

## **Accreditation Application – Sample Completed Document**

### **SECTION I: Background/Contact**

Nominated Entity (if NIE):		
Invited Entity (if MIE):		
Address:		
Country: Postal Code:		
Telephone:		
Fax:		
Web Address:		
Contact Person:		
Telephone:		
Email:		

## **SECTION II: Financial Management and Integrity**

### **Specific Capability Required**

- a) Legal status to contract with Adaptation Fund Board
- b) Financial statements including Project Accounts statement and the provisions for Internal and External Audits - Accurately and regularly record transactions and balances in a manner that adheres to broadly accepted good practices, and are audited periodically by an independent firm or organization;
- c) Internal Control Framework with particular reference to control over disbursements and payments - Managing and disbursing funds efficiently and with safeguards to recipients on a timely basis
- d) Preparation of Business Plans and Budgets and ability to monitor expenditure in line with budgets

### **Description of how entity meets capabilities required**

<b>Inventory of Current Organizational Environment</b>	<b>Document References</b>

### **Examples of Supporting Documentation**

**Required Competency: *Financial Management and Integrity***

<b>Sr No</b>	<b>Verification</b>	<b>Supporting documentation that may be provided</b>	<b>Assessment /Remarks</b>	<b>Status</b>

a	Demonstration of necessary legal personality	Documentation of legal status and mandate	<p>The applicant is a legal entity in terms of Sec ..... of the Govt Act ..... of ..... (year) .Additionally Sec ..... provides it with the mandate to sue and be sued and enter into contracts, etc in order to achieve its stated objectives.</p> <p>A copy of the Act is attached at Annex .....</p> <p>A copy of the certificate of incorporation is attached(Annex .....</p> <p>A letter from the legal department certifying the entity’s legal mandate including its capacity to receive and disburse funds from international agencies could be attached to confirm legal status.</p>	
	Demonstration of legal capacity/authority and the ability to directly receive funds	i) Same documentation or separate supporting documentation	<p>The applicant has the needed legal personality to contract with the Adaptation Fund Board and directly receive funds in terms of Sec A.....of the Govt Act ..... of .....(year)</p> <p>A copy of the Act is attached at Annex .....</p>	
		ii) List of foreign loan/donor funds handled over the last 2 years	<p>A year-wise list of loan/donor funds handled in the last 2 financial years is attached at Annex .....</p> <p>The list contains the name of the donors, the amount and type of funds provided and the purpose of the funds.</p>	
b	Production of reliable financial statements that are prepared in accordance with internationally recognized accounting standards	Audited Financial Statements and brief particulars of accounting standards used.	<p>The financial statements of the organization are prepared in accordance with GAAP/IFRS/IPSAS/Regional Accounting Standards(give name)</p> <p>The statements are currently audited by ....., who have been appointed external auditors since .....date/year.</p> <p>Audited financial statements for 2009 and 2010 (the last 2 financial years) are attached</p>	
	Production of annual externally audited accounts that are consistent with recognized international auditing standards	i) External Auditor Reports along with management response and action taken	<p>Copies of the complete external audit reports for the last 2 financial years are attached at Annex.....</p> <p>The management response to the external audit reports and the status of actions in response to recommendations and issues brought out in the external audit report is attached at Annex .....</p>	

		reports		
		ii) Audit Committee's Terms of Reference and structure	An audit Committee consisting of ..... (number) members was constituted in ..... (year) in accordance with ..... (give reference of relevant financial regulations/board resolution/etc). The list of members along with their brief bio-data is attached at Annex .....	
		iii) Minutes of the last 4 meetings of the Audit Committee	The Audit Committee held ..... (number) meetings during the last 12 months.  The minutes of the last 4 meetings of the Audit Committee are attached.	
	Demonstration of use of accounting packages that are recognised and familiar to accounting procedures in developing countries	Name and brief description of accounting package used	The accounting package used is Oracle/SAP/Navision/ Peoplesoft/etc. (give name of developer, where required)  The software was customized for our requirements/ purchased off the shelf and has been in use since .....(date)	
	Demonstration of capability for functionally independent internal auditing in accordance with internationally recognized standards	i) Policy/charter and other published documents (like manuals) that outline the entity's internal auditing function	Copy of policy/charter establishing the Internal Audit function is enclosed at Annex .....	
		ii) Copies of audit plans for last 2 years and the current year	Attached (Annex.....) are copies of the internal audit plans for last 2 years.  A copy of this year's internal audit plan is also attached (Annex.....)	
		iii) List of internal audit reports of last 2 years and sample reports	The status of internal audits actually carried out is given at Annex .....	
			Sample internal audit reports (at least 3 from each year) are attached at Annex ..... (please attach complete reports and not a summary).	

