PARIS PEACE FORUM

2021 Scale-up Program

Results and lessons learned from the 2020-2021 Scale-up Committee (SCUP)
The SCUP program after three years: what has been achieved?

30 Projects  18 Countries  31 Mentors  100+ Connections facilitated  8 Skill development workshops

Success stories after three years:

"The Paris Peace Forum was bold enough to support us since the very beginning, amplifying our voice and allowing us to grow."
— Gerbrand Haverkamp, World Benchmarking Alliance, 2018 Scale-up project leader

"The Paris Peace Forum SCUP initiative broadened the vision/thinking of the POS Foundation to see beyond Ghana, the impact of Justice For All Program as a solution/model to decongest African’s overcrowded prison; where the possibilities are rolled out systematically."
— Jonathan Ossei Owusu, POS Foundation, 2020 Scale-up project leader

World Justice project leader Roberto Hernandez (2018 Scale-up project) indicated that the Paris Peace Forum was a boost and a great platform that helped them pursue their idea of combatting torture through data gathering and documentary making. In November 2021, they launched a documentary series, Reasonable Doubt: A Tale of Two Kidnappings, broadcast on Netflix, in part thanks to the Forum’s SCUP support.

In 2021:

- 87.5% of supported project leaders found their development and progress very satisfying.
- A successful 2021 change: each project is now assigned two mentors.
- One of the lessons learned: the support period is too short Therefore, the SCUP program will now offer the possibility of extending support beyond one year more occasionally and flexibly.

"The mentoring exceeded our expectations – the mentors were extremely helpful and engaged."
— Elena Chernysheva, People for Nature’s project leader
Executive summary

Beyond its flagship annual event held in November each year, the Forum seeks to advance some of the most promising governance initiatives. Each year since 2018, it selects ten projects to receive year-long customized support from the Forum’s Scale-up program (SCUP), an accelerator based on a unique methodology comprised of mentoring from renowned experts, peer learning, and advisory services, which aims to support their development and amplify their impact.

Each project benefited from monthly mentoring sessions, including strategic advice and introductions to relevant external organizations or personalities. SCUP projects also gained visibility through participation in international events and media briefings. They also benefited from the Paris Peace Forum’s global platform and being part of a community of project leaders through peer-learning activities.

After three years of activities, the Paris Peace Forum can assess what the SCUP program has achieved and can already present some success stories. It can also further reflect on what improvements can help governance innovators achieve change at scale in a complex environment, including further clarifying expectations and objectives at the start of the year, offering the possibility to extend support beyond one year, and striving to create the conditions for open dialogue around shared challenges.

This report presents the results of the SCUP program’s third year. After (1) a brief introduction to the SCUP program, it (2) presents the results achieved by the projects supported in 2021, and (3) identifies lessons learned to improve the SCUP program in the future. It is drafted by the Secretariat based on feedback from 2020-21 SCUP mentors and project leaders.
# Table of Contents

1. Introduction
   1.1 Overview of the SCUP program
   1.2 The ten SCUP projects
   1.3 2020-2021 SCUP mentors

2. The Scale-up program (SCUP)
   2.1 Mentorship
   2.2 Monthly peer-learning workshops
   2.3 A return to the Space for Solutions with a place on stage in November 2021
   2.4 Support from the Secretariat including access to a SCUP Fund

3. The Scale-up program in practice: project evolution in 2021
   3.1 AI for Climate
   3.2 Baromètre Mondial du Pluralisme Culturel et Religieux
   3.3 European Response to Electoral Cycle Support
   3.4 Justice for All
   3.5 People for Nature
   3.6 Pour l’Inclusion des Talibés au Mali et au Sénégal
   3.7 Safe Trade Facility
   3.8 Weaving the Recovery

4. Lessons learned from the 2020-2021 year of SCUP support
   4.1 Lesson 1: Clarify what the SCUP can offer and better define project expectations
   4.2 Lesson 2: The support period is too short for ambitious scale-up results
   4.3 Lesson 3: The importance of building a relationship of equal trust and investment
1. Introduction

1.1 Overview of the SCUP program

Since its creation in 2018, the Paris Peace Forum (PPF) has endeavored to explore new avenues for global governance based on concrete solutions and the potential of both state and non-state actors to innovate and invent new approaches.

Beyond its flagship annual event held in November each year, the Forum seeks to advance and help grow some of the most promising governance initiatives presented in its Space for Solutions. Each year since 2018, 10 of these promising governance solutions are therefore selected to receive year-long customized support from the Forum’s SCUP program, an accelerator based on a unique methodology comprised of mentoring from renowned experts, peer learning, and advisory services which aims to support their scale-up and amplify their impact. Support provided by the PPF Secretariat and SCUP mentors covers partnerships, advocacy, communications, and organizational development.

In 2020-2021, the SCUP program supported a third cohort of ten projects implemented across the world, from Russia to Mexico and Ghana. This report presents the results of this support, which were also showcased at the fourth edition of the Paris Peace Forum.

1.2 The ten SCUP projects

On 13 November 2020, ten projects were selected to benefit from the SCUP program’s support. They were chosen from among the 100 projects showcased at the Space for Solutions of the third Paris Peace Forum by a jury composed of six personalities close to the PPF community. The selection was based on their quality, their teams’ motivation, their development potential, and the Forum’s ability to make a difference in their development. The jury also aimed to achieve a fair balance between selected projects in terms of geographical, functional, and thematic diversity. The selected projects offer concrete solutions to governance problems in areas such as environmental protection, education, or justice.
THE TEN 2020-21 SCUP PROJECTS WERE:

AI FOR CLIMATE: a global initiative led by C-Minds that aims to advance the use of AI to fast-track humanity’s response to climate change and biodiversity loss.

BAROMÈTRE MONDIAL DU PLURALISME CULTUREL ET RELIGIEUX: a project led by Observatoire Pharos that aims to measure the intensity of identity tensions within a society, and its ability to absorb shocks between different sets of values to preserve the common good.

#CORONAVIRUSFACTS ALLIANCE¹: an alliance led by the International Fact-Checking Network (IFCN), which unites 99 fact-checking organizations from all over the world in publishing, sharing, and translating facts surrounding the novel coronavirus.

EUROPEAN RESPONSE TO ELECTORAL CYCLE SUPPORT-EURECS: a project led by the European Centre for Electoral Support (ECES) that offers an innovative delivery mechanism to implement electoral assistance activities consistent with EU values. It has been implemented in more than 50 countries, mainly in Africa and the Middle East.

