

## A. COMPLETION REPORT SUBMITTED NOT MORE THAN SIX MONTHS AFTER PROJECT COMPLETION

**Date submitted to AFB secretariat: 27<sup>th</sup> January 2021**

**Implementing Entity:** National Environment Management Authority (NEMA)

**Country:** Kenya

**Adaptation Fund Grant I.D:** NIE022

**Grant Type:** *South South Cooperation Grant*

**Project Title / Project Description/:** **Project to Support National Implementing Entity Accreditation through South South Cooperation in Malawi and Zimbabwe**

The grant was used to mentor Zimbabwe Environmental Management Agency (EMA) and Malawi Environment Endowment Trust (MEET) through the peer to peer support to identify and prepare relevant documents for accreditation.

Activity	Expected Outcome	Outcome Achieved/Not Achieved	Comment/Explanation (also explain any deviation from initial plan)
<p>High level meeting between Zimbabwe DA, Kenya DA, NEMA and EMA – Zimbabwe &amp; MEET Malawi</p>	<p>Government commitment towards achieving accreditation by:</p> <ul style="list-style-type: none"> <li>• Introduction of the parties.</li> <li>• Drawing of road map for executing the grant.</li> <li>• Action planning for managing accreditation process development</li> </ul>	<p><b>Outcome of the workshops</b> The meetings established a working relationship and commitment between NEMA, MEET and EMA, towards executing the approved workplan under South South Grant.</p> <p><b>Lessons learnt</b></p> <p><b>Zimbabwe</b></p> <ol style="list-style-type: none"> <li>1. Mobilization adequately brought together all the players and relevant officers for accreditation and project design on board.</li> <li>2. Ownership and commitment to pursue accreditation taken up seriously from the stakeholders engaged.</li> <li>3. Selection of Zimbabwe Environmental Management Agency (EMA) was adequate as it has strong environmental systems, policies and technical expertise in place.</li> <li>4. EMA was focused and well mobilized for the process of accreditation</li> </ol>	

		<p><b>Malawi</b></p> <ol style="list-style-type: none"> <li>1. Selection of Malawi Environment Endowment Trust (MEET) to pursue accreditation must have been informed by the mandate of resource mobilization and fund management.</li> <li>2. There was a feeling of underestimation of the demand and rigours of accreditation from the delegates represented during the meeting.</li> <li>3. As a fund manager and not a project implementer, MEET could have challenges of project appraisal, development and implementation modalities that need to be focused on for demonstration of competency and due diligence to implement programmes.</li> <li>4. MEET internal regulations related to safeguards including Environmental Impact Assessments (EIA) and Environmental Audits (EA) and demonstration of competency, due diligence were inadequate.</li> </ol> <p><b>Way Forward</b></p> <ol style="list-style-type: none"> <li>1. Need to assess the level of readiness of MEET to pursue accreditation in order to provide the baseline for entry into the mentorship programme.</li> <li>2. High level engagement did not meet the threshold to garner the support required from top management political arm of government needed to support the rigorous accreditation process.</li> </ol>	
In-country visits	Learning and knowledge on having policies, procedures and financial standards in place and demonstration to their adherence, in order to get accreditation was imparted to the technical officers. This knowledge	<p><b>Learning outcomes and skills imparted</b></p> <p>The visit was an eye opener in different ways that the Agency had to work on its existing structures to attain compliance in management of resources and record keeping.</p> <p><b>1. Policies and Procedures</b></p>	

