

# MAA INTERNATIONAL



## PARTNER AND PROJECT ASSESSMENT POLICY

|               |            |                             |                  |
|---------------|------------|-----------------------------|------------------|
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# 1 INTRODUCTION

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Non-Government Organisations (NGOs) represent a significant component of civil society, and as such, can be powerful agents for change and development. NGOs enable communities to play an active role in the development process – from ensuring that programs and projects are designed such that they are inclusive, relevant and effective to suit the needs of a community to helping shape policy and partnerships to safeguard the rights and protection of all citizens.

Thus, it becomes imperative for NGOs to adopt effective management of such projects to advance and successfully implement their key goals and outcomes. Effective management requires policies, processes and solid frameworks that govern the undertaking of the projects throughout the project lifecycle.

MAA International (MAA) strives to ensure its strong project framework, coupled with MAA's governing policies and process guidelines are followed and implemented to ensure:

- The objective selection of projects that align with MAA's strategic plan, mission and vision,
- Effective management and implementation of projects;
- MAA's funds are disbursed and utilised appropriately and is strictly directed towards humanitarian aid and development projects only, in alignment with MAA's ethos.
- The appropriate management of all MAA's corporate risks including its financial risks, operation risks, corporate risks, strategic risks and internal risks.
- Efficiency through adopting world-class practices and business frameworks

## 1.1 MAA'S PROJECT POLICIES FRAMEWORK

Policies across all business units are carried out within the realm of MAA governance Framework. This framework governs MAA's international projects, financial, compliance, marketing and fundraising, operational, IT and human resources (HR) policies. The following key policies are relevant to this policy and must be read and incorporated with this policy:

1. *Project and Partner Assessment Policy (MAA-POL-PRJ101)*
2. *Project Policy (MAA\_POL-PRJ106)*
3. *Project Reporting Policy (MAA\_POL-PRJ107)*
4. *Child Protection Policy (MAA-POL-CMP010).*
5. *Protection against Sexual Exploitation and Abuse Policy (MAA-POL-CMP*
6. *Anti-Money Laundering Policy (MAA-POL-CMP002).*
7. *Counter-Terrorism Financing Policy (MAA-POL-CMP001).*
8. *Anti-Discrimination and Disability Inclusion Policy (MAA-POL-OPS015).*
9. *Non-Development Activities Policy (MAA-POL-CMP004).*

## 1.2 MAA'S PROJECT PROCESSES FRAMEWORK

Work processes across all business units carried out within the realm of MAA are governed by MAA's International Enterprise Process Framework (EPF) (*MAA\_OPS003-EPF-PRJ000*). This framework governs MAA's international projects processes, financial processes, compliance processes, operational processes, IT process and human resources (HR) processes.

MAA's international projects are governed by its Project Processes Framework which consists of 5 consecutive stage-based procedures. Namely:

1. Partner Compliance & Onboarding Process
2. Purchase Order Process
3. Funding Process
4. Implementation and Reporting Process
5. Evaluation Process



*Figure 1 Illustrations of MAA's Development/Aid Project's Lifecycle*

The following diagram graphically illustrates MAA's Projects Lifecycle. As can be noted from the diagram, the project lifecycle is primarily based on the Project Management "Water Fall" approach and method.

## 1.3 POLICY SCOPE

This policy applies to all business units and subsidiaries of MAA, and to all persons employed or engaged by MAA that are involved in, or take part in the development, assessment, design, implementation, funding, monitoring or evaluation of any of MAA's aid or development project.

## 1.4 DEFINITIONS

**ACFID** Australian Council for International Development. Peak body for Australian international development non-government organisations.

**ACNC** Australian Charities and Not-for-profits Commission. Australia's independent national regulator of charities.

**ATO** Australian Taxation office. Australian Government's principal revenue collection agency.

**Civil society organisation (CSO):** Includes non-government organisations (NGOs), not-for-profit organisations (NPOs), charities and community-based organisations (CBOs). Can also include religious organisations, trade unions, foundations and any institutions outside of the corporate and government sectors.

**Compliance Risks** are risks associated with inadequate compliance with the Australian law, regulations, contracts, internal and external standards and corporate policies applicable to MAA's operations.

**Development:** Activities undertaken in order to reduce poverty and address global justice issues. In the non-government organisation sector, this may occur through a range of engagements that includes community projects, humanitarian response and emergency management, community education, advocacy, volunteer sending, provision of technical and professional services and resources, environmental protection and restoration, and promotion and protection of human rights.

**Due diligence:** Research and analysis of an organisation done in preparation for a business transaction, prior to signing a contract.

**Field Partner/Delivery Partner** NGOs or social enterprises outside of Australia that are in partnership with MAA for the execution of MAA projects within their respective countries.

**Financial Risk** are the risk associated with inadequate adherence to the financial structure, financial resource management operations, and transactional and money handling policies to ensure adequate corporate cash-flow and liquidity to maintain the running of day-to-day operations.

**Funding agreement** mainly refers to MAA's work product PRJ301, a legally binding agreement setting out the terms, conditions and obligations of funding, service delivery, accountability for both the Field Partner and MAA, as determined by MAA.

**Guidelines:** Information which outlines an organisation's expectations for a given process; a guide for a course of action or activities that can include rules, checklists, plans, procedures.

**Internal Risks** are risk associated with the inadequate adherence to MAA work policies, established work guidelines and employee responsibilities and behaviour. Internal risk management refer to, but is not limited to: employment, premises, confidentiality, diversity, service delivery, training and volunteering involvement.

