

## FULL CAPACITY ASSESSMENT QUESTIONNAIRE

### Operational Partnership Policy and Procedure TE-52(FM-PR-02)

#### 1. Introduction

In accordance with the Operational Partnership Policy and Procedures (FM-PR-02) the Institute is required to carry out a capacity assessment of potential partners before signing a partnership agreement. The circumstances under which this capacity assessment must be carried out is outlined in Chapter 6 of the Operational Partnership Policy. The purpose of the assessment is to ensure that the systems and capacities of the potential implementing partners are adequate for the effective programme and financial management of partnership/grant funds.

- This questionnaire provides a tool for carrying out the assessment and documentary evidence of the process.
- It is recommended to carry out the assessment again after working with the Partner for some time (e.g. after three years) to assess and monitor progress.
- This questionnaire is a **Full Capacity Assessment** and is to be used for partnerships involving expenditure exceeding **€50,000**.

#### 2. Instructions for completing the assessment

- The capacity assessment must be carried out by the respective International IDEA Project Manager (PM) and supported by a staff member from the relevant Finance unit;
- It is recommended that the questionnaire is completed in a face to face meeting/via video conference with relevant staff from the partner organization. The questionnaire can also be emailed to the partner in advance and then followed up with the meeting.
- This Assessment Questionnaire contains five sections (A, B,C,D and E). These are described in the table below:

SECTION	DESCRIPTION	TO BE COMPLETED BY:
A	General Information and details about partner	International IDEA PM and Partner
B	Rationale for selecting the partner	International IDEA PM
C	Assessment of the general risk environment	International IDEA PM
D	The Assessment Questionnaire (addressing five capacity areas)	International IDEA PM and Finance and Partner
E	Overall risk assessment and summary of	International IDEA PM



	capacity	
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- Insert "Not Applicable/NA" if a question is not relevant to the partner.
- The PM must ensure that the assessment is complete and any required supporting documents attached.
- The assessment must be signed by the PM and an authorized signatory from the Partner.
- If there are risk issues arising from the assessment it will be the Programme Director who makes the final decision as to go ahead with the partnership.



<b>SECTION A: GENERAL INFORMATION AND DETAILS ABOUT PARTNER</b> (can be completed by International IDEAPM with assistance from partner)	
<b>1. - Registered Name:</b>	Gender Links
<b>2. - Address:</b>	9 Derrick Avenue, Cerildene, 2198, Johannesburg, South Africa
<b>3. - Telephone:</b>	+27(11) 0290006/+27(11)0282410
<b>4. - Contact Email:</b>	ceo@genderlinks.org.za
<b>5. - Website Address:</b>	www.genderlinks.org.za
<b>6. - Legal Status and Registration No:</b>	Gender Links (Non-Profit Company) (Registration number 2001/005850/08)
<b>7. - Tax/VAT Registration No:</b>	Vat Registration Number :4510208228 Tax Registration Number: 9312170146
<b>8. - Number of years in existence:</b>	19 years
<b>9. - Operating Language (s)</b>	English
<b>10. - Number of Staff</b>	43 staff members(All Staff)
<b>11. - Name of Chief Executive and number of years in place:</b>	Colleen Lowe-Morna, Founding CEO 19 years of service.
<b>12. - Name and contact details of External Auditor:</b>	BDO South Africa Incorporated Summit Place Office Park, 221 Garsfontein Road, Menlyn Pretoria, 0181 South Africa
<b>13. - Estimated Annual Budget (in Euros). Indicate how much is Restricted and Unrestricted funds:</b>	Three (3) million Euros. All our funds are Restricted Funds.
<b>14. - Brief Description of main work of Partner (e.g. Mission/Vision/Strategy Statement/ Objectives):</b>	<p><b>Vision:</b> Gender Links (GL) is committed to an inclusive, equal and just society in the public and private space in accordance with the SADC Protocol on Gender and Development.</p> <p><b>Mission:</b> GL achieves its vision through a people-centred approach guided by the SADC Protocol on Gender and Development that is aligned to the Sustainable Development Goals, Beijing Plus Twenty and Africa Agenda 2063. Working with partners at local, national, regional and international level, GL:</p> <ul style="list-style-type: none"> <li>• Promotes gender equality in and through the media, and in all areas of governance.</li> <li>• Develops policies and action plans to ensure that gender equality is achieved, especially at the local level.</li> <li>• Builds the capacity of women, men and all citizens to engage critically in democratic processes that advance equality and justice.</li> <li>• Conducts campaigns for ending gender violence, HIV and AIDS, economic and climate justice and the rights of marginalised groups.</li> </ul> <p>This mission is achieved through a strong commitment to results that include:</p> <ul style="list-style-type: none"> <li>• Evidence gathered through conducting research to identify</li> </ul>



