

Stakeholder Engagement Plan

10 October 2019

CEPF Grant 109175

Fauna & Flora International

Country-specific mentoring and training to strengthen West African CSOs

Liberia and São Tomé and Príncipe

Grant Summary

1. Grantee organization: Fauna & Flora International (FFI)
2. Grant title: Country-specific mentoring and training to strengthen West African CSOs
3. Grant number: 109175
4. Grant amount (US dollars): \$249,914.18
5. Proposed dates of grant: 01/10/2019 to 01/06/2021
6. Countries or territories where project will be undertaken: Liberia and São Tomé and Príncipe
7. Date of preparation of this document: 10/10/2019
8. **Introduction:** *This section will briefly describe the project including design elements and potential social and environmental issues. Where possible, include maps of the project site and surrounding area.*

With some of the largest remaining intact blocks of the threatened Upper Guinean Forest, Liberia provides a stronghold for several globally endangered species. Years of devastating civil war, however, have taken their toll on national capacity to protect biodiversity. Not only damaging infrastructure and systems, the conflict caused an exodus of the country's educated and trained workforce along with the institutional memory they possessed. Almost all the country's professional training facilities were destroyed and either remain closed or are rebuilding, but with a lack of trainers, facilities and materials.

The forests of São Tomé and Príncipe (STP) are considered to be the second most important in terms of biological interest of the 75 forests of Africa. The islands are also in the top 25% of Endemic Bird Area (EBAs) worldwide, and are home to more endemic species than the Galápagos in an area that is eight times smaller. However as a small island nation, STP experiences many of the same changes as other developing countries with relatively low levels of education, poor infrastructure, and natural-resource dependent peoples. STP ranks 143 of 189 countries on the Human Development Index and, while keen to protect natural resources, capacity for biodiversity conservation is still limited. Across West Africa, limited capacity for conservation has been recognized.

This project aims to tackle the issue of limited capacity within these countries through focusing on a cadre of at least 15 mentees – local Civil Society Organizations in Liberia and STP. Each of these mentees will be supported directly to develop and/or strengthen skills in a number of key areas including organizational development, gender, communication, and fundraising. They will then be supported to actively demonstrate application of these new skills. This will be achieved using a multi-pronged approach of training, facilitation and mentoring, as well as by improving mentee access to local, regional and international networks and other existing resources.

This project will engage a minimum of 10 individuals from high-capacity CSOs in-country with the expertise to mentor the mentees throughout the project to respond to local needs and opportunities, reach grassroots organizations, and support capacity development of those with limited literacy. A number of these mentors will come from 4 CSOs- The Society for the Conservation of Nature in Liberia (SCNL), Partner for Development (PADEV), Fundação Príncipe and Alisei.

Mentors and mentees will be carefully matched to maximize both skill transfer and to ensure a trusting and sustainable relationship throughout the duration of the project and beyond. F, to ensure a consistent, high baseline of support is offered to mentees.

Analysis of results from the completion of CEPF's Civil Society Tracking Tool (CSTT) and Gender Tracking Tool (GTT), as well as key informant interviews, including with CEPF and RIT representatives, will result in the identification of mentees priority learning needs. Bespoke training resources will

subsequently be developed at the appropriate level and languages for the selected mentees, drawing on both internal and external experts, and including existing materials and international good practices to ensure high quality. 4 training events are envisaged to take place- 2 in Liberia and 2 in São Tomé and Príncipe, and are expected to cater for members of mentee CSOs of each country. Each of the following learning events would take place in both Liberia and São Tomé and Príncipe, with the respective CSO representatives and delivered in the English and Portuguese, respectively.

Specifically the project will:

1. Improve access to trained, experienced mentors, expert in areas of technical need for at least 15 civil society organizations in the Guinean Forests of West Africa Biodiversity Hotspot
 2. Demonstrate improved capacity in identified priority areas (organizational development, gender mainstreaming, social and environmental safeguarding, good grant management and external communications) of at least 15 civil society organizations (10 in Liberia and 5 in STP) in the Guinean Forests of West Africa Biodiversity Hotspot
 3. Ensure that all mentees have access to resource networks and online materials in their national language by mid-2021.
 4. Support at least 15 mentees (10 in Liberia and 5 in STP) in the Guinean Forests of West Africa Biodiversity Hotspot demonstrate improved capacity in fundraising through proposal writing
 5. Ensure at least 8 projects are successfully implemented by the mentees in the Guinean Forests of West Africa Biodiversity Hotspot, worth US\$160,000 by mid-2021.
9. **Summary of Previous Stakeholder Engagement Activities:** *If the grantee has undertaken any activities to date, including information disclosure and/or consultation, provide the following details:*
- *Type of information disclosed, in what form (e.g., oral, brochure, reports, posters, radio, etc.), and how it was disseminated;*
 - *The locations and dates of any meetings undertaken to date;*
 - *Individuals, groups, and/or organizations that have been consulted;*
 - *Key issues discussed and key concerns raised;*
 - *Grantee response to issues raised, including any commitments or follow-up actions; and*
 - *Process undertaken for documenting these activities and reporting back to stakeholders.*

