CRITICAL ECOSYSTEM

# **CEPF Final Project Completion Report**

Organization Legal Name:	Blue Ventures Conservation
	Strengthening the MIHARI Network to Support
Project Title:	Community Management of Marine and Coastal
	Resources in Madagascar
Grant Number:	65778
CEPF Region:	Madagascar and Indian Ocean Islands
	3 Strengthen civil society capacity at local and
Strategic Direction:	regional levels through training, exchanges and
	regional cooperation.
Grant Amount:	\$166,186.50
Project Dates:	December 01, 2015 - July 31, 2019
Date of Report:	September 30, 2019

#### **Implementation Partners**

List each partner and explain how they were involved in the project

The Wildlife Conservation Society (WCS), World Wildlife Fund (WWF) and Conservation International (CI) were part of the original MIHARI steering group, which comprised of 13 representatives and was in place between 2016 and 2017 to develop and implement a formal structure for MIHARI, and are members of the current MIHARI taskforce, which was created in 2017 to lead on MIHARI funding decisions and the network's journey towards full autonomy. WCS hosts MIHARI staff, manages funds and fundraising for the network, and supports grant implementation and reporting. In 2018, WCS received funding from the MacArthur Foundation to allocate to MIHARI. WWF has four staff working for MIHARI; a consultant, two Communication Assistants, and the Midwest Regional Coordinator. Like WCS, WWF also received funding from the MacArthur Foundation in 2018 to allocate to MIHARI for strengthening the network's activities in the northwestern region. WCS, BV and WWF received funding from the German development bank KFW, and the consortium allocated USD496,318 to MIHARI. WCS, BV, WWF and CI are currently applying for further funding from KFW, which will allow MIHARI to increase their capacity building activities. A wide range of NGOs working with LMMAs in Madagascar played an active role supporting coordination of activities, in particular at the regional level, and can all be found on MIHARI's website.

#### **Conservation Impacts**

Summarize the overall impact of your project, describing how your project has contributed to the implementation of the CEPF ecosystem profile

MIHARI's profile and reputation as one of the main civil society organisations promoting community-based marine conservation has grown steadily over the course of the project. Compared to the start of the project, when MIHARI had one staff member, was heavily reliant on BV, and was still very much defining itself, it has now 17 staff hosted by multiple organisations, connects 204 communities managing LMMAs and is representing the rights of small-scale fishers (SSFs) at the national and international level. As part of this development process MIHARI now has defined priorities, a clear vision for the network's development, an action plan that is being finalised, and the capacity to better connect, support and represent LMMA communities. The project's activities allowed MIHARI to build the capacity to deliver regular opportunities for LMMA representatives, stakeholders and NGOs to exchange knowledge and experiences in natural resource management. Throughout the project, these activities built the LMMA representatives' confidence and capacity to manage LMMAs, as well as their commitment and enthusiasm towards marine resource management.

Impact Description	Impact Summary
Civil society capacity at local regional levels is strengthened and traditional fishers empowered to lead marine management, safeguarding exceptional nearshore marine biodiversity within priority KBAs, arresting the decline in fishing catches, and ensuring the food security of vulnerable coastal communities.	The project has put extensive effort into building the capacity of LMMA communities, including delivering several training sessions held during the regional and national forums, which has empowered fishers to lead on marine management work, thus promoting the long-term sustainability of implemented measures. Locally-led marine management efforts, such as temporary closures and LMMAs, promoted during the project are being replicated by coastal communities across Madagascar, ensuring that nearshore marine biodiversity and food security of coastal communities are safeguarded across a large geographical area.

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

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

Impact Description	Impact Summary
- MIHARI network capacity and	MIHARI now has a clear structure in place (a general
sustainability is increased with clear	assembly with representatives from 205 LMMA
structure, and a strong strategic action	communities, a national board, and four regional
plan and business plan - LMMA leaders	structures), well-defined strategic priorities, and an
are more engaged in the network and	action plan is being finalised. The recruitment of new
grow in confidence and capacity:	staff has increased MIHARI's capacity to engage with
Increased regular direct communication	communities and provide regular opportunities for
	discussion, experience sharing and training. These
	activities increased the capacity and confidence of the
	regional structures, partner NGOs and LMMA leaders to
	deliver activities on the ground more effectively.

