

Due Diligence for Grantee Selection

Date: 4/20/09
Project Name: Mackenzie School Classroom Construction
Location: Ndola, Zambia
Name: International Relief Friendship Foundation (IRFF)
Address: 102 Bradhurst Ave Suite 612 New York, NY 10039
Information: Paul Byrne byrne781@yahoo.com

Proposed Processes	
1	Scan information provided about organization (website, status reports, financial reports, monitoring and evaluation reports)
2	Scan information from third parties (media, previous/current partners)
3	Complete Grantee Checklist (If information is incomplete, request follow-up materials and start process from beginning)
4	Based on findings in Grantee Checklist , make a recommendation for next steps: If organization meets region and sector requirements for project theme AND is a potential grantee based on organizational findings, send Project Request Form If organization meets region and sector requirements, but is not a potential grantee, send notification and file information. If organization is a potential grantee based on organizational findings, but does not currently meet the sector/regional requirements for the current project theme, notify organization and file information for review in future grant cycle
5	Upon receipt of a Project Request Form (with the assumption that the organization has already been approved through the Grantee Checklist mechanism), use the Project Check-list for a project-specific risk evaluation
6	Based on findings in Project Request Form , the Posterus Board votes on the project (a unanimous decision is required for funding approval)
7	Contract is developed between Grantee and Posterus that outlines the project timeline, disbursement schedule, M & E requirements, and conditionalities
8	Funds are disbursed

Proposed Grantee Checklist

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Mandatory Criteria		X	Project Opportunities
Regional Focus	Sub-Saharan Africa	X	Complete a classroom construction with an established NGO, on-the-ground presence
	Latin America/ Caribbean		
	South Asia		
	Southeast Asia		
Sectoral Focus	Agriculture		
	Education	X	5th grade classroom
	Healthcare		
	HIV/AIDS		
	Small Business Development		

Organizational Profile	Rating	Comments
Track record in country	3	Previously funded school building service program through Divine Acres funding; Supporting Success scholarship grants in country
Track record in other areas	2	Wide range of involvement, but strong partnership record with high-profile organizations for over 30 years.
Experience in sector of proposed partnership	1	Education as key focus for IRFF.
Written policies/codes of conduct	1	By-Laws and Articles of Incorporation require chapter reporting, strong hierarchy
Reputation	1	As above, well established organization with large geographic reach
Business partners and associates	1	As above, long history of successful partnerships, well-connected board of directors

Social Impact	Rating	Comments
Community Relations	1	Stems from mission focused on poverty reduction, healthcare, education
Government Relations	MIN	
Participatory Processes	1	Focus on community engagement, scholarships, economic opportunity creation; stress religious, cultural and racial cooperation; local craftsmen to be hired to complete classroom work

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Management Profile	Rating	Comments
Experience of Board	1	As above, strong board composition with 4 doctors and 1 ambassador
Experience of Key Staff	4	Unknown ED experience; Paul Byrne as 2004 Upenn graduate, Justin Heyman contact
Technical Expertise	5	As above; some concern over previous difficulty with inflation and project cost overruns.

Communications Capacity	Rating	Comments
English Language	1	All communications in English, reports from ground to be in English.
Access to Communications Technology	1	Well-established, modern organization

Risk Assessment	Rating	Comments
Financial Transparency	1	Have provided detailed budget.
Bribery/Corruption	1	IRFF-Zambia Director, Mr. Chisha, to directly supervise all payments and progress of project; trusted local residents to provide de facto security for school - no history of robbery, burglary, etc.
Reporting/disclosure	1	Have agreed to provide Posterus with end-of-project report, quarterly reports from country chapter.
Compliance Challenges	N/A	

Scale	Rating	Comments
Perceived risk is at a low level/minimal	1 - 3	Perceived opportunity is at a high level/minimal or perceived risk is at a low level
Perceived risk is at a medium level	4 - 6	Perceived risk/opportunity is at a medium level
Perceived risk is at a high level/significant	7 - 9	Perceived opportunity is at a low level/significant or perceived risk is at a high level
Insufficient information / more info needed	MIN	Insufficient information / more info needed (MIN)
Not applicable	N/A	Not applicable

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Question	X Yes	X No	Comments
Is this project a good fit for Posterus' mission and goals?	X		Education in developing nation
Do project managers have appropriate experience in the field?	X		Long history of education engagements, existing presence in Zambia
Does the project have a realistic timeline?	X		Only completion of school, not full construction.
Does the organization have access to the human and physical resources necessary to complete the project?	X		Local materials and labor to be used, when available
Can the project produce tangible results within 6 months of the theme timeline?	X		
Are cost estimates realistic?	X		All assumptions appear valid.
Is there an in-kind contribution to the project?		X	But potential for classroom material donations in future.
When feasible, will local resources be used for the project?		X	
Will the project require on-going maintenance? If yes, does the organization have a strategy to deal with on-going costs?	X		When substantial renovations are needed, IRFF plans on soliciting additional donations or providing funds out of its general reserve.
Is the monitoring and evaluation for the project adequate?	X		Immediate post-project report, quarterly reports from country branch.
Would the project have any foreseeable externalities? If negative, can they be mitigated?		X	

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Question	X Yes	X No	Comments
Is the organization prepared to implement the project on receipt of funds?		X	Construction to resume immediately following funding.
Is there a viable local alternative solution?		X	