**Operations Risk** are the risks associated with inadequate or failed internal processes, people or systems, or from external events that impact the day-to-day operations of MAA.

**Indirect Costs** Refers to the expenses that are not directly related to the project including monitoring, reporting, evaluation and logistics. Indirect costs can also be measured with a relatively good degree of accuracy.

**Non-development activity:** Includes activity undertaken to promote a particular religious adherence or to support a particular party, candidate or organisation affiliated to a political par.

**Project:** Refers to a defined set of consecutive activities that have ultimate set of goals, and are normally initiated in response to a need. These activities have defined start and end times, with particular tangible or services deliverables, with direct or indirect benefits.

**Project Administrative Costs** Refers to the costs that help the field partner perform its activities but are not easily traceable to one specific project. These include administrative & support costs, management costs, office accommodation, office expenses, operating expenses, communication costs, travel expenses, insurance & professional indemnity.

**Project Management** is the discipline of planning, organizing, securing, and managing resources to achieve specific goals. It has become an industry best practice to breakdown complex projects into stages with clearly defined milestones. These stages and milestones are typically defined within a well-defined project lifecycle.

## 2 PARTNER AND PROJECT ASSESSMENT POLICY

### 2.1 PURPOSE

This policy provides the information, guidelines and the necessary due diligence on MAA's Project and Partner Assessment Process, i.e.: Step 1 of MAA's Project Lifecycle as depicted in the illustration below

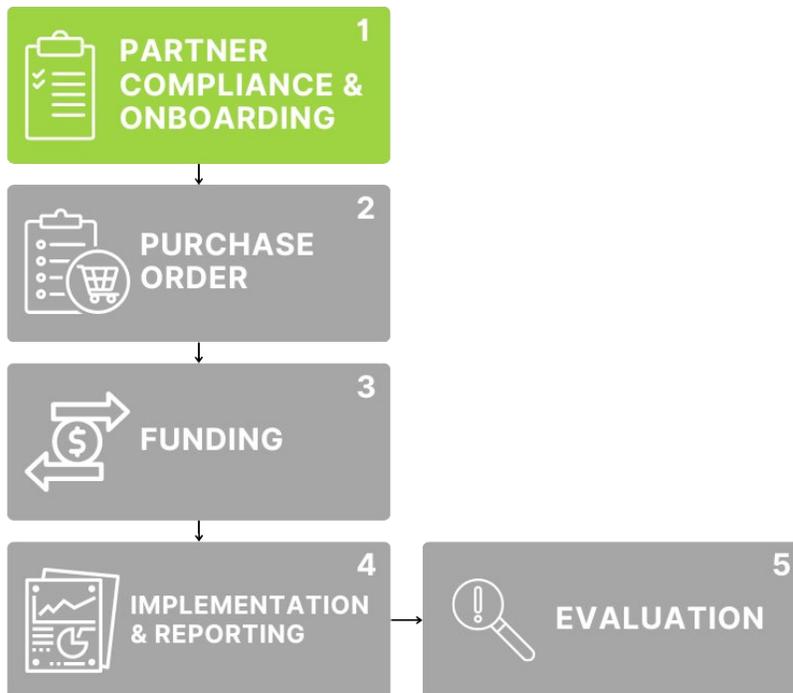


Figure 2 This policy focuses on Stage 1 of MAA's Aid/Development Projects, (Coloured section of the illustration).

### 2.2 PARTNER AND SUPPLIER ASSESSMENT POLICY

MAA practices all necessary due diligence to ensure all its potential and registered partners and suppliers are assessed before any MAA aid or development project initiative begins. This process starts with registering the partner on our system using the details listed in **Appendix 1**.

MAA has a defined Membership system that has been put in place to rate its Field-Partners against clear Key Performance Indicators (KPIs). Each Filed-Partner is assigned to one of the following categories:

| Membership  | Description   |
|-------------|---|
| Full Member | A full member is defined as a delivery partner who has submitted the necessary compliance documents and consistently demonstrated effective execution and reporting of MAA-funded projects.   |
| Base        | A base-level member is a delivery partner who has submitted most of the necessary compliance documents and demonstrated their ability to implement and report on MAA-funded projects but still needs further assessment.  |
| Entry       | An entry-level member is a delivery partner recently onboarded by MAA, needing assessment by MAA in implementation and reporting.   |
| Blocked     | A delivery partner has been blocked for failing to provide compliance documents or adhering to MAA's policies and procedures. The blocked delivery partner has not yet provided the required compliance documentation or followed MAA's policies and processes. |

Figure 3 below illustrates the criteria that MAA follows to determine the Field-Partner rate.

