

Admin session at the Warsaw Retreat, 2022. Rough disposition

Internal Control; Purpose, Goal and Content

Purpose: To secure compliance with the Sida-initiated Internal Control Evaluation of SITE and the FREE network by strengthening and clarifying different aspects of our admin- and financial routines within the FREE network

Goal: After the session we should have;

- A common awareness about the below mentioned topics
- A common understanding on how to work with these issues.
- To share knowledge and experiences on these internal control matters and thus strengthen our ability to comply and strengthen our respective quality in Internal Control procedures.
- A common understanding on how to move forward in these matters

Content:

Organisational Structure and governance

1. Delegation of authorities, who has what authority? From whom?
2. Documented and periodically revised?

Risk Management

1. Assessment of **external**¹ risks in each country
2. What relevant mitigation measures to be taken?
3. How to implement, document and follow up? (Organisation and systems)
4. Assessment of **internal**² risks in each institute
5. What relevant mitigation measures to be taken?
6. How to implement, document and follow up? (Organisation and systems)
7. Procedures for updating the risk analysis and mitigation measures

Fraud and Corruption Management

1. Anti-corruption Policy at each institute
2. Definition of corruption
3. Ways of preventing, detecting, and acting on corruption. (Organisation and systems.)
4. Anti-corruption training and regular refresher workshops

Whistleblower routine/instruction – in line with above

1. Whistleblower policy at each institute
2. Whistleblower instructions - organisation and systems
3. Annexed to staff- and partner contracts/MoU

Partner evaluation procedure

1. An organizational and internal control “Health Check”

¹ External Risks; For ex Political, Economical, Social, Technical, Legal and Environmental risks ... plus?

² Internal Risks; For ex Strategic Resources, Financial and Operational risks ... plus? (see below)

2. Evaluation Tools (Mango, other?)
3. A procedure to systematically follow up partner's weaknesses, development needs and audit recommendations and its progress in working with this.

Issues to work on

1. A To Do list till next Retreat
- 2.

FREE Network – money flow and underlying contracts - In case of time available

1. Payments from SITE – based on what?

How?

- Each institute prepare material for each item, and sub-items, listed above
- Each institute present their material, followed by a joint Q & A and discussion,
- We document our learnings and identify on what and where can we have a common FREE-Policy and instruction, and on what and where we need to have Country-specific ones.
- When we get home each institute organize a workshop/information meeting with management and peers in order to have management and all staff aware of these Internal Control issues.
- All institute continue to work on and develop their respective Internal Control routines
- A routine for follow-up and further common learning can be monitored at the following Retreats

Checkpoints for Internal risks; Operational risks:

- **Strategy and Mission** Is it clear?, relevant and understood by all?
- **Organisational structure** Is it efficient? and supporting the strategy and Mission?
- **Systems** Are the relevant? Supporting strategy? In alignment with internal control (IC) and policies (P)?
- **Skills** Do we have the competence needed to comply with IC and P and are they also supporting our strategy and mission?
- **Staff** Do we have staff and time enough to carry out our strategy and mission? Are we close to a generation-shift and well prepared for that? Can we manage during parental leave and sick leave etc?
- **Shared Values and Culture** Is our culture such that it supports our strategy and mission? Ditto supports work in alignment with Internal Control and Policies?