



Organization Legal Name	Fauna & Flora International
Project Title	Capacity and tools for Biodiversity Mainstreaming in the Guinean Forests West Africa
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Project Dates:	10th September- 30th November
CEPF Hotspot:	GFWA - Guinean Forests West Africa
Strategic Direction:	SD4
Date of Report	22 nd November 2019

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. Summarize the overall results/impact of your project

This project supported the creation of a Theory of Change (ToC) to map out what is the “Desired State” for a sustainably planned and managed region with biodiversity mainstreamed. Workshop organizers and participants considered the current situation, the trajectory of change, the components of the Desired State and identified areas of significant divergence. Participants then considered different strategies to bring about the required changes, and identified the most likely strategies to succeed. This information was then captured in the intervention strategy for CEPF.

Note that this process was supported by the project in 2 ways: We organized a 2 day workshop hosted in Monrovia, Liberia, in terms of providing logistical support in all areas from organizing visas to accommodation and food. Technical support by an FFI Biodiversity Mainstreaming specialist was also provided in both program design and facilitation. The workshop program itself was led by Martin Hollands, an independent consultant.

The Theory of Change intervention strategy document produced by the workshop will help direct and drive efforts across the region to better engage in Biodiversity Mainstreaming, including providing guidance to both CEPF and their grantees.

3. Briefly describe actual progress towards each planned long-term and short-term impact (as stated in the approved proposal)

List each long-term impact from your proposal

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

Impact Description	Impact Summary
<p>The project supported the production of a working draft of a Theory of Change for biodiversity mainstreaming in private and public policy and practice across the GFWA hotspot. This will provide the basis and the rationale for actions and partnerships with private sector and will guide and facilitate partnerships among local communities, private sector and government to develop models for best practice mining, sustainable forestry and sustainable agriculture by private companies.</p>	<p>The workshop outputs will provide a stand-alone piece that will guide mainstreaming across the hotspot, and also feed into CEPF’s mainstreaming strategy and long-term vision.</p> <p>Attendees, which included several CEPF grantees as well as business and government representatives drawn from a pool of contacts from both CEPF/RIT, Martin Hollands and FFI, were provided with a framework and the space to discuss what a desired state for the environment in the Upper Guinean Hotspot would look like and how to get there. Discussion included how strategic cross-sectoral partnerships can help address the issues brought up by the exercise.</p> <p>This project, and the draft Theory of Change, also fed directly into a training event for grantees held immediately after this event. It allowed grantees to understand the process that was used, and to review and input to the ToC, and by extension CEPFs mainstreaming strategy. It also allowed grantees to be more targeted and solution oriented, focusing the training down on an agreed set of crucial mainstreaming priorities, and strategies for addressing them.</p> <p>The workshop was also successful in terms of creating and strengthening partnerships and networks between the different sectors, as well as increasing the confidence of regional actors to operate in other spheres. It also allowed grantees to understand and review the key threats and drivers of biodiversity loss in the region that might be addressed through mainstreaming activities.</p>

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

Impact Description	Impact Summary
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<p>A 2 day workshop attended by 30 people was organised from the 28th to the 29th of October in Monrovia, Liberia</p>	<p>FFI were invited by CEPF to support the hosting of a workshop designed to develop a Theory of Change for mainstreaming biodiversity in the Guinean Forest regions, West Africa. The dates were given as 28th- 30th October and the location as Monrovia, Liberia.</p> <p>FFI worked with the RIT and Martin Hollands to create a list of individuals and organizations to approach to attend the workshop. Invitations, formal and informal, were issued by all 3 parties. Participants were offered logistical support with visas and accommodation in Monrovia where applicable.</p> <p>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, and Monrovia. Translation services were provided by RX-XONE.</p> <p>Where requested, hotel reservations were made in the conference hotel for staff and delegates, and visas and an airport shuttle service arranged. We also arranged a drinks reception one evening to allow for networking.</p> <p>Note that this workshop (28th- 30th October) overlapped with a second, sister workshop, which took place in the same hotel in the same week (29th- 31st October)</p> <p>The objective of workshop 2 was achieved as it brought together 33 past and current grantees of the CEPF GFWA. Grantees were able to 1) support the development of peer to peer networks and address capacity gaps, both pre-identified and those that were identified during the workshop ii) garner grantees input into CEPFs GFWA hotspot program. iii) Feed into the ToC process with the guidance of the facilitator iv) Grantees skills were built in biodiversity mainstreaming more generally.</p> <p>The intention was to bring the two workshops together on the morning of Wednesday the 30th, although unfortunately only 3 participants of this workshop stayed on to participate in this.</p>
<p>Technical support was provided to the Biodiversity Mainstreaming consultant to</p>	<p>Advice was provided to Martin Hollands, the consultant tasked with developing and implementing the technical program for the workshop on the workshop agenda. Focus was particularly on integrating workshop 1 with the second</p>

