

<b>Organization Legal Name</b>	Fauna & Flora International
<b>Project Title</b>	Learning Exchange in the GFWA – CSO capacity and networks workshop
<b>Grant Number</b>	CEPF-110281
<b>Grant Amount:</b>	USD 49,749.36
<b>Project Dates:</b>	10th September- 30th November 2019
<b>CEPF Hotspot:</b>	GFWA - Guinean Forests West Africa
<b>Strategic Direction:</b>	SD4
<b>Date of Report</b>	27/02/2020



## PART I: Overview

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

We worked closely with Martin Hollands (Conservation Policy), an independent consultant.

### 2. Project Aim and Objectives

In July 2019, FFI were invited by CEPF to design and host a regional workshop to bring together all past and current grantees of the CEPF GFWA to support the Mid-Term Assessment of the investment, develop peer to peer networks and address capacity gaps in biodiversity mainstreaming, both pre-identified and those surfaced during the workshop itself. It would also act as a sister workshop to another event held simultaneously in the same hotel which developed a Theory of Change for biodiversity mainstreaming in the region. Henceforth the Theory of Change workshop will be known as Workshop 1, and this capacity building workshop as Workshop 2. The diagram below shows the programming and overlap of both workshops:

	Monday 28th Oct	Tuesday 29th Oct	Wednesday 30th Oct	Thursday 31st Oct
Workshop 1		PM only	AM only	
Workshop 2				

Workshop 2, hosted from the 29<sup>th</sup> to the 31<sup>st</sup> of October in Monrovia, Liberia, was tasked to:

1. Facilitate grantees to input into the regional mid-term assessment of the GFWA hotspot currently being conducted by the GFWA Regional Implementation Team (RIT)
2. Improve local civil society groups capacity to engage with the mainstreaming of biodiversity in their region
3. Allow CEPF grantees to develop supportive relationships that facilitate mutual encouragement, ongoing experience and knowledge sharing and potential future collaboration.

It was also agreed that the grantees should input into the Theory of Change process occurring in Workshop 1. We agreed with the RIT and Workshop 1 organizers that on the morning of Wednesday the 30<sup>th</sup> of October, both workshops would come together to review the Theory of Change drafted in workshop 1.

**a. Project Activities**

The CEPF RIT provided FFI staff with a list of contacts within 40 organizations who either are or have in the past have projects funded by the GFWA hotspot program. FFI contacted all of these organizations to request the attendance of one representative at the workshop. All grantees were offered logistical support with visas and accommodation in Monrovia. Small grantees were also offered support with booking flights, which were largely booked by FFI on their behalf. CEPF staff travelling from both the UK and the USA were also provided with logistical support. With workshop participants travelling from 12 different countries, FFI arranged for single-entry visas to be available on arrival in Liberia for these participants. Note that a number of participants travelled from an ECOWAS country and did not require a visa.

Simultaneously, quotes were gathered for a venue in Monrovia to host the event and an interpretation service to provide live translation between French and English. The venue was confirmed as the Cape Hotel, Mamba Point, Monrovia. Live translation services had to be sole sourced, due to an issue securing 3 quotes. This was attributed to 'NGO fatigue', whereby businesses had provided numerous quotes in the past and not secure the commission so were now refusing to provide further quotes, as well as the short notice of the request combined with the inflexibility of the event dates. Translation services were consequently provided by RX-XONE.

A pre-workshop Biodiversity mainstreaming survey was sent to all participating organizations to explore current understanding of biodiversity mainstreaming as well as self-identify training needs (results below). Consequently a variety of training approaches (lectures, plenary discussions, working groups, case studies, and further reading.) were utilized over the 3 day workshop to both increase participants understanding of the mainstreaming process, and increase their confidence to engage.

The program focused on agreed topics prioritized from the CEPF GFWA Ecosystem Profile and mid-term assessment of the portfolio, the Biodiversity Mainstreaming survey, Workshop1 and key informant interviews. We designed interactive sessions focusing on the sharing and learning from the experiences of participants. We also hosted representatives from the private sector to join some of the workshop to offer their perspectives and share learning with the other participants.

The final program can be found in the appendices.

**b. Summarize the overall results/impact of your project**

Every grantee who attended now has an understanding of mainstreaming as a concept and has a draft plan for advancing biodiversity mainstreaming in their countries into the public and/or private sector in their countries. In addition a number of grantees understood not just the importance of mainstreaming, but that they were already carrying out mainstreaming activities without realizing it. This project has been successful in congregating CEPF grantees to connect with each other and actively share knowledge, particularly around how they could improve biodiversity mainstreaming actions for their site. The workshop provided grantees the opportunity to meet staff from CEPF as well as the GFWA Regional Implementation Team and learn more about CEPF and the GFWA program. Finally, CEPF received feedback from the grantees on the progress of the hotspot program to date to feed into the Mid Term Assessment and giving them a clear list of actions they can take to further strengthen the hotspot program.

Based on the high levels of engagement and interest in these areas, and the advances they have made during this short period, it is hoped that CEPF grantees will continue working with their colleagues, peers and stakeholders, linked through a Whatsapp group and via email, to advance biodiversity mainstreaming in the region.

