



FINAL REPORT

KRCS INSTITUTIONAL CAPACITY BUILDING PROJECT



Sponsored by GIZ

Prepared by:
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1. Introduction

The Korup Rainforest Conservation Society (KRCS) created in 2009, has as main objective to contribute towards safeguarding the integrity of the rich biodiversity of the Korup National Park together with and especially for the benefit of the local communities. Our major challenge to effective conservation delivery in the area so far has been the low capacity of her members (including some of her top executives) in the day to day management of the organization. Following, an internal capacity needs assessment conducted in early 2014; the capacity building of her top executives was identified and considered as a top priority.

Considering our strategic location in the Korup park area, increasing sphere of influence and partnerships and in a bid to redress the above mentioned therefore, this project was conceived. Thanks to the support from the **German Technical Cooperation (GIZ) through the Local subvention**, a five day capacity building workshop was successful organised between the 25th and 29th of August 2014, in Mundemba (South West Region of Cameroon) the headquarters of KRCS. Dr. Kimengsi Jude (consultant) delivered the training to 15 top executive members on five key institutional gaps, including Organizational Governance and Team Building, Strategic Planning, Project Management, Financial Procedures and Office Administration. More that 95% of the budget was spent during the project delivery that has resulted in elaboration of some important organisational documents especially a five year strategic plan (2015 – 2020).

Following the success of the project, this report summarises all the activities of the project as per the Terms of reference. The report includes an Acknowledgement section, Preparatory phase, the training workshop, Results or achievement, financial balance sheet and Conclusions/recommendations.

2. Acknowledgements

Apart from indispensable financial support from the GIZ Yaoundé, we remain grateful to the southwest regional technical staff of GIZ especially Mr. Oemar Idoe and Mrs. Anja Barth for their mentorship all through the conception and implementation of this project. We also wish to thank all KRCS members for their support, commitment and active participation before, during and even after the training. With acquired skills put into practice, together, we can do even more.

Furthermore we wish to express our gratitude to Dr. Kimengsi Jude who gave his all in delivering a participatory, practical and engaging training workshop here in Mundemba.

3. Preparatory Phase

3.1 Signing of the contract.

Following the approval of the project by the GIZ hierarchy in Yaoundé, the contract for the local subvention was signed by KRCS programme coordinator and then forwarded to Buea for onward transmission.

3.2 Selection and contracting of Consultant for the training workshop

The consultancy was advertise through an open call to tender using both analogue and electronic media. The call for tender was posted on the walls of public places here in Mundemba, our face book pages (38 persons reached) and also circulated by email as widely as possible on the 7th of July 2014. The deadline for submission was a three weeks from date of publicity.

By the 18th of August 2014 three (3) application files had been received. A three members committee consisting of the PC, PA and Finance and Administrative assistant were charged with selection of the consultant using defined criteria as summarised in the table below. The selection was done on the 10th August 2014 and the bidders were informed of the outcomes on the next day.

| Consultant Name | Punctuality in submitting application | Presentation of tender | CV | Referees feedback | Training schedule | Training content/ Methods | Relevant Experience | Qualification | Total Points |
|-----------------|---------------------------------------|------------------------|----|-------------------|-------------------|---------------------------|---------------------|---------------|--------------|
| Julius Neba Fon | 8 | 6 | 6 | 5 | 6 | 7 | 6 | 8 | 44 |
| Jude Kemengsi | 7 | 8 | 6 | 7 | 7 | 6 | 7 | 8 | 56 |
| Folefac Vincent | 6 | 5 | 4 | 5 | 4 | 5 | 5 | 6 | 40 |

At the end, Dr, Jude Kimengsi of the PAN African Institute for Development for West Africa (PAID-WA) was selected, strictly based on the highest score from criteria. The final negotiations review and updating of training content and time table as well as signing of the consultancy contract followed immediately by the PC and then the consultant who was contacted in Buea for signing on the 19th August 2014.

3.3 Bank to Cash transaction and procurements of materials

Following the transfer of the first installement of funds into our group account at Eco-bank in Kumba, the three signatories to our account travelled to Kumba for the funds withdrawal. The sum of One million and fourteen thousand nine hundred and sixty francs was cashed on the 18th of August 2014 and workshop materials were bought (see attached financial report) in Kumba and Buea and latter transported to Mundemba a day after.