		iv) Action taken reports based on internal audit findings /recommendations	The management response to the internal audit reports and the status of actions in response to recommendations and issues brought out in the internal audit reports is attached at Annex .....	
C	Demonstration of use of a control framework that is documented with clearly defined roles for management, internal auditors, the governing body, and other personnel	Policy or other published document that outlines the entity's control framework	<p>A policy/manual on the organization's internal control framework is attached at Annex ..... The policy should cover how the organization undertakes the:</p> <ol style="list-style-type: none"> <li>1. Identification of key objectives and core business processes and activities that support the achievement of the those objectives including internal processes that ensure the accuracy/fairness of the organization's financial statements and other MIS</li> <li>2. Identification of risks that might impair the organization's ability to achieve its objectives including preparation of accurate financial statements and MIS.</li> <li>3. Identification and setting up of internal control processes (Framework) that mitigate the risks.</li> <li>4. Periodic review of the effectiveness of the control Framework, and</li> <li>5. Implementation of corrective actions based on the review</li> </ol> <p>Copies of the last 2 oversight reports (Periodic review of the effectiveness of the control Framework) are enclosed (Annex.....) Status of implementation of corrective actions based on the recommendations of the review report is enclosed at Annex .....</p>	
	Demonstration of proven payment/disbursement systems	Procedures describing the payment/disbursement system with particular reference to	<p>Detailed process/procedure of the flow of work (Flow chart, if possible should be provided) for making payments/disbursements for expenses (project and others) is attached (Annex .....).</p> <p>The organizational structure to maintain an independent hierarchical internal check system on payments and disbursements with assigned authority limits at various</p>	

		project payments/ disbursements	levels is provided at Annex .....(in case this is covered under the detailed processes/procedures it need not be provided separately)  The role of internal audit in the Payment and Disbursement control framework is given in Annex .....(In case this is covered in the internal audit manual a reference only may be made to the appropriate section of the manual)	
d	Production of long term business plans/ financial projections demonstrating financial solvency	Long Term Business plans or Financial Projections for the next 3 to 5 years	Organization's policy and practices relating to preparation of Strategic and Long Term business plans should be mentioned here.  Copies of current and future plans (Strategic/Business) are given in Annex .....	
	Evidence of preparation of corporate, departmental/ ministry budgets and demonstration of ability to spend against budgets	i) Annual budgets for the organization or entities within it	The organization's budgets for the current and the last 2 financial years are attached at Annex .....	
		ii) End of calendar year/fiscal year or periodical budget report	A comparison of the organization's actual expenditures vs budgeted expenditures for the last 2 financial years, along with an analysis of the variances is given in Annex .....	

### **SECTION III: Requisite Institutional Capacity**

#### **Specific Capability Required**

- a) Ability to manage procurement procedures which provide for transparent practices and adequate control
- b) Project preparation and approval. This should include impact (environment, socio-economic, etc) assessment study with risk assessment and mitigation plans
- c) Project implementation Planning and Quality-at-entry Review

