

## **Partners Training Workshop on Project and Financial Management for Ecological Organic Agriculture Initiative in Africa**



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# EXECUTIVE SUMMARY

Biovision Africa Trust organized a partners training workshop on Project and Financial Management for ecological organic agriculture initiative in Africa. The purpose of the workshop was to train project officers on sound project and financial management practices. The training was expected to enhance participants' understanding of project and finance management principles and best practices for organizational and project success. It was expected to equip participants with project management and financial management skills in order to strengthen their capacities to coordinate and manage the Ecological Organic Agriculture (EOA) Initiative project activities in transparent, effective and efficient ways.

The training was aimed at strengthening partners' skills on effective reporting (narrative and financial) on their project performance for various key stakeholders (donors, Continental Steering Committee, national platforms, etc.). It was to involve participants in planning and budgeting for 2016 and to enable them develop strategies of fundraising and resource mobilization for sustainability

Eighteen participants from partner states were targeted in a five-days training conducted from 26th to 30th October, 2015 at Gelian Hotel, Machakos, Kenya. However due to logistics in travel arrangement, two countries namely Mali and Senegal did not attend.

The training approach was participatory and interactive through plenary discussions, case studies presentations and group work. The facilitator together with the management of Biovision Africa Trust selected the topics aimed at delivering the training while addressing the challenges facing partner countries. The topics were presented include Principles of Project Management, Factors that Cause Project Failure, Understanding the Project Environment, Grants management, Monitoring and Evaluation, Report Writing among others. In addition, participants were given an opportunity to evaluate the effectiveness of the training by filling a feedback form. Learning materials, including a complete Project Management Module and certificates were given to participants after the training.

Findings and analysis of the training indicated that participants appreciated the selection and delivery of the topics as these topics touched on the very challenges they encounter in the day – today management of their individual projects. Mistakes were identified during the presentation and participants acknowledged areas where management practices have not been adhered to. As such, participants appreciated training as an important requirement for project/program performance. In addition, participants enhanced their skills especially in grants management, financial management and report writing in a manner that can guide and improve the general performance of project execution and delivery. Moreover, participants understood the concept of report writing including writing both narrative and financial reports to the satisfaction of stakeholders.

Based on the findings and analysis of the training, it was recommended that more time be allocated for similar trainings in future. It was also recommended that participants be trained in Monitoring and Evaluation and that projects be assisted in conducting evaluations. There were also recommendations to the effect that directors of individual partner organisations be targeted for similar training. In addition, it was recommended that a more thorough skills gaps analysis be done prior to implementing such trainings to profile respondents' capacity.

# CHAPTER ONE

## INTRODUCTION

### 1.1. Introduction of Chapter One

This chapter examines the background of the training; objectives of the training; training expected outputs; significance of the training; limitations of the training; and organization of the training report.

### 1.2. Background of the Training

This training was organized by Biovision Africa Trust on behalf of partners in the Ecological Organic Agriculture (EOA) Initiative. It is a follow up to other similar trainings aimed at strengthening partners in project implementation and delivery.

The training participants were project managers and finance officers in the Management for ecological organic agriculture initiative in Africa. The reason for selecting these thematic areas is that they are a focus of the work of Ecological Organic Agriculture (EOA) Initiative. Secondly, there have been problems and disconnect in the management and reporting as far as the implementation of the project on ecological organic agriculture initiative in Africa is concerned. And so the workshop was expected to provide participants with practical guidance project management including finance management and reporting.

### 1.3. Objectives of the Training

The specific objectives of the training were:-

- a. To enhance participants' understanding of project and finance management principles and best practices for organizational and project success.
- b. To equip participants with project management and financial management skills in order to strengthen their capacities to coordinate and manage the Ecological Organic Agriculture (EOA) Initiative project activities in transparent, effective and efficient ways.
- c. To strengthen participants' skills of effective reporting (narrative and financial) on their project performance for various key stakeholders (donors, Continental Steering Committee, national platforms, etc.).
- d. To involve participants in planning and budgeting for 2016 and how to develop strategies of fundraising and resource mobilization for sustainability

### 1.4. Key Challenges on Project Implementation

- a. There are reported cases of Project implementation setbacks with some partners causing delays in implementing activities and reporting, right from contracting signing and subsequent steps.