JUSTICE FOR ALL AMID COVID: a project led by the Perfector of Sentiments (POS) Foundation that aims to provide access to justice for pre-trial detainees/remand prisoners to decongest the overcrowded prison facilities by setting up mobile in-prison special courts in Ghana.

PEOPLE FOR NATURE: a project implemented by WWF-Russia and supported by the EU Delegation to Russia that aims to enable independent local NGOs and activists to contribute to environmental protection by providing free online tools, training, and grant programs for local NGOs.

POUR L’INCLUSION DES TALIBÉS AU MALI ET AU SÉNÉGAL: a project led by Secours Islamique France that supports the public authorities and Quran teachers in the construction of standards for the education, protection, and inclusion of talibés children in Mali and Senegal.

SAFE TRADE FACILITY: a project led by TradeMark East Africa that focuses on the post-Covid recovery phase, aiming to expand to Africa by mainstreaming safe trade across the continent to bounce back better post-COVID-19.

SWOOP AERO²: a project led by Swoop Aero that operates a multi-drone aeromedical logistics network to help the Malawian Ministry of Health achieve national health targets for the residing 750,000 citizens in the Southern district of Chikwawa and Nsanje.

WEAVING THE RECOVERY - INDIGENOUS WOMEN IN TOURISM: a project led by the United Nations World Tourism Organization (UNWTO) that aims to ensure Indigenous women benefit from tourism recovery by tackling the systemic inequalities Indigenous women face in Latin America by weaving an entrepreneurial fabric tailored to the post-Covid-19 era.

¹ SCUP support to this project ended mid-year due to an internal reorganization of the project team.

² SCUP support to this project ended mid-year due to a lack of responsiveness from the project team.
1.3 2020-2021 SCUP mentors

For the SCUP program’s third year of operation, the mentors were once again experienced global governance professionals and decision-makers representing a broad range of global governance organizations (companies, development agencies or governments, NGOs, philanthropic foundations, think tanks, and international organizations). SCUP mentors are familiar with project management and implementation, have an appetite for coaching and supporting the growth of early-stage initiatives, and are capable of allocating time and resources to provide proactive and customized support to the Forum’s SCUP projects.

SCUP mentors provided timely and targeted support through monthly interactions with project leaders. Each project was assigned two dedicated mentors. Most mentors were assigned to a specific project according to their area of interest and expertise, while some were mobilized in a more ad hoc capacity to support multiple projects simultaneously.

2020-2021 SCUP mentors included:

- **Paul Adamson** Founder, Encompass and Chairman, Forum Europe
- **Sana de Courcelles** Counsellor on Health issues, Permanent Mission of France to the United Nations in Geneva
- **Felix Fernandez-Shaw** Director for International Cooperation and Development Policy, European Commission Directorate-General for International Partnerships (DG INTPA)
- **Stefania Giannini** Assistant Director-General for Education, UNESCO
- **Jean-Marie Guéhenno** Trustee, Carnegie Corporation, Senior Fellow, Carnegie Council for Ethics in International Affairs and Member of the UNSG High Level Panel on Mediation
- **Hilde Hardeman** Director, Head of Service, European Commission’s Service for Foreign Policy Instrument (FPI)
- **Marion Jansen** Director, Trade and Agriculture Directorate, OECD
- **Christin Knüpfen** Program Director International Affairs, Körber-Stiftung
- **Alexis Laffittan** Partnerships Development Specialist, UNDP
- **Olivier Lavinal** Program Manager, World Bank Group
- **Kathrin Lorenz** Head of the Governance and Conflict Department, GIZ
- **Jonathan Maher** Deputy Director Institutional Affairs, L’Oréal Group
- **Stefano Manservisi** Former Director General, DG INTPA and Special Advisor to the President of the Paris Peace Forum
- **Julie McCarthy** Co-director of the Economic Justice Program, Open Society Foundations
- **Pauliina Murphy** Engagement Director, World Benchmarking Alliance
- **Geneviève Pons** Director General, Europe – Jacques Delors
- **Joe Powell** Deputy Chief Executive Officer, Open Government Partnership
- **Alexandre Stutzmann** Special Adviser to the UN President of the General Assembly
- **Matt Reed** CEO and global Director of Institutional Partnerships, Aga Khan Foundation
- **El Ghassim Wane** Former Chief of Staff and Chief Advisor of the Chairperson of the African Union (AU) Commission
- **Daphné Yong d’Hervé** Director of Peace and Prosperity, Knowledge Solutions, International Chamber of Commerce
2. The Scale-up program (SCUP)

The SCUP program sets itself apart from other accelerators by focusing on (1) external outreach and learning over the provision of funding, and (2) global governance issues and projects. The SCUP program involves tailored mentorship (2.1), interactive capacity development and peer-learning (2.2), the opportunity to showcase progress during an international event (2.3), and support from the PPF Secretariat, including access to the SCUP Fund (2.4).

2.1 Mentorship

The SCUP program’s effectiveness relies on mentorship from a diverse pool of professionals from international organizations, development agencies, foundations, companies, non-profits, and more. Most mentors support one project throughout the year and commit to meeting with the project’s team monthly to coach, give advice, foster networking opportunities, and support their scaling-up process. In 2021, 87.5% of SCUP project leaders found that the level of engagement from their mentors was good and beneficial to the scaling up of their project.

Ad-hoc mentors can also be mobilized for projects needing advice or connections on a specific topic, offering an opportunity for project teams to benefit from complementary expertise beyond that of their two assigned mentors.

The support provided by the SCUP Committee is customized and based on agreed objectives. As most goals are related to enhancing the project’s visibility, funding opportunities, and organizational capacity in specific regions, the SCUP makes sure to connect them with the relevant actors at geographical and thematic levels. More than a roadmap, setting realistic objectives is also essential to assess the progress made at the end of the year of support. This year, 87.5% of supported projects said their development and progress were very satisfying.

Elena Chernysheva, People for Nature’s project leader, stated: “The mentoring exceeded our expectations – the mentors were extremely helpful and engaged.”

2.2 Monthly peer-learning workshops

Monthly skills-development workshops facilitate peer learning and interactions between SCUP project teams. These aim to foster new collaborations, critical thinking, and the emergence of innovative solutions by gathering and sharing diverse opinions and experiences. Scale-up workshops encourage active participation from project leaders, and expert facilitators are invited for their hands-on experiences and thought-provoking analyses. Project leaders are invited to attend as individuals and to step out of their role as organization representatives to explore, for example, the influence of their personal backgrounds on their vision of their project or their ecosystem. They are invited to offer and receive feedback from other participants.