	<p>gender gaps.</p> <ul style="list-style-type: none"> <li>• Lobbying and advocacy using mainstream and new media.</li> <li>• Developing action plans in participative ways that bring together a broad cross section of partners in learning that is applied and supported on-the-job.</li> <li>• Establishing partnerships for the furtherance of GL goals with governments, NGOs, Community and Faith Based Organisations.</li> <li>• Creating synergies to sustain the work.</li> <li>• Monitoring and evaluating progress using appropriate regional and international instruments.</li> <li>• Learning, knowledge creation and innovation.</li> <li>• Ensuring value for money – economy, efficiency and effectiveness – in all GL's undertakings.</li> <li>• Fund raising at country and regional level, including maintaining a diverse portfolio of funders and income generating activities through the GL income generating units.</li> <li>• Enhancing institutional effectiveness: staff growth and development; efficient and effective use of IT, the purchase and maintenance of physical assets and an enabling environment for work and wellness.</li> </ul>
<b>15. - Expected €value to be transferred to Partner over 12-month period:</b>	Euro 552 584
<b>16. - Project and Finance Contact Persons of Partner (Name and email/telephone)</b>	<p>Director of Operations, Bheki Ncube  <a href="mailto:DOO@genderlinks.org.za">DOO@genderlinks.org.za</a>  Landline: +27(11)0290006  Mobile: +27 720675851</p>



<b>SECTION B: RATIONALE FOR SELECTING PARTNER</b>	
<b>1. -Project/Assignment Name</b>	Enhancing Women's Political Participation in Africa
<b>2 - What process was followed to identify the partner?</b>	Desktop Scanning Meeting discussion with the organisation Organisation Assessment
<b>3.-How does the work of the partner supplement/complement the work of International IDEA?</b>	Pan African Focus Gender and the Media Women's Political Participation at local community level and national level
<b>4 -How is the mission/vision of the partner compatible with that of International IDEA?</b>	Strengthening democracy through gender parity and justice.  Inclusive participation
<b>5 - Has International IDEA previous experience of working with this partner? If yes list agreement numbers.</b>	NO

<b>SECTION C: ASSESSMENT OF GENERAL RISKS</b>	
<b>1. - Describe briefly the general political and operational Environment.</b>	South Africa and other SADC Countries that GL operates in are peaceful and have conducive operational environments to facilitate the implementation of the programme.
<b>2. - What is the country ranking in the corruption perception index?</b>	The 2018 Corruption Perceptions Index reported by Transparency International showed that the corruption Index in South Africa is reported to be improving during President's Cyril Ramaphosa's term.
<b>3. - Briefly assess any possibility of reputational risk</b>	There is no possibility of reputational risk by working with GL as it is a well-known organisation with an excellent track record in gender equality and women's empowerment work Southern Africa.



