

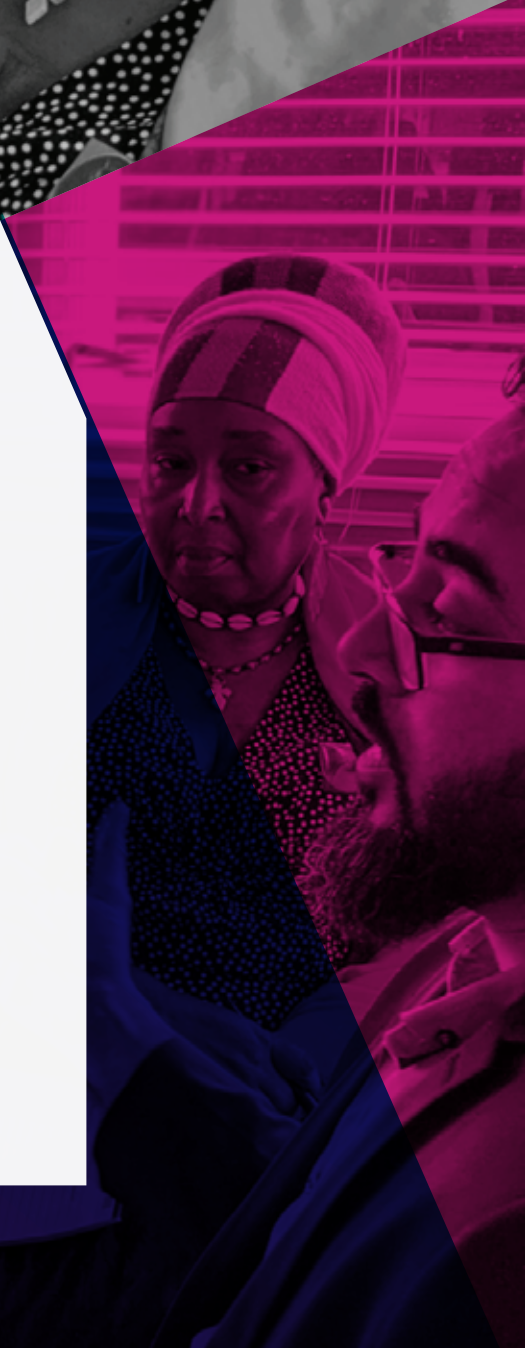


Capability Assessment Toolkit

A toolkit to assist in assessing the capability of
T&T NPOs to deliver PCVE-specific activities



The Commonwealth



Capability Assessment Toolkit

A Toolkit to Assess the Capability of Trinidad and
Tobago's NPOs to deliver PCVE-specific Activities



The Commonwealth

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Abbreviations and Acronyms

CAM	Capability Assessment Matrix
CAT	Capability Assessment Toolkit
CVE	Countering Violent Extremism
FIU	Financial Inclusion Unit
GoRTT	Government of the Republic of Trinidad and Tobago
HR	Human Resources
IT	Information Technology
NPO	Not for Profit Organisation
PCVE	Preventing and Countering Violent Extremism

Introduction

NPOs are vital partners and stakeholders in the fight to prevent and counter violent extremism, but they are also vulnerable to abuse by terrorist organisations. This toolkit will help governments and NPOs to identify and mitigate these risks.

The Commonwealth Secretariat's Countering Violent Extremism (CVE) Unit works with member countries to develop, define and understand the phenomenon of violent extremism as it relates to their specific context, and then to strategise, plan and act accordingly.

The CVE Unit believes in a 'whole-of-society approach' to effectively prevent and counter violent extremism and, since 2017, the CVE Unit has maintained a good working relationship with members of the Trinidad and Tobago Muslim and non-Muslim communities.

As a continuation of this work, the CVE Unit has commissioned the development of this Capability Assessment Toolkit (CAT) to support departments of the Government of the Republic of Trinidad and Tobago to prepare Non-Profit Organisations (NPOs) for Preventing and Countering Violent Extremism (PCVE) activity.

The CAT consists of:

1. Assessment criteria and guidance notes
2. Capability Assessment Matrix (CAM) template
3. Capability Report and Action Plan template

NPOs are vital partners and stakeholders in the fight to prevent and counter violent extremism, but they are themselves vulnerable to abuse by terrorist organisations.¹

This toolkit will help to manage this risk by identifying potential vulnerabilities within NPOs and producing an action plan to mitigate these risks and develop resilience to terrorist abuse.

The toolkit should also be used in conjunction with other relevant guidance, such as the 'Guidance for Best Practices for Non-Profit Organizations' produced by the Ministry of the Attorney General and Legal Affairs.

Assessment Criteria and Guidance Notes

This toolkit is intended to be used to assess the capability of Trinidad and Tobago's NPOs to deliver PCVE activities that are funded by GoRTT or its international partners.

Given the nature of the assessment, it should ideally be undertaken by individuals with knowledge and experience of the NPO sector.

Although some of the assessment criteria are broad in scope, this toolkit is intended to be used only to assess an NPO's capability in relation to specific PCVE activities that are to be delivered - the result of the assessment is not necessarily reflective of an NPO's capability in other areas, nor its overall status.

Obviously, the degree of detail with which the organisation is scrutinised will depend on the scale of the anticipated grant or contract, and the type and size of organisation itself. A small unincorporated organisation cannot reasonably be expected to have the same operational infrastructure and capacity as a larger incorporated organisation.

The toolkit is therefore intended as a starting point and should be adapted appropriately as required. Taken together, the assessment criteria should enable a balanced assessment to be made of an NPO's capability to carry out the intended activities to a suitably high standard.

