

## CEPF Final Project Completion Report – EMI Small Grants

*Please complete all fields and respond to all questions below.*

### Background Information

<b>Organization Legal Name</b>	<i>ECRE Blue finance</i>
<b>Project Title</b>	Financial sustainability for the TasiVanua protected areas network (North Efate)
<b>Date of Report</b>	24 <sup>th</sup> February 2018
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<b>CEPF Region</b>	<b>East Melanesian Islands</b>
<b>Strategic Direction</b>	4
<b>Grant Amount</b>	US\$19427
<b>Project Dates</b>	2016-2017

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

The following partners have been involved:

Wan Smolbag Theatre (WSB). WSB has been active in the project area and has the trust and confidence of local communities. They have developed excellent communication tools and are involved in many efforts aimed at assisting communities to conserve natural resources.

The role of WSB has been mainly to ensure community engagement in the implementation of the activities as well as ensuring the set-up of the NGO (coordination of signing). In collaboration with the NETEN representatives, WSB has coordinated the meetings, workshops and visits with the communities.

NETEN: The association NORTH EFATE TASI-VANUA NETWORK COMMITTEE has been involved during the whole project. They participated on a regular basis to receive the updates of the project as well as being consulted on different decisions. Their role was key for the facilitation of the workshop, support to the set-up of their NGO and relationship with all the local stakeholders.

SPC and the RESCCUE project have been working on the design of a conservation trust fund for NETEN and Nguna Pele environmental networks. This endowment fund is expected to be one of the financing sources of the management team of NETEN. A very close relationship has been established with Blue Finance since 2016 to ensure coordination of efforts and to harmonize the strategies. For example, the trust fund will need the NGO NETEN to be legally incorporated. At the date of this report, the trust fund has not been set-up yet.

## Conservation Impacts

2. Please explain/describe how your project has contributed to the implementation of CEPF's Ecosystem Profile for the East Melanesian Islands. For example, you may refer to the Strategic Directions that your project has contributed to.

The project has facilitated a strategy for NETEN's goal to become effective in the long term. NETEN goals are to conserve the North Efate unparalleled marine and terrestrial biodiversity in a way that empowers local communities while enhancing their food security and livelihoods.

This project related to SD#4.1 (Strengthen the capacity of local and national civil society organizations in financial management, project management and organizational governance). Local capacity building has been guaranteed through the training of a local professionals in business plans and marketing activities. For example, communication strategies about the "marine Tabu" with the guest house owners have been discussed.

3. Please summarize the overall results/impact of your project against the expected results detailed in your approved proposal.

*Production of the business plan.* The main goal of the business plan is to secure sustainable financing and effective management of the conservation network. The business plan is based on estimates of the investment and operational costs for the MPA network as well as projections of the revenues.

If successful, it will endow the local communities, governments, and civil society with the capacity and financial resources they need to carry forth the legacy of North Efate.

The strategy proposed by the business plan of NETEN suggested that, when properly staffed, the network can generate annual incomes enough to cover its operational and capital expenditures. The main sources will come from tourism levies and revenues from an endowment fund to be set-up in 2018.

*Training of community members in management plan implementation.*

NETEN officers have been trained in development and writing of business plan covering the aspects of management plan of the PA, budget, human resources, financing gap, financing strategy with different sources (incl. private sector).

NETEN officers and WSB members have been briefed on several teleconference on how to collect data regarding the MMA operational expenditures, staff costs as well as capital expenditures.

In the same way, WSB and NETEN officers were briefed on data collection approaches with the private sector (e.g. resort, tour operators). Information about revenues, occupancies, visitor

characteristics and projections were collected during (unformal) meetings with the tourism businesses owners (e.g. traditional ceremonies and community events). Data collected completed the market analysis and the projections of potential revenues.

4. Please describe any successes and/or challenges faced towards achieving the expected short-term and long-term impacts of the project work.