- b. Demonstrated poor capacity of project officers at the country level to implement and report clearly and effectively on the project based on work plans & log frames.
- c. Accounting setbacks; Institutional Overhead Recoveries - Learning institutions mandatory deductions of admin costs, wrong allocation of budget lines expenses i.e. use of funds allocated for transport for repair of vehicles (expenses not budgeted for), improper accounting documents.

## **1.5. Significance of the Training**

Training on “on Project and Financial Management for ecological organic agriculture initiative in Africa” was expected to strengthen partners’ capacities to coordinate and manage the Ecological Organic Agriculture (EOA) Initiative in transparent, effective and efficient ways. The training was also aimed at strengthening partners’ skills on effective reporting (narrative and financial) on their project performance for various key stakeholders (donors, Continental Steering Committee, national platforms, etc.).

Previously BVAT has had problems with partners whereby Partners submit financial reports after the set deadline. Additional problems including support documents not being provided in time or not sufficient to cover the expenditure reported. There are also problems whereby expenditures are incurred outside the contract period as well as some partners spending without following the work plan and budgets.

The training was to involve participants in planning and budgeting for 2016 and to enable them develop strategies of fundraising and resource mobilization for sustainability. It was expected that the training would help reverse the frequent delays in writing and submission of reports, streamline coordination of project management at various levels of project implementation and improvement communication between Biovision Africa Trust head office and the various stake holders at the grassroots level.

## **1.6. Limitations of the Training**

The duration of the training, five-days, was relatively short in respect to anticipated objectives of the capacity building exercise especially since the training methodology included the use of interactive sessions by participants. The trainers, however, made the most of the duration allocated by triangulating training methodology with the help of training aids like LCD projector, going through the training manual, flip charts and group discussions. In addition, the learners’ educational level and Management and Reporting skills varied significantly which in turn limited the level of engagement in the training. The trainers, however, implemented the exercise in a manner that accommodated the majority of the participants comfortably and the participants were able to learn from one another during the plenary and group discussions.

## **1.7. Organization of the training report**

This report is organized in five chapters. Chapter one of this report is an introduction and it focuses on the background of the training; objectives of the training; significance of the training; limitations of the training; and organization of the training report. Chapter two of this report is on organizational background and it focuses on organizational historical background; organizational vision; organizational mission; organizational approach; and organizational network. Chapter three of this

chapter is on training methodology and it focuses on the training approach; training participants; training duration; training topics; and training evaluation. Chapter four of this report focuses on findings from the training; and analysis of the training based on the training objectives. Chapter five of this report focuses on training conclusions and recommendations. The list of participants, participants' feedback form and the training program are appended in the last section of this report.

# CHAPTER TWO

## ORGANIZATIONAL BACKGROUND

### 2.1. Introduction of Chapter Two

This chapter examines the organizational historical background; organizational vision; organizational mission; organizational approach; and organizational network.

### 2.2. Organizational Historical Background

The Ecological Organic Agriculture Initiative (EOA-I) is a continental initiative that holds promise for increasing the productivity of Africa's smallholder farms, with consequent positive impacts on food security. This came up after the African Union Commission (AUC) supported a workshop in Kenya in 2011 leading to the formation of a Central Steering Committee (CSC) on organic agriculture. The AUC has ensured that membership of this committee is broadened to include representatives from the Regional Economic Communities (RECs) in Africa, NEPAD Planning and Coordinating Agency, Farmers Organizations, Civil Society Organizations (CSO), Donors, Private Sector Agriculture-based organizations, African Organic Network (AfroNet), Organic certification bodies, Research Institutions, Academic Institutions, Ecological Organic Agriculture Industry Institutions or Networks and Development Partners. The African Union Commission provides the Chair to the Continental EOA Steering Committee. The AUC, with support from SDC, has also facilitated the development of the Rules of Procedures and Terms of Reference to guide the work of the committee. The committee recommended a review of the African Organic Action Plan to reflect current realities and in addition for a Strategic Plan on Ecological Organic Agriculture to be developed.