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

#### Short term impact

#### **MIHARI Secretariat and Network Structure**

Since the project start, extensive work was carried out to ensure that the MIHARI secretariat and regional structures are able to support and engage our partner communities in marine management. MIHARI is finalising its action plan, a governing structure is in place, and new staff were recruited. MIHARI's structure comprises a general assembly, a national board, and four regional structures. Establishing a governing structure, as well as organising regular forums for representatives to meet and share their experiences, proved to be an exceptional tool to overcome the logistical challenges of the network, promoting dialogue and peer-learning, and giving LMMA associations a platform to voice their opinions on the national political stage. The new structure greatly improved MIHARI's capacity to listen to the priorities and needs identified by LMMA associations, provide support, and coordinate activities at the national level.

Thanks to recent recruitment, the secretariat now comprises 17 staff, with 11 housed within BV, four within WWF, and two within WCS, allowing for direct and ongoing engagement with LMMA communities. This increase in capacity is allowing MIHARI to progress in its development, as well as to build new partnerships with the government and other projects working on community-based marine management, such as KFW on their Sustainable Coastal Fishing Project.

Reinforcing local and regional leadership within the network

Throughout the project, the MIHARI secretariat worked closely with the regional structures, NGO members and LMMA representatives, in order to promote leadership at grassroot level. The secretariat organised three meetings with each regional structure, and four coordination meetings with NGO members from each region, every year. These meetings ensure that efforts are not duplicated and priorities identified at LMMA and regional level are discussed and actioned. The competencies of partners on the ground to manage coastal resources effectively were also increased during the project, thanks to regular training opportunities covering topics such as conflict resolution, finance, association management, leadership and public speaking. These training sessions proved to be essential to deliver the network's activities more effectively, and to consolidate and build the capacity of the regional structures, partner NGOs and LMMA representatives, as well as building trust with the MIHARI secretariat staff and improving internal communication.

**Promoting policies to support LMMAs** 

The project has made significant progress in representing the policy needs of LMMA communities, and building momentum for the implementation of policies that are supportive of LMMAs at the national level. The forums organised during the project allowed LMMA representatives to discuss their priorities, focusing on subjects such as enforcing the dina (local, traditional laws often used for marine management), community-based monitoring and development of fisher cooperatives. The national forum held in July 2017, resulted in the most significant development in terms of developing policies supportive of LMMAs: the network supported fishers to develop three motions to present to the government, clearly identifying their priority needs and respectively requesting the creation of an exclusive fishing zone for small-scale fisheries, improving regulation of fishing gear, and improving support for the dina as a governance tool. This was a grassroots consensus process, facilitated by MIHARI, and was carried out in full transparency with a range of actors present at the forum, including government agencies. The aim of these motions was primarily awareness raising, in order to start conversations and processes that might enable LMMAs to achieve greater results. MIHARI has supported LMMA associations to discuss the three motions with the government, and the minister responsible for fisheries at the time demonstrated great interest in working on the proposals

and in developing policy to address the needs identified by LMMA communities. In July 2018, a process towards implementing exclusive fishing zones was launched by government by decree, establishing a multi-stakeholder committee to plan and oversee its implementation. Progress was slow at the start of 2019 due to the installation of the new government, but momentum is building now that key roles are in place again. A work plan for the implementation of the exclusive fishing zone was developed, and work is due to begin by the end of 2019. Long term impact

The project has empowered MIHARI to reach a development stage where it can sustain its operations, and effectively connect and support LMMA associations, building their capacity and promoting their engagement with the government and other stakeholders. The project's activities have allowed community leadership to develop, and encouraged traditional fishers to take the lead in managing their own marine resources. Thanks to regular exchange and peer-training opportunities, locally-led marine management efforts, ensuring that nearshore marine biodiversity is safeguarded and fishing stock are used sustainably, are being replicated by coastal communities across Madagascar. By grounding management efforts in communities, supporting marine management models that deliver meaningful economic benefits to communities, and advocating for policy change that supports local management and marine conservation, the project has provided communities with the incentives and capacity to sustainably manage their marine resources to meet their conservation and food security needs.

