

CEPF Final Project Completion Report

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

Organization Legal Name	Papua New Guinea Institute of Biological Research
Project Title	Institutional Support for PNGIBR for Effective Organizational Administration and Governance
CEPF GEM No.	64360
Date of Report	30-January 2017

CEPF Hotspot: East Melanesian Island

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

Grant Amount: US\$100,000.00

Project Dates: 1 April 2014 – 30 October 2016

- 1. Implementation Partners for this Project (*list each partner and explain how they were involved in the project*)**
 - a. The Christensen Fund (TCF): TCF shared staff and administrative costs for less than 12 months
 - b. United Nations Development Program (UNDP): UNDP shared staff costs for staff involved in CEPF projects until end of 2016
 - c. Asia Pacific Science Foundation (APSF): APSF shared some staff costs for staff involved in CEPF project for less than 12 months

Conservation Impacts

- 2. Describe how your project has contributed to the implementation of the CEPF investment strategy set out in the ecosystem profile**
 - a. This project to provide Institutional Support and Effective Organizational Administration and Governance for PNGIBR has contributed towards building local and regional capacity for conservation in EMI hot spot region. As a result of this project, PNGIBR was able to partner with other stakeholders such as Conservation and Environmental Protection Authority of PNG and the United Nations Development Program on conservation projects in New Britain Provinces.
 - b. PNGIBR was identified as one of the local potential biological research institution that can undertake some research in the EMI hotspot through stakeholder workshops. Therefore, although PNGIBR has had some difficulties along the way, it does gain the respect of other local conservation NGO's as the organization capable of undertaking

important research responsibilities in the EMI region. As such this project to build institutional and administrative capacity does contribute to the overall CEPF investment strategy in the EMI region.

3. Summarize the overall results/impact of your project

The following are key results of PNGIBR's project funded by CEPF for Institutional and Effective Organizational Administration and Governance. First is the purchase and installation of the MYOB accounting system for PNGIBR for the first time. Second is the hire of the full time Finance and Administration Manager. Third is the training and upskilling of our in-house bookkeeper. Fourth is the 5-year strategic plan of PNGIBR.

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

List each long-term impact from Grant Writer proposal

- a. to build the administrative capacity of PNGIBR particularly the financial management capacity so that it build its donor confidence, attract support from diverse funding sources and build strong partnerships with relevant stakeholders
- b. to produce well-trained Papua New Guinean conservation scientists and natural resource managers who will take the lead in addressing conservation and natural resource management issues in PNG including the EMI Hotspot
- c. to conduct scientific research on issues affecting biodiversity loss in the EMI (e.g., impacts of climate change on fragile island ecosystems) to devise appropriate culturally sensitive management plans
- d. to ensure that the research results on biodiversity in PNG and the EMI Hotspot will be made available through scientific publications for wider scientific audience and through awareness to the local communities for local wildlife management decisions.

4. Actual progress toward long-term impacts at completion

The following are actual progress towards long term impacts after project completion.

- a. Enhanced financial management capacity of PNG Institute of Biological Research
- b. Significant progress have been made in the capacity building activities: One staff assisted towards securing PhD candidacy at University of Queensland in Australia; a second student assisted in obtaining Australian Scholarship to study wildlife health at Charles Stuart University in Australia; a third student mentored and has completed her honors degree on impacts of climate change on amphibian populations at the University of Goroka and two more honors students currently completing their honors studies at the University of Papua New Guinea. Finally we have two interns, one will begin his honors study looking at altitudinal segregation of bird species along mountain tops and a second intern who worked initially as a Geographic Information System as a volunteer has been assisted with his application and will do his Master's degree in PNG University of Technology.
- c. An important research funded by Conservation and Environmental Protection Authority (CEPA) of PNG through United Nations Development Program to determine traditional ecology and conservation methods of culturally and socially significant **biological** species

of New Britain Province, one of the CEPF's EMI Hotspot region has been completed and we are currently working on data analysis and the report will be presented to the CEPA (formerly Department of Environment and Conservation) for conservation actions in New Britain.

- d. The lead author and project lead of this project has co-published a book chapter during the implementation of this project, (West and Kale 2015. *The Fate of Crater Mountain: Forest Conservation in the Eastern Highlands of Papua New Guinea in Tropical Forests of Oceania: Anthropological Perspectives*, edited by Joshua A. Bell, Paige West and Colin Filer, published 2015 by ANU Press, The Australian National University, Canberra, Australia. The project funded by CEPA on traditional ecology and conservation of culturally and socially significant species of New Britain will be published shortly which will support government initiatives in protecting culturally and socially significant sites in New Britain Provinces.

