

**Building capacity in financial management for grantees of the
Critical Ecosystem Partnership Fund (CEPF) Caribbean islands programme**



Hotel Four Seasons
Kingston, Jamaica
9th July, 2013

MACARTHUR
The John D. and Catherine T. MacArthur Foundation

CRITICAL ECOSYSTEM
PARTNERSHIP FUND

A project managed by the Caribbean Natural Resources Institute (CANARI)

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1. Introduction

Civil society organisations¹ (CSOs) in the Caribbean have a critical role to play and have already done important work in the development and implementation of conservation strategies and in increasing public awareness of the implications of loss of biodiversity. The Caribbean Natural Resources Institute (CANARI) has received a grant² from the John D. and Catherine T. MacArthur Foundation to strengthen the capacity of CSOs in the islands of the Caribbean to play a larger and more effective role in biodiversity conservation.

The Critical Ecosystem Partnership Fund (CEPF) Caribbean islands programme provides grants to CSOs to help protect the Caribbean biodiversity hotspot. A fundamental goal is to ensure civil society plays a critical role in achieving biodiversity conservation. Countries eligible for CEPF support in the region are: Antigua and Barbuda, Barbados, Bahamas, Dominica, Dominican Republic, Grenada, Haiti, Jamaica, Saint Lucia, St. Kitts & Nevis and St. Vincent and the Grenadines. CANARI, in its role as the Regional Implementation Team (RIT) for CEPF in the Caribbean, is leading on implementing the programme in the region.

One of the objectives of the grant supported by the MacArthur Foundation is to enhance CANARI's role as the CEPF RIT for the Caribbean by helping to build the capacity of CSOs to effectively and efficiently implement CEPF projects and share lessons learnt. The workshop was executed for CSOs that have accessed grants from the CEPF Caribbean programme to build their capacity in procurement, internal controls, accounting and reporting. This is the report of the one day workshop which was held in Jamaica on 9 July 2013.

2. Participants

15 representatives of CEPF grantee organisations attended the workshop from six countries (The Bahamas, Dominican Republic, Saint Lucia, St. Vincent and the Grenadines, Haiti and Jamaica). The RIT Country Coordinator for Haiti, Paul Judex Edouarzin, and the RIT Country Coordinator for the Dominican Republic, Leida Buglass, attended the workshop along with the RIT Manager for the region, Anna Cadiz, and the RIT Small Grant Manager, Neila



Photo 1: Sesar Rodriguez, Executive Director, Consorcio ambient Dominicano (CAD), shares best practices on accounting.

¹ For the purposes of this project, CSOs are defined as non-governmental and community-based organisations, including statutory bodies such as National Trusts and academic institutions, whether operating at international, regional, national or local level.

² See http://canari.org/civil_sub1.asp for more information on this grant, titled "Consolidating the role of civil society in biodiversity conservation in the Caribbean".

Bobb-Prescott, who facilitated the workshop. The CEPF Grant Director for the Caribbean, Michele Zador, also attended the workshop for a short period to provide additional technical support. The list of participants in the workshop is shown in Appendix 1.

3. Objectives

The **workshop objectives** were to:

- contribute to improving internal controls and accounting systems of CEPF grantees;
- share best practices and lessons learnt on internal controls and accounting systems among CEPF grantees; and
- sensitise grantees on CEPF's procurement and accounting policies.

4. Method

The workshop used a mix of plenary brainstorming and discussions, validated by powerpoint presentations, to review what is meant by and best practices for procurement, accounting and reporting. The presentation is in Appendix 3.

Participants then applied this understanding to a hypothetical case study about a CEPF grantee. They worked in two groups to prepare recommendations to guide the organisation on procurement and discussed in plenary. The case study is in Appendix 4. Additional issues on procurement, accounting and reporting were also discussed and CEPF policies for these were clarified. An evaluation of the workshop was done by comparing what participants' ranked as their level of understanding of internal controls and accounting for effective financial management and their knowledge of CEPF policies and procedures at the beginning and end of the workshop.

5. Findings

5.1 Procurement, internal controls and accounting

5.1.1 Definitions of the term procurement

The plenary proposed the following as definitions of procurement:

- Acquiring products and services to be used in the project
- Purchasing goods and services

They also emphasised that procurement is a process.