The initiative has been implemented in Africa since 2012 first on pilot basis in six countries Ethiopia, Kenya, Uganda, Tanzania, Nigeria and Zambia. So far eight (8) countries - four in Eastern Africa (Ethiopia, Kenya, Uganda, and Tanzania) and four in West Africa (Mali, Nigeria, Benin and Senegal) are rolling out the initiative, with an overall goal of mainstreaming ecological agriculture into national agricultural production systems, plans and policies.

In addition to EOA, to help organic farmers, exporters and to support organic agriculture platforms among Member States of the African Union access these markets, the Department of Rural Economy and Agriculture (DREA) of the African Union Commission (AUC) has been organizing regional training workshops on organic standards and certification systems, organic production, marketing and extension support. This undertaking is in line with the African Union Heads of State and Government decision on organic farming.

A trajectory of successes, lessons learnt and challenges are documented under various independent projects under this initiative.

## **2.3. Alignment to Continental and International Policies and Development Frameworks**

The EOA Initiative is aligned to the AU-Department of Rural Economy and Agriculture (DREA) agenda, the Comprehensive African Agriculture Development Plan (CAADP) Results framework, the Malabo declaration and Agenda 2063. In aligning itself to the Malabo declaration on CAADP and commitment to accelerate Agricultural Growth and transformation for Shared Prosperity and Improved Livelihoods and on Nutrition Security for Inclusive Economic Growth and Sustainable Development in Africa by Heads of States and Government of the African Union meeting in June 2014, the EOA Initiative through its six implementation strategies will contribute to the realization of the commitments to the Principles and Values of the CAADP Process, to enhance investment finance in Agriculture, to ending hunger by 2025, to halving poverty through inclusive agricultural growth and transformation, boosting intra-African trade in agricultural commodities and services, enhancing resilience of livelihoods and production systems to climate variability and other related risks as spelt out in the seven priority areas of the declaration.

Ecological Organic Agriculture (EOA) focuses on production systems that sustain the health of soils, ecosystems and people – Consistent with unified 4-H paradigm (human, animal, plant and environmental health). It relies on ecological processes, biodiversity and cycles adapted to local conditions, rather than the excessive use of external inputs with adverse effects. It combines tradition, innovation and science to benefit the shared environment and promote fair relationships and a good quality of life for all involved. It considers the agro-ecosystem in all its diversity.

## **2.4. Overall Goal**

To mainstream EOA into national agricultural production systems, policies, and practices by 2025 in order to improve agricultural productivity, food security, access to markets and sustainable development in Africa.

## **2.5. Vision**

Vibrant Ecological Organic Systems for Enhanced Food Security and Sustainable Development in Africa.

## **2.6. Mission**

To promote ecologically sound strategies and practices among diverse stakeholders in production, processing, and marketing through strategic actions and policy making to alleviate poverty, guarantee adequate and healthy food security, improve livelihoods and safeguard the environment.

## **2.7. EOA Initiative**

The EOA Initiative pursues four main objectives:

- a. To increase documentation of information and knowledge on organic agricultural products along the complete value chain and support relevant actors to translate it into practice and wide application.

- b. To systematically inform producers about the EOA approaches and good practices and motivate their uptake through strengthening access to advisory and support services.
- c. To substantially increase the share of quality organic products at the local, national and regional markets.
- d. Strengthen inclusive stakeholder engagement in organic commodities value chain development by establishing national, regional and continental multi-stakeholder platforms to advocate for changes in public policy, plans, projects, and practices.

