

CEPF Final Completion and Impact Report

Organization's Legal Name:	Fauna & Flora International - HQ
Project Title:	Country-specific Mentoring and Training to Strengthen West African Civil Society Organizations, Liberia and São Tomé and Príncipe
Grant Number:	CEPF-109175
Hotspot:	Guinean Forests of West Africa
Strategic Direction:	4 Build the capacity of local civil society organizations, including Indigenous People's, women's and youth groups, to conserve and manage globally important biodiversity
Grant Amount:	\$249,916.18
Project Dates:	November 01, 2019 - February 28, 2022
Date of Report:	May 09, 2022

IMPLEMENTATION PARTNERS

- Society for the Conservation of Nature of Liberia (SCNL): Mentoring of three CSOs (Community Aid for Rehabilitation & Development, Friends of Ecosystem and the Environment and Society for Environmental Conservation).
- Alisei ONG Onlus (Alisei): Mentoring of three CSOs in São Tomé (Federação das Organizações Não Governamentais de São Tomé e Príncipe, Ação para o Desenvolvimento Agropecuário e Proteção Ambiental, Zatona-ADIL "Apoio ao Desenvolvimento de Iniciativas Locais"). Co-delivery of all training to five mentees organisations in São Tomé (Mar, Ambiente e Pesca Artesanal, Ação para o Desenvolvimento Agropecuário e Proteção Ambiental, Federação das Organizações Não Governamentais de São Tomé e Príncipe, Associação Programa Tatô, Zatona-ADIL).
- Fundação Príncipe (FP): Mentoring of three CSOs in São Tomé and Príncipe (Associação dos Terapeutas Tradicionais da Região Autónoma do Príncipe, Cooperativa de Apicultura do Príncipe, Mar, Ambiente e Pesca Artesanal A). Co-delivery of all training to two organisations in Príncipe (Associação dos Terapeutas Tradicionais da Região Autónoma do Príncipe, Cooperativa de Apicultura do Príncipe).
- Fauna & Flora International Liberia (FFI Liberia): Although part of FFI, our Liberian office supported the project team with co-delivery of all training to all mentee organisations in Liberia. They also mentored three CSOs (Partners in Development, Community Union for Sustainable Development, and Citizens Against Poverty).

CONSERVATION IMPACTS

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

Impact Description	Impact Summary
Effective and resilient CSOs are protecting priority species and habitats in KBAs the Guinean Forest Biodiversity hotspot, providing a long term legacy for FFI's and CEPF's investment in the hotspot. Long-term	The training and mentoring delivered to the 17 CSOs in the Guinean Forest Biodiversity hotspot helped to start the process for the CSOs on how they might want to develop their organisations to become more effective and resilient.

Planned Short-Term Impacts: 1 to 3 years (as stated in the approved proposal)

Impact Description	Impact Summary
By mid-2021, at least 15 civil society organizations in the Guinean Forests of West Africa Biodiversity Hotspot have improved access to trained, experienced mentors, expert in areas of technical need.	17 civil society organisations in the Guinean Forests of West Africa Biodiversity Hotspot have access to trained, experienced mentors, expert in areas of technical need. Mentors have been matched and worked with their mentee organisation to provide mentoring throughout each workshop and overall project implementation. Mentors have supported mentee organisations with a range of priorities specific to each organisation. In Liberia 9 mentee CSOs have access to 3 mentor organizations, SCNL, PADEV and FFI's in-country team in Liberia. In Sao Tome and Principe 8 mentee CSOs have access to 2 mentor organisations, Fundação Príncipe and Alisei. Each mentee organisation has had access to experts not only in their mentor organisation but also from within FFI UK, and in-depth support has been provided when needed.
By mid-2021, at least 11 civil society organizations in the Guinean Forests of West Africa Biodiversity Hotspot receiving targeted support on organizational development have improved capacity, as demonstrated by the Civil Society Tracking Tool.	17 civil society organizations in the Guinean Forests of West Africa Biodiversity Hotspot received targeted support on organizational development which were transcribed in an increase of their CSTT score for 13 of them Across all 13 mentees there was an average increase in score of 11 points (ranging from 1 to 31.5).
By mid-2021, 15 mentees have access to resource networks and online materials in their national language.	All 17 mentee organisations were introduced and given access to the Capacity for Conservation website (https://capacityforconservation.org/), which has materials and information in both English and Portuguese. All mentees are sent FFI's monthly Partnership Newsletter and were encouraged to sign up to a WhatsApp group during the programme. All of the training materials and guidance have been translated into Portuguese and given to mentee organisations to use and share with others.

