SabalambyUnnayanSamity (SUS)

Shibgonj Road, Netrokona

Updated Governance Action Plan (GAP) of SUS

Date: 30.10.2022

Heading of the Area: Program

Sl. No.	**Specific Problem or Issue** ***(related to governance Challenge)***	**Specific Solution or Way-Forward** ***(to address the identified challenge/ problem)***	**Specific Process and Strategy** ***(how the problem will be solved/how part of the solution)***	**Timeline/ Period** ***(to solve the problem/ challenge)***	**Lead person from the organization** ***(Who will take lead for implementation of the action)***	**Required Support from the organization and Board/EC** ***(how the action will be monitored, followed-up, documented and make it a living document for improved governance and meeting standards)***	**Remarks**
1	Exit plan/sustainability plan (Target groups take over their programs on their own and don't need any support from the NGO or the development partners)	-Develop strategy and exit plan/sustainability plan for each project with the feed-back and coordination of project participants. -Implement exit activities according to plan -Evaluate the progress on exit plan in every year -Facilitate agency/CBO building initiatives	-Develop monitoring tool and include sustainability indicator during project implementation. -Align risk analysis, stakeholder analysis and sustainability plan -Identify agency leaders -Identify challenges -Conduct follow-up	-Process will be developed by December 2022 -Execution and Follow-up of exit plan will be started from January 2023	-ED -DED -Director (Program) -Director (PSU)	-Support to evaluate project based sustainability indicators annually -M&E unit will prepare and preserve the document -Increase involvement of M&E unit for	-System Audit (Annex-2, Sl#1) -Each project has its inbuilt exit plan. But due to fund constraint,it is not possible to follow-up the phased out projectsat regular basis but we have started initiative to collect information

		-Organizational Project (Follow-up plan) -Include in strategic plan.				follow-up &update report. -Fund allocation and logistic support for M&E unit. -Capacity development of M&E unit.	of phased-out projects. -List of CBOs is being collected and preserved according to the nature and criteria of the projects.
2	Risk Analysis	-Ensure participatory risk analysis at the beginning of the project and update periodically -Consider the risk analysis during implementation	-Monitor risk factors periodically -Incorporate risk factors status with program report as a part	-Continuous process	-Director (Program) -Director (PSU)	-Capacity development of M&E unit and project staffs. -Support to evaluate project based risk factors periodically.	-System Audit (Annex-2, Sl#3) -Third Follow-up workshop (Sl# 6.1) -A Risk Management Strategy has been developed and followed
3	Participation during project formation, design and implementation	-Ensure participatory process during project formation, design & implementation.	-Conduct study on thematic areas of working area -Collect data and recommendation of different stakeholders	-Continuous process	-Director (Program) -Director (PSU)	-Capacity development of staffs. -Fund and logistic support allocation for study and survey.	-System Audit (Annex-2, Sl#4) -Process is in practice
4	Report writing skill among the program staff	-Improvedreport writing skill of staffs	-Provide basic training on report writing and MS office uses -Provide training on generating report according to indicators	-Training for relevant project staffs on basic report writing skill will be arranged by December 2022	-Director (Program) -Director (PSU)	-Prepare a comprehensive staff development plan. -Fund and logistic support allocation for training.	-System Audit (Annex-2, Sl#5) -Third Follow-up workshop (Sl# 6.1) -A draft Staff Capacity Development Plan has been prepared -Project based report writing is in practice. -Basic computer training has been provided among 80 staffs.

