
ORGANISATIONAL RISK AND INTEGRITY ASSESSMENT (ORIA)

Introduction

The Organisational Risk and Integrity Assessment (ORIA) is an essential instrument when assessing the organisational capacity of an organisation. In principle, such an assessment is required for all new commitments of € 1,000,000 or more.

The ORIA consists of four parts:

- Part A: Organisational Information. This part contains relevant information related to the organisation. Besides the general information, this part of the ORIA describes the organisational motivation, capacity and environment.
- Part B: Appendices. Information which supports the description in part A or can be helpful with the assessment in part C can be attached. It can be useful to only list the appendices in part B with links or a separate (digital) location to the actual appendices.
- Part C: Assessment. This part reflects the actual assessment of the organisation. This will be done mainly on the information acquired in part A & B.
- Part D: Signature. The assessment is formalized by the signatures of the assessor and approver.

Assessment executed by a third party

Budget holders can opt to hire external expertise (such as an auditor or management consulting firm, etc.) to carry out the organisational capacity assessment. However, the ORIA should always be approved by an authorized representative of the Ministry's budget holder.

Important

If the organisation itself will be invited to fill in this form, only parts A and B can be provided. If an external assessor will be hired, parts A, B and C can be provided.

PART A: ORGANISATIONAL INFORMATION

Important

Please note that for some questions included in part A you are obliged to provide documentation in part B of this document. A list with the required documents can be found in part B. Additional documentation in support of answers on other questions is optional, suggestions for supporting documents can also be found in part B.

1. GENERAL

1.1. CONTACT DETAILS

- 1.1.1. Organisation
- 1.1.2. Full address
- 1.1.3. Email
- 1.1.4. Website
- 1.1.5. Director
- 1.1.6. Contact person
- 1.1.7. Position of contact person

1.2. LEGAL FRAMEWORK

- 1.2.1. Legal entity of the organisation
- 1.2.2. Please provide copies of the articles of association (*statuten*) and deeds of incorporation (*oprichtingsakten*) of the organisation as appendices.
- 1.2.3. Place of registration
- 1.2.4. Indicate the type of organisation
 - Association/foundation
 - Government body (if in a partnering country: take into account the risk-analysis made as part of the Multi Annual Strategic Plan)
 - Network/other
 - NGO/foundation
 - UN or World Bank (take into account the possible existence of a scorecard)
 - For profit organisation
- 1.2.5. Is the organisation part of or sponsored by a parent, subsidiary or sister organisation(s)?
 - Yes
 - No

2. ORGANISATIONAL MOTIVATION

2.1. VISION, MISSION AND STRATEGY

Please provide policy and/or strategy documents as an appendix.

2.1.1. State the organisation's vision and mission and describe the organisation's strategy for the medium and long term:

2.1.2. Does the organisation's activities follow from a Theory of Change?

Yes

No

2.2. TRACK RECORD

Add a track record demonstrating the experience of the organisation in reaching its goals and desired impact, especially in the areas relevant for the ministry of Foreign Affairs. This should be done in the form of 3 to 5 cases, demonstrating the organisation's:

- Expertise and effectiveness
- Evaluation and learning capacity
- Transparency, accountability and public support
- Knowledge of, and added value for, the country context(s)
- Inclusive approach
- The sustainability of the organisation and its projects

Please provide the cases as appendices.

3. ORGANISATIONAL CAPACITY

3.1. STRUCTURE & GOVERNANCE

3.1.1. Organisational structure

Please provide a chart of the organisational and hierarchic structure, including any relation with field offices.

3.1.2. (Executive) Board

Describe the Board composition and how it bears collective responsibility for financial affairs/financial management.

Does the organisation have a Supervisory Board or similar governing body?

Yes

No

Please indicate how the supervision of the Executive Board is arranged and include the questions asked under 3.1.3.

3.1.3. Supervisory Board

Describe the process of Supervisory Board approval and stakeholders engagement on (draft) annual plans, annual reports, investment plans etc. provided by the Board.

Describe how the members of the Supervisory Board are recruited and remunerated.

Describe how the Supervisory Board bears joint responsibility for results, financial matters and risk assessment. In this description, pay special attention to the monitoring activities by the Supervisory Board on the following:

- Results and Key Performance Indicators
- Short and long term risk
- Annual plans, multi annual strategic plans, annual reports
- The way in which the Executive Board performs her activities
- Authority or approval levels of the Supervisory Board regarding financial transactions and contracting

- The appointing of the external auditor

3.1.4. Monitoring and evaluation

Describe the following on monitoring and evaluation (also mention how the Board remains involved):

- The internal procedure on monitoring activities
 - How and with what frequency results and performances are assessed
 - How and with what frequency results on activities are evaluated
 - How results of forementioned assessments are used in optimizing quality management
 - How contribution to good and accountable performance of the organisation is maintained
- Please specify the main features/characteristics of the organisation's management information system in relation to the achievement of the organisational goals.*

3.2. FINANCIAL RESOURCES

3.2.1. Financial/Controlling

Is there a specific independent position and person appointed for financial and administrative affairs in the Executive Board and at management level?