3.4 Arrival of consultant and preparatory meeting

On Sunday the 24th of August 2014, following the arrival of the consultant a preparatory meeting was held at KRCS office to agree on roles and responsibilities, confirm the agreed time table and also assure the consultant about our readiness, expectations and available logistic arrangements for the training.

4. The training workshop

Hired Venue _ The women empowerment centre hall, Mundemba.

Duration _ 5 days.

Number of participants _ 15 KRCS members.

Facilitator/Consultant _ Dr Kimengsi Jude.

Methods

Power point Presentations, flip charts and cards were used to explain and illustrate the concepts of the training modules. Since it was meant essentially for literates, the language of instruction was English. Brainstorming, participatory discussions, group exercises and plenary presentations characterized the training. As part of materials, each participant received a folder containing a note book, pen, and papers for note taking.

Workshop Schedule

The workshop ran from Monday 25th August to Friday 29th August 2014 beginning from 7:30 to 5:00pm daily. Each day was interrupted by a breakfast and lunch break towards the end (see attached timetable).

Modules delivered

Key concepts covered were Team building, Organizational Governance and conflict management, Strategic Planning, Project Management, Financial Procedures and Office Administration.

Outputs of training workshop

The following results were achieved from the training:

- 15 KRCS members received knowledge and skills team building, organizational governance, strategic planning, project management, financial procedures and office administration.
- Best practices were adopted on organizational governance, team building and conflict management, financial procedures and office administration.
- A draft five years strategic plans for KRCS was developed.
- A draft financial as well as office procedure document was developed.
- All 15 participants received a training manual and end course certificates.

- Hard and soft copies of all presentations/handouts made during the workshop were presented to KRCS.
- An electronic version of a comprehensive draft report of the five days workshop was submitted to KRCS three days after the training workshop. The final copy was resubmitted two days later detailing the activities undertaken during the workshop, lessons learnt and suggestions for improvement.



Facilitator Coaches Participants to develop Strategic and Action Plan in group work.

Consultant's recommendations

The consultant recommends the following areas of further training:

- There is a need for members of KRCS to be further trained on the preparation of computer-assisted financial statements to facilitate financial management.
- It is necessary for the KRCS to receive training in the areas of identifying and establishing long term partnerships with donors.
- They should also be trained on Resource Mobilization or fund raising.
- Livelihood assessment strategies for communities around the KNP
- Green Business Plan Advocacy

5. Justifications Financial report

Going by the terms of the contract, following approval of the consultant's final report, the final instalment of 70% was paid to the consultant following the first instalment of 30% that was paid on arrival of the consultant in Mundemba. Justifications for these and all other expenses were taken to Buea for checking by the regional GIZ accountant in late September and then taken back to Mundemba for corrections and updating according to the financial statement below.

KRCS Capacity building Project Financial balance sheet

| N° d'ordre | Date | | Description | Credit | Debit | Budgeted | Remark |
|------------|-------------|---|--|---------|--------|----------|-------------------|
| 1 | 18/08/14 | 1 | Bank to cash | 1014960 | | | |
| | 19/08/14 | | Workshop materials | | 150000 | 143700 | |
| 2 | 20/08/14 | | communication airtime | | 20000 | 20000 | |
| 3 | 30/08/14 | | Breakfast, lunch and coffee | | 467500 | 467500 | |
| 4 | 1/9/2014 | | Consultant transport | 0 | 38000 | 50000 | |
| 5 | 1/9/2014 | | Hire of projector | | 50000 | 50000 | |
| 6 | 1/9/2014 | | Hire of hall | | 100000 | 150000 | |
| 7 | 5/9/2014 | | Consultancy fee | | 375000 | 375000 | |
| 8 | 25/09/14 | | Project report production | | 14000 | 12500 | |
| 9 | 29/08.14 | | Hire of standby electricity generator, including fuel | | 100000 | 100000 | KRCS Contribution |
| 10 | 19/08/14 | | Return Transportation of equipment and materials from Buea to Mundemba. | | 40,000 | 40,000 | KRCS Contribution |
| 8 | 19/08/14 | | Per diem of KRCS staff during purchase of equipment for 1 nights in Buea | | 25,000 | 50,000 | KRCS Contribution |
| 9 | 18/08/14 | | Per diems for 3 KRCS account signatories to Kumba of 1 night | | 75,000 | 75,000 | KRCS Contribution |
| 11 | To be spent | | Per diem for project team leader justification mission in Buea for 1 night | | 25,000 | 50,000 | KRCS Contribution |
| 12 | 29/08/14 | | Preparation of attestations | | 7,500 | 7,500 | KRCS Contribution |

| | | | | | |
|-----------------------------------|--|----------------|----------------|----------------|--|
| Total project expenses | | | 1487000 | 1591200 | |
| Total GIZ contribution | | | 1214500 | 1268700 | |
| Total unspent GIZ budget | | | 54200 | | |
| Total KRCS contribution | | | 272,500 | | |
| 1st installment received from GIZ | | 1014960 | | | |
| Balance requested | | 199540 | | | |