Impact Description	Impact Summary
<p>By mid-2021, at least 15 mentees (10 in Liberia and 5 in STP) in the Guinean Forests of West Africa Biodiversity Hotspot demonstrate improved capacity in fundraising through proposal writing.</p>	<p>All 17 mentee organisations attended the project planning and proposal writing training. As a result; - 3 mentees (1 in Liberia and 2 in STP) were awarded a Small Grant from the CEPF Guinean Forests of West Africa Biodiversity Hotspot. 15 mentees successfully applied for and received a sub-grant from FFI during this grant period. And finally we are aware of at least 2 external grants that have been awarded to. PADEV in Liberia (grant by USAID Conservation Works) and FP in STP (a grant by Whitely Fund for Nature Award). With support from FP, COOPAPIP also applied for UNDP's call for an expression of interest for the "Project To Promote Agribusiness For Export". It is not known whether this has been successful.</p>
<p>By mid-2021, at least 8 projects successfully implemented by the mentees in the Guinean Forests of West Africa Biodiversity Hotspot, worth US\$160,000.</p>	<p>3 organisations (SADS in Liberia; FP and APT in STP), have completed a CEPF small grant representing in total \$US 75,000. With an overall budget of \$US 57,846, FFI also awarded small grant to each of the 15 beneficiaries' organisations to respond to the mentee CSOs core functioning needs in equipment and tools. In addition, FP in STP have applied for and been awarded a grant by Whitely Fund for Nature Award totaling £40,000 (Approx. \$US 49,841) while PADEV in Liberia have been given a grant from USAID Conservation Works as a partner in a Consortium with 3 other organisations. The full grant totaled \$US19.5 million and PADEV received about \$US 2.5 million. FFI Liberia are also part of the consortium and mentored PADEV during the programme.</p>
<p>At least 3 women-led conservation and development organizations are strengthened to foster gender equality in natural resource management and benefit sharing</p>	<p>2 of the 17 participating mentee organisations were actually women led. All mentee organisations have participated in a Gender training and have worked with their mentors to strengthen their organisation to foster gender equality in natural resource management and benefit sharing. Each mentee was given the opportunity to draft or update their current gender policy and 10 provided these updates.</p>
<p>By mid-2021, at least 11 civil society organizations in the Guinean Forests of West Africa Biodiversity Hotspot receiving targeted support on gender mainstreaming have improved capacity, as demonstrated by the Gender Tracking Tool.</p>	<p>All 17 mentee organisations have received training on gender mainstreaming and additional support has been provided to all for support with developing organisational gender policies. Of the 13 Gender Tracking Tools returned at the end of the programme, 11 mentees demonstrated higher scores with an average increase of 3.6 in points.</p>
<p>By mid-2021, at least 11 civil society organizations in the Guinean Forests of West Africa Biodiversity Hotspot receiving targeted support on external communications have</p>	<p>All 17 mentee organisations have received training about external communications and 6 have produced press releases about their organisations in news articles or through social media. All</p>

Impact Description	Impact Summary
improved capacity, as demonstrated by the Civil Society Tracking Tool.	organisations have had the opportunity to update their organisation's Vision and Mission statements.
By the first quarter of 2022, at least 15 mentees in the Guinean Forests of West Africa Biodiversity Hotspot have procured goods and services essential for improved organizational effectiveness	All of the 15 beneficiaries' of the FFI small grant have procured goods and/or services and reported that these are already helping improve their organizational effectiveness and resilience.

Unexpected impacts (positive or negative)?

- Due to COVID we were not able to deliver all the training session “face to face” as planned which had both positive and negative consequences. Delivering the training face to face, particularly in Liberia, may have encouraged a different type of interaction with participants and potentially allowed mentors at FFI to understand more thoroughly where there might be gaps in understanding of the materials. However, the need to produce content for an online audience pushed FFI to consider how to deliver training as efficiently as possible and this adaptation of training materials used for this project means that we can use them more widely to support other partners.
- The underspend from the project meant that funds could be diverted to support the mentee organisations with core organisational requirements for goods and services that are otherwise difficult to fund but integral for their functioning.
- It appeared that relationships between some of the participating organisations also strengthened, in particular those in Principe (ie.COOPAPIP, FP and ATTRAP). The relationship between PADEV and FFI Liberia was also consolidated through mentoring and although not directly attributable to this project they are also now working together on the implementation of a large grant (USAID Conservation Works) as part of a collaborative.
- Alisei and FP have more tools and resources to deliver to other partners. In particular a staff member from FP engaged in the Programme is now passing her knowledge in project management and proposal writing to other CSOs operating in Principe. She adapted FFI's presentations to demonstrate how to manage a project, report to the donor and how can they apply to other projects in the future.