5.1.2 Reasons for donor policies and guidelines for procurement

Workshop participants proposed the following:

- Need to do things the right way
- For uniformity, consistency
- Transparency, honesty
- Accountability
- To guide us, assist us in meeting project objectives
- To ensure we stay within budget
- To account for resources

The workshop participants also shared benefits of donor guidelines to grantees. These were:

- Adhering to policies demonstrates your ability to manage funds
- Builds capacity to manage funds
- Increases credibility

- Contributes to an image of transparency
- Record keeping provides useful information to justify estimated cost (for example on personnel time) for future proposal development

5.1.3 Recommendations proposed by workshop participants

The groups analysed the case study and selected the appropriate CEPF policy to advise the grantee. The groups' responses are presented below and are along with relevant CEPF policy or guidance.

Scenario	Working group response	CEPF policy or recommended/additional guidance
<p>Issued five contracts to date.</p> <ul style="list-style-type: none"> • Two of the five contracts are to facilitators for the workshops and preparation of promotional material. Of the remaining three contracts, one is supposedly to an office supply firm for the rental of equipment for \$6,050. • Another contract is for preparation of the vehicle for promotion. • Only two contracts are on file. Of the two contracts on file one is signed by the consultant and the Programme Assistant. The other contract has only the consultant signature. 	<ul style="list-style-type: none"> • Five contracts needed to be signed by the Director and Consultant. • Procurement process for equipment “rental” is greater than the \$ 5,000 USD. Three quotes are required for all goods and services contracted. • Two workshop contracts need to specify where the money comes from in the budget. 	<p>Purchase of goods and service less than US\$5000</p> <ul style="list-style-type: none"> • No specific number of bids required • Must have documents authenticating transaction on record <p>Purchase of goods equal to or more than US\$5000 but less than US\$ 50 000</p> <ul style="list-style-type: none"> • Based on written quotations from at least 3 potential suppliers <p><i>Quotations should have a description, quantity of goods, date and time of delivery</i></p>
<p>Grantee quickly purchased a second hand vehicle at a lower price (\$15,000) from a member of the organisation, saved considerable time and cost and spent \$75,000 on maintenance.</p>	<p>Breach of procurement process. Was it followed? Request to see documents.</p> <ul style="list-style-type: none"> • List of firms invited to bid • Quotes • Rationale for the selection of firm (member of the organisation) • Purchase agreements • Delivery receipts <p>Maintenance cost high over a short timeframe, provide maintenance documentation and justifications.</p>	<p>Purchase of goods equal to or more than US\$5000 but less than US\$ 50 000</p> <ul style="list-style-type: none"> • Based on written quotations from at least 3 potential suppliers <p><i>Quotations should have a description, quantity of goods, date and time of delivery</i></p>
<p>Paid an honorarium of \$25 to</p>	<p>Get letter from Government for</p>	<p>No assistance, payments or</p>

<p>Wardens of the national park to assist in field visits at the workshop.</p>	<p>approval to pay warden or disallow payment.</p>	<p>anything of value (monetary or non-monetary), shall be made, promised, offered to or accepted by any government employee or official (1) in contravention of any U.S. or other applicable law (including, but not limited to, the U.S. Foreign Corrupt Practices Act) or regulation; (2) without the express consent of the government for which the employee or official works; and (3) that is not reasonable, <u>bona fide</u>, and directly related to the activities funded under this Agreement. It is Grantee's responsibility to ensure compliance with this clause, and to maintain, and provide at CEPF's request, documentation demonstrating such compliance. Grantee hereby certifies that no payments or other form of assistance shall be accepted by or made to any government employee or official, including grantee, (a) to influence any official government act or decision, (b) to induce any government employee or official to do or omit to do any act in violation of his or her lawful duty, or (c) to obtain or retain business for, or direct business to any individual or entity.</p>
<p>Has a Project leader who authorises her own expenses</p>	<p>Expenses should be authorised by Director. Also, confirm amount within budget.</p>	<p>Improve implementation of internal controls for authorising payments. Project leader should not authorise payments to self.</p>
<p>Issued various invoices, expense reports, and cash disbursement forms, about one-half had appropriate authorising signatures, while the other half did not. There appears to be valid invoices for all expense reports. Expense reports where</p>	<p>Acquire necessary authorising signatures for all expense reports with appropriate receipts.</p>	<p>Improve implementation of internal controls for authorising payments. All expenses should be authorised before purchase. Process for authorisation should include a review of the appropriate budget line of the approved budget and</p>