Stakeholders of this project include a minimum of 15 mentees, and an estimated 10 mentors. A number of these mentors will come from 4 CSOs- The Society for the Conservation of Nature in Liberia (SCNL), Partner for Development (PADEV), Fundação Príncipe and Alisei.

Engagement activities with The Society for the Conservation of Nature in Liberia (SCNL)

The Society for the Conservation of Nature of Liberia (SCNL) is Liberia's oldest conservation organisation and their mission is to educate, encourage and assist the public to understand the need to conserve nature, build consensus on the effective management of biodiversity, and to ensure that the use of natural resources is sustainable.

FFI was first in touch with SCNL in 2000 when the then Executive Director Alex Peal (co-founder of SCNL) wrote to FFI and invited us to come to Liberia. FFI and SCNL worked together on a project entitled: “Re-starting conservation in Liberia: support to SCNL and Forest Conservation” and the main aim was to provide core support for SCNL and other conservation NGO’s in the development of conservation activities. FFI also supported SCNL with their financial management procedures, paying for

the initial costs of an accountant and working with BirdLife International supported some of the running costs for the organisation.

FFI and SCNL have always had a good relationship and are keen to partner with each other where possible on conservation projects within Liberia.

Engagement activities with Partner for Development (PADEV) in Liberia

Founded in August 2016, PADEV is a professional Liberian NGO dedicated to the promotion of development through the implementation of programs that increase knowledge and capacity within the forestry sector while supporting forest dependent communities to attain Authorized Forest Community status.

PADEV is currently a sub-grantee for FFIs West Africa Biodiversity and Climate Change (WABiCC) Tai-Grebo-Krahn-Sapo Forest Landscape (TGKS) grant for Sapo National Park. They have a signed sub-grant agreement and have been working with FFI since April 2018. However, we have a longer experience engaging with some of their staff (Team leader and Deputy Team Leader), when they worked on a USAID-Liberia programme known as PROSPER, with whom FFI was a sub-contractor for a period of about 5 years. The local staff of USAID-PROSPER came together after the project ended to form PADEV. FFI has not had any major issues with PADEV and their work has been satisfactory to the extent that we plan to work with them on a new EU grant in the north-west landscape.

Engagement activities with Fundação Príncipe

Fundação Príncipe's mission is to create economic and social development opportunities, inspiring both current and future generations through – and for – biodiversity conservation.

FFI have worked with Fundação Príncipe since 2015. The relationship was initiated through FFI's Eurasia team who visited them to identify opportunities to improve and enhance the existing conservation effort on the island. Since then we have worked with them on a joint project 'Establishing a network of marine protected areas across São Tomé and Príncipe through a co-management approach'. FFI have also supported the organisation with the development of their strategic plan and from this, helped them develop an institutional M&E framework stemming directly from the plan. We have also helped them review their Risk Register and institutional policies.

In August 2018, eight individuals from Fundação Príncipe received a one week leadership and management training after requesting support on topics from project planning and proposal writing, monitoring and evaluation, leadership skills and team management.

FFI continues to support the organisation and now has plans to work with them to develop their organizational Financial Sustainability Plan.

Engagement activities with Alisei

This CEPF project will be the first time that FFI will engage with Alisei. This organisation was recommended to us by a CEPF team member as a good potential partner for this project. We look forward to engaging with them on this project.

10. Project Stakeholders: *This section will list the key stakeholder groups who will be informed and consulted about the project. These should include persons or groups who:*

- *Are directly and/or indirectly affected by the project or have "interests" in the project that determine them as stakeholders; and*

- *Have the potential to influence project outcomes (examples of potential stakeholders are affected communities, local organizations, non-governmental organizations (NGOs) and government authorities. Stakeholders can also include politicians, companies, labor unions, academics, religious groups, national social and environmental public sector agencies, and the media).*

The stakeholders for this project are as follows:

Mentors:

Mentors are individuals from CSOs in-country with the expertise to mentor the mentees throughout the project to respond to local needs and opportunities, reach grassroots organizations, and support capacity development of those with limited literacy. Mentor organizations for this project will be:

