

## CEPF Final Project Completion Report

Instructions to grantees: please complete all fields, and respond to all questions, below.

<b>Organization Legal Name</b>	<i>Tetepare Descendant Association</i>
<b>Project Title</b>	Sharing the Knowledge: Supporting the Tetepare Descendants' Association Emergence as a Leader in Peer-to-Peer Learning.
<b>CEPF GEM No.</b>	64261
<b>Date of Report</b>	16 <sup>th</sup> November 2016

### CEPF Hotspot: East Melanesian Islands

**Strategic Direction:** *4. Increase local, national and regional capacity to conserve biodiversity through catalyzing civil society partnerships.*

**Grant Amount:** [USD95,000.00](#)

#### Project Dates:

- 1. Implementation Partners for this Project (*list each partner and explain how they were involved in the project*)**

***Ecological Horizons:** Support for governance mentoring, scientific training, report and grant writing, patrol/mentoring duties and on site visits for 8 weeks per year.*

***American Museum of Natural History (AMNH):** Coordination of funding applications, links to Melanesian researchers, mentoring, auditing, field visits and capacity building.*

***Solomon Islands Community Conservation Partnership (SICCP):** Provides mentoring and coaching for TDA Management.*

#### Conservation Impacts

- 2. Describe how your project has contributed to the implementation of the CEPF investment strategy set out in the ecosystem profile**

This Project has contributed to the implementation of the CEPF Investment strategy, by receiving capacity training and mentorship from the Partners of this Project, hence TDA Management being exposed to greater capacity to conserve biodiversity. A more significant contribution of this project was the exposure to interested landholders and NGOs of the benefits and techniques of ecosystem management achieved through Look and Learn visits to Tetepare and presentations made to courses in Honiara.

- 3. Summarize the overall results/impact of your project**

Prior to the implementation of the project, TDA was lacking financial management capacity. The (albeit short-term) employment of a TDA business manager through this grant enabled TDA to instigate tighter financial controls and ensure funds received from our grants and Ecolodge enterprise were spent according to budget. A salient outcome of this improved management is that for the 2015-16 FY when our TDA finance manager was largely employed, the TDA Ecolodge returned at SBD\$50K profit that was reinvested in needed maintenance and infrastructure projects. Another impact of the Project is TDA Management maintained its presence at Munda, in a CEPF funded office, until March 2016, and Rangers and external visitors were involved in a number of training events have the capacity to continue conservation work on the Island.

**Planned Long-term Impacts - 3+ years (as stated in the approved proposal)**

*List each long-term impact from Grant Writer proposal*

- 1) Establishment of Tetepare as a Center of Excellence for community-driven conservation and social development initiatives in Melanesia. The Tetepare Field center will be a recognized and credible base for students and other community based organizations to learn valuable skills and witness the success of a leading community-owned and managed organization delivering tangible benefits for its stakeholders and conservation.
- 2) Improved socio-economic and conservation outcomes for Tetepare Island and other communities and important conservation regions in Melanesia and the South Pacific.

**4. Actual progress toward long-term impacts at completion**

The actual progress of these long-term impacts at completion is, Tetepare Island maintains its status as a Centre of Excellence for community-driven conservation efforts hence local Look and Learns have been the focal activity to date. Community Based Organisations (CBOs) within the Solomon Islands archipelago and communities within the Western region have visited the Island in the last two years to learn of the conservation work on the Island. These exchanges have not only been an opportunity of learning, but the Eco-lodge has confirmed economical benefits of these visits.

Rangers of Tetepare Island are identified as resource personnel to provide training to nearby communities and visiting Ranger groups. SICCP has also benefited through its partnership, hence have been able to involve TDAs senior Turtle Rangers and Seagrass Monitors to other project sites within the Western Province region.

It evident, that having had these Look and Learns on Tetepare Island there is improved socio-economical and conservation outcomes within the region. Data collected by rangers through the coconut crab work, turtle work and reef monitoring work happening on the Island, there is an increase in resources. This provides a positive feedback to TDA members within the region and an encouragement too to continue the great work on the Island that can also extend to other regions within the Western Province and beyond.

