

CEPF FINAL PROJECT COMPLETION REPORT

I. BASIC DATA

Organization Legal Name:	Birdlife International
Project Title (as stated in the grant agreement):	Building Capacity for Biodiversity Conservation in West Africa
Implementation Partners for this Project:	Conservation Society of Sierra Leone, Ghana Wildlife Society, Guinée Ecologie, Society for the Conservation of nature in Liberia, SOS-Forets in Côte D'Ivoire
Project Dates (as stated in the grant agreement):	January 1, 2002 – December 31, 2004
Date of Report (month/year):	May, 2005

II. OPENING REMARKS

Provide any opening remark that may assist in the review of this report.

This project broadly aimed to achieve additional capacity for biodiversity conservation within established, autonomous, national BirdLife Partner organisations in Ghana and Sierra Leone and to establish and develop biodiversity conservation programmes with national organisations in Cote d'Ivoire, Liberia and Guinea. Training and development in site-based conservation work was to form the basis of the project with additional work in the areas of advocacy, communications, fundraising and marketing.

The project was mainly to seek to address the problem of limited local capacity for conservation, which CEPF recognises as one of the most serious threats to biodiversity in the Upper Guinea Forest region. The primary approach was to coordinate, hotspot-wide training and investment that would encourage experience-exchange and linkages across national borders and standardised approaches to biodiversity conservation. The main tool for fostering coordination and standardisation through training was the Important Bird Area (IBA) process (which involves the identification of a network of areas important for biodiversity conservation using international agreed scientific criteria followed by monitoring and taking action to ensure the conservation of sites in perpetuity). The training programme was to focus on existing and new Important Bird Area national inventory programmes. Training was to be primarily in the areas of sites assessment and monitoring (habitat integrity and species surveys with an emphasis on birds as indicators), database establishment and maintenance, advocacy and communications skills

(planning and action) and fundraising. The project was also to build capacity nationally by including a specific programme for graduates to obtain experience in nature conservation work.

III. ACHIEVEMENT OF PROJECT PURPOSE

Project Purpose:

Capacity of conservation NGOs in five countries in West Africa enhanced to deliver biodiversity conservation throughout the Upper Guinea Forest Zone.

Planned vs. Actual Performance

Indicator	Actual at Completion
Purpose-level:	
An agreed programme of training and development delivered appropriately to all participating NGO's by the end of year 3	At the project start up meeting in 2002 in Ghana, a training programme was agreed with nine training courses planned over the project duration. The training courses were to be undertaken both at sub-regional and national levels. Six out of the nine training courses were completed in project proposal writing, communication, participatory appraisal, basic ornithology, survey of other biodiversity, IBA monitoring and database management. This means percentage delivery was 67%. These training courses benefited a total of 70 persons in the five countries. Three training courses could not be done due to financial constraints. However, there were plans in place to complete these trainings. The advanced ornithological training is being pursued under the Darwin project and NGOs in Guinea and Cote d'Ivoire have organized the financial training course since the official end of the project.
National organizations in Côte D'Ivoire, Guinea and Liberia each have functioning biodiversity conservation programmes, establish national IBA databases and produce draft national IBA inventories by end of year 3	There are functioning biodiversity conservation programmes in national organizations in all the three countries (Cote d'Ivoire, Guinea and Liberia). IBA teams have been trained and put in place, these teams are actively involved in site surveys and conservation action, 11 Site support groups (SSGs) have been established to assist in site conservation, the IBA database has been installed and is being updated with new information and data, there are increasing numbers of volunteers involved in the IBA process, National Liaison Committees were established to steer the project, Biodiversity Conservation Information centers have been set up and are being equipped, Liberia has developed a National IBA Conservation Strategy, NGOs are actively engaged in the development and implementation of National

	<p>Biodiversity Strategic and Action Plans (NBSAPs) in their countries.</p> <p>It was not feasible over the duration of the project for the IBA teams trained to undertake surveys of all the IBAs and produce national inventories. This was compounded by the poor security situation in these countries, at the beginning of the project, which limited access to some of the sites. However, inventories exist for the sixteen sites surveyed during the project and there are plans and ongoing work to complete the surveys and publish the inventories.</p>
GWS and CSSL each have new, up and running site-based conservation programmes on a minimum of two Upper Guinea Forest IBA's by the end of year 3	Two site based conservation projects were initiated and are ongoing in Ghana at the Nuensa Forest Reserve and the Atewa Range Forest. In Sierra Leone, one new site based conservation project was initiated and is ongoing at the Gola complex IBA. In addition, small grants were secured to support ongoing site based conservation actions by SSGs at three other IBAs (Afadjato and Amanzuri in Ghana and Western Area Peninsular Forest in Sierra Leone).
Hotspot-wide protocols for monitoring IBA's established and functioning in all five participating countries	All countries adopted the BirdLife International regional Monitoring framework for the monitoring of national IBAs. This will ensure harmonization and easy comparison of site monitoring results in the region.
Targeted surveys take place to upgrade information on data-deficient high priority biodiversity sites throughout the region	Fifty six (56) sites were surveyed during the period of project implementation (Ghana 33, Sierra Leone 7, Côte d'Ivoire 10, Guinea 4, and Liberia 2). Thirty one of them were originally data deficient. Ten of the sites were monitored regularly over the project period (Ghana 7 and Sierra Leone 3). In addition to the general update of available information on these sites, information and data on birds was used to upgrade BirdLife International's World Bird data Base (WBDB).
A total of 10 nationals in five countries fully trained and instated in NGO's to implement project activities	Seventy nationals were trained in the training courses undertaken during the project and fifteen of them were instated in the NGOs to implement project activities. In addition, 25 graduate trainees were recruited and trained by the NGOs over the period of the project.

