

**Critical Ecosystem Partnership Fund
Twenty-fifth Meeting of the CEPF Donor Council
Washington, DC
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8 a.m. – 11 a.m. EDT**

**Long-term strategic visions for graduating civil society from CEPF support
in the biodiversity hotspots**

Recommended Action Item:

The Donor Council is asked to approve the framework and draft scope of work for the **long-term strategic visions for graduating civil society from CEPF support in the biodiversity hotspots**.

Background

At its 24th meeting, in Paris on 28 January 2014, the CEPF Donor Council approved the strategic framework for Phase III of CEPF. The new strategy proposes taking CEPF to a scale where it can have a transformational impact on reversing biodiversity loss in the hotspots. To this end, four key outcomes are expected from the new phase, including:

Long-term strategic visions developed and implemented for at least 12 hotspots, facilitating the development of credible, effective and well-resourced civil societies, and delivering improved biodiversity conservation, enhanced provision from healthy ecosystems of services important to human wellbeing, and greater alignment of conservation goals with public policy and private sector business practices.

These four outcomes will be achieved throughout a seven-year investment phase, during which at least 12 biodiversity hotspots will be targeted.

This document describes the purpose of the long-term visions, and proposes a process for developing and endorsing them, including a draft scope of work for the consultant teams responsible for their development. The document was presented to the CEPF Working Group at its 42nd meeting on 4 June 2014, and incorporates members' comments. Subject to Donor Council approval, the framework will be implemented from July 2014 onwards.

Purpose of long-term visions

CEPF should not be a permanent presence in each hotspot but define and work towards an end point at which local civil society ‘graduates’ from its support with sufficient capacity, access to resources and credibility to respond to future conservation challenges. Experience to date shows that, in most hotspots, reaching a point at which civil society graduates from CEPF support will take more than five years. The long-term strategic visions will set clear graduation targets, which individual investment phases (typically of five years) will work towards, guided by detailed strategies set out in the ecosystem profiles, which will be renewed on a periodic basis (typically every five years). They will also include financing plans describing the funding requirements for implementation of the long-term visions (i.e. the best estimate of the funding needed to achieve the graduation targets).

Content of long-term visions

Establishing scale

One of the unique features of CEPF is that its investments target biogeographic units (i.e. biodiversity hotspots), which span political boundaries, and create opportunities for collaboration and response to trans-national threats (even in regions with a history of political conflict). The long-term visions, therefore, will be developed at the hotspot scale wherever practical. In a few cases, the hotspot boundaries encompass parts of a large number of countries and contain such a wide diversity of political, economic and societal contexts that it is not possible to adopt a uniform strategy for supporting the development of civil society towards graduation. In these cases, it may be more appropriate to develop separate long-term visions for major sub-regions, for example the Balkans, the Levant and North Africa in the case of the Mediterranean Basin.

Setting graduation targets

The long-term visions will set clear targets for “graduation”, i.e. the conditions under which CEPF can withdraw from a hotspot with confidence that effective biodiversity conservation programs will continue in a self-sustaining manner. This does not necessarily mean that biodiversity is no longer threatened but only that the conservation movement, collectively, is able to respond to all present threats and any future threats that could reasonably be expected to arise. A framework for setting graduation targets was developed by the Secretariat in 2011, and has since been used as an evaluation tool in several hotspots (e.g., Eastern Himalayas, Indo-Burma, Mesoamerica and Western Ghats), which has provided an opportunity to test its robustness and relevance to different contexts. The framework also draws on the independent evaluation of CEPF’s global conservation impact conducted in 2010 by David Olson, which used five criteria for assessing the effectiveness of the conservation community¹.

¹ These criteria were: groups and skills; versatility; sustained funding; conservation tools; and enabling conditions.

According to this framework, the five conditions that need to be met in order for a hotspot to graduate from CEPF support comprise:

- 1) Global conservation priorities and best practices for their management are documented, disseminated and used by public and private sector, civil society and donor agencies to guide their support for conservation in the region.
- 2) Local civil society² groups dedicated to global conservation priorities collectively possess sufficient organizational and technical capacity to be effective advocates for, and agents of, conservation and sustainable development, while being equal partners of private sector and government agencies influencing decision making in favor of sustainable societies and economies.
- 3) Adequate and continual financial resources are available to address conservation of global priorities.
- 4) Public policies, the capacity to implement them, and private sector business practices are supportive of the conservation of global biodiversity.
- 5) Mechanisms exist to identify and respond to emerging conservation challenges.