**c. Describe actual progress towards each planned long-term and short-term impact**

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

Impact Description	Impact Summary
<p>This project will build the capacity, confidence and connections of CEPF grantees in the GFWA Ecosystem. This will result in a more effective and credible civil society capable of engaging more effectively in regional conservation including, specifically, the mainstreaming of biodiversity.</p>	<p>33 CEPF grantee CSOs (past and present) are now better placed to deliver their conservation goals in the long-term. They are more aware of what biodiversity mainstreaming means and requires, and more confident to engage with key stakeholders. By integrating biodiversity mainstreaming into their work and better engaging with business and political decision-makers at national and local levels, CEPF grantees will become more effective and resilient. It will also help ensure that the outcomes of their projects are achieved over the long-term.</p>

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

Impact Description	Impact Summary
<p>40 CEPF grantees will be connected and actively sharing knowledge and experiences with each other</p>	<p>At the workshop, 33 participants were connected and relationships created through several activities and techniques integrated throughout the workshop. The facilitators also worked to create a safe environment and open forum within which grantees were able to discuss their needs and suggest approaches to improve their organisations' performance. Sessions were broadly designed to facilitate mutual encouragement, the sharing of ongoing experience and knowledge sharing and potential future collaboration.</p>
<p>40 CEPF grantees have developed realistic and concrete plans for their organisation to more actively mainstream biodiversity into the public and/or private sector locally, nationally or regionally.</p>	<p>By the end of the workshop all participants had:</p> <ol style="list-style-type: none"> <li>1. Developed an outline Business Case for biodiversity for their or a group members situation</li> <li>2. Identified strengths, weaknesses, opportunities and threats with regards civil societies capacity to support biodiversity mainstreaming in the region</li> </ol>

	<p>3. Mapped both existing and required resources for civil society to more effectively engage in biodiversity mainstreaming in the region</p> <p>4. Generated tips as a group for communicating and negotiating with business and government for biodiversity mainstreaming</p> <p>Each participant was supported and provided with a template to produce a personal action plan as a reflection of how they could utilize new knowledge from the workshop. As part of the feedback they were asked to provide one example from their personal action plans.</p> <p>CEPF/RIT were involved throughout and ensured that relevant staff from the CEPF grantee network attended.</p>
<p>CEPF will have a clear list of further actions it can take to, directly or indirectly, support local CSOs being effective advocates for, and agents of, conservation and sustainable development</p>	<p>A grantee focus group session was hosted to facilitate peer to peer knowledge sharing and explore grantee thoughts of the CEPF GFWA hotspot programme and its implementation to date. Questions, agreed with CEPF and the RIT in advance, were:</p> <p><i>Question 1: How can your projects be made more sustainable?</i></p> <p><i>Question 2: What has been your greatest success and your greatest failure of your CEPF project to date? If you could go back in time, what lessons would you pass on to past-you when you started the project? What has surprised you the most?</i></p> <p><i>Question 3: Thinking of the whole process of CEPF, including things like the calls for proposals, support from the RIT, workshops and final reporting, can you recommend any part of the CEPF grant-making process which could be improved?</i></p> <p>CEPF/RIT staff took notes and participated in a number of the working groups. Results were typed up and a summary of the final question presented back towards the end of the workshop, with CEPF staff verbally responding. A more comprehensive list of the outputs from these groups is included later in this report.</p>

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

Overall, this project has been successful in delivering the short-term impacts, which will help contribute to long-term impacts in the future. Coming from different starting points in terms of their prior knowledge of the key topics of this project, CEPF grantees were very open to sharing their experiences. The fact that they were so open to discussing experiences led to a very productive workshop environment and has supported continued engagement amongst the network.

Something that worked very well were the efforts made to run a truly bilingual workshop. A professional interpretation service was hired for 3 full days and provided instantaneous translation through headsets. All FFI presentations and exercises were translated into French in advance of the event, with power point slides and handouts presented in both languages. One FFI trainer was also a native French speaker who was able to lead the French speaking working groups to make sure everybody felt equally heard. Her presence also allowed us to adapt materials and resources as the workshop progressed, giving us flexibility of approach to meet emerging needs.

Grantees particularly appreciated the more interactive sessions and activities. For example discussions around issues relating to communication were facilitated using an exercise based around Lego. There are a number of benefits to using this kind of medium as opposed to the more traditional lecture and discussion format, and it showed in participants responses to it, both during the exercise and in the feedback at the end of the workshop.

A number of challenges were encountered with regards to the logistics of getting 40 grantees and support team from 12 different countries to Monrovia, Liberia, for 3 days. This was added to by the short time frame for planning, with the contract for this project signed 3 weeks before the event was due to be held. As a result, a number of individuals from grantee organizations were already committed elsewhere but in almost all of the cases, were able to nominate another relevant person to take their place. Of the 36 CSOs invited, 35 accepted. However 2 people had their flight cancelled at the last minute, resulting in 33 participants in total.

The venue, the Cape Hotel in Mamba Point, was comfortable and well equipped to host this type of event. However there were a number of complications. These include a number of large grantees who, although they had been asked to, had not communicated their travel plans to FFI, arriving and expecting a room to have been reserved for them. There were also complications with people attending a different CEPF workshop being held simultaneously being allocated some rooms reserved for participants of this project. These issues were quickly resolved, with some participants hosted at a nearby hotel and provided with a taxi shuttle every day.

There were also some issues with regards to the catering, with the hotel not having a system for monitoring who was using the buffet provided for workshop participants. We overcame this by organizing name tags for all participants and providing buffet vouchers for each meal.