Describe the success of the project in terms of achieving its intended impact objective and performance indicators.

The project is estimated to have achieved approximately 90% of its objective which was to build additional capacity for biodiversity conservation within established, autonomous, national BirdLife Partner organizations in Ghana and Sierra Leone and to establish and develop biodiversity conservation programmes with national organizations in Cote d'Ivoire, Liberia and Guinea.

Seventy nationals in the five countries benefited from six training courses organized by the project in project proposal writing, communication, participatory appraisal, basic ornithology, survey of other biodiversity, IBA monitoring and database management. Fifteen of them have been employed by the national NGOs to assist in the implementation of project activities. In addition twenty five graduates were recruited and trained over the three years of the project.

Twenty volunteers were involved in the various stages of project implementation. This has increased the pool of conservationists from which potential future employees for the NGOs and other conservation organizations can be employed.

Basic conservation and communication equipment have been acquired by national organizations with project funds such as, vehicles, computers, printers, binoculars, telescope, books, tape recorders, video cassette recorders etc. Biodiversity conservation information centres have been established and/or are being equipped by all the national organizations. These centres are open for use by both NGO staff and the general public. NGOs have prepared, at least draft, communication plans and long term strategic plans for their organizations.

Through exchange visits and information sharing, a net work of conservationist has been established in the UGF zone between the BirdLife Partner organizations in Ghana and Sierra Leone and national organizations in Cote d'Ivoire, Guinea and Liberia. Plans are underway to establish an Upper Guinea Forest Working Group (UGF-WG) as a mechanism to ensure the sustainability of project activities.

The impact of the project was most apparent in national organizations in Guinea, Liberia and Cote. The three NGOs selected to participate in the implementation of the project in these countries were, Guinée Ecologie in Guinea (GE), Society for the Conservation of Nature in Liberia (SCNL) and SOS-FORETS in Cote d'Ivoire. Before joining the project, these NGOs were all voluntary based organizations involved mainly in environmental awareness raising campaigns and periodically, they would implement small scale conservation projects with funds hardly exceeding USD 50,000 and for a limited duration-usually less than 12 months. In other words these NGOs had no long term engagement with donors to enable them develop their capacity and a long term programme for biodiversity conservation. The project has transformed these national NGOs into professional organizations by enabling them put in place effective governance and management structures, develop long term (3 years initially) conservation programmes and employ permanent staff to ensure the implementation of these programmes and the day to day running of their organizations. The project has raised the profile and credibility of these organizations. This is demonstrated by the general interest in these organizations by other stakeholders, especially the government and the renewed interest of its membership in their activities. These organizations have increased their efficiency and are now capable of undertaking more conservation activities and engaging confidently with other stakeholders, especially donors.

Were there any unexpected impacts (positive or negative)?

There were a number of achievements that impacted positively on the project that were not anticipated at the beginning of the project

- The re-discovery of the White Necked Picathartes (*Picathartes gymnocephalus*) in Ghana after forty years in which it was considered extinct in the country. Based on this re-discovery, the Ghana Wildlife Society was able to secure additional funds from the Critical Ecosystem Partnership Fund to undertake a nation wide survey for the species in Ghana.
- The sighting of the White Necked Picathartes (*Picathartes gymnocephalus*) in the Grande Chute IBA in Guinea which is outside its current documented geographic range. A publication on this sighting will be made in Malimbus –a scientific journal with focus on birds.
- The drastic transformation of national organizations in Cote d'Ivoire, Guinea and Liberia from voluntary to professional organizations. This has revamped the organizations, regenerating interest in it by its members and other international conservation organizations. It has also helped to boost the image and increased the credibility and confidence of the organizations to engage with other stakeholders and donors.

