning and other sectoral departments, and an officer attached to the office of the Director General, there may not be any reason for other government officers to be posted in the NGOAB after the restructuring. In some cases, **sector specialists from other departments**, could come on secondment for specific tasks and for a specified period. This is important as earlier capacity development initiatives have been focused on the officers, who have eventually moved on to other government departments. The newly appointed **professional staff should ultimately rise up to the level of Directors in the NGOAB**. Posts like Assistant Director and Assignment Officer could be reserved for permanent staffs.

The terms of engagement and promotional avenues should be clearly spelled out in the rules of recruitment in order to attract and retain talent. This will ensure that the NGOAB would have a permanent professional cadre that is aligned to the specialized mandate of the NGOAB. *The KMPU of the NGOAB could prepare a detailed staffing plan.*

Infrastructure

The NGOAB is currently working out of a rental building. The physical infrastructure is insufficient. The GOB has approved the construction of a new **NGO Affairs Bureau Office Building** and the construction work is on-going. The new building should be ready by the end of the year and this would provide additional office space for more effective functioning and modernization.

Development of NGOAB-NGOs District Units

It has been articulated by the District Officials, NGOs as well as the NGOAB that there is a need for a District Level Office of the NGOAB that is dedicated to the functioning of the NGOs. At present the DC organises a monthly coordination meeting of the NGOs. Usually one or two NGOs make a presentation at these meetings and the other NGOs present can raise concerns related to their NGOs. So if there are over 150 NGOs working in the district, such as in Ghazipur and Shatkhira, the DC and the officials are not able to do justice to the requirements of all the NGOs. Often some NGOs do not participate in these meetings, unless specifically called. As only about 50 presentations or so can be done in a year, the DC and the ADC only focus on the paperwork related to fund disbursement rather than deal with the specific sectoral and development challenges that the NGOs face.

It needs to be underlined that the proposed District Units are not only for issues related to rural areas but also for issues related to urban governance related to city corporations and municipalities in the particular districts. The coordinating officer for NGOs will continue to be the District Commissioner.

It needs to be underlined that an expansion of the NGOAB at the district level would ensure a permanent financial commitment. Even if a minimum of three staff are appointed in every district, this would add up to 201 new employees in the field. Currently the NGOAB has 2,244 national NGOs and 251 international NGOs. Of these the distribution of the NGOs across the seven Divisions of Bangladesh is as follows Barisal 118, Chittagong 221, Dhaka 1425, Khulna 314, Rajshahi 202, Sylhet 54 and Rangpur 161. However, during the year there would be around 1,000 active projects for which the NGOAB does not have district level data.

Given that a division such as Dhaka has 1425 NGOs and Sylhet has 54 NGOs there cannot be a uniform policy of district offices in every district. Districts with more than 50 current projects (or such criteria) can have a NGOAB office and for the rest there could be a divisional office. The GNCC may be authorised to recommend the setting up of new district offices. As a lot of NGOs are based in the Dhaka division, a dedicated section of the NGOAB can coordinate the

work of this division from its office. This unit of the NGOAB can also coordinate the work done by advocacy and campaign related NGOs.

The following options are being suggested in regard to the district units:

- (i) **Appointment of a dedicated ADC for NGOAB in every district** under the DC. If a separate office of the NGOAB is created, it will require additional land, building and the costs could be very high. The ADC could be appointed by the NGOAB along with one M&E Specialist and a Computer Operator as support staff.
- (ii) **Appointment of dedicated divisional offices of the NGOAB** under the Divisional Commissioner. This office could be staffed by an officer of an appropriate level by the NGOAB along with one M&E Specialist and a Computer Operator as support staff.

Given the enormity of the task at the District level, the proposed office would not be enough. Hence, it is proposed that this office is called NGOAB-NGOs District Unit. It is also recommended that a statutory **Government-NGO Consultative Committee** (GNCC-District) is set up under the DC to advise on the functioning of the NGOs in the district. This committee would aid, assist and advise the DC on the functioning of NGOs in the district. The DC can give the NGOs specific tasks such as report on the NGOs working in a specific sector or oversee and report on the functioning of a specified NGO, and such. This committee of 16 members would be representative of the sectoral focus in every district – both line departments as well as NGOs. The committee would be chaired by the DC with ADC NGOAB as member-secretary. The members of the committee would be decided by the DC (and ADC NGOAB). A similar committee could be set up at the Union level. This mechanism will ensure an element of peer regulation and enable greater coordination between the line departments, the NGOs and the district and upzila administration.

Institutionalised Training

At present there is no **institutionalised training** for NGOAB staff. Globally a two-week training program is considered to be best practice (as practiced by The World Bank). Government staff are not accustomed to changes in routine and structure. Hence their fears have to be allayed before introducing any new changes. Specific job related training needs will have to be assessed and skill enhancement opportunities provided. All staff will have to be computer literate and for this they need training and on the job skill enhancement opportunities for project preparation, project evaluation and audit. Adequate incentive needs to be provided for computerization and other reskilling needs.

Many of the **large NGOs have their own training programs and it needs to be explored if they can be scaled up and made open to NGOAB staff as well as to the staff of the smaller NGOs**. This would instil sector knowledge as well as provide an opportunity to network with the NGOs and understand new knowledge and techniques of the development sector.

There is a need to adequately **develop the capacity of local governments and the statutory committees at the grass roots level**. The NGOs work at this level and there is a need for

adequate capacity to assist in planning, implementation and monitoring of projects at this level. Tool kits such as one on participatory audit for local government officials for NGO related work will assist them in this function, as well as build capacity for local governments.

In any democratic structure the media plays an important role in highlighting concerns of development as well as pointing out the good work being done by the NGOs and the government. The NGOAB may consider implementing a **communication strategy on a pilot basis** on critical areas of development as well as on disaster management and climate change.

Two/Three Year Technical Assistance Program

This capacity assessment exercise recommends to the UNDP to consider developing and supporting a two/three year technical assistance plan in collaboration with the development partners. Many of the existing capacity gaps can be addressed through such a technical assistance and further developed in consultation with the donor partners as well as the NGOs of Bangladesh.

Institutional, Functional & Capacity Gaps	Short Term		Medium Term		Long Term	
	Within One Year (2015)	Responsible Agency(ies)	2 Years (2017)	Responsible Agency(ies)	3-5 Years (till 2020)	Responsible Agency(ies)
Enabling Environment						
Adequate primary legislation to implement	Technical Support to Implement New Law	PMO to initiate	Review Progress & Further Support	PMO	Revisit Law & emerging gaps	PMO
Adequate secondary legislation or rules to implement new law	Government Orders to implement the rules for convergence among various ministries Consultative meeting among departments on NGOAB rules for clarity on respective roles & functions	PMO	Review Progress & Further Support NGOAB to submit quarterly reports to PMO	PMO	Revisit Law & emerging gaps	PMO
Reinstitute Government-NGO Consultative Committee (GNCC)	GNCC to oversee the functioning of NGOAB; to sanction annual plan and review quarterly reports prepared by NGOAB. First meeting of GNCC in early 2017	PMO	Review Progress & Further Support	PMO	Review, Revise & Implement	PMO
Convergence with National Development Plans & SDGs	Coordination with line ministries on convergence of NGOs outputs with national plans & SDGs	PMO	NGO-NGOAB prepare 5 yr cooperation strategy plan	GNCC	Review, Revise & Implement	GNCC
Adequate capacity for greater coordination with NGOs at district & below – management rules, directives & procedures	Awareness raising, training on NGOs to staff of all concerned departments On job training, conducting workshops at national level with ministries and at divisional level for districts	NGOAB, UNDP	Feedback from ministries and districts and review existing plan	NGOAB	Review, Revise & Implement	NGOAB

Additional budgetary support from the GOB	Enhanced budgetary support from the GOB for NGOAB Professionalize NGOAB Have divisional/district presence	PMO, Finance	Demonstrate outputs for enhanced professional inputs	PMO	Review HR and functioning of NGOAB	PMO
Requirement of technical cooperation for greater cooperation with NGOs	Technical & financial support from donor partners, UN agencies with medium term collaboration for greater cooperation between NGOAB and NGOs	NGOAB, UNDP	Half yearly technical support reporting to PMO & development partners/funders	NGOAB, UNDP	Review TA and develop long term plan	NGOAB, UNDP
Adequate Knowledge Management & Planning	Set up Knowledge Management & Planning Unit (KMPU) in NGOAB -establishes e-filing system -develop and implement a M&E strategy -establishes & strengthens existing sectoral networks	GNCC	KMPU prepares - annual reports - GOB-NGO 5 yr strategy for co-operation in Bangladesh - reviews activities every six month through national and district level meetings - creates a two way process of knowledge sharing between the government and the NGOs - articulates critical needs of neglected sectors	GNCC	Review, Revise & Implement	GNCC
Integrated institutional framework for engagement, consensus building & coordination	Quarterly coordination mechanism at all levels – national, district & Upzila level	NGOAB	Quarterly coordination mechanism at all levels – national, district & Upzila	NGOAB	Quarterly coordination mechanism at all levels – national, state/region & township	NGOAB
Adequate community stakeholder engagement, consultation & networking	Augment capacity of statutory committees at local government level for participation in project preparation, implementing & community monitoring	NGOAB, DC, UNDP	On-going community activities such as participatory development and monitoring	DC, District GNCC, UNDP	Quarterly monitoring meetings at Upzila level	UNO, District GNCC

Organisational Level (system, procedures & rules)						
Sectoral Specialization	Revamp the functioning of NGOAB to ensure greater sectoral coordination & specialization Establish links with line departments	NGOAB	Assess the new system & remove hurdles	NGOAB	Review and strengthen	PMO, NGOAB
Revising Existing Forms	Need to focus on quality data. Set up committee to review & revise the existing forms to make them more IT friendly	NGOAB	Take feedback on new forms	NGOAB	Review, Revise & Implement	NGOAB
Develop Comprehensive IT System	Electronic Submission & Processing of Files Creation of a data base Greater coordination as all concerned departments & district officials are on one platform	NGOAB	Conduct a multi-level assessment and review	NGOAB	Review, Revise & Implement	NGOAB
Strengthen regulatory mechanisms to encourage compliance with legislation	Design of Budgeting, Monitoring, Evaluation and Reporting Systems (BMERS) for National and District level Develop guidelines, benchmarks & participatory monitoring systems and a priori share with NGOs to ensure compliance Integration with statutory bodies of the local government Create a GNCC at the district	GNCC	Develop a pool of development NGOs, firms who would evaluate the outputs of NGOs Strengthen district GNCC to assist in compliance with legislation	NGOAB	Ensure compliance	GNCC
Enhanced accountability of NGOAB	Design of a web-based office to reduce bottleneck & ensure transparency	NGOAB	Take feedback from the NGOs on the working of the web-	NGOAB	Review, Revise & Implement	NGOAB

	Strengthening of a grievance redressal system under the supervision of the GNCC		based system and take remedial measures			
Adequate Project Management Capacity	National level project management capacity to be strengthened – professionals from the development sector, IT & M&E Specialists Human Resource development plan by NGOAB for existing clerical staff Apart from a handful of key officers from the GOB, the rest of NGOAB officers to be permanent staff	NGOAB	Implementation of HR development plans	NGOAB	Review, Revise & Implement	NGOAB
Adequate Infrastructure	Designing & staffing the new office for greater professionalization and use of IT services	NGOAB	Ensure a fully developed & functional modern office	NGOAB	Fully prepare electronic data base and move paper files to storage for 5 yrs	NGOAB
Adequate equipment available at all levels	IT equipment needed till township level Improvement at all levels – sections to draw up short & medium plans	NGOAB	Equipment, Instruments & facilities to assist in a functioning IT system	NGOAB	Equipment, facilities, instruments support services to continue	NGOAB
Adequate District Level Capacity	Development of NGOAB Division/ District level capacity Appointment of ADC NGOAB in selected districts Creation of district level GNCC Integration of NGO work with the statutory units of the local governments	PMO, NGOAB	District level GNCC provides half-yearly reports to the NGOAB on the institutional mechanism in place as well as project coordination with line departments and reporting on project implementation and convergence with the national development goals on the IT platform	District Collector	Review, Revise & Implement	NGOAB & District Collectors

Individual Level (experience, knowledge & technical skills)						
Dedicated HR training for staff across all levels	NGOAB to draw up annual training needs, e.g. training on financial management, project management & technical aspects	NGOAB	Partnership with institutions, NGOs for developing an integrated training structure for all NGOs in partnership with some lead NGOs	GNCC, NGOAB	Institutional a platform of learning for NGO staff as well as government counterparts	NGOAB
Provision for capacity development at grass root level	Develop capacity of union level & local government	NGOAB, District Collector, District GNCC	Development of Community Planning Programs	PMO, NGOAB	Review and revise	PMO, NGOAB
Engagement with media on development as issues such as disaster resilience & climate change reporting	Need to develop a plan to engage with media	GNCC Working Group	Implement Media Outreach Program	NGOAB	Implement Media Outreach Program	NGOAB

Conclusion

It needs to be underlined that the NGOs have played a significant role in the social, political and economic life of Bangladesh right since its liberation. During the course of this assessment almost all government officials acknowledged the productive role of the NGOs, and even mentioned that some of the better NGOs had performed much better than the government. The NGOs have a different way of functioning that encourages innovation, combines flexibility and ensures accountability to the local people.