The challenge now is the recruitment and salary of a permanent and paid management structure for NETEN. The coordinator will recruit the NETEN rangers and implement the activities of the management plan. This project will contribute to the efficient management of the NETEN. Most of the villages belonging to the network have a Marine or Terrestrial Protected Area (periodic or permanent) and most of the PAs have been in existence for more than 5 years. As part of the initiative, local communities worked to establish a network of Marine Protected Areas (MPAs), covering 5,000 ha across 16 MPA

5. Were there any unexpected impacts of your project (positive or negative)? no
6. If you did not complete any project components or activities, how did this affect the overall impact of the project?

Instead of recruiting a NETEN coordinator, it was decided by NETEN that most of the tasks of the coordinator shall be realised by 2 professionals well recognised in the North Efate Province. Contract for professional services were signed with K. Lango (secretary of the Tasivanua and D. Aromalo from WSB). The TOR have been approved by NETEN secretariat. The overall project impact has not been impacted.

### **Products/Deliverables**

7. Please describe and submit (electronically if possible) any tools, products, or methodologies that resulted from this project or contributed to the results.
  - Business plan of NETEN
  - NETEN business plan training support

### **CEPF Global Monitoring Data**

Respond to the questions and complete the tables below. **If a question is not relevant to your project, please make an entry of 0 (zero) or n/a (not applicable).**

8. Did your organization complete the **CEPF Civil Society Tracking Tool (CSTT)** at the beginning and end of your project?  
(Please submit the final CSTT document to IUCN Oceania if you have not already done so).

	Date	Composite Score
Baseline CSTT	07/2016	61
Final CSTT	12/2017	65

9. Please list any **Vulnerable, Endangered, or Critically Endangered species** conserved due to your project.

10. Hectares Under Improved Management

Project Results	Hectares*	Comments
11. Did your project strengthen the management of an existing protected area?	48.5	<i>NETEN, including 8 MMAS</i>
12. Did your project create a new protected area or expand an existing protected area?	no	<i>List the name of each protected area, the date of proclamation, and the type of proclamation (e.g., legal declaration, community agreement, stewardship agreement)</i>
13. Did your project strengthen the management of a key biodiversity area named in the CEPF Ecosystem Profile (hectares may be the same as questions above)	48.5	<i>North Efate</i>

\* Include total hectares from project inception to completion

14. In relation to the questions above on protected areas, did your project complete a Management Effectiveness Tracking Tool (METT), or facilitate the completion of a METT by protected area authorities? If so, complete the table below. (Note that there will often be more than one METT for an individual protected area.)

Protected area	Date of METT	Composite METT Score	Date of METT	Composite METT Score	Date of METT	Composite METT Score

15. Direct Beneficiaries: Training and Education

<i>Did your project provide training or education for . . .</i>	Male	Female	Total	Brief Description
16. Adults for community leadership or resource management positions	7	0	7	Business plan training
17. Adults for livelihoods or increased				

income				
18. School-aged children				
19. Other				

20. Please list the name and approximate population size of any “community” that benefited from the project.

<b>Community name</b>	<b>Population size</b>	<b>Surrounding district</b>	<b>Surrounding province</b>	<b>Country</b>
North Efate 23 villages	1500		North Efate	Vanuatu



If you marked "Other", please provide details on the nature of the Community Characteristic and Socioeconomic Benefit

### **Lessons Learned**

Please describe any lessons learned during the design and implementation of the project, as well as any related to organizational development and capacity building. Consider any lessons that would inform future projects designed or implemented by your organization or others, as well as lessons that might be considered by the global conservation community.

Lessons learned include:

- (i) Be ready for flexibility. We had to adapt to the lack of available candidate to work as project staff for the implementation of the project. A solution was proposed by the partners (technical assistance) and was successful
- (ii) Make effort to communicate with other on-going and related projects (even if responses can be long). This is a critical aspect with the local communities.

#### 22. Project Design Process (*aspects of the project design that contributed to its success/shortcomings*)

A parallel conservation project (RESCCUE) was implemented in the same geography with similar objectives (e.g. sustainable financing for nature conservation). It would have been a loss of time and totally useless to work on a business plan independently from RESCCUE. We agreed a common strategy for the sustainable financing mechanism and work jointly (e.g. training WS in September). This project has been focusing on marine work.