For each hotspot (or sub-region), the first step will be to take the five graduation conditions and make them locally relevant by setting specific criteria and targets. According to the current framework, five criteria are suggested for each condition, making 25 criteria in total (Annex I). The number of criteria under each condition can be adjusted, according to the relative emphasis that needs to be placed on meeting it. At least one SMART (i.e., Specific, Measurable, Achievable, Relevant and Time-bound) target will be set for each criterion (see Annex I for examples). Then, milestones will be set for each target, to enable monitoring of progress during each investment phase and guide course correction if needed (see Annex II for examples).

Provided that each target is time-bound, it will be possible to construct a timeline, showing when each of the graduation conditions is expected to be met, and, by extension, how many investment phases will be required to achieve graduation. In large, multi-country hotspots, timelines may be different for each sub-region, with some being expected to reach graduation earlier than others. Some of the graduation targets may have very long timelines, implying that CEPF investment would be required indefinitely. Consequently, it may be necessary to make a pragmatic decision about how many targets need to be met before the graduation conditions can be considered to be in place. In this regard, it may be helpful to distinguish between 'essential' targets and 'desirable' ones, or to establish numerical thresholds for the number of targets that need to be met before a hotspot is considered to have graduated. Moreover, it will be important that the targets are not used to drive decision making but only to inform it, complemented by expert opinion about what CEPF's impacts have been and what remains to be done to achieve graduation, in order to make the most informed decisions. In any event, it will be necessary to revisit the long-term vision regularly, at least once per investment phase, in

² For the purposes of this document, the term local civil society includes national, sub-national and grassroots groups; it is used to distinguish civil society local to the hotspot from international civil society.

order to evaluate progress and revise graduation targets and milestones in response to changing external conditions.

Identifying actions

CEPF is a grant-making fund, and its principal means of effecting change in the hotspots where it invests is by awarding grants to civil society organizations to implement projects that contribute towards conservation outcomes directly (e.g., by mitigating threats or restoring habitats and populations) or indirectly (e.g., by addressing social, economic and political drivers of biodiversity loss or strengthening the capacity of civil society to engage in conservation). However, CEPF's interventions are not limited to grant-making but also include convening and training of civil society organizations, supporting Regional Implementation Teams (RITs) to integrate the results of pilot projects into public policy and private sector business practices, and developing shared strategies that align investments by multiple donors. All of these ways of working will be emphasized during the new phase.

Once the graduation targets have been set, the next step will be to evaluate each one to determine whether: (i) CEPF can directly effect the changes required for it to be met (e.g., by making grants to implement the necessary changes); (ii) CEPF can indirectly effect the required changes (e.g., by strengthening civil society capacity to advocate for them); or (iii) the required changes are dependent on external factors beyond CEPF's ability to influence. This step will result in a list of actions that CEPF can take to directly or indirectly influence the required changes (and monitor changes outside of its sphere of influence). The next step will be to order these actions into phases, with actions that are preconditions for other actions being scheduled first. Examples of the types of actions that could be set and how they could be scheduled by investment phase are presented in Annex III.

Setting financial targets

Once the actions that need to be taken to influence the changes required for the graduation targets to be met have been identified, the next step will be to set financial targets for each action. These targets should be broken down by investment phase, and also by cost category (e.g., grants, RIT grants, trainings, meetings and special events, etc.). They will form the basis for financing plans for the implementation of the long-term visions, which will be defined in consultation with other donors and informed by an assessment of sustainable financing mechanisms. These plans will help establish an overall cost estimate for meeting the graduation targets, broken down into investment phase, and thereby assist CEPF with its financial planning and fundraising. To ensure they do not become unrealistic, these cost estimates will be informed by projections of available funding, for which it might be necessary to consider different scenarios for expansion of the Fund (e.g., high, medium and low).

The financing plans will form the basis for regional fundraising strategies, to be developed by the Secretariat after the completion of the long-term visions as a guide to fundraising efforts for each hotspot. These strategies will be used to leverage funding from regional donors, as

well as non-traditional sources, such as private companies. They will also determine the current capacity level of the RIT and the need (if any) to enhance this to support fundraising efforts at the hotspot level. In this way, the strategies will contribute to strengthening existing RITs, which is another outcome of the Phase III strategy.