5	Work distribution among the staff.	-Rational work plan will be developed	-Develop job description of respective staffs (considering nature of job, time, field distance, event number etc) -Follow-up according to the plan/job description	-JD and KPI will be finalized by December 2022	-ED -DED -Directors		-System Audit (Annex-2, Sl#6) -HR& Admin. Officer is working to develop, review and update job description and responsibility of staffsin consultation with management staff (Director) Personnel file has been updated -JD and performance appraisal form updated
6	MIS	-Introduce software based central MIS. -Activate regular information collection process. -Analyze data and compare against indicators.	-Develop central MIS reporting system -Incorporate all projects reporting in a single software	-Process will be developed by June 2023	-Executive Director -DED -Director (PSU)	-Fund allocation for installing software -Staff training on MIS	-System Audit (Annex-2, Sl#7) -Third Follow-up workshop (Sl# 6.1) -Software based MIS will be incorporated within the scheduled time.
7	360^0 accountability mechanism	-Program staff has to be responsible to the stakeholders as well as to the management -Management has to be responsible to the stakeholders and to the program staff -Program staff to be responsible to other program staff of the organization	-Conduct orientation on different policies -Collect regular feedback/complaint/ suggestion -Take preventive measures	-Continuous Process	-Executive Director -DED -Director (Program) -Director (PSU) Director F&A	-Training for staffs and stakeholders -Support to implement information disclosure policy and feedback mechanism	-System Audit (Annex-2, Sl#9) -Orientation on different policies has been conducted among 100 staffs. -9 complaint boxeshave been installed. -Important and necessary information are being disclosed in website of SUS regularly.

8	Leadership qualities among staff/program staff	-Ensure decentralization of power and authority -Create enabling environment for ensuring freedom of speech performance regarding strategic plan and other leadership qualities	-Ensure proper staff performance evaluation -Identify best performers -Execution of staff development plan -Arrange skill development training for staffs -Provide specific leadership development training to the concerned staff -Analyze staff	-Continuous process	-Executive Director -DED -Director (Program) -Director (PSU)	-Training for staffs -Fund and resource allocation	-System Audit (Annex-2, Sl#10) -Performance appraisal form has been updated. -Basic computer training has been provided among 80 staffs. -Orientation on organizational policies has been implemented among 100 staffs.
9	Skill and knowledge among program staff and management personnel on project activities.	-Prepare knowledge and skill development plan for all staffs -Provide training to all staffs as per plan	-Provide basic training for staffs	-Continuous process	-Executive Director -DED -Director (Program) -Director (PSU)	-Training for staffs -Fund and resource allocation	-System Audit (Annex-2, Sl#11) -Necessary information has been shared and disseminated through OD Taskforce meeting, training and workshop. -Project and finance staff sit together on quarterly basis.
10	Disseminate information to the target participants on project aim, objectives, process, budget etc.	-Execute information disclosure policy	-Expand the range of voluntarily disclosing information -Upload plan, budget and all project reports in website	-October 2022	-Director (Program) -Director (PSU)	-Staff for updating website.	-System Audit (Annex-2, Sl#12) -SUS disseminates project aims & objective, budgets through meeting, workshop, training, day observation, website etc.
11	Addressing current issue -Climate Change. -Socio Economical and Political issue.	-Execute environment policy within the organization	-Conduct survey and study on these issues -Identify major issues	-Environmental sensitiveness will be audited	-Executive Director -DED	-Fund and resource allocation.	-System Audit (Annex-2, Sl#14) -A study on Awareness and

	-Religious Extremism.	-Incorporate Climate Change, Socio Economic, Political and Religious issues as major or cross cutting issues in every project.	-Address issues in future project planning -Participate innetwork for social movement	by December 2022	-Director (Program) -Director (PSU) -Management staffs		Effect of COVID-19 has been conducted. -Network has been built-up with Bangladesh Heath Watch, Naripokkho, CAMPE, SUPRO, NAHAB, CSO Alliance and local cultural & social organizations -Environmental issue is being incorporated in every project proposal as crosscutting issue. -Energy saving and reducing of paper wastage issues have been considered as prior basis.
12	MEAL (Monitoring Evaluation Action and Learning)	-Develop and implement comprehensive M&E plan -Activate M&E unit.	-Regular information collection -Preserve information -Execute M&E plan -Prepare M&E report -Align with MIS	-Continuous process -M&E framework will be developed of all projects by June2023	-Executive Director -DED -Director (Program) -Director (PSU) -Management staffs	-Allocate budget for M&E unit.	-System Audit (Annex-2, Sl#15) -Third Follow-up workshop (Sl# 6.1) -Continuous
13	Program management manual/project operation plan	-Develop project management and implementation manual	-Develop project based manual -Incorporate M&E & training unit along with project team to develop manual	-Operation manual for existing projects will be developed by June2023 and in case of new project, it will be developed	-Executive Director -DED -Director (Program) -Director (PSU) -Management staffs	-Allocate budget for M&E unit.	-System Audit (Annex-2, Sl#2) -Operational/ Implementation plan of existing projects has been developed and followed as well

