



Sipatsi Networking Workshop

# PHASE 1 TRANSCRIPTION

27 April 2022



**Emerson:** Nani, you can start, please.

**Nani:** First, I should say that since the last four years we, at our organization, did not implement any project. Therefore, the main reason I am taking part in this workshop is to gain skills to follow the best practices, if I can say, in terms of administration and financial management. However, I can point out some of our weaknesses. They are related, for instance, to reporting. May I talk in Portuguese and then you translate Emerson?

**Emerson:** Yes. Rui or I will help you. You can talk in Portuguese.

**Nani :** [translated] Yes. I was saying that one of the major difficulties we face has to do with financial reporting. Within financial management, the other problem is reallocating budgetary reserves, having procedures for reallocating funds from certain items to others. Sometimes, too, the other difficulty is also to realize what the donor really wants us to report.

**Emerson:** Ok, but, if you have not projects now, then you can fill the form with the projects that you have done in the past. You can fill the form with 1 or 2 examples and you will send it to us. Is it ok?

**Nani:** Ok, I will do it.

**Emerson:** Ok. As we said yesterday, our intention on that questionnaire is to know the problems that we all have to study them and create a solution for those problems to be discussed during the second workshop. We will develop the materials to support the website. We will continue discussing all the information got from all countries that are participating in this project. Thank you Nani. For now, let me call upon Namibia. Gustav, are you here? Hello?

**Gustav:** Yes, I am here.

**Emerson:** Gustav, let me do a resume of yesterday, because you and Steve missed the meeting. Yesterday we did the presentation of Sipatsi, and all of us did a presentation. There is one person that you do not know: Nani from Angola. Everyone else you have met at the Sound Connects Workshop.

We have discussed about the questionnaire, if you could give one example of the projects you managed. Following the tabs in the table: country, name of the organization, budget, project name, action, location, implementation period, budget – which is optional, who is the funder, problems occurred to report, financial report and narrative report, difficulties to comply with obligations according to the required procedures, and what percentage did you achieve with the results.

**Gustav:** Ok. Cool. I can go ahead. So the example of a project that we worked on is a social café event which was really targeted towards bringing young creative entrepreneurs together to network, connect and also present and share their different products and services to a wider audience. This event we obviously held here back at home. It was over a weekend. Essentially over 2 days, as an implementation period. The budget we put down was 100 000 Namibian dollars, which is equivalent to 100 000 South African Rand. Also through this the SFC grants, so that would be our funder/donor. We also did have sponsors locally that came through to support whether in kind through equipment and so forth, or also monetary support as well. Some of the problems encountered, I would say were administrative challenges around strictly adhering to a project plan. Some unforeseen

circumstances like rain that come through hindered the plans we had. We had also a financial perspective: Ensuring that proper control was in place to manage the finances, especially considering that in Namibian market in terms of the creative space is very informal. A lot of basic things like proper invoices and bank accounts aren't in place especially for those that work in the informal sector. Therefore, it was one of the challenges and difficulties thereof. The result I say were achieved quite well. To give a percentage I would say about 80% were achieved, obviously with specific challenges. We could have done better in attracting a wider and diverse crowd as well as even different or diversifying the creative entrepreneurs that were there to present and exhibit their different products and services.

That is the example I will give. Emerson, I assume then you require from us to complete what I have shared in the questionnaire template that you shared?

**Emerson:** We ask everyone to fill the questionnaire so that we can discuss this. Now Felizarda are you here?

**Felisandra:** Hi I am.

**Emerson:** Okay. Felizarda I do not know if Calisto will come in or not, I don't see your colleague Calisto. Are you ready to explain or to give an example from the questionnaire from Kuzulas past Projects?

**Felizarda:** [translated] Can I speak in Portuguese?

**Emerson:** [translated] Ok. The questions are the ones that are here in the header: Country name, organization. Second table: The managed project, action, location. Third table: The implementation period, managed budget, the fund, the problems encountered, the difficulties with the procedure manuals, and the percentage of project satisfaction.