1 <https://agla.gov.tt/wp-content/uploads/simple-file-list/ATU/Guidance-a-Public-Notices/NPO-GUIDANCE.pdf>

Compliance

1 Is the organisation correctly registered as a non-profit organisation with the Financial Intelligence Unit as set out in the Non-Profit Organisations Act 2019?

Under section 5 of the Non-Profit Organisations Act 2019 (The Act), it is an offence to operate a non-profit organisation unless it has been registered with The Regulator (the Financial Intelligence Unit), through an application process overseen by the Registrar General. Once registered, an organisation is issued with a Certificate of Non-Profit Organisation Registration which is valid for 5 years from the date of registration (sections 6 and 7 of The Act). At the end of the five-year registration period an application to renew registration can be made, and a further certificate of registration issued, valid for a further five-year period, provided the organisation is still compliant with the regulations set out under The Act. A list of organisations successfully registered under the Non-Profit Organisations Act 2019 will be maintained by the Registrar General (s.9).

Exemption from this stipulation is provided to Friendly Societies who must be registered under the Friendly Societies Act 1950 (section 5 (5) of The Act).

Since registration of non-profit organisations is mandatory, and non-compliance is a criminal offence, it would not be advisable to enter into any arrangement with such an organisation until a successful registration is complete. Checks on registration status can be made by searching for the organisation in question's entry on The Register and/or asking to be furnished with a current Certificate of Non-Profit Organisation Registration.

- 1.1 If the organisation is a Friendly Society, is it correctly registered with the Registrar of Friendly Societies?

Friendly Societies are the only type of non-profit organisation exempt from having to register with The Regulator under the Non-Profit Organisations Act 2019 (section 5(5) of The Act).

In the unlikely event that you are contemplating entering into an arrangement with a Friendly Society (they are usually concerned with financial savings or insurance), it is important to know that all societies with over thirty-five members are required by the Friendly Societies Act, Chapter 32:50, to register with the Registrar of Friendly Societies. Since registration is mandatory it would not be advisable to enter into any arrangement with such an organisation until a successful registration is complete.

2 Have any regulatory infringements been recorded in the Register of Non-Profit Organisations maintained by the Registrar General?

Under section 26 of the Non-Profit Organisations Act 2019, the Registrar General is able to make rules prescribing forms, fees and other matters relating to the non-profit organisation's registration. Where these rules have been infringed, this is noted on the Register.

Minor infringements do occur from time to time, and may have a perfectly reasonable explanation

e.g. late filing of certain notices may occur simply as a result of an oversight and are swiftly rectified. If infringements are minor, infrequent and can be explained, there is little cause for concern; but where regular and/or more serious infringements have been noted, it may be that the organisation has internal problems and there should be significant cause for concern.

3 Is the organisation incorporated or unincorporated?

Entering into an agreement with an incorporated organisation has significant benefits. A company is subject to Company Law; and their formation and subsequent operation will undergo third-party scrutiny by the Registrar of Companies.

Companies must operate according to the powers set out in their Articles of Association, which can be checked, and the Companies Act Chapter 81:01 imposes important standard obligations in terms, for example, of administration, and minimum duties of care for the directors.

It is a relatively simple process to view the Register of Companies to ascertain who the Company Directors are, and whether the Company's filing obligations are up to date, which ensures a certain level of transparency.

By contrast, an unincorporated organisation can operate in ways that are less transparent and is not consistently subject to the scrutiny of an external regulator. If an organisation is unincorporated, it is advisable to check whether or not it has a robust written constitution, which sets out the organisation's objectives, and important procedures, such as what happens in the event of a conflict of interest, in what circumstances directors can be remunerated, how decisions are made and recorded, etc.

Obviously, the level of detail of the written constitution should be consistent with the size of the organisation and the scope of its activities.

Evidence of adherence to the constitution can be provided in the form of meeting minutes, etc.

Organisations which are small in size and/or more recently formed are more likely to be unincorporated.

Entering into an agreement with an unincorporated organisation with no written constitution is likely to represent an unacceptable level of risk, due to lack of clarity and transparency in relation to its operations.

4 Is the organisation operating within the remit of its governing documents?

Whether the organisation is incorporated or unincorporated, its governing document should clearly set out its aims and objectives, and its activities should be consistent with these.

Aims and objectives are typically found within the Memorandum and Articles of Association in the case of an incorporated organisation, and the written constitution in the case of an unincorporated organisation.

If the organisation has clear aims and objectives and is delivering activities which are consistent with them, it is likely that they will understand their sector well, and have a strong track record of delivering projects which address the issues they are focusing on.

In contrast, if an organisation is delivering a project which is outside the scope of its remit, the chances of it being able to do so successfully is low, as it may not have the requisite skills or experience. It could also be in breach of legal requirements, such as a potential breach of trust, and thus incur regulatory action.

Questions could also be raised as to the governing body's motives for wanting to operate beyond their usual scope, and whether or not the correct decision-making procedures had been followed.

Governance

The Governing Body has a key impact on whether an organisation thrives and operates effectively. The tone the Governing Body sets through its leadership, behaviour, culture and overall performance is critical to the NPO's success.

5 Are there enough members on the Governing Body?

The number of members of the Governing Body is important and should be commensurate with the scale and scope of the organisation.

The Governing Body must be big enough that the NPO's work can be carried out and changes to the Governing Body's composition can be managed without too much disruption. A Governing Body of at least five but no more than twelve trustees is typically considered good practice.

A very small organisation may successfully operate with fewer than five members, but numbers should definitely not be below that set out in the Articles as necessary for a valid decision to be made, i.e. Governing Body meetings must be quorate.