				within 6 months after starting period			

Heading of the Area: Finance

Sl. No.	Specific Problem or Issue *(related to governance Challenge)*	Specific Solution or Way-Forward *(to address the identified challenge/ problem)*	Specific Process and Strategy *(how the problem will be solved/how part of the solution)*	Timeline/ Period *(to solve the problem/ challenge)*	Lead person from the organization *(Who will take lead for implementation of the action)*	Required Support from the organization and Board/EC *(how the action will be monitored, followed-up, documented and make it a living document for improved governance and meeting standards)*	Remarks
1	Gain or loss during foreign money exchange	-Prepare a plan for money exchange gain or loss.	-Develop plan -Keep close contact with development partners and take approval	-Continuous Process	-ED -DED -Director (F&A) -Project Focal	-	-System Audit (Annex-2, Sl#17) -A plan is prepared and sent to the respectivedonor for prior approval.
2	Cost Sharing Policy	-Update & execute Cost Sharing Policy	-Prepare appropriate documents for cost sharing	-December 2022	-DED -Director (F&A)	-Approval -Fund allocation	-System Audit (Annex-2, Sl#18) -Cost sharing policy has been prepared and followed.
3	Core Cost Policy	-Develop a core cost policy	-Implement core cost policy	-December2022	-DED -Director (F&A)	-Approval	-System Audit (Annex-2, Sl#19) -Core Cost Policy will be prepared by June 2023.
4	Fixed prescribed budget assigned by the donors	-Senior management should negotiate with donor about importance of need based budget.	-State organizational mandate and necessary cross cutting issues during	-Continuous Process	-DED -Director (F&A) -Project Focal	-	-System Audit (Annex-2, Sl#20) -Continuous

			project proposal processing				
5	Fund Shortage, External Challenges and Late Fund Receiving	-Management should create sound communication and coordination with donors and other agencies -Develop plan for emergency and provisional fund shortage	-Create a general fund for emergency. -Take donor's approval and in any emergency, SUS may exercise the provision of STL from SUS General Fund	-December 2023	-ED -DED -Director (F&A)	-Approval	-System Audit (Annex-2, Sl#21) -Provision of STL from SUS General Fund is being exercised.
6	Provident fund, gratuity fund, group insurance for the staff	-Consider the necessity of social protection of the staff -Formulate necessary policies -Arrange funds and planning to continue with funding support	-Update CPF guideline. -SUS will apply for NBR approval. -After increasing capacity and obtaining registration of NBR, all staff will be gradually incorporated with CPF	-December 2023 (Gratuity and group insurance will be incorporated in future as per ability of the organization. Gratuity of particular project will be provided as per donor's provision)	-ED -DED -Director (F&A)	-Approval -Fund Allocation -Updating Staff management manual.	-System Audit (Annex-2, Sl#22) -Present Staff Welfare Fund (SWF) will be updated upto December 2022 and will be audited by June 2023. (Contributory Provident Fund-CPF of SUS is now being operated as Staff Welfare Fund-SWFwith the participation of few numbers of staffs. It is not possible to include all the staffs with this fund due to financial inability of organization). -Initial meeting with Government Life Insurance employees has been conducted on group insurance.
7	Staff time sharing guideline.	-Include staff time sharing issue in financial manual.	-Calculate the ratio of time and salary	-December2022	-ED -DED	-Approval	-System Audit (Annex-2, Sl#23)