6. Conclusions and Recommendations

Cognizance of the fact that capacity building is crucial for effective service delivery, the 5 days training of 15 members of the KRCS on institutional capacity building was indeed, a timely. The high level of success, 100% participation of our members and more than 95% satisfaction of members on skills gained will go a long way to ensure progress towards the attainment of the mission and vision of our organisation. The results achieved are going to be far-reaching considering the general consensus of and commitment by members to translate learning into action.

General impression of the participants which at the end of the training with respect to the percentage satisfaction on facilitation, content, fasciltators mastery of subjects, logistics got scores above 95 percent for all evaluation criteria.

Above all, the relevance of this training to our organisation cannot be overemphasised. Nevertheless, much is still to be done in terms of capacity building especially in the area of Information technology and fund raising as recommended by the consultant.

Appendix I

ACTUAL TRAINING PROGRAMME FOR KRCS ON INSTITUTIONAL CAPACITY DEVELOPMENT (25 _29th August 2014, Mundemba)

| Time | Activity | Responsibility |
|--|---|------------------------------|
| Day One (Monday 25th August 2014) | | |
| 7:30am | Arrival of participants and facilitator | |
| 8:00am | Registration of participants | Secretary |
| 8:30am | Welcome remarks | KRCS Representative |
| 8:45am | Fears and expectations of participants | Participants |
| 9:00am | Commencement of training: brief introduction /Pre Assessment of participants knowledge on Organizational Governance and Team Building | Facilitator/ Participants |
| 9:30am | Chapter 1: The Concept of Organizational Governance Group exercise | Facilitator/ Participants |
| 10:30am | Breakfast | |
| 11:00pm | Raising concerns at work (grievance) Roles ad responsibility charting (RACI matrix) Exercise on Experience with Roles and Responsibilities | Facilitator Participants |
| 1:00pm | Lunch Break | |
| 2:00pm | Group Dynamics and Team Building Conflict Management in a Team Leadership | Participants/Facilitators |
| 4:00pm | Evaluation of Training Closing | Participants/Facilitators |
| Day Two (Tuesday 26th August 2014) | | |
| 8:00am | Registration of Participants | Secretary |
| 8:30am | Start of training: recap of day one | Participants/facilitator |
| 9:30am | Chapter 2: Strategic Planning What is strategic planning? Pre-requisites of Strategic Planning Major questions of a strategic plan | |
| 10:30am | Break | Facilitator |
| 11: 00 am | Strategic Planning Model - ABCDE The Gap Analysis Preparatory work for a Strategic Planning Process – Individual Exercise to Define or Clarify Planning Parameters | Facilitator Participants |
| 1:00pm | Lunch Break | |
| 2:00pm | Defining the Strategic framework Exercise to define strategic framework for KRCS Action Plans Strategic planning review Best practices in strategic planning | Facilitator Participants |
| 4:00pm | Evaluation and Closing | Participants/Facilitators |
| Day Three (Wednesday 27th August 2014) | | |

