

**Capacity Assessment & Pre-Funding Site Checklist
Alliance for a Green Revolution in Africa (AGRA)**

Capacity Assessment & Pre-Funding Site Checklist for proposed Grantees

ORGANIZATIONAL CAPACITY ASSESSMENT & PRE-FUNDING SITE CHECKLIST FOR PROPOSED GRANTEES.

Name of Organization:

Country:

Assessors:

Assessment Date:



Section 1: Leadership, Governance and Strategy

How does the organization govern itself and plan for the future?

Assessment Area	Question	Score ¹
1.1. Constitution/Rules (Articles of Association, Memorandum of Association)	Does the organization have a written constitution or rules that are accepted and approved by all the members of the organization?	
1.2. Governance Structures	Does the organization have a board/committee that meets regularly?	
1.3 Foundation	Does the organization have a strategic plan ?	
	Does the organization have a bank account?	

¹ Assign a score from 0 to 1, where 0 = negative answer; 1 = positive answer.

	Does the organization have a diversified source of financial resources?	
	Is the organization/company financially sustainable and profitable?	
1.5 Values	How does the organization respect, encourage, and promote equal participation from people of all genders?	
	Does the organization share a common set of basic beliefs and values with AGRA?	
Total Score (Average)		
Section 2: Financial Management		
How does the organization plan and manage its finances?		
Assessment Area	Question	Score
2.1 Bank Account	Does the organization have a bank account?	
2.2. Financial Procedures	Does the organization follow documented financial procedures?	
2.3. Budgets and Cash Flow Planning	Does the organization prepare, monitor and review budgets ?	
2.4. Record Keeping	Does the organization keep records of revenue and expenditure that can be presented on demand?	
2.5. Reporting	Does the organization prepare and submit reports to its stakeholders as required or expected?	
Total Score (Average)		
Section 3: Administration and Human Resources		
How does the organization manage its operations, staff and volunteers?		
Assessment Area	Question	Score
3.1 Office and Equipment	Does the organization have its own office with office equipment?	
3.2 Office procedures	Does the organization have office procedures covering working hours, office administration and procurement?	
3.3 Human Resources	What human resources are available to implement the organization's work?	
3.4. Managing Staff/ volunteers	How does the organization ensure that staff and volunteers are well managed?	
3.5 HR policies and procedures	Does the organization have formal and documented policies and procedures to guide the overall management of people?	
Total Score (Average)		
Section 4: Project Design and Management		
How does the organization develop and manage its projects?		

Assessment Area	Question	Score
4.1 Targeting	How does the organization determine its target for Agricultural activities?	
4.2. Project design	How does the organization initiate its projects?	
4.3 Gender Mainstreaming	How does the organization respect, encourage, and promote equal participation from people of all genders?	
4.4 Environmental and Social	How does the organization assess and manage the environmental and social risks of its activities/projects? Has an Environmental and Social Action Plan been submitted with the project proposal?	
4.5 Community Involvement / relevant Government structures	Does the organization involve the target community / government in program identification, implementation and performance Monitoring?	
4.6 Project Implementation during Emergencies /Humanitarian Crisis	How does the organization implement its activities during humanitarian crisis or emergencies?	
4.7 Phasing out	Does the organization have a phasing out strategy for its activities?	
Total Score (Average)		
Section 5: Monitoring and Evaluation		
How does the organization monitor, evaluate and track the implementation of its programmes?		
Assessment Area	Question	Score
5.1 Monitoring and Evaluation	Does the organization routinely monitor and evaluate the progress of its project activities to ensure that resources are used efficiently and that goals are met? Does the organization monitor the E&S performance of its projects?	
5.2 Inputs [Resources available to carry out an activity]	Are input indicators incorporated in the implementation and reporting methods/approaches?	
5.3 Work plan	Does the organization prepare work plans for implementation of identified intervention activities?	
5.4 Outputs [Measurable, direct results of activities, such as products or services provided]	After implementing its activities, does the organization look back to check what actually took place?	

5.5 Outcomes [Measurable consequences of a projects or program's outputs, impacts on the client or the public, and the results of the outputs Outcomes may be immediate, ultimate or somewhere in between]	Does the organization follow up to establish the changes that its activities bring on the target groups? <i>e.g.</i> Micro dosing (SHP)	
5.6 Impact [Impact is the result of project/program activities as felt by clients and society. Impacts may be positive or negative]	Does the organization measure the overall impact of its activities on the targets?	
Total Score (Average)		
Section 6. Technical Capacity		
What knowledge and experience does the organization have in agricultural interventions?		
Assessment Area	Question	Score
6.1 Competence [Knowledge and skills]	Do officials, staff, volunteers and members have the necessary skills to do their duties well?	
	Does the organization have a designated role for the management of E&S risks and impacts?	
6.2 Use of National guidelines	Are the organization's programme activities guided by established national practices?	
Total Score (Average)		
Section 7: Sustainability		
How does the organization ensure sustainability in order to be effective in its projects(s)?		
Assessment Area	Question	Score
7.1 Programme Sustainability	Do the beneficiaries and stakeholders perceive that the services which they are receiving are of sufficient importance and value that they are willing to assume responsibility and ownership for them?	
7.2 Financial Sustainability	Does the organization have a diversified source of financial resources?	
Total Score (Average)		
Section 8: Knowledge Management		
Knowledge management is a vital component of effective interventions and in impact mitigation. How does the organization record, store, maintain and share relevant data and information?		

Assessment Area	Question	Score
8.1 Managing data and information	To what extent is the organization using information and communication technologies (ICT) like the internet, email and cell phones to connect with key stakeholders, facilitate transfer and sharing of information?	
8.2 Identification of lessons learnt	How does the organization identify and use lessons learned?	
8.3 Identification of best practices	How does the organization identify best practices in any of its work? (<i>Best practices are approaches, techniques, characteristics and projects/programs for which there is evidence of effectiveness or promise of effectiveness</i>)	
8.4 Documenting lessons learnt and best practices	How does the organization document its lessons learned and best practices?	
Total Score (Average)		
TOTAL AVERAGE SCORE		

Name	Signed	Date
	1	
	2	
	3	

Site Checklist and Questionnaire Table for use before the Funding of a Project Site.

Issue	Remarks
Date of Visit:	
Grant Applicant:	
Project Location:	
Field Visit Conducted by:	
Interviews Conducted: (Include names and titles of interviewees)	

Confirm that original copies of the following documents were reviewed.

Registration Certificate	Constitution	Bank Statements
[]	[]	[]
Audited Financial statements	Organogram	Management meeting minutes
[]	[]	[]

Environmental and Social Performance

Complete the table below with information required

Main E&S risks as defined in the Pre-Screening:	<i>List only these that are related to the visit.</i>
Assessment of the risks after site visit/ interviews conducted:	<i>Verify the above and/or provide additional information. Provide proof in the form of photographs, documents and meeting minutes.</i>

Annex – Meeting Minutes and Site Visit Photo Log