<p>plan and implement the ToC workshop</p>	<p>workshop focused on training grantees and getting input on the desired state and underlying causes for the Theory of Change. Advice and contacts were also provided in securing guest speakers for the Theory of Change workshop as well as the sessions to integrate with the training workshop for grantees. A diverse and challenging program was developed.</p> <p>Background and data on the political economy and biodiversity threats for several countries in the region was provided to the consultant.</p> <p>Furthermore, facilitation support was provided to help deliver the full agenda for 2 days, including the provision of a bilingual French/English speaking trainer to work with grantees on providing input to the Theory of Change process. Note taking was also supported during the meeting.</p>
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4. Describe the success or challenges of the project toward achieving its short-term and long-term impacts

In terms of successes:

- The workshop was attended by a good and diverse group of participants from business, inter-governmental, NGO and government sectors
- The outputs aligned well with those produced by the CEPF grantees in the second workshop, showing a good amount of alignment in thinking about the key issues, threats and challenges for NGOs in the region to address them
- Many participants found the workshop useful and well-organized, with 90% scoring 3 or higher on a five point scale for all questions in the participant survey
- Grantees appreciated the presentations from other sectors on how they view mainstreaming and role of civil society
- Grantees, on the whole, appreciated learning more about process of developing a Theory of Change

Due to the short notice of the event and a lack of time to work directly with the consultant there were several challenges that emerged:

- The Grant Agreement between CEPF and FFI for this project was only signed 3 weeks in advance of the workshop, meaning that the time to prepare was relatively short
- Several potential workshop participants could not attend because of the short notice
- Due to illness the captured outcomes from the theory of change exercise with grantees could not be written up and provided within three days of the workshop as requested by the consultant

- Alignment between the two workshops (Theory of Change and mainstreaming training for grantees) was difficult, contributed to by different organizers and several last minute changes to both programs.
- Some participants didn't appreciate the amount of text and PowerPoint presentations used to explain the Theory of Change process and outcomes (although it must be noted that this was to some degree unavoidable due to the nature of the process and needing to explain the background for the results to make any sense).
- 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.
- FFI organized a number of single-entry visas to be ready at arrival in the airport. As the hotel was arranging the airport pickup, they were also asked to take the relevant visa for the particular people they were collecting. Unfortunately on two occasions they failed to take the documentation to the airport. There was also a problem with the double-booking of the conference room, despite the reservation being made by FFI well in advance. This was fortunately overcome by the other party cancelling their reservation at short notice.

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

- Attendees from national companies operating in the region attended the meeting, which provided a very valuable perspective we didn't think we were going to have

PART II: Project Outputs/Results

6. 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	Working draft of a Theory of Change for biodiversity mainstreaming in private and public policy and practice across the GFWA hotspot	Presence/absence of Theory of Change	A regional Theory of Change for better Biodiversity Mainstreaming, incorporating the views of multiple sectors and stakeholders that are stakeholders in environmental conservation in the hotspot.
1.2	Draft theory of change incorporating regional information	Filled workshop templates and materials (flipcharts, post its, notes) with CEPF Grantee comments	Grantee inputs to Theory of Change, ensuring that the CEPF mainstreaming strategy produced by Martin Hollands incorporates the organizational capacity, resource needs and challenges faced by CEPF Grantees in the region
1.3	Mainstreaming strategy for CEPF	Presence/absence of mainstreaming strategy document	Mainstreaming strategy, incorporating views from CEPF Grantees and Secretariat, provided to the CEPF Secretariat and RIT to guide their investment under this priority

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

An initial review was conducted of the development agendas, dependencies and related environmental challenges for the region were carried out to understand key emerging issues for the countries in the hotspot. Broadly, the results were:

- **Priority sectors for development**
- **Agriculture** – identified by **all** countries, for both addressing domestic needs and cash crops. All countries identified modernization as the main need, with an additional 7/11 also specifically targeting expansion. 5/11 mention governance improvements.
- **Infrastructure development** – also identified by all countries, either as an overall target, or as a requirement for sectoral change, and included roads, ports, terminals and airports.
- **Mining** – was prioritized for most of the countries (7/11), with 6 specifically mentioning expansion. There was also a recognition of the need for improved governance & management (3) and rehabilitation (2).

