



## TEMPLATE FOR EVALUATION OF READINESS GRANT PROJECTS

### A. COMPLETION REPORT AT LEAST THREE MONTHS BUT NOT MORE THAN SIX MONTHS AFTER PROJECT COMPLETION

**Implementing Entity:** Centre de Suivi Ecologique



**Country:** Burundi & Mali



**Adaptation Fund Grant I.D.:**









**Grant Type:** Readiness Package




**Grant Description:** Project to support National Implementing Entity Accreditation through the Readiness Support Package


Support Activity Provided/Received	Expected Outcomes	Country	Outcome Achieved/Not Achieved	Comment/Explanation (also explain any deviation from initial plan)
1. Technical assistance for developing a grievance and redress mechanism	Grievance and redress mechanism in place	Mali	Achieved in June 2019	<p>A mission of the MAZARS firm visited AEDD (Agence de l'Environnement et du Développement Durable) March 18-22 2019 to meet the main officials of the agency and to take stock of the situation.</p> <p>This mission made it possible to:</p> <ul style="list-style-type: none"> <li>- Collect and review available documentation at the AEDD level (manual of procedures, policies, organization chart, etc.)</li> </ul>




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				<ul style="list-style-type: none"> <li>- Adjust the methodological approach and work schedule according to the gaps identified.</li> </ul> <p>Following this mission, the firm's support is structured in two phases:</p> <ul style="list-style-type: none"> <li>- Strengthening governance; and</li> <li>- Strengthening the internal control system.</li> </ul> <p>A grievance management mechanism has been put in place through the development of audit and ethics committee charters and the development of an anti-fraud and financial mismanagement policy.</p>  <p>Gouvernance.rar</p>
		Burundi	Achieved in June 2020	<p>A mission of the fiduciary specialist was organized on January 2020 to launch <u>the second part</u> of this activity and start the development of documents (Audit and ethics committee's charters and Code of ethics). These documents are validated on June 2020 during an internal technical workshop.</p>  <p>Documents de gouvernance V2.rar</p>



Support Activity Provided/Received	Expected Outcomes	Country	Outcome Achieved/Not Achieved	Comment/Explanation (also explain any deviation from initial plan)
2. Develop a transparency policy	Technical assistance for developing a transparency policy and including procedures on conflict of interest and whistleblower protection	Mali	Achieved in June 2019	Anti-fraud and financial mismanagement policies were developed including provisions for ensuring transparency, conflict of interest management and whistleblower protection.  Gouvernance.rar
		Burundi	Achieved in June 2020	An anti-fraud and corruption policy is developed and validated on June 2020 during a technical workshop. This document takes into account procedures related on the management of conflicts of interest and whistleblower protection.  Documents de gouvernance V2.rar
3. Update the internal procedures manual of the institutions (Administrative and Financial Procedures Manual and Internal Audit Manual) taking into account the requirements of the Adaptation Fund	Internal procedures manual updated	Mali	Achieved in June 2019	A manual of administrative and financial procedures has been developed by the firm. The manual covers: <ul style="list-style-type: none"> <li>- purchasing management,</li> <li>- human resources management,</li> <li>- management of general resources,</li> <li>- accounting, finance, and budgetary management.</li> </ul> An audit manual and an internal audit charter have also been developed.

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				 M.A.2. Gestion des ressources humaine  M.A.3. Moyens Généraux.rar  M.A.3 Gestion des moyens généraux.ra  M.C.1 Comptabilité.rar  M.C.3 Gestion budgétaire.rar  M.C.2 Finances.rar  M.A.1. Gestion des achats.rar
		Burundi	Achieved in June 2020	<p>Administrative and Financial Procedures Manual and Internal Audit charter are developed through a participatory process and taking into account the specificity of the institution. These are validated by OBPE's experts during a technical workshop on June 2020.</p>  Procédures V2.rar



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4. Technical assistance for developing an ESS policy	ESS policy	Mali	Achieved in June 2019	<p>The governance firm visited Mali in March 2019 to meet with the various executives of AEDD and to collect and review documents.</p> <p>Following this mission, a set of documents was drawn up, including an environmental and social policy for AEDD approval.</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">   Document de Politique Environem </div> <div style="text-align: center;">   Mécanisme de Gestion des GRIEFS </div> </div>
		Burundi	Achieved in April 2020	<p>A mission has been undertaken in November 2019 with CSE and the governance specialist in order to collect information, documents, and procedures on the environmental and social safeguards and national laws.</p> <p>An ESS policy was developed by the governance expert, this policy is aligned with national laws and international standards related to the environmental and social safeguards.</p> <div style="text-align: center;">  </div> <p>OBPE_Environmental and social strategic fr</p> <p>Also, a grievance mechanism was developed to deal with complaints related to environmental and social impacts of projects and programs implemented by OBPE.</p>


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				Both documents are validated during the technical workshop held from 23 to 25 April 2020.
5. Technical assistance to develop a gender policy	Gender policy	Mali	Achieved in June 2019	The governance firm has developed a gender policy and submitted it to AEDD for approval.  Strategie Genre AEDD - Juin 2019.pd
		Burundi	Achieved in April 2020	A mission has been undertaken in November 2019 with CSE and the governance specialist in order to collect information, documents, and procedures on the gender national laws or strategies.  A gender policy was developed aligned with international gender standards including AF gender policy and national strategy.