IV. PROJECT OUTPUTS

Project Outputs: Enter the project outputs from the Logical Framework for the project

Planned vs. Actual Performance

Indicator	Actual at Completion
<p>Output 1: Basic capacity for biodiversity conservation work built in NGO's in Guinea, Liberia and Cote</p>	<p>Biodiversity conservation teams are in place in all countries and have received training in, field biodiversity identification and surveys, IBA monitoring and evaluation, WBDB, participatory appraisal, project proposal, communication skills, basic ornithology, other biodiversity survey. Members of other stakeholder groups also benefited from these training courses. A graduate trainee programme was developed and 25 graduate trainees trained. Biodiversity conservation information centres have being established and/or are being equipped by NGOs in all the countries.</p> <p>All national organisations have basic equipment and material to undertake conservation work such as, vehicles, binoculars, computers, printers, GPS, relevant field guides, camping equipment etc.</p>
<p>1.1 National bird conservation programme (IBA programme) established in national organizations in Cote d'Ivoire and Guinea by end of year 2</p>	<p>National and functioning bird conservation programmes have been established in Cote d'Ivoire and Guinea. IBA teams with a minimum of four persons have been trained and put in place in all countries. In addition to the IBA teams a number of volunteers have also been trained and are involved in the IBA programme. The WBDB has been installed and is being updated regularly with new data and information from sites surveyed. A network of sites important for birds have been identified and 16 of these sites have already been surveyed. Eleven SSGs have been established and are actively involved in site conservation activities such as tree planting and information sharing. National Liaison Committees were established to steer the project. Biodiversity conservation information centres have been set up and are being equipped. The national organizations in these countries have acquired basic materials and equipment to support the programme such as vehicles, computers, printers, binoculars, books etc.</p>
<p>1.2 SCNL in Liberia fulfils governance and biodiversity capacity criteria in order to become BirdLife Affiliate by end of year 2 with functioning IBA programme</p>	<p>SCNL has made significant progress towards the fulfillment of criteria to become BirdLife Affiliate. The organization has a new structure and its constitution has been amended to take into consideration the changes in the functioning of the organization initiated by the project. Operational procedures and a long term strategic plan have been developed for the organization. SCNL has an office and permanent and paid</p>

	<p>staff to ensure its day to day running.</p> <p>SCNL was assessed against BirdLife Affiliate criteria in 2003 but since the organization was res tructured later in May 2004, it was deemed necessary to monitor the functioning of the new structure for another year before a final decision is taken. A re-assessment of SCNL is planned in 2005. The organization will apply for BirdLife Affilaiet status in July 2005.</p> <p>SCNL has a functioning IBA programme. Under this programme an IBA team made up of 4 persons has been trained and put in place. This team has prepared a national IBA conservation strategy, developed a strategic and communication plan for the organization, surveyed two IBAs, trained four graduate trainees in field bird identification and undertaken a number of awareness raising campaigns. A National Liaison Committee has been established to steer the project. A biodiversity conservation information centre has also been set up and is being equipped. SCNL is actively involved in the NBSAP development process in Liberia and through its effort all IBAs have been included in this strategic document.</p>
<p>1.3 Conservation teams capable to undertake site assessments and biodiversity surveys established and functioning effectively in Guinea, Cote d'Ivoire and Liberia by end of year 3</p>	<p>The conservation teams established and put in place in the three countries (Cote d'Ivoire, Guinea and Liberia) are functioning effectively to ensure conservation of biodiversity. A total of 16 sites were surveyed and 11 Site support groups (SSGs) established to assist in site conservation. Main activity with the SSGs has been awareness raising on the importance of biodiversity conservation and organizational management. The BirdLife International World Bird Database (WBDB) was installed by all NGOs and is being updated with information and data collected from new sites surveyed. Other staff members were also trained in the use of the WBDB. There are increasing numbers of volunteers involved in the IBA process.</p> <p>National organizations have basic equipment and materials to facilitate the work of the team such as, vehicles, camping tents, computers, printers, binoculars, books etc.</p>
<p>1.4 Targeted surveys carried out in least 10 data deficient, high priority biodiversity sites in Guinea, Liberia and Côte d' Ivoire by the end of year 3</p>	<p>Sixteen sites were surveyed in the three countries (Côte d'Ivoire, Guinea and Liberia) all of which were data deficient high biodiversity areas.</p>
<p>1.5 Draft, national IBA inventories produced in Guinea, Cote di voire and Liberia</p>	<p>Guinea, Côte d'Ivoire and Liberia have produced inventories for the sixteen sites surveyed during the project. A national IBA inventory could not be produced because all the IBAs could not be surveyed during the project. Some of the IBAs could not be accessed for security reasons. The non-delivery of this output was compounded by the late and slow start of the project in these countries. However surveys are ongoing under the Darwin project, the Rapid Appraisal Programme of Conservation International and other projects funded by CEPF that will permit the completion and publication of these inventories.</p>
<p>1.6 National IBA databases established and functioning in Guinea, Cote di voire and Liberia and personnel trained to</p>	<p>All the national organizations have installed the upgraded version of the database (the World Bird Database). It is being used to upgrade data and information from new sites</p>

