

CEPF SMALL GRANT FINAL PROJECT COMPLETION REPORT

Organization Legal Name:	ZESMAN Consultancy
Project Title:	Conducting Workshop on Project Design, Project Management, Monitoring and Evaluation; and Financial Management Training. EAM 11 th Call for proposals
Date of Report:	July 2016
Report Author and Contact Information	AbdurahimanKubsa, akubsa@ymail.com

CEPF Region: Eastern Afromontane

Strategic Direction: 3

Grant Amount: USD 12,793 (twelve thousand seven hundred ninety three)

Project Dates: November 2015 to June 2016

Implementation Partners for this Project (please explain the level of involvement for each partner):

The implementation partners for the project were Ethiopian Wildlife and Natural History Society (EWNHS) and BLI Africa Partnership Secretariat. The agreement for this assignment was signed between ZESMAN Consultancy and EWNHS. Ms. Zewditu Tessema and Mr. Mengistu Wondafrash from EWNHS and Mr. Julius Arinaitwe from BLI Africa Partnership Secretariat have participated in project design, monitoring and evaluation training as resource persons. The training was held from 28 November to 02 December 2015 at DSW Bonita Youth Training Center in Bishoftu, Ethiopia.

The trainers for financial management, Ms. Delphine Adre and Mr. Joshua Maingi, from RIT Nairobi and Ms. Zewditu Tessema from EWNHS have been the implementation partners playing roles as resource persons for the project. The role of ZESMAN in financial management training was mainly organizing the training, management and supporting the trainers. The financial management training was a replacement on the request of EAM RIT Coordinator for the second workshop of the EAM 11th call for proposal. Organizing experience sharing for CEPF grantees was the original plan. The financial management training was held from 29 May to 02 June 2016 at the same center.

A total of ten trainees for Project Design, Management, Monitoring and Evaluation were drawn from three NGOs and a university, a government organization, of which their proposals were selected following the small grant Call for Letter of Inquiry No.12 that invited applicants to submit proposals that would contribute to the CEPF Strategic Direction 1, Investment Priority 1.1, 1.2 and 1.3; and Strategic Direction 2, Investment Priority 2.1, described in the Ecosystem Profile. The NGOs include God for People, Relief and Rehabilitation Organisation (GPRDO), Organisation for Social Development (OSD), and Bees for Development Ethiopia (BfDE) and University of Gondar (government organization that submitted two proposals).

The trainees for Financial Management Training included 17 grantees specifically project coordinators and finance heads/accountants of nine CEPF large grant projects and Ethiopian Wildlife and Natural History Society (EWNHS), one of the members of the EAM RIT and a grantee to CEPF.

The grantee organizations were Addis Ababa University (AAU), MELCA-Ethiopia (MELCA), Population, Health and Environment–Ethiopia Consortium (PHE), Bahir Dar University (BDU), Organisation for Rehabilitation and Development in Amhara (ORDA), Ethiopian Wolf Conservation Programme (EWCP), Frankfurt Zoological Society (FZS), Sustainable Natural Resources Management (SUNARMA) and EWNHS.

The roles of ZESMAN Consultancy for project design, monitoring and evaluation included organizing, providing a training and compiling technical and financial reports. During the financial management training, the roles of ZESMAN Consultancy were organizing, managing the training and compiling technical and financial reports.

The roles of trainees from RIT Nairobi involved managing financial records and producing financial reports that meets the standard/requirements of CEPF such as filling out and sending Time Sheets with quarterly financial reports, using log books while using vehicles for field works, adhere to procurement policy during purchase of materials, matching b/n current expenses in the financial report and transaction analysis and sending out reports timely. The role also included visits of four large grant grantees and EWNHS. Mr. Joshua Maingi, the lead consultant from RIT Nairobi, Zewditu Tessema, a RIT member from EWNHS and Abdurahiman Kubsa from ZESMAN have visited the offices of PHE, MELCA, Lem and SUNARMA that are based in Addis Abeba. The lead consultant has also visited EWNHS, a grantee of CEPF that coordinates and manages CEPF projects in Ethiopia. During the visit, finance heads/accountants in the organizations have presented the financial records and documents pertinent to transactions of CEPF supported projects. Technical and financial reports for both trainings were prepared by ZESMAN Consultancy and submitted to EWNHS as per the agreement.

Conservation Impacts

Please explain/describe how your project has contributed to the implementation of the CEPF ecosystem profile.

The objective of the first project was to equip the four civil societies and a university with better understanding of project design, management and monitoring and evaluation which has contributed to the implementation of the CEPF ecosystem profile addressing Strategic Direction 3 Investment Priority 3.3 which states “Support training for Civil Society Organizations in fundraising and project management, especially with respect to emerging opportunities for sustainable financing of KBAs in Ethiopia”.