<b>SECTION D: CAPACITY ASSESSMENT QUESTIONNAIRE</b>	
<b>1. GOVERNANCE and ORGANIZATIONAL</b>	
<b>1.1 -Briefly describe the governance structure of your organization.</b>	Gender Links apex structure is an Association. GL is also governed by a 12 member Board from eight SADC countries. The CEO is an Ex-Officio Member of the Board. The Board plays an active oversight role and gives policy direction to the organization. The Board meets twice a year and approves each two-year strategic plan of GL, as well as the annual work plan for the next year. Full board meetings approve its annual audited financial accounts. The Board also has functional advisory Sub Committees namely the Audit and Risk Committee, the Organisational Committee, Programmes Committee, Country Operations Committee and the Diversification Committee that provide strategic direction to the specialised areas within GL.
<b>1.2 -Based on your response to 1.1. what is the role of your Governing Board in setting strategy of the organization and in providing programmatic and financial oversight?</b>	The Governing body provides the programmatic and financial oversight through clear mandate given by the GL constitution. The Board approves the five year straty for the organisation, and approves annual strategies and plans for implementation. The GL Board provides strong oversight over financial management, quality of programmes and good internal policies, systems and practices. The Board also receive and adopt audit reports.
<b>1.3 -How often does the Governing Board meet and any sub-committees (if applicable)?</b>	The Board meets once a year (annually for the AGM), and have regular Ad Hoc Meetings physically and virtually as and when necessary to make strategic decisions during the year.The Audit Committee meet four times a year and as and when required.Sub-Committees meet twice a year, and have other meetings as required.
<b>1.4-Do you have a basic strategic plan/strategy document which guides your work? If yes what is the duration of the current strategic plan?</b>	<p>YES. GL has a five-year strategy (2015-2020) that incorporates the programmatic priorities of GL; Alliance and Partnerships, Governance and Gender Justice, Media and M and E.</p> <p>This strategy is guided by the GL Theory of Change GL's Theory of Change (ToC)which begins from the premise that gender is the most cross-cutting source of social exclusion. Reinforced in formal and informal ways, gender inequality begins in the home; is perpetuated by the family; schools; work place; community, custom, culture, religion and tradition as well structures within society more broadly—the media, new media, popular culture, advertising, laws, law enforcement agencies, the judiciary, local and national structures. Gender inequality is so <i>normalised</i> that it often goes unnoticed, including by women who have been socialised to accept their inferior status.</p> <p>Given the insipient nature of gender inequality and the multitude of layers that reinforce its existence, GL believes that the only way to redress gender imbalances is to work in a holistic way that begins by recognising the importance of achieving equality in all the spheres of an individual woman's interaction - both public and private.</p>



	<p>The ecological model often used in gender analysis illustrates the <i>vicious negative cycle</i> that reinforce gender inequality. Each one of these layers can equally become a <i>virtuous positive cycle</i> challenging these deeply entrenched values, attitudes, systems and norms. Unlike sex, a biological given, gender is a <i>social construct</i> that can be deconstructed. The media may be a part of the problem, or it can be part of the solution.</p> <p>GL believes that the <i>vicious negative cycle of inequality</i> can be turned into a <i>virtuous positive cycle of equality</i>. This involves change from the private (individual, close relations) to community to society at large. The vision of GL that is committed to an inclusive, equal and just society in the public and private space in accordance with the SADC Protocol on Gender and Development.</p>
<p><b>1.5 -Does the organization have standard policies in place which adhere to national laws and international good practice e.g. Dignity at work, Codes of Conduct etc.</b></p>	<p>GL has strong organisational standard policies which adhere to the national laws and international good practices and these include the Finance Policy with clear financial management structure and responsibilities of the Audit Committee, CEO, Director of Programmes, Director of Operations and Programmes and Finance Officers; financial planning, budgeting and reporting, internal controls, donor revenue, banking accounting and cash, payment for goods and services, workshops and conferencing, travel, vehicle policy, office administration, asset management, procurement, value for money, anti –corruption, fraud and conflict of interest for efficiency and effectiveness.</p> <p>Gender Links also has good Human Resources Policies and related guidelines that include selection, recruitment and induction policy, Gender and Diversity, staff Performance and remuneration, staff development, learning and growth, Leave, overtime and flexitime, grievances policy among others. GL also has the Risk Policy, IT Policy; Safe Guarding Policy and Wellness Policy among others.</p> <p>In addition, as part of its efforts to improve institutional effectiveness, GL has developed a range of tools, checklists, and guidelines to improve its work. These policies and related tools are available in modularised and easily accessible format for staff on the GL intranet.</p>
<p><b>1.6-Do you have an organization chart that describes the main functions and roles?</b></p>	<p>Yes. GL has an organisational chart (Attached) that describes the main functions and roles as follows:</p> <p><b>Members of the Association:</b> The members of the company have ultimate authority over the organisation. They meet once every year at the Annual General meeting and the meetings deal and dispose of all matters prescribed by the Act, including the consideration of annual financial statements, the election of Directors and the appointment of an auditor, and may deal with any other matters relating to the organisation.</p> <p><b>Board of Directors:</b> The Directors of the company are appointed by the Members of the Association. The Directors are</p>