maintain and develop them	by trained personnel of the organization.
Output 2: Capacity developed in conservation NGO's in Guinea, Liberia and Cote d'Ivoire in general	There has been a significant improvement in general NGO capacity in all the countries. This was achieved by transforming these NGOs to professional conservation organisation. This led to the restructuring of the organisations, review and amendment of Articles of Association, employment of permanent and paid staff for the first time in the history of these organisations, development of office operational procedures, acquisition of basic equipment and logistic to undertake biodiversity conservation.
2.1 Effective governance and management structures in place and functioning in each of the three NGO's by end of year 2	<p>The governance and management structures in all the countries had to be reviewed and/or amended to conform to the current activities and changes that are envisaged in the organizations in the future. This led to the review and amendment of NGO Constitutions, restructuring of the secretariat, development of operational procedures and financial management guidelines. Qualified accountant were employed to manage NGO finances and audit reports were prepared annually. For the first time in the history of these NGOs they employed and paid permanent staff.</p> <p>However, not all the new structures and mechanisms put in place had started functioning effectively by the end of the project. Since the organizations were mainly functioning on voluntary basis Annual General Meetings (AGM) were not organized on a regular basis. This has been compounded in recent years by the insecurity situation in these countries. Re-introducing AGMs has proved to be difficult and is taken up lots of time.</p> <p>It is expected that once all the new structures start functioning effectively, the organizations management will improve further.</p>
2.2 Best practice guidelines agreed, published and implemented for broad spectrum of conservation NGO activities by of year 2	It is abundantly clear that the achievements recorded by the national organizations, especially in Cote d'Ivoire, Guinea and Liberia was as a result of the good practices initiated and implemented by the project. Unfortunately these practices are still to be documented and disseminated for broader use by NGOs in the sub-region and elsewhere. In view of the importance and potential wide dissemination and use of the guidelines, discussions are underway for the activity to be out sourced.
2.3 Needs assessment carried out and appropriate capital equipment and facilities available at each NGO for implementation of an effective biodiversity conservation programme	A needs assessment to determine the basic requirements of NGOs to undertake effective biodiversity conservations was done by all the organizations. The project was able to address some of the needs identified, especially with regard to training (output 1) and in addition provided the organizations with some of the equipment required for communication and conservation work such as, vehicles, binoculars, computers, printers etc.
Output 3: The capacity of NGO's in Ghana (GWS) and Sierra Leone (CSSL) further enhanced to monitor biodiversity in the Upper Guinea Forest	This was achieved mainly through the training courses organized and the additional funds and site action leveraged during project implementation.

<p>3.1 The highest priority Upper Guinea Forest IBA's in Ghana (10) and Sierra Leone (5) have full management plans prepared by end of year 2 with plan implementation commencing in at least two IBA's in each country by end of year 3</p>	<p>At the project start up meeting, in Ghana, the Ghanaian and Sierra Leonean representatives indicated they would only be able to prepare management plans for 5 and 3 Forest IBAs respectively. However, the development of these plans have proved to be very challenging, principally because they were to be participatory thereby requiring the involvement of many stakeholders. This meant holding several meetings and workshops which required funds that were not ready available. As a result of these difficulties, only five full management plans were prepared by the end of the project, three in Ghana for Atewa IBA, Amanzuri Forest Reserve and Afadjato Community Forest and two Sierra Leone, Kambui hills and the Western Area Peninsular Forest. All the management plans of Ghana are being implemented but funding is still been sort for those in Sierra Leone.</p> <p>The national organization in Ghana has in addition initiated the drafting of management plans for 29 other Forest Reserves in collaboration with the Forestry Division of the government. The strategy is for the national organization to help train and guide government field staff at these sites to develop these plans.</p>
<p>3.2 Targeted surveys take place to upgrade information on data-deficient high priority biodiversity sites in Ghana (at least five) and Sierra Leone (at least two) by end of year 2</p>	<p>A total of 17 high biodiversity data deficient sites were surveyed, Ghana 10 and Sierra Leone 7. The target of 7 sites was exceeded by 142%. The data and information collected from these sites was used to update the site inventories and the WBDB.</p>
<p>3.3 Standard protocols for monitoring Upper Guinea Forest IBA's developed, published and implemented</p>	<p>National organizations in all the countries have adopted the BirdLife International IBA monitoring framework. This framework was developed by BirdLife International in collaboration with its Partners in Africa, including Ghana Wildlife Society and the Conservation Society of Sierra. The framework is also available in French for use by Francophone countries. Sites surveys in the different countries have been done using this framework.</p>
<p>3.4 Monitoring reports produced by GWS (10 sites) and CSSL (five sites) for each priority site by end of year 3</p>	<p>Ghana Wildlife Society has a long term monitoring programme which started in 1996. The project therefore offered an opportunity for this to be continued. During the course of the project 7 sites were regularly monitored in Ghana. In Sierra Leone focus was on site surveys that were disrupted by the civil war. Once this is complete sites will be identified for periodic monitoring based on established and agreed criteria.</p>
<p>3.5 Personnel in Ghana and Sierra Leone receive and implement advanced database management training</p>	<p>BirdLife initially developed an IBA database but this was later upgraded into a World Bird Database which is more flexible and includes advanced presentation and reporting features. A workshop on the use of the upgraded database was organized Kenya in 2003 and was attended by two participants each from Ghana Wildlife Society and Conservation Society of Sierra Leone, Sierra Leone. After the training copies of the new WBDB were given to the participants.</p>
<p>3.6 Project teams in GWS and CSSL undertake advanced ornithological training and able to pass on their skills to less advanced teams in Guinea, Cote di viore</p>	<p>The needs assessment undertaken at the beginning of the project revealed that organizations in Ghana and Sierra Leone, contrary to the general expectations, were also in need of basic ornithological training. Only two persons in</p>