## 2.8. Key Strategic Focus of EOA Initiative (Pillars)

- a. **Research, Training and Extension:** This pillar helps build up the body of scientific data supporting EOA.
- b. **Information and communication:** This pillar is an avenue through which EOA reaches out to a vast majority of stakeholders on the continent.
- c. **3. Value Chain and Market Development (VCMD);** Stimulating development of sustainable markets and increase trade in traditional and high value agricultural produce both at domestic and export levels within EOA.
- d. **. Networking and Partnerships ;** Promoting engagement by relevant stakeholders including governments, farmers, civil society, private sector, and the international community
- e. **Policy and Programme Development;** Supporting the development and implementation of enabling policies and programmes.
- f. **Institutional Capacity Development** Supporting and equipping professionals with skills and competences to promote EOA in Africa.



# CHAPTER THREE

## TRAINING METHODOLOGY

### 3.1. Introduction of Chapter Three

This chapter examines the training approach; training participants; training duration; training modules; and training evaluation.

### 3.2. Training Approach

The scope of the training as well as the Terms of Reference (ToR) for the training was deliberated on by a project team comprising officials from BVAT and the trainer from Regional Partnership for Resource Development (REPARED), an organizational research and corporate training private firm. The training methodology, objectives, modules and the program of the training were all duly agreed upon by the two parties prior to preparation of the training materials.

Training on “Project and Financial Management for ecological organic agriculture initiative in Africa” was facilitated by a senior trainer from REPARED: Prof. Dr. John Chikati, with practical expertise and experience in capacity building in project management for development organisations. The training was done in accordance with the norms of adult learning through interactive sessions and group discussions with the aid of flip charts and LCD projector. Participants, therefore, would be given space not only to clarify issues during the training but also to learn from one another through group discussions to ensure the acquisition of actual practical skills on the subject matter under examination.

### 3.3. Training Participants

There were sixteen participants in the training. These participants were Project Managers and Finance officers in the Ecological Organic Agriculture Initiative in Africa who were expected to use the skills acquired from the training in project and finance management and specifically in project reporting. The list of the participants and the respective organizations where the participants work is appended in this report as Appendix i.

### 3.4. Training Duration

The training was conducted in five working days starting on 26th to 30th October, 2015, from 8.00am to 4.30pm on both days. The training program is appended as Appendix ii in this report.

### 3.5. Training Topics

The topics that were delivered in the training as well as the learning objectives and learning outcomes for each of the training days are as shown in the Table below

**Table 3.1: Training Topics**

Topic	Learning Objectives	Learning Outcomes
<b>Introduction Principles of Project Management</b>	To provide an introduction to the purpose, processes and methodologies of project management.	Participants were to develop a more informed understanding of the purpose of project management and engage with a variety of underlying issues – strategic, operational and tactical. The topic aimed to increase your knowledge of Project Management practice. It was to help to build participants confidence in using the key methodologies, tools and techniques and identifying which are appropriate for particular environments
<b>Factors that lead to project failure</b>	To present some of the common causes of project failure including: <ul style="list-style-type: none"> <li>• Accountability issues</li> <li>• Lack of or delay in submission of report</li> <li>• Lack of proper record keeping</li> <li>• Diverting donor funding to other programmes not with the TORs</li> </ul>	Participants were to understand and appreciate the common problems and risks associated with: <ul style="list-style-type: none"> <li>• Delays in submission of project report</li> <li>• Poor project management practices</li> <li>• Poor quality of reports</li> <li>• and the their impact on efficient and effective project delivery</li> </ul>
<b>Understanding the Project Environment</b>	To enable participants understand a whole range of factors, many of which will have a direct bearing not only on the way the project is actually implemented but also on its outputs and how it is subsequently operated	Participants were able to have an understanding of the factor within the project environment and how these factors can affects project outcomes and how they could possibly respond to and deal with such factors/
<b>How to Develop a Resource Mobilization Strategy: Basic principles</b>	This topic examined some of the options available in the development of a resource mobilization strategy drawing on case studies from different parts of Africa	Participants were to develop their own individual organizational Resource mobilization strategy as a way of diversifying their resource base.