Creating a theory of change

A theory of change defines all the steps required to bring about the desired result, in this case graduation, beginning with the actions taken by CEPF and including intermediate steps along a causal pathway, which CEPF may not necessarily be directly involved in. A theory of change can be expounded in narrative form or as a flow diagram or other visual form. A key element of any theory of change is its assumptions, which explain how the proposed actions are expected to bring about the desired outcomes. It is important to test these assumptions, in order to ensure that the theory of change is robust. This is especially true for CEPF, because assumptions that are reasonable for one hotspot may not necessarily hold true for another hotspot.

CEPF's global theory of change, as espoused in the Phase III strategy, rests on eight key assumptions. These provide a starting point for the long-term vision, although individual visions may reject some of these assumptions or find it necessary to make additional ones:

- 1) The main drivers of biodiversity loss operate at local, national and regional scales and can be influenced by conservation interventions at these different scales.
- 2) Civil society organizations are present and willing to engage in biodiversity conservation, to partner with unfamiliar actors from other sectors, and to adopt innovative approaches.
- 3) The capacity of civil society organizations can be augmented and translated into more effective local conservation movements.
- 4) Short-term grant funding can make significant contributions to overcoming the resource constraints facing civil society organizations.
- 5) Increasing the capacity and credibility of local civil society organizations is likely to open political space for these organizations as they become recognized as trusted advisors (rather than causing them to be viewed as threats to vested interests).
- 6) Some government and private sector/corporate actors are receptive to innovative conservation models demonstrated by CEPF projects and have incentives to adopt these for wider replication.
- 7) National academic institutions produce graduates with the skills and perspective to respond to local conservation challenges by working with or within civil society organizations.
- 8) Raised local public awareness that results from the participation of these organizations in conservation issues has the potential to change attitudes and, ultimately, behavior towards the consumption of energy and natural resources.

In particular, it may be necessary to make additional assumptions dealing with contingencies (e.g., political instability or restrictions on the activities of civil society organizations) that would

represent significant reversals for CEPF's efforts at achieving graduation. These may include some 'critical assumptions' that would be triggers for reconsidering CEPF's continued engagement in a region if they were found to no longer be met.

Development of long-term visions

Selection of consultants

A critical element in the development of long-term visions will be local knowledge, to ensure that they are relevant to the local context in each hotspot. Related to this, it is also important that civil society in each hotspot feels ownership of the vision, and does not feel that it has been imposed on them or developed by outsiders. At the same time, this emphasis on local relevance and local ownership needs to be tempered by some level of consistency across hotspots, to ensure the utility of the visions for informing strategic decisions at the global level. To this end, each long-term vision will be developed by a team of consultants with extensive relevant experience in the hotspot in question, while the Secretariat (in the person of the relevant grant director) will ensure consistency and quality control.

As well as being able to demonstrate local experience, the consultants should have experience in strategic planning, particularly development of conservation strategies. Another key attribute of the consultants will be an ability to see the big picture and look beyond narrow personal and institutional interests and timeframes. In this regard, preference will be given to recruiting a team of individual experts, rather than contracting an organization. Recruiting individual consultants also mitigates the risk, encountered during some ecosystem profiling processes, of strong proposals being developed by conservation NGO staff, who then pass the work on to colleagues unfamiliar with its origins and/or not appropriately qualified or motivated to implement it. Finally, consultants are favored over working through the RIT, in order to develop visions that are owned by the conservation community as a whole and not seen to advance the interests of a single organization.

Consultants will be selected following a competitive process. A draft scope of work is presented in Annex IV, which can be adapted to each hotspot (or sub-region). The scope of work specifies the requisite structure, content and level of detail for the long-term vision. A minimum of three proposals will be obtained for each team (or position, if individual consultants are being recruited). The Secretariat will evaluate the proposals, and make a selection, based upon technical and cost considerations.

In hotspots where ecosystem profiling has not yet started, development of a long-term vision could be included in the terms of reference for the profiling team, and undertaken in parallel to the development of the ecosystem profile, taking advantage of stakeholder consultation meetings, etc.

