

CEPF Final Project Completion Report

Organization Legal Name:	Fauna & Flora International
Project Title:	Systematic Evaluation of CEPF and Capacity Development of CEPF Grantees
Grant Number:	65701
CEPF Region:	Eastern Afromontane
Strategic Direction:	3 Initiate and support sustainable financing and related actions for the conservation of priority KBAs and corridors.
Grant Amount:	\$249,999.00
Project Dates:	January 01, 2015 - July 31, 2017
Date of Report:	October 06, 2017

Implementation Partners

List each partner and explain how they were involved in the project

This project was implemented in tandem with a sister project run by Tropical Biology Association (TBA). There was regular communication and co-ordination during implementation, including monthly meetings between FFI, TBA and the EAM RIT.

International Gorilla Conservation Program (IGCP): Supported the logistics behind the Women in Conservation training event in Rwanda.

BirdLife Zimbabwe: Supported the logistics behind the INTRINSIC workshop in Zimbabwe

The Chimpanzee Trust & Ngamba Island Chimp Sanctuary: Hosted Uganda INTRINSIC workshop participants for a field visit in Ngamba.

The Conservation Society of Monrovia Cosmo: Hosted Zimbabwe INTRINSIC workshop participants for a field visit in Harare, including a talk and a guided tour of the wetlands. Partners of the African Great Lakes Conference 2017 including The Nature Conservancy, the Lake Tanganyika Authority, the MacArthur Foundation, CEPF, and the United Nations Environment Program all played a key role in ensuring a number of CEPF EAM grantees could attend the African Great Lakes Conference 2017, supported financially and logistically by this project.

FFI also worked closely with ERT Conservation to organise the 2015 Building Capacity for Conservation Conference in Nairobi. The conference was attended by 38 CEPF grantees supported financially and logistically by the project, who also attended a series of CEPF-specific side events.

Conservation Impacts

Summarize the overall impact of your project, describing how your project has contributed to the implementation of the CEPF ecosystem profile

83 people representing 55 Civil Society Organizations received training and/or mentoring in areas identified as key to improved leadership and organisational resilience in the EAM region. Training events covered (amongst many things): situational leadership, project management, maximising conservation impact, incorporating rights and social issues into conservation projects, addressing gender and the allocation and use of financial resources for maximum conservation impact. Grantees represented both bridging and exiting countries and a good gender balance was achieved throughout, with one workshop dedicated to female conservationists from the EAM region. Grantees were also supported to access a wider range of tools and resources as well as develop their networks, with a number of peer to peer networks now established and self-sustaining.

The long term impact of this project was to improve capacity, stimulate productive partnerships, enable to identification and sharing of good practices and encourage more strategic co-ordination at the landscape level. This was then anticipated to result in improved biodiversity conservation in the EAM region. While it is not yet possible to measure success against the biodiversity conservation goal, we did attempt to measure to what extent our longer term impacts were being realised to date. This was done through a large number of follow-up interviews and questionnaires 2-24 months following the training/networking event.

Every single participant reported a positive reaction to the training and that they had learned at least one new skill during the training event(s). When asked about application, a large number of participants were able to provide an example of where they had used the learning. This ranged from at least two organisations developing a gender mainstreaming policy, to ensuring issues relating to community rights were clearly included in the design of a new project. Several spoke about having greater self confidence in themselves and their leadership, and mentioned actively mentoring younger colleagues. A very large majority reported sharing their learning further with colleagues. 2 years following the Nairobi event, all 29 respondents to the follow-up questionnaire indicated that they had gained skills and knowledge during the events, and all but one felt they had built new relationships with other grantees. Fourteen of them have maintained the relationship and still share experience and learning, and in some cases developed joint projects, through the relationship. One participant responded “Many lessons, updates, opportunities have been shared and challenges overcome using the relationships created.” 60% of participants of the womens workshop have been in contact with other women that attended the workshop directly, through email, WhatsApp and in person. They predominantly use the network to share information, seek help or information and to establish new connections. Over one quarter of respondents have also discussed project ideas as a result of the training. In particular younger participants have benefitted from relationships with more experienced and well-connected colleagues. For the INTRINSIC workshops, 75% indicated they were in one-to-one contact with colleagues through WhatsApp and email, for example to talk about possible projects: *“I have been in touch with a member from the Uganda Group. We have talked and met frequently”*