- Yes
 No

Does the organisation have a separate and independent financial department which is actively involved in decision making regarding strategy and implementation?

- Yes
 No

Does the concern controller/financial department actively advise and check on non-financial subjects, such as integrity of information, value for money etc.?

- Yes
 No

3.2.2. Financial information

Provide and elaborate on the following financial information and provide supporting documentation as an appendix:

- Equity and reserves
- Net income (restricted/unrestricted)
- Financial ratios (liquidity/solvency)

- Share of income received from the Dutch Ministry of Foreign Affairs / total income
- Main sources of income during the last 3-5 years
- Cash accounting / accrual accounting

3.3. HUMAN RESOURCES

3.3.1. Human resource policy

Does the organisation's human resource policy reflect the common principles on Human Rights and Employment as stated in chapter 4 and 5 of the [OECD Guidelines for Multinational Enterprises?](#) *(Please provide supporting documentation as an appendix.)*

- Yes
 No

Describe how good employer practice is preserved and maintained in the organisation.

3.3.2. Pre-employment screening

Please describe your current practice on screening candidates in your recruitment process ('pre-employment screening'). In this description, please include your use of:

- a Verklaring Omtrent Gedrag for employees having resided in the Netherlands or a national equivalent certificate of conduct or criminal record background check
- the Misconduct Disclosure Scheme (MDS)
- reference checks

If you do not use the aforementioned instruments, please explain why not. Please also describe to which categories personnel your screening applies including volunteers and hired sub-contractors.

3.3.3. Staff composition

Describe the staff composition (quantity and qualifications) and its performance in key functions of the organisation, both in the present situation and in relation to its future activities.

3.3.4. Policy regarding staff remuneration

Describe the remuneration policy of the organization. Explain in more detail how its salaries are benchmarked to similar positions in other organizations. *(Please provide supporting documentation as an appendix.)*

For Netherlands based organisations

Is remuneration of management and Executive and Supervisory Board members within the limits of the WNT ([Wet Normering Topinkomens](#)).

- Yes
 No

For organisations based in other countries than the Netherlands

Describe how the remuneration of management and Board members is within comparable levels, taking into account customary remuneration levels in your country. *(Please provide supporting documentation as an appendix.)*

3.4. MANAGEMENT

3.4.1. Risk Management

(Please provide supporting documentation as an appendix.)

Does the organisation have a risk management system in place in which at least:

- Risks are identified and categorized by likelihood and impact
- An adequate risk response is formulated by the Executive Board and Supervisory Board
- Risks are regularly assessed and discussed by the Executive Board and Supervisory Board

- Yes
 No

If the previous question is answered with 'no', answer the following question: how does the organisation control the impact of uncertainties and incidents that might negatively affect the continuity of its activities?

Does the organisation have the relevant (legal/financial/operational etc.) expertise and capacity in terms of skilled and number of employees to achieve results?

- Yes
- No

Does the organisation comply with relevant laws and regulations in such a way that misuse and unlawful use of laws and regulations is prevented and good governance is adhered to?

- Yes
- No

Describe the organisation's anti-corruption/anti-fraud policy and reporting, include at least the following aspects:

- A zero-tolerance policy
- Active measures to prevent fraud and combat corruption
- Existence of a complaints office
- Sanctions towards employees and other relevant parties including full loss recovery
- Any past contact or involvement with fraud and corruption cases and their resolution

3.4.2. Integrity management

Does the organisation have a code of conduct? *(Please provide supporting documentation as an appendix.)*

- Yes
- No

Does the code of conduct clearly define inappropriate behavior including sexual misconduct?

- Yes
- No

Describe the complaint mechanism(s) that exist(s) in the organisation, both for staff and external populations.

Describe the procedures the organisation has in place in case of an allegation of inappropriate behavior, including at least i) complaint intake and triage ii) communication with (alleged) victim, iii) assessment and investigation, iv) decision making and v) closure, including measures and sanctions.

Does the organisation have a specific policy in place related to sexual exploitation and abuse, and/or sexual harassment that includes prevention, awareness raising and risk-mitigation? *(Please provide supporting documentation as an appendix.)*

- Yes
- No

Describe how the organisation registers allegations and reports of inappropriate behavior and reports on the way it deals with them. For instance, in its annual report and to its donors directly where appropriate.

Does the organisation have one or more internal or external confidential counsellors? *(Please provide supporting documentation as an appendix.)*

- Yes
- No

Does the organisation have regulations protecting whistleblowers and protecting those supporting investigations (complainants, witnesses) from retaliation? *(Please provide supporting documentation as an appendix.)*

- Yes
- No

Describe how the organization protects the (alleged) victims of SEAH, safeguards their interests, and provides victim support and protective measures after reporting.

Describe how the organisation addresses integrity and SEAH in its work and agreements with implementing partners.

3.5. LINKS WITH OTHER ORGANISATIONS

3.5.1. Does the organisation substantially make use of other implementing organisations (for example subcontractors)? If yes, answer question 3.5.2.