The large grant grantees also took part in the financial management training. The trainees for Financial Management Training included 17 grantees, project coordinators and finance heads/accountants of nine CEPF large grant projects and Ethiopian Wildlife and Natural History Society (EWNHS). The grantee organizations were Addis Ababa University (AAU); MELCA-Ethiopia (MELCA); Population, Health and Environment–Ethiopia Consortium (PHE); Bahir Dar University (BDU); Organisation for Rehabilitation and Development in Amhara (ORDA); Ethiopian Wolf Conservation Programme (EWCP); Frankfurt Zoological Society (FZS) and Sustainable Natural Resources Management (SUNARMA) and EWNHS.

During the three training days the followings major topics were presented::

- Day one: key principles and concepts of financial management, and accounting records.
- Day two: financial planning and financial monitoring.
- Day three: internal control systems, and summary and closing.

The project design, management and monitoring and evaluation training has equipped the sub-grantees/trainees to redesign their initial project proposals that attain the objectives of their projects.

Please summarize the overall results/impact of your project against the expected results detailed in the approved proposal.

Results: The Sub-grantees were capacitated to improve their proposal taking the lessons provided in the training into consideration. To this effect, the sub-grantees resubmitted better proposals compared to the initial proposals. They clearly identified problems that lead to the formulation of projects, also picked appropriate stakeholders who need to be involved during the project design, explained their level of involvement, planned pertinent activities that could lead to the project results/outputs, prepared workable budget plan for the proper implementation of the project.

ZESMAN's role in the financial management was organizing the training in terms of identifying venue, ensuring all the participants are reporting to the training center on the exact date and time, handling logistics during the training and providing required stationary materials for the training. ZESMAN with this regard has been efficient: all invited trainees were participating in the training and the programme was handled and conducted in a smooth manner.

Moreover, after the training, EWNHS talked to the following grantees and received their feedbacks.

Feedbacks from grantees

BDU

Dr. Minwelet Mengist, the Project Coordinator:

"It was appropriate to involve both project managers and finance officers in the training which at the end of the day has helped much to have a common understanding in CEPF financial report requirements. Furthermore,

The finance staff became more responsive and engaged in the overall financial management for CEPF project.

More clear and familiarize with the expenses and corresponding budget lines that improved our detailed transactions reports

The financial recording has greatly improved in our CEPF Project transaction.

Staffs built their confidence in recording financial transactions and preparing reports.

FZS:

Zebiba Ahmed, Admin. and Finance Officer

She has explained that the organization has benefited the following:

-paid more attention to the unutilized budget and made use of the same.

-more aware about budget realignment, as deemed necessary, and properly utilized the budget during the project period

Lem - Ethiopia

Samuel Negussie, Finance and Admin. Officer

Provided more focus on the details for preparation of the DTR, following the explanation that we have got from the trainers.

It was good that CEPF has organized the training that brought both the project heads and finance officers together to look into details of financial management which at the end of the training has helped much to work more closely for the better output, proper financial reporting.

MELCA

Tesfaye Birhanu, Admin. and Finance Officer

MELCA managed to avoid mismatches between description and project budget line that used to be an error on reports of Detailed Transaction Reports (DTR).

Learnt a good lesson, improved the organization's payment voucher for per diem by including explanation for the payment.

The Senior Accountant, who participated in the training, has built full confidence in preparation of quarterly financial reports for CEPF project by her own.

ORDA

Abebaw Zeleke, and Mengistu Gebre Egziabher Focal Person for the CEPF Project and Accountant, respectively pointed out the following

The project staff now is:

clear about budget realignment (as deemed necessary) and flexibility in utilization of the project budget with the consent of the CEPF Secretariat. With this understanding, ORDA, after the training, for e.g. managed to use the project budget for management support cost.

more conscious about meeting a deadline for submission of financial reports to give time to donors for transfer of funds..

providing focus for confirming next quarter expenses by putting a budget in the Projected Expenditure box, which was not done in the previous reports before the training..

PHE

Zerihun Dejene, Project Coordinator, PHE and Haileleul Negash, Finance and Operation Officer explained the following

Cleared doubts on how to upload information on the Conservation Grant and managed to easily upload reports and other required information on the same and send reports on time.

Avoided assumptions and managed to put reasonable figures for the Projected Expenses for quarterly financial reports taking the burning rate and the budget used in the previous quarter into account.

Developed Purchase Request format and make use of the same in the organization's Purchase Request process.

Got a good understanding of preparation of time sheets and managed to do the same.

SUNARMA

Dr. Admassu Kebede, Project Coordinator

It was quite an opportunity for me to understand the finance terminologies and work more closely with the finance officer.