**Felizarda:** [translated] Good afternoon everyone, I am Felizarda. I am part of Kuzulainvestment. Our project on EX HUB incubator that is being done in Mozambique specifically in Maputo City. Implementation period is 18 months

**Emerson:** [translated] Sorry, Felizarda. You can make the presentation of your organization, but the experience we wanted to gather is the experience of projects managed in the past in order to find the problems of the managed projects to develop materials and solutions in the future.

**Felizarda:** [translated] On that point who could say all this would be Calisto. Let me see where he is. I made him a reminder to join the meeting. I could not participate much in the AZGO festival. In financial matters then I would not know what to say.

**Emerson:** Ok, fine. Hello everyone, Felizarda has to wait for her colleague Paulo Calisto to give his example. Now I would like to ask if anyone has another example to present us?

**Emerson:** Hello? Melody, do you have another example?

**Melody:** Yes, I did, but I am working from my phone so if you can just help me scroll down to the part where I filled in, I can do it from my phone, is that ok?

Ok. I have chosen another project that ran for 6 months. It was a much simpler project called "The Female Digital Training". In the context of Covid we were trying to get female creatives to be able to articulate, present their business online better. It happened from September 2021 to March 2022 and it was a once off budget of euro 5 000, funded by the

AF Culture Fund. Just because this project happened at the end of the as the 31<sup>st</sup> of December is the end of financial year, we were trying to just ensure that all the projects ended by the 31<sup>st</sup> of December. There was many activities that happening around that time.

The challenges faced, was: we were supposed, according to the contractual agreement, to co-fund the project with 20% of the entire budget, which was euro 1 000. We were supposed to present the complete 5 000-euro budget and expenditure report and then get the 20% reimbursed.

We had challenges because at the end of the year there is normally no extra funds to co-fund a project, but at the beginning of the year you have lots of other funds coming in and you get an advance from one project to another, but at the end of the year, we had challenges. We actually had to sit down with the facilitators to make them understand that this was the situation. Then we had to pay the 20% with the salaries of the facilitators and then so that when we were reimbursed we would then pay back the facilitators after the end of the project, when the 20% had been reimbursed. It is what we had to do.

Also in terms of the whole metrics of the project we realized there was too much. We actually realized for a 6 month project the things we endeavored and promised to do were too many things for a small budget. Then there was a lot of stuff that needed to be done online and we had not thought through about affordability of data. Because Covid the telecommunication companies increased the price for data and our participants couldn't afford to be online for so long. Also, because everyone was working from home online the connectivity was very bad. We had those two challenges.

But other than that, everything went very well. I would say we got up to 90% of the deliverables, because there was only one activity that we did not achieve: to publicize a manual of the training. We made the manual, and we were supposed to publicize, distribute it online and we are yet to do that because the people who were working on the animation and the pictures and designs for the booklet are still working on that. That was only what was outstanding. It was a recent project, otherwise that it how the project went.

**Emerson:** Okay, thank you Melody. I mean on the session yesterday and today it was just to discuss the problems and upfront we will see about the solutions. The better thing is to fill the questionnaire better. Then we can have a big support. So anyone who wants to talk about another experience?

Hello? I can see Tshepiso right now. Tshepiso, do you want talk about another experience or is it the experience that you spoke about yesterday? Is it another one?

**Tshepiso:** No, it is a different one, but the challenge with this one is I do not think I know enough to actually give a proper breakdown; I know enough to say something briefly, but not like in terms of how much funding was received for the project, I do not know such details. Can I go ahead, or can we move on to someone else?

**Emerson:** Yes. Malawi Crossroads, is it the example from yesterday?

**Eugene:** Hi, yes, I am here.

**Emerson:** Your example, please.

**Eugene:** I am yet to finish of filling that one. I am like Tshepiso, I do not have a lot of details because this one happened in in the beginning of 2019. I will have to get a bit more information before I can actually talk about it in detail.