and Liberia (training for trainers)	Ghana and one in Sierra Leone had sufficient knowledge in ornithology. Focus was therefore shifted to basic ornithological training to fill this gap.
Output 4: All implementing NGO's capacity enhanced to deliver advocacy and awareness raising	A regional communication workshop was organized to facilitate the development of national communication plans and advocacy initiatives.
4.1 Communications plan produced by all partners by end of year 1-implementation commences in year 2	All NGOs have produced at least draft communication plans. The implementation of these plans has been partial since NGOs did not succeed in raising funds for their full implementation.
4.2 All NGO's have requisite equipment to deliver communications outputs	All NGOs have requisite communication equipment such as telephone, em ail, fax, computers, printers, photocopies, cameras, tape recorders, video cassette recorders, etc. Ghana Wildlife Society has a desktop publishing facility acquired with funding from the British high Commission in Ghana. This was used in the production of the project brochure and poster.
4.3 The Upper Guinea Forest and IBAs recognized in NBSAPs in at least four participating countries by end of year 3	The Upper Guinea Forests, per se, are not mentioned in NBSAPS, but all national protected areas identified within these forests have been included in these documents. About 99% of the IBAs in these forests coincide with the protected area networks which are included in the NBSAPs. Efforts are been made to include IBAs that are outside the protected area net work.
4.4 Upper Guinea Forest hotspots and IBA's incorporated into government policy and action	Government policy and action for biodiversity conservation is generally focused on protected areas. Fortunately most of these protected areas overlap with the forest hotspots and IBAs and therefore are automatically included in the government policies and actions. Effort was therefore focused on advocating for the incorporation of IBAs and hotspots outside the protected area network. Working with government is generally slow due to the long bureaucratic procedures and 'bottle necks'. Advocating for IBAs to be included in government policies and action require expertise in advocacy which the project was still building in most of the organisations. In Ghana, GWS succeeded in including one IBA outside the PA network in the local government environmental plan as the first step in the process of advocating for its inclusion in the national protected area network and government action plans. In Liberia the SCNL succeeded in incorporating all IBAs in the NBSAP document. In Sierra Leone, the NBSAP drew heavily on the expertise of CSSL and large portions of the text of the draft national IBA Directory were incorporated in the NBSAP
4.5 Appropriate advocacy and awareness-raising materials produced and disseminated with appropriate targets set and met to measure effectiveness of disseminated materials	At the regional level, one thousand five hundred copies of a bilingual (English and French) brochure summarizing the project was produced at the beginning of the project and sent to NGOs for dissemination. A bilingual (English and French) poster was produced of key project achievements at the end of the project and sent to NGOs for dissemination. At the national level, in addition to the dissemination of the materials produced at the sub-regional level, several other advocacy materials were produced and disseminated with the support of the project. T-shirts, caps and pens with

	<p>NGO logos were produced and disseminated in Guinea and Cote d'Ivoire. A poster and T-shirts with picathartes was produced in Guinea. Posters of common birds of Guinea were produced and used for awareness raising during the world environmental day. Liberia produced and disseminated a poster on threatened birds of Liberia. In Ghana a fact sheet of IBA/CEPF project was prepared but this had not being printed by the end of the project. All project vehicles carried logos of the project donors (BirdLife International, CEPF and CI).</p> <p>The dissemination targeted the public at large with focus on other national NGOs and site support groups. Although clear targets were not set to measure the effectiveness of the disseminated materials, there are nonetheless a good number of indicators of the effectiveness of the advocacy drive. The increased number of requests for information about the project, increased in number of persons using the conservation information centres established, increased number of demands for training by graduates, increased interest of local communities in biodiversity conservation around sites in which project activities were implemented, increased number of international NGOs collaborating with NGOS, increased collaboration of NGOs with government-especially in the development of NBSAP and other policies and action plans.</p>
<p>Output 5: Strategy and mechanism in place to ensure sustainable, long-term funding for biodiversity</p>	<p>There are a number of mechanisms in place in the different organisations that would ensure sustainable long term funding for biodiversity. All NGOs have a fundraiser in place to help raise funds for the organization, NGOs have prepared and submitted projects for funding to various donors, NGOs have good relationships with several important international organizations and donors (BirdLife International, Conservation International, Fauna Flora International, World Wide Fund for Nature, Goldman Award, IUCN, Wetland International, Critical Ecosystem Partnership Fund, Royal Society for the Protection of Birds, Darwin Initiative etc.). There is improved management of the organizations making them more credible for long term financial support by donors. Funding has already being secured from the Darwin Initiative of the UK government for a regional project covering the five countries that will enable the continuation of many project activities. Funding has also been secured from the Global Environment Facility via UNDP for a PDF-B and the eventual preparation of a 5 year project to cover 6 countries in Africa including Liberia in the UGF region.</p>
<p>5.1 Fundraising strategy determined by all participating NGO's by end of year 1 and implemented from start of year 2</p>	<p>All NGOs were able to develop strategies for fundraising for their organizations. Most NGOs are now focused on co-corporate membership drive as a source of funding in-country and project development for international, bilateral and multi-lateral fund raising. The corporate approach is still at the initial stages of implementation in most countries but preliminary results from Ghana looks promising. All countries, with the exception of Liberia, had secured additional funding for the implementation of new projects by the end of the project.</p> <p>In addition to the national fundraising drive BirdLife has secured funds for 2 new regional projects. Funds were</p>