Some of the recent literature on governance highlights the need for greater political accountability in an era of decentralization, privatization and service delivery by multiple agencies. However, the literature does not prescribe a return of the Leviathan with accountability to a centralized state, rather it prescribes accountability directly to the people, their local institutions and importantly to local governments. It prescribes new ways of governance through the government setting priorities, enactment of soft laws, use of instruments such as benchmarks, guidelines, frameworks, and other innovative mechanisms that establishes a range of compliance. The next generation of administrative reforms underlines the need for greater coordination, convergence, coherence, restoration of the primacy of accountability at the local level, and methods of governance such as participatory and joined up government, and strengthening a multi-tiered government structure.

The GOB should use the opportunity of restructuring the NGOAB to create a participatory governance structure and introduce measures that ensure greater participation and accountability to the local governments, rather than ensure that the NGOs replicate the existing government structures of administrative functioning, regulation and accountability.

Capacity Assessment Worksheets

Assessment by NGOs of NGOAB

	Score
1 Has NGO BUREAU functioned effectively in supporting the activities of the NGOs?	2.64
2 Do you receive quality information, services and feedback related to various services provided by the NGO BUREAU?	2.45
3 Is the process of registration, renewal and deregistration to your satisfaction?	2.31
4 Are you satisfied with the process of approval of projects and release of funds?	2.36
5 Is the system of examination and evaluation of reports/returns submitted by NGOs effective and to your satisfaction?	2.41
6 Are you satisfied with the process of enlistment of Chartered Accounting Firms for auditing of accounts of the NGOs?	3.14
7 Does the NGO Bureau have an effective mechanism for the implementation, monitoring, evaluation and inspection of NGOs?	2.17
8 Are you satisfied with the manner in which permission of appointment of expatriate consultants and fixing their tenure is granted by the NGO Bureau?	2.78
9 Is there effective coordination between the NGO Bureau and the sectoral Ministries?	2.31
10 In your opinion, are there enough mechanisms to address concerns of the NGOs by the NGO Bureau?	2.36
11 Are there clear guidelines and mechanisms to address concerns of the NGOs at the local level through the Office of the Deputy Commissioner?	2.52
12 Has the time based services of the NGO Bureau worked well?	2.28
13 Should this be continued by the NGO Bureau?	2.71
14 Is there a need for the NGO Bureau to have a presence at the District level?	3.41
15 Do you support the efforts of the NGO Bureau to align NGO work with the national development goals?	3.59
16 Should the NGO Bureau set standards and monitoring mechanisms for output measures of NGO work?	3.36
17 Would you support a process of granting e-licences – registering, renewal and de-registration through web-based tools?	3.79
18 Can reporting to the NGO bureau also take place electronically?	3.83
19 Should both electronic application and hard copy applications continue?	3.07
20 Should the NGO Bureau diversify to provide knowledge management services to NGOs in partnership with NGO thematic groups and line Ministries?	3.46
21 NGO BUREAU has encouraged greater participation of citizen's for developmental priorities.	3.21
22 NGO BUREAU has effectively promoted equal opportunity and representation in the NGOs.	2.69
23 The NGOs have managed to get their voices heard by the government.	3.04

CA of NGO Affairs Bureau (conducted by the NGOs)

Institutional, Functional & Capacity Gaps	Ranking of Capacity ²					Strategy Institution, Agency, Process, Intervention through which gap can be addressed (including current or planned assistance from donors or others)
	1 Very Low	2 Low	3 Medium	4 High	5 Very High	
Enabling Environment						
Effective Legal & Regulatory Structure			✓			The structure needs to be changed. It should become an independent commission comprising of GOB and NGO leaders from the developmental sector and civil society. Should work at policy level, not policing, but as partners. Needs to be NGO friendly. Rules & regulatory structures are not followed properly. Should be complementary and supplementary but not policing role. NGOs should have a voice.
Strong Policies & Governance Structure			✓			Government-NGOs Coordination Committee (GNCC) should be revived. Currently too bureaucratic.
Clarity on Vision & Strategy to Achieve it			✓			Governance structure needs to be strengthened. NGOs need more visibility and their role should be clarified
Clearly defined targets & strategic direction			✓			Needs to be well clarified annually
Well-articulated budgetary process linked to vision & targets			✓			Budget template to be prepared in consultation with developmental organisations
Clearly defined functions			✓			Forms should be simplified
Decision makers consult officials & stakeholders			✓			
Stability in the structure or would like to become a Division			✓			It should be an independent division with NGO representation
Clearly defined functions that align with the National Development Goals			✓			Needs to be done

² Rankings: 1 Very Low (no evidence of relevant capacity); 2 Low (anecdotal evidence of relevant capacity); 3 Medium (partially developed capacity); 4 High (widespread but not comprehensive evidence of capacity); 5 Very High (fully developed capacity)

Organisational Level (system, procedures & rules)						
Effective registration, renewal & deregistration rules & processes			✓			Registration period should not be lengthy. There should be a right to appeal during the process of de-registration
Clearly articulated Citizen's Charter				✓		It exists but period is too long
Transparent process of Project Proposal clearance			✓			
Effective coordination with Prime Minister's Office			✓			Details not known
Effective Inter-ministerial dialogue, communication & coordination	✓					Weak
Effective linkages at the district level and below			✓			Linkage very weak
Adequate professional staff in the organization			✓			Human resources should be increased
Effective Capacity to scrutinize, evaluate & audit projects			✓			Need to build capacity
Effective Institutional processes to dialogue with NGOs			✓			Should strengthen the processes
Capacity for communication & outreach			✓			Need to build this capacity
Existing mechanisms for training & skill enhancement of staff			✓			Regular training programs
Sufficient budgetary allocation			✓			Should be increased
Capacity to deal with all issues related to NGOs			✓			Present capacity is only with regard to registration, project approval and release of funds
Able to provide direction and knowledge management services to NGOs			✓			This is required. Virtually absent at present. Should conduct research and address specialized issues related to development
Efficient collection & management of data			✓			Traditional office keeping and file management, needs to be modernized
Ability to move towards web-based services	✓					Requires a special task force to make this possible
Adequate leadership & direction			✓			The DG is very capable as are the Directors, but they are routinely shifted. Not possible to have a long term understanding with the officers on developmental objectives.
Other administrative units required in NGOAB					✓	Need additional units

Individual Level (experience, knowledge & technical skills)						
Adequate staffing as per functions		✓				Recruit more staff. Staff strength should be increased.
Availability of skilled staff	✓					Existing staff need to be trained
Efficient clearances of files		✓				Need to set clear rules that ensure greater accountability. Efficient system required.
Intra-ministerial level coordination		✓				Effective coordination needed
Robust & professional civil service		✓				Stability of professional staff. Present service is not robust and efficient.
Effective planning body		✓				Non-existent at present
Efficient collection & management of data		✓				MIS system
Need to move towards paperless & web-based services			✓			Budget required. This service is required.
Challenges towards reskilling competent staff				✓		Need to appraise skills at an individual level
Clearly articulated accountability & audit mechanism		✓				Need an accountable structure
Adequate incentives & compensation			✓			As per the GOB rules
Specialised training available	✓					Relevant training should be provided
Adequate physical infrastructure			✓			An assessment of the infrastructure should be made and necessary action taken
Adequate IT and other services		✓				Web and IT based service has to be strengthened

CA of NGO Affairs Bureau (conducted by the NGOAB)

Institutional, Functional & Capacity Gaps	Ranking of Capacity ³					Strategy Institution, Agency, Process, Intervention through which gap can be addressed (including current or planned assistance from donors or others)
	1 Very Low	2 Low	3 Medium	4 High	5 Very High	
Enabling Environment						
Effective Legal & Regulatory Structure			✓			NGO affairs Bureau is governed by two Acts, one Rules and one executive order issued by the Prime Minister's Office (PMO) in 2012. Enactment of new act is under process. The draft new law 'The Foreign Donations (Voluntary Activities) Regulation Act-2014' has already been placed in the parliament for approval.
Strong Policies & Governance Structure			✓			NGOAB was established with view to deliver one stop service. But it takes opinions of different ministries and divisions on project proposals which delay the process. Alternative procedure should be established.
Clarity on Vision & Strategy to Achieve it			✓			NGOAB deals with national and international NGOs. It is urgent to digitalize its work processes and re-skilling its employees through technical training and OT knowledge.
Clearly defined targets & strategic direction						Target should be defined. Under Annual Performance Agreement (APA) bureau has set annual targets to achieve. Set targets should be more realistic and commensurate with the vision and mission of the bureau. Strategic direction needs to be consulted with the NGOs and government agencies as NGOs complement the activities of the government agencies in achieving the national development goals.
Well-articulated budgetary process linked to vision & targets			✓			Budget allocation is not sufficient. It should be increased.
Clearly defined functions						Functions of NGOAB are clearly defined/specified by aforesaid acts and executive orders.
Decision makers consult officials & stakeholders			✓			Consultation does not happen regularly. There is no formal/legal framework for regular coordination and consultation with stakeholders like NGOs, donors, line ministries or government agencies. Sometimes issue-based consultation takes place depending on the need or urgency of the matter.
Stability in the structure or would like to become a Division					✓	NGO AB needs to be upgraded as a full-fledged division. Only then an organogram with adequate staffs can be developed and implemented. Presently the recruitment rules are not approved by the concerned authority of the government. As a result the permanent staffs are being deprived of promotion to higher positions.