- The Society for the Conservation of Nature, Liberia (SCNL)
- Partners for Development, Liberia (PADEV)
- Fundação Príncipe, São Tomé and Príncipe
- Alisei, São Tomé and Príncipe

Mentees:

Mentees are Civil Society Organizations based in Liberia and São Tomé and Príncipe. A minimum of 15 organizations (10 in Liberia and 5 in São Tomé and Príncipe) will become mentee organizations. A list of potential mentees will have been pre-selected by CEPF, with FFI adding any other relevant CSOs to the list, in agreement with CEPF. These potential mentee organizations will be sent a call for interest (via email) and invited to apply to become mentees.

The application process will include the completion of CEPF’s Civil Society Tracking Tool (CSTT) and Gender Tracking Tool (GTT) to better understand the potential mentees specific support needs for organizational development, gender and communications. This will enable this project to target mentee organizations who have both the need for support and both the opportunity and impetus to apply it in the near future. Women’s organizations and those led by women will be particularly encouraged to apply.

The current list of potential applicants is as follows:

Country	Name
Liberia	ASSOCIATION OF COMMUNITY RIGHTS DEFENDERS
Liberia	Bio- Survey Liberia
Liberia	Community Aid for Rehabilitation & Development
Liberia	Farmers Associated to Conserve the Environment (FACE)
Liberia	Foundation for Environmental Services & Sustainable Agriculture
Liberia	Friends of Ecosystem and the Environment (FEE)
Liberia	Liberia Environmental Education Foundation. INC
Liberia	Rural Integrated Center for Community Empowerment (RICCE)
Liberia	Society for Environmental Conservation
Liberia	Skills and Agricultural Development Services (SADS), Liberia
Liberia	Citizens Against Poverty
Liberia	Co-management Committee East Nimba Nature Reserve
Liberia	Forest Cry Liberia
São Tomé and Príncipe	Associação Moshopé

São Tomé and Príncipe	ARPA
São Tomé and Príncipe	Associação das Mulheres do Príncipe
São Tomé and Príncipe	ADDAPA
São Tomé and Príncipe	Cjssma - Clube dos Jornalistas Santomenses de Saúde e Meio Ambiente
São Tomé and Príncipe	ARCAR
São Tomé and Príncipe	Associação Monte Pico
São Tomé and Príncipe	Associação de Terapeutas Tradicionais Região Autónoma do Príncipe (ATTRAP)
São Tomé and Príncipe	Câmara de Lobata
São Tomé and Príncipe	Clube NAPAD
São Tomé and Príncipe	JPS (Jovens pelo Património São Tomense)
São Tomé and Príncipe	Mar, Ambiente e Pesca Artesanal (MARAPA)
São Tomé and Príncipe	Zatona Adil
São Tomé and Príncipe	Projeto Tato
São Tomé and Príncipe	Associação Programa Tatô
São Tomé and Príncipe	Associação de Guias Turísticos do Príncipe (AGTP),
São Tomé and Príncipe	Cooperativa de Apicultura do Príncipe (COOPAPIP),
São Tomé and Príncipe	Cooperativa de Valorização de Resíduos (CVR),
São Tomé and Príncipe	Cooperativa de Produção e Exportação de Pimenta e Baunilha Biológica (CEPIBA),
São Tomé and Príncipe	Qua l'Iê

11. Stakeholder Engagement Program: *This section will summarize the purpose and goals of the program. Briefly describe what information will be disclosed, in what formats, and the types of methods that will be used to communicate this information to each of the identified groups of stakeholders. Methods used may vary according to target audience, for example:*

- *Newspapers, posters, radio, television;*
- *Information centers and exhibitions or other visual displays; and*
- *Brochures, leaflets, posters, non-technical summary documents and reports.*

Given that all stakeholders are an integral part of this project, there is no separate stakeholder engagement program. We aim however, to work with mentee organizations to understand their specific organizational needs with a focus on organizational development, gender mainstreaming and communications good practice. Once this has been determined, we will then work with mentors from within FFI and leading in-country CSOs to match mentors with appropriate mentees to maximize both skill transfer and to ensure a trusting and sustainable relationship.

A strong focus will be on developing networks for support and information and experience sharing vertically and horizontally. This will include:

- Peer-peer, with grassroots CSOs and among smaller or less well-developed CSOs
- Peer-peer, among mentors so they can offer support to each other as mentors
- Between CSOs, mentors, and specialists, to enable lessons to be fed up from the field experiences and applied elsewhere (nationally, regionally and globally) to improve conservation practice

- Online to increase public accessibility and enable those outside of the project to benefit from the resources and learning produced, such as training materials, learning papers, presentations and case studies.