funds have been released without authorising signatures range from as little as \$44 to as much as \$2,457.		consideration of general procurement best practices.
Time sheets: It is June, however the most recent time sheets are for March as the project team hosted three workshops and several press engagements and recently moved into a new office. Timesheets only state the employees' name and the month. Jane Smith has proceeded on maternity leave in March and is being paid a monthly salary in April and May.	Complete all time sheets and bring up to date. List amount of hours worked by project. Maternity is a “benefit” CEPF projects do not cover because the staff are not physically contributing to project.	Accounting for project staff time should include: <ul style="list-style-type: none"> Recording time spent on project activities Monitoring budget lines Frequently updating project accounts to inform effective management
All invoices are filed and clearly labelled but there is no record of the exchange rate received when funds are transferred	Record dates of transfers of USD, the local dollar amount and exchange rates.	
Acquired over 30 pieces of equipment. The Project leader knows where most of it is supposed to be and who has them.	Prepare an asset register / inventory list (detailed) date, description, clear ID who assigned to what serial numbers where applicable.	

During the presentations in the plenary it was emphasised that, when the RIT or the Secretariat propose recommendations during monitoring visits to grantees, the purpose of the exercise is to support the organisation to achieve the project objectives and improve financial management.

5.2.4 Other issues raised by workshop participants

➤ *Hiring government personnel on an individual contract basis*

Participants asked if CEPF funds can be used to contract a government official who is legally able to accept private contracts as a professional service provider. That is, can CEPF consider that person as a regular professional service provider? Participants were told that they should be guided by CEPF's policy on hiring government personnel (as outlined in the table above) and in extraordinary cases, they should consult the CEPF Secretariat for further advice as this would need to be looked at on a case by case basis that depends on a number of factors.

➤ *Approval for procurement of goods / services where there is match funding*

Participants asked if they need approval from the CEPF Secretariat to procure a good or service in case where CEPF funds are contributing to the purchase or service but not paying for it in full. For example, this may happen in a case where a piece of equipment is being purchased at a total cost of \$6,000 but the CEPF project is only contributing \$3,000 towards the total purchase. Michele Zador indicated that grantees do not need to seek approval from the CEPF Secretariat, but they do need to ensure that CEPF's procurement procedures and policies are still adhered to. The grantee should ensure that the

specifications outlined in the approved CEPF proposal for the good or service is in line with what is being procured.

➤ *Intellectual property rights*

Participants asked who owns the work produced under the grants. Grantees were advised that the grantee owns the work and they are encouraged to acknowledge CEPF accordingly, as stated in CEPF's Credit and Logo Usage Policy which can be found in the appendix of their CEPF Grant Agreement. The intellectual property policy of CEPF (as stated in the CEPF Grant Agreement) is that:

Any information gathered by Grantee, and creative work developed by Grantee under this Grant, including without limitation any data, datasets, research, knowledge and all written, graphic, audio, visual and any other materials, contributions, applicable work product and production elements contained therein, whether on paper, disk, tape, digital file or any other media (the 'Work'), shall remain the intellectual property of Grantee, provided however that Grantee hereby irrevocably grants to CEPF, and each of the Funding Sources and all members of the World Bank group a perpetual, royalty free, non-exclusive right to copy, distribute, publish, use, and prepare derivative works from the Work for any purpose, in any media, and in any territory for non-commercial use.

➤ *Moving funds that are under 15% of the grant between budget lines*

After a project begins, a grantee may realign budget items, if under 15% of their total grant amount. If the changes exceed 15%, a grantee must seek approval and get an amendment to their grant agreement approved and signed.

➤ *Use of surplus funds towards the end of the project*

Any unexpended funds from the Grant remaining with the grantee at the termination or expiration of the Grant term shall be promptly returned to CEPF.

5.3 Reporting

5.3.1 Reasons for reporting

Participants offered the following:

- To update the CEPF Secretariat
- To track activities and progress
- To manage resources

5.3.2 Feedback from participants on the CEPF reporting template for large grants

A summary of the comments provided by the grantees is presented below.

- The form is tedious.
- It is not clear as to what information is to be inserted under which section. It is confusing and can be interpreted differently.
- Contact with the RIT helps to complete the form.
- The form should include an explanation/ description of how the form works.
- Grantees need space in the reporting templates to record in-kind contributions including staff time.
- It would be good to have a mechanism by which supporting documents (reports, photos, news articles, etc) can be uploaded to the report template as attachments.