This year’s workshops included:

- **Mentorship and SCUP good practices** facilitated by the Secretariat
- **How to pitch my project effectively?** with Trisha Shertty, Founder of SheSays
- **Strategic Advocacy** with Joe Powell, Deputy Chief Executive Officer, and Theo Chiviru, Regional Lead Africa and the Middle East, Open Government Partnership
- **Communication and visibility** facilitated by the Secretariat
- **Scaling up** with Hélène Musikas, affiliate professor of strategy at HEC Paris
- **Fundraising** with Emily Bracken, CEO, Daryl Upsall International
• Managing a 21st Century organization with Axelle Bagot, Adjunct Lecturer, Harvard University

• Your participation at the 2021 Paris Peace Forum facilitated by the Secretariat

This innovation was launched in 2020-21 and proved popular for SCUP project leaders, who mainly indicated they found workshops helpful and a valuable use of their time.

2.3 A return to the Space for Solutions with a place on stage in November 2021

To present their results after a year of SCUP support, SCUP projects are once again given the opportunity to benefit from the visibility and networking opportunities of the Paris Peace Forum’s annual event. At the fourth edition of the Forum in 2021, SCUP project results were highlighted through a video clip shown during the launch of the Official Ceremony. SCUP projects also had the opportunity to discuss their work during panel discussions on stage as well as organize their thematic workshops to which over 15,000 members of the PPF community were invited.

SCUP projects also showcased their results both on-site and online through their physical and virtual stalls. All confirmed having had meaningful interactions at the event.

2.4 Support from the Secretariat including access to a SCUP Fund

The PPF Secretariat also contributes to the scale-up process by coordinating the mentoring sessions and hosting workshops, involving SCUP projects in its year-long policy activities, and offering bespoke advisory services and access to its wide networks. In addition, the Secretariat launched a new fund in 2020 with a view to providing modest but catalytic support to SCUP projects towards their development objectives. Almost €40K were spent during the year on the following activities:

• Funding catalytic activities to support the scale-up of four projects: creation of a logo and visual identity, strategic analysis of funding opportunities in the private sector, livestreaming of an event to reach global audiences, and development of a social media strategy.

• Funding the participation of external speakers to facilitate workshops developing project leader skills.

• Funding the development of an Organizational Capacity Self-Assessment Framework (OCSAF) to improve and assess the results of our support and better identify the needs of selected projects (see section 4.2 below).

Fourth edition of the Forum: Mind the gaps

In November 2021, the hybrid fourth edition of the Paris Peace Forum focused on spurring a more solid and inclusive Covid-19 recovery – in Paris and online – by addressing the various gaps in global governance, offering initiatives to better tend to the global commons, and putting forward solutions for the post-Covid world. This year the event featured:

• 45 heads of state, government, and international organizations,

• 74 multi-actor debates,

• 88 projects from across the globe,

• 15,000 digital participants, including countless business and NGO representatives.

⇒ Replays of the event’s sessions are available on the Paris Peace Forum’s YouTube channel.
3. The Scale-up program in practice: project evolution in 2021

3.1 AI for Climate

Overview of the project

AI for Climate is a global initiative that aims to advance the use of Artificial Intelligence (AI) to fast-track humanity’s response to climate change and biodiversity loss. To accomplish this, AI for Climate created two separate entities: the AI for Climate Global Forum series (high-profile knowledge-sharing events taking place every year in July and December) and Victoria Artificial Intelligence, a start-up that is developing technology to scale up AI for Climate’s positive impact faster.

The project was created by C Minds, a women-led not-for-profit action tank with over ten years of experience and designs and deploys strategies for economic and social development, and the Christopher Córdova Agency, a strategy consulting firm.

AI for Climate has four lines of action:

i. Creating living labs where AI-driven systems support the protection of natural reserves (including the development of a toolkit called AI Package to scale-up AI for Climate’s impact to 100 natural reserves).
ii. A Global Learning Platform including specialized global forums to share best practices, technologies, and resources.
iii. An Open Conservation Data Pool to train AI algorithms for ecosystem protection.
iv. A campaign to help the AI industry offset its carbon footprint.

The project has a special focus on coastal and marine ecosystems and high biodiversity land ecosystems.

2020-21 objectives

In November 2020, the project had already completed its first phase of development, which included its design, the creation of a robust institutional coalition, the establishment of a Board of Advisors, and the organization of a first AI for Climate Global Forum in Yucatan, Mexico.

The project’s main objective was to raise USD 6,350,000 through SCUP support to finance its second stage (2021-2023), involving the four lines of action listed above.

2021 main achievements

At the beginning of the SCUP support, the challenge faced by AI for Climate was to manage the rapid development of the project and interest from multiple potential partners. The SCUP mentors also identified a need to fine-tune the presentation of AI for Climate project, which was complex due to the technical nature of the topic. The work of the two mentors and the Secretariat therefore focused first on presenting the project and its impact through the review of the project decks.

""Mentors and the SCUP Committee provided something of immense value: perspective. Their insights helped us fine-tune our initiative, providing a safe place to iterate and improve.”

- Constanza Gomez Mont, Co-founder of AI for Climate

In the last months of the SCUP program, the project team fine-tuned their strategy, including the launch of a new start-up, Victoria Artificial Intelligence, to develop the technology needed by the AI for Climate NGO. In its pre-seed stage, the start-up raised USD 2 million of in-kind investment in R&D.

Furthermore, the project was able to continue to expand its networks and visibility through support from the mentors and Secretariat. New potential partners included the Future Society, the High Ambition Coalition for Nature, or WWF Russia.
The initiative participated in a range of international events thanks to the support of the Paris Peace Forum, including ChangeNow, Vivatech, and a Mexico Evalua event dedicated to the Latin American projects invited at the Forum. Through the Forum, Christopher Cordova also had an opportunity to present AI for Climate on Radio France Internationale. Finally, the team spoke at the 4th edition of the Forum on how to promote accountability for environmental degradation.

The AI for Climate Global Forum consolidated its position as a reference in the global conversation at the intersection of conservation, climate change, and exponential technologies.

"With the support of the PPF, our SCUP Mentors, and our board of advisors, we have been able to go from concept to reality in our AI for Climate Global Forum series. We now offer high-level periodical events (one in the summer and one in the winter)."