**Emerson:** It is ok, we will continue to discuss. Jenny? Do you have another example to explain?

**Jenny:** We received 60 000 pula, which is about USD 6 000, which is almost nothing, to shoot 26 episode series and it is just not feasible, and it wasn't really an aware like, Isaac competed for this competition with one of the cellphone companies and won. So they gave him 60 000 pula, USD 6 000 to shoot 26 episodes, and I was at least able to talk him to down to 13, but there is no way. It does not work... Right now Isaac is working for free, I just hope he doesn't lose money on the project, but it is that challenge: When the budget doesn't match with the client expectations are or your own expectations, I think that is a big challenge that we currently have.

**Emerson:** Thank You. Let me search for another example... Zambia Circus... Charlotte from Zambia. Charlotte are you there?

**Charlotte:** Yes, I am here.

**Emerson:** Ok, I see you have another example. Yesterday you talked about one example. Do you want to talk about this example, the second example?

**Charlotte:** I think it is one of the projects that we did during the pandemic, which of course had all kinds of problems, because of the pandemic. Those were the important things; it really showed us that we had to be flexible in how to implement projects, how to find solutions, and how to work with our staff from home. I think a lot of our work with creativity, and there is a lot of, like there is a lot of need for people to be together. It not necessarily a need but thing just go, the flow is just easier, I would say.

So, I think a big challenge for this project was the pandemic and how to restructure the activities and to communicate with the donor. I think in a way it was difficult to also communicate even what you are planning to do, because you do not really know what is going to happen tomorrow. We think: we made this plan, but we are not actually 100% sure that's going to work, because who knows what is going to happen. However, I think it showed us as well that online tools were actually feasible and even though we are not that strong on that, as an organization, we really enjoyed this online festival and creating a lot of beautiful content online, finding creative solutions for projects we had, planned differently.

I do not know if any of this is relevant to the other people in this workshop, but this was our experience with this project. The administrative and financial difficulties were just that there was a lot of uncertainty and a lot of need of restructuring, but we were lucky to have flexible donors. I think that for most, at least our experience was that a lot of donors were understanding around the whole pandemic and the need for also reallocating funds, other types of posts that came because of the pandemic and support for like overheads and stuff like that. So, it was a quite positive experience and there were challenges, but the outcome was positive.

**Emerson:** Ok, thank you. Anyone? Eugene? Tshepiso?

**Eugene:** Just for the sake of contributing, I was just filling out our second example, which was the project that I mentioned earlier on. I just notices that no one brought up some of the challenges that we faced in this particular one. Therefore, that was a project called "Digi-Poems". Again, it had participants from various countries, from SADC, like Mozambique, Zambia, Zimbabwe itself and a participant form the United Kingdom.

The major challenge with this was the banking regulations and banking fees. They made it very difficult to pay out to external participants since we were the fund manager. That is something that we ended up having trouble either with exorbitant expenses or delays in payments, simply because we had been given the burden of facilitating the payments to various countries, which you can imagine has got some really high overheads. However, despite that it still turned out to be a successful project with the reach of over 10 000 people across SADC alone. Therefore, even though we had challenges, in the form of people working together remotely, and all the issues to do it, the financial regulations, the project was actually, a resounding success. I just thought I would just add a success story in there.

**Emerson:** Ok, thank you. Anyone comes up with an example of one financial report or narrative report that we asked for yesterday? One example of a financial report or narrative report, that we can see which difficulties faced with any project that you managed. Any example, if you have. Hello? Let me give permission so that everyone can share now.

**Andries:** Emerson, just to make sure I understand, so you are asking for an example of a narrative report or financial report?

**Emerson:** Exactly, a short narrative and financial report, or maybe a big one. Any example you have. If you have, you can share it to explain the difficulties you faced. Are you here Andries? Hello?