There was little time to plan the agenda carefully with all the relevant stakeholders, which was a shame considering the number of key objectives to be delivered in only three days. The Theory of Change element connecting another workshop which was running simultaneously, took up a significant portion of the three days, which was not the initial intention. Ideally more time would have been spent working with Martin Hollands (who led that workshop) ahead of the event to pin down more specifically how this could be run to the benefit of both workshops. It was difficult to get time with him (that worked for all facilitators). It was not clear to FFI that it was necessary to share all presentations in advance with CEPF. Ideally an agenda would have been shared earlier- although this was discussed and agreed with Mariana in good time, a detailed version was not shared until a week before the workshop. CEPF and the RIT wanted to make a number of very last minute changes to the agenda, which we facilitated where possible on site (although sometimes these requests were not aligned with each other). Overall, these adjustments meant that for the grantees what we were doing was unclear at times, and the take home value for grantees was arguably compromised somewhat since some of the initial planned content was lost or condensed. We do recognise that CEPF and the RIT needed to meet their goals of the meeting,

which was priority. We also recognise that in an ideal situation the draft agenda would have been shared more widely across RIT and CEPF staff earlier, and proposed inserts made more in advance. Time constraints shared by all meant this was difficult to achieve at the time.

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

After the first day, several grantees realized that they had actually been carrying out mainstreaming activities but in the course of their projects.

## PART II: Project Outputs/Results

**f. Outputs/results (as stated in the approved proposal/logical framework)**

*List each Output/Result and indicator from your logical framework, and describe what was achieved (also attach all means of verification to this report)*

#	Output/Result	Indicator	What was achieved (using indicator)
1.1	Bespoke action plans from the workshop which link, in most cases, to the ongoing CEPF projects of grantees, the results of which will be achieved during the lifetime of these projects.	Number of action plans produced	Action plan for Biodiversity mainstreaming
1.2	Relevant supportive relationships formed between grantees via the workshop that facilitate mutual encouragement, ongoing experience and knowledge sharing and potential future collaboration.	Presence of grantee-led group communications using email, telephone or social media	1 WhatsApp group and 1 email list were formed involving all grantees, CEPF/RIT and external experts

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

### a) Results from pre-workshop questionnaire

To capture self-identified needs from participants in the field of biodiversity mainstreaming, an online questionnaire was sent out to all 40 participants. 17 grantees responded. Responses received were as follows:

#### 1. Do you have a clear practical understanding of what biodiversity mainstreaming is?

ANSWER CHOICES	RESPONSES	
Yes	76.47%	13
No	5.88%	1
Maybe	17.65%	3
<b>TOTAL</b>		<b>17</b>

#### 2. How much effort does your organization put into building networks and connections with other sectors in the region?

ANSWER CHOICES	RESPONSES	
A lot	52.94%	9
Some	29.41%	5
Little	17.65%	3
None	0.00%	0
Don't know	0.00%	0
<b>TOTAL</b>		<b>17</b>

#### 3. Are you clear where the opportunities are for your organization to influence relevant decision-making processes by government and the private sector?

ANSWER CHOICES	RESPONSES	
Yes	70.59%	12
No	29.41%	5
<b>TOTAL</b>		<b>17</b>

#### 4. Who are you undertaking biodiversity mainstreaming activities with?



ANSWER CHOICES	RESPONSES	
Nobody	5.88%	1
Local Government	76.47%	13
National Government	70.59%	12
National Private Sector Companies	23.53%	4
International Private Sector Companies	17.65%	3
Other	29.41%	5

**5. What areas are you engaging in? (Select as many as appropriate)**

ANSWER CHOICES	RESPONSES	
Agriculture	64.71%	11
Energy	17.65%	3
Fisheries	17.65%	3
Forestry	100.00%	17
Mining	23.53%	4
Tourism	35.29%	6
Transport	5.88%	1
Water	17.65%	3
Other (please specify)	<a href="#">Responses</a> 35.29%	6
<b>Total Respondents: 17</b>		

**6. What do you feel limits your organization's effectiveness for mainstreaming biodiversity? (internal and external constraints)**

Factors felt to be limiting grantees organizational effectiveness for mainstreaming biodiversity were, in order of decreasing importance: lack of staff expertise, inadequate or inconsistent funding, lack of political will and stakeholder involvement issues.

**7. Are there particular things you would like to learn/share about Biodiversity Mainstreaming practice?**

The following things were requested: Mainstreaming strategies, approaches, rationale; Sharing lessons between participants; Engaging state actors, policy-makers; Enabling full community participation (gender consideration)and; Communications approaches and dealing with conflict.

**b) CEPF Focus Group Discussions**

Designed to feed into the Mid Term Assessment of the CEPF Investment in the Guinean Forests of West Africa Hotspot, grantees were divided into a maximum of 7 people in a group. They were asked for their thoughts on the program and their recommendations for the future, specifically through 3 questions:

**Question 1: How can your projects be made more sustainable?**

Respondents, based on their work in the region, advised the following:

