MEKONG–REPUBLIC OF KOREA COOPERATION FUND

(MKCF)

DUE DILIGENCE QUESTIONNAIRE

10th Call for Proposals

Organizational, Governance, and Financial Management Assessment of Proponent Organizations

INSTRUCTIONS TO APPLICANTS

This questionnaire is to be completed in full by every organization submitting a full proposal under the MKCF 10th Call for Proposals. Information provided will be used exclusively by the MKCF Secretariat to assess the applicant's institutional, governance, and financial management capacity to receive and manage MKCF funds.

1. Answer every question. Where a question does not apply, write "N/A" and briefly explain why.
2. Tick (☒) the appropriate Yes/No box and provide explanation in the Comments column where requested.
3. Attach all supporting documents listed in Section 6. Incomplete submissions may delay assessment.
4. This questionnaire should be signed by the organization's authorized representative.
5. Sections shaded in grey (Secretariat Assessment) are for MKCF internal use only and should be left blank by the applicant.

Section 1 Organization Profile & Governance

Project Title	*As stated in the full proposal*
Name of the Organization	*Full legal name*
Location of the Organization	*Head office address, city, country*
Contact Person	*Name, Position, Email, Phone Number (with country code)*

Legal Status & Governance

Legal registration status and registration number	
Registering authority and date/year of registration	
Year the organization was established	
Type of organization (e.g., national NGO, international NGO, government agency, academic/research institution, private entity, community-based organization)	
Governance structure (Board of Directors / Steering Committee / General Assembly) — attach organizational chart	
Total number of staff (full-time / part-time) and number dedicated to finance & administration	

Previous Donor Experience

List the three most significant grants received from international donors in the last five years.

Donor / Funding Agency	Project Title	Duration	Grant Amount (USD)	Current Status

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Section 2 Financial Management & Banking

This section retains all financial management questions from the MKCF standard assessment template.

Question	Yes	No	Comments / Explanation
A. Funds Flow Arrangement			
Does the organisation have experience in the management of disbursements from international organisations?	☐	☐	
If the proposed project funds will flow to partner organisations/communities or NGOs, does your organisation have the necessary reporting and monitoring arrangements and features built into its systems to track the use of project proceeds by such entities?	☐	☐	
MKCF funding requires selected organisations to open and maintain a bank account in USD until the project ends. Does the organization maintain similar accounts for other projects, or do you foresee any difficulty in opening a project bank account in USD?	☐	☐	
B. Banking Arrangements			
In which bank will the Project Account (USD) be established?	☐	☐	
Is the bank in which the account is established capable of executing foreign and local currency transactions?	☐	☐	
Is the bank capable of handling a large volume of transactions?	☐	☐	
Is the bank capable of issuing bank statements promptly?	☐	☐	
C. Finance Staffing			
Will existing finance staff be assigned to the project, or will new staff be recruited?	☐	☐	
Is the project finance and accounting function staffed adequately?	☐	☐	
Are the project finance and accounting staff adequately qualified and experienced?	☐	☐	
What is the training policy for the finance and accounting staff?	☐	☐	
Mention the key training programs attended by existing finance and accounting staff in the last 5 years.	☐	☐	
D. Accounting Systems & Internal Controls			

Question	Yes	No	Comments / Explanation
Does the organization follow accounting systems that allow for the proper recording of project financial transactions and sources of funds? Will the project use the organization's accounting system, and if not, what system will be used?	☐	☐	
Does the organization conduct annual financial audits and get them signed by certified auditors? (Please attach last year's signed audited financial statements.)	☐	☐	
Does the organization follow a multi-signatory process for any type of payment, including bank and cash?	☐	☐	
Does the organization maintain an adequate and up-to-date cashbook recording receipts and payments?	☐	☐	
Are all invoices stamped PAID, dated, reviewed and approved, recorded/entered into the system correctly, and clearly marked for account code assignment?	☐	☐	
Are bank accounts reconciled on a monthly basis or more often?	☐	☐	
Are the following responsibilities performed by different units or persons: (i) authorization to execute a transaction; (ii) recording of the transaction; (iii) custody of assets involved; (iv) reconciliation of bank accounts and subsidiary ledgers?	☐	☐	

Section 3 Policies, Procurement & Human Resources

Question	Yes	No	Comments / Explanation
A. Accounting & Financial Policies			
What accounting standards are followed (e.g., International Financial Reporting Standards, International Public Sector Accounting Standards — cash or accrual, National Accounting Standards — specify, or other)?	☐	☐	
Does the proposed project follow policies and procedures to guide activities and ensure staff accountability?	☐	☐	
Does the organization have finance, HR, and procurement policies in place?	☐	☐	
Is the accounting policy and procedure manual updated regularly, including for the project activities?	☐	☐	
B. Procurement			
Does the organization have a documented procurement policy covering competitive bidding, vendor selection, and approval thresholds?	☐	☐	