³Rankings: 1 Very Low (no evidence of relevant capacity); 2 Low (anecdotal evidence of relevant capacity); 3 Medium (partially developed capacity); 4 High (widespread but not comprehensive evidence of capacity); 5 Very High (fully developed capacity)

Capacity Assessment for NGO Affairs Bureau, Prime Minister's Office, Bangladesh

Clearly defined functions that align with the National Development Goals			✓		Functions as presently defined by law/ executive order are not well-aligned with the national development goals. It should be redefined and realigned in line with national development plan, SDG, social enterprise etc.
Organisational Level (system, procedures & rules)					
Effective registration, renewal & deregistration rules& processes					The process of registration and renewal is not much effective. About 2600 National and International NGOs are registered with NGOAB. Of them, only 600 NGOS are implementing projects funded by foreign donations. Others are not exploring foreign donations though many of them are working as partners of big NGOs.
Clearly articulated Citizen's Charter					Citizen Charter more or less articulated. Date of service delivery is specified.
Transparent process of Project Proposal clearance			✓		NGOs submit projects to NGOAB. After examining it NGOAB sends it to concerned line ministry/division for views/consent. Upon receiving consent NGOAB approves the project proposals or ask NGOs to revise the proposal incorporating the views of the ministry.
Effective coordination with Prime Minister's Office			✓		Maintain good liaison with the PMO through regular meeting and correspondences.
Effective Inter-ministerial dialogue, communication & coordination					There is no structural system of inter-ministerial coordination on NGO issues. But DG, NGOAB is the member of various government and non-government committees at national level.
Effective linkages at the district level and below					There is a NGO coordination committee in district level chaired by the Deputy Commissioners. District administration and Upazila administration officials monitor and coordinate NGO activities at the field level.
Adequate professional staff in the organization					Professional staffs are not adequate in number.
Effective Capacity to scrutinize, evaluate & audit projects			✓		Not very effective and efficient. Audit is done by CA firm on the basis of double entry system. NGOAB examines the audit report of the organizations and projects, and accepts the audit report if there is no gross fault.
Effective Institutional processes to dialogue with NGOs			✓		No institutional process of coordination exists. But DG can sit with NGO executives for exchange of views on and when requested or required.
Capacity for communication & outreach			✓		Very low capacity as there is no communication strategy. No policy either to deal with media.
Existing mechanisms for training & skill enhancement of staff					Higher officers like (e.g. Additional Secretary, Joint Secretary etc.) receive training opportunity from government training institutes. Govt. also arrange overseas training program for officers working at decision making level. But there is very limited scope of training for the lower ranking staffs. NGOAB arranges internal training program for capacity building of the permanent staff (e.g. recruited by the bureau) which is not sufficient.
Sufficient budgetary allocation			✓		NGOAB gets budgetary allocation from the Finance Ministry which needs to be well focused and sufficient.
Capacity to deal with all issues related to NGOs			✓		Adequate capacity to deal with all issues related to NGOs. PMO as the appellate authority preserve the right to overrule the decision of the bureau, if required.
Able to provide direction and knowledge management services to NGOs			✓		NGOAB officials more or less capable to give directions on organizational issues like approving of project proposals, assessing the projects activities, registration or cancellation of registration. But they don't have enough technical knowledge and capacity on checking right alignment with

Capacity Assessment for NGO Affairs Bureau, Prime Minister's Office, Bangladesh

						government priority areas, project appraisal, monitoring, impact analysis and knowledge management.
Efficient collection & management of data			✓			NGOAB has its own website and project data base. But it has no technical personnel to manage and update it on regular basis.
Ability to move towards web-based services						There is a demand to move to web-based services. But in terms of financial, technical and skilled manpower the ability to initiate web-based services is alarmingly low
Adequate leadership & direction				✓		Good leadership and direction as it is working under the guidance of the PMO

Individual Level (experience, knowledge & technical skills)						
Note: Every unit of the department to provide on a separate paper, number of staff & their professional capacity break up by (i) qualification- graduates, post-graduates, (ii) specialised diplomas & training, and (iii) years of sectoral experience. In addition, to provide a blue print of how a strengthened unit with adequate professional staff would look like (in an organogram)						
	Very low	Low	Medium	High	Very High	Comments
Adequate staffing as per functions				√		Human Resource is adequate in the Bureau but trained staff is needed for NGOAB.
Availability of skilled staff			√			Need to sufficient training in every aspect can make sure of skilled staff for NGOAB.
Efficient clearances of files				√		
Intra-ministerial level coordination				√		
Robust & professional civil service			√			Need to create more post of civil service on deputation to run excellently of NGOAB.
Effective planning body			√			Experience and trained person is needed for effective planning body.
Efficient collection & management of data			√			Clearly need to upgradation of database management system. Government fund is needed to improve this sector.
Challenges to move towards paperless & web-based services		√				Financial support and IT skill personnel is very need to improve this sector, Need to government financial support and sufficient training for NGOAB staff.
Challenges towards reskilling competent staff			√			Need to sufficient training in respective field to build-up competent staff.
Clearly articulated accountability & audit mechanism			√			Audit System of NGOAB is to be changed gradually by the guidance of Director General of NGOAB.
Adequate incentives & compensation		√				It should be created for well-being of staff of NGOAB.
Specialised training available		√				Need to create the scope of specialised training system.
Adequate physical infrastructure		√				It is very much shortage. Need to immediate infrastructure development.
Adequate IT and other services		√				The staff of NGOAB are leg behind in IT Skill. So adequate training is need in respective area.

(Md. Shehabur Rahaman)
Deputy Director (Deputy Secretary)

K. M. Abdus Salam, Director (Joint Secretary)

Individual Level (experience, knowledge & technical skills)						
Note: Every unit of the department to provide on a separate paper, number of Staff& their professional capacity break up by (i) qualification - graduates, post-graduates, (ii) specialised diplomas & training, and (iii) years of sectoral experience. In addition, to provide a blue print of how a strengthened unit with adequate professional staff would look like (in an organogram)						
Adequate staffing as per functions			✓			
Availability of skilled staff		✓				
Efficient clearances of files			✓			
Intra-ministerial level coordination		✓				
Robust & professional civil service		✓				
Effective planning body		✓				
Efficient collection & management of data			✓			
Challenges to move towards paperless & web-based services			✓			
Challenges towards reskilling competent staff			✓			
Clearly articulated accountability & audit mechanism			✓			
Adequate incentives & compensation			✓			
Specialised training available		✓				
Adequate physical infrastructure				✓		
Adequate IT and other services			✓			

K. M. Abdus Salam, Director NGO Affairs Bureau

Individual Comments on capacity assessment of NGO Affairs Bureau

1. Adequate Staffing as per functions.

Staffing of NGO Affairs Bureau is not adequate. About 57 employees are working in the organization, of them 09 are higher position that is officer level and 48 are clerical staffs. The volume of work is so high that this limited number of staffs cannot render proper services.

Recommendation: Organogram of the organization needs to be reorganized. The regional office of NGO Affairs Bureau may be established in district level, at least in the seven Divisions.

2. Availability of skilled Staffs:

The lower level employees are the permanent staffs of the organization, they work in the organization for long time, but they don't get much opportunity of quality training as well as promotion. So they are accustomed to perform their job traditionally and manually. On the other hand the higher level officials are appointed from civil service. They work as temporary basis and in most cases they don't get enough time and scope to take any distant policy and program. It also hampers the organizational success and effectiveness.

Recommendations:

- a. Regular Skill development training home and abroad may be organized for lower level employees.
- b. The promotion system of the staffs needs to be inserted in the recruitment rules.
- c. Some post like assistant director and assignment officer may be reserved for permanent staffs at least 50% of the post might be considered.

3. Efficient clearances of files:

Due to insufficient staffing, disposals of files are delayed. Through for issuing the delivery of services as their specific time timer limit, these are not done efficiently.

Recommendation:

- a. Traditional ways of file disposal needs to be reduced.
- b. E-filing needs to be introduced. The use of technology in disposing of tasks and service delivery in essential.

4. Intra- ministerial level coordination:

NGO Affairs Bureau functions under the Prime Minister's Office. NGOAB is mandated to coordinate with ministries directly. Coordination not frequently happens of Prime Minister's Office with concerned ministries on NGO related issues. As a result if any issue arises, NGOAB is hesitant to arrange coordination meeting, between the

Prime Minister's office and ministries. Of course Prime Minister's Office is very busy with other important issues.

5. Robust & professional civil service:

6. Effective planning body:

In present organ gram of the organization there is no planning cell. The officials who are interested with planning they are also engaged other official task. So, the officials do not engage their much effort on planning for the organization.

Recommendation:

A Separate planning cell needs to be created in the organogram and efficient staffing is necessary.

7. Efficient collection and management of data:

NGOAB presently has its web-site and database system. Government has designed the website, which is managed centrally. There are some technical problems for updating web-site and NGOAB has to depend on A2I project for its up gradation.

On the other hand NGOAB with the help of Action aid a NGO developed its data based, where data are preserved. It needs further up gradation, but the concerned NGO has withdrawn their support due to their financial constraints. Budget is not sufficient to update the data base as per needs. Data are also preserved manually keeping files and registrars.

Recommendation:

- a. In organization a technical system needs to be developed for regular updatation of website and data base
- b. Recruitment of IT knowing personnel is essential.

8. Challenges to move toward paperless web based service:

- a. The traditional attitude and work habit of the employees. They are habituated to do their work to manually. So adaptations with technology of the lower level employees are important.
- b. Non availability of financial support for IT slow down the process for shiftest form manual to IT
- c. The beneficiaries or client that is the NGOs, They are also not access toped to new system.

Recommendation:

- a. Employees should gradually be encouraged to adopt new system, providing repeatedly proper training.

- b. During new staffs recruitment, candidates with IT knowledge may be given priority.
 - c. Regular budgetary allocation is needed.
 - d. The beneficiaries the NGOs need to be motivated.
9. Challenges towards reskilling competent staffs:
- a. Staffs are not accustomed any rapid changes. They should be adopted gradually.
 - b. Adequate incentive is needed so that staffs get interest for improving training.
 - c. In built skill development policy should be developed in NGOAB.
10. Clearly articulated accountability and audit mechanism:
- a. Audit:
Law has given mandate to audit that income and expenditure of NGOs. NGOAB in every two years, advertises for engaging the chartered accountant (CA) Firms. After utilizing the firms NGOAB engages firm for audit. Of them, NGOs Select CA Firm, NGOAB does not recommend.
CA Firms performs mainly financial audit on accrual basis using double entry methods. CA firms submit audit report to NGOAB. NGOAB ensures the compliance issues and approves project submitted by NGOs.
 - b. Monitoring and Inspection:
NGOAB monitors the project implementation of NGOs. Officers in the field administration like Divisional commissioner, Deputy Commissioner, and UNO monitor NGO programs; Line Ministry also has the mandate to monitor. But in reality the monitoring is not effectively done.
11. Adequate incentive's and compensation:
The employees working in NGOAB get salary as per govt. System. They don't get additional incentives or compensation.
12. Specialized Training available:
There is very limited scope of specialized training for the staffs of NGOAB. Specially project preparation, project evaluation, audit, these are the technical area. Specialized training is essential for this area.
13. Adequate physical infrastructure.
At present NGOAB working in a rental building which is very insufficient. Govt. has approved construction of NGO Affairs Bureau Office Building. Construction work is going on. The project will end in December 2016. After completion of the construction, the office space will be available.
14. Adequate IT and other services:
IT facilities are not adequate, NGOAB needs local area of networking (LAN) so that internal IT connectivity established. Adequate computer, Laptop and accessories are needed. System of regular website and data base updating needed. Moreover, IT specialist staffs and programmer recruitment in important.

