

FINAL PROJECT COMPLETION REPORT

I. BASIC DATA

Organization Name: Conservation International

Project Title: Capacity Building for Financial Operations and Management in CI Indonesia and CI Philippines

Project Dates: July 2002 – March 2003

Date of Report: March 30, 2003

II. OPENING REMARKS

Provide any opening remarks that may assist in the review of this report.

III. ACHIEVEMENT OF PROJECT PURPOSE

Project Purpose:

CI Indonesia and CI Philippines field offices perform at a high standard of project implementation and management, including financial project management. CI Indonesia and CI Philippines develop and implement a strategy to support and strengthen other CEPF local partners in financial management.

Planned vs. Actual Performance

Indicator	Actual at Completion
Purpose-level:	
<i>CI Indonesia and CI Philippines efficiently and effectively delivering conservation objectives as stated in annual work plans.</i>	Ongoing
<i>CI Indonesia and CI Philippines building capacity in effective financial management in at least five key partners in CEPF corridors by December 2003</i>	Completed
<i>CI Indonesia and CI Philippines effectively developing annual and project budget projections, reporting in a timely and accurate manner, and ending FY03 with no budget deficit.</i>	Ongoing

Describe the success of the project in terms of achieving its intended impact objective and performance indicators.

The project was successful in providing the **tools** for achieving its intended impact objective and performance indicators. The financial management training workshops provided project managers with guidelines, protocols and procedures for effective financial management. The assessment tool, course outline and strategy for delivering financial management to key partners provided the roadmap and the tools for building the capacity of key partners in financial management.

Were there any unexpected impacts (positive or negative)?

No.

IV. PROJECT OUTPUTS

Project Outputs:

Output 1:

CI Indonesia's Operations Department, including Finance, fully prepared for decentralization of finance functions.

Output 2:

CI Indonesia's internal financial management capacity built.

Output 3:

CI Philippines' internal financial management capacity built.

Output 4:

CI Indonesia's internal staff management capacity built.

Output 5:

CI Philippines' internal staff management capacity built.

Output 6:

CI Indonesia and CI Philippines articulate a strategy to deliver financial management training for key partners in Sumatra and the Philippines.

Planned vs. Actual Performance

Indicator	Actual at Completion
Output 1:	
Orientation prepared and conducted for CI Indonesia Operations Director and finance staff (3 people total), including familiarization with all donors (including CEPF), reviewing grant registrations and history, reviewing and requesting internal agreements, closing fiscal year budgets, coding for donors and cost centers, preparing match reports and donor financial reports, subcontracts and grant agreements by August 15, 2002	Completed
Current CI Indonesia Operations structure reviewed and recommendations made for necessary updating in light of projected growth by September 1, 2002.	Completed
Output 2:	
Assessment of CI Indonesia financial management training needs conducted by September 15, 2002.	Completed
raining workshop in financial management (topics to include developing and submitting proposal budgets, negotiation of issues such as overhead, procurement, reporting, coding, budget guidelines and timetables, internal agreements, advances, liaising with DC-based units such as DAR, Foundations and Finance on reporting,	Completed

Indicator	Actual at Completion
reclasses, etc.) designed and conducted for project management staff by October 15, 2002.	
Guidelines, protocols, procedures for use by project managers in place by November 1, 2002.	Completed
Individual, customized training for each Project Manager designed and conducted by November 15, 2002.	Completed
Output 3:	
Assessment of CI Philippines financial management training needs conducted by September 30, 2002.	Completed
Training workshop (topics to include developing and submitting proposal budgets, negotiation of issues such as overhead, procurement, reporting, coding, budget guidelines and timetables, internal agreements, advances, liaising with DC-based units such as Development Agency Relations, Foundations and Finance on reporting, reclasses, etc.) designed and conducted for project management staff by October 30, 2002.	Completed
Guidelines, protocols, procedures for use by project managers in place by November 15, 2002.	Completed
Individual, customized training for each Project Manager designed and conducted by November 30, 2002.	Completed
Output 4:	
Management development training course (taught by CI DC Human Resources Department) completed by at least eight CI Indonesia staff by October 30, 2002. This course includes themes of managing expectations, staffing strategically, coaching for performance and learning, motivating for excellence and selecting for strengths and will include creation of a comprehensive individual action plan for further development for each participant.	Completed
Output 5:	
Management development training course (taught by DC Human Resources Department) completed by at least six CI Philippines staff by October 30, 2002. This course includes themes of managing expectations, staffing strategically, coaching for performance and learning, motivating for excellence and selecting for strengths and will include creation of a comprehensive individual action plan for further development for each participant.	Completed
Output 6:	
Information needs to assess financial capacity in key partners in the CEPF corridors in	Completed

Indicator	Actual at Completion
Sumatra and the Philippines identified and an assessment tool developed by December 15, 2002.	
Components of potential training modules identified and course outline developed to provide financial management training for key partners in the CEPF corridors in Sumatra and the Philippines	Completed
Full proposal to develop training modules and implement assessment and capacity building for key partners in CEPF corridors in Sumatra and the Philippines submitted to potential donor(s) by December 31, 2002.	Indicator changed. Proposal no longer required. Strategy to develop training modules and implement assessment and capacity building for key partners in CEPF corridors in Sumatra and the Philippines completed and submitted to CEPF.

Describe the success of the project in terms of delivering the intended outputs.

Delivering the intended outputs contributed to the success of the project by building internal financial and staff management capacity and produced a strategy for training local partners in financial management. This will enable the Philippines and Indonesia programs to fulfill the project's purpose performing at a high standard of project implementation and management.

Were any outputs unrealized? If so, how has this affected the overall impact of the project?

V. SAFEGUARD POLICY ASSESSMENTS

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

VI. LESSONS LEARNED FROM THE PROJECT

Describe any lessons learned during the various phases of the project. Consider lessons both for future projects, as well as for CEPF's future performance.

Project Design Process:

During the design phase, if time permitted, we should have discussed and clarified CEPF's vision for building the capacity of civil society in more detail.

Project Execution:

VII. ADDITIONAL COMMENTS AND RECOMMENDATIONS

For more information about this project, please contact:

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