d) Project Monitoring and Evaluation during implementation

e) Project closure and final evaluation

**Description of how entity meets capabilities required**

Inventory of Current Organizational Environment	Document References

**Examples of Supporting Documentation**

**Required Competency: *Requisite Institutional Capacity***

Sr No	Verification	Supporting documentation that may be provided	Assessment /Remarks	Status
a	Evidence of transparent and fair procurement policies and procedures at the national level that are consistent with recognized international practice (including dispute resolution procedures)	i) Procurement Policy	The following Acts/Policy guidelines govern the procurement function in the entity: 1. Public Procurement Act provides broad guidelines and overall structure for the procurement function (copy of act attached at Annex .....)  Provide brief write-up on policies and guidelines for procurement of goods, services and contracts for projects, if this differs from procurement for normal operations.	
		ii) Detailed procedures or	The procurement manual (dtd ..... ) provides detailed procedures for undertaking procurement within the	

		guidelines including composition and role of key decision making committees	entity (copy of manual attached at Annex .....). The key decision making committees in respect of procurement within the entity are: <ol style="list-style-type: none"> <li>1. Committee 1 – give name and role and responsibilities</li> <li>2. Committee 2 – give name and role and responsibilities</li> <li>3. Committee 3 – give name and role and responsibilities</li> </ol> In case documented ToRs (Terms of Reference) of these committees are available, copies of the same should be provided.	
		iii) Provisions for oversight/audit /review of the procurement function with sample oversight/audit/review reports	Describe the provision for internal and external oversight/review of the procurement function, including reference to the Procurement Act/Policy guidelines under which the oversight mechanism has been established.  Copies of the internal and external oversight reports for the last 2 years are attached (Annex .....)	
		iv) Procedures for handling/controlling procurement in Executing Agencies	In case the applicant entity uses the services of External Executing Agencies for execution of projects provide procedures for procurement by the External Executing Agency including details of how the applicant entity maintains control over such procurement.	
<b>b</b>	Demonstration of capability and experience in identification and design of projects (preferably adaptation projects)	Detailed project plan documents for 2 projects	Briefly describe the system (including procedures and formats) used in identification and design of projects. Attach separate sheets/documents, if necessary.  2 detailed project plan documents prepared in the last 18 months are attached (Annex .....)	
	Demonstration of availability of/ access to resources and track record of conducting appraisal activities	i) Details of the project approval process/procedure	A write-up/manual covering the detailed process/procedures and relevant templates used for project appraisal covering the following key areas is attached (Annex .....): <ol style="list-style-type: none"> <li>1. Detailed analysis of the technical, financial and managerial feasibility and viability of the project and the likelihood of the project meeting its objectives and ensuring returns as envisaged.</li> <li>2. Assessment of the likely project risks and development of corresponding mitigation strategies risks at the project formulation and appraisal stage.</li> <li>3. Assessment at the appraisal stage of the likely</li> </ol>	



			<p>technical, financial, economic, social, environmental, and legal impact of the project</p> <p>4. The authority levels - key decision making levels within the entity at the various stages of the project approval process</p>	
		ii) 2 samples of project appraisals undertaken	<p>2 sample documents of project appraisals undertaken over the last 18 months which demonstrates the capability of the entity to undertake a comprehensive appraisal process as provided for in the project approval process are attached (Annex .....). The documents are for the following projects.</p> <p>1. Project A - Name of project with approval date</p> <p>2. Project B - Name of project with approval date</p>	
	Demonstration of the ability to examine and incorporate the likely impact of technical, financial, economic, social, environmental, and legal aspects into the project at the appraisal stage itself	Sample of project documents which demonstrate this capability	Provide reference to the project documents being submitted for the appraisal process. Alternatively, if considered necessary attach different project documents to demonstrate this capability.	
	Evidence procedures/framework in place to undertake risk assessment and integrate mitigation strategies/plans into the project document	i) Policy and/or other published document(s) that outline the risk assessment procedures/framework	The details of the process/guidelines/framework used for project risk assessment and developing corresponding mitigation strategies risks at the project formulation and appraisal stage is attached (Annex.....).	
		ii) 2 samples of completed project appraisals with identified risks and corresponding mitigation strategies/plans	Provide reference to the project documents being submitted for the appraisal process. Alternatively, if considered necessary attach different project documents to demonstrate this capability.	
C	Evidence of institutional system for planning implementation of projects with particular emphasis for quality-at-	Operational manual or written procedures for project review system during the design phase	Details of the procedures used in planning for the implementation of a project and checking the Quality-at-Entry of the project are provided at Annex .....	