<b>Establishment of Endowment funds</b>	To enable participants understand the steps involved in the establishment of endowments as a way towards self-sustainability.	Informed participants who understand and appreciate the role of endowments in the sustainability of organisations and their programmes.
<b>Report writing</b>	To enable participants understand the overall process of documenting project activities and achievements and to compile and submit timely reports	Informed partners who understand the importance of submission of timely reports that are accurate and to the point Participants who understand the importance of project documentation as key to report writing Appreciate the importance of coordination and networking between project and finance department and their significance to preparing of both narrative and financial reports.
<b>Budget Planning and monitoring</b>	To enable partners understand how to monitor and manage budgets appropriately.	Partners will competently deal with Budget Planning and monitoring, including having an understanding of common budget line items, staff planning, procurement planning and projecting Project cash needs.
<b>Managing and Monitoring Sub Grants</b>	For project managers to effectively identify partner organizations, assess and monitor program activities to minimize risks, obtain reasonable assurance that funds are expended as intended, and ensure that the project is in compliance with	For partners to understand and ensure that as sub recipient they spends the grants according to the donor's applicable laws and regulations, as well as their internal policies and procedures.
<b>Finance Management</b>	For partners to understand the fact that managing grants is a key to the success of any project or program implemented in the field	Successful finance management practices Timely and accurate reporting

### 3.6. Training Evaluation

At the end of the training, participants were asked to evaluate the program including the trainers' ability to effectively train, mode of delivery, content of training materials, relevance of the training and to make any other comment especially on future trainings and areas of improvement. The feedback from the participants was used in compiling this training report and formed part of the recommendations herein.

In addition, participants were awarded with certificates on successful completion of the course. Participants were also given the training materials including a complete manual on project management.

# CHAPTER FOUR

## TRAINING FINDINGS AND ANALYSIS

### 4.1. Introduction of Chapter Four

This chapter presents findings from the training and analysis based on the training objectives.

### 4.2. Findings from the Training

The findings from the training were identified and categorized in accordance with the training's specific objectives.

#### 4.2.1 Findings from the Training on Training Objective 1: To enhance participants' understanding of project and finance management principles and best practices for organizational and project success.

This Training objective was to help participants appreciate the purpose of project and finance management principles and best practices and link it to overall project/program performance to the satisfaction of all stakeholders. Based on both the participants' participation in the workshop and feedback received from the evaluation forms, indications were that participants appreciated the purpose of project and finance management principles and best practices including linking project management to the overall project/program performance. In addition, based on assessments in the workshops, it can be argued that participants appreciated the concept of project and finance management principles and best practices in respect to projects/projects delivery. As such, indications from the training are that participants appreciated the principals of project management, taking responsibility for project/program performance and appreciation of project management principle and practices as a necessary tool in the project life cycle to quantify and enhance performance.

#### 4.2.2 Findings from the Training on Training Objective 2: To equip participants with project management and financial management skills in order to strengthen their capacities to coordinate and manage the Ecological Organic Agriculture (EOA) Initiative project activities in transparent, effective and efficient ways.

This training objective was to help participants coordinate and manage the Ecological Organic Agriculture (EOA) Initiative project activities in transparent, effective and efficient ways. Coordination of EOA project between various stakeholders has been a major challenge leading to delays in reporting and sometimes in timely execution of projects. Based on the presentations, assignments allocated in the group discussions as well as plenary discussion, it can be argued that majority of the participants could individually and collectively undertake to manage projects including the application of concepts, knowledge, skills, tools and techniques to meet the project objectives and increase the probability of project success and deliver projects on time including documenting project activities, preparing and submitting both narrative and financial report. Without effective project management, projects are often running into troubles and risking failures. This will be helpful in measuring actual project performance. This topic provided participants a performance edge by sharing how to initiate, plan,

control and complete their projects more effectively as projects are critical to the success of any organization. It provided participants with the knowledge of project management fundamentals and their benefits in effectively and efficiently managing project including project finances.