Ghazipur District CA Sheet

Issues	Ranking					Nature of Capacity Intervention Required
	1 Very Low	2 Low	3 Medium	4 High	5 Very High	
National & State/Regional Level Issues						
Govt has capacity to manage and regulate work of NGOs						Increase human resources and coordination National Level meeting with NGOs Head Office, once a year
Bureau has technical capacity to initiate, monitor and evaluate work done in field by NGOs						Need sufficient human resources to monitor & evaluate NGO work Technical training to NGOBA officials about NGO works/approach. Before visiting any organization Bureau needs to read reports submitted by the NGOs
Effective coordination arrangement exists to facilitate Bureau, district & NGO activities at district level & below						Bureau needs to hold district level meeting with all NGOs in presence of line departments, at least twice a year
Adequate capacity of the officers in charge of NGO activities at District						Assign people in Bureau for long term and with commitment to the development sector
Desirability of integrating NGO activities with national development goals						A dialogue may be organized at national level before national budget to engage NGOs with planning
Interest of the professional and private organizations to participate in this sector						Need to attract and motivate local people to work in NGOs
Effective District level planning						District level planning workshop can be organized at DC Office with the participation of the line departments, local governments and the NGOs.
Constraints in implementing developmental work at district level & below						Need better coordination and integration with line departments
Effective coordination with upjila and union parishad						One Upjila level person to be assigned responsibility NGOADB to coordinate at district level
District						
District has capacity to initiate, design, guide the management of NGO work						Personale with specific time allocation for NGOs is required
District have a dedicated unit can provide assistance to the NGOs at local level						District level unit is very essential
Functional clarity on the roles of District and below regarding NGO work						Field visit & monitoring by district officials is required
NGO target groups as per national goals						Goals need to reflect at local level
Effective response from district officials to NGO related issues						Need decisions from district level officers within a specified time frame a la the Citizen's Charter of the NGOAB Reduce delays in providing certificates

					Field visit and monitoring by government officers required
Effective grievance redressal system of citizens with respect to NGO work					Develop systems of grievance redressal at local level Need to create provision for this
Upjila and Union level					
The Upjila and Union level panchayats have the capacity to plan, initiate, design, guide projects funded by NGOs					National level development goal, strategy & initiatives need to be reinforced for Upjila officers and local government representatives so that they can take the lead to design & guide projects funded by local governments. Awareness and training required for this Need to ensure participation of NGOs in district level planning
The Upjila and Unions have the capacity to coordinate with the District level					Need to increase capacity
Adequate training is available to local governments by NGOs					Adequate HR & financial resources to ensure training for local governments
Capacity at the local government level to engage in participatory planning, design & management					Need greater participation for planning, implementation & monitoring of development programs by local representatives

Ghazipur District Summary

1. National Level meeting with NGOs Head Office, once a year
Increase human resources and coordination
2. Need sufficient human resources to monitor & evaluate NGO work
Need technical training of NGO Bureau officials about NGO works/approach. Before visiting any organization Bureau needs to read reports submitted by the NGOs
3. Trained human resources
Bureau needs to hold district level meeting with all NGOs in presence of line departments, at least twice a year
4. Assign people in Bureau for long term and commitment
5. A dialogue may be organized at national level with NGO leaders before national budget – engage NGOs with planning
6. Need to attract and motivate local people to work in NGOs
7. District level planning workshop can be organized at DC Office with the participation of the line departments, local governments and the NGOs.
8. Lack of coordination and integration
9. One Upjila level person to be assigned responsibility required
NGOADB to coordinate at district level
10. Person and time allocation is required
11. District level unit is very essential
12. Field visit & monitoring
13. Need to reflect at local level
14. Develop systems of grievance redressal at local level
Need to create provision for this
15. National level development goal, strategy & initiatives need to be reinforced for Upjila officers and local government representatives so that they can take the lead to design & guide projects funded by local governments.
Awareness and training required
Ensure scope of participation of NGOs in district level planning
16. Need to increase capacity
17. Adequate HR & financial resources
Ensure training for local governments
18. Need adequate training at local government level for greater participation in development
19. Need decisions from district level officers within a specified time frame a la the Citizen's Charter of the NGOAB
20. Reduce delays in providing certificates
21. Field visit and monitoring by government officers required

Shatkhira District CA Sheet

Issues	Ranking					Nature of Capacity Intervention Required
	1 Very Low	2 Low	3 Medium	4 High	5 Very High	
National & State/Regional Level Issues						
Govt has capacity to manage and regulate work of NGOs						Need to recruit adequate manpower, including ability to work on-line
Bureau has technical capacity to initiate, monitor and evaluate work done in field by NGOs						To improve existing/new staff technical capacity. Provide training, supervision & monitoring. Improve communication.
Effective coordination arrangement exists to facilitate Bureau, district & NGO activities at district level & below						Should have 5 year Master Plan for NGO sector. Have yearly/half yearly meeting for convergence
Adequate capacity of the officers in charge of NGO activities at District						Provide training for NGO work & implementation methods. Improve coordination skills
Desirability of integrating NGO activities with national development goals						Increase local level workshops
Interest of the professional and private organizations to participate in this sector						Organize workshops for greater participation
Effective District level planning						To organize six monthly workshop with GOB-NGO for developmental plan & progress
Constraints in implementing developmental work at district level & below						To ensure accountability at District & UNO level
Effective coordination with upjila and union parishad						Half-yearly coordination meetings
District						
District has capacity to initiate, design, guide the management of NGO work						Effective coordination
District have a dedicated unit can provide assistance to the NGOs at local level						Need to establish a separate NGO cell with adequate manpower
Functional clarity on the roles of District and below regarding NGO work						Regular workshops to clarify roles
NGO target groups as per national goals						Effective monitoring & evaluation
Effective grievance redressal system of citizens with respect to NGO work						Open meeting for resolution of problems
Upjila and Union level						
The Upjila and Union level panchayats have the capacity to plan, initiate, design, guide projects funded by NGOs						Provide sector specific training through NGOs. Capacity for web-based functioning
The Upjila and Unions have the capacity to coordinate with the District level						Create a platform for participation of NGOs. Regular workshops
Adequate training is available to local governments by NGOs						Regular opportunities for skill development
Capacity at the local government level to engage in participatory planning, design & management						Ensure accountability through legislation. Participatory planning design and management training

Satkhira District Summary

1. Coordination is not thorough, the ADC and DC do not get enough time.
2. Need a dedicated office of the NGOAB in the district to work under the DC
3. Major areas of work by NGOs – disaster, health & education
4. A specific government order will ensure greater coordination with the line departments
5. Need for a district level committee along the lines of the GNCC, especially for M&E
6. Greater coordination is also required at the Upzila level
7. Need for a web-based processing system, it will put all stakeholders on the same platform
8. At present there are a number of approvals required at the district level – from the line dept, upzila level and the DC. There should be one approval point.
9. The NGOAB should provide training to smaller NGOs on various project management methods
10. The Federation of NGOs should be coordinated by the NGOAB
11. A special audit cell is required at the district level
12. NGOAB should prepare annual reports and put on the website so that everyone in the district knows which NGO has got funds, for what and how they spent it.
13. An on-line system will ensure better communication between NGOAB and the NGOs and the office of the DC
14. Greater frequency of meetings between the NGOAB and the NGOs and district administration

List of People Met

UNDP Officials

1. Mr Rustam Pulatov, Portfolio Manager a.i. Governance Cluster, UNDP, Dhaka
2. Ms Mahmuda Afroz, Program Analyst, Democratic Governance & Human Rights Cluster
3. Ms Taslima Islam, Project Coordinator, Justice Sector Facility
4. Ms Mariana Shawkat Ali, Project Officer, Justice Sector Facility
5. Mr Sarder M Asaduzzaman, National Project Coordinator, Activating Village Courts in Bangladesh Project Phase II, Local Government Division, MoLGRD&C

Government Officials

1. Professor Gowher Rizvi, Advisor, Prime Minister, Government of Bangladesh
2. Mr Noorul Navi Talukdar, Secretary, Public Service Commission
3. Md. Ashadul Islam, Director General, NGO Affairs Bureau, Prime Minister's Office
4. Dr Md Zulfikar Ali Lenin, Director, Prime Minister's Office
5. Mr KM Abdus Salam, Director, NGO Affairs Bureau, Prime Minister's Office
6. Mr Gokul K Ghosh, Director, NGO Affairs Bureau, Prime Minister's Office
7. Mr Golann Mesbahuddin, Director, NGO Affairs Bureau, Prime Minister's Office
8. Md Shahhabur Rahman, Deputy Director, NGO Affairs Bureau, Prime Minister's Office
9. Md Shah Alam, Deputy Director, NGO Affairs Bureau, Prime Minister's Office
10. Mr Sirajul Islam Khan, Assignment Officer, NGO Affairs Bureau, Prime Minister's Office
11. Mr Mokter Hossain Chayal, Accounts Officer, NGO Affairs Bureau, Prime Minister's Office
12. Md Aminul Islam, UDA, NGO Affairs Bureau, Prime Minister's Office
13. AKM Harun Ar Rashid, UDA, NGO Affairs Bureau, Prime Minister's Office
14. Md Ismail, Computer Operator, NGO Affairs Bureau, Prime Minister's Office
15. Md Amjadul Islam, UDA, NGO Affairs Bureau, Prime Minister's Office
16. Mr S. M. Azad, Office Assistant, NGO Affairs Bureau, Prime Minister's Office
17. Mr Jatish Ch. Mallick, Administrative Officer, NGO Affairs Bureau, Prime Minister's Office
18. Most. Fatema Kutun, Office Assistant, NGO Affairs Bureau, Prime Minister's Office
19. Mr Faruk Ahmed Choudhury, UDA, NGO Affairs Bureau, Prime Minister's Office
20. Mr AKM Mohinooon Islam, UDA, NGO Affairs Bureau, Prime Minister's Office
21. Ms Salina Yeasmin, Superintendent, NGO Affairs Bureau, Prime Minister's Office
22. Md Kharshed Alam, Data Entry Operator, NGO Affairs Bureau, Prime Minister's Office
23. Ms Rozi Akter Mili, Stenographer, NGO Affairs Bureau, Prime Minister's Office
24. Md Abdur Rashid, Office Assistant, NGO Affairs Bureau, Prime Minister's Office
25. Md Mizanoor Rahman, Office Assistant, NGO Affairs Bureau, Prime Minister's Office
26. Md Mosharee Hossain, Office Assistant, NGO Affairs Bureau, Prime Minister's Office
27. Mr Shaiku Shaleen Hossen, Superintendent, NGO Affairs Bureau, Prime Minister's Office
28. Mr AKM Sayduz Rahman, Office Assistant, NGO Affairs Bureau, Prime Minister's Office
29. Md Rafiqul Islam, UDA, NGO Affairs Bureau, Prime Minister's Office
30. Mr Bahadur Raichur Rahaman, Stenographer, NGO Affairs Bureau, Prime Minister's Office
31. Md Mujibur Rahman, Stenographer, NGO Affairs Bureau, Prime Minister's Office
32. Md Nazrul Islam, Telephone Operator, NGO Affairs Bureau, Prime Minister's Office
33. Md Jahirul Islam, Stenographer, NGO Affairs Bureau, Prime Minister's Office

NGOs

1. Ms Khushi Kabir, Nijera Kori
2. Ms Rasheda K Chowdhury, Campaign for Popular Education (CAMPE)
3. Prodip Kumar Sen, CAMPE
4. Ms Rokeya Kabir, BNPS
5. Mr Shamshul Huda, ALRD
6. Prof Muhammad Ibrahim, FNB (tbc)
7. Ms Shahhen Anam, MJF
8. Ms Rizwana Hasan, BELA
9. Ms Aroma Dutta, Prip Trust
10. Ms Joyanta Adhikari, ADAB
11. Mr AKM Jasmin Uddin, ADAB
12. Mr Tajul Islam, FNB
13. Mr Nur Khan, ASK
14. Mr Rezaul Karim, BLAST
15. Ms Farah Kabir, Action Aid
16. Mr AKM Musha, Concern Bangladesh
17. Dr Khairul Islam, Water Aid
18. Mr Iftekhar Zaman, Transparency International Bangladesh (TIB)