### **Planned Short-term Impacts - 1 to 3 years (as stated in the approved proposal)**

*List each short-term impact from Grant Writer proposal*

- 1) A skilled and empowered workforce of TDA members with greater control and more efficient and appropriate business management procedures.
- 2) Improved communication and management capabilities that enable TDA to better communicate with its partners and other potential stakeholders.
- 3) Courses established for secondary or tertiary students.
- 4) A target of 6 look and learn visits in 2 years to showcase the Tetepare project to other community based organizations. This in turn will have the outcome of educated and inspired community leaders from other areas.

### **5. Actual progress toward short-term impacts at completion**

A Business Manager was employed under this Grant and received training in accounting software (MYOB) and CEPF reporting requirements by a SICCP volunteer. However the challenges of completing these tasks once the SICCP volunteer completed her assignment proved too great for the TDA Business manager with reduced support from SICCP. SICCP through its Financial Manager have provided some ongoing support to compile financial reports. However, these reports did not meet the standard and timelines expected by CEPF. When the project ended, in March 2016, the TDA Business manager position was vacated due to a lack of funds and inefficient performance. Nevertheless, the financial rigor introduced through this project improved the transparency and profitability of the TDA Ecolodge, which returned a profit despite lower visitor numbers.

Through the Training provided to visiting Conservation groups, a draft course was established for secondary and tertiary students, which will be later finalized and disseminated to all relevant stakeholders.

TDA staff were trained by 4 visiting professional scientists in both field work and data entry and analyses for

- 1) Coconut crab monitoring
- 2) Seagrass monitoring
- 3) Clam monitoring
- 4) Turtle nest relocation and inventory
- 5) Turtle rodeo and tagging
- 6) Bird mistnetting and tagging
- 7) Use of GPS
- 8) Use of Camera traps
- 9) Resource use form compilations
- 10) Daily weather log compilation

These exercises addressed several of the CEPF grant activities including:  
Activity 2.2: Train local staff in entering and back-up of data

### Activity 3.1 Technical training course for TDA staff and external students

Over the course of this Grant TDA also implemented three training sessions for local staff and 6 Look and Learns to showcase the Tetepare Project to other CBOs.

Look and Learn students were trained in all ten of the activities listed above which met the requirements of Activity 3.2: Organise visits to Tetepare by Community based organisations

Two presentations prepared during this program were also presented at the national Ranger workshop run by SINU in Honiara in October 2015 which also addressed Activity 3.1

As earlier mentioned, these visits have in turn produced educated and inspired community leaders from other areas.

## **6. Describe the success or challenges of the project toward achieving its short-term and long-term impacts**

### Successes of this Project are as follows:

1. Tetepare Island maintains its status as a Look and Learn Site for Community Based Organisations within the Western region and beyond and a valuable long-term collection of information on the benefits of a protected area for demonstration purposes.
2. The influx of Look and Learn Trip to the Tetepare Island in the last year (2015), is an indication that inspired community representatives see Tetepare Island as that site where they can learn from its workforce the skills and knowledge to maintain and monitor conservation efforts, which they can take back and replicate at their respective community sites.
3. TDA has forged links with SINU and is in the process of finalizing ongoing relationship including mentoring of SINU students by TDA reps.
4. Greater financial management capacity was established and allowed the Ecolodge to be profitable, with flow on benefits to the staff and TDA communities

### Challenges of this Project are as follows:

1. The recruitment of the Business Manager was at first identified as an immense step to acquiring greater control and more efficient and appropriate management procedures. However, this target fell short when the person in the position was challenged with upholding the reporting requirements of CEPF. Through the SICCP Honiara Office, an immediate effort to work closely with the Business Manager provided minimal results and as the Grant came to its end in March – 2016, there were outstanding Reports to complete and be compliant to CEPF's policy.
2. It was obvious in the roll out of the Grant that the Project was not properly communicated to the workforce working on Tetepare Island. This brought about a delay of activities, which is responsible for which activities, to whom reports are sent too and overall the Project was not managed well and could not be implemented smoothly.