As demonstrated, PNGIBR did manage to achieve most of the long term impact as a result of strengthening its institutional and administrative capacity.

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

List each short-term impact from Grant Writer proposal

- a. Manage its finances and accounts efficiently
- b. Produce financial reports to each donor in a timely manner
- c. Produce annual organizational reports
- d. Improve PNGIBR/donor relationships
- e. Produce annual budgets for the organization
- f. Produce monthly financial statements
- g. Complete annual audits

5. Actual progress toward short-term impacts at completion

The following are actual progress towards short term impacts after project completion.

- a. PNGIBR has set up its accounting system by installing MYOB and upskilling its in-house staff in bookkeeping. PNGIBR has managed to hire a full time accountant but resigned after 18 months instead of completing the required 24 months on the job.
- b. PNGIBR was able to meet donor reporting deadlines efficiently, both project and financial reports
- c. PNGIBR was unable to produce its annual reports mainly due to lack of staff. The Finance and Admin Manager resigned after 18 months and the Executive Director resigned in January 2016 causing instability in the staff capacity to deliver annual reports for the organization.
- d. This project has obviously improved PNGIBR-donor relationships. PNGIBR was given the grant to conduct important government research on culturally and socially significant biological species on New Britain Island for community based conservation actions. PNGIBR was also given some grants by The Christensen Fund to support community based organizations and report on their behalf.
- e. For the first time, PNGIBR began to produce realistic annual budget as a result of having full time finance manager recruited under the CEPF project.

- f. PNGIBR was able to provide monthly financial statements while the Finance and Admin Manager was recruited and maintained.
- g. PNGIBR was unable to deliver annual audits. This was due to the departure of the Finance and Admin Manager although the organization was preparing towards producing at least one audit while implementing the CEPF project.

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

PNGIBR was unable to deliver annual audit mostly because the Finance and Admin Manager resigned although the organization prepared towards the audit. This challenge was coupled by the resignation of the Executive director in January 2016 instability in the administration of PNGIBR.

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

- a. **Positive impact:** PNG Institute of Biological Research was able to produce a 5-year strategic plan with the grant support from CEPF. This is a positive unexpected impact resulting from the amendment of the original proposal.
- b. **Negative impact:** Resignation of the Finance and Administration manager after 18 months of project implementation resulting in the amendment of the original proposal.

Project Components and Products/Deliverables

Component 1 (as stated in the approved proposal)

List each component and product/deliverable from Grant Writer

Component 1: Qualified person with degree in accounting and administration hired

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

- a. **Product / Deliverable:** Employment contract and curriculum vitae of Finance and Admin Manager with appropriate experience and qualifications. **RESULT:** Delivered.
- b. **Product / Deliverable:** Job description and advertisement for Finance and Admin Manager as advertised through our network: **RESULT:** Delivered
- c. **Product / Deliverable:** Increased capacity of Finance and Admin Manager, as demonstrated by comparison of training needs assessments at project start and end: **RESULT:** Only partly delivered as no comparison can be made of the training needs. This is mostly due to the departure of the Finance and Administration Manager after 18 months into the project.
- d. **Product / Deliverable:** Annual performance appraisals of Finance and Admin Manager. **RESULT:**
- e. **Product / Deliverable:** Financial statements produced by the Finance and Admin Manager as and when required by partners and stakeholders. **RESULT:** Delivered.
- f. **Product / Deliverable:** Improved financial management capacity of Finance and Admin manager as demonstrated by the financial audit produced through the independent accounting firm at the end of first twelve months of CEPF support. **RESULT:**

Not delivered: The Finance and Admin Manager was preparing the audit documents but resigned before the actual audit was conducted.

- g. **Product / Deliverable:** Improved financial planning as demonstrated by comparison of annual budgets from start to end of project. **RESULT:** Delivered at least for one project funded by United Nations Development Program for work in New Britain Island.
- h. **Product / Deliverable:** An improved accounting procedure demonstrated by the production of and induction of the PNGIBR management team to the new accounting procedures. **RESULT:** Delivered

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

Component 2: Current administration officer up-skilled to bookkeeper level

- a) **Product / Deliverable:** Increased capacity of Administration Officer, as demonstrated by comparison of training needs assessments at project start and end. **RESULT:** Delivered
- b) **Product / Deliverable:** Current Administration Officer up-skilled to bookkeeper level as evidenced by certificate of attainment of bookkeeper from a qualified consultant accountant. **RESULT:** Delivered
- c) **Product / Deliverable:** Annual performance appraisal of Administration Officer. **RESULT:** Partly delivered
- d) **Product / Deliverable:** Efficiency in cash advance and acquittal management by each project staff as demonstrated by the cash acquittal report of the up-skilled bookkeeper. **RESULT:** Delivered