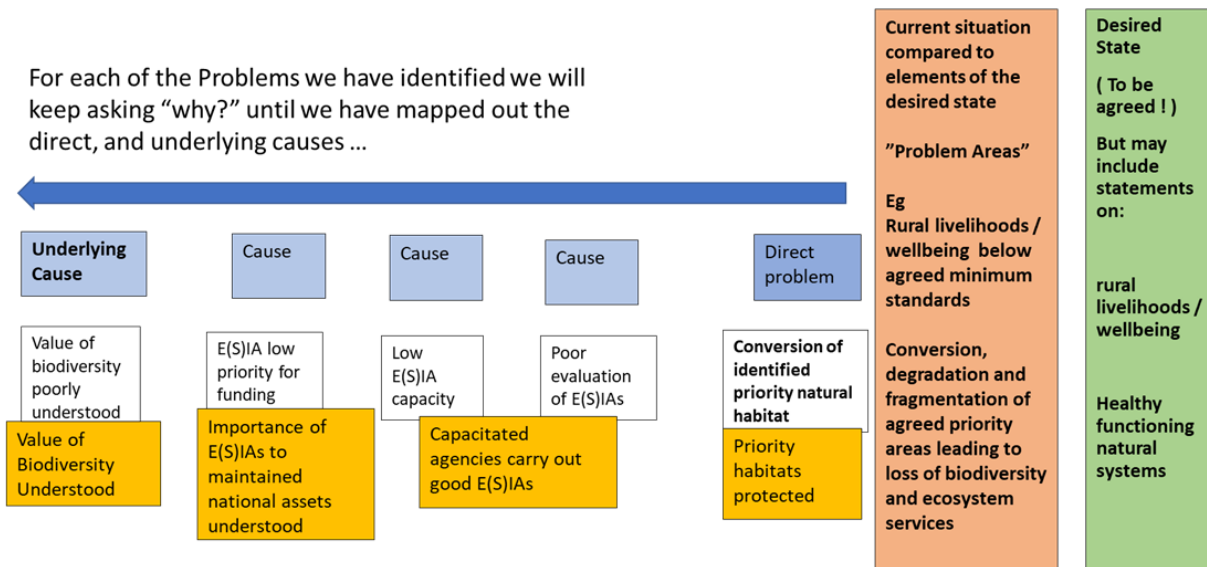
- **Fisheries** – 6 countries specifically included an expansion of fisheries, whether marine or inland, with 4 mentioning the need for improved management to improve sustainability
- **Tourism** – Highlighted for 6 of the countries, with reference to natural areas
- **Oil & Gas** – highlighted for 3 countries, with 1 referencing the need for improved governance / management
- **Forestry** – although forest commodities were covered under agriculture only 2 countries included forestry itself as a target sector
- **Manufacturing**, renewable energy and special economic measures were also mentioned in
- **Improved governance** (including mainstreaming the environment) was also included in one as an overall requirement

Theory of Change process was developed to capture inputs on desired state and the steps required to reach them, specific to the Upper Guinean Hotspot (focusing on CEPF RIT countries and impacts to Upper Guinean Forest habitat)

In an interactive workshop format with breakout groups, we first explained the process to participants and then broke into groups to understand:

- The desired state for the region
- Identified an underlying problem that was preventing this state
- We worked to identify the causes and then the underlying cause, which is the change required to start moving towards the desired state

Visually, the workshop process followed these steps:



PART III: Lessons, Sustainability, Safeguards and Financing

Lessons Learned

8. 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.

More time was required to align this workshop with its sister workshop on mainstreaming training to ensure that the sessions fed better into each other and that participants were clear about the link between the two as well as understood the process used (Theory of Change).

Private sector participants needed, in general, longer lead times to ensure their participation as they needed internal approvals.

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. Unfortunately Cape Hotel had limited breakout space, added to by the smaller conference room not being available for 1 of the days originally reserved for.

Monrovia, Liberia, is not well served regionally by airlines, making travel to it complex and lengthy.

Sustainability / Replication

9. 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.

- It will be important to ensure that the outputs of this workshop, the Theory of Change, form the basis of a mainstreaming strategy for the CEPF Upper Guinean Hotspot and will guide the next call for mainstreaming grants. The RIT must ensure that any required support is provided to Grantees who expressed a desire to conduct mainstreaming activities in existing projects, but also in developing proposals for the next round of funding.
- Several emerging opportunities exist from bodies such as the Natural Capital Coalition West Africa Hub in Nigeria for participants to link into cross-sectoral initiatives for mainstreaming that already involve key actors in the landscapes where they are implementing projects
- 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 CSOS from Liberia and Principe to further develop and strengthen their organizations.

- The participants of the workshop and the CEPF 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. List of workshop attendees

NAME	ORGANISATION
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	BirdLife International
Peggy Poncelet	CEPF Secretariat
Olivier Langrand	CEPF Secretariat
Nina Marshall	CEPF Secretariat
Marsea Nelson	CEPF Secretariat
Ademola Ajagbe	BirdLife International
Tiphaine J. Gaudefroy De Mombynes	French Development Agency (AFD)
William Dumenu	Forestry Research Institute of Ghana
Ofori Lartey	Miro Forestry
Thomas Bacha	PPI-IUCN
Eugene Itua	Natural Capital Coalition West Africa Hub
Pierre Van Asbroeck	French Development Agency (AFD)
Mathilde Richelet	French Development Agency (AFD)
Mamy Nyan Daniel	Soguipah
Mohamed Bakarr	GEF
Hendrik Kuit	AML
Remi van Balen	ECOMTrading
Dr. Herbert Hermon	Firestone
Dirk Byler	GWC/IUCN
Dr. Emmanuel T. Olatunga (sic)	EPA
Lin Ji	Global Environmental Institute, China
George Ilebo	Conservation International
Samir Whitaker	Fauna & Flora International (FFI)
Thalia Liokatis	Fauna & Flora International (FFI)
Marianne Carter	Fauna & Flora International (FFI)