

## CEPF Final Project Completion Report

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

<b>Organization Legal Name</b>	<i>Fauna &amp; Flora International</i>
<b>Project Title</b>	Mount Mabu Conservation Project (MMCP)
<b>CEPF GEM No.</b>	Grant #62584
<b>Date of Report</b>	31.05.2016
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**CEPF Region:** Eastern Afromontane hotspot – sub region Northern Mozambique – MOZ4 – Mt. Mabu

**Strategic Direction:** Strategic Direction 2 - Improve the protection and management of the KBA network throughout this hotspot

**Grant Amount:** \$127,139.67

**Project Dates:** Jul 1, 2013-Mar 31, 2016

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

Justiça Ambiental (JA) – is an environmental non-governmental organization and was responsible for leading on the coordination and implementation of activities at the field site including liaison with local communities and governmental institutions. JA was also responsible for organizing the community in associations institutionalizing Community Based Organizations (CBOs), engagement with other stakeholders (Agricultural Research Institute of Mozambique - IIAM) and contracting the consultancy company to undertake the Environmental Impact Assessment as a first step to establish the Mt Mabu region as land for conservation use and nature-based tourism initiatives only.

**Conservation Impacts**

**2. Describe how your project has contributed to the implementation of the CEPF ecosystem profile**

- The project has contributed significantly to establish the basis to legally create a “Community Conservation Area” (DUAT – Land Use and Benefit Rights - registered as conservation use and tourism only).
- The project established 4 community associations or CBOs.
- The project has increased awareness and interest among local communities for the protection of the area.
- The project developed a Preliminary Conservation Management Plan for Mt Mabu.

### **3. Summarize the overall results/impact of your project**

The projects results/impacts can be summarized in:

- The foundation work to establish a “community conservation area” in Mt Mabu was undertaken where 4 communities were organized into CBOs and legally registered as formal associations. Training was carried out to improve capacity, to support communities in the establishment of these associations.
- In addition, another cornerstone activity that was undertaken is the Environmental and Social Impact Assessment study which is required by law prior to commencement of any development project. Work on this study began as a result of this project, and this is something we understand JA plan to work to finalise going forwards.
- Members of Communities from Nangaze, Namadoe, Limbue Sede and Nvava undertook an exchange visit to gain experience and knowledge on Community Based Tourism and Natural Resources Management implemented by Mulange Conservation Trust in the neighbouring country of Malawi in Mulange District.
- The project was successful in registering Mt Mabu as an Important Bird Area, which gives an international and national recognition of its conservation importance.
- As a result of the project a Preliminary Conservation Management Plan for Mt Mabu was produced to provide support for decision making regarding development initiatives in the region.

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

*List each long-term impact from Grant Writer proposal*

- Sustainable conservation of Mabu forest, the largest rainforest in southern Africa, through the creation of a new Protected Area (PA), in harmony with local development.

### **4. Actual progress toward long-term impacts at completion**

- The fundamental work and preparation to establish the Mt Mabu as a protected area was successfully implemented. However, the final gazettement of Mabu as a PA has not yet been achieved, as this is a long and complex process, and is awaiting the finalization of the EIA. Despite this, the project was also successful in raising the capacity of local communities in sustainable use of natural resources and in developing a management plan to allow a harmonic local development and conservation management, which will all contribute to the ongoing conservation and protection of the area.

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

*List each short-term impact from Grant Writer proposal*

- Mabu forest registered as land for conservation use only and nature-based tourism initiatives, guided by a community based conservation management plan.
- 8000 hectares of the Mabu forest registered as land for conservation use only.
- 4000 people living in the four adjacent communities will gain more secure rights and responsibilities in relation to the management of Mabu forest, and benefit from the ecosystem services the forest provides.