Consultation process

As well as detailing the personal specifications of the consultants, the scope of work will also define CEPF's expectations regarding the stakeholder consultation process that should be followed during the development of the long-term visions. It is important that each vision is owned by leading civil society organizations active in the conservation sector in each of the countries in the hotspot. There should also be explicit engagement with selected government and private sector stakeholders, in order to understand opportunities for and barriers to civil society mainstreaming biodiversity conservation into public policy and business practices, and to ensure alignment with National Biodiversity Strategies and Action Plans. This engagement should not be limited to stakeholders from the environment sector but also include ones from development sectors with a major footprint on biodiversity, such as agriculture, fisheries and mining. These stakeholders should be engaged but not allowed to drive the process, because they do not necessarily have shared goals for the long-term development of a strong civil society conservation movement.

Limitations of time and resources preclude consultation processes on a similar scale to those undertaken during ecosystem profiling, which can involve several hundred participants. The critical ingredient for success will be engaging thinkers who are able to look beyond their own immediate interests and adopt a detached, long-term perspective on the future direction of the conservation movement in their region. At the same time, it will be important to avoid technocratic prescriptions or narrow definitions of civil society that exclude the diversity of actors that currently or potentially contribute to conservation efforts. To this end, it will be important to ensure representation of women's groups and indigenous peoples' groups, among others. Given the limitations on the process, it may be appropriate, in some hotspots, for the RIT to undertake additional consultations to ensure broader ownership of the long-term vision, following its development by the consultant team.

Endorsement of long-term visions

The long-term visions will set out goals for CEPF investment at the hotspot scale over timeframes longer than individual ecosystem profiles, for which they will provide an overarching framework, with the visions setting out broad, long-term goals and the ecosystem profiles presenting detailed implementation strategies. Consequently, the long-term visions should be endorsed by the Donor Council. Because the long-term visions do not replace ecosystems profiles as the means by which CEPF establishes its grant making priorities within a hotspot, there is no need for them to be endorsed by the GEF Operational Focal Points or any other government institution. Indeed, as the long-term interests of civil society and government are rarely wholly convergent, it would be undesirable to constrain their contents in this way.

Once endorsed by the Donor Council, the long-term visions will be made available through CEPF's website. They may also form the basis for various communications products, such as brochures or PowerPoint presentations, to make them more accessible to external audiences,

including other donors actively supporting civil society in the same hotspots or considering doing so.

Roll out

The Phase III strategy provides some guidance on roll-out of the long-term visions, stating that vision development will take place in 2014 for those hotspots where portfolios are well underway and in 2015 for hotspots where implementation has recently started or which have very recently been profiled. For hotspots where profiling has not yet started, the long-term visions will be produced in the second half of 2015. Table 1 sets out the timeline for development of long-term visions for the first 12 hotspots to be covered by CEPF Phase III. This timeline allows for testing in four hotspots during the second half of 2014, then refinement of the approach, prior to roll out to the other hotspots in a sequential manner.

It is expected that each long-term vision will take four months to develop, followed by a two-month period of review and revision. The preparation costs will vary among hotspots, according to logistics, salary cost norms and opportunities to combine with ecosystem profiles or other consultation processes taking place simultaneously. Nevertheless, a typical long-term vision will cost significantly less than a typical ecosystem profile.

At the start of every six-month period, the teams preparing long-term visions during the coming period could be brought together for an orientation workshop, facilitated by the relevant CEPF grant director(s). This would provide an opportunity to develop a consistent approach across hotspots, as well as to adapt the approach based on experience during the earlier period. The approach will be continuously developed throughout the next 18 months, so that long-term visions can be developed for additional hotspots, as and when sufficient funds are secured to bring them into CEPF's work stream.

Table 1: Timeline for the preparation of long-term visions for hotspots in CEPF Phase III

Hotspot	Current status	Jul-Dec 2014	Jan-Jun 2015	Jul-Dec 2015
Cerrado	Profiling	X		
East Melanesian Islands	Active (until 2021)		X	
Eastern Afromontane (Great Lakes)	Active (until 2017)	X		
Eastern Afromontane (Arabian Peninsula)	Active (until 2017)		X	
Eastern Afromontane (Ethiopia/Eritrea)	Active (until 2017)		X	
Eastern Afromontane (Montane Islands)	Active (until 2017)		X	
Guinean Forests of West Africa	Profiling		X	
Indo-Burma	Active (until 2018)		X	
Madagascar and Indian Ocean Islands	Profiling		X	
Mediterranean Basin (Balkans)	Active (until 2016)	X		
Mediterranean Basin (Levant)	Active (until 2016)	X		
Mediterranean Basin (North Africa)	Active (until 2016)	X		