	entry			
	Evidence of preparation of project budgets for projects being handled by the entity or any sub-entity within it	Project budgets	Sample annual project budgets for last 2 years for 2 projects which are currently in operation/were completed over the last 12 months are attached for the following projects(Annex .....). 1. Project A - Name of project - budgets for the years ..... and ..... attached 2. Project B - Name of project - budgets for the years ..... and ..... attached	
d	Demonstration of existing capacities for monitoring and independent evaluation that are consistent with the requirements of the Adaptation Fund	i) Policy or other published document that outlines monitoring and evaluation requirements	The policy outlining the monitoring and evaluation requirements for projects under implementation is contained in the document attached (Annex.....)	
		ii) Detailed procedures and formats used for monitoring and evaluation during project implementation	The details of the procedures and guidelines including formats for data/information collection, collation of the data/information and for writing the monitoring and evaluation reports is attached (Annex .....)	
		iii) Analysis of project expenditure vs budget	A system for comparing and analysing the actual project expenditures vs the planned budgets exists. The analysis is done on an annual/quarterly/monthly basis.  2 samples from different projects of the actual project expenditures vs the planned budgets along with an analysis of the variances is given at Annex .....	
		iv) Sample project monitoring and evaluation reports	The last 2 project monitoring and evaluation reports for each of the following projects are attached (Annex .....): 1. Project A - Name of project – reports dated ..... and ..... 2. Project B - Name of project reports dated ..... and ..... The reports must comprehensively cover i) the achievement of the project vs objectives till date, ii) planned budgets vs actual expenditures till date, iii) major risks and issues, if any, impacting the execution of the project,	

			<p>iv) actions taken based on previous monitoring reports, if applicable,</p> <p>v) the likelihood of the project achieving its planned objectives on completion</p>	
	Production of detailed project accounts which are externally audited	i) Sample of project accounts	<p>A brief description of how the project accounting function is undertaken and the audit (external and internal) requirements.</p> <p>Copies of annual project financial statements for 2 successive years for the following 2 projects are attached (Annex.....)</p> <p>1. Project A - Name of project - financial statements for the years ..... and ..... attached</p> <p>2. Project B - Name of project - financial statements for the years ..... and ..... attached</p>	
		ii) Sample of project (accounts) audit reports	<p>Copies of annual external audit reports for 2 successive years for the following 2 projects are attached (Annex.....)</p> <p>1. Project A - Name of project – audit reports for the years ..... and ..... attached</p> <p>2. Project B - Name of project – audit reports for the years ..... and ..... attached</p>	
	Evidence of a process or system, such as a project-at-risk system, that is in place to flag when a project has developed problems that may interfere with the achievement of its objectives, and to respond to redress the problems	Procedures for project-at-risk system or similar process/system to ensure speedy solutions to problems which may interfere with the achievement of the project objectives	<p>Give brief description of how problems during project implementation are handled and resolved at the appropriate levels including mechanisms for escalation. If the process/ procedure is documented a copy should be attached.</p> <p>Give 2 examples of use of the procedure for 2 separate projects with supporting evidence.</p>	
e	Demonstration of an understanding of and capacity to assess impact/implications of the technical, financial, economic, social, environmental, and legal aspects of projects	Project closure reports or independent evaluation reports containing assessment of the impact/implications of the technical, financial, economic, social, environmental,	<p>Give brief description of the processes and framework the entity uses to assess the technical, financial, economic, social, environmental, and legal aspects of projects and their implications at the appraisal stage of the process, during implementation and on completion. If the process/ procedure is documented a copy should be attached.</p> <p>The final independent evaluation reports to be provided as examples (refer to next point) should include an assessment of the technical, financial, economic, social,</p>	

		and legal aspects of projects	environmental, and legal aspects of projects.	
	Demonstration of competence to execute or oversee execution of projects/programmes	Independent evaluation reports of completed projects/programmes	<p>Give brief description of the entity's policies and practices relating to closure of projects and preparation of independent final evaluation reports. If the entity has a documented policy, also attach a copy of the policy.</p> <p>Independent evaluation reports and project closure reports for at the following 2 projects which have been completed in the last 18 months are attached(Annex):</p> <ol style="list-style-type: none"> <li>1. Evaluation report for .....(Name of project) dated .....</li> <li>2. Evaluation report for .....(Name of project) dated .....</li> </ol>	