PROJECT RESULTS/DELIVERABLES

Overall results of the project:

- 9 organisations from Liberia and 8 organisations from São Tomé and Príncipe took part and completed a programme of mentoring and training that aimed to support each with strengthening their organisation.
- In Liberia, all 9 mentee organisations submitted a baseline of a CEPF Civil Society Tracking Tool (CSTT) as well as a baseline of a CEPF Gender Tracking Tool at the beginning of the programme. A final assessment of these CSTT and GTT were also conducted at the end of the programme to monitor their progress. The analysis of those results shown that, 8 CSO had higher CSTT scores while 6 organisations increased their GTT scores.
- In São Tomé and Príncipe, all 8 mentee organisations submitted a baseline CEPF CSTT as well as a baseline GTT at the beginning of the programme. A final assessment of those CSTT and GTT were carried out at the end of the programme. Analysis of the results showed that 4 of the CSO raised both their CSTT and GTT scores.

- 6 mentee organisations from Liberia submitted press articles.
- 9 gender policies were produced by Liberian mentee organisations and 1 from STP.
- 7 Liberian mentees sent revised vision statements and eight sent revised mission statements for their organisations. All 12 of the 13 mentee organization that submitted a CSTT indicated that they all had mission statements that at least clearly expressed the central purpose of the origination.

Results for each deliverable:

Component		Deliverable		
#	Description	#	Description	Results for Deliverable
1.0	CEPF project management and monitoring for compliance	1.1	Completed Civil Society Tracking Tool and completed Gender Tracking Tool	Eight of the nine organisations from Liberia submitted their Civil Society Tracking Tool and Gender Tracking Tool. CAP did not respond to requests from FFI to return the organisations tools. Four of the eight organisations from São Tomé and Príncipe submitted both their tools. Despite repeated requests for these to be returned and offers of support to assist with any issues.
1.0	CEPF project management and monitoring for compliance	1.2	Bi-annual programmatic report including Stakeholder Engagement Plan updates	All programmatic reports are up to date and have been submitted.
1.0	CEPF project management and monitoring for compliance	1.3	Bi-annual financial and programmatic reports	All financial reports are up to date and have been submitted.
1.0	CEPF project management and monitoring for compliance	1.4	Final Completion Report including assessment of project impact	This is the final completion report.
1.0	CEPF project management and monitoring for compliance	1.5	Publications, photos, event footage	There are photos and event materials collected and have been shared with RIT. Project challenges and successes are regularly communicated to the team.
2.0	Creation and implementation of Mentorship Program	2.1	Signed mentor agreements	All sub-grants have been signed and submitted.
2.0	Creation and implementation of Mentorship Program	2.2	Signed mentee agreements	All of the 17 MoUs sent out to mentee organisations have been signed and returned.

Component		Deliverable		
#	Description	#	Description	Results for Deliverable
2.0	Creation and implementation of Mentorship Program	2.3	Mentor reports on mentee progress	Each Liberian and São Tomé and Príncipe mentor organisation has returned reports to FFI regarding their progress with mentees as well as engaged in verbal and email catch-ups.
3.0	Learning events for mentees	3.1	Report analysing data from CSTT and GTT	The data from the CSTT and GTT from each organisation has been analysed and baselines determined at the portfolio level for Liberia and São Tomé and Príncipe. This has now been compared to the data from returned CSTT and GTTs from each organisation. Attached in 'Other information' is a short report summarizing the final scores of mentees but in summary all 13 of the mentees in Liberia and São Tomé and Príncipe who submitted a CSTT, reported an overall increase in score. There was a total average of an 11 point increase across all mentee organisations, with an average of 15.3 in Liberia and 5.1 in São Tomé and Príncipe.
3.0	Learning events for mentees	3.2	Powerpoint slides, training pack	The training slides and corresponding packs and materials have been compiled for all training events
3.0	Learning events for mentees	3.3	Training agenda, signed attendee list	All training agendas have been drawn up and attendee lists signed for all training events or names captured when events have been held online.
3.0	Learning events for mentees	3.4	Mentees gender policies, organisation's vision and mission communication,	Updated version of CSO Gender policies, organisation's visions and mission statement have been collected for all Liberian mentee organisations. We have yet to receive draft