- Christopher Cordova, Co-founder of AI for Climate

### 3.2 Baromètre Mondial du Pluralisme Culturel et Religieux

#### Overview of the project

The World Barometer of Cultural and Religious Pluralism aims to measure the intensity of identity tensions within a society, and its ability to absorb shocks between different sets of values to preserve the common good. This indicator can be used to identify threats to peace and to prevent conflicts. It is a tool for building peaceful and inclusive societies.

The Barometer aims to reflect reality by gathering, analyzing, and publishing relevant information on pluralism in various countries, starting with pilots in France, Lebanon, and Mali. In the long term, these results will be used as a basis for advocacy to increase knowledge, understanding, and awareness among civil society, academics, and policymakers.

The project is implemented by Observatoire Pharos, a non-profit organization founded in 2011 dedicated to the defense and promotion of cultural and religious pluralism through information, field action, and research focusing on the analysis and understanding of pluralism and identitarian tensions, in partnership with Adyan Foundation a Lebanese independent, non-profit and non-governmental organization.

#### 2020-21 objectives

In November 2020, after a first 12-month exploratory phase dedicated to studying the feasibility and relevance of the project, the project entered the 18-month pilot phase dedicated to research by local partners in three countries (Lebanon, Mali, and France) and construction of a methodology involving four steps:

- concept studies,
- working on the criteria and their weighting,
- working on existing, missing and incomplete data,
- analyzing results and applying adjustments.

The project was led by a small team and didn’t have any communication strategy, logo, or visual identity.

For this pilot phase, the project team identified four areas for potential SCUP support: (1) planning the creation of a new independent entity and its governance to maintain the independence of the Barometer, (2) producing a business plan to make the Barometer financially independent, (3) implementing an effective communication strategy, and (4) building an advocacy strategy to promote the uptake of the Barometer and its findings.

#### 2021 main achievements

In 2021, the World Barometer of Cultural and Religious Pluralism moved from an idea towards a tool with the launch of the pilot phase and the publication of three reports on the pilot countries. The foundations of the project are now firmly in place, with a governance body, experts involved in the project, and partnerships. The SCUP program provided advice and support on the composition of
the Advisory Board. Having a governance body has helped solidify the project’s foundations, thus creating the conditions required for the effective launch of the pilot phase in Lebanon, Mali, and France.

The first field surveys were conducted, and the methodological structure of the index was established around three dimensions that capture the major aspects of religious pluralism: the public sphere, the political sphere, and the private sphere. During the pilot phase, started in March 2021, 350 individuals were interviewed in the three pilot countries, resulting in three reports. These reports provide a better understanding of the reality of religion on the ground and the components of conflict and help identify the typology that will be used in the future Barometer methodology. Based on these results, the project team is currently developing a list of Barometer criteria. Field actors and decision-makers have been made aware of the tool and expressed their interest in leveraging findings once available. The mentors’ advice on the Barometer’s positioning also helped the team refine their strategy and approach towards potential partners, for example, by focusing on how the Barometer’s findings could be used to inform prospective partners’ decision-making.

To support the team’s policy and partnerships objectives, they were introduced to several stakeholders, including the Mo Ibrahim Foundation, the Institute for Economics and Peace, UNDP, USAID, German foundations, and the European Commission.

In particular, the project considerably increased its visibility when mentors facilitated their participation at the G20 Interfaith Forum organized in Italy in September 2021, which was a highlight of the year. The project was presented to Alberto Melloni, Professor and Chairholder of the UNESCO Chair on Religious Pluralism and Peace. The project team also made the most of their return to the Paris Peace Forum, making several new connections, including former President Issoufou of Niger, speaking on a panel on pluralism moderated by the Global Center for Pluralism, and hosting a workshop on pluralism in Lebanon.

Finally, SCUP support also allowed the project to design its logo and visual identity through the SCUP Fund – which bolstered the project’s development and the team’s confidence in their work. Finally, with support from the Paris Peace Forum’s communications team, a communication strategy for the Barometer has begun to emerge.

### 3.3 European Response to Electoral Cycle Support

#### Overview of the project

The European Centre for Electoral Support (ECES) is a not-for-profit private foundation that promotes sustainable democratic development. Since 2010, ECES has implemented activities in more than 50 countries, mainly in Africa and the Middle East, primarily with EU and EU Member state funding.

ECES has crafted its copyrighted strategy called "A European Response to Electoral Cycle Support-EURES", an innovative delivery mechanism to implement electoral assistance activities consistent with EU values which has been implemented in over 50 countries. This strategy has a long-term approach to elections based on support throughout all stages of the electoral cycle. This is a broader and more integrated approach to stimulate ownership among all political and electoral players and create opportunities for concrete results. It is built to help prevent and mitigate electoral-related conflicts and targets peace mediation in electoral processes.

"The support of the SCUP team and the mentors was essential to define the outlines of our Barometer tool, think about the strategic issues, and increase its visibility."

- Catherine Bossard, Secretary-General of Observatoire Pharos
Following this EURECS approach, two intertwined initiatives funded mainly by the EU and Germany were implemented ahead of the Ethiopian elections with the overall objective of contributing to peace and stability. EURECS and Preventing Electoral Conflicts and Violence (PEV) activities are implemented via specific methodologies and tools developed for the benefit of two project partners, the National Electoral Board of Ethiopia (NEBE) and the Civil Society Networks, dealing with domestic election observation and civic/voter education (CECOE).

**2020-21 objectives**

With high-profile elections taking place in Ethiopia in complex conditions during the year of SCUP support, mentors' advice focused on managing risks and delivering a successful program in Ethiopia. In addition, with the Ethiopia intervention being one of ECES’ more extensive programs to date, the SCUP offered an opportunity to refine the EURECS approach and promote its replication and implementation in other contexts.

Specifically, the four following objectives were set by ECES for the year of SCUP support:

1. Improving and expanding the implementation of the EURECS approach
2. Funding strategies and organizational development
3. Outreach and external communications
4. Increase in less implemented activities of the EURECS approach

**2021 main achievements**

The first result of the year of SCUP support was ECES’ successful delivery of the EURECS and PEV programs in Ethiopia despite a highly complex election. Their mentors' advice to manage risks and navigate these sensitivities, including rapidly shifting international policies, were reported to be helpful in finding the correct positioning but also in drawing lessons to improve the EURECS approach further.