#### 23. Project Implementation (*aspects of the project execution that contributed to its success/shortcomings*)

Similar to the aspects described in the lessons learnt : (i) flexibility in the implementation strategy (especially regarding human resources) and (ii) coordination with other on-going projects to avoid redundancies.

#### 24. Describe any other lessons learned relevant to the conservation community

### **Sustainability/Replication**

#### 25. Please summarize the success or challenges in ensuring that the project will be sustained or replicated in the future.

The business plan of the NETEN has demonstrated that, when properly staffed, the network can generate annual income enough to cover its operational and capital expenditures. The main sources will come from tourism levies and revenues from an endowment fund to be set-up in 2018.

International visitors have identified nature tourism activities (e.g. diving, other underwater and terrestrial guided visits, etc.) as one of the main activities they look for. In North Efate (approx. 20,000 visitors per year). The supply is very limited and not well publicized (e.g. tourism surveys have shown that most of the visitors are not aware of the existence of the protected areas). Some circuits already existing (e.g. day-tours) have to be consolidated and re-negotiated on behalf of the network. In the same way, new initiatives have to be set up (e.g. coral gardens, eco-activities with visitors and divers, underwater marine trails). All these activities are to be low-cost and adapted to local capacities in terms of management, entrepreneurship and tourism development (one of the main limiting factors in the zone). Partnerships will be sought with the private sector who will be encouraged to become part of the development of the nature tourism and conservation activities, as well as participating in the financing of the NETEN.

Main challenge is to find seed funding to cover initial operational expenditures of NETEN. With this financial leverage, the management team will secure the transition to efficient management and financial independence of the network.

The expected activities of the seed funding are:

- (i) Participate in the recruitment and salaries of a permanent and paid management team for NETEN
- (ii) Active monitoring & evaluation of the implementation of the NETEN management plan (performance indicators will be monitored by the management team on a quarterly basis)
- (iii) Assist the development of partnerships and nature-based activities with the tourism sector including meetings, workshops and negotiations with tourism business owners and hoteliers.

A proposal was sent to RESCCUE and CEPF to participate in the implementation, financing and coordination of these activities.

26. Please summarize any unplanned activities that are likely to result in increased sustainability or replicability of your project work.

### **Safeguards**

Please provide a summary of the implementation of any required action toward the environmental and social safeguard policies for this project.  
This may be attached in the form of an updated Social Safeguards document.

Close friendships and professional relationships already exist, between Dr. Pascal (project leader) and community members and the network, which was developed during his 2 years of living and working in the community. This has led to a greater sensitivity of the issues and a better appreciation of the situation. In addition, the local team has been chosen from NGOs already working with the communities and has worked alongside the Blue Finance Team. Finally, the network itself comprises representation from all the villages. In this way, the interests of the locals have been taken into account at each step in the project's process.



Potential negative impact has revolved around the expected improvements to management of the Protected Areas as well as fund management (identified via the stakeholder consultation process and continued engagement with communities). There is the potential for conflict with regards to boundary disputes for Protected Areas. Most villages have areas of overlapping boundaries with adjacent communities, which under normal circumstances creates no problems. However, boundary disputes have occasionally flared up into hostilities when benefits of tourism or infrastructural development have been at stake.

The introduction of user fees for Protected Areas, might be met with some resistance by persons accustomed to using the areas free of charge. There could be reduced fishing income for Fishers, if MPAs are more efficiently managed and the rules enforced.

**Additional Comments/Recommendations**

27. Please use this space to provide any further comments or recommendations in relation to your project or CEPF.

**Additional Funding**

Please provide:

28. details of any additional funding that supported this project

29. details of any further funding secured for this project, your organization, or the region, as a result of CEPF’s investment in this project

<b>Donor</b>	<b>Type of Funding*</b>	<b>Amount</b>	<b>Notes</b>
Blue finance	Co-financing	US\$8000	In kind

\* 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)*

**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 website, [www.cepf.net](http://www.cepf.net), and publicized in our newsletter and other communications.

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