Component 3: Financial and administrative systems of Papua New Guinea Institute of Biological Research (PNGIBR) strengthened

- a) **Product / Deliverable:** Necessary accounting software installed and learned by the bookkeeper, as evidenced by end-of-training evaluation/certificate and financial reports generated. **RESULT:** Delivered
- b) **Product / Deliverable:** Increased organizational capacity of PNGIBR, as demonstrated by civil society tracking tool scores at project start and end: **RESULT:** civil society tracking tool scores completed at project start but not at project end.
- c) **Product / Deliverable:** End-of-project institutional capacity needs assessment, identifying priorities for organizational capacity strengthening in the next phase: **RESULT:** Delivered. PNGIBR was able to deliver this satisfactorily through its 5-year strategic plan.
- d) **Product / Deliverable:** Funding applications to in-country and international donors, to address prioritized capacity strengthening needs: **RESULT:** Partly Delivered. PNGIBR did raise funds to maintain the position of the Finance and Admin Manager to do capacity strengthening but it did not last long enough.

Component 4: AMENDMENT: Transition and strategic plan produced to chart out future for PNGIBR

- a) **Product / Deliverable:** Transitional plan produced for PNGIBR between outgoing and new management. **RESULT:** Partly delivered: The transition plan was in place after the

- successful board meeting. However, the new management did not receive any direction from the board to progress on from there.
- b) **Product / Deliverable:** Strategic plan produced for PNGIBR. **RESULT:** Delivered (draft strategic plan produced through a consultant). They plan is yet to be endorsed by the board.
 - c) **Product / Deliverable:** Cost recovery plan produced for PNGIBR. **RESULT:** Delivered as part of the strategic plan (in draft stage until endorsed by the board)
- a. **If you did not complete any component or deliverable, how did this affect the overall impact of the project?**

One of the deliverable not delivered sufficiently is the *Cost recovery plan for PNGIBR* under component 4. This is however addressed to some degree in the strategic plan under budget over five years. As such, this does not affect the overall impact of the project.

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

Methods and approach used in this project

The main goal of this project was Institutional strengthening for effective organizational administration and governance for PNGIBR as a local conservation organization. After this project got funded by CEPF, the first thing we did was to engage a consultant accountant who has vast experience managing NGO finances and administration. The consultant was hired for few days spread over two weeks and he formed an important team member when interviewing shortlisted applicants for the Finance and Admin Managers position. This happened because PNGIBR does not have a full time person with experience in managing finances then. As such, the consultant accountant asked relevant in-depth questions relating to NGO finance management and administration to the short-listed candidates during the interview. Prior to the interview, the interview questions were contributed and compiled with score sheets besides each questions. Three team members, the PNG Director, the assistant director and the consultant accountant formed a panel interview. The interviewees were scored against each interview questions and their scores summed up to decide on the successful applicant.

The consultant accountant also advised on the recommended financial accounting software suitable for NGO accounting and some upskilling training for an in-house staff. The consultant recommended MYOB accounting software which we purchased and installed with the consultant's assistance. This was followed by hands on training for our in-house office manager on financial record keeping and data entry into the MYOB system. These preparatory activities happened prior to the hire of the Finance and Admin manager.

The training and upskilling of the in-house staff to bookkeeper level was critical. This is to ensure that financial data is well maintained and entered into the MYOB system and that financial accounting is maintained through engaging consultant accountant whenever the full time accountant's contract expired. This proved to be an excellent back-up mechanism in the absence of a full time accountant because when the full time finance person left after 18

months into the contract, PNGIBR was able to maintain the financial data and we were able to engage qualified accountants on consulting basis who verified our financial data and run donor reports as and when required. This approach was cost friendly for the long term.

The Finance and Admin manager resigned after 18 months but after setting up the finance and reporting system. PNGIBR then consult CEPF to amend the project and with approval planned for strategic plan as a major deliverable besides supporting one board meeting to produce transition plan and cost recovery plan for PNG. This was due to PNGIBR's Executive director resigning in January 2016 to take up a teaching position at the University of Papua New Guinea. Although these were activities not planned in the original proposal, it worked for the greater good of PNGIBR especially the strategic plan that is completed now which has provide the road map for PNGIBR for the next five years.