## **5. Actual progress toward short-term impacts at completion**

- Registration of 8000ha of Mabu forest as land for conservation use and nature-based tourism initiatives, that will secure land rights for 4000 local people, has progressed through the development of community associations CBOs and boundary delineation. Elements of an ESIA study have also been undertaken although the whole ESIA was not completed (see below challenges). All these aspects are requirements for registration. In addition a Conservation Management Plan has been developed that can be used to ensure the land is currently managed for biodiversity, and that surrounding communities are able to access and benefit from the ecosystem services the forest provides. As soon as the area has been gazetted, the Management Plan will be an essential tool for formalising legal and enforceable management of the area, as required under the Conservation Areas law, securing communities increased management rights and responsibilities.

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

- Success – The project established strong relationships with local communities and administration based on trust, respect and common interests. This was essential for the successful implementation of the project activities completed.
- Success – Organising and coordinating a learning exchange for Mabu community members to visit Mulange. This was vital in demonstrating the objectives this project was working to achieve with them, and in helping to build capacity and understanding of the importance of sustainable development.
- Success and challenge –through this project, the process of registering the Mt Mabu forest as land for conservation use and nature based tourism activities was started. This process was complicated by the designation of a new Conservation Areas Law in 2014. The new law expanded the categories for conservation areas, grouping them under 2 titles. It was agreed that under the new law, Mt Mabu should be registered as a Community Conservation Area within the Sustainable Use of Conservation Areas group. A community conservation area gives one or more local communities the rights to use the natural resources of the land, and the overall management of the area. Designation of the area as such would therefore secure rights to and responsibilities of Mt Mabu for the four surrounding communities. Understanding the new law by authorities, and where Mt Mabu would most appropriately fit within new land categories took additional time, delaying progress towards completing the registration of the area. In addition, the requirements for designation were changed by the new law, and for a Community Conservation Area an ESIA was required, which adds a social element to the assessment of impact, which unfortunately was not completed during this project. Achieving the aim of securing land rights for 4000 local people will only be possible following the declaration of Mt Mabu as a community conservation area. However, as a result of the project, the ESIA has begun, and the process of land delineation was completed. Local NGOs such as JA are now well placed to continue the work started, and finalise the registration of this land, securing rights and responsibilities for its management by the local communities.
- Challenge - Effective communication with stakeholders particular Private Sector is highly challenging and it takes time to develop trust and collaboration and this is important to

understand the dynamic and plans of other development initiatives in the Mabu Mountain area.

- Challenge - The political instability in the region was a major obstacle for project implementation as the threat of conflict in the project area delayed and constrained the work on the ground especially through 2013 and this threat remained until September 2014. In particular, this caused delays in conducting the Environmental and Social Impact Assessment.
- Challenge – adverse weather conditions also hampered project delivery. An extended wet season meant it was not possible to access the field site and carry out planned activities for an extended period between 2014-2015.
- Challenge – working in collaboration with our implementing partner JA was at times difficult, and problems in reaching a consensus on the sub-grant agreement caused considerable delays to project implementation.

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

As detailed above.

### **Project Components and Products/Deliverables**

#### **Component 1 (as stated in the approved proposal)**

*List each component and product/deliverable from Grant Writer*

**Component 1:** Support the establishment of Mabu forest as a conservation area through developing the necessary technical, social, and legal framework required.

#### **Products / Deliverables**

- 1.1. Registration of Mabu forest as land for 'conservation and tourism' purposes under existing Mozambique legislation
- 1.2. Demarcation of Mabu conservation area including boundary description
- 1.3. Define and develop activities in the communities surrounding the Mabu conservation area
- 1.4. Biodiversity and resource inventories undertaken where applicable
- 1.5. Register Mabu as an Important Bird Area (IBA)
- 1.6. EIA that meets Mozambique legal requirements to register the land and that anticipates the requirements of World Bank EIA safeguards.

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

- 1.1. A survey of boundaries was undertaken, GIS data delineating the borders of the Mount Mabu were collected, maps and preliminary information were produced to register the project and obtain necessary licenses from provincial and district authorities. As a result the Mabu project was classified as Category A, which meant it required a full Environmental Impact Assessment. Under the new Conservation Areas Law, designated in 2014, it was determined Mt Mabu should be classified as a Community Conservation Area. The designation process for this now required an ESIA (including a social element to impact assessment). The assessment process was started as part of this project.