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

Impact Description	Impact Summary
CEPF grantees have improved capacity to fundraise and more effectively manage	83 individuals have been trained in a number of topics targeting both improved project design and project

<p>programs, resulting in improved biodiversity conservation in the Eastern Afromontane biodiversity hotspot</p>	<p>implementation. Support included: Identification and adaptation of leadership styles; Improved capacity to understand and take into account rights and social issues in project management; Improved capacity of managers to allocate and use financial resources to achieve maximum impact; Helped managers develop meaningful indicators of impact and prepare appropriate monitoring & evaluation frameworks to track progress towards achieving project objectives; Provided knowledge & skills the managers' require in communicating the impacts of their work both to the funder and to other target groups; Sharing of lessons learnt during project design and fundraising shared among grantees at Capacity Conference resulting in more successful funding applications; Helped the managers to develop good project designs that showed project impact. Grantees also learnt from each other during three regional training events which were very interactive and provided opportunities to share experiences with each another.</p>
<p>Sustainable support networks involving CEPF grantees are in place to stimulate productive partnerships and enable the identification and sharing of good practices between civil society organizations and encouraging more strategic co-ordination at the landscape-level</p>	<p>Peer to peer networks were stimulated through facilitating face to face meetings, formally identifying opportunities for learning exchanges and introducing various networking platforms open to grantees. The Nairobi conference was particularly notable as it brought together grantees from across the EAM Hotspot mid-way through the program- this facilitated both the sharing of past learning but also the identification of areas of common work, be it geographically or by topic. As a result, grantees met people and heard of projects they never would have come across before. WhatsApp groups set up after the training events have become self-sustaining and continue to be active without active facilitation. All grantees involved in FFI events were also invited to join the Capacity for Conservation website, where tools and case studies are shared globally. These support networks have enabled both the sharing of experience and started to build long-lasting networks, helping grantees to overcome isolation.</p>
<p>CEPF has increased its impact as an important donor across the Eastern Afromontane Hotspot</p>	<p>Over 50 CSOs within the EAM landscape have been capacitated to better deliver both existing CEPF grants and both design and deliver future projects. Impact has been further strengthened through developing CSO fundraising skills, with a number of grantees known to have secured further funding from other donors subsequent to CEPF support. A number of CSOs have commented on and appreciated the high level of</p>

	support by CEPF for local and regional CSOs. These activities are known to have resulted in stronger organisations operating in a dynamic, supportive style, able to better respond to conservation needs and better achieve sustainable, resilient conservation impacts.
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Planned Short-term Impacts - 1 to 3 years (as stated in the approved proposal)

Impact Description	Impact Summary
<p>Programme Short Term Impact: A minimum of 128 CEPF grantees have increased capacity to deliver greater impact for conservation through attending one of 7 regional learning exchange and training events by July 2017. For TBA: At least 45 CEPF grantees trained through attending 3 of the 7 regional learning exchange and training events by July 2017. For FFI: At least 83 CEPF grantees trained through attending 4 of the 7 regional learning exchange and training events by July 2017.</p>	<p>We built the capacity of 83 CEPF grantees through the 4 regional learning exchange and training events held by FFI: 38 CEPF grantees were connected across the region through a regional learning exchange and conference in Nairobi at the end of July 2015. 15 CEPF grantees (all female leaders) from 9 countries in the Hotspot contributed to the regions first ever workshop for women in conservation leadership positions. This event held in Rwanda March 2017 focused on leadership, the barriers, solutions and opportunities for women being involved in conservation. We identified 50 practical ways we can address the challenge of mainstreaming gender into conservation projects. Three of the women that were trained became CEPF grantee trainers themselves as they went on to deliver the 3-hour Gender Module in the following two INTRINSIC courses. 16 CEPF grantees (10 male & 6 female) from Uganda, Kenya, Tanzania and Rwanda and 14 CEPF grantees (7 female & 7 male) from Zimbabwe, Burundi, DR Congo, Malawi, Mozambique, South-Sudan and Zambia now know how to integrate rights and social issues into their conservation work through attending the INTRINSIC training events in Uganda and Zimbabwe respectively. In addition, 11 were sponsored to attend the Africa Great Lakes Conference.</p>
<p>Mid term review of the CEPF investment in the Eastern Afromontane Biodiversity Hotspot is completed and lessons learned shared by July 2015</p>	<p>The 2015 mid term review was finalized and shared with CEPF in July 2015. It evaluated progress since 2012 against hotspot program objectives, the efficiency with which this had been done and the relevance of the original program objectives 3 years on. It also explored how sustainable any changes might be. It presented evidence-based lessons learned to provide recommendations for both the remaining length of the program, and future work in the region, a number of which were subsequently incorporated into the program approach. In addition, through formal evaluations, focal discussion groups, key informant interviews, informal discussions and mentoring it identified pressing capacity development needs for</p>

