Adaptation Fund’s Fiduciary Standards: Challenges, Successes and Lessons Learned
An NIE’s Perspective

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Accreditation Timeline

- Invitation by AFB – Oct 2009
- Nomination process – Fiduciary Standards circulated – Dec 2009
- Discussion of requirements – Dec 2009 – Feb 2010
- Formal Invitation to PIOJ – Feb 2010
- Application submitted – March 2010
- After Review – Site Visit by experts July 2010
- Accreditation September 2010
Key Challenges of the Accreditation Process

- Length of process

- Information/documentation intensive
  - Governing and Relevant legislation
  - Procurement procedures
  - Audit reports
  - Project summaries, project evaluation reports

- Lack of documentation or updated versions of key tried and true practices – suggested their non-existence
  - Project cycle management manuals; SOPs
Benefits of the Process

- Highlighted that the GOJ/PIOJ fiduciary management systems were generally robust and adequate; well documented and in keeping with international standards.

- Identified gaps in documentation; led to development of Business Process Manual which includes the project cycle management process.

- Helped org. to fine-tune some systems and practices from a project management perspective:
  - MOUs:
    - Reporting frequencies and requirements
    - Establish performance standards for replenishment of resources etc.
    - Spending approval process, no -objection
  - Programme Governance Structure:
    - Programme Steering Committees
    - Sub-Committee of the COM as part of project governance

- Set benchmark of accountability for NIE relationship with executing partners/Indirectly/potentially raising accountability standards in EEs.

- Demonstrates that with appropriate systems, procedures local organisations can be accredited and therefore partners can aspire.
Enhancing the accreditation prospect

- Chose **right institution**
  - development oriented, multi-disciplinary, widely known and well-respected; strategically aligned
  - proven track record

- Ensure the existence of the appropriate **policy and governance frameworks** & make them available (build in flexibility)

- Mobilise **key areas in the organization to support the process** – corporate services; projects department, relevant sectoral divisions

- Provide supporting **documentation**
  - Keep good records and follow international standards
  - Document key practices – manuals, guidelines etc.
  - Provide evidence of standards, financial integrity, efficiency and effectiveness
Enhancing the accreditation prospect

- Ensure that **systems & procedures** are in place, documented and transparent

- Have cadre of **technically competent personnel**

- Maintain good relations with the local IDP community and partner agencies (NGOs, public, etc) - **organizational goodwill**

- The quality of past and present work is an important **testimonial of demonstrated competence**; use it

- Be transparent

- Understand that the direct access modality is a **huge opportunity**
Project Business Process
Process-1: Project Identification

Suppliers:
- MDAs
- Cabinet
- NGOs
- IDP
- PIOJ
- Private Sector Agencies
- Banks
- Investors

Inputs:
- Request letters
- Cabinet/GoJ directives
- IDP country strategies & cooperation programs
- PIOJ initiatives (Vision 2030, MTF, GIS etc.)

Process:

Outputs:
- Identified projects
- Prelim. Def’n of goals & objectives
- Pre-selection of feasible projects

Customers:
- NGOs
- MDAs
- Public
Thank you from GOJ/Adaptation Fund Programme
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