- Engage with the local authorities. This will help to build their capacity, as well help facilitate maintaining and extending results. You may also need to provide them with equipment e.g. GPS units.
- As soon as you design a project you need to think of sustainability through identifying and engaging stakeholders to ensure full ownership of activities and outputs. Must be driven by the people and owned by the people
- Train people/co-operatives in necessary skills e.g. Business and entrepreneurship, negotiation skills etc.
- Establish trust funds and funding mechanism to provide longer term funding
- Involve women youth and community leaders
- Establish networks among communities and/or Protected Area Authorities to meet, share experience and get motivated.
- Set up cooperatives with a dedicated manager to take care of the day to day management and focus on the capacity building of this person.
- Focus more on existing businesses for the communities and have the livelihood interventions chosen by the communities themselves.
- Scaling up production to access bigger market.
- Work with the private sector to develop an internal model for financing best management practices of smallholders.
- Diversify the income of small holders and carry out advocacy actions to increase the selling prices of products
- Engage private sector but negotiate with them to pay a conservation premium to fund the community group conservation actions.
- Sign a Conservation Agreement between the community and the private sector to capture what are the roles of each, the sanctions, and the prices. The private companies are interested in this type of agreement because they can communicate better
- At project level: value-chain approach (long-term partnership with private sector, added-value, diversification, creation of cooperatives/networks, identification and capacity building of leaders, capacity building of farmers, entrepreneurship/business training, tool banks...)
- At broader level: stakeholder engagements and conservation funds creation.
- Have an exit strategy.
- If we make some connections with other projects we can collaborate and build synergies. One project might end, but others would continue.

**Question 2: What has been your greatest success and your greatest failure of your CEPF project to date? If you could go back in time, what lessons would you pass on to past-you when you started the project? What has surprised you the most?**

**Success:**

- Increased engagement of the local authorities, protected area authorities and communities to think about the problems/threats, etc. in their area. This led to the development of land management plans and the creation of an exchange platform which represents all the stakeholders.
- Identification of communities through the local authorities, followed by capacity building and obtaining legal documents that recognized them as legal entities).
- Mobilization of communities to adopt a local convention on sustainable use.
- Gained trust of private sector and communities.
- High level of community involvement and participation.
- Restoring confidence of local communities.
- Diversifying livelihood options offered.
- National government involvement.
- Community participation. At start we confiscated 10 chainsaws. After community involvement it is much less because they understand
- Developed a Forest Management Action Plan for Cape Three Points Reserve with the forestry commission.
- Communities are taking control of the process and showing ownership – the local authorities are the ones taking the lead.
- Consolidating smallholders into cooperatives.
- Forming associations with local communities and bringing them into one group.

#### **Challenges:**

- No synergy between projects.
- Satellite imagery is difficult to get in Sao Tome.
- Implementation of forest management action plan due to mistrust amongst stakeholders.
- Getting government management authorities to take ownership.
- Community expectations are so high- impossible to meet
- We have struggled to engage with industry
- Some of the community members are supposed to be protecting the forest but instead they are letting people in.
- Not enough funding to support communities to implement their action plans.
- Did not manage to group them into a 'federation'.
- Given up on waiting for national initiatives (not just from the government) which take forever to get started and initiate the field activities regardless.
- Incorrect assumptions/conceptions by community members.
- Inadequate political will.
- Local governance is difficult and/or weak.
- Inaccessibility of CEPF priority sites.

#### **Lessons Learned:**

- Need more communication so that the communities know what is going to be done and thus manage expectations.

- Tell yourself that you need more time to implement the project.
- Be careful not to over-estimate the objectives that you can reach at the end of the project.
- Dependence on government decision-making is sometimes hard to overcome.
- Support livelihoods IN RETURN of conservation actions/commitments.
- Community buy-in/ownership of the project should be secured at the beginning of the project.
- Take time to critically look at the log frame, regardless of the timeframe and work plan, to assess what activity is key to come first (adaptive work plan). Key to have a funders' flexibility.
- Should allocate financial resources for the communication of the project instead of relying on other projects/partners resources for communication.
- Pre-assessment is needed to know how to make all stakeholders accept to come at the table. Don't wait for project implementation to ask yourself this question.
- Not only define indicators for your project but also define how you will be collecting data to monitor them.

**Question 3: Thinking of the whole process of CEPF, including things like the calls for proposals, support from the RIT, workshops and final reporting, can you recommend any part of the CEPF grant-making process which could be improved?**

- Respond in a timelier manner, including approval of projects, signing contracts and making payments. One quote: "We submitted our report in November and did not get payment until March. This kills the spirit and we cannot proceed. Slows things down and reduces morale. And we cannot take money from somewhere else. We need speedy review of reports and timely transfer of funds. We would like a deadline for review and funds transfer, for example 2 weeks."
- Provide feedback to unsuccessful applicants help them improve if they apply again. What were the weaknesses? Strengths?
- The RIT should make more frequent visits to projects.
- Promote exchange learning among grantees.
- The RIT need to increase their communication at all levels.
- Support grantees to develop a more realistic timeframe. When writing the grant the timeline is often underestimated. During implementation often there is not enough time, and then one needs an extension.
- Support grantees to raise funding from other organizations
- Reporting overkill for small grants. Too much paperwork taking disproportionate amount of time for amount of money.
- Would like more communication from the RIT at all levels
- More clarity on document requirements and cashflow explanations
- Staff procurement process is difficult because the length of contract does not matter, the requirements are the same
- Provide feedback to unsuccessful applicants help them improve if they apply again.
- RIT and CEPF should make more frequent visits to projects to see challenges directly.
- Promote exchange learning among grantees.
- Have a deadline for review of report and funds transfer, for example 2 weeks- to ensure organisations get the money in a timely manner.

- More RIT staff with more capacity- they are overworked.
- Now you have identified a group of dedicated people to the completion of their projects, can you keep this group of people, and form us into a fixed group, and stop looking for new grantees. (This means a better, firmer relationship, for one thing.)
- Should make a complete table to clarify requirements at outset for compliance and reporting.
- Increase the maximum size of projects
- Strengthen project management capacity for grantees using technological approaches e.g. webinars
- Make the online portal more user friendly, remove bugs
- The online platform is good and grant managers are responsive- thank you!
- Less rigidity in strategic directions that enable more holistic projects.