- 1.2. A technical staff member of the Provincial Geography and Registration Services together with JA! staff registered the coordinates on site and later the Provincial Services produced a sketch of the area intended for conservation.
- 1.3. Several meetings were undertaken with community members in order to identify user groups and discuss future potential activities within the Mabu forest area. User groups were identified. Communities also identified alternative activities that they wish to pursue e.g. conservation farming and small scale livestock production. Some of the proposed potential activities require further discussion, consideration and funding.
- 1.4. Number of previous biodiversity surveys in taxonomic groups were summarized to identify gaps of information and creation of a biodiversity database. No further studies have been identified as needed except the social information needed in the EISA.
- 1.5. Mount Mabu was registered on Birdlife International Database of Global IBA'S, which means it is now recognised as an Important Bird and Biodiversity Area (IBA) - MZ016 - as well as a Key Biodiversity Area (KBA) - MOZ4.
- 1.6. The Draft of the Environmental and Social Impact Assessment was produced. It is hoped that this will be finalized by JA.

**Component 2 (as stated in the approved proposal)**

*List each component and product/deliverable from Grant Writer*

**Component 2:** Promote and support the establishment of a CBO.

**Products / Deliverables**

- 2.1. ....through an appreciative Inquiry Process (Discovery, Dream, Design, Delivery) develop a CBO with village communities and their institutions.
- 2.2. Identify and capacitate different user groups, example hunters, for future possible activities such as guides and porters for a community based eco-tourism initiative
- 2.3. Promote the discussion with local communities on initiatives regarding small-scale nature-based tourism and other community programmes to support the local economy and provide an additional rationale for conserving the Mt. Mabu forest
- 2.4. CBO interacting and collaborating with District Government - providing minutes of meetings held.

**9. Describe the results from Component 2 and each product/deliverable**

- 2.1. Four communities were organized into CBOs namely, Nangaze, Namadoe, Limbue Sede and Nvava.
- 2.2. User groups were identified and some members took part in an exchange visit to Malawi to learn of sustainable development and ecotourism activities in Mount Mulanje, visiting Monekera Community conservation group, Nessa Smallholders tea fields; TRF Private forest/community co-management; Likhubula beekeeping; Mandanda & Kukada conservation agriculture area.

2.3. Several meetings and workshops were held with the communities of Mount Mabu to discuss nature-based tourism and conservation in the region. The community is now well aware and motivated to conserve the Mt Mabu Forest and able to openly explain the need and importance of its conservation.

2.4. Meeting summary reports were often produced and shared with local authorities. In addition local and provincial authorities were invited to attend some meetings, in other to create transparency and build trust to strengthen the collaboration with communities.

**Component 3 (as stated in the approved proposal)**

*List each component and product/deliverable from Grant Writer*

**Component 3:** The production of a Land-Use plan for the Mabu forest highlighting important areas for conservation and community needs.

**Products / Deliverables**

3.1. Report on stakeholder consultation and engagement with local communities.

3.2. A Land-Use survey addressing community land-right issues and forest usage will provide the necessary information in developing the land-use plan.

3.3. Biodiversity and resource inventories will identify/recommend important areas to take into consideration for conservation purposes.

**10. Describe the results from Component 3 and each product/deliverable**

3.1. Project partners had several meetings with stakeholders including IIAM (Agricultural Research Institute of Mozambique) as well as local communities. A formal consultation process was undertaken during the process of carrying out an ESIA for the area.

3.2. A visit took place from 25-27 February, comprising 3 IIAM technical staff and 1 JA technical staff member to gather data to prepare the detailed Terms of Reference, work plan and Budget for the land-use survey and management plan. However, due to budget restraints following the elevated cost of the ESIA study (in order to ensure compliance with requirements for land registration); this element of the project was unfortunately removed from the work plan, with agreement from CEPF. At the time this decision was made, the remaining funds in the budget were committed to community capacity building and livelihood activities, which then later were sadly unable to go ahead. In place of the land use plan, a preliminary conservation management plan was produced, pulling together all known data on the area, and making recommendations for future work.