6 Is the Governing Body sufficiently skilled?

The Governing Body membership should represent a good mix of the skills, knowledge and experience needed to govern, lead and deliver the NPO's aims effectively. Having someone on the Governing Body with the skills to provide a good financial oversight is particularly important. Legal and HR skills are also useful, along with one or more representatives of the community or cohort which the organisation seeks to benefit. Where Governing Body skills are missing, an NPO should be able to demonstrate that it can access appropriate advice from an external source or is actively looking to recruit new members with the requisite skills.

7 Is the Governing Body sufficiently independent?

Where the majority of the Governing Body members are connected in some way, for example are family members, or have external interests which could cause a conflict, for example own a business which would benefit by entering into an arrangement with the organisation, there are going to be question marks over the independence and impartiality of the decision-making process. Unless there are robust mechanisms in place in the governing documents to mitigate for this, such as an obligation to declare a conflict of interest, the organisation's reputation is at risk, and the regularity of decisions is going to be called into question.

If there is a conflict of interest in relation to an item on a meeting agenda, for example in relation to topics such as the awarding of contracts, or the remuneration of a Governing Body member for provision of goods or services; this should be declared and the interested party should not vote, or contribute to the discussion.

8 Do any Governing Body members receive benefits from the organisation (e.g. are they paid for the provision of goods or a service)?

In principle, a non-profit organisation should not pay its directors or trustees, other than for reimbursement of expenses which are both reasonable and have been properly incurred.

Where Governing Body members are benefitting from a non-profit organisation through, for example, employment or

remuneration for the provision of a good or a service, there is a significant reputational risk. Even if the benefit is awarded with good reason (e.g. because the Governing Body member in question has relevant skills and is willing to provide a service at a good price), it can give the appearance that decisions are not being made in the organisation's best interests, or that there is a lack of transparency in decision making. It could also trigger a regulatory action.

Governing Body members should only receive a benefit if there is clear provision for it in the governing document and there is a clear procedural framework for making and recording decisions to award them.

Generally, if a Governing Body member (or a person connected to a Governing Body member) stands to benefit directly or indirectly, the conflicted member(s) should withdraw from the discussion and decision-making process due to their conflict of interest.

9 Does the NPO keep adequate records of internal decision making?

An organisation should be able to demonstrate that clear and accurate minutes of Governing Body meetings are taken, with a record of decisions made and whether or not declarations of interest have been declared.

It is recommended that minutes record:

- the name of the NPO
- the type of meeting
- the date and time the meeting was held
- apologies for absence, and the names of those present, including in what capacity they attended e.g. trustee, adviser, etc, and for what items on the agenda
- a summary of the discussion on each item of business,
- information upon which the decision was based,
- details of the decision, i.e. who voted and how and, in the event of an equality of votes, if the Chair used a casting vote, the action required.

As the minutes are the organisation's record of decisions, it is important that they are accurate and stored properly since they may need to be used to support decisions approved at meetings and to show approval and adoption of the audited accounts. The minutes of all meetings, particularly Governing Body meetings, should be kept during the existence of the NPO.

10 Does the organisation have a robust set of policies and procedures in place?

Policies are clear, simple statements of how an organisation intends to conduct its services, actions or business. They provide a set of guiding principles to help with decision making and ensure that the organisation complies with current legislation. For this reason, they need to be regularly reviewed and refreshed. Policies don't necessarily need to be long or complicated – a couple of sentences may be all that is needed for each policy area, depending on the size and complexity of the organisation's structure.

Procedures describe how each policy will be put into action in an organisation. Each procedure should outline who will do what, what steps they need to take, and which forms or documents to use.

Obviously, the number and type of policies an organisation has will depend on the nature of its activities. However, they should probably include the following as a minimum:

- Equalities Policy, with particular regard to anti-discrimination and harassment of employees, volunteers and service users
- Finance Policy, including Financial Procedures and a Reserves Policy
- Health and Safety Policy (alongside a Health and Safety Risk Assessment)
- Privacy and Data Protection Policy, to ensure that the organisation is compliant with any data protection legislation
- Safeguarding Policy for children and young people and/or vulnerable adults (if applicable)

The Governing Body should have, as a minimum, procedures relating to Code of Conduct, Conflict of Interest and Expenses.

Policies and procedures should be reviewed regularly and show the last date of review.

11 Is the staffing structure such that staff are well supervised and there is good communication between the Management Team and Governing Body?

It is important that there are clear lines of communication and accountability among staff members so that they are able to perform their duties to a high standard and are properly supervised.

It is important that there are clear lines of communication between the Staff Team and the Governing Body, so that they can implement strategic decisions effectively. Obviously, these structures will differ between organisations, but each organisation should be able to clearly describe how it works, and why this is effective.

Finances

12 Does the organisation have robust and proportionate procedures in place to comply with Anti-Money Laundering/Counter Financing of Terrorism/Anti Proliferation legislation?

The Non-Profit Organisations Act 2019 requires the registration of all non-profit organisations and, in doing so, brings them under the Anti-Money Laundering/Counter Financing of

Terrorism/Anti-Proliferation regime of Trinidad and Tobago.

Under a risk-based approach, organisations with a gross annual income of over \$500,000 dollars will be supervised by the Financial intelligence Unit of Trinidad and Tobago (FIU). All other NPOs are required to:

- Assess their risk, based on the nature of transactions, payment methods and jurisdictions in which they conduct transactions
- Implement mitigating measures to prevent themselves from being abused; and
- Report to the FIU once they detect a suspicious transaction or confirm they have received property from a designated individual or entity.