Mountains of Central Asia	To be profiled in 2015			X
Tropical Andes	Profiling	X		
Wallacea	Profiling		X	
tbd	To be profiled in 2015			X
tbd	To be profiled in 2015			X

Annex I: Conditions, suggested criteria and example targets for hotspots to graduate from CEPF support

Graduation condition	Suggested criteria	Example targets
<p>1. Conservation priorities and best practices Global conservation priorities (i.e., globally threatened species, Key Biodiversity Areas (KBAs) and conservation corridors) and best practices for their management are identified, documented, disseminated and used by public sector, civil society and donor agencies to guide their support for conservation in the hotspot.</p>	<p>Globally threatened species. Comprehensive global threat assessments conducted for all terrestrial vertebrates, vascular plants and at least selected freshwater taxa.</p>	<p>Global threat assessments are completed for at least 90% of all recorded species of terrestrial vertebrate, vascular plant and at least three major freshwater taxa in the hotspot, and with results incorporated onto the IUCN Red List.</p>
	<p>Key Biodiversity Areas. KBAs identified in all countries and territories in the hotspot, covering, at minimum, terrestrial, freshwater and coastal ecosystems.</p>	<p>KBAs are identified in all countries and territories in the hotspot, covering terrestrial, freshwater and coastal ecosystems, with broad-based support for these priorities among government and civil society.</p>
	<p>Conservation corridors. Conservation corridors identified in all parts of the hotspot where contiguous natural habitats extend over scales greater than individual sites, and refined using recent land cover data.</p>	<p>At least one conservation corridor is defined in each major biome in the hotspot where contiguous natural habitats extend over scales greater than individual sites, with broad-based support among government and civil society.</p>
	<p>Conservation plans. Global conservation priorities incorporated into national or regional conservation plans or strategies developed with the participation of multiple stakeholders.</p>	<p>Globally threatened species, KBAs and/or conservation corridors are incorporated into at least one national conservation plan or strategy in each hotspot country or at least one regional conservation plan or strategy developed with the participation of multiple stakeholders.</p>
	<p>Management best practices. Best practices for managing global conservation priorities (e.g., sustainable livelihoods projects, participatory approaches to park management, invasive species control, etc.) are introduced, institutionalized, and sustained at CEPF priority KBAs and corridors.</p>	<p>Conservation management practices are adopted and institutionalized by at least 90% of CEPF priority KBAs, as a basis for their sustainable management over the next 10 years.</p>

Graduation condition	Suggested criteria	Example targets
<p>2. Civil society capacity Local civil society groups dedicated to conserving global conservation priorities collectively possess sufficient organizational and technical capacity to be effective advocates for, and agents of, conservation and sustainable development for at least the next 10 years.</p>	<p>Conservation community. The community of civil society organizations with conservation-related missions is sufficiently broad and deep-rooted to respond to key conservation issues and collectively possess the technical competencies of critical importance to conservation.</p>	<p>At least 20 local civil society organizations are engaged in biodiversity conservation, with at least three of them playing a leadership role, in each hotspot country.</p>
	<p>Institutional capacity. Local civil society groups collectively possess sufficient institutional and operational capacity and structures to raise funds for conservation and to ensure the efficient management of conservation projects and strategies.</p>	<p>At least 20 local civil society organizations in the hotspot have a civil society tracking tool score of 80 or more.</p>
	<p>Partnerships. Effective mechanisms (e.g., discussion forums, round-tables, mutual support networks, alliances, etc.) exist for conservation-focused civil society groups to work in partnership with one another, and through networks with local communities, governments, the private sector, donors, and other important stakeholders, in pursuit of common conservation and development objectives.</p>	<p>At least 20 partnerships, alliances, networks or similar mechanisms exist that enable civil society groups to leverage their complementary capacities and maximize impact.</p>
	<p>Financial resources. Local civil society organizations have access to long-term funding sources to maintain the conservation results achieved via CEPF grants and/or other initiatives, through access to new donor funds, conservation enterprises, memberships, endowments, and/or other funding mechanisms.</p>	<p>At least five local civil society organizations in each country have access to stable and diversified long-term funding sources sufficient to maintain their current programs indefinitely without relying on international donors.</p>