3.3. Data on previous biodiversity surveys as well as GIS information has been collated into a database and interpreted in a comprehensive manner ready accessible to decision makers in the form of a preliminary Conservation Management Plan.

**Component 4 (as stated in the approved proposal)**

*List each component and product/deliverable from Grant Writer*

**Component 4:** The production of a draft integrated management plan for the Mabu conservation area.

## **Products / Deliverables**

- 4.1. All project partners will play a part in the development of the draft Mabu conservation management plan.
- 4.2. All the surveys conducted to develop the community land-use plan will support the elaboration of the draft management plan, as well as biological surveys already undertaken in previous initiatives.
- 4.3. Monitoring protocol instructions on key species and human activity will be produced and form part of the draft management plan.
- 4.4. Draft management plan will act as a summary document of activities to-date but it will also present recommendations for future work focus and follow-on funding for the project and initiative. It will serve as a guide for the next phase of Mabu conservation.
- 4.5. Process Framework report on involuntary restriction on access to resources.

## **11. Describe the results from Component 4 and each product/deliverable**

- 4.1. Preliminary Conservation Management Plan for Mabu has been developed, and disseminated to all stakeholders for review and feedback.
- 4.2. The land use plan was not developed due to budget restrictions; this was discussed and approved by CEPF in 2015.
- 4.3. Monitoring protocols are included in the preliminary conservation management plan.
- 4.4. The preliminary management plan contains comprehensive, up to date information regarding biological data and identifies some recommendations for further work on the next phases of conservation in the Mt Mabu region.
- 4.5. The process framework report to inform how the project would safeguard against impacts on any involuntary restrictions of access to resources was not possible to complete.

Project planning stated that FPIC processes would be followed when working with communities to ensure vulnerable members including women and marginalised groups were represented and their opinions considered. This included inception meetings, the exchange learning visit and aspects of the management plan. However due to the changes in staffing within FFI and the premature ending of the relationship with JA who led on all community involvement, current FFI staff have not been able to access reports detailing how such processes were followed during implementation of these activities.

In 2015, the work that FFI has completed on the management plan has focused on biodiversity and geographical aspects. Although JA were invited to attend and involve community representatives, invitations were declined.

In addition, the planned work with communities on alternative livelihoods did not go ahead due to non-signature of the sub-grant by JA as further explained in sections 31 – 33.

## **Component 5 (as stated in the approved proposal)**

*List each component and product/deliverable from Grant Writer*

**Component 5:** Justica Ambiental (JA!) sub-component of activities

**Products / Deliverables**

- 5.1. Registration of Mabu forest as 'land for conservation use and eco-tourism' only with the Provincial Government
- 5.2. EIA that meets Mozambique legal requirements to register the land and that anticipates the requirements of World Bank EIA safeguards.
- 5.3. Development of a CBO in collaboration with project partners.
- 5.4. Train guides and porters from the local community.
- 5.5. Creation of nature-based tourism infrastructure/facilities.

**12. Describe the results from Component 5 and each product/deliverable**

5.1. The initial and fundamental steps to register Mt Mabu as a Community Conservation Area under the new Conservation Areas Law e.g. establish communities associations; undertake land delimitation and elements of an ESIA study were undertaken. Progress is pending on the completion of the ESIA.

5.2. The ESIA developed had a Control and Quality Assurance procedure in order to fulfil international standards and best practices.

5.3. The CBOs have been established.

5.4. No guides or porters were trained; see below for explanation.

5.5. This component of work was unfortunately halted; see below and component 6.

It is important to note that JA were transferred less than half of the funds allocated to them in the budget as a sub-grant over the duration of the project. In 2015, effort was made to renew the sub-grant agreement between FFI and JA, in order to enable FFI to transfer the remaining funds to JA. Unfortunately, JA felt unable to sign the agreement, and in December 2015 decided to end the partnership with FFI and their involvement in the CEPF funded project. This left a large amount of their activities uncompleted.