	secured from the Darwin Initiative of the UK government to build capacity in biodiversity survey and identification techniques in the 5 countries that were involved in this project and from GEF/UNDP for a PDF-B to enhance local capacity for biodiversity conservation in 6 countries in Africa including Liberia in the UGF region
5.2 Funding for implementing communications plans secured by end of year 1 and implemented by start of year 2	The implementation of the communication plans was partially realized because NGOs were unable to secure funding for its full implementation. Many reasons could be attributed to this failure. There is a general lack of capacity in fundraising and potential donors for conservation work in Africa. NGOs found it difficult identifying good candidates to employ to undertake planned fundraising activities of the project. The fundraisers were identified late and were unable to raise any funds before the end of the project.
5.3 Funding for implementing site action plans for priority UGF IBA's in place for commencement in year 3	Funds had been secured for the implementation of plans for a couple of priority IBAs plans in Ghana and one priority IBA in Sierra Leone by the end of the project. In Ghana, funds were secured from the Ghana Oil Palm Development Company for the implementation of the Nuensa site action plan and from GEF/World bank for the implementation of the Atewa Forest range management plan. The Atewa project is a collaborative initiative between Ghana WildLife Society and the Okyeman Environmental Foundation. In Sierra Leone funds had been secured by CSSL and the Royal Society for the Protection of Birds (the BirdLife UK Partner) for the implementation of the Gola IBA plan.
5.4 Long-term funding plans (five year) for each priority Upper Guinea Forest IBA in Ghana and Sierra Leone devised by end of year 3	Ghana has long term funding plans in place for 3 priority IBAs (Atewa, Amanzuri and Afadjato). In addition GWS is working with the government to develop plans for 29 other priority key biodiversity areas all of which are also IBAs. In Sierra Leone, CSSL and the Royal Society for the protection of Birds are developing a trust fund for the Gola Forest.
5.5 Participating NGO incomes increased by 30% over 3 years	The overall increase in income is estimated at 174% (see VII) but individual income increases varied from 0% in Liberia to 40% in Ghana. This partly demonstrates the differences in capacity between the professional NGOs which are BirdLife Partners in Ghana and Sierra Leone and NGOs in Guinea, Liberia and Cote d'Ivoire which are in the process of transformation from voluntary to professional organisations. It is however, worth noting that the project has put in place mechanisms to improve the incomes of these organizations in the future. These will be complemented by support from BirdLife International and its Partner organizations.

Describe the success of the project in terms of delivering the intended outputs.

The specific outputs of the project included: the initiation of functioning national bird conservation programmes in Guinea, Liberia and Cote d'Ivoire; established IBA databases in five countries; a hotspot-wide system for monitoring IBAs; enhanced national NGO capacity for biodiversity conservation, advocacy, awareness-raising and fund-raising throughout the region.

The delivery of these intended outputs is estimated at approximately 85%. NGO capacity for biodiversity conservation especially in Cote d'Ivoire, Guinea and Liberia has been enhanced by

availing them with trained IBA teams and a programme which is functioning to conserve biodiversity through site surveys, awareness raising campaigns, training of other nationals etc. This is facilitated by the availability of field and office equipment and materials such as vehicles, computers, printers, binoculars acquired with project funds. Biodiversity conservation information centres have been established and/or are being equipped and opened for use to the wider public.

One of the six training courses organized was on the use of BirdLife World Bird database. After the training course, NGOs were given copies of the database for installation and use in the update of data and information from IBA sites surveyed. The database has been installed by NGOs and in effective use. NGOs have trained other staff and even staff from other stakeholders in the use of this database.

All the countries have adapted the BirdLife international regional monitoring framework for data and information collection from sites surveyed. This therefore means data and information from these countries can be easily compared and synthesis to provide information at the hotspot level.

Significant success has also been achieved in disseminating the information about the project and advocating for improved biodiversity conservation in the sub-region. There is increased awareness of local communities around IBAs about the importance of biodiversity conservation. This has been achieved through the SSG mechanism. Through the effort of NGOs almost all IBAs have been included in the NBSAPs in all the countries. The increased number of international conservation organizations collaborating with the different NGOs is an additional demonstration of the general increase in capacity of these organizations for biodiversity conservation.

Remarkable success was also achieved in fundraising in spite of the general difficulties to raise funds in the region. A total of \$ 18245565 was leveraged as co-funding during the implementation of the project which is approximately thrice the budget of the project.