			-Prepare effective time sheet for each staff member -Follow-up for effective implementation		-Director (F&A)		-Time sheet has been prepared for those staffs only who get partial salary. -Time sharing guideline will be prepared by March 2023
8	Monthly Cash Flow Chart	-Develop project based cash flow chart monthly.	-SUS has segmented all project budget and activities quarterly and monthly basis to ensure Monthly Cash Flow	-December2022	-ED -DED -Director (F&A) -Director (Program)	-Approval	-System Audit (Annex-2, Sl#24) -Practicing
9	Adjustment of Advance requisition.	-Adjust advance requisition on time.	-Regular finance monitoring	-Continuous	-Director (F&A) -Project Focal -Accounts -PC/Manager	-	-System Audit (Annex-2, Sl#27) -Practicing
10	Cash book and asset register.	-Need necessary steps to maintain such registers	-Assign project based Accountant to maintain cash book -Update branch level asset register -Update central asset register	-December2022	-Director (F&A) -Project Focal -Accounts -PC/Manager	-	-System Audit (Annex-2, Sl#30) -Practicing
11	Prepare & preserve budget work sheet with explanatory notes	-Include explanatory notes in the budget work sheet	-Include explanatory note sheet in every budget -Preserve documents by accounts department	-December 2022	-Director (F&A) -Project Focal -Accounts	-	-System Audit (Annex-2, Sl#31) -Practicing
12	Budget monitoring report	-Budget monitoring is in practice. -Report submission timeline is prepared.	-Train concerned staff on budget monitoring report. -Conduct budget monitoring quarterly. -Prepare report	-June 2022	-Director (F&A) -Project Focal	-	-System Audit (Annex-2, Sl#32) -Practicing

13	Sharing of financial information with target people/program participants	-Disclose financial information for project participants voluntarily -Include the issue in information disclosure policy	-Update website regularly with such information -Discuss budget in every event. -Collect participant feedback	-December 2022	-Director (F&A) -Project Focal -Accounts -Director (PSU)	-	-System Audit (Annex-2, Sl#33) -Audit report has been disclosed through website and budget is shared with government officials but information for project participants will be disclosed by January 2023
14	Update Stock Register.	-Updated stock register -Updated disposal status according to policy.	-Regular stock monitoring and inventory -Preparestock report	-Continuousprocess	-Director (F&A) -Project Focal -Accounts -Admin & HR	-	-System Audit (Annex-2, Sl#34) -Practicing -Disposal process is beingfollowed in SUS Head Office
15	Delay of NGOAB approval	-Regularize NGOAB approval	-Staff capacity development on FD-6 & other document -Timely submission of required documents -Keep close contact	-Continuousprocess	-DED -Director (F&A) -APD (F&A)	-	-System Audit (Annex-2, Sl#36) -SUS will try to get NGOAB approval as early as possible.
16	Preservation of voucher and other financial documents	-Voucher checking mechanism is in practice	-Prepare checklist -Checked by concerned staffs carefully	-June 2022	-Director (F&A) -Project Focal -Accounts -PC/Manager -APD (F&A)	-	-System Audit(Sl# 5.1.8) -Check list has been prepared -It is being practiced(Audit Report)
17	Procurement	-Procurement policy is in practice	-Capacitate procurement team -Identify the issues of conflict of interest and risk factors -Open bid/tender -Compare pricing -Checking documents	-December 2022	-Director (F&A) -Project Focal -Accountants -PC/Manager -APD (F&A)	-	-System Audit (Sl# 5.1.7) -Conflict of Interest policy has been developed. -Conflict of Interest policy has been incorporated with Staff Management