More broadly, the SCUP support enabled a successful scale-up of the EURECS approach. First, its implementation expanded, including through new partnerships, reaching over 35 African countries. Second, the EURECS strategy was further fine-tuned to update the copyrighted methodology. Thirdly, the SCUP supported the development of new innovative tools for ECES' electoral assistance activities, including a copyrighted methodology for "peace mediation in electoral processes".

"SCUP mentorship helped further improve our EURECS approach by fine-tuning the activities for the prevention and mitigation of electoral conflicts, including an electoral mediation component."

- Fabio Bargiacchi, Founder and Executive Director of ECES

Finally, using SCUP resources, the ECES team increased the impact of its outreach and external communications, notably with a drive to enhance its social media presence, including the recruitment of a specialized communications agency.

At the fourth Paris Peace Forum, the ECES team spoke about their electoral assistance work in a panel session on what expanding civic space looks like in practice and held a workshop attended by close to 150 participants to formally launch their updated EURECS methodology.

**3.4 Justice for All**

**Overview of the project**

The Justice for All program aims to alleviate prison overcrowding and strengthen prisoner rights in Ghana. This program is a unique partnership between the Ghanaian state and its judicial service and civil society organizations, namely the POS foundation, facilitator of the program.

It sets up mobile in-prison special courts to adjudicate remand/pre-trial prisoner cases throughout the country. The program expanded by
training prison inmates and officers as paralegals to help convicted inmates appeal their cases on self-representation. The program was launched in 2007 and has already achieved successful results in Ghana by significantly reducing the remand prisoner population from 33% in 2007 to 12.5% as of September 2020.

In response to the Covid-19 pandemic and to address the backlog of remand cases, the POS Foundation and Ghanian judicial service organized virtual court sittings. The POS Foundation also donated personal protective equipment to prisons and organized four sessions to train inmates and guards on safety measures. Their work contributed to there being no cases of Covid-19 in Ghana’s prisons to date.

2020/21 objectives

The POS Foundation aims to export its innovation and make mobile courts a best practice model that inspires other African countries to decongest their overcrowded prisons.

The POS Foundation has therefore focused its year of 2020-2021 SCUP support on three main objectives:

- Replicating the project in other West African states facing prison overcrowding, including Liberia and Nigeria, and expanding the program that has already been initiated in Kenya (All for justice). This involves consolidating partnerships with CSOs in these countries, getting support from the local judicial services, and identifying funding opportunities.
- Getting political support for their initiative, especially at a regional level.
- Increasing the visibility of the project and improving its communication strategy.

2021 main achievements

First, during the year of support, the Justice for All program gained visibility. The Paris Peace Forum helped the POS Foundation use its rich library of content to create communication materials. It increased the overall notoriety of the initiative by:

- Identifying and developing success stories. The Paris Peace Forum team notably supported the release of a documentary on Ama Forson, a beneficiary of the in-prison paralegal program, by assisting with the communication and promotional aspects and providing funding to broadcast the event launching this documentary on YouTube and Facebook. The event successfully raised USD 4,000 for Ama Forson and awareness on the in-prison paralegal program, with numerous press releases and nearly 750 views for their documentary.
- Creating a communication brochure that can be distributed widely by the POS Foundation.

Furthermore, after a year of support, the POS Foundation has a more defined strategy for expansion, both in replicating the program in other African states and pushing for the model’s recognition by the African Union.

"The SCUP initiative broadened the vision and thinking of the POS Foundation to see beyond Ghana."

- Jonathan Osei Owusu, Founder and Executive Director of the POS Foundation

The project team benefited from their mentor’s expertise and guidance and from sharing experiences and best practices with other actors working on justice issues, including during a workshop with 33 colleagues from GIZ.

The POS Foundation also gained a better understanding of the relevant donor and political ecosystem on justice issues in the West African region and was introduced to many of them. For example, the POS Foundation has developed a close relationship with the French embassy in Ghana, which has provided them with multiple opportunities (participation in the Africa-France Summit in early October, funding opportunities, connection with the media, etc.). One year of
support proved too short to unlock new funds, but some of the relationships initiated look promising and could lead to future partnerships.

Lastly, the project team traveled to Paris for the 2021 edition of the Forum and took part in a panel session on what expanding civic space looks like in practice. They particularly benefited from their workshop on the Justice for All program, held on 13 November, with Kathrin Lorenz, their mentor, and Laurence Pantin, Program Coordinator for Transparency in Justice and Special Projects at México Evalúa. More than fifty participants attended.

### 3.5 People for Nature

**Overview of the project**

*People for Nature* enables independent local NGOs and activists in remote parts of Russia to contribute to environmental protection. The project offers training and expert support on scientific, practical, administrative, and legal issues and provides a platform for building synergies among actors. The project develops free online tools, training, and grant programs for local NGOs to achieve this goal.

The project is implemented by WWF Russia and the EU Delegation to Russia and is co-financed by the Partnership Instrument of the European Union. WWF Russia’s work focuses on biodiversity, climate and energy, green economy, and sustainable forest management.

Since the project started in 2019, participating NGOs have improved their capacity to efficiently protect nature and exercise public control on industrial pollution: 400 activists were trained, and 57 projects were launched in 3 eco-regions. The independence of NGOs, their number, the availability of free tools, and the ability to monitor affected areas in situ or from any part of the world create a framework for multi-stakeholder public control, which is fully transparent and not affiliated with any organization or authorities.

**2020-21 objectives**

While the project team did not have plans to expand the scope of their implementation, they had a keen interest in linking their work in Russia to that of other actors involved in the use of civil society and technology for environmental protection in other parts of the world.

Specific objectives for the year of SCUP support included:

- Providing wider access to digital tools, technologies, and skills for public monitoring.
- Sharing their experience, adapting the approach for global use, and drawing worldwide attention to the achievements of EU-Russia cooperation.
- Improving communications and visibility to get more participants involved.

**2021 main achievements**

The project team gained global exposure from their involvement in the SCUP, including an opportunity to present their work to a worldwide audience and connect with environmental stakeholders working on accountability issues in other parts of the world. This exposure notably enabled the project to be presented at the UN Climate Change Conference (COP26) in Glasgow, where the team joined a panel on environmental accountability to inaugurate the French Pavilion.

Mentors supported the team’s communication efforts by working with them on messaging and outreach in oral and written project presentations: how to frame complex issues in a simple manner, and what aspects of their work to highlight depending on their audience (tech innovation, inclusive grassroots approach, global relevance, etc.).

