

## ANNEX 2: BASIC CAPACITY ASSESSMENT OF A POTENTIAL PARTNER ORGANISATION (CHECKLIST 2)

### DÓCHAS PARTNERSHIP CHECKLIST 2: BASIC CAPACITY ASSESSMENT OF A POTENTIAL PARTNER ORGANISATION

Capacity	No.	Statement	Yes / No	Issues / Potential Solutions
Governance	1.	The potential partner organisation has a formal <b>legal status</b> , is registered with government <sup>18</sup> (or is in the process of obtaining registration) and is compliant with the legal requirements in relation to finance and human resources (e.g. on labour law).		
	2.	A basic <b>governance structure</b> (i.e. a board of directors, or equivalent) <b>and systems</b> in place to oversee the management and functioning of the organisation on an independent basis, including the oversight of strategy and accountability systems, and the performance of the Director. The board meets on a regular basis, but does not interfere in the day-to-day running of the organisation.		
Vision, Mission and Values	3.	The potential partner has a broad <b>vision of development</b> that guides its work, and is clear on what it is trying to achieve (i.e. its <b>mission</b> ) even if this is not articulated formally in a mission statement at this point.		
	4.	The organisation operates to a set of internal <b>values</b> that guide how it does its work in line with good practice in the development sector (even if these organisational values are not articulated in written form at this stage). Refer to Checklist 1, Nos. 6, 7, 8 and 9.		
Strategy	5.	The potential partner has a <b>basic strategic plan or strategy document</b> in place that guides its overall approach to its work, including the projects that it implements, the development approaches that it uses, the resources and systems required to deliver them, and an overall funding plan for a three-year period (at least). The strategy has clear objectives for each project and area of work, and is a live working document. All projects and activities are reflected in the overall strategy.		

<sup>18</sup> In exceptional circumstances, it may not be possible to have formal registration e.g. in a conflict zone / disputed territory where there is no clear governing authority.

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Capacity	No.	Statement	Yes / No	Issues / Potential Solutions
Leadership and Management	6.	The Director provides clear <b>leadership and management</b> for the organisation in line with the strategic plan. Basic management structures and systems are in place, and are appropriate for the scale, depth and nature of the operations.		
Financial Management	7.	The organisation has a <b>basic financial management system</b> in place, that reflects the overall scale and nature of its operations, and enables it to provide full accountability for the use of funds, and to develop financial reports in line with the requirements of its donors (potentially including the Dóchas member).		
	8.	The financial management system includes the following: basic budgeting systems at organisational and project levels; a cashbook system for transactions; a requirement for separate signatures for request and approval of transactions; supporting documentation for receipts and payments; bank accounts in the full ownership of the organisation, and requiring at least two signatories; monthly account reconciliations to provide specific evidence on the flow and use of funds for each donor and project; monthly cash checks; and an annual external audit.		
HR and Staffing	9.	The organisation has a basic <b>human resource management</b> system in place. The overall staffing capacity and structure is appropriate for the scale and nature of the operations.		
	10.	The organisation has a basic policy in relation to the <b>protection of programme participants</b> in place, with particular reference to safeguarding children. The policy is being actively implemented on an ongoing basis.		
Funding and Resources	11.	The organisation has adequate <b>funding</b> in place to meet its operational requirements over the next year at least (including potential funding from the Dóchas member), and has a basic fundraising plan in place.		
	12.	The organisation has the essential <b>resources and logistics</b> in place to implement its activities as planned e.g. basic equipment, supplies, storage, transport, IT, and security systems.		

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Programming	13.	The potential partner organisation has the basic <b>technical programming knowledge, skills and experience</b> in each thematic area that it is implementing (or plans to implement) projects <sup>19</sup> , with particular reference to the projects planned with the Dóchas member.		
	14.	The potential partner organisation has a basic <b>policy, strategy, manual, planning tools and / or systems</b> , which guide its work sufficiently on each project theme, and enable it to implement its projects to a good standard, with particular reference to the projects planned with the Dóchas member.		
	15.	The potential partner has the basic knowledge, skills and experience and systems in place in relation to each of the <b>development approaches</b> (e.g. service-provision, advocacy, campaigning, research, community development) that it uses, or plans to use, with particular reference to approaches planned with the Dóchas member.		
	16.	The potential partner has a sufficient level of <b>PCM</b> knowledge, skills and experience in the design, implementation, monitoring, evaluation, learning and reporting on development projects, to enable it to deliver its proposed range of projects to a good standard, and to meet the proposal writing and reporting requirements of its donors, with particular reference to the requirements of the Dóchas member and its donors.		

<sup>19</sup> The Dóchas member may not have a direct interest in other projects of the potential partner, apart from those that it is planning to support or link with. However, a significant lack of capacity in relation to those other projects could have a negative impact on the overall functioning of the organisation, and might therefore have implications for the potential partnership.

## SUMMARY TABLE 2: CAPACITY ASSESSMENT OF POTENTIAL CSO PARTNER

Conclusion on the overall level of capacity:	
Most urgent capacity areas to be addressed:	
Specific capacity issues for potential partner to address internally:	
Potential areas for the Dóchas member to provide capacity support:	
Potential areas for capacity support from other external parties	
Conclusion on whether to proceed (Yes / No / Why/ not)	
Key actions required before signing a partnership agreement:	