Component		Deliverable		
#	Description	#	Description	Results for Deliverable
			press releases and draft proposals	copies of the gender policies and organisational vision and mission for each organisation in São Tomé and Príncipe.
4.0	Small Grants Projects	4.1	Mentees final proposals; email confirming receipt of proposal by the donor	Nine mentee organisations have submitted their proposals to CEPF and will have received emails detailing their submission. Two other mentee organisations in STP (Fundação Príncipe and Cooperativa de Apicultura do Príncipe) have applied for other grants and there is an email to confirm this. PADEV applied for and have been given a grant from USAID Conservation Works as a partner in a Consortium with 3 other organisations. An email from their mentor at FFI Liberia confirmed this (they are also part of the consortium). FP in STP have applied for and been awarded a grant by Whitely Fund for Nature Award as evidenced on their website.
4.0	Small Grants Projects	4.2	Mentee project progress reports; mentor reports	The three organisations who received a CEPF grant each met with their mentor regularly (at least weekly). They were supported during implementation of the project and with reporting.
5.0	Knowledge sharing	5.1	Signed contract with Octophin; Portuguese version of capacityforconservation.org	A contract has been signed with Octophin and a Portuguese version of the https://capacityforconservation.org/ website has been completed.
5.0	Knowledge sharing	5.2	Emails to mentees sharing opportunities beyond this CEPF project	Emails have been sent to mentees sharing opportunities beyond this project and mentees in both regions have been signed up to receive

Component		Deliverable		
#	Description	#	Description	Results for Deliverable
				the monthly FFI Partner Newsletter (those who have working emails).
6.0	Sub-granting to Fundação Príncipe	6.1	Signed sub-agreement; Photos of Fundação Príncipe co-delivering learning events, mentor reports from Fundação Príncipe	FFI have received a signed sub-grant from Fundação Príncipe. The organisation co-delivered successfully all the necessary workshops to all mentee organisations in Príncipe.
7.0	Sub-granting to Alisei	7.1	Photos of Alisei co-delivering learning events, mentor reports from Alisei; Signed sub-agreement with Alisei	FFI have received a signed sub-grant from Alisei. The organisation co-delivered successfully all the necessary workshops to all mentee organisations in São Tomé.
8.0	Sub-grant to Society for the Conservation of Nature in Liberia (SCNL); Photos of SCNL co-delivering learning events, mentor reports from SCNL	8.1	Signed sub-grant to SCNL; photos of delivering learning events; mentors report from SCNL	SCNL have signed a sub-grant and provided mentor reports, both verbally and through email and WhatsApp.
9.0	Sub-granting to Partners for Development (PADEV)	9.1	Sub-grant to PADEV; Photos of PADEV co-delivering learning events, mentor reports from PADEV	PADEV have signed a sub-grant and provided mentor reports both verbally and through email. Feedback from PADEV during the events helped direct the workshops.
10.0	Sub-granting to mentees	10.1	Final proposals; Sub-grant to Mentee	Of the 17 mentee organisations invited to apply to the FFI small-grant, 15 completed proposals were received and corresponding sub-grants signed with each organisation.
10.0	Sub-granting to mentees	10.2	Receipt of purchase of goods/service and certificate of completion if applicable	Because of the long delays in transferring funds to several of the organisations, there have been delays in spending the funding. For Liberia we received most receipts from all of the nine mentee organisations however:

Component		Deliverable		
#	Description	#	Description	Results for Deliverable
				<p>- Farmers Associated to Conserve the Environment (FACE), purchased most of the equipment they had required, but were unable to source a company to undertake a financial audit. The \$930.90 underspend were kept towards an audit when they find a supplier.</p> <p>- Citizens Against Poverty (CAP) also had an underspend of \$1,166 as they were not able to find several of the items on their budget at the time. Funds will be used to purchase the items when they become available.</p> <p>We have receipts/certificates of completion from all six organisations in São Tomé and Príncipe, however:</p> <p>- Associação dos Terapeutas Tradicionais da Região Autónoma do Príncipe (ATTRAP) has some underspend but they are still waiting to use the remaining amount on the 'final cleaning of the hut'. These receipts are expected once this will have occurred.</p>
10.0	Sub-granting to mentees	10.3	Mentee project progress and financial reports; mentor reports	<p>We have final reports from all nine organisations in Liberia.</p> <p>We have receipts/certificates of completion from five of the six organisations in São Tomé and Príncipe. No formal financial or written report for ATTRAP as been received yet as they do not have easy access to computers, but a collection of photos and most receipts as mentioned above are available.</p>

Tools, products or methodologies that resulted from the project or contributed to the results:

The <https://capacityforconservation.org/> website was used and can support mentee organisations to continue a process of organisational self-assessment and take advantage of a wealth of organisational development resources. The website was translated to Portuguese for this project so that it is more widely accessible.