	<p>entitled to exercise all such powers of the Company as are not excluded by the Companies Act and Gender Links' Articles of Association. The directors are mandated to run the affairs of the organisation on behalf of the Members.</p> <p><b>Executive committee (EC):</b> The Directors appoint an Executive Committee consisting of the Chair and/or Deputy Chair; the Chief Executive Officer (CEO) and chairpersons of committees except the audit committee, which reports directly to the Board. The Board has four committees: Programmes, Organisational Development; Country Operations and Organisational Development. The Executive Committee meets quarterly in between annual board meetings. The role of the Executive Committee is to (i) Oversee the day to day running of the association,(ii)Review quarterly statements of account and (iii)Attend to any matters arising between Board meetings.</p> <p><b>Chief Executive Officer:</b> Chief Executive Officer who is an employee of the Association appointed for a fixed period of employment, with a six month probation period. The CEO is responsible for the operations of the Gender Links Non-profit Company, the Gender Links .The CEO is an ex officio member of the Board of Directors.</p>
<b>1.7-Do you have a Management Committee/Senior Management Team in place and how often do they meet?</b>	<p>GL has a Management Team that meets monthly led by CEO. The Management Team comprises of CEO, Director of Programmes, Director of Operations, Company Secretary, Programmes Manager- Alliance, Governance, Media and M&amp;E. Management team also meet regularly as and when required. The Managers in turn meet monthly with the relevant country managers as required.</p>
<b>1.8-Have you ever carried out an external assessment of your organizational structure?</b>	<p>YES.</p> <p>GL conducts regular organisational assessments including external assessments. In 2016 GL Conducted the second organisational evaluation. The purpose of that organizational feedback was to assess the overall efficiency and effectiveness of the organisation and make recommendations which will add to the success and value of the organisation. The feedback was specifically to assess the extent to which flexible funding provided through the Programme Partnership Arrangement (PPA) of UKAID over a five-year period has contributed to a strong and sustainable organization.</p> <p>GL also conducts internal assessments by the Association, Board Member s and Staff for institutional reflections for improvement.</p>
<b>2. FUNDING and GRANT MANAGEMENT</b>	
<b>2.1 How do you source funding and plan for future operational needs?</b>	<p>GL mobilises resources application of funding guided by the Corporate Fundraising Strategy.GL sources funding though applications to call for proposals by donors. GL also approaches possible funders to support existing programmes and projects at both regional and national levels. GL using its Corporate Fundraising Strategy has a clear Corporate fundraising strategy which focuses on the following:</p> <p><b>Sustainability–</b> to Grow the Gender Links Endowment Fund by</p>



	<p>50% year on year for the next 5 years to ensure financial stability and resilience.</p> <p><b>Fundraising Campaign:</b> Focus on increasing Gender Links Brand Awareness by hosting one fundraising campaign every month and for each event the target is to network and establish 10 new potential future funders that will be approached for a presentation.</p> <p><b>Visibility:</b> Grow the Gender Links social media footprint -Social media campaigns and valuable content on websites such as articles, videos, and even live-stream sessions can increase audience engagement through likes, tweets, and comments on social media platforms.</p> <p><b>Marketing:</b> Create an organisational marketing pitch, which aligns the GL mission, vision and values to those of the corporates from which GL seeks funding, hence generating an attractive unique selling point that entices donors to fund Gender Links. The marketing pitch should outline what offer Gender Links has for the potential funder in exchange for the funding and build a compelling case.</p> <p><b>Retention of Donors:</b> GL plans to achieve 100 % retention of all current funders such as the Gaming Board and SJI.</p> <p><b>Strategic Partnerships:</b> To create very year 5 new strategic partnerships and collaborations that aim to get service delivery contracts from large corporates, thereby creating synergies with Gender Links Services.</p> <p><b>Sustainability:</b> GL also through our diversification strategy for sustainability solicit for funding from Gender Links services (consultancy work). Gender Links is committed to the principles of the International Aid Transparency Initiative (IATI),</p>
<b>2.2 Do you have a fundraising strategy?</b>	Yes. <b>See attached.</b>
<b>2.2 Who are your major donors?</b>	Our Donors are: Diakonia, EU, Amplify Change, and Global Affairs Canada (Canadian Government), UN AID Direct (Jo Cox)
<b>2.3 What is the current breakdown of your funding between Restricted and Unrestricted Funding?</b>	Three (3) million Euros. All our funds are Restricted Funds.
<b>2.4 How do you ensure that grant funding is identifiable separately in your accounting system? Do you have a project module in your accounts system?</b>	GL has a strong Financial planning, budgeting and reporting Policy with clear Donor Budget Templates and systems that separates and identifies all budget lines per donor and per programmes activities. There are also clear project modules in GL accounts. This is supported by strong internal controls.
<b>2.5 What is your system</b>	GL uses Sage Pastel Evolution computer accounting and