More broadly, their participation in the SCUP encouraged the project team to think about the global relevance of their work and options for connecting to experts beyond Russia, as a critical way to learn from others’ experiences, inspire
grassroots actors they support, and shed light on their achievements more globally.

"The SCUP brought a global perspective to our project and helped us to make our unique experience of public engagement for environmental protection relevant to other global actors."

- Eleni Vossou, Program Manager at the EU’s Foreign Policy Instrument

The fourth edition of the Paris Peace Forum offered the project team an opportunity to test some of their lessons learned and findings on promoting a constructive engagement between civil society, authorities, and businesses (including polluters). Their workshop on "What skills do environmentalists need for a successful dialogue with big polluters?" was attended by environmental actors worldwide and enabled a first exchange of views. This led to an online conference on this topic arranged for Russian NGOs with the participation of international experts and will form the basis of a set of guidelines that the team hopes to disseminate widely.

**3.6 Pour l’Inclusion des Talibés au Mali et au Sénégal**

**Overview of the project**

The educational offer of traditional non-formal Quranic schools is firmly rooted in West African traditions. In Mali and Senegal, hundreds of thousands of talibé children are estimated to lack access to basic learning and social services and risk abuse. To guarantee their inclusion in Malian and Senegalese societies, Secours Islamique France (SIF) works with public authorities and Quran teacher organizations on drafting new standards of education and protection for talibé children. In the longer term, the aim is to help develop national strategies for integrating these non-formal schools into the formal educational system. This is an undeniable challenge for inclusion and peace, as Sahelian youth are experiencing a sharp deterioration of the socio-economic, environmental, and security situation.

The project is implemented by Secours Islamique France (SIF), a French NGO founded in 1991 committed to reducing poverty and vulnerability without proselytism or discrimination. SIF takes action wherever humanitarian and social needs require emergency relief, development programs, and advocacy campaigns. Abroad, SIF works mainly in four sectors: education and promotion of child welfare; food security and livelihoods; water, sanitation, and hygiene; shelter and accommodation. In France, SIF focuses on three areas to tackle exclusion: Social emergencies, social-educational and vocational integration, solidarity economy.

**2020-21 objectives**

At the beginning of the year of SCUP support, Secours Islamique France’s team identified two main objectives for the year.

First, strengthening their advocacy efforts to ensure that talibé children are considered in public education policies and that sub-regional and international dialogue on this subject is increased. In November 2020, advocacy messages were developed, and dialogue forums in Mali and Senegal were already implemented. SIF was setting up a sub-regional technical committee, including program partners and experts, to initiate dialogue on progress and potential blockages and adapt advocacy strategies for the inclusion of talibé children in Mali and Senegal. The project needed support to mobilize new experts to provide inputs to this committee and identify relevant international or regional events where SIF could participate and disseminate its recommendations to improve the welfare of talibé children. The team also asked for the SCUP mentors’ input regarding their advocacy strategy to improve the project’s impact.

Second, SIF needed support to increase the visibility of their project and, more broadly, to disseminate knowledge on the issue of talibé children. With the help of their mentors, the team wished to give talibé children and the issues they face more visibility,
including through new partnerships with media at the national, regional, and international levels.

**2021 main achievements**

In 2021, in addition to improving the living conditions of talibé children and their access to primary education and vocational training, Secours Islamique France continued its efforts to support dialogue between the authorities and Quranic teachers regarding the integration of non-formal schools. The organization of a sub-regional forum on the inclusion of talibés in October 2021 was a pivotal moment to share lessons learned and identify actions to be implemented.

With the SCUP’s support, the project also made progress on its advocacy goals by connecting with relevant actors and structures, including at the regional level SIF, thanks to the support of UNESCO, has for example joined the *Groupe Régional de Coordination sur l’ODD4-Éducation 2030 en Afrique de l’Ouest et du Centre* (GRC4-AOC). UNESCO was also included in the consultation committee on the issue of talibé children in the field, facilitated by SIF, which allowed the project to benefit from UNESCO’s expertise and legitimacy. Mentors also helped set the project’s advocacy goals at a higher level, notably by exploring options for political and technical-level engagement. The SCUP program also provided the opportunity to build a lasting relationship with the mentors and their organizations, UNESCO, and the World Bank.

The participation of the Pour l’Inclusion des Talibés au Mali et au Sénégal project in the SCUP also allowed their work to gain more visibility. The project was featured in the Paris Peace Forum’s project leaders newsletter, which has an audience of 1,000+ people. When hosting a sub-regional forum on the inclusion of talibés in October 2021, it took over the Paris Peace Forum’s Instagram page for a day, with posts including a video of support from mentors. As part of its participation in the fourth edition of the Forum, the team presented the project and met with organizations of interest, including the Islamic Development Bank, the Global Community Engagement and Resilience Fund (GCERF), Swiss cooperation, and the Observatoire Pharos. The project was also included in a panel on **mitigating the impact of the crisis on youth employment and education** and organized a workshop on the following theme: Non-formal Quranic education in the Sahel: what strategies should development partners use to include talibé children?

**3.7 Safe Trade Facility**

**Overview of the project**

TradeMark East Africa (TMEA) is an aid-for-trade organization established in 2010 to grow prosperity in East Africa through increased trade.

In a bid to mitigate the impacts of Covid-19 on trade across Eastern Africa, TradeMark East Africa has established a USD 31M Safe Trade Facility, supported by Canada, Denmark, the European Union, Finland, Ireland, the Netherlands, and the United Kingdom. The fund supports a series of critical short-to-medium-term measures to make ports, borders, and critical supply chains “safe” for trade and mitigate the risks for cross-border transmission of Covid-19.

TMEA is working closely with the East African Community Secretariat to develop the emergency Covid-19 response in the region. The fund is organized around seven key thematic areas: emergency personal protective equipment, trade technology interventions, trade policy interventions, supply chain support, standards and SPS projects, advocacy interventions, gender inclusion, women in trade, and safe trade zones. For example, TradeMark East Africa provided PPE at major borders across East Africa and the Horn of Africa and developed a tracking app for drivers with digital test certificates uploaded for each journey to reduce risks at borders.