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

MIHARI's engagement in LMMAs at regional and national levels has greatly contributed to establishing MIHARI as a major civil society platform, as demonstrated by MIHARI's national coordinator recently receiving the Whitley Award from the Whitley Fund for Nature (WFN), which has brought national and international attention to the network. Recognition of this award was published on the MIHARI website, and an article and video with an introduction by wildlife TV presenter Sir David Attenborough, were published on WFN's website.

One unexpected challenge was encountered in September 2018, when a deal between the Chinese consortium Taihe Century Investments Developments co. Itd. and the Malagasy Economic Development and Business Development Agency (AMDP) was proposed. The deal planned to invest \$2.7 billion over the next ten years in the blue economy in Madagascar, and planned to add 330 foreign fishing vessels to the coast, threatening the fishing rights and grounds of SSFs in Madagascar. To address the concerns over the deal, MIHARI worked with civil society organisations and communities to obtain more information, publicise its negative impacts on SSFs, carry out impact studies, and support fishers to mobilise against the deal. A press release by Transparency International and a news piece produced by MIHARI highlighted the risks the deal posed to fishers in terms of livelihoods and food security, and received an unprecedented response from international media and social media - an AVAAZ online petition generated 17,500 signatures. As a result of these efforts, the minister responsible for fisheries agreed to strengthen community-led governance through the creation of an exclusive fishing zone for SSFs, and increase awareness of, and international support for, transparency over Chinese investment. The awareness raising work carried out by MIHARI led to the cancellation of the deal.

Since the start of the project, MIHARI has shifted its focus from acting as a learning platform for sharing experiences between LMMA representatives, to one representing the rights of SSFs throughout Madagascar. At the beginning of the project, it was impossible to predict how MIHARI

would grow and evolve over the coming years. The high profile achieved by MIHARI in recent years resulted in the realisation that the next step for the network is to work towards becoming a legal entity in order to better represent SSF and LMMA communities.

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

	Component	Deliverable		
#	Description	#	Description	Results for Deliverable
# 1	Description Build an independent structure for MIHARI, and develop and implement a strategic action plan including a business plan for financial sustainability and independence	# 1.1	Description MIHARI network formal status with community representation in network management and coordination	Results for Deliverable MIHARI's structure is composed fully by community representatives and includes a national board, four regional structures (covering northwest, northeast, midwest, and southwest Madagascar), a steering committee and three dedicated technical working groups to guide and support the MIHARI secretariat's work with governance, sustainable resource management and community empowerment, and enable collaboration between multiple stakeholders. Staff were recruited throughout the project to build the capacity needed to support partner LMMAs. The next step in MIHARI's development will focus on registering as a legal entity.
1	Build an independent structure for MIHARI, and develop and implement a strategic action plan including a business plan for financial sustainability and independence	1.2	MoU for technical and financial support partners	Several MoUs were signed and developed during the project. WWF and WCS received funding from the MacArthur Foundation to support MIHARI, and will sign agreements in the second half of 2019. Between 2018 and 2019, MOUs on data sharing for the LMMA database were signed between the NGO members of MIHARI and the secretariat. Between 2017 and 2018, MoUs were signed as hosting agreements between BV, MIHARI, WWF and WCS for MIHARI secretariat staff hosted within these NGOs. MIHARI received \$10,000 from USAID Hay Tao to fund the LMMA Summit and capacity building events, which took place in April 2019 with the goal of facilitating experience sharing and strengthening the capacity of members of the network. An MoU with Tafo Mihaavo, a major community network in Madagascar, to collaborate on policy suggestions, based on priorities identified by our partner communities is expected to be signed in 2020. An MoU with the Regional Maritime Information Fusion Centre (CFIM) to work with MIHARI on the LMMA