|   |                                     | Full Member  | Base   | Entry  | Blocked   |
|---|-------------------------------------|--|--|--|---|
| 1 | Security Checks                     | Pass   | Pass   | Pass   | Failed  |
| 2 | Partner Competency                  | Financial audit reports<br>project process or operational<br>procedure process   | Financial statements<br>Project Process or Operational<br>Procedure Process  | Financial statements<br>Project Process or<br>Operational<br>Procedure Process   | No Financial<br>Statements<br>No Project Processes  |
| 3 | Quality of Reporting                | Average: 4-5<br>Level 3: > 90% of artefacts<br>provided  | Average: 2-3<br>Level 2: > 60% of agreed upon<br>artefacts provided  | Average: 2-3<br>Level 2: > 60% of agreed<br>upon artefacts provided  | Average: 0-1<br>Level 1: < 60% of<br>agreed upon artefacts  |
| 4 | History of Projects                 | At least 6 projects<br>> 80% completed<br>< 20% unsatisfactory due to<br>MAA approved field related<br>issues  | At least 3 projects 100% completed   | No projects implemented<br>on<br>behalf of MAA   | At least 3 projects<br>< 60% completed<br>> 50% implemented<br>> 40% failed   |
| 5 | Disbursement Limits                 | AU\$500k Per Purchase Order<br>Max: AU\$400k per instalment  | AU\$250k Per Purchase Order<br>Max: AU\$200k Per Instalment  | AU\$50k Per Purchase<br>Order<br>Max: AU\$30k per<br>instalment  | No disbursements<br>allowed   |
| 6 | Next Stage Requirements             | No next stage requirements.  | Must implement at least 3<br>successful as base and provide the<br>necessary<br>documentation to move to full<br>membership.   | Must implement at least 3<br>successful projects to<br>move to base.   |   |
| 7 | Project Implementation Capabilities | Delivery partners will be<br>evaluated based on their ability<br>to effectively implement and<br>report on particular projects or<br>programs.<br><br>Should MAA and the delivery<br>partner decide to undertake a<br>project that has not yet been<br>assessed, initial disbursement<br>limits will apply to the delivery | Delivery partners will be assessed<br>on their capacity to deliver upon<br>specific projects/programs through<br>successful implementation and<br>reporting of projects.<br><br>If MAA and the delivery partner<br>agree to implement the project not<br>yet assessed, entry-level<br>disbursement limits will apply to the<br>delivery partner for the unassessed<br>project. | Only immediate aid<br>projects (EMR/FOD/RMN)<br>to be issued to the<br>delivery partner to test<br>effectiveness and<br>reporting standards. | Failure to abide by<br>MAA<br>processes and policies<br>when delivering MAA<br>funded project results<br>in<br>the delivery partner<br>being blocked. |

|          |                 |                                      |         |         |  |
|----------|-----------------|--------------------------------------|---------|---------|--|
|          |                 | partner for that unassessed project. |         |         |  |
| <b>8</b> | Field Reporting | General / Individual                 | General | General |  |

Figure 3 : MAA Field-Partner Rate Card System

MAA ensures that it is the responsibility of all staff, personnel and project managers involved in MAA's funding process to adhere to, and ensure observation of the following policy conditions and statements:

- 2.2.1. The disbursement of all international-related project funds will only be granted to MAA's delivery partners (also variously referred to as field-partners) who have co-signed MAA's standard Purchase Order and Master Service Agreement. These legally binding documents set out the terms, conditions and obligations of funding, service delivery, and accountability for both the Delivery Partner and MAA, as determined by MAA.
- 2.2.2. MAA primarily disburses funds to officially registered not-for-profits, and only for public benevolence or charitable activities. MAA may also disburse funds to suppliers and service providers ordinarily where field-partners are working in regions without suppliers as part of MAA's charitable and public benevolence activities. In circumstances where MAA disburses funds to individuals' bank accounts, for-profit organisations, or unregistered not-for-profits it is limited to: (i) supplier payments; and (ii) payments to overseas contractors.
- 2.2.3. MAA must know and screen all parties involved in the projects who receive MAA funds, such as delivery partners, subcontractors, suppliers and other NGOs, whether they are receiving funds directly from MAA, or indirectly through MAA delivery-partners.
- 2.2.4. Delivery Partners and MAA Field offices must disclose to the MAA Project Management Office (PMO) all subcontractors, suppliers and/or other partnering FP/NFP organisations that will receive or benefit from MAA funds or the project. The MAA PMO must undertake the screening and due diligence for such subcontractors, suppliers and/or other partnering FP/NFP organisations.
- 2.2.5. MAA must follow its Field-Partner Rate card system and practice its necessary expertise to determine the number of instalments (synonymously referred to as phase payments) for each Project.
- 2.2.6. Field-Partner must meet all the listed criteria of a particular rate to be awarded the particular project/phase funding value.
- 2.2.7. MAA will strictly not award any projects to a Field-Partner who is rated as "Blocked".
- 2.2.8. If more than one implementing Field Partner is available to deliver a country-specific project, MAA may authorise the project execution to the Field Partner with the higher rate card.

- 2.2.9. MAA may authorise, in exceptional circumstances and on a case-by-case basis, an implementing Field-Partner who holds a lower rate than another available Field-Partner/s with a higher rate. Whilst this would typically be for Field-Partner skill-up purposes, strategic purposes, and fundraising benefits, reasons for the exceptional authorisation must be backed by a legitimate justification and/or include supporting evidence.
- 2.2.10. MAA will generally adhere to the Disbursement Amount Limit, as shown in the diagram above. However, MAA may consider changing the upper limit defined in exceptional circumstances and on a case-by-case basis; reasons for the exceptional authorisation must be backed by a legitimate justification and/or supporting evidence in addition to special MAA-Board approvals.
- 2.2.11. MAA ensures that all of its international field-partners have passed the field-partner capacity assessment to determine the suitability of projects to the executing field partner.
- 2.2.12. Field-Partners security checks and assessments must be undertaken in each project's Partner & Project Assessment Stage. MAA ensures that all international field partners, are screened against terrorist listings and are not included on the [World Bank Listing of ineligible firms and individuals](#) the [Asian Development Bank Sanctions List](#); the [Attorney General's Department List of Terrorist organisations](#); or [DFAT's consolidated list of individuals and entities subject to targeted financial sanctions](#) to ensure that MAA does not provide any support or funding to any individuals or organisations associated with terrorism.
- 2.2.13. MAA has a zero-tolerance policy for dealing with organisations or individuals who are suspected of illegal activities and misuse of funds, such as money laundering, terrorism financing, child abuse, sexual exploitation or human trafficking. MAA ensures that all field partners and personnel involved in the execution of international projects must read, understand, comply with and sign to all applicable MAA policies, this includes, but is not limited to:
- a. **MAA's Counter-Terrorism Policy** addresses the risk of MAA funds and resources being used directly or indirectly to support terrorist groups or activities and to provide clear guidance on the steps to be taken if support of terrorist groups or activities is suspected.
  - b. **MAA's Child-Protection Policy** to provide a practical guide to prevent child abuse in MAA programs with a zero-tolerance approach to all forms of child exploitation and abuse.
  - c. **MAA's Anti-Money Laundering Policy** addresses the risk of fraudulent and money laundering activities and to provide clear procedures and due diligence needed to identify, escalate, report and document any suspicious activities and transactions.