**4.2.3 Findings from the Training on Training Objective 3: To strengthen participants' skills of effective reporting (narrative and financial) on their project performance for various key stakeholders (donors, Continental Steering Committee, national platforms, etc.).**

This Training objective was to help participants to write standard reports and effectively present findings to key stakeholders for continuity of their projects. Informed by this training objective, participants were trained on how to conduct project documentation as a basis for report writing. Participants appreciated the need for writing and submitting accurate report that are timely, as basis for demonstrating their accomplishments to current and future donors, cultivating new partnerships, and recognize the importance of reporting. The importance of report that are organized, factual and objective was emphasized.

Project and fiancé managers are responsible for demonstrating project progress to the donor. The donor provides the financial resources that make the project possible. Donors want to see evidence of a return on their investment, and the project managers' job is to provide that evidence in a clear, specific, detailed and accurate way. The report is the primary way that you demonstrate this progress. An effective report is one that shows how project activities are directly leading to the goal of the project and creating an impact on the lives of participants.

**4.2.4 Findings from the Training on Training Objective 4: To involve participants in planning and budgeting for 2016 and how to develop strategies of fundraising and resource mobilization for sustainability**

Almost 70 percent of an organisation's budget is spent by projects. Therefore, to be effective project managers, must understand how to manage and monitor budgets appropriately. It was emphasized that project staff should work closely with Finance, managers to prepare budgets. Input from program support ensures that budgets reflect the best cost estimates and that organisation's internal policies are considered in cost sharing, cash management, financial reporting, inventory and equipment management, and procurement schedules. To effectively monitor and report on the activities of the project, project managers need the information included in the approved budget and budget notes. The accuracy of the budgets requires that attention be given both to individual expense account code line item amounts and the cumulative or "bottom line" total of the project budget.

## **4.3. Analysis of the Training**

This section is on the analysis of the training. The analysis of the training was done qualitatively based on participation and assessments and feedback from participants. Analysis of the training was carried out in accordance with the training objectives.

### **4.3.1 Analysis of the Training on Training Objective 1**

Training objective 1 was to help participants appreciate the purpose project and finance management principles and best practices and link it to overall project/program performance to the satisfaction of all stakeholders. While participants appreciated project and finance management principles and best

practices as a key to project life cycle, findings from the training indicate that many participants had not previously appreciated evaluation as a direct prerequisite to project/program performance. Some of the principles of project management were previously perceived by many participants just as a requirement by donors and senior management.

Additionally, while most participants appreciated the broad concept of project management prior to the training, most of the participants assumed that such thing as project documentation and reporting could only be done at the end of a given project. The training, therefore, helped the participants appreciate principles of project management. In addition, many participants were not confident in respect of the activities involved in project implementation. While self-efficacy focused on demystifying project management concept, the entire course, to a large extent, served the same purpose of building confidence in participants in respect to project and finance management.

#### **4.3.2 Analysis of the Training on Training Objective 2**

Training objective 2 was to help participants help participants coordinate and manage the Ecological Organic Agriculture (EOA) Initiative in transparent, effective and efficient ways. Assessments from the training indicate that participants appreciated the importance of effective coordination of the project prior to the training but most participants could not design a structure or methodology for proper coordination of project activities across the various levels of project implementation. For example coordination in terms of timely submission of reports from the grassroots to the head office was quite disjointed.

Although participants appreciated the value of proper coordination in the management and execution of projects prior to the training, weak institutional structure compromised the quality of project delivery and report writing. While there were time constraints in working through this topic in the workshop, participants were exposed to the importance of coordination and management of the Ecological Organic Agriculture (EOA) Initiative in transparent, effective and efficient ways. However, while participants were able to work through group discussions and plenary, the time allocated for the training was not adequate for participants to be tested on ability to contextualize coordination and management in respect to the projects being undertaken by EOA.