			-Preserving documents				Manual and Financial Management Manual
18	Ensure cost effectiveness	-Reduce operation & administrative cost	-Analyze fixed cost and administrative cost -Reduce wastage of paper and other resources -Make plan for sensible consumption of resources -Orient staff	-Continuous process	-ED -DED -Director (F&A) -Project Focal -APD (F&A)	Follow-up	-Strategic Plan 2021-2025 of SUS (Strategic issue: 4) -A notice has been circulated among the staffs regarding the issue. -Counting unit of energy, bill amount, stationeries are being audited by Internal Auditor.
19	Careful use of financial documents	-Prevent usage of unauthorized fund	-Write name & A/C # on Cover Page of cheque book. -Check all cheques by respective accountant,signatory and specially by Director (F&A)	-Continuous process	-DED -Director (F&A) -Accounts -APD (F&A)	-	-Annual audit report of WEGJR 2021(Sl# 5.03) -Close monitoring is beingconducted by respective authority.
20	Book of Accounts	-Introduce software based accounting	-Install tally software in all computers of accounts -Check the update regularly -Prepare financial report by using the software	-December 2022	-DED -Director (F&A) -Accounts -APD (F&A)	-	-Annual audit report of WEGJR 2021(Sl# 5.06) -Software is being used regularly.
21	Internal audit	-Facilitate internal audit	-Finalize the internal auditor's job responsibility and plan -Form an internal auditor team -Prepare internal audit report	-December 2022	-ED -DED -Director (F&A) -Internal Auditor	-	-Annual audit report of WEGJR2021(Sl# 5.07) -An Internal Auditor team has been formed.An Internal Auditor has been recruited

							along with Job Description -Auditor report is being prepared as well.

Heading of the Area: Administration & HR

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1	Staff Capacity Development Plan	-Organization has staff Capacity Development Plan	-Assesses staff performance -Identify potential staffs according to key performance indicators -Conduct staff appraisal annually	-Plan will be developedby December 2022 (Assessing is continuous process)	-DED -Director (M&E) -Project Focal -Admin & HR	Approval	-System Audit (Annex-2, Sl#37) -Draft Staff CDP will be finalized within December 2022 and it will be activated from January 2023
2	Suggestion and opinion box	-Complaint/suggestion/ opinion receiving mechanism is in practice	-Transparent suggestion box installed -Register is maintained	-Continuous Process	-Executive Director -DED -EDD Focal	Follow-up	-System Audit (Annex-2, Sl#38) -9 boxes have been installed
3	Safety and Security knowledge and measures	-Safety and Security Policy of staff is in practice.	-Conduct orientation for all staff on code of conduct and HR policy	-Continuous Process	-Executive Director -DED -EDD Focal -Admin & HR	Approval	-System Audit (Annex-2, Sl#39) -Safety and Security Policy of staff has been developed.

		-Disseminate knowledge on safety and security -Take necessary actions to ensure safety and security of the staff					-Orientation has been conducted among 100 staffs
4	Key Performance Indicators (KPI) and annual staff appraisal format	-Annual key performance indicator based appraisal is in practice	-Develop appraisal format -Conduct appraisal	-Format development by December 2022 -Continuous process	-Executive Director -DED -Admin & HR	-	-System Audit (Annex-2, Sl#40) -JD and performance appraisal form have been updated and attached with personnel file -KPIwill be developed by Dec 2022
5	Evaluating staff overwork	-Develop recognition strategy for extra work	-Develop time sheet for every staff -Evaluate overwork of staffs	-Continuous process	-Executive Director -DED -Admin & HR	-	-System Audit (Annex-2, Sl#42) -Extra effort and dedication is addressed as a matter of recognition through further employment after completion of any project -Time sheet has been prepared for those staffs only who get partial salary -Potential staffs are being identified -Recognition & promotion issues are being promoted formally
6	Coordination among all level staff	-Improve Coordination	-Regular staff coordination meeting	-Continuous process	-Executive Director -DED	-	-System Audit (Annex-2, Sl#46)