- d. **MAA's Fraud-Risk Management Policy** addresses the risk of fraudulent activities and to provide clear procedures and needed due diligence to identify, escalate, report and document any suspected fraudulent activities.
  - e. **MAA's Non-Development Activity Policy** addresses the risk of MAA and/or its field partners inability to differentiate between development and non-development activities and communicate this appropriately to stakeholders, donors and the public.
  - f. **MAA's Disability- Inclusion Policy** to ensure that people with disability and other members are aware of their right to participate in project activities and how to identify, report and document any suspected disability discrimination.
  - g. **MAA Gender Equality Policy** to prevent gender-based discrimination and ensure that all international programs incorporate gender and power analysis as a mandatory operational and/or design feature.
- 2.2.14. MAA authorises project execution only to Field-Partners whose policies align to MAA's key policies, such as those listed in 2.2.8.
- 2.2.15. MAA does not disburse funds to individuals' bank accounts, for-profit organisations, or unregistered not-for-profits. MAA disburse funds only to officially registered not-for-profit, and only for public benevolence or charitable activities. MAA can disburse funds also to suppliers and service providers as part of MAA's charitable and public benevolence activities.
- 2.2.16. MAA must know and screen all parties involved in the projects who receiving MAA funds, such as, subcontractors, suppliers and other NGOs, whether they are receiving funds directly from MAA, or indirectly through MAA field-partners.
- 2.2.17. Field-Partners and MAA Field offices must disclose to the MAA Project Management Office (PMO) all subcontractors, suppliers and/or other partnering FP/NFP organisations that will receive or benefit from MAA funds or the project. The MAA PMO must undertake the screening and due-diligence for such subcontractors, suppliers and/or other partnering FP/NFP organisations.

## 2.3 PARTNER AND SUPPLIER ASSESSMENTS

### 2.3.1. Sanction checks:

- **Screening:** MAA is prohibited from transacting with individuals, companies and countries that are on prescribed Sanctions lists. Checks will be performed against the Criminal Code list of terrorist organisations and the DFAT consolidated list of individuals and entities subject to targeted financial sanctions, as per the following:
  - [Asian Development Bank Sanction list](#)
  - [Attorney General's Department List of Terrorist Organisations](#)

- [DFAT's Consolidated List](#)
- [World Bank Listing of Ineligible Firms](#)
- [UN Security Council Consolidated Sanctions](#)
- [US OFAC Consolidated List](#)
- **Manual Reviews:** In addition to automated screening, manual reviews are conducted to ensure no individuals or entities are missed during the automated process.

#### 2.3.2. ID verification checks:

- **Individual Verification:** Identification documents of key individuals within partner organisations are verified. This includes passports, national ID cards, and other government-issued identification.
- **Entity Verification:** Corporate identities are verified through official business registries and databases to confirm legitimacy.

#### 2.3.3. Entity Reviews:

- **Registration Checks:** Verification of the registration status of partner organisations with relevant authorities to ensure they are legally recognised entities.
- **Governance Reviews:** Evaluation of the governance structures of partner organisations to ensure they meet MAA's standards of transparency and accountability.
- **Track Record Assessment:** Assessment of the partner organisation's track record and reputation in the sector through references and reviews of past project outcomes.

#### 2.3.4. Auditing:

- **Internal Audits:** Regular internal audits of MAA's own processes to ensure compliance with policies and identify areas for improvement.
- **External Audits:** Independent audits of partner organisations to ensure funds are used appropriately and in line with project objectives. These audits include financial audits, compliance audits, and performance audits.
- **Ongoing Monitoring:** Continuous monitoring and evaluation of partner activities and financial transactions to ensure ongoing compliance.

#### 2.3.5. Due Diligence

- **Risk Assessment:** Initial risk assessments are conducted to understand the appropriate and proportionate level of control and risk management required for each partner. This includes evaluating:
  1. The amounts of funding or resources involved.
  2. The specific context of the development activity (e.g., location and legal, political, social, and economic context).
  3. The extent to which the development activity is innovative or proven.
  4. The use of formal or registered financial channels for transferring funds.
- **Capacity Assessment:** Evaluation of the capacity of partners to comply with relevant laws and manage funds effectively. This includes assessing:
  1. Appropriate registration and governance oversight.
  2. The type of program or work they do and the sector in which they operate.
  3. Their ability to comply with relevant laws.
  4. Their track record and reputation in the sector.