The methods that will be used to communicate relevant information to mentees and mentors and between mentees and mentors are as follows:

- Mentees will be asked to apply to be part of the program in a ‘call for applications’ via email invitation;
- Sub-grant agreements will be signed with all mentor organizations setting out terms, goals and expectations;
- Agreements will be signed with mentee organizations setting out terms, goals and expectations.
- Mentors and mentees will draw up an agreement about the terms of their relationship;
- Printed and electronic training materials will be provided for all topics delivered during the workshop for mentees and mentors;
- The Capacity for Conservation website will be used for all CSO’s directly and indirectly engaged in the program to take resources, share their own as well as any of their own organizational case studies;
- Written (electronic) reports and feedback from mentors about mentee/mentor outcomes will be provided; and
- Two workshops will be delivered in each country by expert trainers in each subject area in English and Portuguese (to meet the language needs of both countries where this project will take place).

12. Consultation methods: *This section will describe the methods that will be used to consult with each of the stakeholder groups identified in previous sections. Methods used may vary according to target audience, for example:*

- *Interviews with stakeholder representatives and key informants;*
- *Surveys, polls, and questionnaires;*
- *Public meetings, workshops, and/or focus groups with a specific group;*
- *Participatory methods; and*
- *Other traditional mechanisms for consultation and decision-making.*

Consultation will take place with mentors and mentees throughout the project. As mentioned above the methods used to consult with them will vary according to activity, their status as mentee or mentor and will include:

- Mentees will be asked to complete an application form via CEPF’s Civil Society Tracking Tool (CSTT) and Gender Tracking Tool (GTT) and by Key Informant Interviews;
- There will be face to face contact during workshops between trainers, mentors and mentees;
- There will also be face to face contact between mentor and mentees if the organizations are located close enough to each other and there is enough project funding to support them, and/or remote communication via Skype and email will provide the communication links between both;
- Skype and email communications will also occur between mentors for peer to peer support and consultation;

- Mentees and mentors will be linked to existing international networks and learning/ mentoring opportunities, such as CLP, Capacity for Conservation Forum, CCI groups and FFI's Partner Newsletter; and
- A network will be established, where mentees and mentors can remain in touch beyond the life of the project.

13. **Other Engagement Activities:** *This section will describe any other engagement activities that will be undertaken, including participatory processes, joint decision-making, and/or partnerships undertaken with local communities, NGOs, or other project stakeholders. Examples include benefit-sharing programs, community development initiatives, resettlement and development programs, and/or training and microfinance programs.*

All the engagement activities have been mentioned as all stakeholder activities form the core part of the project.

14. **Timetable:** *This section will provide a schedule outlining dates and locations when various stakeholder engagement activities, including consultation, disclosure, and partnerships will take place and the date by which such activities will be incorporated into project design.*

The schedule for stakeholder engagement is the same as the schedule for the project but specifically (and bearing in mind the delay on the proposal process) the key activities are:

Activity	Date
Sign sub-agreement with mentor CSOs	By the end of December 2019
Advertise program opportunity through FFI and CEPF networks regionally and in-country	01/11/2019 - 31/12/2019
Mentees are asked to complete the self-assessments during the application process	01/12/2019 - 31/01/2020
Match mentors and mentees in both Liberia and São Tomé and Príncipe and support them to agree the terms of their relationships	12/1/2019 - 3/31/2020
Sign agreements with all mentees, setting out terms, goals and expectations	11/15/2019 - 12/20/2019
Consult with technical experts at FFI and in-country mentor organisations	11/1/2019 - 3/31/2020
Delivery of training 1 in Liberia - Safeguarding, organisational management & governance, good grant management, communications	1/1/2020 - 1/31/2020
Delivery of training 2 in Liberia - Proposal writing	3/1/2020 - 3/31/2020
Delivery of training 1 in São Tomé e Príncipe - Safeguarding, organisational management & governance, good grant management, communications	2/1/2020 - 2/29/2020
Delivery of training 2 in São Tomé and Príncipe - Proposal writing	3/1/2020 - 3/31/2020
Mentors work with mentees to understand the call, design their project, comply with requirements and apply	1/1/2020 - 4/30/2020
Mentors provide the necessary support to mentees during contracting, implementation and reporting	3/1/2020 - 3/31/2021
Mentees develop their own organisational development case studies and share resources through www.capacityforconservation.org	6/1/2020 - 5/31/2021