The Government of Trinidad and Tobago has published Anti-Money Laundering/ Counter Financing of Terrorism/Anti Proliferation (AML/CFT/AP) Guidance note for Non-Profit Organisations (NPOs) (GN/004/2019).

This provides detailed guidance to enable NPOs to understand their legal obligations to detect and deter Money Laundering, Financing of Terrorism, and Proliferation financing. Obviously, an assessment of whether or not an organisation has sufficiently robust controls and procedures, should be proportionate to the organisation's income and the scope of their activities.

13 Does the organisation produce a set of accounts each year, approved by the Governing Body?

The NPO Controller is required to keep proper financial records and accounts. Having annual accounts approved by the Governing Body is not a legal requirement, but is certainly good practice.

14 Does the organisation keep proper financial accounts and records in accordance with s.13 of the Non-Profit Organisations Act 2019?

Under section 13 of the Non-Profit Organisations Act 2019, non-profit organisations are required to keep proper financial accounts and records including:

- all sums of cash received and expended and the matters in respect of which the receipt and expenditure relate;
- all gifts, sales and purchases of property;
- all sums of cash raised through fundraising;
- non-monetary transactions of property as may be prescribed by Regulations;
- all assets and liabilities

These records, are required to be kept for a minimum of six years and a controller of the organisation is required to accurately and fully disclose all such information, including the source of its gross annual income, upon request.

15 Does the organisation have a healthy turnover and income from a range of sources?

The turnover shown in annual accounts should correspond with the range of activities the organisation is purporting to deliver. If the organisation is operating at a significant deficit or surplus there may be something awry, so an explanation should be sought.

Over-reliance on one particular source of income represents a heightened risk for the organisation's sustainability if that source of income disappears. Ideally an organisation will receive income from a range of different sources.

16 Does the organisation have a healthy level of reserves, consistent with its Reserves Policy?

Reserves are that part of a non-profit organisation's unrestricted funds that it is freely able to spend towards any of its purposes. The reserves shown in the accounts should be consistent with the organisation's Reserve Policy.

A Reserves Policy explains to existing and potential funders, donors, beneficiaries and other stakeholders why a non-profit organisation is holding a particular amount of funds in reserve, instead of spending them in pursuit of its charitable objectives. A good reserves policy gives confidence to stakeholders that the organisation's finances are being properly managed and will also provide an indicator of future funding needs and overall resilience.

Where reserves are too low, concerns may arise as to the organisation's ongoing sustainability. If an organisation has large reserves, there may be an assumption that the organisation does not have a need for additional funds or is not fulfilling its charitable objectives by delivering activities in line with them. Often, when reserves are too low or too high, there may be a reasonable explanation, for example an unexpected expense or saving. If credible information can be furnished to explain this, any risks are considerably reduced.

17 Are robust budgetary and financial reporting controls in place?

There are a number of measures that an organisation can put in place to guard against financial irregularities. A key feature of internal financial controls is to ensure that no single individual has sole responsibility for any single transaction from authorisation to completion and review. For example, it is important

that more than one authorised signatory is required for writing cheques or conducting certain banking transactions.

There may be resource constraints which can make it difficult in smaller organisations to achieve a full segregation of duties. However, the Governing Body or management can take action to compensate for these difficulties. These actions include regularly reviewing management accounts or carrying out checks on internal controls independently of the person who normally undertakes the work.

An individual with the requisite financial skills should be charged with overseeing all financial transactions and preparing accurate management accounts so that the Governing Body can make decisions based on correct and up-to-date information. These accounts should be regularly presented to the Governing Body for review.

18 Does the organisation have a written policy to cover the payment and reimbursement of expenses, which is communicated to all Governing Body members, staff and volunteers?

Organisations should have a robust written policy to cover the payment and reimbursement of expenses, which is communicated to all Governing Body members, staff and volunteers. Expenses should be reimbursed only where the individual incurred the expense in the course of carrying out the NPO's business and it is good practice for the expense claim to include a

self-declaration that the claim is accurate and incurred on the business of the NPO. Receipts should usually be retained.

19 Is the formal banking system used?

The informal money transfer sector and underground cash activities provide an extremely high risk of abuse for terrorist financing.

Such informal money transfer systems include "Hawala", which is used widely across Africa, South Asia and the Middle East (and by diaspora communities across the world). In a

simple transaction example, money is paid to a broker who then instructs an associate in the relevant country to pay the final recipient.

This system differs from formal money transfer systems as the original funds are not transferred from the payer to the recipient, rather a debt is created between the broker and the associate, to be settled at a later date.

The lack of clear audit trails leaves this system open to abuse for money laundering and terrorist financing, and so all NPO transactions should take place through the formal banking system.

Operations

20 Does the organisation have a successful track record of delivering high quality activities which are consistent with its stated aims and objectives?

There is obviously less risk attached to an organisation with a lengthy track record of delivery than with a relatively new organisation with limited experience.

It is important for an organisation to build up a good track record of successfully completed and reported-on projects. This will provide evidence that they have developed the skills and experience to successfully deliver further projects of a similar type.

21 Is the organisation able to demonstrate robust systems of monitoring and evaluation of projects?

Monitoring means regularly collecting information on a project in order to evaluate whether or not it has achieved its intended objectives.

Data collection should be well planned and organised, and includes collecting quantitative information, e.g. how many people attended a training session, how much money and time has been spent on the project and how many people have been reached.

It also usually includes collecting qualitative information. Qualitative impact is often harder to measure, but can provide more detailed insights into satisfaction levels, changes in how people feel about an issue before and after an intervention, etc.