#### 2.3.6. Documentation and Agreements:

- **Formal Agreements:** MAA signs a Master Service Agreement with all of our registered local and international partners, suppliers, and contractors that outline the terms of collaboration, including specific clauses detailing the proposed use of funds, governance of joint development activities, and roles and responsibilities.
- **Compliance Clauses:** Compliance clauses are included in agreements to ensure partners adhere to all relevant laws and MAA policies, including those related to counter-terrorism financing and anti-money laundering.
- **Monitoring and Evaluation:** Provisions for regular monitoring and evaluation of progress and expenditure, including financial and performance reporting requirements.

#### 2.3.7. Vetting Contractors & Service Providers:

- **Sourcing:** Our contractors are sourced from local communities within the countries we operate. The contractors follow field partners' onboarding procedures, including ID Verification and Sanctions and Police Clearance Checks.
- **Selection Process:** Contractors are chosen based on a thorough vetting process that includes background checks and interviews and aligns with our organisational values. We prioritise contractors with relevant skills and experience in humanitarian aid, development, and community services.

MAA ensures that all activities, fundraising efforts, and disbursements are compliant with ACNC, ATO, ACFID, DFAT, and other regulatory bodies. We employ rigorous procedures to guarantee that funds and resources are used strictly for their intended purposes, and we maintain high standards of accountability and transparency to our stakeholders.

Our commitment to these standards is reflected in our comprehensive policies and procedures designed to mitigate risks and ensure compliance with all relevant legal and ethical obligations.

## 2.4 PROJECTS ASSESSMENT POLICY

MAA's projects are categorized into their respective project portfolio (or Program) that are sourced from OECD's Development Assistance Committee (DAC) Sectorial codes. These project portfolios, with their respective sector codes include:

|  |   |                                    |
|--|---|------------------------------------|
| • Food Aid (520)                                   | • Qurban (520)                                | • Orphan Aid (163)                 |
| • Health (120)                                     | • Water & Sanitation (140)                    | • Agriculture (311)                |
| • Education (110)                                  | • Environmental (410)                         | • Energy generation & Supply (230) |
| • Emergency, Rehabilitation & Reconstruction (700) | • Sustainable Development / Agriculture (311) | • Other charitable                 |

It is the responsibility of all staff and personnel involved in the Project Assessment stage to adhere to and ensure the following policy statements:

- 2.4.1. MAA shall not undertake any project that does not fit within the objects of its constitution as a charity/public-benevolence organisation.
- 2.4.2. MAA currently does not undertake any non-developmental projects.
- 2.4.3. MAA must only undertake projects that fall within the project's portfolio depicted in the list above and any other project of public benevolence or charitable purpose.
- 2.4.4. MAA must only undertake projects with achievable and measurable outcomes.
- 2.4.5. MAA must follow every step in the Partner and Project Assessment process (OPS003-PRC-PRJ100) as shown in section 2.4
- 2.4.6. MAA must focus on projects that are aligned with MAA's vision, values and purpose.
- 2.4.7. MAA must focus on incorporating and address cross-cutting themes of development; sustainability (exit criteria based on the elements of sustainability); community engagement (collaborating with the local community in understanding their needs); vulnerable groups (members with disability and the elderly); child protection (policies to protect the rights and safety of children); gender equality (empowering women); environment (protecting the environment) and the Australian identity (promoting the Australian identity) within all of its projects across all project portfolios.

- 2.4.8. MAA PMO or any staff member cannot commit to funding any project before the full due-diligence process, project design, project cost modelling, and project risk management activities are completed.
- 2.4.9. Signed Funding Agreements is the only official form of commitment to funding any project. Verbal, Email, Text Messaging or any other form of promises/commitment made by any MAA staff member or representative is weightless, is inconsiderable and does not oblige MAA to fulfil this promise.