**Component 6 (as stated in the approved proposal)**

*List each component and product/deliverable from Grant Writer*

**Component 6:** Establish Field Research Centre at Mabu

**Product/deliverable**

- 6.1. Identify location for field research centre
- 6.2. Produce a Memorandum of Understanding between JA! and the communities detailing their roles and that the property will be for research, conservation, and community use, held in trust by JA!
- 6.3. Produce tender for bids for the construction of the research centre
- 6.4. Complete construction of research centre for project in accord with grant-specific EIA submitted to CEPF.



6.5. Promotion of the field-centre / research base as a destination for nature-based tourists and also as a research centre for visiting scientists and students.

**13. Describe the results from Component 6 and each product/deliverable**

6. A field location was identified, but unfortunately, the land owners Mozambique Holdings did not permit the project to develop an old building into the field research centre. Alternative solutions were explored, but involved the construction of a completely new building, which was outside the budget allocated by this grant. This, coupled with the delay in completing the ESIA, delayed this work to the point where this component was unfortunately removed from the project plan, with agreement from CEPF.

**14. If you did not complete any component or deliverable, how did this affect the overall impact of the project?**

The project suffered considerable set-backs with implementation of some of the planned deliverables. As a result, the aims of the project were adjusted, and some aspects had to be removed. This did, unfortunately, lessen the impact the project was able to have upon the conservation of the Mt Mabu region. However, it is still felt that the project achieved a step forward in securing protection of the forest, and in engaging local communities in conservation, and raising awareness of the needs to protect it. In place of completing certain deliverables, this project has successfully provided a platform and the tools needed for these to be completed in the future. The completion of the EIA will enable the registration of the Mt Mabu region, and the management plan developed will help to guide further work in the area.

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

The management plan developed will be a vital tool in guiding further work in the region, and in supporting conservation management of Mt Mabu and the biodiversity it supports. A copy of the management plan is included with this report.

**CEPF Global Monitoring Data**

Respond to the questions and complete the tables below. If a question is not relevant to your project, please make an entry of 0 (zero) or n/a (not applicable).

**16. Did your organization complete the CEPF Civil Society Tracking Tool (CSTT) at the beginning and end of your project? Yes/No**

n/a

If yes, please be sure to submit the final CSTT tool to CEPF if you haven't already done so.

n/a

**17. List any vulnerable, endangered, or critically endangered species conserved due to your project**

The work carried out as a result of this project will help to improve management and conservation of the Mt Mabu region. Listed below are the species that are vulnerable or endangered that will benefit from the work carried out to protect this habitat.

Biodiversity Type	Common name	Species name	IUCN Red List Status
Aves	Cholo alethe	<i>Alethe choloensis</i>	EN
Aves	Spotted ground thrush	<i>Zoothera guttata</i>	EN
Aves	Swynnerton's robin	<i>Swynnertonia swynnertoni</i>	VU
Aves	Dapple-throat	<i>Modulatrix orostruthus</i>	VU
Fish	-	<i>Barbus choloensis</i>	VU
Mammals	Elephant	<i>Loxodonta africana</i>	VU
Plantae	African Mahogany	<i>Khaya anthotheca</i>	VU
Plantae	Red Stinkwood	<i>Cassipourea malosana</i>	VU

EN – Endangered and VU - Vulnerable

#### Hectares Under Improved Management

Project Results	Hectares*	Comments
<b>18. Did your project strengthen the management of an existing protected area?</b>		<i>List the name of each protected area</i>
<b>19. Did your project create a new protected area or expand an existing protected area?</b>		<i>List the name of each protected area, the date of proclamation, and the type of proclamation (e.g., legal declaration, community agreement, stewardship agreement)</i>
<b>20. Did your project strengthen the management of a key biodiversity area named in the CEPF Ecosystem Profile (hectares may be the same as questions above)</b>	8000	Key biodiversity area MOZ4
<b>21. Did your project improve the management of a production landscape for biodiversity conservation</b>		<i>List the name or describe the location of the production landscape</i>

\* Include total hectares from project inception to completion

**22. In relation to the two questions above on protected areas, did your project complete a Management Effectiveness Tracking Tool (METT), or facilitate the completion of a METT by protected area authorities? If so, complete the table below. (Note that there will often be more than one METT for an individual protected area.)**