Were any outputs unrealized? If so, how has this affected the overall impact of the project?

All intended project outputs were either partly or completely realized. There is no doubt that the complete realisation of all outputs would have further enhanced the impact of the project. Some of the main unrealized sub-outputs that would have contributed to the enhancement of project impact and biodiversity conservation were, financial training course, complete implementation of the communication plans, development of best practice manuals, development of an environmental advocacy plan for the sub-region, complete revamping and functioning of NGO structures in Cote d'Ivoire, Guinea and Liberia, increase in NGO incomes.

The none realization of these sub-outputs impacted on the timely delivery of project reports and the wider dissemination and awareness raising on biodiversity conservation especially of local communities at the sites. The low income generated by some NGOs led to fewer sites surveyed and this will threaten the sustainability of some of the project activities.

V. SAFEGUARD POLICY ASSESSMENTS
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Provide a summary of the implementation of any required action toward the environmental and social safeguard policies within the project.

This project had minimal or no adverse environmental, human health and safety impacts.

VI. LESSONS LEARNED FROM THE PROJECT

Describe any lessons learned during the various phases of the project. Consider lessons both for future projects, as well as for CEPF's future performance.

- A comprehensive and effective communication plan need to be developed and means for its implementation made available at the early stages projects implementation.
- Sub-regional projects provide an opportunity for closer collaboration, experience and information sharing and networking among implementing organizations. This is fundamental if the UGF hotspot is to be sustained.
- Close monitoring, technical support , guidance, and consultation with relevant stakeholders are some of the vital ingredients for project success.
- Collaboration with state institutions is very important but there a numerous bottle necks that slow down progress of project implementation.
- There are opportunities to raise funds locally to support conservation work if good strategies are developed and put in place such as the proper packaging and dissemination of research and other conservation results, designing projects that address the needs and concerns of potential donors.
- In spite of the high level of poverty of site based communities, they are still willing to participate in the conservation and wise use of natural resources and hence should be associated in all future site conservation initiatives.
- There is a need for a minimum level of professionalism in all organizations that aspire to achieve and/or contribute to the sustainable conservation of natural resources in the upper Guinea Forest region.
- The holistic approach to capacity building which involved training of personnel, review of organizational structures and their functioning, provision of office and field materials especially vehicles contributed significantly to the success of the project.
- To retain and motivate trained and qualified staff within organizations competitive salaries and other benefits such as human resource development must be provided.

Project Design Process: (aspects of the project design that contributed to its success/failure)

- The involvement of all national organizations in the design and development processes of the project facilitated ownership and increased the level of commitment to the project.
- Building the project on the lessons learnt and tools developed during the 'African NGO Partnership for Sustainable Biodiversity Action Project' saved time and avoided repetition.
- The involvement of NGOs with different capacities encouraged south-south collaboration, mentoring and peer learning and support.
- The development of precise performance indicators provided a good framework for the monitoring of the project.
- Many NGOs however found the reporting template a little rigid and this did not permit a comprehensive reporting of project achievements.

Project Execution: (aspects of the project execution that contributed to its success/failure)

- The close monitoring, guidance, technical and managerial support provided to the project by the project management team.
- Commitment of the IBA team and the whole organizations to biodiversity conservation and the project.

- Training courses organized to build good project implementation capacity and encourage the regular exchange of experience and information among organizations.
- The support provided by NGOs with more experience in Ghana and Sierra Leone to those in Cote d'Ivoire, Guinea and Liberia.
- The involvement of other stakeholders via the National Liaison Committees provided an indirect external monitoring and evaluation of the project.

VII. ADDITIONAL FUNDING

Provide details of any additional donors who supported this project and any funding secured for the project as a result of the CEPF grant or success of the project.

Donor	Type of Funding*	Amount	Notes
University of Cocody Abidjan	A	20000	Support for materials and equipment
GEF Small grant	C	10000	Marine turtle surveys
CEPF	B	58800	Picathartes survey in Ghana, site inventory in Guinea and Cote d'Ivoire
Goldman Award	A	10000	Logistic support to SOS-Forets
Ghana Oil Palm Development Company	B	50000	Implementation of Conservation action plan for Nsuensa Forest Reserve
Ayum Forests products limited-Ghana	B	13000	Conservation Action Plan for globally threatened species in the Ayum Forest Reserve
GEF/Worldbank	B	850000	Conservation of Atewa Forest range in collaboration with Okyeman Foundation
Royal Society for the Protection of Birds (BirdLife Partner-UK)	A	22800	Position of fundraiser

Millicom Sierra Leone	B	1000	Awareness raising (WildLife week celebrations)
Rokel Commercial bank-Sierra Leone	B	7000	Site Activities-Awareness raising and tree planting
Wetland International	B	16965	Surveys of data deficient sites
Darwin Initiative	D	300000	Strengthen Capacity for biodiversity conservation in UGF
GEF/UNDP (PDF-B)	D	465000	Enhance local capacity for sustainable biodiversity action

****Additional funding should be reported using the following categories:***

- A*** *Project co-financing (Other donors contribute to the direct costs of this CEPF project)*
- B*** *Complementary funding (Other donors contribute to partner organizations that are working on a project linked with this CEPF funded project)*
- C*** *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.)*
- D*** *Regional/Portfolio leveraging (Other donors make large investments in a region because of CEPF investment or successes related to this project.)*

Provide details of whether this project will continue in the future and if so, how any additional funding already secured or fundraising plans will help ensure its sustainability.