for ensuring compliance with Donor grant and reporting conditions?	enterprise resource planning (ERP) programme.. The system uses a multi-dimensional segmented general ledger system which allows for posting per donor, per project, per branch. This is therefore used to track and verify budgets on capturing and reporting. It also includes the procurement module that allows for real time processing of expenditure making it possible for timely tracking of budgets and effective reporting to donors.		
2.6 Have you had to undertake project audits as part of grant agreements? If so what have been the main findings in general?	Yes. GL has undertaken project audits as part of the grants agreements. The main findings of the audits have been positive over the years with clean audits.		
3. FINANCIAL MANAGEMENT			
3.1 What financial policies and procedures do you have in place? For example do you have a Financial Manual?	GL has a Financial Policy with clear structure and responsibilities for financial management. GL also has a policies for financial planning, budgeting and reporting, with tools such as the Donor Budget Template and Activity Budget Cash Advance & Reconciliation among others. GL also has clear Internal controls Policy, Revenue, banking accounting and cash and Payment for goods and services. There are also clear policies on Workshops and conferencing, and Travel.		
3.2 How many finance staff do you employ and what are their individual roles?	<p>GL has a total of twelve Finance Staff Members. The responsibility for Finances and accounting is on the accounting department that is headed by the Director of Operations at Head Office, the head office accounting staff (Senior Finance Officer, Finance Officer and Senior Finance Officer - Grants) and Country Finance Officers. These are competent staff members with the requisite qualifications and appropriate skills.</p> <p>The Director of Operations is deputised by the SeniorFinance Officer who directly link with the Country Finance Officers. The two Finance Officers are responsible for HQ and the two profit wings, Gender Links Training Services and Gender Links Cottages. The Country Finance officer is back-stopped in his/her role by the Head Quarters finance personnel.</p> <p>All users are allocated user IDs and passwords for access and processing controls. Procurement module approvals are segregated according to the defined approval paths with different levels of authority in line with the procurement policy. With the recent upgrade, the system is now able to generate Trial Balance in other currencies other than the functional currency (ZAR).</p>		
3.3 Are the financial staff suitably qualified and experienced? Do	Members responsible for accounting	Competency/ Education for Accounting	
	Director of Operations	MBA Finance	