			(OD Taskforce meeting)		-Director (PSU)		-Staff coordination meetings are in practice (e.g. OD Taskforce meeting)
7	Gender harassment redressed mechanism	-Gender harassment prevention mechanism is in practice	-Maintain complaint mechanism (register & format) -Activate PSEA committee	-Continuous process	-Executive Director -DED -Director (PSU) -EDD Focal -Gender committee	-	-System Audit (Annex-2, Sl#47) -Practicing
8	Financial corruption and corrective measures	-Anti corruption policy is in practice. -Procurement policy is in practice	-Staffs are oriented on anti-corruption policy -Take disciplinary action -Increase internal monitoring and auditing	-Continuous process	-Executive Director -DED -Director (PSU) -EDD Focal	-	-System Audit (Annex-2, Sl#48) -It is being practiced and monitoredclosely.
9	Accountability and transparency	-Enhanced accountability and transparency -Whistle blowing, safeguard and anti-corruption policies are in practice	-Orientation on Whistle blowing, safeguard and anti-corruption policies	-Continuous process	-Executive Director -DED -Director (PSU) -EDD Focal	-	-System Audit (Annex-2, Sl#50) -Practicing
10	Re-form or re-activate organizational training cell	-Capacitate trainers pool	-Select potential staffs to include with training pool -Train staffs on TOT -Appoint specialized staffs	-Continuous process	-Executive Director -DED -Director (PSU)	-Fund and logistic support -Implement core cost policy	-Strategic Plan 2021-2025 of SUS(Strategic issue:1) -Trainers Pool has been reviewed and reorganized
11	IT training for staffs	-Increase IT skill of all staffs	-Provide basic IT training for all staffs -Evaluate IT skill annually	-Continuous process	-Executive Director -DED -Director (PSU)	-Fund and Logistic support	-Strategic Plan 2021-2025 of SUS (Strategic issue:1) -Basic training on computer operation has been provided to 80 staffs.

12	Staff commitment & dedication	-More dedicated and motivated work force	-Accustomed with organizational values -Ensuring staff benefits -Create scope for career development -Reward for remarkable contribution	-Continuous process	-Executive Director -DED -Director (All)	-Fund and logistic support	-Strategic Plan 2021-2025 of SUS (Strategic issue:4) -Potential staffs are being identified -Recognition &promotion issues will be promoted formally

Heading of the Area: Institution

Sl. No.	**Specific Problem or Issue** ***(related to governance Challenge)***	**Specific Solution or Way-Forward** ***(to address the identified challenge/ problem)***	**Specific Process and Strategy** ***(how the problem will be solved/how part of the solution)***	**Timeline/ Period** ***(to solve the problem/ challenge)***	**Lead person from the organization** ***(Who will take lead for implementation of the action)***	**Required Support from the organization and Board/EC** ***(how the action will be monitored, followed-up, documented and make it a living document for improved governance and meeting standards)***	**Remarks**
1	Information disclosure policy implementation	-Increase the volume of voluntarily disclosed information -Improve website	-Update website regularly -Include project report, plan, budget, FD-6 in website	-Continuous process	-Executive Director -DED -Director (PSU)	-	-System Audit (Annex-2, Sl#52) -Necessary documents are being uploaded in website.
2	Leadership development strategy	-Succession plan is developed. -Staff development plan is in practice.	-Conduct staff appraisal	-Continuous process	-Executive Director -DED -Director (All)	-	-System Audit (Annex-2, Sl#53) -Practicing
3	Functional Executive Committee	-Reform Executive Committee	-Regular EC election	-Continuous process	-Executive Director	-	-System Audit (Annex-2, Sl#55)