**2020-21 objectives**

TradeMark East Africa (TMEA) plans to extend the Safe Trade Model and its post-Covid recovery phase to the African Continent. To achieve this, they had clear objectives for the year of SCUP support:
• Expand the program to other regions: support the design of a trade facilitation program for West Africa or on a continental scale, working on the AfCFTA with the African Union.
• Design the recovery phase of their program, including a ‘green corridor’ approach.
• Increase fundraising: to meet TMEA’s ambition in these uncertain times, TMEA sought support from donor countries that haven’t yet invested in TMEA. The project team also wanted to develop its fundraising strategy and find new sources of funding beyond traditional donor countries (private foundations, charities, or ultra-high-net-worth individuals).

**2021 main achievements**

During this year of SCUP support, Trademark East Africa had the opportunity to engage with relevant actors on economic integration and trade, position itself as a key interlocutor in implementing the Continental Free Trade Area, and be consulted in donor planning.

During the year, the SCUP helped them reflect and define a more specific fundraising strategy. The Paris Peace Forum Secretariat used the SCUP Fund to finance a strategic analysis of private sector funding opportunities by Daryll Upsal, a fundraising consulting agency. Their recommendations helped orient TMEA’s strategy towards the private sector and highlighted potential next steps, such as seeking out philanthropic organizations/foundations, impact funds, or integrated, win-win sector partnerships to implement innovative new ideas. In parallel, the project team was introduced to several potential funders, (banking) foundations, one of which seemed particularly promising in terms of future synergies and collaborations on the gender component of their program.

Trademark East Africa also benefited from increased exposure of the Safe Trade initiative this year through participation in high-level events. They gained visibility in Europe by participating in the Change Now For Peace session at the Change Now Forum in June 2021, which 220 participants attended, and by having two booths, one on digital aspects and one on trade, at the European Development Days. Finally, they had the opportunity to present their initiative to high-level personalities at the 2021 Paris Peace Forum, during the session ‘Beyond Stop-and-Go: How to restore global mobility’, alongside Edi Rama, Prime Minister of Albania, and Willie Walsh, Director General of the International Air Transport Association.

### 3.8 Weaving the Recovery

**Overview of the project**

The United Nations World Tourism Organization (UNWTO) joined hands with the NGO IMPACTO, Centro de las Artes Indígenas (CAI), and the World Indigenous Tourism Alliance (WINTA) to promote indigenous women leaders in tourism recovery through entrepreneurship in Mexico. *Weaving the Recovery* focuses on transmitting traditional craftsmanship knowledge and providing skills for women to access markets within the tourism industry value chain and fair trade. Weaving the Recovery’s overall objective is to support indigenous women in Latin America’s fight for the respect of their rights, cultural values, and the fair retribution for their work in the context of the Covid-19 pandemic.

> "Indigenous women require our support to achieve equality and their rights, making them the frontrunners of the changes affecting their personal lives and their communities' livelihoods."

- Karla Aguerrebere, Fundraising Director, NGO IMPACTO
2020-21 objectives

Weaving the Recovery is at an early stage of development. As the UNWTO aims to deepen the project’s reach and impact, it has focused its year of 2020-2021 SCUP support on three main objectives:

- Raising funds to develop the initiative beyond initial pilots, notably to cover the costs for the elaboration of training materials and capacity-building activities.
- Gaining additional regional and national support from public entities focused on cultural, tourism, or Indigenous issues, including potential opinion leaders and ‘goodwill ambassadors’ able to attract media attention to the problems addressed and the actions undertaken by the project.
- Broadening the project’s international high-level audiences by forging partnerships with multilateral institutions, public development banks, and tech companies with social purposes.

2021 main achievements

During the year of support, the Paris Peace Forum helped Weaving the Recovery move forward with implementing their program. This was done by:

- Facilitating in-kind contributions towards training materials: 26 tablets were donated to indigenous women of Chiapas by the French embassy in Mexico.
- Connecting the project team with relevant members of the Paris Peace Forum community, which ultimately resulted in a long-term partnership. The Global System for Mobile Communications (GSMA) partnered with the UNWTO to develop and launch new digital aspects of the program. GSMA will be providing digital skills training to indigenous women and improving network coverage in the communities.
- Advising the project team on their fundraising strategy and donor mapping and connecting them with relevant stakeholders in this area, such as the Ford Foundation, Mexican authorities, and the European Union.
- Offering situational advice, including on issues of civic space and the security situation in Mexico. Meetings with Edna Jaime from Mexico Evalua and other civil society actors helped the project and local partners seek relevant advice when needed.
- Broadening the project’s perspective by connecting them with textiles partners such as Ethical Fashion in Africa and Max Haavelar and the United Nations Department of Economic and Social Affairs (UNDESA).

By the end of the year of SCUP support, the project had reached 60 women master weavers in Mexico, thereby benefiting 700+ families in Mexico, Peru, and Guatemala. The project’s visibility was also enhanced throughout the year by sharing communication materials about the project with the Latin American diplomatic network and during the project’s in-person participation at the Fourth edition of the Paris Peace Forum. The project was also included in a panel on **Breaking silos for the bottom billion**.

"I’m quite surprised on how – with just a small contact through the Paris Peace Forum – this area of the project is growing a lot."

- Susana Costa, Technical Coordinator at the World Tourism Organization (UNWTO)’s Ethics, Culture and Social Responsibility Department

19
4. Lessons learned from the 2020-2021 year of SCUP support

Overall, it is positive that concrete results were achieved by the different SCUP projects towards their scale-up objectives. The PPF conducted an internal evaluation involving surveys of all SCUP mentors and project leaders, the results of which suggest high levels of satisfaction from both groups regarding their participation (see summary below).

<table>
<thead>
<tr>
<th>Mentors’ feedback</th>
<th>Average of 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Category</td>
<td></td>
</tr>
<tr>
<td>Logistical and inputs from the Secretariat</td>
<td>5</td>
</tr>
<tr>
<td>Utility of the Scale-up Committee meeting</td>
<td>4.4</td>
</tr>
<tr>
<td>Utility of the monthly meetings</td>
<td>4.3</td>
</tr>
<tr>
<td>Utility of the co-mentoring</td>
<td>4.3</td>
</tr>
<tr>
<td>Project information provided at the beginning</td>
<td>4.2</td>
</tr>
<tr>
<td>Workload</td>
<td>4.2</td>
</tr>
<tr>
<td>Matching mentors/projects</td>
<td>3.9</td>
</tr>
<tr>
<td>Initial information about the SCUP</td>
<td>3.9</td>
</tr>
<tr>
<td>The level of project leader’s engagement</td>
<td>3.8</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project leaders’ feedback</th>
<th>Average of 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Category</td>
<td></td>
</tr>
<tr>
<td>Logistical help and input from the PPF</td>
<td>5</td>
</tr>
<tr>
<td>Workload</td>
<td>4.7</td>
</tr>
<tr>
<td>Monthly meeting</td>
<td>4.7</td>
</tr>
<tr>
<td>Matching mentors/projects</td>
<td>4.6</td>
</tr>
<tr>
<td>Co-mentoring</td>
<td>4.6</td>
</tr>
<tr>
<td>Two pager</td>
<td>4.4</td>
</tr>
<tr>
<td>Mid-term debrief in April</td>
<td>4.4</td>
</tr>
<tr>
<td>Mentors’ engagement</td>
<td>4.4</td>
</tr>
<tr>
<td>Definition of objectives</td>
<td>4.3</td>
</tr>
<tr>
<td>Initial information on the SCUP</td>
<td>4.1</td>
</tr>
</tbody>
</table>