District Officials and NGOs in Ghazipur

1. Mr S.M. Alam, Deputy Commissioner, Ghazipur
2. Ms Farzana Mannam, Additional Deputy Commissioner (Revenue & LA)
3. Ms Fatematuz Zohara, Assistant Commissioner, Ghazipur
4. Mohammad Mamun Shib, Assistant Commissioner, Ghazipur
5. Ms Silvia Zhuma, Friends of Bangladesh
6. Mr Sewel Biswas, Friends of Bangladesh
7. Mr Ashutosh Saha, ASA Bangladesh
8. Mohammed Irfan Ali, American Society for International Labor Solidarity
9. Mr Pranob Kumar Roy, BRAC
10. Sayeda Sobnom Mostary, Transparency International Bangladesh
11. Mr Matiur Rahman, ED.DISHARE
12. Ms Nargis Begum, CARE Bangladesh
13. Mr Shamim Area Ahanom, UCEP-Bangladesh
14. Mr Mobarok Hossain, Plan International
15. Ms Faizunnessa, Promoting Alternative Resources for Active Society (PARAS)
16. Mr Promud Deb Nath, PARAS

District Officials and NGOs in Satkhira

15. Mr Abul Kashem Md Mohiuddin, Deputy Commissioner, Satkhira
16. Other participants to be added

Capacity Assessment Workshop for NGO Affairs Bureau with NGO Representatives

Venue: DC Office, Satkhira

Date: 23 October 2016

Sl	Organization	Name
1	CWCS	Maruf Sultana, Shelter-in-Charge
2	Breaking the Silence	Md Moniruzzaman, Project Officer
3	Parivar Kalyan Samity (PKS)	Md. Mafiqul Islam, Clinic Manager
4	Meri Stopes	Md. Abu Baker Siddique , Clinic Manager
5	Satkhira ADP World Vision, Bangladesh	Jakob Mondal, H.P.O
6	Lalota Hospital, Community Health Fair	Akbar Ali Khan, F.S
7	Ashar Alo	Abu Abdulla Al Azad, Executive Director
8	Nobo Jibon	Mollik Mostafa Nadis Hasan, Assistant Manager
9	Light House	Mohammad Sonju Miah
10	Dushtha Shasthya Kendra (DSK)	Chakraborty Kumar Choyon, Accounts Officer
11	Shishu Shastho Foundation	Md. Zahidur Parvez, Senior Accounts Officer
12	Prip Trust	S.M Sohel Parvez, Programme Officer
13	Polli Chetona	Arif Aziz, C.M
14	Women Job Creation Centre	Rabiul Islam, Manager
15	ACF Satkhira	Abdullah Hasan Sharif, Senior Project Officer
16	ACF Satkhira	Ripon Kumar Ming, SPO FSL& DRR
17	Vumiz Foundation	Sayed Abdullahel Hadi, Project Manager
18	Unnayan Prochesta	Md. Mujibar Rahman, Coordinator
19	Mukti	Rahudev Das, Executive Director
20	Poritran	Baharul Islam, P.O
21	Eva EADA	Md. Ajgor Ali, Coordinator
22	Eva EADA	Md. Jakir Hossain, Branch Manager
23	Ideal	Md. Shahadad Hosan, Coordinator
24	Rupantor	Sheikh Humayun Kabir, Area Manager
25	Hope for the Purest	Lakhan Kumar Dutta, F.C

SI	Organization	Name
26	Asha	Md Shahjahan Ali Biswas, District Manager
27	Shamos	Biswajit Munda, Supervisor
28	Shamos	Krishnapada Munda, Executive Director
29	Breaking the Silence	Md. Shariful Islam, Office In charge
30	Crescent	Md Abu Zafar Siddiq Executive Director
31	DRRA	Z. M. Anzir Hossain, ADM
32	Jagorani Chakra Foundation(JCF)	Md. Mijanur Rahman, Zonal Manager
33	Brac	Md. Rezaul Karim Khan
34	Agrogoti Sangstha	Debabrata Adhikary, Project Coordinaort
35	Uttaran	Riaz Ahmed Raj, Manager, Administration Section
36	Dhaka Ahsania Mission	Munnu Jahan, District Manager
37	Uttaran	Md. Minuruzzman Jamaddar, Project Coordinator
38	Nowabenki Gonomukhi Foundation (NGF)	Md Alamgir Kabir, Director
39	Save the Children	Md. Nasir Uddin
40	Nabolok	Biplop Roy, Project Manager
41	DALIT	Debabrata Biswas, Project Manager
42	Solidarities International	Sanjoy Roy, Team Leader
43	Sushil	Z. M. Minuruzzman, Senior Programme Officer
44	Bersik	Shahin, Coordinator
45	IRD	Kazi Javed Khalid Joy, Coordinator
46	Leaders	Asit Mondal, Administration Officer
47	Koritas	Rabin Sarkar, Field Officer
48	Saleho Mahmud	Project Officer, Practical Action
49	Progetto	M.A Bari, Director-in-charge

Workshop on "Capacity Assessment of NGO Affairs Bureau"

CAMPE Conference room (Annex Building 6th Floor)29th September 2016, 2.00 pmList of Invitees

Sl No.	Name of the NGO Participant/ Representative	Designation	Organization
01	Bazle Mustafa Razee	Associate Director	Friends In Village Development Bangladesh (FIVDB)
02	Dr. Manzoor Ahmed	Professor, Emeritus	BRAC University
03	Dr. Salima Rahman	Executive Director	RDRS Bangladesh
04	Khondoker Ariful Islam	Country Director	Sightsavers
05	Mr. Ghulam Mustafa Dulal	Senior Director	Gono Shasthaya Kendra (GK)
06	Mr. Jyoti F. Gomes	Advisor,	CAMPE
07	Mr. Kazi Rafiqul Alam	Chairperson & President	CAMPE
08	Mr. Lalit C. Chakma	Executive Director	Strategic Actions Society (SAS)
09	Mr. M. Habibur Rahman	Education Sector Advisor	Save the Children International
10	Mr. Mahbulul Islam	Executive Director	Bangladesh Association for Community Education (BACE)
11	Mr. Md. Abu Taher	Executive Director	SUROVI
12	Mr. Nasir Uddin Ahmed	Director	Gono Unnayan Prochesta (GUP)
13	Mr. Pabon Ritchil	Team Leader, CCDB	UNIQUE Project
14	Mr. Pabon Ritchil	Team Leader	CCDB-UNIQUE Project
15	Mr. Sheikh A Halim	Executive Director	Village Education Resource Centre (VERC)
16	Mr. Zahin Ahmed	Executive Director	Friends In Village Development Bangladesh
17	Mr. Shishir Anjelo Rozario	Head of Aloghar (Lighthouse) Project, SHARE	CARITAS, Bangladesh
18	Ms. Aroma Dutta	Executive Director	PRIP Trust
19	Ms. Parveen Mahmud FCA	Managing Director	Grameen Telecom Trust
20	Ms. Rasheda K. Choudhury	Executive Director	Campaign for Popular Education (CAMPE)
21	Ms. Rokia Afzal Rahman	Chairman	Arlinks Groups, Red Crescent.
22	Ms. Shamima Laizu Neela	Executive Director	Access Toward Livelihood and Welfare organization (ALWO)
23	Ms. Shamse Ara Hasan	Head, Education Program	Gono Shahajjo Sangstha (GSS)
24	Momtaz Khatun	Executive Director	ASHROY Foundation
25	Zakir Hossain Mohin	Executive Director	GJUS, Bhola
26	Asaduzzaman Salim	Executive Director	MUK, Meherpur
27	Jafor Iqbal Chowdhury	Executive Director	ASED, Habiganj
28	Alauddin Khan	Executive Director	NDP, Sirajganj
29	Shahadat Hossain	Executive Director	USS, Gaibandha
30	Majibur Rahman	Executive Director	SERAA, Netrokona
31	Abdul Hai	Executive Director	APUS, Jamalpur
32	Majeda Shawkat Ali	Executive Director	NUSA
33	Zaki Hasan	Chief Executive Officer	UCEP
34	Khandaker Jahurul Alam	Executive Director, President	CSID NFOWD
35	Abdus Shahid Mahmood		Bangladesh Shishu Adhikar Forum (BSAF)
36	Zakia K. Hassan	President	Women For women
37	A.H.M Noman Khan	Executive Director	CDD
38	S N Kairy	Chief Financial Officer	BRAC & BRAC International
39	Hosne Ara Begum	Founder Chief Executive	TMSS
40	Md. Shafiqul Islam	Country Director	ADD International, Bangladesh
41	Sanjeeb Drong	General Secretary	Bangladesh Indigenous Peoples Forum
42	Zakir Hossain	Executive Director	BURO Bangladesh
43	Dr. Nafisur Rahman	Director,	NFOWD
44	Ranjan Karmaker	Executive Director	Steps Towards Development
45	Dr. M. Ehsanur Rahman	Executive Director	Dhaka Ahsania Mission (DAM)
46	Md. Nurunnabi	Manager - Education	Action Aid Bangladesh

Capacity Assessment for NGO Affairs Bureau, Prime Minister’s Office, Bangladesh

47	Ms. Salimah Kassam	CEO	Aga Khan Foundation
48	Reza Mahmud Al Huda	Team Leader – Education	Care Bangladesh
49	Imran Ansari	Head of Chair	Concern Worldwide
50	Cornelis De Wolf	Country Director	Concern Universal
51	Muzahid Ali	Country Coordinator	EDM (Enfant Du Monde)
52	Md. Enayet Hossain (Jakaria)	Head – Education & Child Protection Program	Muslim Aid
53	Ataur Rahman Miton	Country Director	Hunger Free World (HFW)
54	Ayesha Doz	Education Coordinatiior	Islamic Relief
55	Md. Nizam Uddin	Country Director	educu
56	Snehal Soneji	Country Director	OXFAM
57	Monirul Islam/Iqbal Hossain		Plan Bangladesh
58	Munshi Nazrul Islam	Country Director	Relief International
59	Rakhi Sarkar	Country Director	Room to Read
60	Mr. Khondoker Ariful Islam	Country Director	Sight Savers Bangladesh
61	Ms. Manuela D’ Andrea	Country Representative	Terre des Hommes-Italy
62	Mr. Mahmudul Kabir	Director	Terre des Hommes-Netherlands
63	Ms. Hosneara Khondker	Country Representative	USC Canada - Bangladesh
64	Mr. Simon Brown	Country Director	VSO Bangladesh
65	Mr. Prodip Dowa	Country Manager	World Concern
66	Stephen K. Halder	Group Director, Public Relations and External Engagement	World Vision Bangladesh
67	William Lynch	Country Director	Save the Children
68	Toufique Hossain Chowdhury	Deputy Director	CAMPE
69	Mr.Akramul Hoque	Deputy Manager- Admin	CAMPE
70	Prodip Kumar Sen	Manager (Finance & Admin)	CAMPE
71	Ms. Rajasree Gain	Deputy Programme Manager	CAMPE
72	Ms. Rehana Begum	Deputy Programme Manager	CAMPE
73	Shamson Naher Begum	Programme Officer	CAMPE
74	Mirza Md. Delwar Hossain	Programme Officer	CAMPE

Annexure 1: Inception Report

INSTITUTIONAL CAPACITY ASSESSMENT NEEDS
FOR NGO AFFAIRS BUREAU,
PRIME MINISTER'S OFFICE, BANGLADESH

September 21, 2016



Empowered lives.
Resilient nations.