6. Evaluation

12 of the 15 participants indicated that they had an increased understanding of internal controls and accounting for effective financial management for their organisation. The remaining two indicated their understanding was about the same.

Three of the participants shared with the plenary that the workshop validated some of the measures they had in place in their organisation and made them more knowledgeable about CEPF so they felt more confident to do what they were contracted to do. They also indicated that they appreciated the opportunity to apply CEPF policies to the case study and suggest recommendations.



Photo 2: Audrey Fowling, Finance Officer, Caribbean Coastal Area Management (C-CAM) Foundation, evaluates the workshop.

7. Next steps and recommendations

The following were proposed as follow up actions.

- The RIT should translate the PowerPoint presentation on Procurement and Accounting into French and Spanish and disseminate it to grantees.
- The CEPF Secretariat should get the large grant contract translated into French and Spanish.
- All partners should recognise subgrantees as partners with an important role in the implementation of projects through including them in communication from CEPF and capacity building initiatives.
- The RIT should provide a reference for an exchange rate website to grantees to support their financial reports.

8. Conclusion

The workshop contributed to improving internal controls and accounting systems of CEPF grantees. The facilitated sessions using interactive tools and methods enabled workshop participants to share best practices and lessons learnt on internal controls and accounting systems. Grantees demonstrated understanding of CEPF's procurement and accounting policies and were able to apply these to a case study.

Appendix 1- Participant list

N o.	Name	Job title	Organisation	Address	Contact Nos.	Email address
1	Sesar Rodriguez	Executive Director	Consortio ambient Dominicano (CAD)	Avenida Republica de Columbia, Edif.. 1 M8, Apto. 2-2. Los Rios. Santo Domingo, Dominican Republic	1 809 385 0480 1 829 979 4300 (cell)	sesar_rodriguez@yahoo.com
2	Francisco Arnemann	Executive Director	Fondo Pronaturaleza Inc. (PRONATURA)	Avenida J.F. Kennedy km 6 1/2 Edif. No. 3, UNPHU, Santo Domingo, Dominican Republic	1 809 687 5609 1 829 962 9071 (cell)	farnemann@pronatura.org.do
3	Jorge Brocca	Executive Director	Sociedad Ornitológica de la Hispaniola Inc. (SOH)	Gustavo Mejia Ricart 119B Galerias Residencial Aptdo. 401, Santo Domingo, Dominican Republic	1 809 753 1388	jbrocca@soh.org.do
4	Solhanlle Bonilla	Project Coordinator	Instituto Tecnológico de Santo Domingo (INTEC)	Av. Los Proceres Gala, Jardine del norte, P.O. Box 342-9 y 249-2, Santo Domingo, Dominican Republic	1 809 567 9271 ext 272 1 809 919 7083 (cell)	solhanlle.bonilla@intec.edu.do
5	Sixto J. Incháustegui	Directiva	Grupo Jaragua Inc. (GJ)	Calle El Vergel 33, Ensanche El Vergel, Distrito Nacional, Dominican Republic		sixtojinchaustegui@yahoo.com
6	Aurelie Rakotofirnga	Technical Assistant	AVSF (Agronomes et Vétérinaires Sans Frontières)	11 rue Wilson 2 - Pacot, Port-au-Prince, Haiti	00 509 28 16 07 88	a.rakotofirnga@avsf.org
7	Jean-Edy Theard	Project Lead	Organisation pour le Développement de la Forêt des Pins-Mare Rouge (OPDFM)	Helvetas-Haiti Delmas 60 rue Mercier Laham et impasse Larose # 1 HT 6120- PO Box 15030, Petion Ville, Haiti	1 509 2513 2933	Jeanedy.Theard@helvetas.org