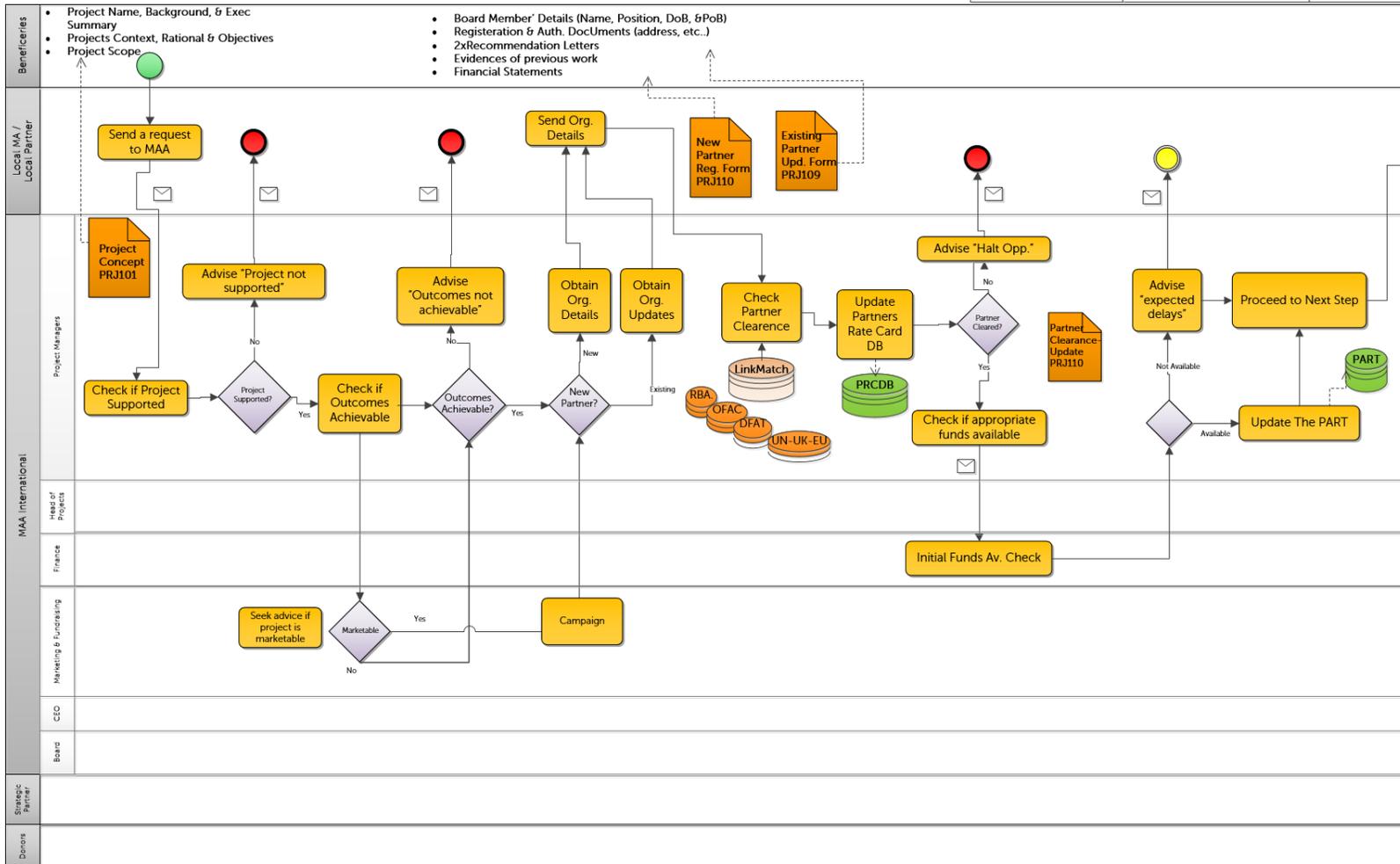
## 2.5 PROJECTS AND PARTNERS ASSESSMENT PROCESS

All MAA projects must strictly follow the Projects and partners Assessment Process which is shown in Figure 4 below

- PRCDB = CRM Field-Partner Rate Card Database
- PART = CRM Projects Analysis & Reporting Tool

**International Projects Processes Framework**  
 Step 1: Project / Partner Assessment & Qualifications  
 OPS003-PRC-PRJ100

|   |                    |              |
|---|--------------------|--------------|
| Author: Hassan Elsetohy/Saeed Khan<br>Role: Chief Executive Officer/ Project Director |                    |              |
| MAA & Partners Confidential<br>© Copyright MAA International                          |                    |              |
| Diagram Title: EPF – Projects - Assessment  |                    |              |
| Date: 22/03/2018  | WA#: OPS003-PRJ100 | Version: 2.6 |



### 3 REVISION HISTORY

|                                      |   |
|--------------------------------------|---|
| Date of this release: 01 August 2025 | Date of next revision: 31 December 2026 |
|--------------------------------------|---|

| Revision Number | Revision Date    | Summary of Changes  | Changes Marked? |
|-----------------|------------------|---|-----------------|
| 1.0             | 24 Jan 2007      | Initial version – MAA Project Evaluation Policy   | N               |
| 2.1             | 10 May 2012      | Policy rewritten to include Partner & Project Assessment, and to include the full lifecycle of projects.                  | N               |
| 3.0             | 15 May 2015      | Update with new logo and minor enhancements. Adding the Step I – Projects and Partner Assessment process diagram.         | N               |
| 4.0             | 01 November 2016 | Update with new logo and minor enhancements. Adding the updated Step I – Projects and Partner Assessment process diagram. | N               |
| 5.0             | 12 July 2018     | Policy re-written and reformatted to include updated Partner & Project Assessment   | N               |
| 5.1             | 12 July 2020     | Proofread   | N               |
| 5.2             | 12 July 2022     | Proofread   | N               |
| 5.3             | 12 July 2023     | New MAA logo update and proofread   | Y               |
| 5.4             | 5 February 2024  | Update version history on title page  | Y               |
| 5.5             | 29 July 2024     | Update on the partner and Supplier Assessment Policy  | Y               |
| 5.6             | 14 November 2024 | Reviewed  | N               |
| 5.5             | 01 August 2025   | Review  | N               |

# 1 – APPENDIX 1: PARTNER FORM

## 1.1 - WORK PRODUCT OVERVIEW

This artefact contains the necessary information required from the field-partner in order to approve granting any future projects' funding to them. The field partner is required to update this info every year or whenever the partner's particulars change.