Monitoring information can be used to form an overall evaluation of the project which aims to ascertain the project's success in delivering the original aims and objectives. The project evaluation would also identify what went well, what could be improved, overall quality and value for money. Evaluation reports are usually shared with the project team, Governing Body and any grant funder or contractual client.

It is important that an organisation is able to demonstrate robust systems of monitoring and evaluation of the outputs and outcomes of its project activities, plus evidence that these reports are reviewed and the findings fed back into future project delivery to ensure continuous improvement.

22 Is externally-facing information professional and consistent with the organisation's activities?

Ideally, an organisation should have a website, social media presence and/or other promotional and informational literature that looks professional and accurately reflects the organisations aims, objectives and work.

Poor quality or misleading externally-facing information represents a reputational risk to the organisation and third parties associated with it.

Suitability

23 Does the organisation have experience of successfully delivering similar initiatives to the one under consideration?

Although a successful track record is desirable, it may not always be reasonable to expect an NPO to be able to demonstrate this, particularly where the initiative is new and innovative.

24 Does the organisation have a track record of successfully managing grant funding or contracts of a similar size to the one under consideration?

It would be preferable to work with an organisation that can demonstrate that they have consistently been able to manage grants/contracts of a similar size to the one being considered, as there will be less risk attached to awarding a large grant/contract to an organisation with a track record of managing large grants or contracts, than to a smaller organisation with less experience.

25 Does the organisation have adequately skilled staff to enable it to carry out the intended activities?

Organisations usually deliver their activities using a combination of permanent and sessional staff (or external contractors), depending on the circumstances. There should be an adequate number of staff available to deliver the intended activities to a high standard, whether these individuals are in-house or external/sessional. All staff should be adequately trained and experienced. Sessional staff should be inducted into the organisation and familiar with its policies and procedures.

26 If volunteers are to be involved in the delivery of the intended activities, is there a robust plan in place to ensure

they will be adequately trained and supervised?

Volunteers should be provided with an appropriate induction to ensure that they are aware, as a minimum, of the organisation's policies and procedures, who to report to and to ensure that they have the skills required to carry out their intended duties. They should be well supervised while they are carrying out their tasks to ensure that these are performed to a high standard. It is good practice to reimburse volunteers for out of pocket expenses such as travel and food.

27 Have adequate background checks been carried out on existing staff members and volunteers and does a robust plan exist for new staff/volunteers?

Where roles require an individual to carry out sensitive activities (including PCVE activity), such as handle money or work with vulnerable people, checks should be carried out on their suitability, including checks on whether or not they have previous criminal convictions that may be relevant to the work to be undertaken. Such checks should be regularly refreshed.

Staff and volunteers should certainly not be engaged if they have a background which means that they represent a risk to other staff, beneficiaries, or to the organisation's property.

A plan should also be in place to ensure that all new staff and volunteers will also be appropriately vetted.

28 Does the organisation have access to adequate facilities to deliver the intended activities?

It is important that the organisation has access to adequate facilities to deliver its intended activities. It may be wise to consider IT infrastructure in this assessment if relevant, i.e. are there IT systems in place to meet the operational needs and will data be appropriately stored and protected?

Democracy Human Rights

29 Does the organisation subscribe to the following values:

- International Peace and Security
- Tolerance, Respect and Understanding
- Freedom of Expression
- Rule of Law
- Protecting the Environment
- Gender Equality

The above values are based on the values articulated in the Charter of the Commonwealth and any organisation that is to be considered for funding should also subscribe to these values.

The declaration included within the Capacity Assessment Matrix is sufficient to capture this, although a review of previous activities and promotional materials can also be undertaken to ensure that the organisation is committed to these values in practice

Capability Assessment Matrix (CAM) Template

Name of NPO being assessed:

Date(s) of Assessment:

Name of Assessor

Name of NPO Representative(s)

Brief description of the proposed project for which the NPO's capability is being assessed:

Assessment Criteria

Working with the NPO representative to obtain the necessary information and evidence, rate the NPO either red, amber or green against each of the

criterion shown below (refer to the guidance notes in the Capacity Audit Toolkit for further detail on each assessment criteria).

Criterion	Assessment Rating			N/A	Notes
	Red	Amber	Green		
Compliance					
1	<p>Is the organisation correctly registered as a non-profit organisation with the Financial Intelligence Unit as set out in the Non-Profit Organisations Act 2019?</p>	<input type="checkbox"/> The organisation is not correctly registered as a Non-Profit Organisation and is not a Friendly Society (see 1A)	<input type="checkbox"/>	<input type="checkbox"/> Organisation appears on the Register maintained by the Registrar General as a Non-Profit Organisation and has been issued with a valid certificate of Non-Profit Registration or the organisation is a Friendly Society and is exempt from registration under the Non-Profit Organisations Act 2019	<input type="checkbox"/> Supporting evidence seen: Additional notes:
1.1	<p>If the organisation is a Friendly Society, is it correctly registered with the Registrar of Friendly Societies?</p>	<input type="checkbox"/> Organisation is a Friendly Society and is not correctly registered as a Friendly Society with the Registrar of Friendly Societies	<input type="checkbox"/>	<input type="checkbox"/> The organisation is a Friendly Society and is registered as such with the Registrar of Friendly Societies	<input type="checkbox"/> Supporting evidence seen: Additional notes:

Criterion	Assessment Rating			N/A	Notes
	Red	Amber	Green		
<p>4 Is the organisation operating within the remit of its governing documents?</p>	<input type="checkbox"/> The organisation's governing documents do not set out its aims and objectives; or the activities the organisation is delivering are inconsistent with the aims and objectives expressed in its governing documents	<input type="checkbox"/> The organisation's governing documents set out its aims and objectives and the activities it is delivering are largely consistent with these	<input type="checkbox"/> The organisation's governing documents set out clear aims and objectives and the activities it is delivering are consistent with these	<input type="checkbox"/>	Supporting evidence seen: Additional notes:
Governance					
<p>5 Are there enough members on the Governing Body?</p>	<input type="checkbox"/> The Governing Body is smaller or larger than appropriate, and this is likely to hamper effective decision making	<input type="checkbox"/> The Governing Body is smaller or larger than appropriate, but action is taken to ensure it does not hamper effective decision making	<input type="checkbox"/> The Governing Body has a membership appropriate to the size and complexity of the organisation	<input type="checkbox"/>	Supporting evidence seen: Additional notes:

Criterion	Assessment Rating			N/A	Notes
	Red	Amber	Green		
Governance					
6	Is the Governing Body sufficiently skilled?	<input type="checkbox"/> Governing Body members are unskilled, inexperienced and do not access high quality external advice where appropriate	<input type="checkbox"/> Governing Body members do not have a complete range of skills, but are able to access good quality external advice as required	<input type="checkbox"/> Governing Body members have a good range of skills and experience	<input type="checkbox"/> Supporting evidence seen: Additional notes:
7	Is the Governing Body sufficiently independent?	<input type="checkbox"/> The Governing Body consists entirely of connected members (e.g. family members) and/or there are no mechanisms in place to mitigate this, or to deal with potential conflicts of interest	<input type="checkbox"/> The Governing Body has some connected members and/or members who have external interests which are likely to conflict with the interests of the organisation, however there are robust measures in place to ensure that decision making is fair and independent and to deal with potential conflicts of interest	<input type="checkbox"/> The Governing Body does not have any connected members or members who have external interests which are likely to conflict with the interests of the organisation. There are also robust measures in place to deal with any potential conflicts of interest.	<input type="checkbox"/> Supporting evidence seen: Additional notes:

Criterion	Assessment Rating			N/A	Notes
	Red	Amber	Green		
Governance					
8	<p>Do any Governing Body Members receive benefits from the organisation (e.g. are they paid for the provision of goods or a service)?</p>	<input type="checkbox"/> One or more Governing Body members are benefiting from the NPO (e.g. receiving remuneration) and there is no authority for this within the governing documents and/ or no evidence that fair and transparent procedures have been followed to agree this	<input type="checkbox"/> One or more Governing Body members do receive a benefit from the organisation, but there is authority for this within the governing documents, and there is clear evidence that the correct procedures have been followed to arrive at this.	<input type="checkbox"/> The governing documents prohibit Governing Body from receiving a benefit from the organisation and none are received (other reasonable reimbursement of authorised expenses incurred)	<input type="checkbox"/> Supporting evidence seen: Additional notes:
9	<p>Does the NPO keep adequate records of internal decision making?</p>	<input type="checkbox"/> No minutes of Governing Body meetings are kept	<input type="checkbox"/> The organisation is able to demonstrate that Minutes of Governing Body meetings have been taken, although they do not capture all required information (e.g. key decisions made)	<input type="checkbox"/> The organisation is able to demonstrate that clear and accurate minutes of Governing Body meetings are taken, with a record of decisions made, and whether or not declarations of interest have been made.	<input type="checkbox"/> Supporting evidence seen: Additional notes:

Criterion		Assessment Rating		N/A	Notes
	Red	Amber	Green		
Finances					
12	Does the organisation have robust and proportionate procedures in place to comply with Anti Money Laundering / Counter Financing of Terrorism / Anti Proliferation legislation?	<input type="checkbox"/> No policies and procedures in place.	<input type="checkbox"/>	<input type="checkbox"/> Robust policies and procedures are in place, consistent with the Anti Money Laundering / Counter Financing of Terrorism / Anti Proliferation (AML/CFT/AP) Guidance note for Non-Profit Organisations (NPOs) (GN/004/2019), and the organisation can demonstrate that it is following its procedures	<input type="checkbox"/> Supporting evidence seen: Additional notes:
13	Does the organisation produce a set of accounts each year, approved by the Governing Body?	<input type="checkbox"/> The organisation is unable to produce a set of accounts for the previous accounting year	<input type="checkbox"/> The organisation can produce the latest set of annual accounts, approved by the Governing Body	<input type="checkbox"/> The organisation has produced a set of annual accounts, approved by the Governing Body, for the past three years	<input type="checkbox"/> Supporting evidence seen: Additional notes:

Criterion		Assessment Rating		N/A	Notes
	Red	Amber	Green		
Finances					
14	Does the organisation keep proper financial accounts and records in accordance with s.13 of the Non-Profit Organisations Act 2019?	<input type="checkbox"/> The organisation does not keep financial information as required by s.13 of the Non-Profit Organisations Act 2019	<input type="checkbox"/>	<input type="checkbox"/> The organisation keeps financial information as required by s.13 of the Non-Profit Organisations Act 2019	<input type="checkbox"/> Supporting evidence seen: Additional notes:
15	Does the organisation have a healthy turnover and income from a range of sources?	<input type="checkbox"/> The organisation's turnover cannot support the range of activities it purports to deliver and/or the organisation is too reliant on income from a single source	<input type="checkbox"/> The organisation's turnover is higher or lower than expected, compared to the range of activities it purports to deliver, but a reasonable explanation can be provided and/or the organisation is reliant on income from a narrow range of sources	<input type="checkbox"/> The organisation has a healthy turnover commensurate with the activities it purports to deliver and has diverse income streams	<input type="checkbox"/> Supporting evidence seen: Additional notes:

Criterion	Assessment Rating			N/A	Notes
	Red	Amber	Green		
Finances					
17	<p>If the organisation is a charity, does it have a healthy level of reserves, consistent with its Reserves Policy?</p> <p><input type="checkbox"/></p> <p>The organisation does not have a healthy level of reserves and/or they are inconsistent with its reserves policy</p>	<p><input type="checkbox"/></p> <p>The organisation does not have a healthy level of reserves, consistent with its reserves policy, but is able to provide a good explanation as to why this has occurred</p>	<p><input type="checkbox"/></p> <p>The organisation has a healthy level of reserves, consistent with its reserves policy</p>	<input type="checkbox"/>	<p>Supporting evidence seen:</p> <p>Additional notes:</p>
18	<p>Are robust budgetary and financial reporting controls in place?</p> <p><input type="checkbox"/></p> <p>No financial control procedures in place and there is no oversight of financial procedures by a suitably qualified individual</p>	<p><input type="checkbox"/></p> <p>Financial control procedures are in place and overseen by a suitably qualified individual being followed, but financial reporting to the Governing Body does not take place regularly</p>	<p><input type="checkbox"/></p> <p>Robust financial control procedures are in place and being followed. Finances are overseen by a suitably qualified individual.</p> <p>The Management are receiving regular financial reports and making decisions based on accurate information</p>	<input type="checkbox"/>	<p>Supporting evidence seen:</p> <p>Additional notes:</p>

Criterion		Assessment Rating		N/A	Notes
	Red	Amber	Green		
Operations					
20	Does the organisation have a successful track record of delivering high quality activities which are consistent with its stated aims and objectives?	<input type="checkbox"/> Organisation is unable to demonstrate a track record of delivering activities which are consistent with its stated aims and objectives	<input type="checkbox"/> Organisation has some track record of delivering activities which are consistent with its stated aims and objectives	<input type="checkbox"/> Organisation has a lengthy track record of delivering high quality activities which are consistent with its stated aims and objectives	<input type="checkbox"/> Supporting evidence seen: Additional notes:
21	Is the staffing structure such that staff are well supervised and there is good communication between the Management Team and Governing Body?	<input type="checkbox"/> Monitoring data is not collected, and evaluations do not take place	<input type="checkbox"/> There is some collection of monitoring data and some evidence that this is reviewed/evaluated	<input type="checkbox"/> Organisation is able to demonstrate robust systems of monitoring and evaluation of the outputs and outcomes of project activities, and there is evidence that these reports are reviewed and fed back into future project delivery	<input type="checkbox"/> Supporting evidence seen: Additional notes:

Criterion		Assessment Rating		N/A	Notes
	Red	Amber	Green		
Operations					
22	Is externally-facing information professional and consistent with the organisation's activities?	<input type="checkbox"/> External information is poor quality/unprofessional and/or inconsistent with the organisation's activities	<input type="checkbox"/> External information (e.g. website, social media, posters/flyers) is of basic quality but professional and consistent with the organisation's activities	<input type="checkbox"/> External information (e.g. website, social media, posters/flyers) is high quality, professional and consistent with the organisation's activities	<input type="checkbox"/> Supporting evidence seen: Additional notes:
Suitability					
23	Does the organisation have experience of successfully delivering similar initiatives to the one under consideration?	<input type="checkbox"/> The organisation has no previous experience of delivering a similar initiative	<input type="checkbox"/> The organisation has some experience of delivering a similar initiative	<input type="checkbox"/> The organisation has extensive experience of delivering similar initiatives	<input type="checkbox"/> Supporting evidence seen: Additional notes:

Criterion	Assessment Rating			N/A	Notes	
	Red	Amber	Green			
Suitability						
24	<p>Does the organisation have a track record of successfully managing grant funding or contracts of a similar size to the one under consideration?</p>	<input type="checkbox"/> Organisation has limited experience of managing grants or contracts and/or is unused to managing grants or contracts of a similar scale and complexity to the one currently under consideration	<input type="checkbox"/> Organisation has experience of managing grants or contracts, but these may not be of a similar scale and complexity to the one currently under consideration	<input type="checkbox"/> Organisation has significant experience of managing grants or contracts of a similar scale and complexity to the one currently under consideration	<input type="checkbox"/>	Supporting evidence seen: Additional notes:
25	<p>Does the organisation have adequately skilled staff to enable it to carry out the intended activities?</p>	<input type="checkbox"/> Organisation has insufficient staff members to carry out the intended activities and/or staff are not highly skilled	<input type="checkbox"/> Organisation has insufficient staff members to carry out the intended activities and/or staff are not highly skilled, however the organisation is able to recruit the staff required or retrain existing staff	<input type="checkbox"/> Organisation has enough highly skilled staff members available to carry out the intended activities	<input type="checkbox"/>	Supporting evidence seen: Additional notes:

Criterion		Assessment Rating		N/A	Notes
	Red	Amber	Green		
Suitability					
26	If volunteers are to be involved in the delivery of the intended activities, is there a robust plan in place to ensure they will be adequately trained and supervised?	<input type="checkbox"/> There is no plan in place to ensure that volunteers will be made aware of the organisation's policies and procedures, receive training and be well supervised	<input type="checkbox"/> There is a basic plan in place to ensure that volunteers will be made aware of the organisation's policies and procedures, receive training and be well supervised	<input type="checkbox"/> There is a detailed plan in place to ensure that volunteers will be made aware of the organisation's policies and procedures, receive training and be well supervised	<input type="checkbox"/> Supporting evidence seen: Additional notes:
27	Have adequate background checks been carried out on existing staff members and volunteers and does a robust plan exist for new staff/volunteers?	<input type="checkbox"/> No background checks have been carried out and there is no plan in place to undertake checks for new staff/volunteers	<input type="checkbox"/> No background checks have been carried out to date, but a robust plan is in place to undertake checks for both existing and new staff/volunteers	<input type="checkbox"/> Background checks have been carried out on all current staff and volunteers, and there a robust plan to ensure checks are undertaken for all new staff/volunteers	<input type="checkbox"/> Supporting evidence seen: Additional notes:

Criterion	Assessment Rating			N/A	Notes
	Red	Amber	Green		
Suitability					
28	<p>Does the organisation have access to adequate facilities to deliver the intended activities?</p>	<input type="checkbox"/> <p>The organisation does not have access to facilities of an adequate size and quality to deliver the intended activities</p>	<input type="checkbox"/>	<input type="checkbox"/> <p>The organisation has access to facilities of an adequate size and quality to deliver its intended activities.</p>	<input type="checkbox"/> <p>Supporting evidence seen:</p> <p>Additional notes:</p>
29	<p>Does the organisation subscribe to the following values:</p> <p>Democracy</p> <p>Human Rights</p> <p>International Peace and Security</p> <p>Tolerance, Respect and Understanding</p> <p>Freedom of Expression</p> <p>Rule of Law</p> <p>Protecting the Environment</p> <p>Gender Equality</p>	<input type="checkbox"/> <p>The organisation does not agree with all these values and has not signed the declaration below</p>	<input type="checkbox"/>	<input type="checkbox"/> <p>The organisation agrees with all these values, has signed the declaration below and has a plan in place to ensure that all Governing Body members, staff and volunteers subscribe to these values</p>	<input type="checkbox"/> <p>Supporting evidence seen:</p> <p>Additional notes:</p>

Declaration

I declare that the information and evidence provided to the Assessor is accurate and truthful and that our organisation agrees with the following values and statements:

Democracy: We recognise the inalienable right of individuals to participate in democratic processes, in particular through free and fair elections in shaping the society in which they live. Governments, political parties and civil society are responsible for upholding and promoting democratic culture and practices and are accountable to the public in this regard. Parliaments and representative local governments and other forms of local governance are essential elements in the exercise of democratic governance.

Human Rights: We are committed to the Universal Declaration of Human Rights and other relevant human rights covenants and international instruments. We are committed to equality and respect for the protection and promotion of civil, political, economic, social and cultural rights, including the right to development, for all without discrimination on any grounds as the foundations of peaceful, just and stable societies. We note that these rights are universal, indivisible, interdependent and interrelated and cannot be implemented selectively. We are implacably opposed to all forms of discrimination, whether rooted in gender, race, colour, creed, political belief or other grounds.

International Peace & Security: We firmly believe that international peace and security, sustainable economic growth and development and the rule of law are essential to the progress and prosperity of all. We are committed to an effective multilateral system based on inclusiveness, equity, justice and international law as the best foundation for achieving consensus and progress on major global challenges including piracy and terrorism.

We absolutely condemn all acts of terrorism in whatever form or wherever they occur or by whomsoever perpetrated, with the consequent tragic loss of human life and severe damage to political, economic and social stability.

Tolerance, Respect & Understanding: We emphasise the need to promote tolerance, respect, understanding, moderation and religious freedom

which are essential to the development of free and democratic societies, and recall that respect for the dignity of all human beings is critical to promoting peace and prosperity.

Freedom of Expression: We are committed to peaceful, open dialogue, the free flow of information and to enhancing democratic traditions and strengthening democratic processes.

Rule of Law: We believe in the rule of law as an essential protection for all people and as an assurance of limited and accountable government.

Protecting the Environment: We recognise the importance of the protection and conservation of our natural ecosystems and affirm that sustainable management of the natural environment is the key to sustained human development.

Gender Equality: We recognise that gender equality and women's empowerment are essential components of human development and basic human rights. The advancement of women's rights and the education of girls are critical preconditions for effective and sustainable development.

Name of NPO:

Signature of NPO Representative:

Name of NPO Representative:

Date:

Capability Report and Action Plan Template

Name of NPO being assessed:

Name of Assessor:

Date(s) assessment was undertaken:

Date of this report:

Brief description of the proposed project for which the NPO's capability is being assessed:

Decision

Based on the assessment undertaken, this Assessor's opinion is that the NPO currently:

- Does not have the capability (or is not suitable) to deliver the project activities outlined above, for the reasons articulated in Section 1 below.*
- Will have the capability to deliver the project activities outlined above, subject to undertaking the mandatory actions articulated in Section 2.
- Has the capability to deliver the project activities outlined above and is a suitable delivery partner

Section 1: Reasons for Negative Assessment

The NPO does not have the capability (or is not suitable) to deliver the project activities outlined, for the following reasons:

* It is likely that this will only apply to organisations who do not agree to the values statements and/or have already stated that they are unwilling to undertake the required actions

Section 2: Recommendations and Requirements

The NPO will have the capability to deliver the project activities outlined above, subject to undertaking the mandatory actions articulated below. These actions must be implemented before the project begins and satisfactory evidence must be submitted to prove that the actions have been implemented.

In addition to the required actions, the list below may also include some recommended actions that will help the organisation to develop its capacity and capability, but are not required to be implemented.

Action to be taken	Mandatory or Recommended	Evidence to be Submitted (if applicable)	Deadline (if applicable)	Additional notes

Signature of Assessor:	Date:
<input style="width: 95%; height: 30px;" type="text"/>	<input style="width: 95%; height: 30px;" type="text"/>

Commonwealth Secretariat

Marlborough House, Pall Mall
London SW1Y 5HX
United Kingdom

thecommonwealth.org