1. Introduction (*background to the exercise, identify issues derived from preparatory work carried out to this point*)

This is an exciting task of assessing the capacity building needs of the government's NGOs Affairs Bureau that works out of the Prime Minister's Office. Based on findings, the plan is to draw up a two year technical assistance plan, funded by a multi-lateral or a bi-lateral agency for a comprehensive capacity building strategy. The strategy is aimed at significant strengthening of the Bureau and transform it into a professional organization at the national level to fulfill its mandate of NGO Affairs. The augmentation of professional capacity has to be complimented with newer and modern processes of functioning, management and delivery. As the impact of developmental functions is at the local level, where the NGO Affairs Bureau has no presence, it is dependent on the Office of the District Commission, especially the designated officer the Assistant District Commissioner. There is a need to augment capacity at this level with enhanced monitoring and evaluation capacity as well as greater coordination with the deconcentrated line departments and the local governance structure. It is foreseen that this would eventually lead to greater transparency in the functioning of the NGO Affairs Bureau, enhanced participation of the NGOs in the national development goals and a robust oversight and support of NGO functioning at the national and local level. Given the specific features in Bangladesh today where a centralized state is giving greater space to NGOs in meeting the national developmental targets and the Sustainable Development Goals, the regulatory and supportive structure for NGOs needs to be strengthened at the national and local level. This will also assist the government in more effective governance with a stronger partnerships with NGOs in instrumental roles that benefit from strengthened professional capabilities in the NGO sector, as well as intrinsic values of participation, democratization and incorporating newer ideas for effective local governance.

2. Capacity Assessment Objectives *(elaborate on the objectives of the exercise)*

The core activities of the NGO Affairs Bureau are:

- Registering NGOs intending to receive foreign funds for voluntary activities; and renewal of registration after every five years;
- Approval of projects of NGOs and release of funds;
- Permission of appointment of expatriate consultants and fixing their tenure;
- Examination and evaluation of reports/returns submitted by NGOs and take appropriate measures;
- Implementation, monitoring, evaluation and inspection of NGO activities, and
- Enlistment of Chartered Accounting Firms for auditing of accounts of the NGOs

The study and assessment will look at the enabling environment under which NGO Affairs Bureau and NGOs operate in Bangladesh. It will also look at critical procedures, rules and decision making mechanisms that are in place and understand the bottlenecks that come in the way of NGO Affairs Bureau's functioning. Lastly, it will look at capacity at the level of the individual professional and staff and how specific capacities could be augmented.

A comprehensive list of core issues - organizational arrangements, leadership, mutual accountability, public engagement and access to information, human resources, financial resources and physical resources; as well as functional issues such as management, coordination, partnership, cooperation, and knowledge management will be looked into. These issues will be covered in the assessment questionnaires and the strategy will be based on a validation and adjustment based on findings.

3. Methodology *(introduce all data collection instruments appropriate for the assessment and briefly describe the approach)*

The study will be conducted by adapting the UNDP Capacity Assessment (CA) Tools. This would be initiated through a specially designed CA format to assess the existing capacity of the NGO Affairs Bureau. A specific sample size for NGO assessment of the Bureau will be worked keeping in their sectoral representation and different categories under which we could tentatively club the NGOs in Bangladesh. They will provide an assessment of the Bureau as well as respond to a questionnaire giving a feedback on the Bureau. A focus group meeting will also be held in a district, for which a separate CA sheet has been prepared. It will be used only if the situation demands. The various capacity assessment sheets, along with workshop concept and plans for NGOs is enclosed.

4. Limitations of the Assessment (*give the potential limitations of the exercise based on the methods to be employed*)

It needs to be underlined that outcome of the task would be critically dependent on the quality of inputs that are filled up in the questionnaire. This is particularly challenging as there will be no intermediaries at the time of filling up the questionnaire. The task is also challenging as there is little background material related to the NGO Affairs Bureau. A review of the limited amount of literature and sorts of data available has been carried out and has been supplemented with informed meetings with key players in the government and the NGO partners to provide an analytical and empirical basis to understand the role and changes in the NGO Affairs Bureau. Overall the approach will be to see capacity development as an on-going activity rather than see this as a task that is an end in itself.

5. Reporting (*propose how the final report should look like*)

The Report will broadly follow the structure of the inception report with a few amendments as suggested in the following structure:

Abstract:

Introduction: Key Challenges will try to pick on key challenges for the NGO Affairs Bureau like synergies with the national development plans, the SDGs and oversight of the sector.

Objective: Background of the exercise; An elaboration of point made in section 2 above.

Methodology: An emphasis on self-assessment; the need to underline that CD is a continuous exercise and the manner in which it can be integrated into the routine functioning of the department; and finally an elaboration of the methodology as outlined in point 3 above.

Body of Report:

- As suggested in the self-assessment form, this capacity assessment will look at three levels – (i) the enabling environment (institutional framework, power structure & influence); (ii) organisational level (systems, procedures & rules); and individual level (experience, knowledge and technical skills).
- It will bring up some cross-cutting issues that concern of the staff of the Bureau, the NGOs and other stakeholders.
- The capacity gaps that need to be addressed will be ranked in terms of short, medium and long-term and some indication will be suggested on how these capacity gaps could be augmented.
- The report will also explore partnerships among NGOs and suggests ways in which these could be strengthened.

- Given the specificities of the country, a section of the report will explore the possibilities of developing knowledge links.

Recommendations:

A series of recommendations will be made to address the capacity gaps and develop a strategy.

6. Resources, Timeline and Work Plan (*elaborate on the resources needed to carry out the exercise, timeline indicate milestones and work plan for the exercise*)

A national project officer will provide back up for logistics and other support to facilitate the assessment study. An international consultant will be in Bangladesh for a 12 day mission and will be in charge of the study and guided by the Governance Unit. During the first weekend of the mission, the international consultant will finalise the questionnaire and the following week conduct focus group meetings with the Bureau staff and a representative group of NGOs. Field trips are being planned in coordination with the Bureau, where both the local staff and NGOs will be met. A capacity assessment workshop will be planned in the district. The specific timelines given in the TOR will be met. On the basis of the data collected a capacity development strategy will be drawn up by the third week of October and after discussions with various stakeholders the report will be finalised by the last week of October. Prior to this the international consultant will present the draft findings in a workshop. The study team will seek the guidance of the Task Manager and other members of the Governance Group at UNDP as well as support from NGO Affairs Bureau.

CA of NGO Affairs Bureau (to be conducted by the Bureau and the NGOs)

Institutional, Functional & Capacity Gaps	Ranking of Capacity ⁴					Strategy Institution, Agency, Process, Intervention through which gap can be addressed (including current or planned assistance from donors or others)
	1 Very Low	2 Low	3 Medium	4 High	5 Very High	
Enabling Environment						
Effective Legal & Regulatory Structure						
Strong Policies & Governance Structure						
Clarity on Vision & Strategy to Achieve it						
Clearly defined targets & strategic direction						
Well-articulated budgetary process linked to vision & targets						
Clearly defined functions						
Decision makers consult officials & stakeholders						
Stability in the structure or would like to become a Division						
Clearly defined functions that align with the National Development Goals						
Organisational Level (system, procedures & rules)						
Effective registration, renewal & deregistration rules & processes						
Clearly articulated Citizen's Charter						
Transparent process of Project Proposal clearance						
Effective coordination with Prime Minister's Office						
Effective Inter-ministerial dialogue, communication & coordination						
Effective linkages at the district level and below						
Adequate professional staff in the organization						

⁴ Rankings: 1 Very Low (no evidence of relevant capacity); 2 Low (anecdotal evidence of relevant capacity); 3 Medium (partially developed capacity); 4 High (widespread but not comprehensive evidence of capacity); 5 Very High (fully developed capacity)

Effective Capacity to scrutinize, evaluate & audit projects						
Effective Institutional processes to dialogue with NGOs						
Capacity for communication & outreach						
Existing mechanisms for training & skill enhancement of staff						
Sufficient budgetary allocation						
Capacity to deal with all issues related to NGOs						
Able to provide direction and knowledge management services to NGOs						
Efficient collection & management of data						
Ability to move towards web-based services						
Adequate leadership & direction						
Individual Level (experience, knowledge & technical skills)						
Note: Every unit of the department to provide on a separate paper, number of Staff & their professional capacity break up by (i) qualification - graduates, post-graduates, (ii) specialised diplomas & training, and (iii) years of sectoral experience. In addition, to provide a blue print of how a strengthened unit with adequate professional staff would look like (in an organogram)						
Adequate staffing as per functions						
Availability of skilled staff						
Efficient clearances of files						
Intra-ministerial level coordination						
Robust & professional civil service						
Effective planning body						
Efficient collection & management of data						
Challenges to move towards paperless & web-based services						
Challenges towards reskilling competent staff						
Clearly articulated accountability & audit mechanism						
Adequate incentives & compensation						
Specialised training available						
Adequate physical infrastructure						
Adequate IT and other services						

Identification of Capacity Gaps and Capacity Building Strategy for NGO Affairs Bureau at District Level and below, Bangladesh

Issues	Ranking					Nature of Capacity Intervention Required
	1 Very Low	2 Low	3 Medium	4 High	5 Very High	
National & State/Regional Level Issues						
Govt has capacity to manage and regulate work of NGOs						
Bureau has technical capacity to initiate, monitor and evaluate work done in field by NGOs						
Effective coordination arrangement exists to facilitate Bureau, district & NGO activities at district level & below						
Adequate capacity of the officers in charge of NGO activities at District						
Desirability of integrating NGO activities with national development goals						
Interest of the professional and private organizations to participate in this sector						
Effective District level planning						
Constraints in implementing developmental work at district level & below						
Effective coordination with upjila and union parishad						
District						
District has capacity to initiate, design, guide the management of NGO work						
District have a dedicated unit can provide assistance to the NGOs at local level						
Functional clarity on the roles of District and below regarding NGO work						
NGO target groups as per national goals						
Effective grievance redressal system of citizens with respect to NGO work						
Upjila and Union level						
The Upjila and Union level panchayats have the capacity to plan, initiate, design, guide projects funded by NGOs						
The Upjila and Unions have the capacity to coordinate with the District level						
Adequate training is available to local governments by NGOs						
Capacity at the local government level to engage in participatory planning, design & management						

Assessment of NGO Affairs Bureau:

Rankings: 1 Very Low; 2 Low; 3 Medium; 4 High; 5 Very High

1. Has NGO BUREAU functioned effectively in supporting the activities of the NGOs?
1 2 3 4 5

2. Do you receive quality information, services and feedback related to various services provided by the NGO BUREAU?
1 2 3 4 5

3. Is the process of registration, renewal and deregistration to your satisfaction?
1 2 3 4 5

4. Are you satisfied with the process of approval of projects and release of funds?
1 2 3 4 5

5. Is the system of examination and evaluation of reports/returns submitted by NGOs effective and to your satisfaction?
1 2 3 4 5

6. Are you satisfied with the process of enlistment of Chartered Accounting Firms for auditing of accounts of the NGOs?
1 2 3 4 5

7. Does the NGO Bureau have an effective mechanism for the implementation, monitoring, evaluation and inspection of NGOs?
1 2 3 4 5

8. Are you satisfied with the manner in which permission of appointment of expatriate consultants and fixing their tenure is granted by the NGO Bureau?
1 2 3 4 5

9. Is there effective coordination between the NGO Bureau and the sectoral Ministries?
1 2 3 4 5

10. In your opinion, are there enough mechanisms to address concerns of the NGOs by the NGO Bureau?

1 2 3 4 5

11. Are there clear guidelines and mechanisms to address concerns of the NGOs at the local level through the Office of the Deputy Commissioner?

1 2 3 4 5

12. Has the time based services of the NGO Bureau worked well?

1 2 3 4 5

13. Should this be continued by the NGO Bureau?

1 2 3 4 5

14. Is there a need for the NGO Bureau to have a presence at the District level?

1 2 3 4 5

15. Do you support the efforts of the NGO Bureau to align NGO work with the national development goals?

1 2 3 4 5

16. Should the NGO Bureau set standards and monitoring mechanisms for output measures of NGO work?

1 2 3 4 5

17. Would you support a process of granting e-licences – registering, renewal and de-registration through web-based tools?