Graduation condition	Suggested criteria	Example targets
	<p>Transformational impact. Local civil society groups are able, individually or collectively, to influence public policies and private sector practices in sectors with a large footprint on biodiversity.</p>	<p>Biodiversity conservation models demonstrated or promoted by local civil society are incorporated into at least one national or sub-national policy and the business practices of at least two influential private sector companies per year.</p>
<p>3. Sustainable financing Adequate and continual financial resources are available to address conservation of global priorities for at least the next 10 years.</p>	<p>Public sector funding. Public sector agencies responsible for conservation in the hotspot have a continued public fund allocation or revenue-generating ability to operate effectively.</p>	<p>The three largest public sector agencies responsible for conservation in each hotspot country have sufficient financial resources to effectively deliver their missions.</p>
	<p>Civil society funding. Civil society organizations engaged in conservation in the hotspot have access to sufficient funding to continue their work at current levels.</p>	<p>At least 9 of the 10 largest civil society organizations engaged in conservation in the hotspot have access to sufficient secured funding to continue their work, at least at current levels, for at least the next five years.</p>
	<p>Donor funding. Donors other than CEPF have committed to providing sufficient funds to address global conservation priorities in the hotspot.</p>	<p>Donors other than CEPF are committed to providing funding for conservation in the hotspot that, in combination with public sector and civil society funding, is sufficient to address global conservation priorities for at least the next 10 years.</p>
	<p>Livelihood alternatives. Local stakeholders affecting the conservation of biodiversity in the hotspot have economic alternatives to unsustainable exploitation of natural resources.</p>	<p>Local communities or other actors (e.g., industries, agricultural supply chains, etc.) affecting the conservation of at least 90% of CEPF priority KBAs have economic alternatives to unsustainable exploitation of natural resources.</p>

Graduation condition	Suggested criteria	Example targets
	<p>Long-term mechanisms. Financing mechanisms (e.g., trust funds, revenue from the sale of carbon credits, etc.) exist and are of sufficient size to yield continuous long-term returns for at least the next 10 years.</p>	<p>Sustainable financing mechanisms (e.g., endowment funds, green taxes, payments for environmental services, etc.) supporting the conservation of CEPF priority KBAs operate and yield funding such that financial constraints are no longer identified as a barrier to effective conservation management for at least 90% of CEPF priority KBAs.</p>
<p>4. Enabling policy and institutional environment Public policies, the capacity to implement them, and private sector business practices are supportive of the conservation of global biodiversity.</p>	<p>Legal environment for conservation. Laws exist that provide incentives for desirable conservation behavior and disincentives against undesirable behavior.</p>	<p>Each hotspot country's commitments under multilateral environmental agreements are reflected in its national laws, and these laws are elucidated through detailed regulations that provide for sufficient incentives and disincentives to encourage behavior consistent with them, and these laws or regulations are updated at least once every 10 years.</p>
	<p>Legal environment for civil society. Laws exist that allow for civil society to engage in the public policy-making and implementation process.</p>	<p>Local civil society organizations in all hotspot countries legally allowed to convene, organize, register, receive funds, and engage in conservation activities and these laws taken advantage of by local civil society organizations working in any sector (e.g., environment, public health, education, etc).</p>
	<p>Education and training. Domestic programs exist that produce trained environmental managers at secondary, undergraduate, and advanced academic levels.</p>	<p>At least 90% of all senior leadership positions in government conservation agencies and leading conservation NGOs are staffed by local country nationals.</p>

Graduation condition	Suggested criteria	Example targets
	<p>Enforcement. Designated authorities are clearly mandated to manage the protected area system(s) in the hotspot and conserve biodiversity outside of them, and are empowered to implement the enforcement continuum of education, prevention, interdiction, arrest, and prosecution.</p>	<p>At least 70% of protected areas in each hotspot country have their boundaries demarcated on the ground and are patrolled regularly (at least two weeks out of every month), and if at least 50% of arrests for conservation offenses lead to a penalty being imposed (fine, confiscation, imprisonment, etc.).</p>
	<p>Business practices. Private sector business practices in sectors with a (potentially) large biodiversity footprint are supportive of the conservation of natural habitats and species populations.</p>	<p>At least two key change agents (i.e., market-leading and influential companies) in each business sector in the hotspot with a large biodiversity footprint (actual or potential) have introduced business practices supportive of the conservation of natural habitats and species populations across their operations.</p>
<p>5. Responsiveness to emerging issues Mechanisms exist to identify and respond to emerging conservation issues.</p>	<p>Biodiversity monitoring. Nationwide or region-wide systems are in place to monitor status and trends of the components of biodiversity.</p>	<p>Systems are in place to monitor status and trends in selected habitats, species and populations across at least 90% of the hotspot by area, and data from these systems are being used to guide the allocation of conservation resources.</p>
	<p>Threats monitoring. Nationwide or region-wide systems are in place to monitor status and trends of threats to biodiversity.</p>	<p>Systems are in place to monitor status and trends in threats to biodiversity (e.g., forest fire, wildlife trade, invasive species, etc.) across at least 90% of the hotspot by area, and results are being used to guide the allocation of conservation resources.</p>