Please provide the following information where relevant:

Hectares Protected: N/A
Species Conserved: N/A
Corridors Created: N/A

Describe the success or challenges of the project towards achieving its short-term and long-term impact objectives.

Success:

Short term: All the five grantees have managed to improve their initial proposal and received grants from CEPF and implemented the projects.

The project was successful in capacitating the large grant grantees as explained above.

Were there any unexpected impacts (positive or negative)? None.

Lessons Learned

Describe any lessons learned during the design and implementation of the project, as well as any related to organizational development and capacity building. Consider lessons that would inform projects designed or implemented by your organization or others, as well as lessons that might be considered by the global conservation community.

During the project design and implementation, ZESMAN Consultancy has learnt more about CEPF programme/investment in Ethiopia: the number and type of projects being implemented, the strategic directions and related investment priorities addressed thus far (mainly SD 1 and IPs 1 and 2), its working areas/corridors (Lake Tana Catchment, Eth. Highlands and KeffaYayu). The role of EWNHS in the CEPF investment programme which includes a RIT member and which manages and coordinates CEPF projects in Ethiopia.

As ZESMAN received the list of the grantees from EWNHS there was a great expectation that the training could serve as a refresher course to the same. However, after going through their proposals it required to review the exercises taking the common problems that EWNHS sorted out during proposals review by RIT into account. The problems identified include lack of provision of adequate information about (a) the problems that the proposals are based on (b)

systematic/clear approach towards tackling the identified problems (c) project activities and results details (d) clear roles and responsibilities of stakeholders.

Project Design Process: (aspects of the project design that contributed to its success/shortcomings)

The team of ZESMAN Consultancy that have had experiences in projects design, implementation, monitoring and evaluation, provided similar trainings, and had experiences in conservation and community participation. These experiences were used in the project design process. While designing and implementing the project, ZESMAN Consultancy has repeatedly consulted EWNHS about the common problems often reported while reviewing proposals [Eg. lack of provision of adequate information about: a) the problems that the proposals are based on b) systematic/clear approach towards tackling the identified problems c) project activities and results details d) clear roles and responsibilities of stakeholders]. This has helped much on what issues the training should focus. Moreover, the Consultant received the trainees' full address (E-mail and telephone numbers) from EWNHS to send invitation letters and to follow up their presence at the training center.

The principal consultant is a Certified Management Consultant and Natural Resource and Tourism Management Specialist. He has provided capacity development services and that was an asset in project designing and implementation. Moreover, the experiences of working with conservation and development projects have successfully contributed in designing and implementing the training.

The experience of event management has also helped to successfully design the implementation of financial management training.

During the project design, sharing information about the CEPF programme in Ethiopia with EWNHS and looking into the initial project proposals of the trainees helped much to know and understand where the proposals need to be strengthened. This has contributed to a well designed project through identifying the grantees level of understanding about the project from writing the proposals to the implementation.

Project Implementation: (aspects of the project execution that contributed to its success/shortcomings)

The trainer has used a mix of training methodology in a way that the training was interactive. Lecture method, questions and discussion, group works and plenary presentations were employed to actively involve the trainees. A total of five days were allocated for the training. The first three days of the training was used for interactive training where the trainer has presented power point presentations and the participants have shared their experiences based on the group work assignments given by the trainer. The last two days were used for detailing of the project proposals as per the inputs from the training and the comments from EAM-RIT.

The trainees were provided with the soft copies of all the power point slides and source/supplementary reading materials of the training for further use. EWNHS has also distributed a Summary of the Ecosystem Profile to the trainees during the training.

The training content has mainly focused on project design and management and, project monitoring and evaluation. In total, the trainer has presented the following six sets of power point presentations during the first three training days.

Set 1: has focused on the various definitions of project, key characteristics of projects, link and distinctions between projects and programme, and conditions to consider for projects to be

success and/or to fail. This set was accompanied by three different tasks that the participants have discussed in group works and presented for the plenary.

Set 2: has focused on project management with special emphasis on the major elements that concern all the project managers in project management.

Set 3: has focused on project cycle management and phases. This was accompanied by one task associated with project phases that the participants have dealt with and presented to the plenary.

Set 4: has focused on project development principles and provided tools and steps in project development and planning.

Set 5: has focused on grantees's project proposals contents

Set 6: has focused on project monitoring and evaluation. It has provided an account of similarities and differences between the two. It has also contained the information on project evaluation phases.

EWNHS also provided the trainees with information about reporting requirements for CEPF projects: actual report against each planned activities, providing facts and figures for activities that require the same (Eg. the number of women and men participants in project activities), attachments such as pictures/minutes that substantiate the activities undertaken during the project period, if possible, stories/achievements/lessons learnt that can be communicated with CEPF Secretariat and other grantees or public.