Describe the results from each product/deliverable:

				database is in development and is due to be signed by the end of 2019.
1	Build an independent structure for MIHARI, and develop and implement a strategic action plan including a business plan for financial sustainability and independence	1.3	ToR for coordination groups	All four regional structures are in place, and regional coordinators were recruited to lead them (see supporting document 4, Terms of reference for coordinators of regional structures).
1	Build an independent structure for MIHARI, and develop and implement a strategic action plan including a business plan for financial sustainability and independence	1.4	MIHARI 5 year strategic action plan and business plan	The MIHARI strategy was finalised in March 2018 during the MIHARI National workshop. An action plan was developed and will be finalised in the second half of 2019. In April 2019, MIHARI discussed their financial support needs with five major funders working to support small scale fisheries in Madagascar (USAID Hay Tao, Mijaky USAID, GEF6, SWIOFISH and KFW). As a result of the meeting, MIHARI is developing a three-year business plan that will guide the network towards financial sustainability.
2	Reinforcing local and regional leadership within the network, through training of a minimum of 32 LMMA leaders in annual training workshops, to reinforce engagement and community representation in the network,	2.1	Report of training needs	The training needs of LMMA leaders were first assessed in 2016, and these included conflict resolution, finance, association management, leadership and public speaking. During MIHARI regional forums in 2018 (see supporting documents 5a, 5b, 5c and 5d for the regional forum reports for the northwest, northeast, midwest, respectively), key training priorities of more than 500 LMMA representatives were identified, including reporting, leadership, fish product valorisation, finance management, advocacy, conflict resolution and alternative livelihoods. As a result of these findings, a training programme addressing these needs was developed and delivered in the final phase of the project. In April 2019, a consultant was recruited to identify gaps in capacity in MIHARI's regional structures, and in May
	as well as raising			in capacity in MIHARI's regional structures, and in May

	the profile of MIHARI			and June 2019, carried out consultations with representatives from 12 LMMAs from the southwest. A training curriculum is being developed and is due to be finalised in the second half of 2019.
2	Reinforcing local and regional leadership within the network, through training of a minimum of 32 LMMA leaders in annual training workshops, to reinforce engagement and community representation in the network, as well as raising the profile of MIHARI	2.2	Database of training and support available in Madagascar	As a result of extensive consultations with LMMA representatives and partners throughout the project, the MIHARI database was developed and published online in April 2019, and is updated and shared with partners on a regular basis. The database provides details of the training and marine resource management needs of LMMA representatives, and also of the partners able to meet those needs, in order to facilitate peer-training and experience sharing.
2	Reinforcing local and regional leadership within the network, through training of a minimum of 32 LMMA leaders in annual training workshops, to reinforce engagement and community representation in the network, as well as raising the profile of MIHARI	2.3	Number and duration of training sessions, reports of training sessions & follow up inc. feedback of participants	Several training sessions have been carried out for LMMA representatives during the project, on topics identified in training need assessments (see 2.1). In July 2016, CARA, an NGO based in southeast Madagascar, delivered training to 173 LMMA representatives on self-confidence and public speaking. In March 2017, 17 LMMA leaders attended a training session on self-confidence, leadership and association management, led by training institution Dinika, in Toliara. In November 2018, 46 community members from three regions were trained in association management and advocacy skills, during the regional forum in Fenerive Est. In April 2019, a national LMMA summit brought together 40 LMMA representatives and 30 MIHARI staff to promote communication, leadership, cooperation and learning. During the summit, sessions on topics such as communication and interpersonal skills took place, followed by practical group exercises.

				Feedback received during the project suggests that training, along with ongoing work carried out by MIHARI, is increasing the LMMA representatives' motivation to engage in natural resource management and share learning, experiences and news within the wider network.
2	Reinforcing localand regionalleadershipwithin thenetwork,through trainingof a minimum of32 LMMAleaders in annualtrainingworkshops, toreinforceengagement andcommunityrepresentationin the network,as well as raisingthe profile ofMIHARI	2.4	Consultation format for community input and feedback for LMMA leaders	A feedback and evaluation session was held after each main consultation, and the participants' input was used to develop a consultation format, which will be applied for future consultation work.
2	Reinforcing local and regional leadership within the network, through training of a minimum of 32 LMMA leaders in annual training workshops, to reinforce engagement and community representation in the network, as well as raising the profile of MIHARI	2.5	MIHARI outreach materials (radio programmes, posters)	MIHARI produced numerous communication materials, including radio programmes, powerpoint presentations, videos and posters explaining the network's purpose and structure, which were distributed to LMMA communities at major events, such as national and regional forums, workshops and training sessions. Several MIHARI newsletters were published on the website detailing progress and news. BV also published several blogs on MIHARI's achievements, including a blog and video about the three motions developed at the 2017 national forum in Fort Dauphin. MIHARI's first radio show aired on 12th July 2016 in the south of Madagascar, which was followed by two more the same year. Two consultants were hired in April 2019 to increase our output, and from October 2019, new radio programmes will air once a month in each of the regions, and will cover MIHARI news and upcoming events. Videos of the 2017 national forum, the MIHARI network's achievements in 2017, and an explanation of MIHARI and LMMAS, were shared online, and within the network. In 2019, the Operations Assistant was promoted to Communications Officer to increase and improve our