	<p>civil-society organisations in the hotspot. This needs assessment was then used by FFI and TBA to inform the focus of their capacity building work in order to improve access to learning opportunities in these key areas of need.</p>
<p>CEPF grantees have an improved understanding of conservation work in the region, are connected with experts from the global conservation sector and have access to a wide range of tools and resources to successfully deliver their conservation projects</p>	<p>83 grantees have greater knowledge and skills to mainstream gender into their projects and more effectively address challenges of human rights, community diversity, livelihoods and wellbeing and governance into their conservation projects. Extra resources beyond core training material on subjects such as project design and fundraising, biodiversity offsetting and gender are being shared with participants as requested. All participants agreed or strongly agreed that they had developed one or more new contact at training events that could help them with their work/career. 49 grantees were sponsored to attend two regional conferences – extending networks beyond CEPF grantees to include other CSOs, donors, government people, and corporate that could help them with their work. Many reported communication, and in some cases joint projects, occurring following the conferences. Field visits, networking events and discussions of case studies have increased familiarity with one another's work among grantees e.g. 16 grantees personally visited community conservation project of fellow CEPF grantee. Relationships from training events are ongoing through 2 Whatsapp groups by email and in person enabling opportunities, challenges and project successes to be shared between grantees.</p>
<p>Final Evaluation of the CEPF investment in the Eastern Afromontane Biodiversity Hotspot is completed and lessons learned shared by July 2017</p>	<p>The Final Evaluation (now the 5 year evaluation given that CEPF investment is continuing in the hotspot) was submitted to the Regional Implementation Team (RIT) in July 2017. It evaluated progress against both hotspot and CEPF global targets, producing a number of further evidence-based recommendations for the RIT, CEPF and other stakeholders. Both this and the Mid term evaluation incorporated original qualitative and quantitative data collected and cross-checked through key informant interviews, regional focus groups and online questionnaires, in addition to data collected through monitoring by CEPF and their RITs. Through the mid term evaluation and 5 year evaluation FFI have co-ordinated and produced an evaluation of CEPF's investment in the Eastern Afromontane Region from 2012-2017.</p>

Describe the success or challenges of the project toward achieving its short-term and long-term impact objectives

FFI has met all of its short term impacts, including 83 CEPF grantees trained through attending 4 regional learning exchange and training events, in addition to the production of both a mid-term and 5-years portfolio-wide evaluation. We also worked towards ensuring that CEPF grantees have an improved understanding of conservation work in the region through facilitating peer to peer networking, resulting in a self-sustaining core group of CEPF grantees currently actively supporting each others work. All trainees were also supported to improved their access to a wide range of tools and resources to successful deliver their conservation projects, including through the website www.capacityforconservation.org.

In terms of challenges, a number were encountered. These included late recognition that the INTRINSIC training, recommended to take 4 days, required longer than this to support discussions around direct application of learning. Therefore some content had to be dropped, selected on the basis of trainees existing skills and anticipated need. 3 Ethiopian trainees were refused visas to Zimbabwe for the INTRINSIC training only 1 day before the event. Unfortunately they required confimed flights to support their application, meaning there was a high risk for money to be spent on flights that could not be used. We also faced a number of challenges with some of the hosting hotels/conference facilities, including poor service and inconsistant pricing. These, and a number of other challenges were used to create lessons learned, reported elsewhere in this document.