This third year of support and the evaluation mentioned above also offer valuable lessons for the future of the SCUP program, outlined below. These include the need to (1) further clarify the SCUP offer and projects’ expectations at the beginning of the year of support, (2) offer the possibility of extending support beyond one year occasionally and flexibly, (3) allocate time and effort towards creating a trusting, collaborative relationship.

4.1 Lesson 1: Clarify what the SCUP can offer and better define project expectations

This third year of the SCUP program has confirmed a prior observation: it is critical to clarify expectations early in the SCUP process. Despite changes already made to that effect – including a charter of commitment, the improvement of the SCUP guidelines, and more effort towards joint objective setting early in the year – feedback from project leaders and mentors suggests a need to further clarify what the SCUP program is, what the Secretariat and mentors can offer, and what is expected from project leaders.

One project leader thought that “the initial information about SCUP and what to expect from the meetings was a bit vague”. Another thought that “for projects that do not have clear scaling up objectives (e.g., do not require financing) the objective of the SCUP is a bit more difficult to pinpoint.” Indeed, some projects still had expectations that were out of step with what the Paris Peace Forum or mentors could provide, including a number who expected more proactive fundraising and partnership development support as a preliminary to other objectives. In addition, some mentors had difficulty identifying what value they could offer to the projects they were mentoring. This was particularly the case when project teams were less open to strategic challenges and less clear on the specific issues they needed help with. This mismatch between expectations has led to misunderstanding and demotivation in some cases, especially where it was difficult for project/mentor teams to work through this initial uncertainty.

This year’s launch of the 2022 SCUP program took this into account by first making changes to the selection process. Guidelines developed last year on what the SCUP is, what it offers and does not offer, were further adapted for clarity. The composition of the SCUP Jury was changed to only SCUP mentors better able to consider the potential added value of the SCUP support they will be providing as part of the selection process. Furthermore, brief interview sessions were organized between project leaders and
the jury to probe their motivation and expectations, which helped identify projects that had unrealistic expectations or whose scale-up was conditional on unrealistic fundraising goals, and in contrast, those who had clear thoughts on what exposure and mentorship could help with.

To better identify project teams’ precise needs, strengths, and weaknesses and offer mentors more information to challenge project teams from the outset, an Organizational Capacity Self-Assessment Framework (OCSAF) was also developed and launched in November 2021 with the new cohort of Scale-up projects. This tool invites project leaders to pause and reflect on their working methods and organizational capacities and help them identify significant areas of focus for the year to strengthen their project or organization’s impact. It includes questions around (1) the strength, clarity, and depth of their purpose – their ‘big why’; (2) their strategic and tactical capacities – their ‘strategic how’; (3) their operational capacities – their ‘operational what’; and (4) project leaders’ individual capacity to drive change – their ‘personal who’. During the year, the OCSAF will also enable changes to be monitored and the SCUP support process to be adapted if needed. The project leaders from the 2021-22 SCUP cohort were invited to start working on the OCSAF prior to the first meetings with their mentors so that the initial results could serve as the basis for discussing the year’s objectives and main areas of focus together.

4.2 Lesson 2: The support period is too short for ambitious scale-up results

Project leaders selected by the Paris Peace Forum often aim to drive complex change through multi-stakeholder engagement or develop new partnerships, both of which require long-term commitment and efforts. As a result, and after three years of SCUP support, it seems that the results and impact of actions taken during the year of SCUP support are often only achieved months or even years later.

For example, Antarctica2020, a 2018 SCUP project, which aimed to secure increased global Antarctic Ocean leadership through high-level diplomatic efforts, achieved a significant result in the 2020 G7 Declaration, which mentioned the need for such a Marine Protected Area. Similarly, another 2018 SCUP project on gathering data to combat torture in Mexico that aimed to produce a multi-episode documentary only signed a Netflix series in 2021 (the trailer of which was showcased at the 2021 Paris Peace Forum). While the Secretariat has remained in contact with these prior SCUP projects and so was able to learn about these results, such a multi-annual follow-up is not systematic and needs to be implemented.

In addition, to increase the possible impact of the SCUP on project development, there is a demand from some project leaders and mentors to extend the duration of SCUP support. That is why 2020 SCUP projects were given the option to continue meeting with mentors and the PPF beyond November 2021, albeit less frequently, to gradually reduce the support provided rather than ending it abruptly. Furthermore, to ensure an earlier start to the SCUP support in 2021, the identification of new SCUP projects and mentors began earlier to enable mentoring sessions to begin one month sooner. Based on the results of the pilot extension of support, these could also benefit from multi-year SCUP assistance.

4.3 Lesson 3: The importance of building a relationship of equal trust and investment

For the SCUP support to be effective, mentors and project leaders need to feel that they can challenge one another and speak freely about challenges. In 2021, the SCUP teams of projects and mentors that had the most significant advances (and are most likely to extend support) were those best able to create such an open and frank relationship. Moving from a “showcase” approach where projects are selected for their quality and presented during the event to a more open collaboration around joint problem-solving in the SCUP can be difficult. Peer learning through monthly workshops was one of the 2021 innovations aimed at creating a collaborative mutually supportive environment between project leaders. Online exchanges and meetings made the
development of such a relationship all the more difficult in 2021.

Efforts to address this in 2021-22 include more time spent on introductions and getting to know one another at the start of the year of SCUP support, exploring opportunities for in-person meetings (or even field visits where feasible and relevant), and encouraging mentors and project leaders not to be too shy or too polite – in the interest of project’s developments.