Graduation condition	Suggested criteria	Example targets
	<p>Ecosystem services monitoring. Nationwide or region-wide systems are in place to monitor status and trends of ecosystem services.</p>	<p>Systems are in place to monitor status and trends in selected ecosystem services (e.g., freshwater provision, carbon sequestration, crop pollination, etc.) across at least 90% of the hotspot by area, and results are being used to guide the allocation of conservation resources.</p>
	<p>Adaptive management. Conservation organizations and protected area management authorities demonstrate the ability to respond promptly to emerging issues.</p>	<p>The major conservation organizations in all countries in the hotspot can demonstrate that they have adapted their missions, strategies or workplans to respond to an emerging conservation issue at least once during the past three years.</p>
	<p>Public sphere. Conservation issues are regularly discussed in the public sphere, and these discussions influence public policy.</p>	<p>Conservation issues are regularly (i.e. at least monthly) discussed in the public sphere (e.g., in national and local media, internet-based forums, public forums, etc.) in all countries in the hotspot, and these discussions are seen to periodically influence relevant public policy (i.e. at least annually in each country).</p>

Annex II: Example milestones for selected graduation targets

Graduation condition 2. Civil society capacity			
Local civil society groups dedicated to conserving global conservation priorities collectively possess sufficient organizational and technical capacity to be effective advocates for, and agents of, conservation and sustainable development for at least the next 10 years.			
Graduation target	Milestone for first investment phase (2016-2020)	Milestone for second investment phase (2021-2025)	Milestone for third investment phase (2026-2030)
2.1 At least 20 local civil society groups are engaged in biodiversity conservation, with at least three of them playing a leadership role, in each hotspot country.	At least 10 local civil society organizations are engaged in biodiversity conservation in each country.	At least 15 local civil society organizations are engaged in biodiversity conservation, with at least one of them playing a leadership role, in each country.	At least 20 local civil society organizations are engaged in biodiversity conservation, with at least three of them playing a leadership role, in each country.
2.2 At least 20 local civil society organizations in the hotspot have a civil society tracking tool score of 80 or more.	At least 10 local civil society organizations in the hotspot have a civil society tracking tool score of 80 or more.	At least 20 local civil society organizations in the hotspot have a civil society tracking tool score of 80 or more.	Target expected to be met in previous phase.
2.3 At least 20 partnerships, alliances, networks or similar mechanisms exist that enable civil society groups to leverage their complementary capacities and maximize impact.	At least 10 partnerships, alliances, or networks enable civil society groups to leverage their complementary capacities and maximize impact.	At least 20 partnerships, alliances, or networks enable civil society groups to leverage their complementary capacities and maximize impact.	Target expected to be met in previous phase.
2.4 At least five local civil society organizations in each country have access to stable and diversified long-term funding sources sufficient to maintain their current programs	No progress towards target expected in this phase.	At least one local civil society organization in each country has access to long-term funding sources sufficient to maintain its current program indefinitely without relying on	At least five local civil society organizations in each country have access to long-term funding sources sufficient to maintain their current programs indefinitely without

indefinitely without relying on international donors.		international donors.	relying on international donors.
2.5 Biodiversity conservation models demonstrated by local civil society are incorporated into at least one national/sub-national policy and the business practices of at least two influential companies per year.	No progress towards target expected in this phase.	At least three conservation models demonstrated by local civil society are incorporated into public policy or private sector business practices over five years.	Biodiversity conservation models demonstrated by local civil society are incorporated into at least one national/sub-national policy and the business practices of at least two influential companies per year.