<b>you have a qualified accountant in the team?</b>	<table border="1"> <tr> <td data-bbox="764 255 1373 308">SeniorFinance Officer</td> <td data-bbox="1373 255 1900 308">Financial Degree Level</td> </tr> <tr> <td data-bbox="764 308 1373 403">Finance Officer (Head Quarters)</td> <td data-bbox="1373 308 1900 403">Financial Higher Diploma Level</td> </tr> <tr> <td data-bbox="764 403 1373 498">Finance Officer (Head Quarters)</td> <td data-bbox="1373 403 1900 498">Diploma Level</td> </tr> <tr> <td data-bbox="764 498 1373 546">Country Finance Officers</td> <td data-bbox="1373 498 1900 546">Diploma Level</td> </tr> </table>	SeniorFinance Officer	Financial Degree Level	Finance Officer (Head Quarters)	Financial Higher Diploma Level	Finance Officer (Head Quarters)	Diploma Level	Country Finance Officers	Diploma Level
SeniorFinance Officer	Financial Degree Level								
Finance Officer (Head Quarters)	Financial Higher Diploma Level								
Finance Officer (Head Quarters)	Diploma Level								
Country Finance Officers	Diploma Level								
<b>3.4 Do you have a computerized accounting and payroll system in place? Provide the name.</b>	Yes GL has a computerised accounting and payroll system in place namely SAGE Pastel Evolution and SAGE VIP								
<b>3.5 Describe briefly the systems for handling cash and controlling bank accounts.</b>	<p>The rules are defined and incorporated in the Finance Policies and Procedures manual. Using the GL Internal controls, the integration of the activities, plans, attitudes, policies, and efforts of the people of GL work together to provide reasonable assurance that the organization achieves its objectives and mission. The Internal controls</p> <ul style="list-style-type: none"> <li>•Affect every aspect of an organization;</li> <li>•incorporates the qualities of good management;</li> <li>•Is dependent upon people and will succeed or fail depending on the attention people give to it;</li> <li>•Is effective when all of the people work together;</li> <li>•Provides a level of comfort regarding the likelihood of achieving organizational objectives;</li> <li>•And helps an organization achieve its mission.</li> </ul> <p>GL also has the Financial responsibility and segregation of duties that stipulates that no one person should handle a financial administration task from the beginning to the end. This is so that an error in the work of one should emerge in the work of another or a situation where the work of officer is checked by another in order to limit the opportunity for error and fraud as shown in the table below:These are also defined in Sage Pastel Evolutions System where they are governed by the user setup and password control.</p> <p>Payments are made either by cheque and/or electronic funds transfer where two signatories are required to sign the cheque or release the payment as per Gender Links finance policies and procedures.</p> <p>Individual grants are deposited in to the current account which is used for transaction purposes and only on call account for annual disbursements. Funds are applied as per budgets. Where there is a need for budgets revision, this is done according to donor agreements, wherein for certain margins as specified communication or request for approval is made to the funders.</p> <p>Budget verification is done at the expense commitment level through Sage Pastel procurement system where the originator of the transaction captures in the system and the budget holder approves for payment.</p>								



	Budget appropriations are approved by the Budget holder who is the Country Manager in liaison with the Governance Manager from Head Office with the approval of the Director of Operations (Finance) and the Chief Executive Office in line with and depending on the grant agreement specifications.
<b>3.6 Do you update the accounts regularly and routinely. Do you carry out monthly/quarterly accounting routines (e.g. bank reconciliations etc.)?</b>	<p>Gender Links utilises a procurement module in Sage Pastel Evolution that allows for transactions to be posted on a realtime basis when a transaction is approved in the system. In line with the Finance Policy the Finance Management Team reports to the CEO monthly on expenditure and financial management. Financial reports are also presented quarterly to the oversight body through the audit committee meetings that are held four times a year on minimum. Written reports are presented indicating budget utilisation as well as cash flow position and solvency of the organisation.</p> <p>Bank accounts are opened for organisational funds whether locally generated or donated shall be kept in reputable GL banks. Bank accounts are maintained by each office in local and foreign currency. GL has Bank accounts denominated either in South African Rands (ZAR), European Union (EURO), Great Britain Pound (GBP), United States Dollar (USD) and Country local currencies for country offices. All banks are/shall be mandated for 2 signatures for each payment.</p> <p>A separate cash book is maintained and updated on an on-going basis for each bank account. All blank cheques are kept crossed under lock and key and shall be opened at the request of the payee. All payments are entered in the cash book at cheque and date chronological order by the responsible finance officer on an on-going basis with a correct cost/budget code.</p> <p>The Senior Finance Officer (for HQ) and Finance Officer (Country) reconciles the cash book to the bank account at the end of each month. The DOO at HQ and CM at country offices routinely checks the cash book and supporting documentation and sign off the bank reconciliation each month..</p>
<b>3.7 How often do you prepare management accounts and are these presented to Management/Governing Board?</b>	GL prepares management accounts monthly and these are submitted to the Senior Management Team (SMT) and quarterly to the audit committee and annually to the Board. The audits are conducted by BDO as from 2016 audit who took over from Middel and Partners who had been auditing Gender Links for the past five years. These are certified Auditors. Gender Links as required by the auditing standards and King 3 Corporate Governance guidelines, has a policy to rotate the auditors or the audit partner on a five year basis.
<b>3.8 Do you carry out annual external audits of your accounts? When</b>	Gender Links conducts annual Financial Statements institutional audits after the end of the financial year that closes on 31 December each year. Other audits are conducted in compliance