Question	Yes	No	Comments / Explanation
Does the organization have a procurement committee or equivalent oversight body for major purchases?	☐	☐	
C. Human Resources & Ethics			
Does the organization have a written Code of Conduct applicable to staff, volunteers, and partners?	☐	☐	
Does the organization have a documented Conflict-of-Interest policy?	☐	☐	
D. Anti-Corruption & Internal Audit			
Does the organization have policies and measures to adequately address corruption and misuse of funds?	☐	☐	
Does the organization have a mechanism for staff, partners, or beneficiaries to report suspected fraud or misconduct (e.g., whistleblower hotline)?	☐	☐	
Does the organization have an internal audit function or equivalent independent review arrangement?	☐	☐	
E. MKCF Manual, Cost Norms & Cash Management			
Has the organization reviewed the MKCF Operations Manual and does it undertake to comply with its financial guidelines, cost norms, and procurement thresholds for the duration of the project?	☐	☐	
Does the organization agree that no cash payment under the project will exceed USD 100 (or local currency equivalent), with all payments above this threshold made by bank transfer or cheque?	☐	☐	
Does the organization agree to prepare and manage the project budget strictly within MKCF-approved cost norms (e.g., per diem/DSA rates, transportation, workshop/meeting costs, equipment ceilings)?	☐	☐	
Are the organization's procurement approval thresholds aligned with, or will they be adjusted to align with, the thresholds specified in the MKCF Management Manual?	☐	☐	
Does the organization operate on an advance/imprest system for field or activity expenses, with cash advances liquidated within a defined period (please state the number of days in Comments)?	☐	☐	
Does the organization maintain a fixed asset register and agree to follow MKCF's asset management and disposal procedures for project-funded assets at project completion?	☐	☐	
Does the organization agree to submit financial and progress reports in the format and within the timelines prescribed by MKCF (e.g., quarterly….)?	☐	☐	

Question	Yes	No	Comments / Explanation
Does the organization agree to retain all project financial records and supporting documents for the minimum period required under the MKCF management Manual following project completion (please state the retention period in Comments)?	☐	☐	

Section 4 Organizational Capacity & Risk Management

Track Record

Largest single grant managed by the organization to date (donor, amount, year)	
Number of ongoing projects currently implemented by the organization	
Brief description of the organization's core areas of technical expertise relevant to the proposed project	

Operational Management Capacity

Question	Yes	No	Comments / Explanation
Does the organization have a documented project/programme management system (e.g., work plans, M&E framework, indicator tracking) to monitor implementation progress against targets?	☐	☐	
If the project involves sub-granting or sub-contracting to partner organizations or communities, while in the MKCF manual it is not allowed. does the organization have any subsequent approach to address this challenge? (provide details in comments / explanation section)	☐	☐	
Does the organization maintain adequate insurance coverage for project assets, vehicles, and/or personnel, where applicable?	☐	☐	
Is the organization registered for, or exempt from, applicable taxes (e.g., VAT/customs duty) in its country of operation, and is it aware of any tax implications for MKCF-funded procurement?	☐	☐	
Does the organization have a documented environmental and social safeguards approach appropriate to the nature of the proposed project?	☐	☐	

Legal & Compliance Declarations

Question	Yes	No	Comments / Explanation
Is the organization currently, or has it in the past five years been, involved in any litigation, investigation, or regulatory action relevant to its financial or operational integrity?	☐	☐	
Does the organization have a documented business continuity or contingency plan for sustaining operations in the event of a major disruption?	☐	☐	
Does the organization have policies or systems in place to protect financial and beneficiary data (data protection / information security)?	☐	☐	
Does the organization have a safeguarding policy (e.g., child protection) where applicable to its work?	☐	☐	

If the answer to any question in this section is "Yes" for litigation, debarment, or an unresolved compliance matter, please provide full details as an annex.

Section 5 Agreements

The selected project proponent will be required to sign the "Fund Disbursement Agreement" and "Service Agreement," which is the contractual instrument that translates MKCF approval into a clear implementation, funding, accountability, and reporting relationship between MKCF (MI) and the Project Implementing Agency (PIA).

Please note that these are standard agreements applicable to all selected projects. All selected projects are required to endorse and sign the agreements as provided. The agreements cannot be revised or amended to accommodate the specific requirements of individual projects or organizations.

The sample agreements are posted for reference at www.mekongrok.com

Please check and provide your response:

☐ Agree

☐ Disagree

Note: As the Fund Disbursement Agreement and Service Agreement are standard instruments required of all MKCF-funded projects, an inability to accept these terms may affect the organization's eligibility to proceed to grant award.

Section 6 Supporting Documents, Declaration & Secretariat Assessment

Supporting Document Checklist

Please attach the following documents with your submission.

☐ Certificate of Registration / Legal Status Document

☐ Organizational Chart

☐ Latest Audited Financial Statements (most recent year)

☐ Finance / Accounting Policy Manual

☐ Procurement Policy

☐ Human Resources Policy

☐ Code of Conduct and/or Conflict-of-Interest Policy

☐ Previous Donor References or Grant Completion Reports (if available)

☐ Safeguarding Policy (where applicable)

☐ Signed Acknowledgement of MKCF Operations Manual (cost norms, cash payment limit, procurement thresholds)

☐ Fixed Asset Register Template / Asset Management Policy (if available)

Applicant Declaration

I/We certify that the information provided in this Due Diligence Questionnaire is true, complete, and accurate to the best of my/our knowledge. I/We understand that any material misrepresentation may result in the disqualification of the proposal or termination of any resulting grant agreement. I/We agree to promptly notify the MKCF Secretariat of any material change to the information provided above.

Name & Signature	Position / Title
Organization Name & Stamp	Date

MKCF SECRETARIAT ASSESSMENT (For MKCF Internal Use Only)

Assessment Area	Low Risk	Medium Risk	High Risk	Comments
Governance	☐	☐	☐	
Financial Management	☐	☐	☐	
Procurement	☐	☐	☐	
Internal Controls	☐	☐	☐	
Institutional Capacity	☐	☐	☐	
Operational Management	☐	☐	☐	
MKCF Manual & Cost Norm Compliance	☐	☐	☐	
Risk & Compliance	☐	☐	☐	

Overall Recommendation

☐ Approve

☐ Approve with Conditions (specify below)

☐ Request Additional Information

☐ Not Recommended

Conditions / Additional Information Requested / Rationale:

Reviewer Signatures

Reviewed by	Reviewed by	Approved by
Name / Signature / Date	*Name / Signature / Date*	*Name / Signature / Date*