Were there any unexpected impacts (positive or negative)?

Unforeseen positive impacts

- **The mixing of grantees from so many EAM countries at the Nairobi event was hugely positive, really appreciated by participants and led to the the creation of a far-reaching network, enabling people to meet with others working outside their usual areas of operation. The event also created the identification of hotspot heros- not something that was planned but that happened naturally through the various CEPF events.**
- **We had not originally intended to support grantees to attend the 2017 Africa Great Lakes Conference but were able to access some underspent budget from the Nairobi event. Results from the follow-up survey showed that grantees made a large number of contacts and in general found it very useful. It enabled CEPF grantees to become connected much more broadly than just with other grantees but also include donors, governments etc. from other countries.**
- **Both of the INTRINSIC modules were co-delivered by individuals we had previously trained- a really nice example of trainees becoming trainers. It was a hugely positive experience for both the trainers, but also received great feedback from the people they were training who appreciated their front line experiences.**

Unforeseen negative impacts:

- **The structure, timing and location of workshops changed on a number of occasions following discussions withTBA, CEPF RIT & FFI. While this allowed workshops to flex to meet current needs, it also slowed the process down somewhat, with a lack of clarity on who was responsible for making the final decision. Nevertheless, we were able to fit all training events in before the July deadline.**



Project Components and Products/Deliverables

Describe the results from each product/deliverable:

Component		Deliverable		
#	Description	#	Description	Results for Deliverable
4	Hosting of a regional training event in Malawi hosting 15 grantees from the southern montane islands for a 4 day training event	4.1	Training materials (hand-outs, CD of presentations, photos etc,) available by December 2016	<p>Gender and engagement of women (particular in positions of leadership) recognised during FFI/TBA/RIT calls as a challenge among CEPF grantees and more broadly in the Hotspot. Agreed to connect talented female conservation leaders managing CEPF grants. Three staff from FFI delivered a 4-day workshop in Rwanda for CEPF grantee women in conservation leadership in March 2017.</p> <p>Approach combined training, reflection and facilitation. Broadly the program covered:</p> <ol style="list-style-type: none"> 1. Training and exploration of leadership styles, challenges, enablers, and networks of support 2. Training on gender, what is it? why is it important? how to engage men and women in conservation and incorporate gender sensitivity into projects 3. Identifying Barriers to women being involved in conservation 4. Identifying Solutions and personal commitments <p>WhatsApp group set up to sustain connects, provide support, information and share successes/learning.</p> <p>Maaiké & Anthony from RIT have the training materials and a link to all these documents is available on request.</p> <p>Outputs of workshop including overall report, hopes and expectations, challenges and enablers, Barriers & Solutions identified to women being involved in conservation, notes from organisational assessment, uploaded as additional documents.</p>
4	Hosting of a regional training event in Malawi hosting 15 grantees from the southern montane islands for a 4 day training event	4.2	One training workshop report for the southern montane islands is produced by March 2017	<p>In collaboration with TBA & RIT, FFI decided to invite women leaders from across the hotspot.</p> <p>The 4-day workshop was held at Elevate Suites in Kigali, Rwanda due to it being central and relatively easily and inexpensively accessible to all. We worked with IGCP on the logistics including venue scoping and selection.</p> <p>Overall report attached on 'Other Information' tab.</p>