				communications output. New fisheries calendars, which will be shared with LMMA communities in the network, are on track to be produced in December 2019.
3	Regular forums (4 regional forums per year; 1 national forum in 2017) and	3.1	Exchange reports, feedback, photographs and	In May 2016, LMMA communities in Sainte Marie visited LMMAs in south Madagascar and a report of the exchange was shared within the network (see supporting document 6, Sainte Marie exchange report).
	learning exchanges (minimum 4 per year) designed		commentary	In 2017, three exchange visits took place near Toliara with Aquatic Services, in Ambodivahibe with Community Centred Conservation (C3) and in Ankivonjy with WCS.
	to bring LMMA managers together for learning exchanges and			In November 2018, the MIHARI National President visited Thailand as part of the World Small-scale Fisheries Congress to represent MIHARI and discussed challenges facing small-scale fisheries in Madagascar, as well as best practices for LMMAs.
	development of the network			In July 2019, MIHARI presented its work at the Western Indian Ocean Marine Science Association (WIOMSA) Scientific Symposium in Mauritius.
4	Continued monitoring and evaluation of LMMAs in Madagascar, including a trial of participative video-based monitoring, communication and information sharing to engage in national policy and raise the profile of MIHARI	4.1	Online LMMA database shared with partners	The LMMA database was published online and made available to partners in April 2019 at the MIHARI national workshop in Antananarivo, and is regularly updated.
4	Continued monitoring and evaluation of LMMAs in Madagascar, including a trial of participative	4.2	Dynamic online maps of LMMA efforts	An online map of MIHARI LMMA sites was first published on the website in 2016, and is updated as and when new LMMAs become members of the network.

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monitoring and	workshop	newsletters covering topics such as major events, data
evaluation of	reports; six	visualisation tools and main network developments (see
LMMAs in	network	deliverable 2.5 and 3.1 for more details).
Madagascar,	newsletters;	
including a trial	site visit	
of participative	reports	
video-based		
monitoring,		
communication		
and information		
sharing to		
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profile of		
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Please describe and submit any tools, products, or methodologies that resulted from this project or contributed to the results.

The MIHARI online database includes details of the training and marine resource management needs of LMMA representatives, and also of the partners able to meet those needs, in order to plan for peer-training and learning exchanges. The database is regularly updated, and data entered by partners are validated before being visualised into dashboards. Updating the database is an ongoing process and usually done on a daily basis, when new information or data are collected.

An LMMA guide was produced based on feedback from 20 MIHARI partners and LMMA representatives from 17 site visits and community workshop consultations, about their views of the criteria used to define an LMMA (see supporting document 3, LMMA guide). The guide was shared with the ministry responsible for fisheries to inform decision making.

A fisheries toolkit is in development to guide partners how to monitor LMMAs and MIHARI activities effectively, and a first draft is due to be completed at the beginning of 2020.

Operating manuals for MIHARI and the LMMA national board are being developed, and are due for completion in October 2019.

#### **Lessons Learned**

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

Consider lessons that would inform:

- Project Design Process (aspects of the project design that contributed to its success/shortcomings)
- Project Implementation (aspects of the project execution that contributed to its success/shortcomings)

- Describe any other lessons learned relevant to the conservation community

The MIHARI network's approach has evolved from promoting local management through peer-to-peer learning to one that also includes representation of fishers at the national level. This evolution has been a natural progression, based on the priorities and needs expressed by LMMA representatives throughout the course of the project.

A key lesson learned from the project was for the voice of the community members in the network to be at the forefront of decision making. Building the capacity of LMMA leaders was a great first step in this direction, and ensures their involvement in key decision making for the network. However, the MIHARI Secretariat needs to develop its institutional capacity in order to be resilient as an independent organisation, and a clearer, formal governance structure is needed as the network grows and gains status and recognition. Gaining independent legal status for the network is a priority, and will enable the network to represent fishers' rights for the future.

