

## Another Perspective on Evaluating Grantees - Grantee Assessment Tool

Organizations need to have a basic level of capacity in the following areas in order to perform.

- **Financial Health & Management**
- **Leadership**
- **Strategy & Mission**
- **Monitoring & Evaluation**
- **Governance**
- **Human Resources**
- **Communication**
- **Staff Capacity**
- **Regulatory & Compliance**

The first four areas are explored below:

### Financial Health & Management

	What are you trying to assess?	Questions that can be asked to assess strength or gaps in this area?
<ul style="list-style-type: none"> <li>• <b>Fiscal responsibility</b></li> <li>• <b>Systems and policies</b></li> <li>• <b>Sustainability</b></li> <li>• <b>Staffing - roles and procedures</b></li> </ul>	<ul style="list-style-type: none"> <li>○ Does the organization have sufficient resources and income to cover operational expenses?</li> <li>○ Does the organization have basic financial and reporting systems?</li> </ul>	<p><i>Fiscal responsibility:</i></p> <ul style="list-style-type: none"> <li>○ Board capacity                             <ul style="list-style-type: none"> <li>- Is there any financial expertise among Board members?</li> <li>- Is there a finance committee?</li> </ul> </li> <li>○ How does the organization manage its financials?</li> <li>○ Does the organization use key performance indicators to measure the organization's financial performance?</li> <li>○ Does the organization have an understanding of its expenses and trends?</li> </ul> <p>Ratios:</p> <ul style="list-style-type: none"> <li>- fundraising to income/donations</li> <li>- operating receivables/debt</li> <li>- reserves</li> </ul>

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Financial Health & Management		
		<p><i>Systems and policies:</i></p> <ul style="list-style-type: none"><li>○ Does the organization have written accounting policies/procedures?<ul style="list-style-type: none"><li>- Segregation of duties</li></ul></li><li>○ What systems does the organization use for budgeting?</li><li>○ Does the organization produce monthly, semi-annual, annual financial reports?</li></ul> <p><i>Sustainability:</i></p> <ul style="list-style-type: none"><li>○ What is the organization's cash reserves/working capital?</li><li>○ Does the organization have sufficient cash flow to cover monthly expenses?</li><li>○ Do they have a development or fundraising plan?</li><li>○ Who are your funders?</li><li>○ What is are your projected funding sources?</li><li>○ Of these forecasts, which funds are committed?</li></ul> <p><i>Staffing - roles and procedures:</i></p> <ul style="list-style-type: none"><li>○ What is the capacity of the accounting/finance staff?</li><li>○ Who manages the accounts/books? (accountant, CPA, or volunteer)</li><li>○ Finance staff understanding of GAAP?</li></ul>

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<b>Leadership</b>		
	<b>What are you trying to assess?</b>	<b>Questions that can be asked to assess strength or gaps in this area?</b>
<ul style="list-style-type: none"> <li>• <b>Achievements</b></li> <li>• <b>Reputation</b></li> <li>• <b>Continuity</b></li> <li>• <b>Board engagement</b></li> </ul>	<ul style="list-style-type: none"> <li>○ Is the organization led by individuals who manage staff to achieve high performance?</li> <li>○ Are leaders able to address organizational issue?</li> </ul>	<p><i>Achievements:</i></p> <ul style="list-style-type: none"> <li>○ Proof of successes and outcomes</li> <li>○ Collaboration with other organizations</li> </ul> <p><i>Reputation:</i></p> <ul style="list-style-type: none"> <li>○ What is the reputation of the executive director and senior staff?</li> </ul> <p><i>Continuity:</i></p> <ul style="list-style-type: none"> <li>○ What is the staff turnover rate of the organization?</li> <li>○ Does it make sense given the organization's operating model?</li> <li>○ Is there a succession plan for senior leadership?</li> </ul> <p><i>Board engagement:</i></p> <ul style="list-style-type: none"> <li>○ Does leadership receive development training?</li> <li>○ Is there diversity in leadership? Does it reflect the community it is serving?</li> </ul>

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<b>Strategy &amp; Mission</b>		
	<b>What are you trying to assess?</b>	<b>Questions that can be asked to assess strength or gaps in this area?</b>
<ul style="list-style-type: none"> <li>• <b>Plan and implementation</b></li> <li>• <b>Alignment of strategy and mission</b></li> <li>• <b>Programs &amp; resource allotment</b></li> <li>• <b>Risk assessment</b></li> </ul>	<ul style="list-style-type: none"> <li>○ Clarity of strategy</li> <li>○ Priorities/objectives of the organization</li> <li>○ Understanding of current context, challenges and opportunities</li> </ul>	<p><i>Plan and implementation:</i></p> <ul style="list-style-type: none"> <li>○ Does the organization have a plan/guide that it will follow to reach its goals?</li> <li>○ Who is involved in development?</li> <li>○ Is there buy-in/Understanding?</li> <li>○ How is the plan implemented?</li> </ul> <p><i>Alignment of strategy and mission:</i></p> <ul style="list-style-type: none"> <li>○ How does it help achieve mission?</li> <li>○ Does the strategic plan inform decision making in the organization?</li> </ul> <p><i>Programs &amp; resource allotment:</i></p> <ul style="list-style-type: none"> <li>○ Is the strategic plan a living document/revisit regularly?</li> <li>○ Is funding in alignment with aspects of strategy?</li> <li>○ Does the plan consider achievement - what have you/have not achieved? Do you have an evaluation plan?</li> </ul> <p><i>Risk assessment:</i></p> <ul style="list-style-type: none"> <li>○ Has the organization identified its risks? Developed a plan to address to address those risks?</li> <li>○ What is the organizations willingness and/or tolerance for failure?</li> <li>○ What barriers to success are encountered? How does the mission help to get through these barriers?</li> </ul>

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<b>Monitoring &amp; Evaluation</b>		
	<b>What are you trying to assess?</b>	<b>Questions that can be asked to assess strength or gaps in this area?</b>
<ul style="list-style-type: none"> <li>• <b>Strategic fit</b></li> <li>• <b>Structure</b></li> <li>• <b>Indicators and outcomes</b></li> <li>• <b>Program implementation evaluation</b></li> </ul>	<ul style="list-style-type: none"> <li>○ Does the organization have an M&amp;E structure?</li>   <li>○ How often does the organization perform evaluations?</li> </ul>	<p><i>Strategic fit:</i></p> <ul style="list-style-type: none"> <li>○ How do you measure success?</li> <li>○ Do the outcomes meet the original purpose and program design?</li> </ul> <p><i>Structure:</i></p> <ul style="list-style-type: none"> <li>○ Gap analysis skills</li> <li>○ Capacity of staff to track outcomes and analyze data</li> <li>○ Do you work with consultants/outside evaluators?</li> <li>○ How do you communicate results inside and outside the organization?</li> </ul> <p><i>Indicators and outcomes:</i></p> <ul style="list-style-type: none"> <li>○ Can you define your goals?</li> <li>○ What tools are used to measure success and track activities?</li> </ul> <p><i>Program implementation evaluation:</i></p> <ul style="list-style-type: none"> <li>○ Are the results used to inform program planning, budget?</li> <li>○ Was the evidence based program modified in any way?</li> <li>○ Have your objectives been met?</li> </ul>