The strategic plan was conducted in a way to involve more stakeholders than would in a regular workshop. PNGIBR engaged a consultant NGO strategist who was mobile throughout the whole strategic planning process. PNGIBR initially provided all the background information on history, mission, vision, and the various challenges facing PNGIBR to the consultant prior to the exercise. We also provided the contact list of all stakeholders, founders and the board members of PNGIBR. The consultant then draft questioners and worksheets that are then emailed to everyone involved in this exercise including the board. The advantage of this approach was that we were able to gather views from many stakeholders on how best PNGIBR can move forward into the future. However, the downside of this approach was that many critical project details were missing because no one had enough time to think through these thoroughly. We managed to overcome this by engaging another Goroka based consultant for three days who lead the PNGIBR team to complete the project details.

Benefits to Communities

c. Please describe the communities that have benefited from CEPF support

*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 care, education)	Increased resilience to climate change	Improved land tenure	Improved recognition of traditional knowledge	Improved representation and decision-making in governance forums/structures	Improved access to ecosystem services
								50-250 people	251-500 people	501-1,000 people	Over 1,001 people									
							x													

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

This is an administrative capacity building project based at PNGIBR office in Goroka and does not benefit community members in any way.

Lessons Learned

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

An important lesson we learned related to organizational development and capacity building was that key personals can resign without completing project. During our project implementation, PNGIBR lost two important staff, the finance and administration manager hired under the CEPF project and the executive director. However, we managed to complete the project successfully with some amendment and a successful transition plan that resulted in the acting appointment of the CEPF project lead person as the executive director.

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

An aspect of the project that contributed to the success of this project was the upskill training of the in-house bookkeeper as part of this project during the initial phase. The main reasoning for the upskill training was that in most cases, local conservation NGO's cannot afford expensive accountants. As such the project was designed in such a way so that when the employment contract of the full time accountant hired with the CEPF funding expired, the bookkeeper can maintain financial data with the aim of engaging one consultant accountant for few days a month to verify financial data entry and producing financial reports for donors. This is a cost effective way of doing NGO accounting for local NGO's that cannot afford full time finance mangers.

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

The major shortcoming experienced from this project is the resignation of the accountant hired under the CEPF funded grant after 18 months. This almost brings the project to a standstill. The success story however was that PNGIBR management was able to amend the project with guidance from CEPF and undertake a 5-year strategic plan.

g. Describe any other lessons learned relevant to the conservation community

An important lesson learnt from this project which could be of benefit to other local NGO's is that it is vital to train an in-house bookkeeper who can keep records of the finances in the absence of full time accountants. This is what PNGIBR did as part of the administrative capacity building project to train an in-house person to do bookkeeping. The upgraded bookkeeper plays a key role when the full time finance person reigned.

Sustainability / Replication

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

Success: First, PNGIBR was able to attract other donor funds as a result of having full time finance and administration manager. For instance, PNGIBR was able to receive grants from United Nations Development Program for projects in the EMI region (East and West New Britain) and from the Christensen Fund. The grants from TCF was purposely to provide financial management training to three small community based organization and is a direct benefit of having a full time finance person. Second, PNGIBR also planned for the upskilling of an in-house bookkeeper as part of the

project which really helped to keep the accounts in order when the finance manager resigned. These are the success stories that could be replicated by other NGO's in the EMI region in terms of organizational capacity building.

Challenges: One of the great unanticipated challenges we faced while implementing this project was the resignation of the finance and administration officer hired under this project after 18 months. This poses a huge challenge and even a threat to the project. PNGIBR was able to manage this by amending the project and incorporating other activities that will continue to enhance the organizational capacity of the organization.

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

The activity that was unplanned in the initial proposal was the *5-year strategic plan*. This results in providing the basis for sustaining PNGIBR into the future and even enhancing the administrative capacity of the organization if the strategic plan can be marketed effectively.

Safeguards

j. 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

Our project for institutional support and for effective organizational administration and governance is an office based project and does not interact with the natural environment or local communities in any way. As such, this project does not trigger any social and environmental safeguard issues.

Additional Funding

- k. 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
UNDP	B. Grantee and Partner Leveraging	PGK 379,822.00	This grant is for a separate project in New Britain but supported some administrative costs and offset some staff cost for staff working on the CEPF project
The Christensen Fund	B. Grantee and Partner Leveraging	PGK 30,000.00	This grant is to support the extended time of the Finance and Admin Manager hired under the CEPF project to work on the financial reports of other small CBO's in PNG supported by TCF.

** 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

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

The CEPF support has obviously enhanced PNGIBR's confidence to solicit funds from other donors and its does have a lot of positive impact on its fund raising ability. It was the resignation of the key project staff, the finance and admin manager and the executive director that caused some instability in PNGIBR during the project implementation. However, this does don affect the overall project because PNGIBR did make important amendment and achieved the strategic plan which will boost the administrative capacity of the PNGIBR in the long-term.

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, and publicized in our newsletter and other communications.

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