## PART III: Lessons, Sustainability, Safeguards and Financing

### Lessons Learned

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

It was very beneficial to have experts with a range of expertise and experience participating at the workshop – both in terms of the CEPF grantees and the invited speakers. This made for a rich and diverse learning.

It's important to allocate enough time and opportunities to engage all the relevant stakeholders in workshop planning. Having too many objectives for a short time frame can mean there is no time to go into enough detail on anything. With discussion in advance, priorities can be made clearer.

CEPF grantees found the methods and delivery used in at the learning event facilitated a positive learning experience.

There are opportunities for CEPF grantees to continue working with each other. Several grantees expressed the wish for additional learning exchange grants and opportunities could emerge for them to collaborate in their efforts to mainstream biodiversity with companies.

As we have learnt from previous experience delivering workshops, there is huge benefit in choosing a venue that offers lots of flexible breakout space, especially suitable outdoor spaces, as this makes a big difference in keeping energy levels up.

### Sustainability / Replication

- i. 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.**

FFI has designed and submitted an application for a large grant to CEPF for the Guinean Forest of West Africa, which draws upon our experience of delivering this project and will engage a number of the same grantees from Liberia and Principe to further develop and strengthen their CSOS.

The grantees in this network have expressed interest in keeping in contact with the network and this may lead to more collaborations for mainstreaming although this may also be dependent on funding opportunities for follow-up.

## Addendum

### a. Register of organizers/hosts

Name	Organisation
Marianne Carter	Fauna & Flora International (FFI)
Samir Whitaker	Fauna & Flora International (FFI)
Thalia Liokatis	Fauna & Flora International (FFI)
Paul Rodrigue Ngafack	BirdLife International (RIT)
Mariana Carvalho	BirdLife International (RIT)
Dela Yao Sehie	BirdLife International (RIT)
Ruth Akagu	BirdLife International (RIT)
Katherine Sims	BirdLife International
James Martin Hollands	Consultant – Conservation Policy
Peggy Poncelet	CEPF Secretariat
Olivier Langrand	CEPF Secretariat
Nina Marshall	CEPF Secretariat
Marsea Nelson	CEPF Secretariat
Ademola Ajagbe	BirdLife International

### b. Register of participants

Name	Organisation
Anne Gardner	RSPB
Annika Hillers	Wildlife Chimpanzee Foundation
Cécile Bénédicte Renier	Man and Nature now Noe
Darlington Tuagben	Friends of Ecosystem and the Environment (FEE)
David Osei	West African Primate Conservation Action (WAPCA)
Ehoarn Karel Mathias Bidault	Missouri Botanical Garden
Eric Lartey	Ghana Wildlife Society
Frazer Hamilton Sinclair	Fauna & Flora International
Henry Smith	Society for Environmental Conservation (SEC)
Inaoyom Imong	Wildlife Conservation Society
Ines Melo	RSeT, Associação Técnico Científica para o Desenvolvimento
Marc-Anthelme Jean KOUADIO	Rainforest Alliance, Inc.
Melanie Sirima Bayo	Centre d'Etudes, Formation, Conseils et Audits Partner User
Michael Garbo	Society for the Conservation of Nature of Liberia
Malavika Narayana	Fauna & Flora International (FFI)
Noga Flexer	United Purpose
Obongha Oguni	United Purpose

Sunday Ova	African Research Association (ARA)
Edem Eniang	Biodiversity Preservation Center (BPC)
Edward Wiafe Debrah	Presbyterian University of Ghana
Emem Umoh	Society for Women and Vulnerable Groups Empowerment
Emmanuel Wirsiy	Cameroon Gender and Environment Watch (CAMGEW)
Ibrahima Doumbouya	Développement Pour Tous
Immanuel Walters	Muloma Women's Development Association
John Takang	Environmental Governance Institute
José María Gomez Peñate	Conservation des Espèces Marines
Joseph William Osei	Resource Trust Network
Justice Camillus Mensah	Hen Mpoano
Justin Biliwogui	Initiatives de Base pour Gestion des Ressources Naturelles
Martina Panisi	ALISEI
Roger Doré	Guinée Ecologie
Sheku Kamara	Conservation Society of Sierra Leone
Yahkat Barshep	A. P. Leventis Ornithological Research Institute