PORTFOLIO INDICATORS

Portfolio Indicator Number	Portfolio Indicator Description	Expected Numerical Contribution	Expected Contribution Description	Actual Numerical Contribution	Actual Contribution Description
4b	Number of civil society organizations, including at least 10 Indigenous People?s, women?s and/or youth groups, demonstrate improvements in organizational capacity (target: At least 50).	11	At least 11 civil society organizations in the Guinean Forests of West Africa Biodiversity Hotspot receiving targeted support on organizational development have improved capacity, as demonstrated by the Civil Society Tracking Tool.	13	All 13 of the mentees in Liberia and São Tomé and Príncipe who submitted a CSTT, reported an overall increase in score. There was a total average of an 11 point increase across all mentee organisations, with an average of 15.3 in Liberia and 5.1 in São Tomé and Príncipe.
4.1	Number of local civil society organizations, including at least 10 Indigenous People?s organizations, demonstrate strengthened capacity with regard to financial, institutional and project	15	At least 15 mentees (10 in Liberia and 5 in STP) in the GFWA Hotspot demonstrate improved capacity in fundraising through proposal writing and procured goods and/or services essential for improved	15	17 CSOs were mentored and trained in various organisational development topics. Of the 17 mentee organisations invited to apply to the FFI small-grant to support their organisations with core organisational requirements for goods and services, 15 completed proposals and

Portfolio Indicator Number	Portfolio Indicator Description	Expected Numerical Contribution	Expected Contribution Description	Actual Numerical Contribution	Actual Contribution Description
	management, organizational governance, and fundraising (target: At least 50).		organizational effectiveness.		subsequently received a corresponding sub-grant.
4.2	Number of women-led conservation and development organizations, associations and networks are established and strengthened to foster gender equality in natural resource management and benefit sharing (target: At least 20).	5	At least 5 women-led conservation and development organizations are strengthened to foster gender equality in natural resource management and benefit sharing.	2	Two women led CSOs in São Tomé and Príncipe (Fundação Príncipe and Associação Programa Tatô) took part in mentoring and training that focused on gender equality in natural resource management and benefit sharing
4.3	Number of local civil society organizations demonstrate increased communication capacity in ways that support the delivery of their mission (target: At least 20).	11	At least 11 civil society organizations in the Guinean Forests of West Africa Biodiversity Hotspot receiving targeted support on external communications have improved capacity, as demonstrated by the Civil Society Tracking Tool.	17	17 CSOs have been provided with training that focused on communicating their work as well as where to communicate. Each organisation was also supported to create a version of their organisational vision and mission that best described the work that they carrying out for use in promotional materials

GLOBAL INDICATORS

Protected Areas

Protected areas that have been created and/or expanded as a result of the project. Protected areas may include private or community reserves, municipal or provincial parks, or other designations where biodiversity conservation is an official management goal.

Name of Protected Area	WDPA ID*	Latitude	Longitude	Country	Original Total Size (Hectares) **	New Protected Hectares ***	Year of Legal Declaration or Expansion
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*World Database of Protected Areas

**If this is a new protected area, 0 should appear in this column

*** This column excludes the original total size of the protected area.

Key Biodiversity Area Management

Key Biodiversity Areas (KBAs) under improved management—where tangible results have been achieved to support conservation—as a result of the project.

KBA Name	KBA Code	Size of KBA	Number of Hectares with Improved Management
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Production Landscapes

Production landscapes with strengthened management of biodiversity as a result of the project.

A production landscape is defined as a site outside a protected area where commercial agriculture, forestry or natural product exploitation occurs.

Name of Production Landscape	Latitude	Longitude	Hectares Strengthened	Intervention
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Benefits to Individuals

- Structured Training:**

Number of Men Trained	Number of Women Trained	Topics of Training
40	22	Induction call - Mentoring Programme Good Grant Management - Part 1 Good Grant Management - Part 2 Overview of Organisational Development Gender Mainstreaming Safeguarding (Social and Environmental) - Part 1 Safeguarding (Social and Environmental) - Part 2 Financial Sustainability External Communications Project Planning Problem and Objective Trees Strategic planning Logframes Objectives Monitoring Evaluation and Learning Proposal writing Gender Policy Writing an organisational mission and vision

- Cash Benefits:**

Number of Men – Cash Benefits	Number of Women – Cash Benefits	Description of Benefits
0	0	N/A

Benefits to Communities

View the characteristics column below with the following corresponding codes:	View the benefits column below with the following corresponding codes:
1- Small Landowners	a. Increased Access to Clean Water
2- Subsistence Economy	b. Increased Food Security
3- Indigenous/ Ethnic Peoples	c. Increased Access to Energy
4- Pastoralists / Nomadic Peoples	d. Increased Access to Public Services
5- Recent Migrants	e. Increased Resilience to Climate Change
6- Urban Communities	f. Improved Land Tenure
7- Other	g. Improved Use of Traditional Knowledge
	h. Improved Decision-Making
	i. Improved Access to Ecosystem Services

Community Name	Community Characteristics							Type of Benefit									Country	Number of Males Benefitting	Number of Females Benefitting
	1	2	3	4	5	6	7	a	b	c	d	e	f	g	h	i			

