

Start-up Workshop on the BBNP Programme

Place	Date
Russia, Moscow, 19 Nikoloyamskaya str., WWF RU office	16-18 March 2016
Purpose of the seminar/workshop	
To get acquainted with the Programme team and Programme partners, to present different parts of the Programme, to understand the purpose of the Programme, result chain, reports, and deliverables, to develop an action plan	
Presenters/workshop facilitators	
<p>Presenters: Victoria Elias, Conservation director WWF RU; Joacim Skagerfält, Resource person, facilitator of Sida contacts, Manager Public Sector Partnerships, WWF SE; Tanja Ehrenberg, Programme manager, WWF SE; Mikhail Durkin, Programme director, CCB; Oleg Sutkaitis, leader Outcome 1, Barents regional office leader; Denis Dobrynin, co-leader Outcome 1, Acting head of Archangelsk office; Margarita Puhova, co-leader Outcome 2, Marine Biodiversity projects coordinator Barents office; Konstantin Zgurovsky, co-leader Outcome 2, Head of Sustainable Fishery Programme WWF RU; Vadim Krasnopolsky, leader Outcome 3, Oil and gas projects coordinator Barents Office; Oksana Lipka, Monitoring & evaluation officer, Coordinator Climate and Energy Programme; Larisa Bilous, Project manager, Barents office; Dmitry Burenko, Director of Development, WWF RU.</p> <p>Facilitators: Tanja Ehrenberg, Programme manager, WWF SE; Larisa Bilous, Project manager, WWF RU; Maria Basova, Programme manager, CCB.</p>	
Summary	
Description of the topics that were discussed/presented - concluding remarks on discussions	
<p>Day 1. All the participants introduced themselves, their functions in their organizations and roles in Programme. The Sida framework of the Programme and the steering chain and Sida's particularities in relation to WWF conservation work were presented by Tanja Ehrenberg and Joacim Skagerfält. Victoria Elias and Mikhail Durkin made presentations on how the Programme fits in the WWF Russia and CCB strategies. Then theory of change and its application in the Programme was discussed by the participants. Since the core of the programme is engaging with civil society for nature conservation, and one of the main assumptions is that strengthening civil society will strengthen environment management and conservation, a special focus was put on work with civil society: who we refer to CSOs, which organizations can and cannot be granted within the programme, WWF social policies, SD4C documents that can guide us in our work with civil society, partnerships with SCOs and other organizations (research, state, business). The final part of the day was devoted to contextualizing the engagement with civil society in Russia. First, the participants in the form of brainstorming singled out various sensitive and problematic issues related to engaging with CSOs in the Russian context. Then they were divided in 3 groups to discuss and then present their findings on four questions: 1. How do we engage with CS today? 2. Why in this way? 3. What are the challenges and opportunities in this Programme? 4. How to deal with the challenges? In their presentations the groups mentioned such methods of engagement with CS as cooperation in various forms, capacity development, providing education and gathering information. The purpose for engagement with SC is to provide sustainability of conservation work and mutual support. The challenges mentioned were state pressure ("foreign agent" status is a threat to NGOs' activities and even existence), internal conflicts</p>	

among CSOs, competition for money, insufficient legal basis. On the other hand, there are opportunities: good experience and history of cooperation in the Programme's regions; actors (CCB, WWF) are capable to lead the dialogue with all stakeholders; participation in the Programme can be a promotion for CSOs. The day ended with participants' reflecting on the first day of the workshop.

Day 2. While the first day was devoted to the framework ("the skeleton") of the Programme, the second day was aimed at discussing "the meat" of the Programme. Joacim Skagerfält presented the result chain of the Programme, described how the chain and actions lead to changes and desirable improvements. It was pointed out that reporting on activity level is transformed to strategy reporting and outputs. Oksana Lipka briefly went through RBM matrix: baselines, targets and indicators. It was pointed out that indicators are not set in stone but need to reflect the overall goals. Joacim also reminded that start-up phase of the Programme is the time when indicators can be re-evaluated. Monitoring and evaluation tools (Capacity Assessment, Level of Engagement, Level of Commitment and Action). CA Tool was discussed in more detail since it is the first to use. It was stressed that these tools are self-assessment tools for CSOs, but require facilitation on behalf of the Programme partners (WWF RU and CCB), and asking SCOs to go through assessment actually means a good level of trust. Also it was pointed out that these tools are to be developed and adapted to our context. The most part of Day 2 was given to outcome leaders (conservation experts) of both partners to present their workplans and the context of their work within the Programme (ppt presentations attached). It provided all the participants with the knowledge of entire programme. The Baltic component of Outcomes 1 and 2 was delivered by Mikhail Durkin. The Barents part was delivered by Oleg Sutkaitis and Denis Dobrynin (Outcome 1), Rita Pukhova and Konstantin Zgurovsky (Outcome 2) and Vadim Krasnopolsky (Outcome 3). The final part of the day was devoted to familiarizing the participants with reporting requirements and deliverables of the start-up phase. Joacim stressed the difference in report requirements for WWF (TPR) and SIDA who expects us to report on the outcome level even if achieve them in the future only. Reports on the workplans are supposed to be very brief, but is good to have workplans as SIDA expects us to have a good management. It was also stressed that we use adaptive management and SIDA is open to dialogue if we want to change something, since the programme is quite unique and new to the Donor, so everybody is interested in how it will develop. Due to that it is extremely important to run M&E activities and collect verifications of results achievement. Larisa then familiarized the participants with the deliverables of the start-up phase (Gender strategy, Communication strategy, Stakeholder Analysis, Capacity assessment, baseline data, etc.) and responsibilities of the Programme participants for their delivery were discussed.