**Andries:** Yes, Emerson, I understand. I got your question; I just do not have any to share now.

**Emerson:** Ok, thank you. Let me show one. Hello? Everyone can see it?

I do not know if it is still small or not. It is an example of a financial report with many currencies. It is the same financial report that we are going to fill on that current project. It is of the European Union. I mean it is familiar for any one. Here we have the first part: it is the budget. Melody, I remember yesterday when you were explaining about the problem you faced, Melody said that they faced some problems with one report, reporting different currencies. We can see different currencies on this report. Okay, we can see the first currency is Euro, and another table of USD currency, another with currency ZAR, and another and another. So now, for everyone, I want to know, you know about this format of reports. Everyone knows? Anacleta?

**Anacleta Pereira:** Yes, more or less.

Probably I do not have enough skills to fill with but I know, I know.

**Emerson:** Ok. Danny, do you know those reports?

**Danny:** I will stick to the former answer and say more or less... I am familiar with this. I mean right now what we use is simpler than that; this is pretty advanced ...

**Emerson:** Ok. Who else...Tshepiso? Do you know this model?

**Tshepiso:** I do not. Sorry.

Feel free to explain, I would like to hear more.

**Emerson:** Ok. So I am asking, because yesterday and today, on the first section I asked if you know the problem peoples faced on many financial and narrative reports. We will continue to talk to develop solutions. That is why I am asking to know from everyone, who knows

about this. I am going to explain how to fill. Normally here we have the budget on the first column. Here are the units, the total of units. On this column, how it costs in currency metical and then, a total in the currency of the funding.

So here is an example in Metical, in the same line for example human resources, we can go ahead and see, on the same line the payment in metical and the report on euro. Then for example let us see in USD and in ZAR. Ok, here, is the total. We must report in the currency we were funded. This financial report specifically is a report from 2017, but during 2014 and we had the first reports.

Therefore, here, for example, when you work with many currencies, you must find the exchange rate per currency. I will send to everyone in another stage another step how to calculate. Usually, to fill the financial report, we have a summary of every currency we used. We must do the details here. This is big budget for Euro 600 000. I am going to show one example of USD 50 000.

This is another example of a budget execution of USD 50 000. It is simpler when compared to the previous one funded by the European Union. This one is MASC funded. You can see in the first column the budget, and then here are the period where the expense occurred, September 2000 to February 2001. Now, this is a summary, I have the details on another page. For example, line 4.3 on September 2000 the expense was 632.30 and on the same line in October .... Here, in the end, we have the accumulated expenses on the last period. Now, we have the percentage executed. So this is a simple example I gave. So any question about these two examples? Hello?

**Felisandra:** [translated] Calisto just arrived

**Emerson:** Ok. Next, I am going to ask everyone if you have a different model of financial reports, and send an example so we can discuss them. We will need different types of examples of financial and narrative reports. Can we make a break for 5 minutes please?

.....

**Emerson:** Ok, thank you. I am sorry about my English. I mean, everyone can understand my English?

**R:** It's fine. We understand, I understand.

**Emerson:** Ok.

**Calisto Langa:** Hello? Good afternoon to all!

**Emerson:** Good afternoon, Calisto. How are you?

**Calisto Langa:** I am happy now, because you can hear me. Yesterday was very difficult for me, and today I was on another meeting but I am here to follow up what I missed.

**Emerson:** Calisto, we are going to come back to you, for talking about the questionnaire. We were seeing two examples of financial reports. I was showing everyone just to know if people are familiar with the reports or not, because we must find specific problems that all of us faced during the management of projects in the past.

**Calisto Langa:** Yes, that is fine

**Emerson:** Now, I am going to show an example of one narrative report....

Can everyone see the narrative report? Ok. This refers to the first budget I showed, with a budget of around Euro 600 000. It is a big narrative report; I am going to scroll...

Ok, so I am scrolling, let me scroll quickly. Everyone knows or has seen some narrative report with the same structure as this one?