**SECTION IV: Transparency, self-investigative powers, and anti-corruption measures**

**Specific Capability Required**

- a) Policies and Framework to deal with financial mis-management and other forms of malpractice

**Description of how entity meets capabilities required**

Inventory of Current Organizational Environment	Document References

## Examples of Supporting Documentation

### Required Competency: *Requisite Institutional Capacity*

Sr No	Verification	Supporting documentation that may be provided	Assessment /Remarks	Status
a	Evidence/tone/statement from the top emphasizing a policy of zero tolerance for fraud, financial mismanagement and other forms of malpractice by implementing entity staff or from any external sources associated directly or indirectly with the implementing agency for projects	Provide evidence of a statement communicating such a policy of zero tolerance for fraud, financial mismanagement and other forms of malpractice	How does the Board or the top management team in in the organization communicate their commitment and resolve towards a policy of zero tolerance for fraud, financial mismanagement and other forms of malpractice and taking strict action in case of any fraud or financial mismanagement.  Copy of policy and other communication is provided at Annex .....	
	Demonstration of capacity and procedures to deal with financial mismanagement and other forms of malpractice	i) Provide copy of documented code of conduct/ethics applicable to the staff	The organization introduced a documented code of conduct/ethics applicable to all staff in .....(year). The code is communicated to the staff members through.....(mention modes of communication).  Copy of the code of conduct/ethics is attached (Annex....)	
		ii) Documentation establishing avenues for reporting non-compliance/ violation/misconduct and business conduct concerns	The avenues available to staff for reporting non-compliance/ violation/misconduct and business conduct concern are.....(give details)  The avenues available to business partners for reporting non-compliance/ violation/misconduct and business conduct concern by the organization's staff are ..... (give details)	
		iii) Details of policies and procedures relating to managing	The following are the key points of organization's policy/practices to manage conflict of interest. 1.	

		<p>conflict of interest and whistle blower protection</p>	<p>2. 3.</p> <p>The following are the key points of organization's policy/practices to provide whistle blower protection</p> <p>1. 2. 3.</p> <p>The attached document(s) (Annex ..... ) provides details of the policy/practices relating to managing conflict of interest and whistle blower protection</p>	
	<p>Evidence of an objective investigation function for allegations of fraud and corruption</p>	<p>i) The structure and process/ procedures <b>within</b> the organization to handle cases of fraud and mismanagement and undertake necessary investigative activities.</p>	<p>The organization's structure to handle cases of fraud and mismanagement and undertake necessary investigative activities is .....(give brief details).</p> <p>The detailed processes/procedures within the organization to handle cases of fraud and mismanagement and undertake necessary investigative activities is defined in ..... (name of document). The document is provided (Annex.....)</p>	
		<p>ii) Data on cases of violation of code of conduct/ethics and frauds reported over last 2 years be provided in terms of number of cases, types of violations and summary of status/action taken.</p>	<p>A matrix giving details of the data on cases of violation of code of conduct/ethics and frauds in the organization, reported over last 2 years be provided in terms of number of cases, types of violations and summary of status/action taken is given in Annex .....</p>	
		<p>iii) Periodical oversight reports of the ethics function/ committee be attached for the last 2 years</p>	<p>Give brief details of the authority/committee responsible for oversight of the ethics function along with its Terms of Reference (TOR).</p> <p>Annual/periodic reports of the oversight body for the last 2 years are provided at Annex .....</p>	

Please advise how does PACT How does PACT Please provide details of the process/guidelines/framework used for such risk assessment.  
Provide completed appraisal documents for at least 2 projects for which the appraisal process has been undertaken during the last 18 months using the appraisal process and formats currently in use. The projects should pertain to appraisal of large grants. The documents should provide The project appraisal documents should also demonstrate the use of a project risk management framework.