8	Jean Mary Laurent		Societe Audubon	218 Ave. Jean Paul II Turgeau (campus de l'Universite Quisqueya) Port-au-Prince, Haiti	011 509 372 6808	jml079@yahoo.fr
9	Jean Wiener	Director	Fondation pour la Protection de la Biodiversité Marine (FoProBiM)	6011 Henning Street, Bethesda, MD, 20817, USA	1 509 3701 3383	jeanw@foprobim.org
10	Vanessa Haley-Benjamin	Director of Science and Policy	The Bahamas National Trust (BNT)	P.O. Box N-4105 Nassau, New Providence, Bahamas	1 242 393 1317	vhaley-benjamin@bnt.bs
11	Carlos C. Martínez Rivera	Amphibian Conservation Specialist	The Zoological Society of Philadelphia	3400 West Girard Avenue Philadelphia, PA, USA	1 787 237 2508 1 809 804 5111 (DR)	maritnezrivera.carlos@phillyzoo.org
12	Simeon Greene	Project Lead	Diamond Village Community Heritage Organisation	Diamond Village P.O, VC0250, St. Vincent	1 784 495 6701	simeon_green@hotmail.co.uk
13	Shirlene Simmons	Conservation Manager	Saint Lucia National Trust	P.O. Box 595, Saint Lucia	1 758 452 5005	Conservationmgr@slunatrust.org
14	Herlitz Davis		Windsor Research Centre Limited(WRC)	Sherwood Content, P.O. Trelawny, Jamaica	1 876 412 0893	windsor@cwjamaica.com
15	Michele Zador	Grant Director	Conservation International (CEPF Secretariat)	2011 Crystal Drive, Suite 500 I Arlington, VA 22202, USA		mzador@conservation.org
16	Audrey Fowling	Finance Officer	Caribbean Coastal Area Management (C-CAM) Foundation	Bustamente Drive, Lionel Town, Jamaica	1 876 986 3344 / 3327	aif03@yahoo.com
17	Anna Cadiz	Senior Technical Officer/ RIT Manager	Caribbean Natural Resources Institute (CANARI)	Building 7, Unit 8, Fernandes Industrial Centre, Laventille, Trinidad and Tobago	869 626 6062	anna@canari.org

18	Neila Bobb- Prescott	Senior Technical Officer/ RIT Small Grants Manager	Caribbean Natural Resources Institute (CANARI)	Building 7, Unit 8, Fernandes Industrial Centre, Laventille, Trinidad and Tobago	870 626 6062	neila@canari.org
19	Leida Buglass	RIT Country Coordinator for the Dominican Republic	Caribbean Natural Resources Institute (CANARI)	Dominican Republic		leibuglass@gmail.com
20	Paul Judex Edouarzin	RIT Country Coordinator for Haiti	Caribbean Natural Resources Institute (CANARI)	Haiti		pauljudex.edouarzin@gmail.com



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Kingston, Jamaica

9th July, 2013

OBJECTIVES

The **workshop objectives** are to:

- contribute to improving internal controls and accounting systems of CEPF grantees;
- share best practices and lessons learnt on internal controls and accounting systems among CEPF grantees; and
- sensitise grantees on CEPF's procurement and accounting policies.

AGENDA

8:30 a.m.	Registration	Neila Bobb-Prescott
9:00 a.m.	Welcome, introductions and expectations	Anna Cadiz
	Objectives and overview of the workshop	Neila Bobb-Prescott
10:00 a.m.	Break	
10:20 a.m.	<ul style="list-style-type: none"> • Procurement <ul style="list-style-type: none"> ○ Authorised project expenses ○ Contracting for purchases of goods and services ○ Purchases of goods and services and the US\$5,000 threshold ○ Subgrants 	Neila Bobb-Prescott
12:00 noon	Lunch	
	<ul style="list-style-type: none"> • Internal controls <ul style="list-style-type: none"> ○ Authorisation of payments (roles, staying within budget lines) ○ Accounting for staff time ○ Accounting for vehicle use 	Neila Bobb-Prescott


	<ul style="list-style-type: none"> • Accounting <ul style="list-style-type: none"> ○ Budget changes (15% variation) ○ Updating the accounts ○ Fixed asset management ○ Storage of data (evidence of exchange rate) ○ Reconciliation • Conflict of interest 	
3: 00 p.m.	Break	
	<ul style="list-style-type: none"> • Reporting <ul style="list-style-type: none"> • Project reports <ul style="list-style-type: none"> ○ Progress ○ Final • Financial reports <ul style="list-style-type: none"> ○ Progress ○ Final 	Anna Cadiz
4: 15p.m.	Evaluation	Neila Bobb-Prescott
4:30 p.m.	Thanks and close	Neila Bobb-Prescott

Appendix 3 - Presentation on procurement and accounting




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“One and only me”

- Introduce yourself to the plenary by presenting drawings in 2 minutes
- Divide the sheet into four boxes/squares either by folding the paper in half twice (vertically and horizontally) or simply by drawing a horizontal and vertical line that crosses in the middle



“One and only me”

- At the top of the sheet write your first name
- In the top left square, everyone draws their favourite hobby
- The top right, illustrate your favourite food
- The bottom left illustrate if you were an animal, which one would you be?
- The bottom right illustrate what you expect to get from today



Saying where we are...