**R:** Yes...

**Emerson:** Just, I am scrolling for the people can see. There is an image of the project, TBTs, logical framework, gains, Generals, results, partners. Ok, Eugene?

**Eugene:** Emerson, I am just noticing that you report as a logical framework. I just wanted to ask if that is the same logical framework as the one we did at the workshop in Johannesburg. Monitoring and evaluation?

**Emerson:** Yes. At the workshop, they explained to us how to manage the logical framework, but the idea is the same.

**Eugene:** Ok, thanks

**Emerson:** This is an example, but this example comes from one model as well as the financial report. We developed the results according to the procedures manual. So, now, I am going to send, to all of you, examples of financial and narrative reports for you to see and to find the problems you faced. I am not going to show completely all the details I showed. So now, it is important for us at Sipatsi, to know more examples of your projects, your narrative and financial reports. For example, from Zambia, Jared, yesterday you asked me about which kind of example. Do you have any kind of example?

**Charlotte:** I sent an email with an example of some projects reports...But I think it is some financial reports. I think that the examples that you have shown, both the narrative and the financial reports, are much more detailed and much more in depth than, you know, the examples I shared

**Emerson:** Is it possible for you to share your examples, please?

**Charlotte:** Sure.

**Emerson:** You sent it today at quarter past three I saw it. Thank you.

**Charlotte:** We are doing this three-year project. I do not know if you can see it right now.

**Emerson:** Ye. Is it UN financed?

**Charlotte:** Yes, this is a financial report. It is a three-year project that we are doing; this is the report for the first six months that we submitted recently. All the numbers here are lump sums, just like here. There is different tabs. This was the proposed budget, the funders... and then, all the numbers are lump sums for the entire year. The details are here, in the comments section and I think these are just some.

This is the agreed budget, and what was actually spent during the first six months. We need to submit after one year and then this is what was agreed for year number two, and this was agreed for year number three.

**Emerson:** Just one currency.

**Charlotte:** Yes. It is just one currency. Pounds. We get the money to convert into pacha, but we just calculated according to the exchange rate and then report back into pounds.



**Emerson:** Ok. If you have another funder, another organization that will fund the same project, can you make the expenses in another currency on the same report? You have a space; can you scroll up, please? It is just for one currency. Ok, thank you, you can continue please.

**Charlotte:** Ok. I do not know what else you want me to highlight. We do not have particular challenges or anything with budget. I think the challenge that we are dealing with here in Zambia is that our currency is very unstable. That is a big issue. I guess more countries are living with this issue.

**Emerson:** Do you have a map with details of execution? The execution budget details?

**Charlotte:** Like a contract?

**Emerson:** Can you scroll up, please? For example: Facilitator number 1 receives on the second year 2000 for...

**Charlotte:** Yes! There is an inflation whereby, the year one budget I think has an inflation of, what is it? 10% as you can see here 1.1, and then this one has 10%. I think we found the average inflation rate in the last couple of years.

**Emerson:** Ok. Do you have any maps of detailed expenses, a map not a report? A place where you can fill the details of the payment. For example, a space where you can fill the name of the person who you are going to pay, receipt number, the VAT, things like that.

**Charlotte:** We do not really have that. Most of the things that you are mentioning they come out in our accountancy system. I can show how that comes out, if that it was the detail is of every expenditure. I can share this, but I do not think it is very insightful for anybody here, but I can. This is from our accountancy system, so here are still the lump sums of our chartered accounts, then what is allocated to different activities and on the left here you see our chartered accounts. If you go into our accountancy system that is where the actual detail comes, per expenditure, the cheque number and the cash request number, the vendor. That is all, but we do not do that separately in excel or anything. I mean we have a few projects where we kept more like cashbook when it is necessary on a separate file but for this one it is not necessary.

**Emerson:** Ok. Thank you, Charlotte. Do you have an example of a narrative report?

**Charlotte:** I did not send one. I can pull one up, for the same project but I think it was very...

**Emerson:** It is ok. Any example just to see the model.

**Charlotte:** This is another project. Here is a midterm progress report. This is a project where we were working with music, circus, to work on sustainable goals. So status of implementation, challenges ...