3. One contributing factor to why the Project was not exercised well is TDA had an ineffective Governance structure in place. With no top down approach to manage and monitor the process of TDA Operation, though activities were happening on the ground, there was no proper coordinator to compile reports and send to CEPF. TDA staff and executive committee expected SICCP to oversee management and reporting requirements as mandated in the MOU between the organisations but after initially closely mentoring TDA staff through the process, SICCP were unable to maintain this level of support. Within TDA the responsibilities of the Operations Manager were not clear and this brought about the lack of initiative from local staff and a greater reliance upon stakeholder delivery of the targets and no one taking on the responsibility of answering to the Grant.

## **7. Were there any unexpected impacts (positive or negative)?**

The unexpected negative impacts of this Grant is that all involved in the Grant Write Up were also not familiar with the reporting process and procedures of CEPF making it challenging for those implementing the Project on Tetepare Island. Although in many cases the objective aims were delivered on time and internal reports and acquittals prepared, those completing these reports did not have access to the CEPF reporting templates and SICCP were unable to devote the time to translating reports into the necessary framework. It is an internal issue, however was identified by SICCP when encountering the delay of Reports.

TDA has learned that not submitting reports on time can cause significant delays and disruption to grants, as donors are unable to release more funds until reports are received and approved. These delays in accessing funding required stakeholders, including the Tetepare Ecolodge, to advance funds to budgeted activities.

TDA and SICCP Management have been made aware of this gap in capacity and communication and will ensure that for future projects all stakeholders and partners mentioned in this Grant must be made aware of the Project content prior to implementation.

## **Project Components and Products/Deliverables**

### **Component 1 (as stated in the approved proposal)**

*List each component and product/deliverable from Grant Writer*

Strengthen local leadership and build financial capacity

## **8. Describe the results from Component 1 and each product/deliverable**

Deliverables:

1. A Business Manager is responsible for financial management and planning of TDA's conservation, sustainable livelihood and hospitality initiatives recruited.

*A Business Manager was employed from May 2014 – March 2016. This position was primarily responsible to managing TDA Finances and working closely with TDA Operation on planning of conservation and livelihood initiatives.*

*The personnel in the position was challenged with reporting requirements of this Grant, hence could not comply to Reporting times and in turn was not working closely with the Operation Team. In turn, due to inability to deliver, the person in this position was released from the organization prior to the grant term ending.*

2. Civil Society Tracking Tool developed with scores demonstrating an increase in the organizational capacity of TDA over the lifetime of the Project.

*A Civil Society Tracking Tool was completed during the course of this Project, and as a result of inefficiency within the Team, there was no increase in the Organizational Capacity in terms of management. However, this challenging project galvanized the determination of TDA to radically change its governance structure that has resulted in a new professional Board replacing the democratically elected village representatives that formerly sat on the TDA executive. For the TDA Rangers on Tetepare Island having had Look and Learns over the lifetime of the Project, there is an increase in capacity.*

3. Long-term financing tracking tools scores show an increase in administrative and financial integrity of the disbursements from the TDA endowment funds over the lifetime of the Project.

The Business Manager focus was on maintaining and trying to adapt to the reporting requirement of this CEPF grant with less attention given to the administrative and financial integrity of the disbursement from the TDA Endowment. However, the business manager was involved in making scholarship payments from the Endowment and the capacity of the grant to cover office and Business manager costs reduced TDAs financial dependence upon the endowment.

4. TDA Munda Office equipped with necessary hardware and software for optimal business management operations.

Mind Your Own Business (MYOB) was bought and introduced to the Business Manager by SICCP. At least x2 trainings were provided by the previous and current SICCP Financial Administrators and Operations Manager respectively for the Business Manager to use the software. A TDA business manager's computer, purchased through this grant, remains the property of TDA for use by future Business Managers.