- Yes
- No

3.5.2. If the organisation substantially makes use of other implementing organisations, describe the organisation’s policy on how the selection of such organisations is made. Take into account at least the following aspects:

- Assessment of the financial management of the implementing organisation
- Risk assessment, including the fraud- and corruption risks at the level of field offices and implementing organisation. *(Please provide supporting documentation as an appendix.)*
- Progress monitoring of project implementation
- Sanction policy in case of non-compliance
- Audit requirements of the implementing organisation
- Describe the organisation’s prepayment system and include information on which basis payments are being made and accounted for in relation to the counterpart’s liquidity requirements

3.6. MONITORING AND EVALUATION

3.6.1. Describe to what extent the organisation reports in conformity with IATI standards ([International Aid Transparency Initiative](#)). Take into account the following aspects:

- Does the organisation report on all (aid-related) activities?
- Does the organisation also report on the activity results?
- What is the frequency of uploading new data of the organisation?
- How are IATI data collected and processed before publication? Are they directly derived from (reliable) databases and what kind of procedures are in place to guarantee the publication of actual and reliable data?
- Can the organisation comply with the requirements of the Ministry ([open data and development cooperation](#))?

3.6.2. Accreditations and previous assessments

Does the organisation have any relevant accreditations?

- Yes
 No

Has the organisation been assessed by other parties?

- Yes
 No

If yes, please provide these accreditations and assessments as appendices.

3.7. FINANCIAL AND ADMINISTRATIVE MANAGEMENT

3.7.1. Budgeting process

Describe the budgeting process and the involvement of management in the decision-making process. Take the following aspects into account:

- Formalization of financial planning and budgeting
- Advance planning and budgeting (at least three years) and in line with the multi-annual strategic plan
- Balanced and transparent decision-making processes

3.7.2. Financial (project) management

Describe the key aspects and principles of the financial (project) administration. Take the following aspects into account:

- Does the administration contain such detailed information that it is sound and verifiable?
- Are projects uniquely identifiable and administrated?
- What kind of cost calculation system is in place (for instance: direct/indirect costs, calculation of overhead costs (% and basis), calculation of rates)?
- What are the main underlying assumptions and estimates used for budgets, projects and the annual statement of accounts?

3.7.3. Procurement policy

Describe the procurement policy of the organisation.

3.7.4. Financial instruments

Does the organisation make use of derivatives or other financial instruments?

- Yes
 No

If yes, describe the policy on the nature and purpose of those financial instruments. Link the use of these instruments to the organisations activities. For example are derivatives only used to limit

financial risks or also used for other purposes? Is the policy connected to the risk analysis of the organisation and actual financial positions?

3.7.5. Reporting process

Describe the reporting process on:

- how the organisation provides an annual report, including a financial report and informing stakeholders on results achieved and the strategic look ahead
- how the annual report contains the following aspects:
 - 'in control statement' of the Executive Board
 - section compliance with legal regulations, financial management and abuse/misuse prevention policy
 - multi annual overview of results achieved, where necessary
 - statement of the Supervisory Board

3.7.6. Annual report and auditor's report

Is the annual report audited by an external and independent auditor?

- Yes
 No

If yes, please provide both annual reports (including financial reports) and the auditors reports of the last 3 years as an appendix.

Is the annual report including the auditor's report published on the internet?

- Yes
 No

4. ORGANISATIONAL ENVIRONMENT

4.1. EXTERNAL FACTORS AND RELATIONS

4.1.1. External factors

Give an analysis of external factors that might negatively impact results and operations of activities. For example PESTEL-related factors: Political, Economic, Social, Technological, Environmental and Legal?

4.1.2. Stakeholder analysis

Provide an up to date stakeholder analysis, including:

- A description of the organisation's local counterparts (partner organisations) and the nature of the cooperation
- A description of relevant relations and forms of cooperation with other organisations/actors in the sector (national and international)

PART B: APPENDICES

Important

Please provide requested and additional documentation in support of the answers in part A. A link can suffice for this purpose. If the documents are not available online, the original documents must be appended.

OBLIGATORY ATTACHMENTS

The following documents should be included with this ORIA. Please check the boxes of appendices that have been enclosed with this template.

- Question 1.2.2 Articles of association (*statuten*) and deeds of incorporation (*oprichtingsakten*)
- Question 2.1.1 Policy and/or strategy documents
- Question 2.2 Track record cases
- Question 3.1.1 Organisational chart
- Question 3.2.2 Relevant financial information
- Question 3.3.1 Human resource policy
- Question 3.4.1 Risk management (policies)
- Question 3.4.2 Code of Conduct
- Question 3.4.2 Policy document regarding confidential counsellors
- Question 3.4.2 Policy document regarding whistle blowers and integrity advisers
- Question 3.7.6 Annual reports (including financial reports) of the last 3 years
- Question 3.7.6 Auditor's reports and management letters of the last 3 years

OPTIONAL ATTACHMENTS

Documents can be included in support of the answers in part A, additional evidence from interviews or third party references can also be included.

Suggestions:

- Question 3.5.2 Risk assessment of implementing organisations
- Question 3.6.2 Accreditations and previous assessments made by the Dutch ministry of Foreign Affairs and other donors