| Section                   | - Information to Provide  | Checklist <sup>1</sup>   |
|---------------------------|---|--------------------------|
| - 1                       | This section.   | <input type="checkbox"/> |
| - 2                       | Please check and update the organisational information in the following section to ensure all info is up-to-date. | <input type="checkbox"/> |
| - 3                       | Please check and update the Board Members' details below.   | <input type="checkbox"/> |
| - 4                       | Please attach the latest versions of the following:   |                          |
|                           | - Certificate of registration   | <input type="checkbox"/> |
|                           | - Board member passports  | <input type="checkbox"/> |
|                           | - Annual report   | <input type="checkbox"/> |
|                           | - Audited financial statements (two most recent)  | <input type="checkbox"/> |
|                           | - Project management framework  | <input type="checkbox"/> |
|                           | - Organisation's policies   | <input type="checkbox"/> |
|                           | - Organisational structure chart  | <input type="checkbox"/> |
|                           | - Evidence of previous work   | <input type="checkbox"/> |
|                           | - Recommendation letters  | <input type="checkbox"/> |
|                           | - Local legal documents   | <input type="checkbox"/> |
|                           | - Constitution (or Legal Trust Deed)  | <input type="checkbox"/> |
|                           | - Logo  | <input type="checkbox"/> |
| - AGM most recent minutes | <input type="checkbox"/>  |                          |
| - 5                       | Please sign Declaration of Accuracy of Information at the end of the form.  |                          |

<sup>1</sup> Each box to be ticked by Project Manager, contingent on completion/availability of each item

## 2 ORGANISATION INFORMATION

### 2.1 CORPORATE INFORMATION

The following table must be completed entirely by the Existing Partner. Where answered 'Yes', they will be asked to provide evidence thereof.

|   |  |
|---|--|
| Official name of the organisation   |  |
| Official address of HQ  | Street:  |
|   | Suburb/City:   |
|   | State/Province:  |
|   | Region:  |
|   | Country:   |
|   | Zip/Post Code:   |
| Official landline telephone   |  |
| Registration No. (from reg. certificate)  |  |
| Website   |  |
| Name of local authority<br>(that has registered your organisation)                              |  |
| Name of parent organisation (for<br>branches and parts of larger organisations)                 |  |
| Year started operations   |  |
| Year established (formally)   |  |
| Country(s) currently working in   |  |
| No. of international branches   |  |
| No. of national branches  |  |
| Number of paid staff  |  |
| Number of volunteers  |  |
| Financial audited reports available?  | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Financial statements available?   | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Project management framework<br>available?  | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Registration documents available?   | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Does your organisation currently<br>operate under any other names?<br>(if so, please list them) |  |
| Has your organisation ever operated<br>under any other names?<br>(if so, please list them)      |  |

## 2.2 PARTNER'S NAME

The following is to be completed by the assigned MAA project manager.

|  |  |
|--|--|
| Official name of partner in MAA systems                              |  |
| Above name matches Certificate of Registration and name in table 2.1 | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Acronym of partner for internal MAA use <sup>2</sup>                 |  |

## 2.3 ABOUT YOUR ORGANISATION, AIMS, MISSION AND VISION

Partner must explain the aims of their organisation, its vision, values and mission statement in the table below.

|   |  |
|---|--|
| Description<br>(About your Organisation, its Aims and Objectives) |  |
| Vision  |  |
| Mission Statement   |  |
| Values  |  |

<sup>2</sup> Generally the acronym will be the first letter of each word of the partner's name



## 2.5 OTHER AFFILIATED ORGANISATION

Partners must complete the below table below.

Are you a branch or a part of a larger/parent organisation?  Yes

If you select '**Yes**', you must complete the table below. If you select '**No**', please proceed to Section 3 of this form.  No

|                    |  |
|--------------------|--|
| Organisation name: |  |
| Official address:  |  |
| Contact person:    |  |
| Mobile tel.:       |  |
| E-mail:            |  |
| Tel.:              |  |
| Fax:               |  |
| Website:           |  |

### 3 BOARD MEMBER DETAILS

Please complete the following table for *all* members of the board of your organisation. All board member passports must be attached to this document as listed in the table below. *All* columns must be completed for *all* board members.

| Full Name | Position on Board | Date of Birth (DD/MM/YYYY) | Place of Birth (Town/City, Country) | Passport Issuing Country (at least one current passport) <sup>5</sup> | Mobile | Email |
|-----------|-------------------|----------------------------|-------------------------------------|---|--------|-------|
|           |                   |                            |                                     |   |        |       |
|           |                   |                            |                                     |   |        |       |
|           |                   |                            |                                     |   |        |       |
|           |                   |                            |                                     |   |        |       |
|           |                   |                            |                                     |   |        |       |
|           |                   |                            |                                     |   |        |       |
|           |                   |                            |                                     |   |        |       |

|   |  |
|---|--|
| Have any of your <b>Board Members</b> or <b>Staff members</b> been accused of, or been involved in any form of criminal activity <sup>6</sup> ? | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| If your selected 'Yes', you must complete the table below. If you selected 'No', please proceed to Section 4 of this form.                      |  |

|  |  |
|--|--|
| Name of Board Member/Staff Member involved   |  |
| Date of Incident   |  |
| Description of Incident<br><small>(must also include attachments to support this incident)</small> |  |

<sup>5</sup> All passports must be valid for the entirety of the calendar year as covered by this document. If any passport is set to expire at some point during the calendar year, then it must be renewed immediately, with the renewed passport to be provided to MAA.

<sup>6</sup> If an organisation hides incidences of criminal activity or does not disclose the truth with regards to this matter, they will be blocked immediately by MAA and may face prosecution nationally and/or internationally by governing bodies.

## 4 MANAGEMENT FRAMEWORK

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### 4.1 MANAGEMENT

Please give details of how the organisation is managed and its process of decision making.

### 4.2 POLICIES

Please describe how the organisation ensures that its policies are implemented and abided by.

### 4.3 FINANCIAL RECORDS

Please describe how the organisation manages its financial records. What is the name of accounting systems/software it has in place?