5. Leadership capacity metrics and attendance records demonstrating an improvement in the governance capabilities of the TDA executive over the lifetime of the Project Sub-Award extended to Solomon Islands Community Conservation Partnership (SICCP) in order to assist in the training and capacity of the TDA Business Manager.

*This deliverable was not accomplished during the lifetime of this Project. TDA Executive was ineffective and with minimal communication with SICCP Management no training have been done. In turn, SICCP attended TDA AGM in 2014 & 2015 respectively, and has contributed to the recruitment process of the new Board. This new Board, selected by an interim Board appointed at the 2015 TDA AGM and ratified by the 2016 TDA AGM in November 2016 will dramatically*

*improve the capacity of TDA's leadership to manage staff and projects. Governance Training is planned in December 2016 – supported by SICCP's current CEPF Grant.*

**9. Repeat point 8 above for each Component in your approved proposal**

**Component 2:** Build TDA communications and technical capacity. Reliable communications between the Tetepare Field Station and the TDA Munda office, funding agencies, other community groups, scientists, and tourists has been identified as a critical need for TDA.

Deliverables:

1. A satellite e-mail connection will be installed at the Tetepare Field Station to improve communications and allow for various training workshops as evidence by the ability for direct email communication to Tetepare.

Mid way through this Grant, TDA sought and was granted CEPF approval to purchase an OBM instead of a satellite connection for Tetepare Island because of the impending construction of a mobile phone tower on Tetepare which would have made satellite communication inefficient and expensive. Instead the OBM was to improve transportation of guests and workforce from the Island to Munda at least once a month, depending on the need. At the closure of this grant Telekom have just finalized a location on Tetepare for the mobile phone tower which is expected to be constructed in early 2017 and allow fast, relatively cheap internet-based and mobile phone communications from the island.

2. A minimum of five TDA staff trained in the use of email, basic word processing and data management skills critical for the ongoing success of TDA's various monitoring programs, hospitality services, and financial accountability more generally. Evidence will be provided through direct and prompt email traffic between the Tetepare Field Station and the TDA Munda Office, TDA support network and even CEPF itself!

Ecological Horizons conducted training during a visit in October 2015 when 12 TDA staff were trained on the use of e-mail, basic word processing and data management skills. Since acquiring this Training TDA Munda Office only occupies TDA Business Manager and Operation Manager so e-mail communication between these two is ongoing with SICCP.

**Component 3:** Develop Tetepare as a Centre of Excellence for Community-driven Conservation and Socio-economic projects. As a long-term marine and terrestrial research and monitoring site, the Tetepare Field Station (TFS) is uniquely placed to improve capacity and performance of TDA and other natural resource managers, scientists, and community leaders.

Deliverables:

1. One formal technical training course in conservation management will be conducted on Tetepare each year of the project. TDA recognizes the clear need to increase capacity of its staff, members, and external students in the concepts and techniques integral for adaptive conservation management in the Solomon Islands.

TDA visited SINU on three occasions and SINU reps visited Tetepare once to advance formal

training sessions on Tetepare. The TDA Operations Manager has been earmarked for an adjunct lecturer position with SINU. TDA Patrons and a visiting scientist coordinated through this project conducted lectures on adaptive conservation management at SINU. Furthermore, a masters scholarship in environmental science has been secured through USP for a TDA student. A minimum of one Look-and-learn visit by other existing or potential community based organizations will be hosted each year on Tetepare through the life of the project.

Look and Learn visits have been happening over the lifetime of this Grant. Existing and potential community based Organisations from within the Western Province region and beyond has made visits to Tetepare Island, working with Rangers on reef monitoring work.