5	Hosting of a regional training event in Burundi hosting 15 grantees from the Albertine Rift for a 4 day training event	5.1	Training materials (hand-outs, CD of presentations, photos etc,) available by December 2016	Two FFI staff delivered the CCI INTRINSIC (Integrating Rights and Social Issues in Conservation) training in Entebbe, Uganda to 16 CEPF grantees from bridging countries, May 2017. Content available here: http://www.conservation.cam.ac.uk/collaboration/intrinsic-integrating-rights-and-social-issues-conservation
5	Hosting of a regional training event in Burundi hosting 15 grantees from the Albertine Rift for a 4 day training event	5.2	One training workshop report for the Albertine Rift is produced by March 2017	Together with the RIT and TBA, FFI decided to deliver invite CEPF grantees from the Bridging Countries under the next CEPF strategic plan to the first INTRINSIC training. This training was combined with the Africa Great Lakes Conference, with 11 people also being sponsored by FFI to attend the previous week. Report attached on 'Other Information' tab.
6	Hosting of a regional training event in Ethiopia hosting 15 grantees from the Arabian Peninsula, Ethiopian Highlands and Eastern Arc Mountains for a 4 day training event	6.1	Training materials (hand-outs, CD of presentations, photos etc,) available by December 2016	Two FFI staff delivered the CCI INTRINSIC (Integrating Rights and Social Issues in Conservation) training in Harare, Zimbabwe to 14 CEPF grantees from exiting countries, June 2017. Content available here: http://www.conservation.cam.ac.uk/collaboration/intrinsic-integrating-rights-and-social-issues-conservation
6	Hosting of a regional training event in Ethiopia hosting 15 grantees from the Arabian Peninsula, Ethiopian Highlands and Eastern Arc Mountains for a 4 day training event	6.2	One training workshop report for the Arabian Peninsula is produced by March 2017	The second INTRINSIC training was for those grantees from 'Exiting countries' in the Hotspot that will not be able to access bridging funding following September 2017. It was held in Harare, Zimbabwe in as most participants were from the south. This was also chosen to ensure relatively equal access to and distribution of capacity building events over the Hotspot and in coordination with TBA who had delivered a training held in Ethiopia. As the two INTRINSIC workshops were so similar, they were combined into one workshop report (attached under 'Other Information').

7	Final project review completed	7.1	Document outlining final evaluation framework and process	Completed and submitted to RIT
7	Final project review completed	7.2	One electronic questionnaire is available online by December 2016	Questionnaire designed, translated into three languages, posted online and completed by 48 grantees.
7	Final project review completed	7.3	One database of questionnaire responses is available by March 2017	Downloaded from Typeform website and available on request.
7	Final project review completed	7.4	15 transcripts of key informant interviews available by May 2017	16 transcripts of key informant interviews completed. Supplemented by notes from 3-4 Focal Group Discussions completed at each of the three regional training events.
7	Final project review completed	7.5	One final evaluation report completed by July 2017	Final project report submitted to RIT in July 2017.
8	Full report for the 30 month project is produced in partnership with the Tropical Biology Association	8.1	One final project report is completed by July 2017	Completed and submitted.
9	Regular communication with partners organisation Tropical Biology Association	9.1	Meeting minutes	Minutes from regular meetings between TBA / FFI / RIT with action items outlined available on request. Between minuted meetings were many email exchanges on specific activities and several meetings directly with Maaïke Manten from the RIT while she was in Cambridge.
1	Mid Term review completed by July 2015	1.1	Mid Term review completed by	Draft mid term review submitted to RIT on 30th June 2015, with comments received back by the 7th July 2015. Final draft submitted to the RIT in July 2015