Characteristics of "Other" Communities:

Policies, Laws and Regulations

View the topics column below with the following corresponding codes:			
A- Agriculture	E- Energy	I- Planning/Zoning	M- Tourism
B- Climate	F- Fisheries	J- Pollution	N- Transportation
C- Ecosystem Management	G- Forestry	K- Protected Areas	O- Wildlife Trade
D- Education	H- Mining and Quarrying	L- Species Protection	P- Other

No.	Name of Law	Scope	Topics															
			A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P

“Other” Topics Addressed by the Policy, Law or Regulation:

No.	Country/ Countries	Date Enacted/ Amended	Expected impact	Action Performed to Achieve the Enactment/ Amendment
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Companies Adopting Biodiversity-friendly Practices

A company is defined as a for-profit business entity. A biodiversity-friendly practice is one that conserves or uses natural resources in a sustainable manner.

Name of Company	Description of Biodiversity-Friendly Practice	Country/Countries where Practice was Adopted
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Networks and Partnerships

Networks/partnerships should have some lasting benefit beyond immediate project implementation. Informal networks/partnerships are acceptable.

Name of Network/Partnership	Year Established	Country/ Countries	Established by Project?	Purpose
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Sustainable Financing

Sustainable financing mechanisms generate funding for the long-term (generally five or more years). These include, but are not limited to, conservation trust funds, debt-for-nature swaps, payment for ecosystem services (PES) schemes, and other revenue, fee or tax schemes that generate long-term funding for conservation.

Name of Mechanism	Purpose	Date Established	Description	Country/Countries	Project Intervention	Delivery of Funds?
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Globally Threatened Species

Globally threatened species (CR, EN, VU) on the IUCN Red List of Threatened Species, benefitting from the project.

Genus	Species	Common Name (English)	Status	Intervention	Population Trend at Site
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LESSONS LEARNED

TRAINING

- Participants enjoyed being able to come together and be in one room, when restrictions allowed, in both Liberia and São Tomé and Príncipe. This increased the opportunity for networking and in some instances it may have been easier for participants to focus on the material as they were not based at their offices, meaning potentially fewer distractions.
- Online training meant that more people could attend at the times that the workshops were scheduled and potentially more people from each organisation could listen and participate as they were not restricted by attendance. Recordings from the workshop could also be sent out to others to listen to again, which is not easy to do for a live session.
- The two "1-on-1 meetings" in Liberia held after the training sessions worked well as they gave people more chance to ask questions on a personal level regarding their organisational circumstances. It individualised the training and allowed participants to apply the theory to their projects, helping to reassure them.
- Participants seemed to feel more confident and gained a basic understanding about what it meant to pitch a project to donors. The additional session they requested and received about logframes seemed to provide them with more confidence about how to complete these when writing a proposal.
- Having in-country FFI staff and mentor organisation staff to support the training was essential as not only were they able to offer additional explanation and support if online trainers could not be heard/understood but they also were able to understand and offer a local context-specific response better than a UK based trainer could, making learning more relevant for the participants.
- FFI developed an additional training session (hour and half) for mentors to attend to provide extra support on how to deliver mentoring. This was well attended by all English-speaking mentor organisations. For Alisei and Fundação Príncipe separate sessions and discussions were held with them to talk through the process and outline any potential issues.
- Diverting some of the funding towards paying for internet connection for mentee organisations, particularly for the second and third series of workshops helped them to participate.
- The smaller training sessions, with smaller numbers of participants held independently in São Tomé and then in Príncipe helped to direct more focus from mentors to mentees during the training.

MENTORING

- Mentor organisations supporting other organisations in the country was a good model. The organisations were mentored by others in the same region, who understood the local context as well as challenges that each organisation might experience and who were able to offer support. This not only built stronger relationships between organisations but provided opportunities for mentee organisations to open up about challenges and receive peer support from others.
- The 2 mentor organisations in São Tomé and Príncipe both provided excellent support to mentee organisations, which was particularly helpful as FFI has less presence in this region. Fundação Príncipe is a partner to FFI and communication and the relationship between both is already strong so it was easy to stay in touch. FP also did much more than they had to in terms of supporting their mentee organisations with the application for the mentoring programme, applying for the FFI Small Grant and enabling the two organisations on Príncipe to receive their funds for the small grant, and completing the tracking tools. Alisei also provided additional support through the training period and ensured that everyone had access to and received the necessary training.

- Partners in Development (PADEV) and the Society for the Conservation of Nature, Liberia (SCNL) supported their mentee organisations very well and kept in contact with FFI about any issues and progress.