Many project activities will be continued in the future. The continuity of some of the activities are already ongoing both at national and regional levels. At the regional level, funds have been secured from the Darwin Initiative of the UK government to build further capacity for biodiversity conservation by training 150 nationals in techniques for the identification and survey of biodiversity in the sub-region. Funds have also been secured from the Global Environment Facility (GEF) through the United Nation Organisation (UNDP) to enhance local capacity for biodiversity conservation in six countries including Liberia in the UGF region. Another regional project is being developed on participatory forestry to be submitted to the European Union forestry budget line.

At the national levels funds have been secured by almost all NGOs for the continuity of some of the project activities at key sites. Project proposals have been developed or are being developed for funding by all NGOs with support from the BirdLife Partnership. NGOs are also establishing new partnerships that are helping to further capacity building and support for site conservation work. In Sierra Leone, CSSL and the RSPB are developing a trust fund for the long term funding of the Gola Forest and medium size proposal has been developed for the Western Area Peninsular Forest. GWS in Ghana is collaborating with the Okyeman Foundation in the

implementation of a GEF/Worldbank funded project to manage the Atewa Forest range and work is ongoing at 3 other sites, Amanzuri, Afadjato and Nsuensa Forest Reserves. Gunée Ecologie in Guinea is actively collaborating with a number of international organizations, Conservation International, Rio-Tinto, Kew Gardens-UK, Afrique Nature International and 'Institute de Recherche Agronomique et de development' (IRAD) in a number of projects on the conservation of key biodiversity areas and capacity building. In Cote d'Ivoire, additional funds have been secured from GEF small grants, CEPF, the University of Cocody and the Goldman Awards for further conservation work. SCNL in Liberia will collaborate with Flora and Fauna International in the implementation of the management plan for SAPO with funding from the Darwin initiative. The GEF PDF-B regional project of BirdLife International offers another opportunity for the continuation of the project activities in Liberia.

IBA monitoring was initiated before the project as an integral part of the conservation programme of BirdLife International and its Partner NGOs. This will be continued to permit the attainment of one of the long term goals of the conservation programme of BirdLife, which is to publish an updated regional IBA directory for Africa every four years.

The national organizations involved in the project have agreed to establish an Upper Guinea Forest Working Group as one of the mechanisms to continue with collaboration and information and experience exchange in the region. BirdLife International is willing to lead in the establishment of the group and provide it with some support.

VIII. ADDITIONAL COMMENTS AND RECOMMENDATIONS

VII-1 Additional comments

- The inaccessibility of some sites in Liberia and Cote d'Ivoire, for security reasons, reduced the number of sites that were surveyed. This had ramifications on other project outputs and consequently overall project implementation.
- The project achievements were largely due to the commitment of the members of the implementation teams, especially those in Cote d'Ivoire and Liberia considering the security problems that prevailed in these countries during the project implementation.
- Fundraising remains an issue in all the NGOs, especially for core costs. This is compounded by inadequate capacity and scarcity of substantial financial sources at national and regional level.
- NGOs in Guinea, Liberia and Cote d'Ivoire will need more time and support to complete the transformation from voluntary to professional organizations initiated by the project. Capacity is still insufficient in these NGOs to develop and manage large long term projects, alone.
- The project has generated additional momentum for conservation among the national organizations and raised interest and expectation of local communities. This need to be maintained in order to sustain project achievements

VII-2

- Although key project documents were translated into French a majority of project information was in English hindering wide spread dissemination in the French speaking countries. Future regional projects covering countries with more than one language should budget adequate funds for the translation of key project documents. Language training courses for key staff could also be considered to help in the understanding of the project.
- There is need for long-term support for conservation for effective impact to be achieved. CEPF should consider providing long term support for the conservation of key sites in the UGF region.

- A lot of work on biodiversity conservation is ongoing in the UGF region funded by the CEPF and other donors. CEPF could consider supporting the development of a hotspot wide monitoring of the impact of all these initiatives.
- NGOs found the reporting template a little rigid. It did not permit the capture of all activities undertaken during reporting. It is therefore recommended that CEPF review the template in view of making it more flexible.

VIII. INFORMATION SHARING

CEPF aims to increase sharing of experiences, lessons learned and results among our grant recipients and the wider conservation and donor communities. One way we do this is by making the text of final project completion reports available on our Web site, www.cepf.net, and by marketing these reports in our newsletter and other communications. Please indicate whether you would agree to publicly sharing your final project report with others in this way.

Yes _____

No _____

If yes, please also complete the following:

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