			July 2015	
1	Mid Term review completed by July 2015	1.2	One electronic questionnaire is available online by Feb 2015	Electronic questionnaire was hosted on Typeform. 328 personal invitations were sent. Completed by 74 stakeholders from EAM Hotspot.
1	Mid Term review completed by July 2015	1.3	One database of questionnaire responses is available by March 2015	Completed and incorporated into the mid-term evaluation report
1	Mid Term review completed by July 2015	1.4	15 transcripts of key informant interviews available by April 2015	11 interviews completed. 4 people declined to take part in the interview process.
1	Mid Term review completed by July 2015	1.5	One mid-term evaluation report completed by July 2015	Final report successfully submitted to RIT in July 2015
2	Hosting of a minimum of 38 CEPF grantees at the Nairobi based conference 'Building Capacity for Conservation and Resource Management' from the 27 July to the 30 July.	2.1	Main conference schedule finalised by June 2015	The main conference was held at the Desmond Tutu Conference Centre in Nairobi Kenya from 27th-30th July 2015. The conference schedule was developed in partnership with international NGOs, African NGOs, consultants in Kenya and others. The conference programme included 4 themed days covering Protected Area management; community engagement and governance; organisational development and leadership; and e-learning. FFI was a member of the steering committee, and both FFI and TBA were represented in the Africa Organising Committee. The programme was shared directly with CEPF delegates as well as being available online.
2	Hosting of a minimum of 38 CEPF grantees at the Nairobi based conference 'Building Capacity for Conservation	2.2	CEPF grantee training and learning schedule finalised July 2015	The training and learning event was attended by 38 CEPF grantees alongside the Nairobi Capacity Conference in July 2015. They interacted with c. 100 more delegates. It included: <ul style="list-style-type: none"> 1. a networking lunch, welcome from Dan Rothburg, and verification of the midterm term evaluation findings (Sun 26th) 2. a 'World Cafe' knowledge sharing activity (Sunday 26th) 3. two learning exchange evening events, each for 1.5

	and Resource Management' from the 27 July to the 30 July.			<p>hours to provide space for CEPF grantees to share experience and learn from each other on the themes of: 'Conservation and Community Engagement' (Tues 28th); and 'Collaborations and fundraising for capacity building (Wed 29th)'</p> <p>4. two learning exchange visits - with a more relaxed activity based form (as agreed to be best by both FFI and the RIT) - to the Kazuri Bead workshop, a social enterprise that has grown greatly and now employs 100's of women and has a global market; and the Giraffe Centre, or the 'African Fund for Endangered Wildlife Kenya' with a Rothschild giraffe breeding programme and offers a conservation education programme. The purpose of the visits being to learn from their practice and success. (Fri 31st)</p> <p>We collaborated with TBA to ensure expectations met and that they'd be left in a good position to take the learning exchanges forward.</p>
2	Hosting of a minimum of 38 CEPF grantees at the Nairobi based conference 'Building Capacity for Conservation and Resource Management' from the 27 July to the 30 July.	2.3	Training materials (hand-outs, CD of presentations, photos etc)available by July 2015	All training materials were prepared in time for the event. As well as presentations and materials, this included notebooks and banners with CEPF, TBA and FFI branding that can be used for the remainder of the grant period. Photos were shared with the CEPF RIT for further communications.
2	Hosting of a minimum of 38 CEPF grantees at the Nairobi based conference 'Building Capacity for Conservation and Resource Management' from the 27 July to the 30 July.	2.4	One workshop report is finalised and shared, September 2015	The matrix generated during the Collaboration learning event was shared with TBA after the Nairobi event to inform the exchanges visits taking place in the second phase of this project. In this, the participants identified which other grantees they felt they could learn from, particularly on the topics of community engagement and collaborations/fundraising. A copy of the matrix is provided as an addition file in this report. A debrief meeting was also held in London between the RIT lead, Maaiké, and the FFI grant lead to identify areas for improvement in future. Feedback from the participants was overwhelmingly positive, particularly on the dedicated CEPF learning events. All 29 respondents to the questionnaire indicated that they had learnt during the

				<p>events, and events, and all but one felt they had built new relationships with other grantees. Feedback on the conference was also broadly positive and recognised that it offered a learning opportunity, but did not always meet the expectations or needs of the participants. This feedback, and other feedback on logistics and arrangements, were included in our planning for 2017.</p> <p>Of the 18 participants who responded 2 years on, all but 2 have followed up or maintained the relationship beyond the conference in some way.</p>
3	TBA led workpages B, C, D	3.1	TBA workshop	Led and reported on by TBA.

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

The INTRINSIC training package, available online, led to the successful implementation of 2 workshops.

Lessons Learned

Describe any lessons learned during the design and implementation of the project, as well as any related to organizational development and capacity building.