2. At least 12 leaders from TDA and other community-based organizations in the Solomon Islands demonstrate strengthened capacity in the fields of governance, financial management, and personnel management, as evidenced by pre- and post-training needs assessments.  
Look and Learn groups included representatives of
  - a) Roviana Conservation Foundation
  - b) Zaira Community Conservation Association
  - c) West Kwaio
3. Stories in local media, the TDA website, and presentations will demonstrate the success of a communications strategy designed to highlight achievements of the project.
4. TDA held a successful AGM attended by over 70 members from around the western province in both 2015 and 2016 where updates were provided on the project, including Look and Learns, training and financial report from the Business manager. An article in the Solomon Star featured the Ranger workshop where TDA presented outcomes of the project
5. Compliance with CEPF Social Safeguard Policies monitored and reported to CEPF

Social safeguard reports were completed with no issues noticed or reported

**10. If you did not complete any component or deliverable, how did this affect the overall impact of the project?**

The most important component of the project, ie the establishment, training and efficient operation of the TDA Business manager was attempted but was only partially successful, for reasons outlined earlier. The dual result of delays in reporting were that TDA could not access most funds for the project (largely due to the system set up by TDA and SICCP failing to meet CEPF requirements), meaning that core TDA costs (including Business manager position, office and communication costs and operation fuel and wages) were not filled by the CEPF grant. As a result the overall conservation monitoring and management on Tetepare, as well as TDA's ability to proactively promote the project was significantly diminished.

**11. Please describe and submit any tools, products, or methodologies that resulted from this project or contributed to the results**

TDA developed several powerpoint presentations and practiced onsite Look and Learn trainings which will serve us well for further outreach activities.

This project highlighted to TDA staff, executive and members the need for TDA to be self-sufficient with regards to managing grants and not rely upon partners like SICCP as intended. As a result the TDA governance has undergone a major transformation and has appointed committed professionals to manage the association and key staff.

**Benefits to Communities**

**12. Please describe the communities that have benefited from CEPF support – NA. Because this is a Capacity Grant.**

*Please report on the size and characteristics of communities and the benefits that they have received, as a result of CEPF investment. Please provide information for all communities that have benefited from project start to project completion.*

Community Name	Community Characteristics							Nature of Socioeconomic Benefit												
	Subsistence economy	Small landowners	Indigenous/ ethnic peoples	Pastoralists / nomadic peoples	Recent migrants	Urban communities	Other*	Size of Community				Increased access to clean water	Increased food security	Increased access to energy	Increased access to public services (e.g. health)	Increased resilience to climate change	Improved land tenure	Improved recognition of traditional knowledge	Improved representation and decision-making	Improved access to ecosystem services
								50-250 people	251-500 people	501-1,000 people	Over 1,001 people									
TDA villages	x		x					x	x				x				x	x	x	
Other Solomon Villages	x		x					x	x								X			

\*If you marked “Other” to describe the community characteristic, please explain:

--

**Lessons Learned**

**13. Describe any lessons learned related to organizational development and capacity building.**

This project highlighted to TDA staff, executive and members the need for TDA to be self-sufficient with regards to managing grants and not rely upon partners like SICCP as intended. As a result the TDA governance has undergone a major transformation and has appointed committed professionals to manage the association and key staff. This includes the new TDA Board paying much closer attention to the training and performance of key staff, including future business managers.

**14. Describe any lessons learned related to project Design Process (aspects of the project design that contributed to its success/shortcomings)**

The challenges of CEPF online reporting in a remote location with intermittent power and internet connection and limited mentoring of staff proved insurmountable for the key manager (and employee) of this grant.

A significant lesson learned was the challenge to maintain interest and involvement of operational staff and key TDA monitoring technicians in a grant that focused on office-based management and especially using Tetepare as a Look and Learn hub for outside groups. Key TDA staff commented to grant managers in 2015 that they were unhappy that the project focused on bringing other groups to Tetepare to learn from them but, despite the benefit of improved in-house training, the CEPF project as written did not facilitate travel for TDA rangers, monitoring staff or other members to visit other communities and learn from their experiences. After initially embracing this project, TDA operational staff on the island became somewhat disheartened and reluctant to devote time to reporting on a grant that they considered mainly benefited outsiders. Once this shortcoming was identified midway through the grant, plans were formulated to provide off-island learning and capacity building experiences for TDA staff as well, using unspent project funds whilst honouring agreed deliverables of the grant. However, by this stage (October 2015) reporting challenges had led to some core budgeted funds being unavailable to TDA and these opportunities had to be abandoned.