| | | |
|--|---|-----------------------------|
| 8:00am | Registration of participants | Secretary |
| 8:30am | Start of training: recap of day two | Participants/Facilitator |
| 9:00am | Chapter Three: Project Management Introduction and definition of some Project Terms Exercise to develop a ToR Plans, Programmes and Projects Project Cycle: Stages I & II Analysis for Project Identification Project Planning Matrix (Log Frame) | Facilitator Participants |
| 11:00am | Breakfast | |
| 11:30pm | Stage 3: Project Preparation Exercise on the preparation of feasibility report Stage 4 Project Appraisal Stage 5 Project Selection Stage 6: Negotiation and Financing Stage 7: Planning for Implementation Stage 8: Implementation | Facilitator Participants |
| 1:00pm | Lunch Break | Facilitator |
| 2:00 pm | Attributes of a Good Project Manager Stage 9: Monitoring and Reporting Stage 10: Evaluation Risks in Projects and Risk Management Procedures Project Sustainability | Facilitator |
| 4:00pm | Evaluation and Closing | Participants/Facilitators |
| Day Four (Thursday 28th August 2014) | | |
| 8:00am | Registration of participants | Secretary |
| 8:30am | Start of training: recap of day three | Participants/Facilitator |
| 9:00am | Chapter Four: Financial Management Meaning of Financial Management Roles and Responsibilities Exercise to identify roles and responsibilities of members of the KRCS | Facilitator/participants |
| 10:30am | Breakfast | |
| 11:00am | Exercise on Accounting system for Transparency and Accountability Key Decisions to Take in case of Fraud Systems Cash Policy Budgeting | Facilitator/participants |
| 1:00pm | Lunch Break | |
| 2:00pm | Drawing up the Budget Exercise to categorize budget for the KRCS Reporting and Monitoring Best practices for financial management | Facilitator/participants |
| 4:00pm | Evaluation and closing | Participants/Facilitators |
| Day Five (Friday 29th August 2014) | | |
| 8:00am | Registration of participants | Secretary |
| 8:30am | Start of training: recap of day four | Participants/Facilitator |
| 9:30am | Chapter Five: Office Administration Meaning and Functions of an Office Office Accommodation Office Administration | Facilitator |
| 10:30am | Breakfast | |
| 11:00am | Internal Office Communication Exercise on internal Office Communication Writing Office Reports | Facilitator/participants |

| | | |
|--------|---|--------------------------|
| | External Office Communications Office Correspondence Exercise on Office Correspondence | |
| 1:00pm | Lunch Break | |
| 2:00pm | Incoming Mail Register Filing or Records Management Filing Systems Exercise Office Equipments Exercise | Facilitator/participants |
| 4:00pm | General Evaluation of Training Programme/closing and award of certificates | Participants/Facilitator |

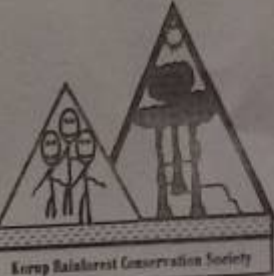
APPENDIX 2

Training Manual



APPENDIX 3

Sample List of Participants



K. R. C. S.
 Authorisation N° 04/G... 1606/AR/BASC/SP
 ...Involving Local People for a Greener Future

Contact Address:
 C/O Karup National Park
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 Southwest Region, Cameroon

Tel: +237 77 10 91 75
 Or +237 75 19 57 95
 Email: krccs4all@yahoo.com
 Bankers: Ecobank, Kumbo

ATTENDANCE LIST

Training workshop on Institutional Governance and Management
 Sponsored by: GIZ
 Venue: _____
 Date: 25 - 29 August, 2014

| S/N | NAME | POSITION | CONTACT | SIGNATURE |
|-----|-------------------------|----------------------------|----------|-------------|
| 01 | EKOLE Nelson | Programme Coordinator | 70002745 | [Signature] |
| 02 | Onuor Robinson Dicheh | Programme Advisor | 77107115 | [Signature] |
| 03 | Nkwoke Brodie Ekigah | Auditor I | 72260336 | [Signature] |
| 04 | Lionel Nganga Outeumba | C D O | 70227231 | [Signature] |
| 05 | Chief Friday 2 Expe | EE/CO | 76551931 | [Signature] |
| 06 | MOTALE TRENSE NIMBA | HO Research | 75581113 | [Signature] |
| 07 | ERI Edward kuruli | Auditor II | 74280246 | [Signature] |
| 08 | Sumbede Sumbede | Finance & Admin Dept | 76703079 | [Signature] |
| 09 | Expo Peter Effion's | Conservation & Information | 75566260 | [Signature] |
| 10 | Meleka Alexander Nakeri | S.G. | 79460981 | [Signature] |
| 11 | Estimanda Palino AP | Intern | 71543446 | [Signature] |
| 12 | LOUIS BESINGA | V-S-G | 75650830 | [Signature] |
| 13 | Rozzi Namata | Comm & Liaison off. | 78302269 | [Signature] |
| 14 | Imyang Ambrose Ozoro | Member | 79905297 | [Signature] |
| 15 | Nakonyi Emile Itoc | Member | 76713265 | [Signature] |
| 16 | | | | |

Appendix 4: Workshop Photos



Facilitator giving lectures to participants



Participants' follow-up lectures keenly



Participants Present Group Work



Award of Certificates to Participants



Consultant and Participants Pose for Group Photograph