**Emerson:** Learning and adjustments, ok...

**Charlotte:** Outcomes and objectives. Very basic outcomes, and there is challenges again and the target group.

**Emerson:** Budget adjustments, ok...

**Charlotte:** Any budget adjustments, which we do not have.

**Emerson:** Ok. It is a simple and a good example. Thank you, Charlotte.

**Charlotte:** You are welcome.

**Emerson:** Ok. Does someone have another example please? Eugene?

**Jenny:** I can share something it is very simple.

**Emerson:** Ok. You can share.

**Jenny:** Can you see that? It is a spreadsheet.

**Emerson:** Yes.

**Jenny:** Awesome! This is super simple, but I have always worked for organizations that had massive budgets and with people who were specialized in accounting and finance to do all this sort of things. Now that I am trying to help Isaac managing finances this is a tool that I created.

So just to walk you through it, the first column is really just a description of what the expenses are, and then monthly columns and literally just putting the columns in yellow are actual costs that were expended and the rest of these were just forecast. This is how I manage the budget vs. forecast. We got our HR lines, travel, equipment and supplies, local office supplies, marketing costs, and you can see the costs are sprinkled out, many of them haven't occurred yet. However, when you get to the bottom, there is a row that is the monthly total spent for that month and the accumulative spent. Then the balance based on the tranche fund we have received so far. For many of the projects we might get 50% upfront that way I can try to monitor, like here. In May is when we will go into a negative and need to either fund this through another mechanism, floating the money, or get us a second tranche of funds from a client. So not super sophisticated, but it does help manage. I do have at the very end, like the total budget amounts, and then by budget category. That is one example of, I would not call it a budget tool, but I do not know, it is just a financial management tool that I use.

**Emerson:** It is simple and practical. Do you have a place where you can find the details of the payments? Names, payments, VAT payments, receipt number concerning to your report?

**Jenny:** No, it is not that fancy. This is not high level. Are we going to spend all of the money or are we going to go into deficit? Like, are we on track with, what we forecasted that we would actually spend?

**Emerson:** Ok. Thank you. Another example, Jenny. Thank you.

**Jenny:** This is a local NGO where I work with called "Stepping Stone". This is a report from the closeout of a project that we did called "Freedom from Fear", which sounds ominous, creating safe homes in Botswana.

It is just a narrative report. It is what you would expect to see: table of contents, acronyms, description of tables, and then just a general summary of what happened, and the project that is descriptive. Then, we have various objectives, the targets with the indicators and the level of achievement that was reached during the actual funding period that are color coded, using robot stoplight colors, regular yellow, green to indicate how things are going. Lots of green, which is always a good thing. Occasionally there is a red. However, it is what it is. Those things happen in the funders for the sort of work, understand it. Then for each activity, there is a bit of more narrative. We also put in lots of pictures where we can. This

was a film project and these are photos from onset. Many visuals we put in, because the funder is a company that wants to feel like they are, doing good in the world. We put in lots of pictures, so that they see what the work looks like, even though they are halfway around the world. Even we include newspaper articles. This was a funny one. That is a kind of all I have.

**Emerson:** Ok, thank you, Jenny. Good example. More examples? Melody? Eugene? Tshepiso? Calisto?

**Melody:** I cannot put it on the screen from here, but I can send it to your email... Let me try to send it to your email so you can open it for me and put it on the screen. Meanwhile, somebody can share whilst I do that.

Unfortunately, I do not have it as a soft copy. We usually get them as physical copies. I'm very far from my office right now.

**Emerson:** Thank you. We can share the examples. Please, send them for Sipatsi. Just examples. We can take off all details.

**Calisto:** Yes. I have many examples. Now, I cannot share in this meeting. Later, I will share by email, so that tomorrow maybe we can present, but we have many narrative and financial reports done on our side. I have difficulties to share, but I think that tomorrow morning, I can send to you.

