



Tool 8: Know your partner

'Know your partner' – key issues to think about

Key partner details	<p>Are you satisfied with the partner's status and governance? Consider checking:</p> <ul style="list-style-type: none">• its governing document• the proscribed organisation list• the designated entity list• the consolidated list of financial sanctions targets <p>Carry out internet searches and review local media to identify if, for example, the organisation has any links with political activity.</p>
Representatives and structures	<p>Who are the key senior personnel? Have you checked that they do not appear on the Designated individuals list?</p> <p>Are the organisation's size, management and operational structure fit for purpose?</p> <p>Can you be reasonably sure the organisation is able to deliver the services required?</p> <p>How easy is it to contact the organisation's senior representatives and other key staff?</p>
Practical working relationship	<p>What do you know about the partner? Have you worked with them before?</p> <p>Does your experience of working with the partner in the past raise any concerns?</p> <p>Are its aims and values compatible with those of your charity?</p> <p>Are there likely to be any language, communication or cultural problems? How can these be overcome?</p> <p>Is the partner already working with other organisations? Will this present any problems?</p> <p>Are there arrangements in place to enable you to monitor the charitable services provided? Are you confident about any third parties involved in monitoring and feedback?</p>

<p>Accounting and internal financial controls</p>	<p>Are the partner's financial controls generally adequate and reliable?</p> <p>Are its financial policies and procedures documented?</p> <p>What recording and audit systems are in place, and are these suitable for the type of work being undertaken and the scale of funding involved?</p> <p>Will the charity be able to inspect the partner's financial records?</p> <p>Are there any concerns about banking local arrangements and the movement of funds? If so, have these been addressed satisfactorily?</p> <p>Does the partner have adequately trained and qualified staff to manage funds, maintain accounts and report back to the charity?</p> <p>How closely do the partner's senior staff monitor its more junior staff?</p>
<p>External risk factors</p>	<p>What special risk factors apply to the area in which the partner organisation will operate? Will the organisation be able to deal with these? For example:</p> <ul style="list-style-type: none"> • what is the political, economic and social environment? • is there any potential or actual instability, unrest or conflict? • are there health and safety concerns for charity representatives? • would external factors affect your ability to monitor the charity effectively?