N/a

Protected area	Date of METT	Composite METT Score	Date of METT	Composite METT Score	Date of METT	Composite METT Score


**23. List the name of any corridor (named in the Ecosystem Profile) in which you worked and how you contributed to its improved management, if applicable.**

N/a

**Direct Beneficiaries: Training and Education**

<i>Did your project provide training or education for . . .</i>	Male	Female	Total	Brief Description
<b>24. Adults for community leadership or resource management positions</b>				
<b>25. Adults for livelihoods or increased income</b>	9	2	11	Members of 4 communities took part in an exchange visit to Mulange, and were introduced to several different methods of sustainable livelihoods. The project had planned to follow up this visit with training on sustainable livelihoods, including honey production, however the implementation of this was not possible due to ongoing difficulties with our partner institution.
<b>26. School-aged children</b>				
<b>27. Other</b>				

**28. List the name and approximate population size of any “community” that benefited from the project.**

The four communities are located in the District of Lugela, Province of Zambézia in Mozambique.

Community name	Locality	Administrative Post	Population size
Nangaze	Mpemula	Muabanama,	8,370
Namadoe	Limbue,	Tacuane	18,191
Limbue Sede	Limbue,	Tacuane	
Nvava	Limbue,	Tacuane	

## 29. Socioeconomic Benefits to Target Communities

Based on the list of communities above, write the name of the communities in the left column below. In the subsequent columns under Community Characteristics and Nature of Socioeconomic Benefit, place an X in all relevant boxes.

Community Name	Community Characteristics								Nature of Socioeconomic Benefit												
	Small landowners	Subsistence economy	Indigenous/ ethnic peoples	Pastoralists / nomadic peoples	Recent migrants	Urban communities	Communities falling below the poverty line	Other	Increased income due to:				Increased food security due to the adoption of sustainable fishing, hunting, or agricultural practices	More secure access to water resources	Improved tenure in land or other natural resource due to titling, reduction of colonization, etc.	Reduced risk of natural disasters (fires, landslides, flooding, etc.)	More secure sources of energy	Increased access to public services, such as education, health, or credit	Improved use of traditional knowledge for environmental management	More participatory decision-making due to strengthened civil society and governance	Other
									Adoption of sustainable natural resources management practices	Ecotourism revenues	Park management activities	Payment for environmental services									
Nangaze	X					X		X					X							X	
Namadoe	X					X		X					X							X	
Limbue Sede	X					X		X					X							X	
Nvava	X					X		X					X							X	

If you marked "Other", please provide detail on the nature of the Community Characteristic and Socioeconomic Benefit:



## Lessons Learned

**30. 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 projects designed or implemented by your organization or others, as well as lessons that might be considered by the global conservation community**

**31. Project Design Process (*aspects of the project design that contributed to its success/shortcomings*)**

The project encountered two problems which had they been discussed during the design process, may have avoided the setbacks this project has encountered. The first being the refusal of Mozambique Holdings to permit the use of an old building as a field research centre which meant that component six: Establish Field Research Centre had to be removed from the project. If we had secured a written agreement for use of the building at project design stage, it would have increased the assurance that we could use this resource or highlighted that there was an issue and enabled an alternative solution to be found. The second aspect that could have been resolved at design stage is had we better understood the CEPF sub-grant agreements required for local partners, and ensured that partners were in agreement of grant conditions before applying for funds, the problem of partners refusing to sign grant agreements would not have arisen.

### Lessons learnt for future projects:

Clarify resource requirements and availability during project design. Communicate project aims, objectives and work plans clearly with all stakeholders before submission of proposal. Ensure that all project partners and other organizations involved in the delivery of the project are aware of their role, have given their approval, and are in agreement over how this will be carried out including grant agreements.

**32. Project Implementation (*aspects of the project execution that contributed to its success/shortcomings*)**

Throughout project implementation, it became apparent that JA wanted to be involved in all work relating to supporting the local communities in the Mt Mabu region. They have a strong and trusting relationship with communities, and FFI were not able to work with communities without JAs presence. This was initially resolved by increasing the sub-grant agreement with JA to include all community work under their component of the grant and decreasing FFI's component, however, this became a problem when JA refused to sign the sub-grant agreement as FFI could not then deliver on any aspects of the grant involving communities.