Consider lessons that would inform:

- Project Design Process (*aspects of the project design that contributed to its success/shortcomings*)
 - Project Implementation (*aspects of the project execution that contributed to its success/shortcomings*)
 - Describe any other lessons learned relevant to the conservation community
- **Having a good gender balance as well as a breadth of experience in a group works well, the latter sometimes leading to mentoring relationships being initiated.**
 - **We got the impression throughout the workshops that gender was a key issue that both men and women were very engaged with across the hotspot. It was recognised as important and participants often found ways of implementing change (e.g. developing organisational policies on mainstreaming) after their training.**
 - **The timing of the Women’s workshop (which included training on gender adapted from INTRINSIC) followed by the INTRINSIC training 1-3 months later worked very well for a train the trainer approach. It gave opportunity for 3 grantees to gain the knowledge and then teach it themselves, with support if needed, while it was still relatively fresh in their minds. It also added value and credibility to the INTRINSIC training by having women from the region bring their own personal experiences to the gender modules in both the INTRINSIC trainings.**

- We had participants complete Personal Action Plans at the end of each day in the training events to capture the take-home messages and implications for their work. In future we would include staff time for individual follow up and coaching calls with participants post-training in the budget. We have found from other projects that this provides a number of benefits and increases the likelihood of the direct implementation of learning.
- Issuing each participant with the USB memory stick that contains all the materials (e.g. PowerPoints and resources) from the training ensures they have access to materials after the training. Printing wastes paper and is difficult to transport and some people have difficulty accessing online links due to poor internet connection.
- It was very helpful having recommendations from the RIT when selecting participants and also from local CEPF grantees on transport, field trips and other logistics.
- There is value in hosting the workshop in a hotel experienced in running such events. Though often not the cheapest option they were efficient and saved a huge amount of staff time.
- It's usually quicker and easier to book flights (particularly international flights) on behalf of participants rather than have to approve quotes, have them book and pay for it themselves and then reimburse them later.
- We used two approaches to reimbursement. In 2015 all of the receipts were collected or emailed to Cambridge. They were scanned and reimbursement made by bank transfer. This is caused delays and incurred substantial bank transfer fees. In 2017 we got participants to send us a budget. They were reimbursed cash for their expenses on presentation of receipts at the training. If travel home was anticipated to be the same they were also issued an advance for the same costs. Receipts were then send via WhatsApp or email when they got home. This was more efficient for us, didn't incur fees and resulted in them receiving money sooner. However, a few people didn't send their receipts.
- Some people can be very particular about the food served during training events. Mostly trainees preferred African style food and liked to have a variety of options – buffet worked better than a fixed menu a la carte.
- Women really appreciated being offered childcare during the workshop if it would allow them to come. Though none of them were in the position of needing to take it up, they commented that it would have been very helpful earlier in their careers. Several people commented this.

Sustainability / Replication

Summarize the success or challenges in ensuring the project will be sustained or replicated, including any unplanned activities that are likely to result in increased sustainability or replicability.

We know that many of the grantees who attended the formal training events have returned back to their organisations and delivered some or all of the learning to their colleagues. This was supported by providing both materials and mentoring on delivery. Relationships from training events are ongoing through 2 Whatsapp groups by email and in person enabling opportunities, challenges and project successes to be shared between grantees. A number of the peer to peer networks facilitated through this project appear, at the point of writing, to be self-sustaining.

49 grantees were sponsored to attend two regional conferences – extending networks beyond CEPF grantees to include other CSOs, donors, government people, and corporate that could help them with their work. Many reported communication, and in some cases joint projects, occurring following the conferences.

Safeguards

If not listed as a separate Project Component and described above, summarize the implementation of any required action related to social, environmental, or pest management safeguards

We offset the carbon cost on all of our flights paid for through the Cambridge office.

Additional Comments/Recommendations

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

Additional Funding

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


Total additional funding (US\$)

Type of funding

Please provide a breakdown of additional funding (counterpart funding and in-kind) by source, categorizing each contribution into one of the following categories:

- 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 Web site, www.cepf.net, and publicized in our newsletter and other communications.

1. Please include your full contact details (Name, Organization, Mailing address, Telephone number, E-mail address) below

Merodie Rose c/o Chloe Hodgkinson, Fauna & Flora International, The David Attenborough Building, Pembroke St, Cambridge CB2 3QZ, U.K.