Balancing the priorities and needs of recipient organisations and grantees is often a challenge but TDA has learned (the hard way) of the necessity for frequent and open communication between grantees, grant writers and grant delivery personnel throughout the life of a grant to ensure that mutual expectations and obligations are met wherever possible. Although often logistically and financially challenging, TDA partners and supporters capable of preparing grant applications need to sit down with delivery staff before a grant is submitted and regularly thereafter whilst deliverables are being agreed and delivered to maximize the likelihood that grants will deliver and be acquitted appropriately.

**15. Describe any lesson learned related to project Implementation (*aspects of the project execution that contributed to its success/shortcomings*)**

The delay in Telekom erecting the proposed mobile phone/internet tower on Tetepare contributed to the communication challenges between TDA staff and other stakeholders of this grant. Lesson learned – do not rely on government infrastructure timetables!

**16. Describe any other lessons learned relevant to the conservation community**

**Sustainability / Replication**

**17. Summarize the success or challenges in ensuring the project will be sustained or replicated**

Now that radical improvements to the TDA governance structure have been implemented, the major challenge faced by TDA is to secure sufficient funds to rebuild our conservation management and outreach program as well as refilling and equipping the TDA Business Manager's position. We also recognize that a more qualified and empowered Board will require greater financial and logistic support to undertake their duties (including managing the new Business manager) compared to the previous executive who typically only met once or twice a year

**18. Summarize any unplanned activities that are likely to result in increased sustainability or replicability**

**Safeguards**

**19. If not listed as a separate Project Component and described above, summarize the implementation of any required action related to social and environmental safeguards that your project may have triggered**

## Additional Funding

**20. Provide details of any additional funding that supported this project and any funding secured for the project, organization, or the region, as a result of CEPF investment**

Donor	Type of Funding*	Amount	Notes
Nil			

\* Categorize the type of funding as:

- A *Project Co-Financing (other donors or your organization contribute to the direct costs of this project)*
- B *Grantee and Partner Leveraging (other donors contribute to your organization or a partner organization as a direct result of successes with this CEPF funded project)*
- C *Regional/Portfolio Leveraging (other donors make large investments in a region because of CEPF investment or successes related to this project)*

## Additional Comments/Recommendations

**21. Use this space to provide any further comments or recommendations in relation to your project or CEPF**

Suggestions were made to CEPF to include Katy Soapi in the review and training session conducted in Honiara. Katy is a key TDA member and member of the new Board who could have contributed greatly to the flow of information between TDA operations staff and CEPF which should benefit our shared objective of improving the sustainability of regional conservation outcomes. The TDA Operations Manager was earmarked by CEPF to attend instead, given that he is based on Tetepare and was involved in the implementation of this grant, however he was unable to attend at the last minute.

TDA now has a very pressing need to improve our output, accountability and visibility within our members communities to restore the strong incentive for the island to be conserved rather than being logged, which is an ever present concern. CEPFs support during this rebuilding process, despite the challenges we have faced in this current project, will be greatly appreciated.

## Information Sharing and CEPF Policy

CEPF is committed to transparent operations and to helping civil society groups share experiences, lessons learned, and results. Final project completion reports are made available on our Web site, [www.cepf.net](http://www.cepf.net), and publicized in our newsletter and other communications.

Please include your full contact details below:

**22. Name:** John Read  
**23. Organization:** TDA  
**24. Mailing address:** PO Box 207 Kimba SA 5725 Australia  
**25. Telephone number:** +61 0 86481878  
**26. E-mail address:** ecological@activ8.net.au