## Sustainability / Replication

Summarize the success or challenges in ensuring the project will be sustained or replicated, including any unplanned activities that are likely to result in increased sustainability or replicability.

During the project, great effort was put by MIHARI and its partner organisations in ensuring the sustainability of the network. This included raising and allocating funds to support MIHARI's development, hosting staff, and ongoing technical support from partners. Thanks to these efforts, the MIHARI team was able to grow to its current size - a critical step to ensure that the network is able to engage effectively with LMMA communities and represent their voices, needs and concerns on the national stage. Managing this increase in capacity was not easy at first, and it quickly became clear that in order to ensure the network's growth was sustainable, more structured processes were needed. This led to the participatory development of MIHARI's new structure, which is ensuring the network has a strong presence at regional and local level and is able to listen and respond to community needs.

Thanks to this increase in capacity, MIHARI's profile has grown steadily, attracting the attention of more communities and NGOs. The decentralised nature of a growing network posed additional challenges, especially in regards to maintaining inclusive and participatory processes. The new regional structures directly addressed this, ensuring that decision making continues to be completely led by community priorities and ultimately promoting the sustainability of the network by embedding it directly within LMMA communities.

MIHARI and its partners continue to work towards securing funds to ensure the network's sustainability. We have secured further funding from CEPF for the new project "An improved and sustainable LMMA network supports and strengthens local and national management of marine and coastal resources, increasing the resilience of marine ecosystems and vulnerable coastal communities across Madagascar", which will enable us to strengthen MIHARI operations and governance structures over the next three years, enabling the network to operate more independently in the long-term. The new project will also enable us to share learning and best practice for replication of the LMMA and MIHARI network model regionally, nationally and internationally.

## Safeguards

If not listed as a separate Project Component and described above, summarize the implementation of any required action related to social, environmental, or pest management safeguards

The MIHARI Network does not implement work at LMMA sites directly, therefore the need to mitigate against environmental or social safeguard issues is rare, but the MIHARI Secretariat seeks to uphold the principles of good social and environmental safeguarding in all its activities and through its interactions with partners and members.

The blue economy deal put forward in 2018 (see section on unexpected impacts for more details) was widely considered as posing serious social and environmental safeguarding issues for the partners and communities MIHARI supports if it were to go ahead. As a result of MIHARI's awareness raising around this issue, the deal has since halted and an official statement from the minister responsible for fisheries confirming its cancellation is imminent. MIHARI plans to continue awareness raising about the potential negative implications of such deals for coastal communities.

#### **Additional Comments/Recommendations**

Use this space to provide any further comments or recommendations in relation to your project or CEPF

## **Additional Funding**

Provide details of any additional funding that supported this project and any funding secured for the project, organization, or the region, as a result of CEPF investment

Total additional funding (US\$)

\$519,703.16

#### Type of funding

*Please provide a breakdown of additional funding (counterpart funding and in-kind) by source, categorizing each contribution into one of the following categories:* 

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

A - Since the start of the project, we secured US\$275,418 from the MacArthur Foundation to support operational costs of the MIHARI network. We also secured US\$80,812.13 through the GEF Dugong and Seagrass Conservation project, \$53,678 from the Whitley Fund for Nature Award, and US\$109,794 from the Turing Foundation.

All MIHARI support organisations (including BV, ReefDoctor, CI, WWF and WCS) devote considerable time to supporting partner LMMAs in participating in MIHARI network activities, particularly in engaging with networking forums, now taking place annually at national and regional levels. It is not possible to cost all of these in--kind contributions precisely, given the growing size of the network, and the range of input provided by different support organisations, however the total value of in kind contributions equals substantially more than the total value of this budget.

B - NA

C - NA

## **Information Sharing and CEPF Policy**

CEPF is committed to transparent operations and to helping civil society groups share experiences, lessons learned, and results. Final project completion reports are made available on our Web site, <u>www.cepf.net</u>, and publicized in our newsletter and other communications.

1. Please include your full contact details (Name, Organization, Mailing address, Telephone number, Email address) below

Kitty Brayne, Blue Ventures, 39-41 North Road, London, N7 9DP, 020 7697 8598, kitty@blueventures.org