		-Participation of end line beneficiary in general body.	-Encourage new progressive members for election -Abolishment of membership -Voting System				-EC meeting is being conducted regularly and it has been reformed as well.
4	Regular organizational assessment	-Annual assessment to be carried out in every year through appropriate tools.	-Develop tools for organizational assessment -Capacitate HR & Management	-	-Executive Director -DED -Director (All)	-	-System Audit (Annex-2, Sl#56) -It will be conducted as yearly basis at the end of December 2022
5	Policy/guideline for using organizational property/fixed asset	-Organizational property using procedure must be elaborately delineated. -Accountability of organizational property uses should be increased	-Develop organizational property/fixed asset using (including disposal) policy -Conduct inventory and measuring value of organizational property annually -Expand the span of MF&ME	-December 2023	-Executive Director -DED -Director (PSU)	Approval	-System Audit (Annex-2, Sl#57) -Revenue Generation Plan has been prepared based on existing properties/fixed assets.
6	Sustainability	-Beside project sustainability plan, organizational sustainability plan should be developed. -Include sustainability issue with strategic plan	-Develop long term organizational sustainability plan -Strengthen own revenue generation sources -Identify new area of work and integration	-December 2023 -Continuous process	-Executive Director -DED -Director (All)	-	-System Audit (Annex-2, Sl#58) -Revenue Generation Plan has been prepared based on existing properties/fixed assets. -Long term organizational sustainability plan will be prepared within the scheduled period. -Project based exit plan has not been followed-up due to fund constraint.

7	Power consumption	-Energy consumption status must be enclosed with annual auditing.	-Find out alternative environment friendly energy -Reduce fuel based vehicle uses -Reduce energy cost	-December 2023 -Continuous process	-Executive Director -DED -Director (All)	-	-System Audit (Annex-2, Sl#59) -A notice has been circulated among the staffs regarding the issue
8	Fund raising	-Develop fund raising plan.	-Strengthen fund raising team -Strengthen own revenue generation sources -Ensure proper linkage and network	-Continuous process	-Executive Director -Fund raising team	-	-System Audit (Annex-2, Sl#60) -Fund Raising Team has been Formed -Keepingproper linkage and network
9	EC & Management Meeting (Meeting minutes not published for all)	-Prepare annual meeting plan	-According to Information Disclosure Policy, necessary information is disclosed through website (including meeting minutes in future development plan format)	-Continuous process	-Executive Director -DED -Information Disclosure Officer	-	-System Audit (Annex-2, Sl#45) -Continuous process
10	Power Delegation	-Proper power delegation among management staff	-Develop a comprehensive long term power delegation mechanism and strategy	-Power Delegation Mechanism will be developed by June 2022	-Executive Committee (EC) -Executive Director	Approval	-System Audit (Annex-2, Sl#61) -A Power Delegation Mechanism and Strategy has been developed -It is being followed as well
11	Incorporate diversified & environment friendly activities at Sabalamby Agricultural Farm (SAF)	-Promote organic farming	-Train local farmer's community -Strengthen linkage with government and farm resources for demonstration	-Environmental audit will be done by December 2022 -Environment issue will be incorporated to relevant projects	-Executive Director -DED -Fund Raising Team -Director (PSU) -Internal Auditor	Fund Allocation	-Strategic Plan 2021-2025 of SUS(Strategic issue:4) -Vermi Compost &slurry of Bio-Gas Plant arebeing used in Sabalamby

				by December 2023			Agricultural Farm (SAF). -Keeping linkage with government and other resources.
12	Develop information preservation system	-Organization have adequate and proper information bank	-Establish a digital archive -Enrich the website -Increase publication	-Continuous process -Contact with NK by June 2022	-Executive Director -DED -Director (PSU)	-	-Strategic Plan 2021-2025 of SUS (Strategic issue:5) -Important documents will be preserved in specific Google Drive within June 2023
13	Innovation in project designing	-Innovative ideas are implemented	-Making a process for collecting innovative ideas and learning from staff, project participants and stakeholders. -Analyze feedbacks	-Continuous process	-Executive Director -DED -Director (All)	-	-Strategic Plan 2021-2025 of SUS (Strategic issue:6&8) -Continuous process
14	Transparent fact finding procedure	-Transparent fact finding process should be in practice	-Ensure involvement of external members in fact findings of PSEA -Follow procedure -Prepare report	-Continuous process	-Executive Director -DED -EDD focal -Director (PSU)	-	-EDD -Practicing
15	Sharing safeguard policy to all beneficiary	-Beneficiaries are aware about safeguard and complaint mechanism	-Safeguard policy and complaint mechanism are shared with all beneficiaries -Complaints are written in register -Disciplinary action is taken	-It will be started from January 2023	-Executive Director -DED -EDD focal -Director (PSU)	-	-EDD -It will be implemented in time.
18	Safeguard issue in recruitment	-Safeguard is ensured during recruitment	-Including safeguard related question in new employee selection/recruiting process	-It will be incorporated during selection of staff inany upcoming project	-Management Team	-	-EDD -It has been started and continued.