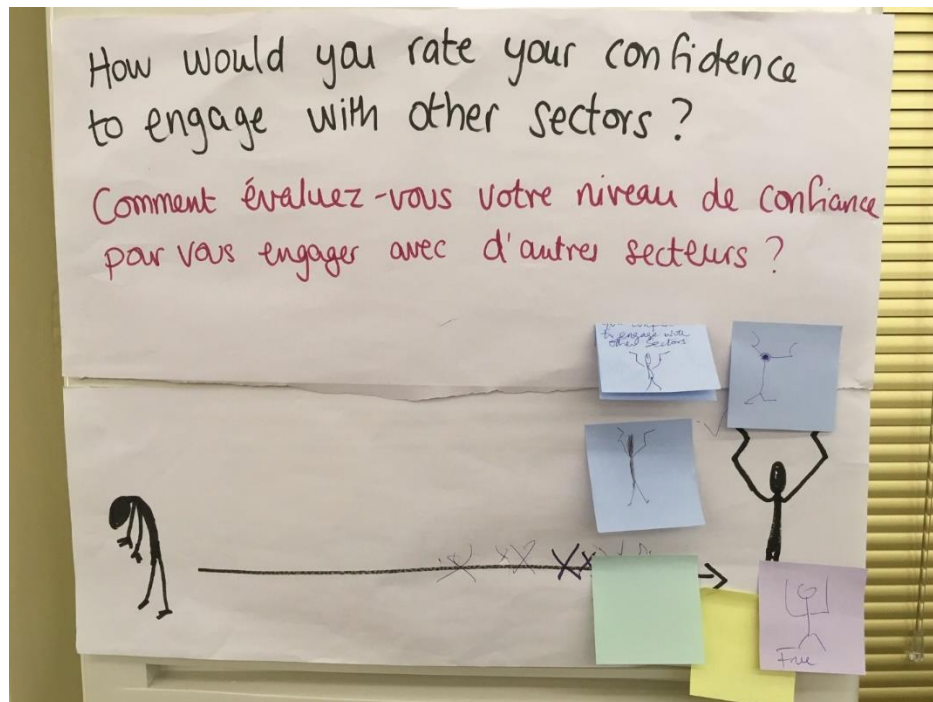
c. Participant feedback

**I thought the workshop was**

- Very interesting
- Very interesting
- Educative
- Interesting
- Surprising
- All theories
- Well organised
- Very Engaging
- Educating
- Interesting
- Enhanced my capabilities
- Interesting but certain objects could have been pushed further
- Workshop was engaging
- Disappointing. I could have better spent 3 days.
- Good and informative, but the structure could have been better. It wasn't always clear how one step leads to the next
- Enjoyable and interesting
- A good introduction but not enough
- Quite full. It may have made sense to split topics and make it more interesting by showcasing projects already being undertaken by grantees
- Very engaging
- Tres edifiants (Really uplifting)



- Not interactive enough for grantees, some presentations were quite long.
- Utile (Useful)
- Utile (Useful)
- Tres important (Really important)
- Enlightening, interesting and sometimes entertaining
- OK



### I liked

- Exchange of experience
- Communication exercise
- The learning activities like the communication skills exercises and other exercises
- Interactions + facilitation
- People
- The group work on assessment with 3 questions (including lessons learnt)
- Group work on communication + Lego
- SWOC & activities/needs
- The theory of change
- All the sessions
- Meeting and getting to know everyone
- Helpful and supportive team
- Quite interesting, educative and interactive meeting

- The friendly facilitators
- The dynamic exercises
- I like the platform created for grantees to meet and network
- Les interactions entre les participants (interactions between participants)
- La Theorie et la communication (the theory and communication)
- Travail e equipe partage experience (work and team sharing experience)
- L'acceptation de l'avis des aus des audes dous les echanges (accepting everyone's views)
- La partage d'experience (sharing of experience)
- Interaction communication ouverture d'esprit de l'e'quipe (CEPF)

### **I didn't like**

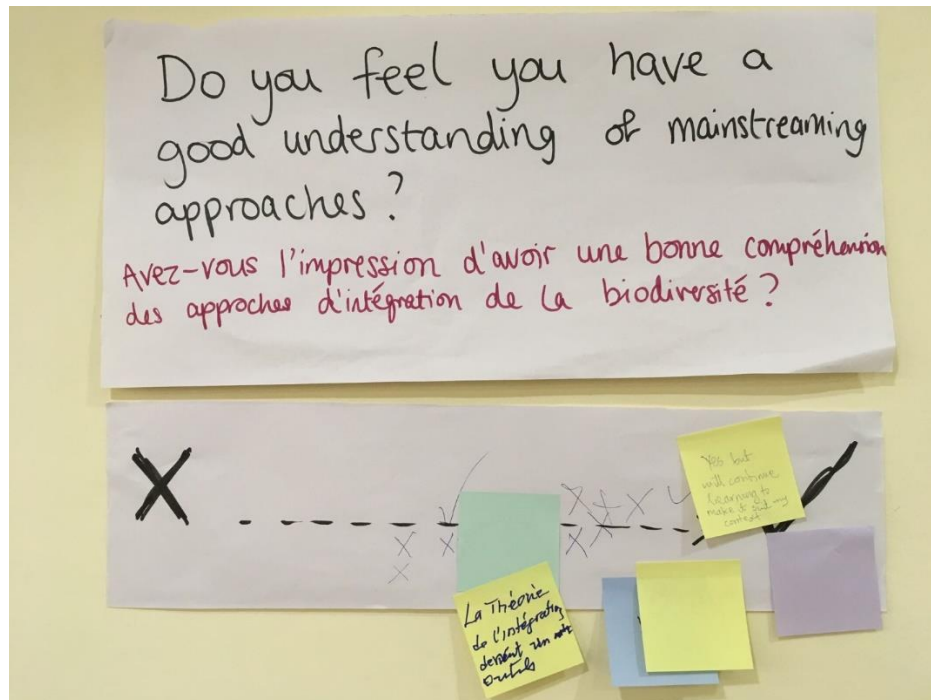
- Too much time spent on PPT (and too slow)
- Lack of structure of the PPT
- Lack of understanding of where "we are we going" delivering the workshop
- Not enough time spend on "what next" neither on lessons learnt
- Staying at a different hotel far away
- Conference space difficult to manage
- Staying at a different hotel
- PPT with too much information, bad font size. Not to the point.
- Des recapuliatifs

