TOOLKIT
FOR PRINCIPLED
HUMANITARIAN ACTION

NRC | NORWEGIAN
REFUGEE COUNCIL

Partnership assessment checklist

TOOL 14

INTRODUCTION

This partnership assessment checklist can be used at the country level when considering potential new partnerships, particularly partnerships with an organisation that you have never previously worked with. By encouraging the rating of various elements under each area, and the formalised documentation of each element, the checklist provides a starting point for an organisational assessment and due diligence. The relevance of each element included in the checklist will vary according to your specific situation, needs and the context. It is recommended to use this checklist as a template, adapting it as necessary to ensure adequate focus on the most important aspects related to your specific proposed partnership.

Ⓐ **BASIC DATA**

Full name of the organisation and abbreviation:	
Assessment carried out by:	
Address and e-mail of contact person:	
Date of assessment:	
Sources of verification: (meeting, document review, other)	
Existing partnership with this organisation?	
If yes, when did cooperation with this organisation start?	

Ⓑ SUGGESTED PREREQUISITES WHEN SELECTING NEW PARTNER ORGANISATIONS

Prerequisites	Yes	Comments
The organisation is legally registered in the country		
The organisation has a Management Board		
The organisation produces an annual audited financial statement		
The organisation and its senior management have been screened against counterterrorism lists and you confirm there is no match		

Ⓒ BACKGROUND AND GOVERNANCE

Type of organisation (NGO, government, research institution, other)	
Year it was founded	
Date of last assessment (for existing partner organisations)	
Date of last external evaluation carried out on this organisation and by whom (for potential new partner organisations)	

Organisational Structure		
Are there organisational by-laws?	YES	NO
Is there a stated mission and vision?	YES	NO
Does the organisation have a constituency/membership base?	YES	NO
Is there an organisational structure/chart?	YES	NO
Board functions		
Are regular board meetings held?	YES	NO
Is documentation from meetings/minutes available?	YES	NO
Are the agenda items relevant to the work of the board?	YES	NO

Your assessment	Weak	Fair	Strong
Comments			

ⓓ EXTERNAL ENGAGEMENT AND INFLUENCE

Networks and coordination		
Is the organisation involved in networking with other NGOs, humanitarian organisations or networks?	YES	NO
Does the organisation coordinate its work with other NGOs (local, national, international)?	YES	NO
Is there visible community participation, and does the organisation directly interact with beneficiaries?	YES	NO
Government interaction		
Does the organisation coordinate with the government/authorities?	YES	NO
Does the organisation engage in public processes?	YES	NO
Information and advocacy		
Does the organisation produce information materials regularly?	YES	NO
Does the organisation hold public events for fundraising or other purposes?	YES	NO
Does the organisation work through the media?	YES	NO
Does the organisation use advocacy as a foundation of its work?	YES	NO
Does the organisation perform any lobbying activities?	YES	NO
Counterterrorism policies and procedures		
Does the organisation have and follow counterterrorism policies and procedures that enable it to comply with donor requirements, such as systematic vetting of its implementing partners and suppliers against recognised lists of terrorists?	YES	NO

What influence does the organisation have?	
Who has influence over the organisation?	
Can the potential partner negatively affect your organisation's credibility and legitimacy? What and how significant are the risk factors? How important could the partnership be for your organisation? If criticism has been raised, how has the organisation addressed this?	

Your assessment	Weak	Fair	Strong
Comments			

ⓔ PROGRAMMATIC CAPACITY

What is the mission statement of the organisation?	
What are the target group(s)/ beneficiaries of the organisation?	
What is the geographical focus of the organisation?	
What is the programmatic focus of the organisation?	

Does the organisation:		
Uphold and abide by the humanitarian principles?	YES	NO
Support the provision of impartial assistance solely based on needs?	YES	NO
Operate independently without the imposition of a political agenda?	YES	NO
Uphold a do-no-harm approach?	YES	NO
Have a long-term plan/strategy in place?	YES	NO
Have a framework for Accountability to Affected Populations?	YES	NO
Have a Code of Conduct?	YES	NO
Have policies and procedures to prevent sexual exploitation and abuse?	YES	NO

Your assessment	Weak	Fair	Strong
Comments			

F OPERATIONAL CAPACITY

What are the organisation's logistics procedures, and which written logistics regulations exist?	
Describe the logistical setup of the organisation.	

Procurement		
Does the organisation have clear procurement regulations?	YES	NO
Does the organisation have a clear policy for segregation of duties and delegation of authority in the procurement process?	YES	NO
Does the organisation have a procurement plan?	YES	NO
Does the organisation have a procurement tracking and reporting system?	YES	NO
Does the organisation maintain a supplier database?	YES	NO
Asset and warehouse management		
Does the organisation have an asset database?	YES	NO
Does the organisation have routines for handing over, write-off, sales and disposals of assets?	YES	NO
Does the organisation have procedures for managing stocks and warehouses?	YES	NO
Drivers and vehicles		
Does the organisation have a maintenance program for its vehicles?	YES	NO
Does the organisation have a driving security and safety policy?	YES	NO
Does the organisation have a driver training program?	YES	NO

Your assessment	Weak	Fair	Strong
Comments			

Ⓖ FINANCIAL CAPACITY

What donors are currently supporting the organisation's programmatic activities?	
What is the current overall budget for the organisation's activities?	

Accounting system		
Is there a detailed accounting manual?	YES	NO
Does the organisation have the necessary software for accounting?	YES	NO
Are the financial documents properly maintained?	YES	NO
Are costs booked in the accounts in a timely manner?	YES	NO
Can the organisation provide periodic financial reports at the project level?	YES	NO
Financial control		
Does the organisation have its own bank account registered in its own name?	YES	NO
Is the external audit carried out in a timely manner?	YES	NO
Does the organisation comply with audit requirements?	YES	NO
Are the financial records accurate?	YES	NO
Cost effectiveness		
Is the organisation cost conscious/are alternatives considered to minimise costs?	YES	NO
Are quotations or invoices collected before purchases are made?	YES	NO

Your assessment	Weak	Fair	Strong
Comments			

ⓗ LOGISTICAL CAPACITY

What are the organisation's logistics procedures, and which written logistics regulations exist?	
Describe the logistical setup of the organisation.	

Procurement		
Does the organisation have clear procurement regulations?	YES	NO
Does the organisation have a clear policy for segregation of duties and delegation of authority in the procurement process?	YES	NO
Does the organisation have a procurement plan?	YES	NO
Does the organisation have a procurement tracking and reporting system?	YES	NO
Does the organisation maintain a supplier database?	YES	NO
Asset and warehouse management		
Does the organisation have an asset database?	YES	NO
Does the organisation have routines for handing over, write-off, sales and disposals of assets?	YES	NO
Does the organisation have procedures for managing stocks and warehouses?	YES	NO
Drivers and vehicles		
Does the organisation have a maintenance program for its vehicles?	YES	NO
Does the organisation have a driving security and safety policy?	YES	NO
Does the organisation have a driver training program?	YES	NO

Your assessment	Weak	Fair	Strong
Comments			

OVERALL RATING /SUMMARY	WEAK	FAIR	STRONG
Background and governance			
External engagement and influence			
Programmatic capacity			
Operational capacity			
Financial capacity			
Logistical capacity			

RECOMMENDATIONS BASED ON THE ASSESSMENT	
PLACE/DATE/SIGNATURE OF PERSON WHO CARRIED OUT THE ASSESSMENT:	