Link trainees and grantees to existing international networks and learning/mentoring opportunities, such as CLP, Capacity for Conservation Forum, CCI groups and FFI's Partner Newsletter	10/1/2019 - 5/31/2021
Establish intra-GF WABH network, where mentees and mentors can remain in touch beyond the life of the project	1/1/2020 - 5/31/2021
Collect feedback from mentors regarding the mentees and the project	10/1/2019 - 5/31/2021

15. **Resources and Responsibilities:** *This section will indicate what staff and resources will be devoted to managing and implementing the Stakeholder Engagement Plan. Who within the project team will be responsible for carrying out these activities? What budget has been allocated toward these activities?*

Stakeholder engagement is integrated to all of the project activities and staff at all levels will carry out stakeholder engagement relevant to the activity, for example the Programme Managers, Technical Specialists and Communications team will support with training, and the Programme Managers will be coordinating the mentors.

Other staff members will be organizing the logistics for stakeholder workshops, while Senior Programme Managers will be supporting the training and mentoring of stakeholders as well as the monitoring and evolution of stakeholder engagement activities. Therefore, there are no resources allocated specifically to stakeholder engagement but are included as part of all budget lines.

16. **Grievance mechanism:** *All projects that trigger a safeguard must provide local communities and other relevant stakeholders with a means to raise a grievance with the grantee, the relevant Regional Implementation Team, the CEPF Secretariat or the World Bank.*

This grievance mechanism must include, at a minimum, the following elements.

- *Email and telephone contact information for the grantee organization.*
- *Email and telephone contact information for the CEPF Regional Implementation Team.*
- *Email and telephone contact information for the local World Bank office.*
- *The email of the CEPF Executive Director: cepfexecutive@conservation.org*
- *A statement describing how you will inform stakeholders of the objectives of the project and the existence of the grievance mechanism (e.g., posters, signboards, public notices, public announcements, use of local languages).*
- *You should include the following text, exactly, in any grievance mechanism: “We will share all grievances – and a proposed response – with the Regional Implementation Team and the CEPF Grant Director within 15 days. If the claimant is not satisfied following the response, they may submit the grievance directly to the CEPF Executive Director at cepfexecutive@conservation.org or by surface mail. If the claimant is not satisfied with the response from the CEPF Executive Director, they may submit the grievance to the World Bank at the local World Bank office.”*

Following the guidance above, describe the grievance mechanism that you will use.

The project will provide both mentees and mentors and other interested stakeholders with the means to raise a grievance with FFI, the CEPF Regional Implementation Team, the CEPF Secretariat or the World Bank. Mentees and mentors will be informed of the objectives of the project and the existence of this grievance mechanism. We will inform mentees and mentors of the email addresses and

telephone numbers of FFI, the CEPF Regional Implementation Team the local World Bank office (for each country) and email address of the CEPF Executive Director. We will share all grievances – and a proposed response – with the Regional Implementation Team and the CEPF Grant Director within 15 days. If the claimant is not satisfied following the response, they may submit the grievance directly to the CEPF Executive Director at cepfexecutive@conservation.org or by surface mail. If the claimant is not satisfied with the response from the CEPF Executive Director, they may submit the grievance to the World Bank at the local World Bank office.

17. Monitoring and Reporting: *This section will describe any plans to involve project stakeholders (including affected communities) or third-party monitors in the monitoring of project impacts and mitigation programs. Describe how and when the results of stakeholder engagement activities will be reported back to affected stakeholders as well as broader stakeholder groups.*

The results of the stakeholder engagement activities – or in essence, the results of the whole project will be reported back as follows:

- Baseline information will be collected about individual mentees' capacity needs in all of the priority areas, through completion of CSTT (Civil Society Tracking Tool) and GTT (Gender Tracking Tool) by all mentees and through Key Informant Interviews;
- A baseline for indicators at the portfolio level and at the global level for CEPF will be prepared;
- The indicators during project implementation will be monitored regularly;
- The relevant impacts and indicators monitoring data within the impact section of the Final Completion Report will be integrated;
- The plan implementation will be reported on every January and July to CEPF;
- Financial reports will be submitted to CEPF by January 30, April 30, July 30, and October 30 each year;
- Programmatic reports will be submitted to CEPF by January 30 and July 30 each year;
- A Final Completion Report will be submitted to CEPF;
- Lessons, publications, events, photo or video material with the RIT every quarter with permission given to the local partners to use this material with respect to the relevant copyright/reference will be shared; and
- On a quarterly basis, the RIT will be contacted to share information about project successes and challenges and any future communication events or opportunities.