CEPF Small Grant

- The CEPF grant was a great opportunity for SADS as it was a good experience for this organisation to go through the whole process and this seemingly has given them more confidence in managing this type of project.
- Associação Programa Tatô and Fundação Príncipe also benefitted from undertaking this grant and gained additional experience in project management.
- This was a useful opportunity for mentee organisations in Liberia to experience what is involved in applying for a grant of this complexity and also possibly have some insight as to how INGOs operate and obtain funds. It also provided mentee organisations with the opportunity to find out how donor organisations operate and ask questions about the process. The reviews from CEPF about the application process may also have provided valuable learning points.
- The structured support that CEPF provided to mentee organisations during the project implementation was well received.

FFI Small Grant

- All 15 organisations that decided to apply for the FFI Small Grant received it. Not only did this grant provide funds for goods and services deemed essential for improving the effectiveness of the organisation but also not easy to obtain in any other type of grant funding. This also gave all mentees the opportunity to practice applying for another grant.
- There was a larger diversity of goods and services asked for than anticipated and were viewed by the reviewers as those that might be particularly helpful for the fundamental functioning of these organisations including electric generators or funds to run them, parts in maintenance for the organisations sole vehicle, website development, statistical training, financial audit, English classes, Microsoft Office training, driving licence, Microsoft Office package (genuine copies), printers, projector, cameras, laminator, Dropbox license, laptops and also funds for one mentee organisation to develop and manage a plot of land to support the organisation.
- QuickBooks and training were also requested by several of the mentee organisations and whilst this was seen as a useful spend of the funds, it was also requested that each organisation check that the copies that they would be buying were genuine. It was also advised that given the potential complexity of the software, that training should be included in the costs. This was well received by mentee organisations, who did their best to accommodate this advice.
- Mentors were asked to discuss and review each mentee organisation's application before they sent it in. This may have helped organisations consider more thoroughly what they really needed.
- The application forms and budget templates were straightforward enough for each mentee organisation to complete with some support from mentors if needed.
- Mentee organisations were also asked to provide a quote for items above \$1,000 USD both for evidence and for organisations to have the practice in collecting and submitting materials like this.

CHALLENGES

- It was not anticipated how difficult some organisations would find it to complete the Civil Society and Gender Tracking Tools.
- Many of the mentee organisations did not have a good grasp on how to use the internet to research donors or sign up for resources on the capacity for conservation website. Internet connection in both Liberia and São Tomé and Príncipe was also intermittent and not

reliable. Assigning some of the funds to provide internet connection for mentee organisations helped somewhat with this and with attendance to online training sessions.

- There was too much to do in too short a time period for too many organisations. The time period for mentoring and training was too short to allow for any sustained change.

Mentoring should continue for years. The mentee organisations realistically probably only had time to mentor one organisation effectively and FFI could have supported two or three.

Training

- It was difficult to direct the training according to the needs of each organisation as CEPF had given such a prescriptive level of training requirements for the CSO before their tracking tools had even been assessed. Right at the proposal stage, FFI was asked to “provide a description of the potential contents and topics, as well as, the duration of each”. We were also required to provide training on safeguards (environmental and social); development/revision of CSO's gender policy; including the monitoring of the social media matrix (reaches/likes/fans/followers/...); the development of a communication piece for local press on each CSO's mission/work and how to identify relevant press-medias; include CEPF project management and monitoring for compliance. This did not give a lot of room for maneuver when then considering the needs of the mentee organisations.

- The level at which several of the training courses were delivered could have focused on a more fundamental level, particularly with regards to project design. We adapted and added to the training when feedback from participants during the session suggested that they were not following as well as anticipated i.e. adding on an additional session about log-frames and making the exercise about situational analysis much more straightforward. The concept of ‘gender’ for some of the mentee organisations in Príncipe was new and training was also given at a more fundamental level.

- Mentee organisations from São Tomé and Príncipe were not able to mix with each other due to the Covid restrictions and may have benefitted from cross island shared learning.

- More training and evaluation forms could have been completed however, this would have been easier to ask participants to complete when face to face in a classroom at the end of a session, it was more difficult online as the sessions normally ran over (due to late starts in Liberia) and to chase participants more than once or twice after the sessions was very labour intensive.

- The mentor organisations were given a copy of the mentee organisation’s tracking tools and asked to develop both a mentoring plan and an organisational development plan but this was only advisory and not a requirement. The mentors may have had better understanding of the needs of the mentees if they had been asked to facilitate the completion of the tracking tools with the mentee organisation.

