

## **An approach to Partner Assessment**

These criteria are used by a UK donor. They are more appropriate for an established NGO.

### **1 Objectives and methodology**

#### **1.1 Objectives of the assessment**

- Ascertain structure, management, resources and strategy
- Establish level of technical capabilities
- Establish financial position and processes

#### **1.2 Methodology**

- Review relevant documentation
- Discussions with partner's board/committee and management team
- Discussions with field staff and beneficiaries

### **2 Assessment criteria**

The overall assessment is made against seven organisational criteria:

#### **2.1 Organisational vision**

- Does the organisation share your vision?
- Does the organisation have a mission statement or other statement of aims and objectives?
- Does the organisation have a constitution/governing document?
- Are the organisation's activities consistent with its mission/objectives?

#### **2.2 Overall organisational capacity**

- Does the organisation have a successful track record of working with you?
- Does the organisation have a successful track record working with other organisations/agencies?
- Does the organisation have an overall record of achievement in the relevant field?

#### **2.3 General management**

- Is there an organisation chart/organogram showing the structure of the organisation and how posts and committee relate to one another?
- Are there clear responsibilities for board/committee members?
- Are there clear reporting processes to the board/committee?
- Is there a manual of all administrative procedures which clearly assigns responsibilities?
- Is there evidence of regular minuted board/committee meetings?
- Is there a functioning office with adequate telephone and e-mail facilities?

#### **2.4 Financial management**

- Does the organisation have current annual accounts?
- Are the accounts independently audited?
- Are there documented financial procedures clearly assigning responsibilities?
- Do the procedures allow for an adequate level of internal control?

- Does the organisation maintain adequate financial records, including:
  - A cash book detailing all cash transactions and cash in hand?
  - A bank book detailing all bank payments and receipts
  - Files of all purchase documentation including original receipts and invoices?
  - A file of bank statements and a record of bank reconciliations?
- Is there an up to date budget for the current financial year including an indication of costs already covered by other partners/donors?
- Are regular financial reports provided to the board/committee?
- Does the accounting system make a clear separation of funds received from different partners/donors and how these have been spent?

## **2.5 Procurement**

- Are there documented purchasing and procurement procedures specifying who is authorised to approve purchases?
- Is there a requirement for obtaining quotations/tenders for large purchases?
- Is there an inventory of all equipment owned by the organisation?

## **2.6 Human resources**

- Does the organisation have skilled and experienced staff who will be able to successfully implement the planned project?
- Does the organisation have sufficient staff to meet its responsibilities effectively?
- Is there an open and participative working environment?
- Does the organisation have adequate recruitment and HR procedures, including:
  - Transparent job advertising, short listing and interview procedures
  - References for all new staff
  - Employment contracts for all staff
  - Regular staff appraisals
  - Disciplinary and grievance procedures
  - Annual leave entitlements

## **2.7 Project management**

- Does the organisation have up to date project files containing:
  - Background information including project design, baseline studies, stakeholder consultations
  - Project plan/timetable
  - Project budget
  - Monitoring and evaluation reports
  - Donor conditions
- Is the organisation able to demonstrate how beneficiaries are involved on the whole project process from design to evaluation?