1 2 3 4 5

18. Can reporting to the NGO bureau also take place electronically?

1 2 3 4 5

19. Should both electronic application and hard copy applications continue?

1 2 3 4 5

20. Should the NGO Bureau diversify to provide knowledge management services to NGOs in partnership with NGO thematic groups and line Ministries?

1 2 3 4 5

21. NGO BUREAU has encouraged greater participation of citizen's for developmental priorities.

1 2 3 4 5

22. NGO BUREAU has effectively promoted equal opportunity and representation in the NGOs.

1 2 3 4 5

23. The NGOs have managed to get their voices heard by the government.

1 2 3 4 5

Concept for NGO Workshop

The UNDP has received a request for Capacity Assessment of the government's NGOs Affairs Bureau that works out of the Prime Minister's Office. Based on findings, the plan is to draw up a two year technical assistance plan, funded by a multi-lateral or a bi-lateral agency for a comprehensive capacity building strategy. The strategy is aimed at significant strengthening of the Bureau and transform it into a professional organization at the national level to fulfill its mandate of NGO Affairs. The augmentation of professional capacity has to be complimented with newer and modern processes of functioning, management and delivery. As the impact of developmental functions is at the local level, where the NGO Affairs Bureau has no presence, it is dependent on the Office of the District Commission, especially the designated officer the Assistant District Commissioner. There is a need to augment capacity at this level with enhanced monitoring and evaluation capacity as well as greater coordination with the deconcentrated line departments and the local governance structure. It is foreseen that this would eventually lead to greater transparency in the functioning of the NGO Affairs Bureau, enhanced participation of the NGOs in the national development goals and a robust oversight and support of NGO functioning at the national and local level. Given the specific features in Bangladesh today where a centralized state is giving greater space to NGOs in meeting the national developmental targets and the Sustainable Development Goals, the regulatory and supportive structure for NGOs needs to be strengthened at the national and local level. This will also assist the government in more effective governance with a stronger partnerships with NGOs in instrumental roles that benefit from strengthened professional capabilities in the NGO sector, as well as intrinsic values of participation, democratization and incorporating newer ideas for effective local governance.

The study will be conducted by adapting the UNDP Capacity Assessment (CA) Tools. This would be initiated through a specially designed CA format to assess the existing capacity of the NGO Affairs Bureau. A specific sample size for NGO assessment of the Bureau will be worked keeping in their sectoral representation and different categories of NGOs in Bangladesh. The study and assessment will look at the enabling environment under which NGO Affairs Bureau and NGOs operate in Bangladesh. It will also look at critical procedures, rules and decision making mechanisms that are in place and understand the bottlenecks that come in the way of NGO Affairs Bureau's functioning. Lastly, it will look at capacity at the level of the individual professional and staff and how specific capacities could be augmented.

NGO WORKSHOP FOR CAPACITY ASSESSMENT OF THE NGO AFFAIRS BUREAU

Date: 29th September, 2016

Venue: Campe Office, Humayun Road, Dhaka

Afternoon Session:

2:30 – 3:00	Registration
3:00 – 3:10	Introductions, Ms Rasheda K Choudhury
3.10 – 3.20	UNDP Representative, Ms Mahmuda Afroz
3.20 – 3:40	UNDP Capacity Assessment Methodology, Mr Satyajit Singh
3:40 – 4:00	Individual Assessment of NGO Bureau
4.00 – 4.40	Exercise, Breaking into three random groups
4.40 – 5.00	Group Reporting
5.00 – 5.15	Discussion on issues not covered
5.15 – 5.25	Summing up Mr Satyajit Singh
5.25 – 5.30	Vote of thanks Ms Mariana Ali, UNDP
5.30 onwards	Tea

Annexure 2

THE FOREIGN DONATIONS (VOLUNTARY ACTIVITIES) REGULATION ORDINANCE,
1978.

[Published in the Bangladesh Gazette Extraordinary, dated the 20th November, 1978]

GOVERNMENT OF THE PEOPLE'S REPUBLIC OF BANGLADESH
MINISTRY OF LAW AND PARLIAMENTARY AFFAIRS
NOTIFICATION

Dhaka, the 20th November 1978.

No. 880-pub--The following Ordinance made by the President of the People's Republic of Bangladesh, on the 15th November, 1978, is hereby published for general information:-

THE FOREIGN DONATIONS (VOLUNTARY ACTIVITIES) REGULATION
ORDINANCE, 1978.

Ordinance No. XLVI of 1978.

AN
ORDINANCE

to regulate the receipts and expenditure of foreign donations for voluntary activities.

WHEREAS it is expedient to regulate receipts and expenditure of foreign donations for voluntary activities;

Now, therefore, in pursuance of the proclamations of the 20th August, 1975, and the 8th November, 1975, and in exercise of all powers enabling him in that behalf, the President is pleased to make and promulgate the following Ordinance: -

1. **Short title.** -- This Ordinance may be called the Foreign Donations (Voluntary Activities) Regulation Ordinance, 1978.

2. **Definition.**-- In this Ordinance, unless there is anything repugnant in the subject or context, -

(a) "foreign donation" means a donation, contribution or grant of any kind made for any voluntary activity in Bangladesh by any foreign Government or organisation or a citizen of a foreign State and includes, except in the case of a donation made for such charity as the Government may specify any donation made for any voluntary activity in Bangladesh by a Bangladeshi citizen living or working abroad;

(b) "organisation" means ⁶[a church] or a body of persons, called by whatever name, whether incorporated or not, established by persons for the purpose of undertaking or carrying on any voluntary activity in Bangladesh;

(c) "prescribed" means prescribed by rules made under this Ordinance; and

(d) "voluntary activity" means an activity undertaken or carried on ⁷[partially or entirely with external assistance] by any person or organisation of his or its own free will to render agricultural, relief, missionary, educational, cultural, vocational, social

⁶Inserted by ordinance No. XXXII of 1982 published in the Bangladesh Gazette, Extraordinary, dated 8-9-82

⁷Inserted by Ordinance No. XXXII of 1982.

welfare and developmental services and shall include any such activity as the Government may, from time to time, specify to be a voluntary activity;

3. Regulation of voluntary activity. -- (1) Notwithstanding anything contained in any other law for the time being in force, no person or organisation shall, save as provided in this Ordinance, undertake or carry on any voluntary activity without prior approval of the Government, nor shall any person or organisation receive or operate, except with prior permission of the Government, any foreign donation for the purpose of undertaking or carrying on any voluntary activity.

(2) A person or organisation receiving or operating any foreign donation for the purpose of undertaking or carrying on any voluntary activity shall register himself or itself with such authority and in such manner as the Government may specify.

(3) Except in such cases as the Government may, by order in writing, exempt, all persons and organisations undertaking or carrying on voluntary activities with foreign donation, in whole or in part, shall submit to such authority and by such date as the Government may, by notification in the official Gazette, specify a declaration showing therein the foreign donation received by them, the source from which it has been received and the manner in which it has been utilised;

Provided that, in a case where the Government considers it necessary, it may, by order, require such declaration to be submitted at any time to be specified in the order.

(4) A person or organisation carrying on any voluntary activity immediately before the commencement of this Ordinance may continue so to carry on a voluntary activity for a period not exceeding six (6) months from such commencement unless the Government has, upon an application made in this behalf in such form and containing such particulars as the Government may direct, granted him or it a permission to continue so to undertake or carry on thereafter.

(5) Nothing in this section shall apply to an organisation established by or under any law or the authority of the Government.

4. Power of inspection. -- (1) The Government may, at any time, for reason to be recorded in writing, cause an inspection to be made, by one or more of its officers, of the books of accounts and other documents of any person or organisation required to submit declaration under sub-section

(3) of section 3, and, where necessary, direct all such books of accounts and other documents to be seized.

(2) Every such person or organisation shall produce books of accounts and other documents and furnish such statements and informations to such officer or officers as such officer or officers may require in connection with the inspection under sub-section(1).

(3) Failure to produce any books of accounts or other documents or to furnish any statement or information required under sub-section (2) shall be deemed to be contravention of the provision of this Ordinance.

5. Audit and accounts. -- (1) Every person or organisation referred to in sub-section (1) of section 3 shall maintain his or its accounts in such manner and form as the Government may specify.

(2) The accounts of every such person or organisation shall be audited by such persons or person as the Government may direct and two copies of the accounts so audited shall be furnished to the Government within two months after the financial year to which the accounts relate.

6. Penalty for false declaration etc.-- ¹[(1)] If the Government is satisfied that any person or organisation referred to in sub-section (1) of section 3 has failed to submit a declaration under sub-section (3) of that section or willfully submitted or caused to be submitted a declaration which he or it knows or has reason to believe to be false or has otherwise contravened any provision of this

Ordinance, ²[it may, by order, cancel the registration of such person or organisation or] stop any voluntary activity undertaken or carried on by such person or organisation:

Provided that no order under this section shall be made without giving such person or organisation a reasonable opportunity of being heard.

¹[(2) Notwithstanding anything contained in sub-section (1), whoever receives or operates any foreign donation in contravention of the provisions of this Ordinance or any rules made thereunder shall be liable to pay a penalty of double the amount or value of the donation received or, as the case may be, operated, or to imprisonment for a term which may extend to three years or both].

²[**6A. Cognizance of offence.** -- No court shall take cognizance of an offence under this Ordinance or any rules made thereunder except on a complaint made by the Government].

7. Power to make rules. -- The Government may by notification in the official Gazette, make rules to carry out the purpose of this Ordinance.

DHAKA;

The 15th November, 1978.

ZIAUR RAHMAN, BU

MAJOR GENERAL,

President.

K. M. HUSAIN

Deputy Secretary.

¹Substituted by Ordinance No. XXXII of 1982.

²Substituted by Ordinance No. XXXII of 1982.

¹Added by Ordinance No. XXXII of 1982.

²Inserted by Ordinance No. XXXII of 1982.

THE FOREIGN CONTRIBUTIONS (REGULATION) ORDINANCE, 1982.
[Published in the Bangladesh Gazette Extraordinary, dated the 8th September, 1982]

GOVERNMENT OF THE PEOPLE'S REPUBLIC OF BANGLADESH
MINISTRY OF LAW AND LAND REFORMS
(Law and parliamentary Affairs Division)
NOTIFICATION
Dhaka, the 8th September, 1982.

No. 541-Pub. --The following Ordinance made by the Chief Martial Law Administrator of the People's Republic of Bangladesh, on the 6th September, 1982, is hereby published for general information:__

THE FOREIGN CONTRIBUTIONS (REGULATION) ORDINANCE, 1982.
Ordinance No. XXXI of 1982
AN
ORDINANCE
to regulate receipt of foreign contributions

WHEREAS it is expedient to regulate receipt of foreign contribution;
Now, THEREFORE, in pursuance of the proclamation of the 24th March, 1982, and in exercise of all powers enabling him in that behalf the Chief Martial Law Administrator is pleased to make and promulgate the following Ordinance :-

- 1. Short title.** -- The Ordinance may be called the Foreign Contributions (Regulation) Ordinance, 1982.
- 2. Ordinance to override all other laws.** --The provisions of this Ordinance shall have effect notwithstanding anything to the contrary contained in any other law for the time being in force or in any contract or agreement.
- 3. Definition.**--In this Ordinance, unless there is anything repugnant in the subject or context, "foreign contribution" means any donation, grant or assistance, whether in cash or in kind, including a ticket for journey abroad, made by any Government, organisation or citizen of foreign state.
- 4. Receipt of foreign contribution without permission prohibited.** -- (1) No citizen of, or organisation in, Bangladesh shall receive any foreign contribution without the prior permission of the Government.
(2) No Government, organisation or citizen of a foreign state shall make any donation, grant or assistance, whether in cash or in kind, including a ticket for journey abroad, to any citizen of, or organisation in, Bangladesh without the prior permission of the Government.
(3) Nothing in this section shall apply to an organisation established by or under any law or the authority of the Government.