- Mentors and mentees were asked to sign agreements that laid out how they were to work with each other as well as taken through the process in full during an introductory training session. However, it is not clear how much value was given to these agreements and how often they were actually referred to during the course of the mentoring programme. It was difficult to monitor this from the UK. In one or two instances in Liberia, there were some unrealistic expectations on the part of the mentees who may have expected the mentors to undertake tasks for them (such as writing policies and being available whenever the mentee organisation required support) rather than provide guidance at scheduled times. Although these issues were managed clearer communication about the purpose of a mentor may have been needed – a refresher session.

- At the beginning of the project mentors were provided with training (Liberia) and consultation (São Tomé and Príncipe) about how to mentor, as well as check-ins with the project lead about progress. However, mentors may have benefitted from more training or a refresher session at mid-point to remind them about the process of mentoring and discuss together in a group how different organisations responded to mentoring.

- More could have been done to get mentees to support each other. They started doing this in Liberia particularly when it came to writing the gender policy. Particularly in Liberia if

training had been face-to-face and there had been fewer restrictions due to Covid, it may have been easier to encourage further peer-support and shared learning.

- It was harder for FFI UK staff to form relationships with the mentor organisations as we were not able to travel there. PADEV was a little easier as they were also a mentee organisation and we already had a strong relationship with FP so we were able to work more effectively with them.

For a continuation of this document please see attached document "Responses to questions under section 18_Other Information"

SUSTAINABILITY/REPLICATION

- Each organisation now has access to improved resources and learning that could support organisational development processes.
- Mentee organisations have increased the opportunities and likelihood of communicating with and sharing support and advice from peer organisations and mentor organisations.
- Mentee organisations have been exposed to project management and donor application processes that they otherwise may never have been introduced to or learn about and in some instances experience directly.

Please see attached document "Responses to questions under section 18_Other Information"

ENVIRONMENTAL AND SOCIAL SAFEGUARDS/STANDARDS

Due to the emergence of the COVID-19 pandemic fairly soon after the start of the project social safeguards needed to be implemented to protect people as far as possible, from the virus. This included moving the planned training in both regions to online particularly for the first set of training when it was important for all participants and trainers not to make physical contact. This meant that trainers from the UK were not able to travel to Liberia and São Tomé and Príncipe. Participants who did eventually attend Face-to-Face trainings later in the year were asked to take all the necessary precautions specific to their country with regards limiting their exposure to the virus.

Each of the participating mentee organisations were asked to agree to and sign an MoU with FFI. The grievance mechanism was outlined within this MoU under Article 12 'Dispute resolution, governing law and jurisdiction'. All 17 mentee organisations signed and returned the MoU. Guidelines and terms were set out for each pairing of mentor with a mentee organisation and both were asked to read and agree to these. The terms included the process of reporting dissatisfaction or grievance by either or both parties. No grievances were officially reported by any mentee or mentor organisation.

ADDITIONAL COMMENTS/RECOMMENDATIONS

- Be as transparent as possible with the donor. It really helped to be open with CEPF/RIT about the issues that we were facing as they helped us come up with potential ways to tackle them and were understanding and supportive of those issues, particularly those they faced in terms of writing proposals.

- Being transparent about the issues we had with the needs of the organisations for survival meant that we were able to explain to CEPF and gain their agreement about why it was important that the underspend in funds be put towards a small grant that would support the supply of necessary goods and services, important for organisational functioning
- There are far too many 'main' areas that each organisation needs to strengthen (as evidenced by the tracking tools) to even begin to address all of them over the course of the project - this will actually take years and need a far greater amount of resource for the mentee.
- Taking the mentee organisations through the CEPF investment strategies at the start of the training and making sure these were understood as far as possible may have been useful. It would also be useful for a member of the RIT or CEPF to participate in these discussions to get a clearer idea of what it is organisations in these regions understand the investment priorities and whether there is actual buy-in to these priorities from these organisations. Organisations may suggest in an application form or written document that they understand the priorities but discussion can uncover if there are any issues and what these might be. A workshop setting may have been useful for this. Also for helping CEPF to understand why there might not be total buy-in from these organisations.
- If this were to be done again it would be better to include a facilitated session with mentor organisations to help them complete the full Civil Society and Gender Tracking Tools as well and from this facilitate a session to complete an organisational development plan. Once they had participated in this process it then they could have been asked to undertake the same process with their mentee organisations. The mentor organisations could have come together after doing this to discuss the main needs of their mentees and decide an appropriate training and mentoring plan.

Please see attached document "Responses to questions under section 18_Other Information"

ADDITIONAL FUNDING

Total Amount of Additional Funding Actually Secured (USD)	\$0.00
Breakdown of Additional Funding	N/A

INFORMATION SHARING AND CEPF POLICY

CEPF is committed to transparent operations and to helping civil society groups share experiences, lessons learned and results. For more information about this project, you may contact the organization and/or individual listed below.

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