#### **4.3.3 Analysis of the Training on Training Objective 3**

Training objective 3 was to strengthen participants' skills of effective reporting (narrative and financial) on their project performance for various key stakeholders (donors, Continental Steering Committee, national platforms, etc.). While participants knew the importance of report writing, not as many could effectively undertake effective and efficient report writing prior to the training. While it was not possible to quantify actual acquisition of skills in report writing during the workshop, participants were equipped with skills to write timely quality reports. Although learners were trained on report writing skills, time allocated for the training could not allow a critique of important aspect of report writing instruments like the practical usefulness of validity and reliability of data collection instruments for quality reports. However, participants appreciated the need for writing and submitting accurate report that are timely, as basis for demonstrating their accomplishments to current and future donors, cultivating new partnerships, and recognize the importance of reporting

Similarly, while report writing as topic was delivered in both plenary and group discussions, the training was limited in helping participants appreciate the concepts through contextualizing the skills in a project case study. While some of the participants could comfortably write a project report, others could neither conduct nor write a project report nor disseminate project findings. The training, however, was able to unearth learners' capacity in respect to writing effective reports which formed the basis for the report's recommendations.

#### **4.3.4 Analysis of the Training on Training Objective 4**

This objective was to involve participants in planning and budgeting for 2016 and how to develop strategies of fundraising and resource mobilization for sustainability. As stated above almost 70 percent of an organisation's budget is spent by projects. Therefore, to be effective project managers, must understand how to manage and monitor budgets appropriately. It was emphasized that project staff should work closely with Finance, managers to prepare budgets. The EOA manager raised concerns about poor budget preparations, poor implementation of projects in regard to adherence to budgetary allocations, poor financial reporting among the many difficulties experienced in project implementation. Using budgeting formats and template, Biovision Finance manager was able to demonstrate the effectiveness of submission of budgets. However, one of the biggest challenges was that not all finance managers in partner countries attended the training. Those present were able to interrogate the templates and get answers to the questions that had previously not been clarified. There was a general appreciation of the fact that collective responsibility between the project and finance departments ensures that budgets reflect the best cost estimates and that donor policies are considered in cost, cash management, financial reporting, inventory and equipment management, and procurement schedules.

# **CHAPTER FIVE**

## **CONCLUSIONS AND RECOMMENDATIONS**

### **5.1. Introduction of Chapter Five**

This chapter presents conclusions and recommendations made based on the training objectives.

### **5.2. Conclusions on the Training**

This section is on conclusions made from the training based on the training objectives.

Based on the findings and analysis of the entire training, it was concluded that participants appreciated the topics presented as a prerequisite of good performance

It was also concluded that participants, based on the training, appreciated taking personal responsibility for projects outcomes informed by the principals of project management. In addition, it was concluded that participants appreciated integrity in project implementation and the fact that projects comprise various stakeholders with dynamic interests that must be satisfied. It was, therefore, concluded that participants appreciated that the focus of the project manager should not be personal interests but satisfaction of all project/program stakeholders.

Based on the findings and analysis of training, it was concluded that participants acquired necessary skills to document and write quality reports cognizant of multiple realities including ability to design simple data collection instruments that are valid and reliable for report writing. In addition, it was concluded that participants could write and present a standard report based on skills acquired from the training. Further, it was concluded that participants appreciated the concept of integrity in accepting and utilization of donor funding for project implementation. Coordination at country level was seen a key to project implantation and report writing.

### **5.3. Recommendations from Training**

Training on project and finance management to be undertaken not only to the project managers that participated, but also to other stakeholders in the EOA initiative from the institutions/organizations that participated to help project team members link their individual performance to the broader project performance through performance measurement.

Training on project management training to precede trainings on evaluations and report writing so that participants can link evaluation and report writing to project performance.

Based on findings and analysis done from the training it was recommended for project managers to be trained on soft skills and in particular team work in project management, confidence in project reporting , stakeholders and self-efficacy in project evaluations.

There will be a remarkable change from poor project implementation setbacks whereby some partners delay in implementing activities and reporting, toward timely project implementation, collection of data and submission of quality reports based on work plans & log frames.

There will be change in accounting setbacks that included institutional Overhead Recoveries - Learning institutions mandatory deductions of admin costs, wrong allocation of budget lines expenses towards strict adherence to budget line items in terms of project implementation