- My understanding of internal controls and accounting for effective financial management
- My knowledge of CEPF policies and procedures




Procurement



Let's think about it

- What is procurement?
- Why do we have policies and guidelines for procurement?



CEPF policies



Authorised project expenses

- Grant funds (including any interest) can only be used for project expenses (approved on the LOI)
- Spent between the start and end date of the project (Any expenses that occur after the formal end date will not be covered by CEPF)



Use of Funds

- Can move 15% of the total grant between direct cost line items
- Have to receive approval from CI to make changes to indirect cost items
- Funds not for propaganda, land acquisition or relocation of people
- Any unspent funds has to be returned to the portfolio for future granting



Use of Funds

No assistance, payments or anything of value (monetary or non-monetary), shall be made or promised, offered or accepted by any government employee or official without the express consent of the government for which the official works that is not reasonable, bona fide, and directly related to the activities funded under the project



Contracting for purchases of goods and services



Purchases of goods and services and the US\$5,000 threshold

Purchase of goods and service less than US\$5000

- No specific number of bids required
- Must have documents authenticating transaction on record



Purchase of goods equal to or more than US\$5000 but less than US\$ 50 000

- Based on written quotations from at least 3 potential suppliers

Quotations should have a description, quantity of goods, date and time of delivery



Procurement records

- List of firms invited to bid
- All quotations received
- Rationale for the selection of the firm
- Purchase agreements
- Delivery receipts




Purchase of services equal to or more than US\$5000 but less than US\$ 50 000

- Must be based on written statements of interest and CVs from at least three potential firms or individuals
- Terms of reference must be prepared
- Purchase of services must be documented with fixed outputs and specific payment terms



Procurement

- List of individuals or firms invited to bid
- The statements of interest and the CVs
- Salary /fee history
- Rationale for selection of the firms
- Consulting/services agreement




Subgrants

- Grantee can enter into legally binding written agreements
- Grantee must extend all policies to the subcontractor



Procurement in practise



Small Group Work

Break into two groups and review a case and prepare recommendations to guide the organizations to present to the plenary in half an hour



Case






Internal Controls




Internal Controls



Authorising payments


Who is responsible for:

- requesting payments?
- approving requests for payments?
- issuing payments?
- monitoring budget lines?
- reconciling payments?
- preparing project final reports?
- reviewing project final reports?



Accounting for project staff time

- Recording time spent
- Monitoring budget lines
- Frequency of update of accounts
- Storage of records of time
- Extended leave and maternity leave



Accounting for vehicle use

- Recording mileage and attributing it to the project.
- Maintenance and fuel use



Accounting



Fixed asset management

- Physical control over assets
 - Fixed asset register
 - Cash in safe
 - Office locked at night
 - Limits on cash withdrawals
 - Insurance



Conflict of interest

- A transaction in which an employee 's personal or financial interest conflict with his official responsibility
- Professional judgement or action unduly influenced by ones own benefit e.g. financial gain, desire for professional advancement



Other tips

- Evidence of conversion rates





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HAND OUT - Procurement and accounting in practice

Society for the preservation and conservation of butterflies case study

Organisation Information
Organisation Name: Society for the preservation and conservation of butterflies
Lead Contact: Cheryl Black, Programme Asst.
Authorised signature: Dennis White, Director
Mailing address: # 21 Green Acres drive, Lush Green Park, Dream Island
Project title: Raising awareness of biodiversity for the Lush Green Park region uplands and coastal regions
Request amount: \$1 255 000
Duration: Two years
Number of members: 9
Years of operation: 45
Letter of Inquiry:
<p>The Lush Green Park region falls within the northern province of Dream Island and is characterised by its geographically dispersed and isolated communities. Most of the communities are socio-economically challenged, have limited access to any type of media and transport. This isolation means that the communities are not aware of environmental problems, which will very soon affect their livelihood strategies in a negative manner. It is envisaged that the project will cover both the Lush Green Park coast and uplands priority funding areas identified by ecosystem profile and as such will be jointly funded between the two areas' budgets. This area includes approximately 20 schools and 20 local communities of varying sizes.</p> <p>2 years will be sufficient to build awareness amongst these communities. The other factor that has to be taken into consideration is the fact that the requested funding will only be sufficient for a 2-year period. Post funding sustainability will be investigated through possible linkages with the Social Ecology Unit of the Lush Green Park region.</p> <p>It would be of great benefit if the communities and schools were made aware of environmental issues and conservation related problems within the biome through workshops, festivals, environmental education programmes, environmental days and fun events. Communities need to be made aware of</p>

the issues and problems within their areas and offered potential solutions and/or alternatives so as to improve their way of life.