Day 3. The first item on the agenda was Communication strategy for the Programme. Dmitry Burenko, Director of Development, spoke about communication strategy of WWF RU aimed at both fundraising and communicating conservation issues and work of the organization. He provided some examples of multilevel campaigns and delivering complex messages to various audiences. Then the participants entered into discussion of the purpose of a communication strategy for the Programme. The necessity of a constructive dialogue with partners and stakeholders, supporting a positive image and reputation, awakening public awareness, providing exchange of knowledge and experience, and others were mentioned. Communication strategy is viewed as a tool to achieve the Programme goals, have a clear message to the public, and set a communication team. It was also agreed that both internal and external communication was very important and three levels of communication should be addressed: local, national and international. Then Tanja Ehrenberg made an introduction to gender strategy for the Programme, providing some basics of gender and social diversity theory. During the discussion the participants spoke about adaptation of general views and

requirements to local context, about gender stereotypes, their impact and their use. They were also invited to do some group exercises to get a deeper understanding of gender and social diversity in the Programme and make a gender analysis of the target groups for the three outcomes. It was underlined in the reflection over the exercises that SIDA wants us to make analysis, not change the current situation or diversify the target groups. Tanja showed the organisational chart and the Programme structure version 2.0, adjusted and changed after the Stockholm's meeting in February. The next item discussed was the organizational structure for the Programme, including internal communication, roles and flow of reports within the Programme team. It was also stated that though the Programme partners have separate budgets, action plans and results, the integrity of the Programme will be provided by common principles, social approaches, and some common documents (e.g. strategies, reporting templates, etc.). It was again stressed that sharing experiences and results was very important. The final part of the day was devoted to planning work during the start-up phase. Larisa presented the format for the workplan which contained the part with deliverables and the template for the outcome leaders to fill in with their activities. Then the action points that had come during the three days of the workshop were discussed through again, the responsible persons and the deadlines were set. Day 3 finished with summing up the workshop results.

Action points that were decided

- Invite Sida's people to participate and visit Programme activities at field
- Find out about Sida training Programme, e.g. concerning gender issues.
- Conduct Capacity assessment every 2 years (3 times during the Programme) to understand the needs of the organization.
- Translate Tools into Russian.
- Conduct the Level of engagement assessment at the partners' place and by involving all acting people.
- Put the programme documentation in Dropbox.
- Develop templates/ formats for the necessary
- Revise the indicators at the outcomes/outputs levels – end of June
- Organise a communication workshop for 2 days and make a communication strategy of the Programme
- Terminology list (Larisa, Tanja, Maria, Piotr) – by April, 30
- Good practice exchange (Larisa, Tanja, Maria, Oksana + outcomes leaders): Larisa, Tanja, Maria, Oksana – internal exchange, work plan, infrastructure for exchange. Outcomes leaders – external exchange and exchange on the activities level. A plan needs to be done for activities for the first year – by June, 30.
- Capacity building for tools (internal training for those who are doing capacity assessment: Tanja
- Concrete indicators on conservation – to measure results of ecoregion plans, TPR for WWF : Oksana, Victoria, outcomes leaders WWF – by April, 30
- Revision of formulations in RBM in regards to stakeholders: Piotr, Victoria, Mikhail Durkin, Oksana – April, 30
- Provide list of non CS organisations whome we want to give grants to Tanja: Mikhail Durkin, Vadim – by the 15th of April
Ask Sida about "questionable grantees": Tanja – by end of April
- CCB implementing partners risk assessment of their partners – by april, 30
- Standardize information flow and reports (Troika) – by April, 30
- Revise indicators on output level: Tanja, outcomes leaders – June, 30
- Technical Report format reports according to SIDA requirements. Analytical part of the report – 8 pages + attachments: Tanja – by April, 15

- Responsible person for each report component (baseline): Oleg, Denis Rita, Konstantin, Vadim
- Format for stakeholder analysis: Larisa, Tanja, Maria – next week
- Criteria for selecting partners – by April, 30
- Procedure for choosing new partners: Ekaterina Khmeleva – April
- Procedure for financial control: Anissa, Piotr, Tatiana, Nina, Eva
- Gender strategy- gender training: Oksana, Maria, Mikhail Babenko, Jenny, Tanja, Larisa – by June, 30
- Communication strategy – communication team: Dmitry Ryabov, Mikhail Babenko, Oksana, Maria, Eduard, Amalj, – by June, 30

Lessons learnt – good to think about till next time

Summary made by: Larisa Bilous