## 5 FINANCIAL INFORMATION

### 5.1 FUNDING SOURCES

Indicate the percentage of the organisation's funds that come from the following sources:

|  |  |
|--|--|
| a) Private Donations (Local)                           |  |
| b) Private Donations (Overseas)                        |  |
| c) Corporate Donations (Local)                         |  |
| d) Corporate Donations (Overseas)                      |  |
| e) Local Public Bodies                                 |  |
| f) Local Private Bodies (e.g. Foundations)             |  |
| g) Local Aid Agencies                                  |  |
| h) International Aid Agencies                          |  |
| i) International Funding Bodies (e.g. the UN, EU etc.) |  |
| j) Other (Please specify: _____)                       |  |

### 5.2 ANNUAL INCOME

Please give the annual income figures for the last 3 years with the currency.

| Last year's income (CUR) | Income 2 years ago (CUR) | Income 3 years ago (CUR) |
|--------------------------|--------------------------|--------------------------|
|                          |                          |                          |

### 5.3 ANNUAL EXPENDITURE

Please give the annual expenditure figures for the last 3 years with the currency.

| Last year's expenditure (CUR) | Expenditure 2 years ago (CUR) | Expenditure 3 years ago (CUR) |
|-------------------------------|-------------------------------|-------------------------------|
|                               |                               |                               |

### 5.4 ANNUAL OPERATING EXPENDITURE

Please give the annual operating expenditure figures for the last 3 years with the currency. This includes all operating costs associated with the organisation including but not limited to salaries, office rent, utilities, travel etc.

| Last year's operating expenditure (CUR) | Operating expenditure 2 years ago (CUR) | Operating expenditure 3 years ago (CUR) |
|---|---|---|
|   |   |   |

### 5.5 PLANNED OPERATING EXPENDITURE FOR CURRENT/NEXT YEAR

Please give the planned operating expenditure figures for the current or future financial year (please specify which). This includes all operating costs associated with the organisation including but not limited to salaries, office rent, utilities, travel etc.

|  |
|--|
| Planned operating expenditure for current or next year (please specify and delete alternative) (CUR) |
|  |

## 6 BANK DETAILS

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Partner must provide all details of their bank account of which they will receive funding from. If the existing partner has more than one bank account, they are to duplicate the table below and fill in the fields accordingly.

|                                   |  |
|-----------------------------------|--|
| Currency                          |  |
| Bank Name                         |  |
| Branch                            |  |
| Address                           |  |
| Account Name                      |  |
| Account Number                    |  |
| Sort/SWIFT Code                   |  |
| Special Bank Routing Instructions |  |

**NOTE: please contact your bank to inquire about the details of the international bank through which funds are routed from Australia to speed up the transfer.**

## 7 REQUIRED ATTACHMENTS

Please ensure you attach to this form all of the following artefacts, include the name of the attachment in the table below and check that it has been attached.

| Document                              | Description   | Name(s) of Attachment(s) | Checklist <sup>7</sup>   |
|---------------------------------------|---|--------------------------|--------------------------|
| <b>Certificate of Registration</b>    | Please attach organisation's registration certificate.  | •                        | <input type="checkbox"/> |
| <b>Board Member Passports</b>         | Please attach colour scans or images of current and valid passports <sup>8</sup> for all board members.   | •                        | <input type="checkbox"/> |
| <b>Annual Report</b>                  | Please attach your most recent annual report, either from this year or last year.   | •                        | <input type="checkbox"/> |
| <b>Audited Financial Statements</b>   | Please attach your two most recent Audited Financial Statements.  | •                        | <input type="checkbox"/> |
| <b>Project Management Framework</b>   | Please attach an outline of your project management framework.  | •                        | <input type="checkbox"/> |
| <b>Organisation's Policies</b>        | Please attach the current organisation's policies.  | •                        | <input type="checkbox"/> |
| <b>Organisational Structure Chart</b> | Please attach your current organisational structure chart.  | •                        | <input type="checkbox"/> |
| <b>Evidence of Previous Work</b>      | Please attach evidence of previous work which should include images, videos and written reports.  | •                        | <input type="checkbox"/> |
| <b>Recommendation Letters</b>         | Please attach any recommendation letters from Government Officials and/or previous/ current partners that you may have received after the last update.  | •                        | <input type="checkbox"/> |
| <b>Local Legal Documents</b>          | Please attach any and all legal documents which are required by local legislation in order for you to operate. Please note that at least one of these documents <b>must</b> contain the names of all board members, as listed in Section 3 above. | •                        | <input type="checkbox"/> |
| <b>Constitution</b>                   | Please attach your current constitution.  | •                        | <input type="checkbox"/> |
| <b>Logo</b>                           | Please attach your current logo in both JPG and PDF formats.  | •                        | <input type="checkbox"/> |
| <b>AGM Most Recent Minutes</b>        | Please attach a copy of the minutes for your most recent AGM.   | •                        | <input type="checkbox"/> |
| <b>Miscellaneous</b>                  | Please attach any other relevant, miscellaneous documents.  | •                        | <input type="checkbox"/> |

<sup>7</sup> Each box to be left blank to be ticked by MAA's Internal Auditor when sent for signatures via Adobe.

<sup>8</sup> All passports *must* be valid for the entirety of the calendar year as covered by this document. If any passport is set to expire at some point during the calendar year, then it must be accompanied by a supporting ID, which itself must be current and valid for the entirety of the calendar year. From the date of expiry of any board member's passport, the partner will be afforded a maximum of three months to provide MAA with a renewed passport. In this case, the supporting ID will bridge and support this three-month interlude.