These isolated communities need to be reached with a 4X4 vehicle. An attractive vehicle is envisaged, covered in motifs with a conservation message about biodiversity in the area. The vehicle would need to be able to convert into a type of display system and be equipped with mobile display systems, a PA system, and other tools and have enough storage space for resources and materials.

Some of the key activities that would be essential to the successful implementation of this project, include:

- The identification of target communities and stakeholder groups, including schools
- Through consultation with key stakeholders identify awareness topics relevant to building awareness .
- Design applicable formats and develop a range of different awareness and environmental education materials and resources
- Utilise the trained RARE counterpart as a team member whose salary is already paid and employ an additional two members from local communities.
- Draw on existing local and regional expertise and liaise with non government and governmental departments.
- Develop appropriate educational programmes and workshop formats suited to the needs of the different target groups.
- Draw up a yearly action plan of events, environmental days, school visits etc. Possibly using the Social Ecology business plan format used at the Lush Greens National Park.

Expected results and project deliverables:

- That the people living within the targeted areas are aware of and understand the issues relating to the conservation and the impacts this will have on their livelihoods.
- Through environmental education programmes all schools within these areas are aware of and understand the issues relating to the conservation and have resources and materials
- A range of awareness raising materials and resources are developed around strategic conservation issues relating to the biome.
- Through workshops and other mechanisms conservation issues directly affecting different stakeholders can be discussed and potential alternatives/solutions explored.
- A strong partnership is developed between the mobile team and the Social Ecology initiatives of the National Park.
- That the levels of environmental consciousness and participation in conservation interventions within the region are raised.
- That local businesses support the awareness campaign through displaying awareness materials for the project
- An awareness raising vehicle is built and developed that will have the ability to reach all target communities no matter the terrain or distances involved.

Project partners:

- Lush Greens National Parks
- The RARE Center for Tropical Conservation
- Trained local field guides (possibly).

Proposed draft budget:

	Item	Year 1	Year 2	

• Salaries	100,000	120,000
• Purchase of Vehicle (Van)	60,000	
• Conversion (Van)	100,000	
• Maintenance	60,000	70,000
• Promotional materials	125, 000	100,000
• Equipment	50,000	25,000
• Printing	25,000	30,000
• Workshop costs	70,000	70,000
• Office rental and supplies	120,000	130,000
TOTAL		

Scenario:

The organization has:

- Issued five contracts to date.
 - Two are to facilitators for the workshops and preparation of promotional material. Of the remaining three one contract is supposedly to a office supply firm for the rental of equipment for \$6050.
 - Another is for preparation of the vehicle for promotion.
 - Only two contracts on file. Of the two contracts on file one is signed by the consultant and the Programme Assistant. The other contract has only the consultant signature.
- Quickly purchased a second hand vehicle at a lower price (15 000 USD) from a member of the organization, saved considerable time and cost and have spent 75 000 USD on maintenance
- Paid an honorarium of 25 USD to Wardens of the national park to assist in field visits at the workshop.
- Has a Project leader who authorises her own expenses
- Issued various invoices, expense reports, and cash disbursement forms, about one-half had appropriate authorizing signatures, while the other half did not. There appears to be valid invoices for all expense reports. Expense reports where funds have been released without authorizing signatures range from as little as \$44 to as much as \$2,457.
- Time sheets. It is June, however the most recent time sheets are for March as the project team hosted three workshops and several press engagements and recently moved into a new office. Timesheets just state the employees' name and the month. Jane Smith has proceeded on maternity leave in March and is being paid a monthly salary in April and May.
- All invoices are filed and clearly labelled but there is no record of the exchange rate received when funds are transferred.
- Acquired over 30 pieces of equipment. The Project leader knows where most of it is supposed to be and who has them.