The participants of the training has made use of the last two days to review and detail the proposals for the small grants that have been submitted to CEPF-EAM-SGP and commented with prospect to be funded. After completing the review and detailing, each potential grantee presented his/her reviewed proposal in the plenary. This gave an opportunity for the participants to get a good insight into project planning/development taking feedback, from the participants, the trainer and the EAM-RIT into considerations.

For the financial management training, starting from the sitting arrangement, the trainers have used a mix of training methodology in a way that the training was interactive. Lecture method, questions and answer discussion, group works and plenary presentations were employed to actively involve the trainees. The trainees were provided a worksheet that they have used throughout the training. Cards and flip charts were used to increase visualization. The financial management training was offered in three consecutive days from 30 May 2016 to 01 June 2016. During the three days, the trainers have presented concepts and practices of financial management and the participants have shared their experiences based on the group work assignments given by the trainer.

The major contents of the training were about the concepts and practices of financial management. During the three training days the followings major topics were presented by the trainers:

- Day one: key principles and concepts of financial management, and accounting records.
- Day two: financial planning and financial monitoring.
- Day three: internal control systems, and summary and closing.

The trainers have made all the efforts to present the concepts related to financial management as simplified and precise as possible. The trainees were highly involved through using the worksheet that they were provided on day one of the project and interacted through the group work on different questions and topics. In general, the training has provided the trainees with the requirements of CEPF procedures in financial management.

The training was followed by the observation of four selected large grants grantees and EWNHS's financial documents. Mr. Joshua Maingi, the lead consultant from RIT

Nairobi, Zewditu Tessema, a RIT member from EWNHS and Abdurahiman Kubsa from ZESMAN have visited the offices of EWNHS, PHE, MELCA, Lem and SUNARMA that are based in Addis Abeba. During the visit, finance heads/accountants in the organizations have presented the financial records and documents pertinent to transactions of CEPF supported projects.

Other lessons learned relevant to conservation community:

N/A

ADDITIONAL FUNDING

Provide details of any additional donors who supported this project and any funding secured for the project as a result of the CEPF grant or success of the project.

Donor	Type of Funding*	Amount	Notes
N/A	N/A		N/A

***Additional funding should be reported using the following categories:**

- A** Project co-financing (Other donors contribute to the direct costs of this CEPF project)
- B** Grantee and Partner leveraging (Other donors contribute to your organization or a partner organization as a direct result of successes with this CEPF project.)
- C** Regional/Portfolio leveraging (Other donors make large investments in a region because of CEPF investment or successes related to this project.)

Sustainability/Replicability

Summarize the success or challenge in achieving planned sustainability or replicability of project components or results.

Success Summary: The five selected project proposals initially submitted in accordance with the Small Grant CEPF-EAM Call for Proposal Number 12 were improved after Project Design, Management, Monitoring and Evaluation training.

The interviewees involved in Financial Management Training have proved that they have benefited from the training individually and organizationally.

Summarize any unplanned sustainability or replicability achieved.

N/A

Safeguard Policy Assessment

Provide a summary of the implementation of any required action toward the environmental and social safeguard policies within the project.

N/A

Additional Comments/Recommendations

Information Sharing and CEPF Policy

CEPF is committed to transparent operations and to helping civil society groups share experiences, lessons learned, and results. Final project completion reports are made available on our Web site, www.cepfn.net, and publicized in our newsletter and other communications.

Please include your full contact details below:

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*****please complete the tables on the following pages*****

Performance Tracking Report Addendum

Project Results	Is this question relevant ?	If yes, provide your numerical response for results achieved for project from inception of CEPF support to date	Describe the principal results achieved during project period (Attach annexes if necessary)
1. Did your project strengthen management of a protected area guided by a sustainable management plan? Please indicate number of hectares improved.	No		Please also include name of the protected area(s). If more than one, please include the number of hectares strengthened for each one.
2. How many hectares of new and/or expanded protected areas did your project help establish through a legal declaration or community agreement?	No		Please also include name of the protected area. If more than one, please include the number of hectares strengthened for each one.
3. Did your project strengthen biodiversity conservation and/or natural resources management inside a key biodiversity area identified in the CEPF ecosystem profile? If so, please indicate how many hectares.	No		
4. Did your project effectively introduce or strengthen biodiversity conservation in management practices outside protected areas? If so, please indicate how many hectares.	No		
5. If your project promotes the sustainable use of natural resources, how many local communities accrued tangible socioeconomic benefits? Please complete Table 1 below.	No		

If you answered yes to question 5, please complete the following table.