**Melody:** Emerson, I just sent you something, but if I can share it from my phone...

Ok. This is the name of the organization that is reporting, the title of the project, the period, just like the one that you shared earlier, just like, like your template. It also shares on the period when the project starts and ends. Then, we have first a listing of the activities and tasks were completed during the reporting period. So you list also the results that were achieved from those activities and the achievements more or less also defining the outcomes of that.

Then you also state on the third part, the final changes to the project compared to what was originally proposed and justify why those changes. Then you also list the activities that are yet to be done out outstanding activities. You also talk about the community, relationships of your project to the community, like the essence to the community.

You give the different points that you think your project relates to community development. And then, like Janice. Template it then us on the last part of the reporting for articles and media articles, photos, posters, anything that was published as evidence of the project and then signing off and the date. That is just that. So this one is for the budget that I shared earlier, on the project that I was hearing about the female digital projects.

**Emerson:** Ok. Thank you, Melody. You can send it. So now, we have just five minutes. Can we finalize at ten past five, if it is ok for everyone?

Calisto, can you talk about an example of Kuzula projects? Hello, Calisto. Are you still here? Yes. Ok. Let me share the questionnaire

Yesterday, your signal was not fine. Give an example of one project done in the past. On the first column, you have country organization, the second column the project name and action developed. Local of the project where was implemented, period, budget. Difficult to

comply with obligations, according to the procedures, the result you have achieved and the percentage that you have achieved, please.

**Calisto:** Ok. One example. Can you hear me? Good. The example is an international festival that we are doing every year, in May, but during the spirit of COVID 19, we had to comply with the laws in Mozambique. The other one is, "AZGO Dialogar" as we are doing at same time with the AZGO festival. Local: Maputo, Beira and Nacala, here in Mozambique. Implementation period: one year. Six months before and six months after the festival.

I have to go to funders, for to do the festival. First, this type of event without the donors is not sustainable to make it. Before we worked with OSISA, from SA, we worked it from Institute France, Institute Camões and the local partners in Mozambique. Problems: our issues is on budgetary.

Between the time that we make the budget and the time we receive the funds, the prices in Mozambique change. We face some issues on this period on the budget, the final amount. Between what we have budgeted and what we have to pay on the time we receive funds.

The other thing is the logical framework. We have some difficulties to finalize and fill the logical framework. We have faced these things last times. We are working now to perform well this type of requirements. Difficulties on complying with obligations, according to prosecutors. We have not difficulties to perform a quotation according to procedures, but some expenses, like invoices received are not legally accepted, because our artists, here in Mozambique, all of them do not have registered companies. To comply all the procedures, we must to pay to the government some taxes to consider that cost is tax acceptable and the donors accept that cost. Whether it has been achieved to be satisfactory. I can say 90%, because all of the events were done as we planned, even with the problems we are facing on the budget, but we must find a solution to do the project as we planned. 90 / 95%. The percentage of satisfaction. My English is so bad, but I am trying to do my best.

**Emerson:** Ok. Now, I want to propose all of you the session for tomorrow. I will propose a new date, maybe within one week, before we have the last workshop for solution of the problems. We must prepare it better. I am asking everyone to fill the questionnaire, to send the examples of financial and narrative reports and I will send a date for the last session to discuss problems. Is it okay for everyone? I will send the email with the proposed date tomorrow. Is it ok for everyone?

**Melody:** Wait, I did not understand. So, tomorrow we don't have a session or tomorrow we don't discuss on the agenda.

**Emerson:** No. Tomorrow we do not have a session. We will have a session within a week or 10 days. I will send the proposal tomorrow for everyone, but tomorrow we do not have session, because we must to prepare everything we have asked from everyone: To fill completely the questionnaire and send the examples of narrative and financial reports and for us to be prepared for a good discussion. I will send an email to everyone with a proposed date to finalize the first phase of the workshop.