### **Next time you should**

- Add per-diem to small grantees
- Be more result oriented and more direct in how to address issues (instead of spending too much time on introduction and rushing interesting interactive parts)
- Extend the discussion time
- Include field visit to a hotspot
- Improve the quality of some PPT
- More time for workshop – extended period
- Divide relevant govt agency to familiarize with CEPF activity as to confirm with their national agenda
- Impliquee toutes les parties prenautes de niveaux local aux ni natinale (involves all stakeholders from local to national level)
- Marche de partage (Share a walk)
- Visite de's activites de terrain d'un grantee (field visit to a grantee)
- Integrer la Theorie de l'interaction dans le developpment (integrate the ToC into development)
- Traduire tous les supports de formation en francais (translate all training materials into french)
- Calendrier digeste (Have a digested calendar)

### **What is one action you are going to take after this meeting?**

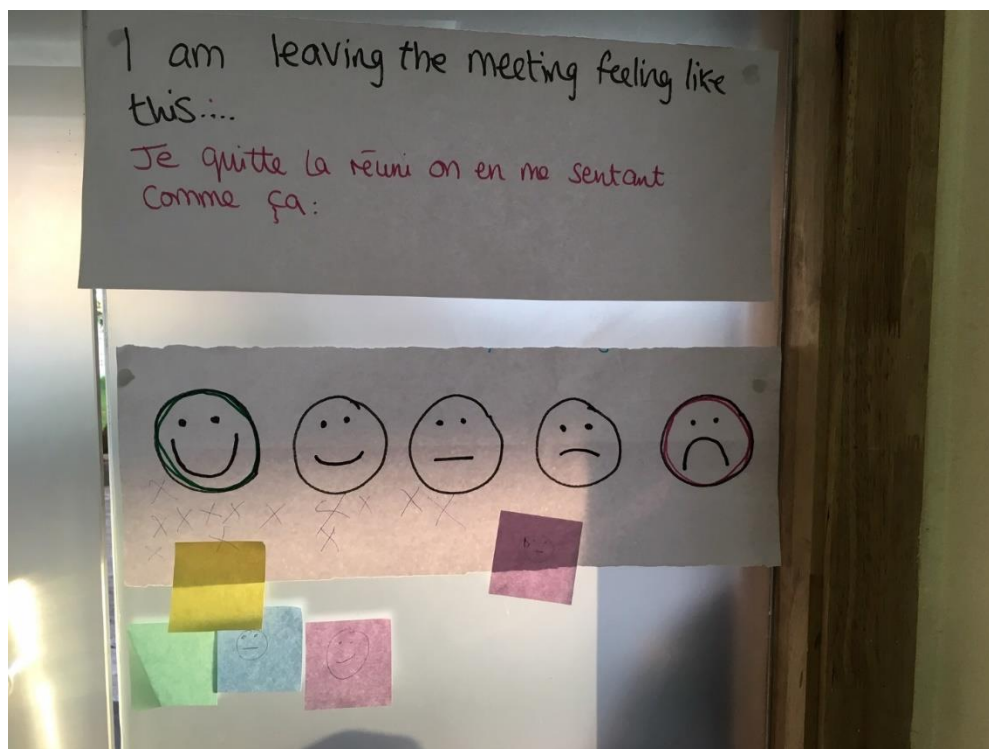
- How to engage other stakeholders in mainstreaming biodiversity
- Share with my team the information I get
- Begin to work with other Grantees in my Country design project proposals in biodiversity mainstreaming in our area of work.
- Try to practice what has been learnt
- Share what I learn with my team
- Review organisational activities to mainstream biodiversity
- Create network to work on biodiversity mainstreaming
- Engage more on PPP initiatives and platform
- Learn more about the Interest of my project targets
- A forum. Create and consult interested CSO to mainstream biodiversity
- To establish a private public partnership with any company around my present site
- Share my new knowledge with my team
- Organiser une restitution (Organise a refund)
- Gather my team, brief on mainstreaming of biodiversity, draw out a plan, spring into action.
- Facilitate effective solutions to address BMP gaps among stakeholders for wider adoption.
- Share knowledge with team. Organise more workshop for knowing about mainstreaming biodiversity. Solve conflict in a better way.
- Improve on biodiversity mainstreaming with government & private stakeholders around project site
- Informer ma communautés l'importance de biodiversities (let my communities know about the importance of biodiversity)



## What have you learnt?

- Effective biodiversity mainstreaming
- Conflict resolution and negotiation methodology
- Information about other countries of the hotspot communicate better.
- To engage the government and private sectors to mainstream biodiversity into their policies and programs
- Effective negotiation practices
- The critical steps in biodiversity mainstreaming process
- How to effectively engage with private sector & government to mainstream biodiversity
- Negotiation with other stakeholders
- Sources of biodiversity data
- Other CEPF projects in my country
- Biodiversity mainstreaming
- I have learnt that I have the liberty to identify and take steps to defend, preserve and sustain the integrity of the environment, especially where there are decision making issues to resolve between related industries (i) government and the local people
- The 1<sup>st</sup> steps will involve taking stock of my work progress and working with my team to involve and inculcate the lessons learnt.
- Perfect negotiation skills
- Team building
- Improve communication skills
- You negotiate for your interest
- Mainstreaming conservation awareness, ethics and protocols in our dialogues, lobbying community engagement government partnership and funding drives.
- Conflict negotiation tips
- Other hotspot project's approaches
- How to communicate through business cases
- Natural capital
- I have been reminded of the need to change my style of doing business by adopting efficient models and protocols such as promoted by the theory of change
- The process and procedure/strategy for biodiversity mainstreaming in private and public sectors
- SWOC analysis in biodiversity mainstreaming
- How to implement theory of change as relates to biodiversity mainstreaming
- Mainstreaming strategies of biodiversity
- I have learnt principled ways of handling conflicts within our grant implementation.
- I have learnt to take time and make healthy choices, decisions on all issues during and after grant implementation
- I learnt a lot about mainstreaming biodiversity and the need to apply the knowledge to all my future conservation work.
- I improved on my skills in many ways.
- Learn biodiversity mainstreaming from planning, implementation, follow-up, policy partnership, private sector engagement.