5. Penalty etc. -- (1) Whoever receives or makes any foreign contribution in contravention of the provisions of section 4 shall be punishable with imprisonment for a term which may be extended to six months, or with fine not exceeding two times the amount or value of the contribution, or with both.

(2) No court shall take cognizance of an offence under this Ordinance except on a complaint made by the Government or any officer authorised by it in this behalf.

DHAKA

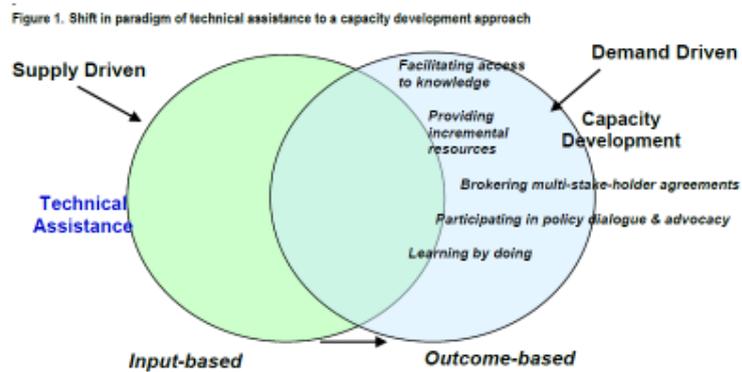
The 6th September, 1982.

H. M. ERSHAD. ndc. psc
LIEUTENANT GENERAL
Chief Martial Law Administrator.

S. RAHMAN
Deputy Secretary.

Annexure 3

Presentation on CA Report



UNDP Definition of CD

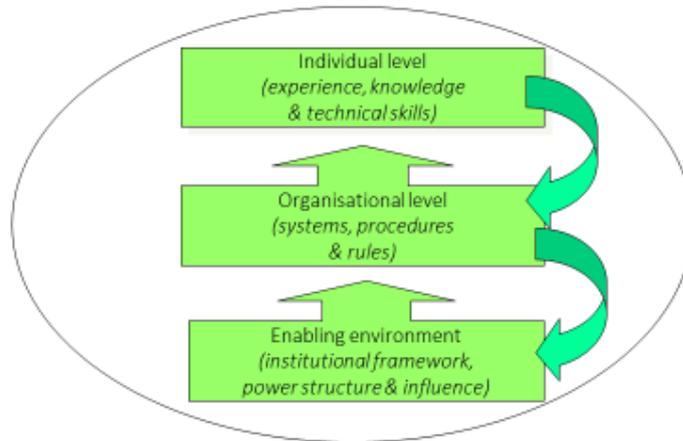
Capacity Development: The process through which individuals, organizations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time

3

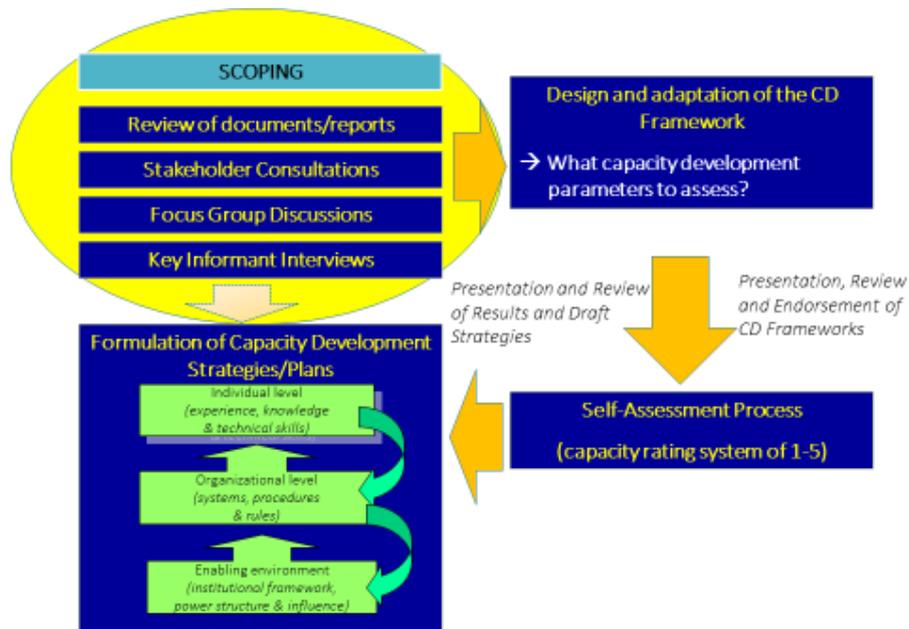
Capacity Development Process



A Systems Approach: The Three Layers of Capacity Development



7



Methodology

Assessment of NGOAB

Assessment of NGOAB by NGOs

District Level assessment – Ghazipur & Shatkhira

Key resource persons

The Problem

Decentralization and Decentring Service Delivery & Development to NGOs

'Wicked' problems of Governance – how do we deal with 'public' issues?/denial of public accountability?/delegation & problems with democratic accountability

Need **new** and **not** old instruments of Governance – concept of Meta-Governance

Need for a next generation of change – coordination, coherence & restoration of the primacy of politics – joined up government; integrate multi-tiered government

Need to think of means to build into the governance processes for increased coordination, at the same time permitting autonomy for the networks & other forms of decentered governing

Instruments of Meta-Governance

Not control & compliance

Priority Setting – establishing politically. Enhancing capacities of central agencies

Soft Laws – provide direction rather than command - instruments such as benchmarks, guidelines, frameworks, other mechanisms that establish a range of compliance

Maintaining the Golden Thread – minimizing jurisdiction over organizations & networks ... permitting autonomy ... yet provide strategic & operational direction

Performance Management – measurable targets – “Make Managers Manage”

	Score
1 Has NGO BUREAU functioned effectively in supporting the activities of the NGOs?	2.64
2 Do you receive quality information, services and feedback related to various services provided by the NGO BUREAU?	2.45
3 Is the process of registration, renewal and deregistration to your satisfaction?	2.31
4 Are you satisfied with the process of approval of projects and release of funds?	2.36
5 Is the system of examination and evaluation of reports/returns submitted by NGOs effective and to your satisfaction?	2.41
6 Are you satisfied with the process of enlistment of Chartered Accounting Firms for auditing of accounts of the NGOs?	3.14
7 Does the NGO Bureau have an effective mechanism for the implementation, monitoring, evaluation and inspection of NGOs?	2.17
8 Are you satisfied with the manner in which permission of appointment of expatriate consultants and fixing their tenure is granted by the NGO Bureau?	2.78
9 Is there effective coordination between the NGO Bureau and the sectoral Ministries?	2.31
10 In your opinion, are there enough mechanisms to address concerns of the NGOs by the NGO Bureau?	2.36
11 Are there clear guidelines and mechanisms to address concerns of the NGOs at the local level through the Office of the Deputy Commissioner?	2.52
12 Has the time based services of the NGO Bureau worked well?	2.28
13 Should this be continued by the NGO Bureau?	2.71
14 Is there a need for the NGO Bureau to have a presence at the District level?	3.41
15 Do you support the efforts of the NGO Bureau to align NGO work with the national development goals?	3.59
16 Should the NGO Bureau set standards and monitoring mechanisms for output measures of NGO work?	3.36
17 Would you support a process of granting e- licences – registering, renewal and de- registration through web- based tools?	3.79
18 Can reporting to the NGO bureau also take place electronically?	3.83
19 Should both electronic application and hard copy applications continue?	3.07
20 Should the NGO Bureau diversify to provide knowledge management services to NGOs in partnership with NGO thematic groups and line Ministries?	3.46
21 NGO BUREAU has encouraged greater participation of citizen's for developmental priorities.	3.21
22 NGO BUREAU has effectively promoted equal opportunity and representation in the NGOs.	2.69
23 The NGOs have managed to get their voices heard by the government.	3.04

Enabling Environment

Strengthening Legal and Regulatory Structure

- set-up a high level committee chaired by the Advisor to the Prime Minister to oversee the preparation and notification of enabling Government Orders

Strengthening Policies and Governance

- reconstitute the NGOAB (i) Independent Commission and (ii) Reconstitute GNCC
- GNCC - Chaired by the Secretary, Prime Minister, with the Director General NGOAB as the Member-Secretary
- converge with the national development plans and SDGs – short term: NDGs & SDGs; medium: Govt-NGOs define parameters; long: federation of NGOs define developmental goals every 5 years
- greater inter-ministerial convergence and coordination: sectoral specialization; district level coordination
- give greater voice to local governments in participating with NGOs

EE: ... A New Deal

'A new deal': overcome regulatory bottlenecks, streamline the process of dealing with the NGOs by strengthening its policies and the governance structure both at the national and district level

Augmenting financial resources – Government of Bangladesh

Institutional Development and Strengthening - development of a two-year institutional development and technical assistance strategy with development partners & NGOs

Knowledge Links and Social Innovation – support knowledge sharing between NGOs & Govt

Integrated institutional framework for engagement, consensus building & coordination

Adequate LG/community stakeholder engagement, consultation & networking

Organisational & Individual Level: Re-strengthening of NGOAB

Sectoral Specialization

Reconstitute the functioning of NGOAB with sectoral specialization for greater effectiveness & better coordination with the line departments & district officials

Revisit the Existing Forms

Comprehensive Information Technology (IT) System

(i) electronic submission and processing of files (ii) create a data base (iii) greater coordination with the line departments at the national level and with a range of officers at the district level

Knowledge Management and Planning Unit (KMPU)

(i) preparation of annual reports (ii) preparation of GOB-NGO 5 yr strategy for co-operation in Bangladesh (iii) review of the co-operation strategy every six month through national and district level meetings (iv) establishing and strengthening the web-based system (v) develop and implement a M&E strategy (vi) establishing and strengthening existing sectoral networks (vii) creating a two way process of knowledge sharing between the government and the NGOs (viii) articulating critical needs of neglected sectors

Re-strengthening of NGOAB

Transparent Audit, Monitoring and Inspection

- revamp the audit mechanism; integrate financial audit with developmental assessment; monitoring and inspection is only on paper at district & upjila level; give greater role to local government and its statutory committees to work in participation with NGOs; deal with issues related to the developmental sector; appointment of a dedicated ADC for NGOAB

Enhanced Accountability of the NGOAB

- Citizen's Charter, Citizen's Charter at District level, one-time grievance redressal mechanism

Human Resources

Staff Augmentation, Professionalization & District Units

(i) professionals from the development sector with sector specialization, (ii) information technology professionals and (iii) monitoring and evaluation specialists

Appointment of Assessing Officers could be done through the Public Service Commission. About 20 officers could be appointed. Over time with the retirement of existing clerical staff, the optimal ratio of officers to clerical staff could be balanced after an assessment at 3:1

Apart from the Director General, a Finance Officer at a Director level officer to Head the KMPU, and a few designated officers, there should not be any reason for other government officers to be posted in the NGOAB after the restructuring

No need for increase in clerical staff

... Re-strengthening of NGOAB

Infrastructure

Development of NGOAB-NGOs District Units

- ADC NGOAB
- District level Govt-NGO Consultative Committee

Institutionalised Training – annual 2 wk, integration with training of big NGOs, development of capacity of small NGOs and local government functionaries & committee members

Local Government Capacity

Engagement with Media

Principles

- Coordination
- Convergence
- Partnership
- Professionalism
- Knowledge
- Accountability