<b>was the last audit?</b>	with grant agreements where individual grant or project audits are required. These fall on different dates depending on the grant period.
<b>3.9 Have you reported any deficits in the accounts in the last five years?</b>	No.
<b>3.10 Do you prepare an annual plan and budget that is approved at governance level?</b>	YES. GL prepares annual plan and budgets that is approved at Governance levels.
<b>3.11 Are Programme Staff involved with Finance Staff in preparing the annual and project budgets?</b>	<p>Yes. Programmes Staff are involved in financial management as aligned to the Programmes budgets they manage. Programmes Reports are also inclusive of financial reports. Programmes funds are applied as per budgets. Where there is a need for budgets revision, this is done according to donor agreements, wherein for certain margins as specified communication or request for approval is made to the funders. Budget verification is done at the expense commitment level through Sage Pastel procurement system where the originator of the transaction captures in the system and the budget holder approves for payment.</p> <p>Gender Links has a current strategic plan with documented annual plans that are drawn from the strategic plan. Members of the board and staff are all actively involved in both strategic and annual work planning. The strategic plan defines the expected results and provides a functional framework for implementation and monitoring of activities as results can easily be traced back to the plans.</p> <p>GL has a very comprehensive programmatic system and tools for, and a credible organizational culture of regular follow-up of activities, and applies the necessary resources to monitoring and evaluation that enables it to objectively compare quality and quantity of the results against plans. Such regular practical use of monitoring and evaluation tools provides opportunities for their review and update.</p> <p>The monitoring and evaluation system, tools and practices generate a tremendous amount of information. GL has demonstrable capacity to systematically document all the important information and store it in a retrievable manner from which the organization uses to generate progress and other reports. Its reporting cycle is therefore on time and in accordance with its partners' reporting requirements.</p> <p>The organization's working methods correspond to its vision and objectives and they are reflected in the policy documents. Overall, GL has adopted participatory approaches that have heavily inbuilt continuous organizational learning for institutional improvement.</p>



	<p>The rapid growth in GL has seen it take on a lot of programmes, projects and activities that pose the danger of overrunning its human resource capacity, and overall institutional capacity. It is advisable that GL now adopts more long term strategic planning in order to concentrate effort on maximizing outcomes and impact on the areas it has now developed programming capacity.</p>
<b>3.12 Describe the system for monitoring budgets and reporting variances.</b>	<p>Sage Pastel Evolution computer accounting and enterprise resource planning (ERP) programme is used for accounting. The system uses a multi-dimensional segmented general ledger system which allows for posting per donor, per project, per branch. This is therefore used to track and verify budgets on capturing and reporting. It also includes the procurement module that allows for real time processing of expenditure making it possible for timely tracking of budgets. Gender Links utilises Sage Intelligence Reporting Module to monitor budgets. Budget reports are created for each donor, project, site and consolidated institutional level. These are used at management reviews on a monthly basis to inform implementation plan reviews.</p>
<b>4. HUMAN RESOURCES (HR)</b>	
<b>4.1 What HR systems, policies and procedures do you have in place?</b>	<p>GL has Human Resources Policies that includes the selection ,recruitment and induction policy, Gender and Diversity, ; including recruitment policies, staff Performance and remuneration, staff development ,learning and growth, Leave , Overtime and Flexitime, Grievances Policy among others. GL also has the Risk Policy , IT Policy; and Wellness Policy</p>
<b>4.2 Do you have adequate staffing in place to support your operations?</b>	<p>YES. GL has adequate staff in place to support operations as tabulated above at 3.3.</p>
<b>4.3 Describe briefly the recruitment system. Is it open and transparent?</b>	<p>GL HR practices are open and transparent. In line with the selection, recruitment and induction policy the process involves the following stages: (i) Job advert and online application (ii) shortlisting and invitations for interviews (iii) Interviews (iv) Selection, and (v) Job Offer. GL also has appropriate HR systems, templates and forms that guide standard and procedural HR practices.</p>
<b>5. PROGRAMMING</b>	
<b>5.1 Describe briefly the programme/project planning system/method you have in place to guide the programme work?</b>	<p>The GL Programmes work is guided by the GL Programmes Strategy 2016-2020. Annual Programme Plans accompanied with appropriate budgets are also developed. GL has programmes strategies that guide programmes. Programme Manuals and tools to guide effective programmes implementation arte also in place.</p>
<b>5.2 How many programme staff do you have in place and what are their roles?</b>	<p>GL has five senior Programmes Staff and officers to support programme implementation at regional level, who further provide support to Country Managers and other national level staff.</p>