- Un nouveau concept qui est la théorie du changement en lieu avec la conservation de la biodiversité (A new concept which is a theory of change in place with biodiversity conservation)
- Intégration de la biodiversité (biodiversity mainstreaming)
- Compréhension de l'approche CEPF (understanding CEPFs approach)
- Intégration de biodiversité (biodiversity mainstreaming)
- I learnt more about the CEPF team, about other grantees and projects, and about CEPF's priorities
- Many aspects of conservation work involve mainstreaming (particularly with government), but it is not always recognised/identified as such
- That CEPF is interested in mainstreaming
- A reminder about principled negotiation
- A new exercise that can help discussions about effective communication
- What mainstreaming is and how to go about it
- Appri qu'il faut intégrer dans le cadre d'élaboration des projets les notions de biodiversité (The idea of biodiversity must be integrated into the development of the projects)
- CEPF Progress



d. Final Program

Agenda	Time
<b>29<sup>th</sup> October (Workshop Day 1)</b>	
<ul style="list-style-type: none"> <li>- Introductions and overview               <ul style="list-style-type: none"> <li>o Welcome CEPF</li> <li>o Scene-setting, schedule, structure and expectations</li> <li>o Get to know each other</li> </ul> </li> </ul>	0930 – 1100
Tea Break	1100 - 1130
<ul style="list-style-type: none"> <li>- Review of CEPF investment in the hotspot</li> <li>- Focus Group Cafe to feed into the CEPF mid-term assessment</li> </ul>	1130 – 1300
Lunch	1300 - 1400
<ul style="list-style-type: none"> <li>- Focus Group Cafe to feed into the CEPF mid-term assessment</li> </ul>	1400 - 1530
Tea Break	1530 - 1600
<ul style="list-style-type: none"> <li>- An introduction to biodiversity mainstreaming               <ul style="list-style-type: none"> <li>o Existing communities of practice</li> <li>o Making the case for biodiversity</li> <li>o Making links to development</li> <li>o Different kinds of mainstreaming (including PES, REDD+, eco-certification)</li> <li>o Cases with positive outcomes</li> </ul> </li> <li>- Personal action plan</li> </ul>	1600 - 1730
<ul style="list-style-type: none"> <li>- Drinks and Dinner with participants of concurrent mainstreaming workshop</li> </ul>	1830-2100
<b>30<sup>th</sup> October (Workshop Day 2)</b>	
<ul style="list-style-type: none"> <li>- Introduction to Theory of Change (ToC) exercise</li> <li>- Reviewing ToC</li> </ul>	0900 - 1100
Tea Break	1100 - 1130
<ul style="list-style-type: none"> <li>- Understanding the role of civil society in implementing the biodiversity mainstreaming regional ToC               <ul style="list-style-type: none"> <li>o What are roles, and strength/weaknesses of CSOs in policy and practice?</li> <li>o What are the changes identified as needed for mainstreaming?</li> <li>o How can CSOs support, advocate/contribute?</li> </ul> </li> </ul>	1130 – 1300
Lunch	1300 - 1400

<ul style="list-style-type: none"> <li>- Engaging the private and public sector <ul style="list-style-type: none"> <li>o Clear communications for mainstreaming (exercise)</li> <li>o Ways of engaging with the private and public sector (resource mapping exercise to describe what resources they have and what they need to more effectively support mainstreaming)</li> </ul> </li> </ul>	1400-1530
Tea Break	1530-1600
<ul style="list-style-type: none"> <li>o Ways of engaging with the private and public sector continued</li> <li>o Share experience</li> </ul>	1600 - 1730
<b>31<sup>st</sup> October (Workshop Day 3)</b>	
<ul style="list-style-type: none"> <li>- SWOC &amp; Resource Mapping exercise: what does civil society have/need to deliver effective mainstreaming around the identified 'causes' from the ToC</li> </ul>	0900 – 1100
Working Tea Break	1100-1130
<ul style="list-style-type: none"> <li>- SWOC &amp; Resource Mapping exercise: what does civil society have/need to deliver effective mainstreaming around the identified 'causes' from the ToC continued</li> <li>- Conflict resolution and negotiation to foster mainstreaming (presentation, case study exercise to try approach)</li> </ul>	1100 - 1300
Lunch	1300 - 1400
<ul style="list-style-type: none"> <li>- Action planning- what will each individual do when they get home? How can you help to fill the gaps to fulfil the needs identified over the workshop?</li> <li>- CEPF tracking indicators and monitoring</li> <li>- CEPF Communications</li> <li>- Grantee perception survey results and reflections of grantee feedback to CEPF</li> </ul>	1400 – 1610
Working Tea Break	1530-1600
<ul style="list-style-type: none"> <li>- Conclude on mainstreaming</li> <li>- Evaluation</li> <li>- Meeting close</li> </ul>	1530 - 1700

e. Photos