Heading of the Area: Coordination

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1	Accountability of responsible staff	-Performance evaluation should be in practice -Regular basis monitoring	-Develop effective performance appraisal form -Orientation on policies -Ensuring disciplinary action	-Continuous process	-Executive Director -DED -PD (PSU)	-Fund allocation -Approval	-System Audit (Annex-2, Sl#62) -Continuous process -Orientation on policies has been conducted and practiced

2	Coordination between program staff, finance personnel, senior management and Executive Committee	-Regular coordination meeting with concern personnel	-Ensure regular, management and OD Taskforce meeting -Ensure project based staff meeting -Ensure annual general meeting	-Continuous process	-Executive Director -DED -Director (All)	-	-System Audit (Annex-2, Sl#63) -Coordination meeting is being conducted regularly.
3	Common understanding among project participants, program staff, senior management and Executive Committee members.	-Project participants, program staff, senior management and Executive Committee members should be well known about goal, objectives and interventions.	-Disclose information in website -Discuss openly in meetings -Preserve documents for future learning	-Continuous process	-Executive Director -DED	-	-System Audit (Annex-2, Sl#64) -Practicing
4	Coordination among implementing organizations regarding related program activities	-Coordination meeting should be carried out among different project staffs. -Development of learning sharing process	-Regularize the OD Taskforce and project based staff meetings. -Arrange exchange visit. -Replicate best practices	-Continuous process	-Executive Director -DED -Director (All)	-	-System Audit (Annex-2, Sl#65) -Practicing
5	Coordination with relevant agencies (public authorities, institutions, banks etc.)	-Effective rapport building -Keep close communication	-Organize subjective sharing meeting -Participation in GO/NGO interventions -Strengthening network	-Continuous process	-Executive Director -DED -Director (All)	-	-System Audit (Annex-2, Sl#66) -Keeping close communication
6	Coordination guideline	-Develop organizational coordination guideline	-Identify key stakeholders and actors -Assess interest of stakeholders. -Align thematic areas, SDG, projects and key stakeholders involvement strategy	-December 2023 -Continuous process	-Executive Director -Director (PSU) -PC/Manager		-System Audit (Annex-2, Sl#68) -Coordination Guideline will be prepared within the scheduled time period.

7	Explore the possibility of developing a common platform of the existing forums at the grass root level.	-Establish CBOs as positive force in the society -Increase their efficiency	-Identify potential CBO members -Engage them with leadership development process	-Continuous process	-Executive Director -DED -Director (All) -PC/Manager	Fund Allocation	-Strategic Plan 2021-2025 of SUS (Strategic issue:3) -CBO member list preparation is under process
8	Emergency response	-Develop capacity for emergency response -Emergency Response policy in practice	-Identify potential volunteer -Engage volunteer in different platform -Ensure their capacity development -Staffs are capacitated -Reform Emergency Response Team(ERT)	-Continuous process	-Executive Director -DED -Director (All)	Fund Allocation	-Strategic Plan 2021-2025 of SUS (Strategic issue:10) -Emergency Response Team (ERT) has been reorganized -SUS has an Emergency Response policy -Orientation has been conducted on survey and data collection (35 volunteers) -Volunteers have been included in 6 upazilas of (Netrokona, Sunamgonj and Sylhet).

Note:

1. The Executive Director (ED)is responsible for governance action plan update and implementation.
2. Krishibid Md. Altafur Rahman Selim, Director (PSU) isacted as Focal Person.
3. Governance Action Plan will be updated and reviewed against the deadline as well as according to the needs.