	<p>enabled them to fill the gaps identified.</p>	<p>EMA and MEET learned that they needed to work on their policies and align them to the national policies. They should also work on the policies as required by AF Board if they do not exist currently.</p> <p><b>2. Adherence to Policies and Procedures</b> The institutions should also endeavor to adhere to existing policies and be able to demonstrate compliance to them.</p> <p><b>3. Financial Standards</b> Proper financial record keeping, retrieval and maintenance for both internal and external use should done according to the AF Fiduciary standards as well as globally accepted standards.</p> <p><b>4. Good Governance</b> EMA and MEET should have clear and good governance structures to be able to demonstrate capacity and capability of managing programmes and resources.</p> <p><b>5. Maintenance of records</b> The visiting institutions learned the importance of paying great attention to good record keeping by every department in the organization.</p> <p>The skills gained included:</p> <ul style="list-style-type: none"> <li>a) <b>Writing:</b> how to craft responses to the issues raised by AF</li> <li>b) <b>Communication:</b> The need to communicate what the institution is doing in a timely manner.</li> </ul> <p>The way forward was agreed upon as follows:</p> <p><b>Malawi:</b></p> <ol style="list-style-type: none"> <li>1. Submit documentations as required by the AF Board - To be done by the end of Jan. NEMA Kenya to support on shaping the responses.</li> <li>2. Integrate the national framework into the already submitted one.</li> </ol>	
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Training workshops	Knowledge and experience gained	<p>Training workshop took place in Kenya between 5 - 7 March 2019. This was after the National Treasury gave NEMA approval to incur expenditure on the AF Programme. The approval process took about four (4) months to be completed.</p> <p>The following are the learning outcomes and strategic direction:</p> <p><b>Learning Outcomes</b></p> <ol style="list-style-type: none"> <li>1. Gaps identified during workshop held in November 2017 were addressed. The two institutions seeking accreditation were able to identify the document required.</li> <li>2. Operational policies and governance tools that were not in place were developed and those in place that needed review were revised.</li> <li>3. These documents were then resubmitted to AF accreditation panel for further AF Accreditation consideration.</li> <li>4. EMA designated a focal person to deal with accreditation issues on daily basis.</li> </ol> <p><b>Strategic Direction</b></p> <p>Zimbabwe</p>	

		<ol style="list-style-type: none"> <li>1. Work on project management systems.</li> <li>2. Update the governance tools that are in place to conform to AF operational policies and guidelines.</li> <li>3. Improve the M&amp;E internal reporting systems.</li> <li>4. Improve the overall operational systems to enhance clarity on their operations.</li> </ol> <p>Malawi</p> <ol style="list-style-type: none"> <li>1. To revisit and revise its accreditation application.</li> <li>2. Update its current application in order to resubmit it to AF.</li> <li>3. Establish linkages, networks and work with other stakeholders to build its human capacity base.</li> <li>4. Refer to national policies that MEET does not have in place currently that are required in accordance to AF operational policies and guidelines.</li> <li>5. Improve policies and programming internally at MEET.</li> <li>6. Engage more with the NDA to ensure inclusion in all the processes.</li> <li>7. Provide feedback on the steps taken towards accreditation to NEMA every two months</li> </ol>	
<b>Budget</b>	The expenditure allocated for the grant is not adequate. The planned activities budget would not have sufficed if the workshops were not combined to control the expenditure. This approach enabled a saving of approximately \$3,000		
<b>Summary of overall outcome including any challenges faced and how they were resolved, and an explanation of how achieved outcomes will be disseminated or taken forward*.</b>	<p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>• Zimbabwe was accredited as an NIR in 2019 after gaining knowledge on how to navigate the accreditation process.</li> <li>• Following the successful mentorship programme, NEMA received yet another grant to mentor Mozambique and Botswana.</li> </ul> <p><b>Challenges</b></p> <ul style="list-style-type: none"> <li>• Combining the Zimbabwe and Malawi in the same workshop did not give Malawi the much attention it could have needed. As institutions seeking accreditation, Malawi was not on the same standing with Zimbabwe, thus requiring more support from NEMA.</li> <li>• Malawi Endowment Trust (MEET) Fund selection to pursue accreditation may have been informed by its mandate of resource mobilization and fund management. The institution did not have experience in project appraisal, development and project implementation.</li> <li>• MEET internal regulations related to safeguards including Environmental Impact Assessments (EIA) and Environmental Audits (EA) and demonstration of competency, due diligence were inadequate.</li> </ul>		

<b>Any feedback/ general comment to the AFB secretariat</b>	<ul style="list-style-type: none"><li>• Consider reviewing the budget upwards</li></ul>

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