During the final year of the project, efforts were made by FFI to renew the sub-grant agreement in place with JA in order to transfer remaining funds to them, to enable them to complete project activities. When developing the sub-grant agreement, care was taken to clearly include all grant conditions as required by the donor. JA did not feel able to sign the updated agreement with these conditions, and unfortunately this led to the end of the partnership, leaving several project activities uncompleted.

### Lessons learnt for future projects:

When planning to deliver work with communities, it is advisable to ensure a full understanding of the current dynamics of the area, and roles of any other organization, local or international, working to

achieve the same or similar goals. A full understanding of any established way of working will ensure projects can be delivered in line with this, to avoid any upset or complication at project delivery.

When sub-granting funds to partners, ensure that all grant conditions are clearly and openly passed on to project partners from the beginning of the project, and if possible, before accepting grant funds from a donor, to ensure the partner feels able to comply with all regulations. This will ensure partners are aware of all requirements they must adhere to, and will prevent any disputes relating to this during project delivery.

### **33. Describe any other lessons learned relevant to the conservation community**

FFI have also learned an important lesson about delivering a field based project where management accountability is held at the HQ. It is important that there is an identified person who has ultimate ownership of project delivery and that there is a robust process in place when there are staff changes to ensure an adequate handover of project requirements and documentation, and to ensure there are no organisational gaps regarding project accountability.

### **Sustainability / Replication**

#### **34. Summarize the success or challenges in ensuring the project will be sustained or replicated**

Following the completion of this project, no further funding has been secured to continue FFI's involvement in the Mt Mabu region. We are hopeful that JA, who we feel are best placed to lead on further work in the area, will be able to secure additional funds to continue the project and achieve other outcomes as planned.

#### **35. Summarize any unplanned activities that are likely to result in increased sustainability or replicability**

n/a

### **Safeguards**

#### **36. 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**

n/a

### **Additional Comments/Recommendations**

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

JA were due to deliver a large portion of the project activities directly; they were due to receive funds via FFI as a sub-grant from CEPF. Without a valid sub-grant agreement (SGA) in place, FFI was unable to transfer JA! the funds allocated to these project activities, and they therefore were unable to complete them.

JA are well known, and have a strong reputation with communities around Mt Mabu. They feel it necessary to lead, and be involved in all work involving the communities in this area. Taking this into consideration, it was not feasible for FFI to implement the community conservation elements of the project alone without the involvement of JA. The time taken to try and reach a resolution over the new SGA lead to first a considerable delay in project progress, and subsequent relinquishment of activities JA were due to carry out independently, and those that FFI and JA were due to work on together involving the local communities. Failure to deliver these activities lead to the project not achieving all outcomes.

We are thankful to CEPF for their understanding of the above issues, and for working to support FFI in finishing the project and achieving what was possible without our implementing partner.

### **Additional Funding**

#### **38. 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**

<b>Donor</b>	<b>Type of Funding*</b>	<b>Amount</b>	<b>Notes</b>
Halcyon Land and Sea	A	USD 20,000	
Van Teinhoven Foundation	A	EUR 11,615	
Conservation Leadership Program	B	USD 12,000	Funding directly to partner organization JA to cover the cost of an intern for 1 year, from Aug2013 to July 2014
FFI Africa programme	A	USD 30,000	Organisational support for running the project; staff time for key project staff.

\* Categorize the type of funding as:

- A *Project Co-Financing (other donors or your organization contribute to the direct costs of this project)*
- B *Grantee and Partner Leveraging (other donors contribute to your organization or a partner organization as a direct result of successes with this CEPF funded project)*
- C *Regional/Portfolio Leveraging (other donors make large investments in a region because of CEPF investment or successes related to this project)*

### **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](http://www.cepf.net), and publicized in our newsletter and other communications.

Please include your full contact details below:

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