	<p>The Officers are :</p> <p><b>Director of Programmes:</b> Responsible for coordination and management of GL Programmes, partners and donor engagement and management as well as resources mobilisation.</p> <p><b>Manager of the Alliance Programme:</b> Responsible for Coordination of Alliance Programme Activities including supporting country managers and management of partnerships. .</p> <p><b>Manager of the Gender Justice and Governance Programme:</b> Responsible for Coordination of programme activities including supporting Country managers.</p> <p><b>Manager of Media Programme:</b> Responsible for Coordination of the Media programme activities including supporting training of media and documentation of media stories for GL.</p> <p><b>Manager of M&amp; E:</b> Responsible for Coordination of M&amp; E data collection, analysis and packaging for evidence based programming including support to Country managers and M&amp; E Officers to capture Results for Change. .</p>
<p><b>5.3 Have you carried out activities similar to the proposed partnership? Were these done with another Partner and if so who?</b></p>	<p>YES.GL in its Gender and Governance programme GL spearheads the 50/50 campaign in the region. GL has provided capacity building to women in politics at both local and national levels. GL has played a key role in putting gender on the local government agenda in ten SADC countries through 432 councils that have joined the Centres of Excellence for Gender in Local Government. This includes gender responsive budgeting and service delivery, with new areas like Sexual and Reproductive Health and Rights as well as Climate Change enriching this model. GL has also</p> <p>This was in collaboration with other Partners such as LSF and Amplify Change.</p>

#### SUMMARY OF SUPPORTING DOCUMENTS TO BE PROVIDED

Document Name	Document Available (Indicate if provided and if not why)
1. Statutes/Incorporation Document	YES
2. Organizational Chart	YES
3. Strategic Plan/Strategic Document	YES
4. Fundraising Strategy	YES
5. Other Relevant Policies if available	YES
6. Copies of the last three years of Audited Financial Statements (including Audit Report)	YES



**Conclusion and Risk Assessment:**

In Section E below please provide the overall risk assessment and summary comments of the areas assessed. Comments should address specific weaknesses, gap areas and any recommendations.

The level of risk can be assessed as Low/Medium/High (L/M/H). Use the following as a guideline.

...	RISK LEVEL	ASSESSMENT
..	<b>Low Risk</b>	70% and more of the questions in each area are answered well and evidence is provided (from supporting documents) that good policies, systems and structures are in place.
..	<b>Medium Risk</b>	Between 35-70% of the questions in each area are answered well. Specific attention should be paid to the financial management and programme questions to assess how well the partner can implement the proposed activities.
..	<b>High Risk</b>	Less than 35% of the questions in each area are answered well. Specific attention should be paid to the financial management and programme questions to assess how well the partner can implement the proposed activities. Need to assess what additional measures can be put in place if the partnership is to go ahead.

**SECTION E: SUMMARY OF CAPACITY ASSESSMENT AND RISK ASSESSMENT**

GENERAL RISKS and CAPACITY AREAS	RISK LEVEL L/M/H	COMMENTS
<b>1. General Risks</b>	L	GL has a good track record built over the years on executing programmes of this nature and magnitude.
<b>2. Governance and Organizational Structure</b>	L	GL has solid, tried and tested governance structure and systems.
<b>3. Funding and Grant Management</b>	L	GL has the experience of managing funds and recently managing grants.
<b>4. Financial Management</b>	L	GL has strong financial policies and systems.
<b>5. Human Resources</b>	L	GL has strong HR Policies and systems.
<b>6. Programming</b>	L	GL has a strong programmes strategy, planning, and implementation and M&E systems.
<b>Overall Conclusion (any recommendations) and decision to proceed (Yes/No)</b>	L	GL has strong institutional capacity with effective governance structures, strong finance and programme policies, systems and tools.




**SIGNATURES:**

**For and on behalf of International IDEA**

Name: Dr Pinkie Mekgwe

Title: Senior Regional Advisor, IDEA AWA


Signature: 

Date and Place: 29/01/2020  
ADDIS ABABA

**For and on behalf of Gender Links**

Name: Bhekiwe Ncube

Title: Director of Operations, Gender Links

Signature: 

Date and Place: 29/01/2020  
ADDIS ABABA