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				 OBPE_Gender strategy.pdf This document was validated during the technical workshop held from 23 to 25 April 2020.
6. Technical assistance for developing a project cycle management guide (integrating procedures for project identification, appraisal, development, implementation, closure and evaluation)	Project cycle management guide	Mali	Achieved in June 2019	A project cycle management manual has been developed and submitted to AEDD for validation  Readiness Package Mali - Manuel Gestic
		Burundi	Achieved in April 2020	A mission has been undertaken in November 2019 with CSE and the governance specialist in order to collect information, documents, and procedures on the project lifecycle. During the mission, the members of OBPE's task force have been trained on project lifecycle and project management.  A manual of project cycle management integrating procedures for project identification, appraisal, development, implementation, closure and evaluation was developed.  OBPE_Project management manual.

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				This document was validated during the technical workshop held from 23 to 25 April 2020.
7. Technical assistance for developing an Monitoring and Evaluation guide	Monitoring and Evaluation guide	Mali	Achieved in June 2019	<p>A monitoring and evaluation manual has been developed and validated by AEDD board</p>  <p>Readiness Package Mali - Manuel Suivi I</p>
		Burundi	Achieved in April 2020	<p>After the mission organized on November 2019 with CSE and the governance specialist in order to collect information, documents, and procedures on the monitoring and evaluation activities during project implementation and after its implementation.</p> <p>A Monitoring and evaluation manual was developed and reviewed by OBPE's experts.</p>  <p>OBPE_Monitoring and evaluation manua</p> <p>This document was validated during the technical workshop held from 23 to 25 April 2020.</p>
8.Board meeting (for validating the new procedures)	Meeting minutes	Mali	Achieved in November 2019	A Board meeting for validation of governance and fiduciary documents on 4 <sup>th</sup> November 2019.



Support Activity Provided/Received	Expected Outcomes	Country	Outcome Achieved/Not Achieved	Comment/Explanation (also explain any deviation from initial plan)
				 PV_CA_ACCR.pdf
		Burundi	Achieved (12 to 13 May 2020)	The OBPE's Board meeting is organized in 12 to 13 May 2020 to approve and notice for implementation.
9. Restitution validation workshops (of all new policies and procedures developed)	Workshops reports	Mali	Achieved in November 2019	A Board meeting for validation of governance and fiduciary documents on 4 <sup>th</sup> November 2019.  PV_CA_ACCR.pdf
		Burundi	Achieved for the two validation workshops (25 April 2020 and 12 & 13 May 2020)	A first validation workshop is organized from 23 to 25 April 2020 to validate the documents prepared by the governance expert. It includes: <ul style="list-style-type: none"> <li>• Project Management cycle manual;</li> <li>• M&amp;E manual;</li> <li>• Environmental and social policy;</li> <li>• Gender Policy;</li> <li>• Grievance Mechanism manual</li> </ul> A second workshop for the validation of fiduciary documents is organized on 12 and 13 May 2020.

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10. Translation of supporting documents	Supporting documents available in English	Mali	Achieved in March 2020	The translation of documents has been completed on March 2020.  Archive.zip
		Burundi	Achieved in June 2020.	The translation of documents has been completed on June 2020.
11. Travel	Mission report	Mali	Achieved in April 2019	The fiduciary cabinet organized a field mission from 18 to 22 march 2019 to launch its activities. A second mission was organized from 7 to 13 April 2019 to launch the development of governance document
		Burundi	Achieved in January 2020	Two missions are organized in Bujumbura the first on November 2019 to launch the preparation of operational manuals and procedures (M&E, ESS, Gender, project management cycle manual etc.) and the second on January 2020 to start the elaboration of fiduciary documents (administrative and financial manual, audit committee and internal charters, Code of ethics, anti-fraud policy etc.).
12. Audits	Audit report		On going	The audit report will be submitting until 30 April 2021.
Lessons Learned		The readiness package comes as a complement to consolidate the technical support provided through the South-South cooperation grant. It enables NIE applicants to obtain the financial resources that allow us to recruit firms for the preparation of documents		

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				<p>related to (fiduciary aspects, strategic plan, internal audit, and ethics manual) that cannot be backed by conventional support.</p> <p>The main lessons learnt on Readiness Package were:</p> <ul style="list-style-type: none"> <li>- Relevant and effective support as it contributes to speeding up the accreditation process;</li> <li>- Strengthen South-South cooperation by involving firms operating in the sub-region;</li> <li>- Continuity of the normal South-South cooperation grant;</li> <li>- Not taking into account the support time for the operationalization of policy documents and committees.</li> </ul> <p>In term of recommendations, we suggest to AF secretariat to:</p> <ul style="list-style-type: none"> <li>- Revise upwardly the budget allocated for the Readiness Package;</li> <li>- Allow six months or one year for the production of the track record.</li> </ul>
Specific issues				<p>The main issue noted in the delay of the Readiness Package is the amount available for recruiting the consultants. The consulting firm staff time is expensive, and the budget of this Readiness package is limited compared to the completeness of the documents to be produced.</p> <p>On the other end, for Burundi the change of DA and NIE impact also at the start of this activity.</p>

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