Annex III: Example actions for meeting selected graduation targets

Graduation condition 4. Enabling policy and institutional environment			
Public policies, the capacity to implement them, and private sector business practices are supportive of the conservation of global biodiversity.			
Graduation target	Actions for first investment phase (2016-2020)	Actions for second investment phase (2021-2025)	Actions for third investment phase (2026-2030)

<p>4.1 Each hotspot country's commitments under multilateral environmental agreements are reflected in its national laws, and these laws are elucidated through detailed regulations that provide for sufficient incentives and disincentives to encourage behavior consistent with them, and these laws or regulations are updated at least once every 10 years.</p>	<ul style="list-style-type: none"> • Support pilot projects that demonstrate conservation incentives and disincentives relevant to national laws. • Strengthen the capacity of local civil society organizations to influence public policy. 	<ul style="list-style-type: none"> • Support pilot projects that demonstrate conservation incentives and disincentives relevant to national laws. • Support grantees to document results of pilot projects and use to influence relevant laws and regulations. 	<ul style="list-style-type: none"> • Support grantees to document results of pilot projects and use to influence relevant laws and regulations.
<p>4.2 Local civil society organizations in all hotspot countries legally allowed to convene, organize, register, receive funds, and engage in conservation activities and these laws taken advantage of by local civil society organizations working in any sector (e.g., environment, public health, education, etc).</p>	<p>The required changes are dependent on external factors beyond CEPF's ability to influence.</p>	<p>The required changes are dependent on external factors beyond CEPF's ability to influence.</p>	<p>The required changes are dependent on external factors beyond CEPF's ability to influence.</p>
<p>4.3 At least 90% of all senior leadership positions in government conservation agencies and leading conservation NGOs are staffed by local country nationals.</p>	<ul style="list-style-type: none"> • Support local academic organizations to deliver training in conservation leadership. 	<ul style="list-style-type: none"> • Support local academic organizations to deliver training in conservation leadership. 	<p>Target expected to be met in previous phase.</p>

Graduation target	Actions for first investment phase (2016-2020)	Actions for second investment phase (2021-2025)	Actions for third investment phase (2026-2030)
<p>4.4 At least 70% of protected areas in each hotspot country have their boundaries demarcated on the ground and are patrolled regularly (at least two weeks out of every month), and if at least 50% of arrests for conservation offenses lead to a penalty being imposed (fine, confiscation, imprisonment, etc.).</p>	<ul style="list-style-type: none"> • Support protected area demarcation at CEPF priority KBAs. • Strengthen capacity of civil society organizations in protected area management and thereby strengthen their credibility with government. 	<ul style="list-style-type: none"> • Support grantees to document results of protected area demarcation at CEPF priority KBAs and promote amplification by national conservation agencies. • Support pilot projects to enhance enforcement of protected area and wildlife protection legislation at CEPF priority KBAs. 	<ul style="list-style-type: none"> • Support grantees to document results of pilot projects and promote amplification by national conservation agencies.
<p>4.5 At least two key change agents (i.e., market-leading and influential companies) in each business sector in the hotspot with a large biodiversity footprint (actual or potential) have introduced business practices supportive of the conservation of natural habitats and species populations across their operations.</p>	<ul style="list-style-type: none"> • Support pilot projects that demonstrate models for sustainable production that is supportive of the conservation (or restoration) of natural habitats and species populations. • Strengthen capacity of civil society organizations in sustainable production and thereby strengthen their credibility with the private sector. 	<ul style="list-style-type: none"> • Support grantees to document results of pilot projects and promote amplification at other conservation areas through adoption into private sector practices. • Support strategic partnerships between civil society organizations and key change agents in the private sector. 	<ul style="list-style-type: none"> • Support grantees to promote adoption of biodiversity-friendly business practices by key change agents in the agriculture, mining and tourism sectors.

Annex IV: Draft scope of work for preparation of long-term visions

Long-term strategic vision for graduating civil society from CEPF support in the [TO BE INSERTED] Hotspot

SCOPE OF WORK

Background

The Critical Ecosystem Partnership Fund (CEPF) is a joint initiative of l'Agence Française de Développement, Conservation International, the European Union, the Global Environment Facility, the Government of Japan, the John D. and Catherine T. MacArthur Foundation, and the World Bank. It is a global program that provides grants to nongovernmental organizations and other private sector partners to protect critical ecosystems. A fundamental goal of the Fund is to engage civil society in efforts to conserve biodiversity.

[INSERT BRIEF DESCRIPTION OF HOTSPOT AND STATUS OF CEPF INVESTMENT]

CEPF is not intended to be a permanent presence in each hotspot but to work towards an end point at which local civil society 'graduates' from its support with sufficient capacity, access to resources and credibility to respond to future conservation challenges. Experience to date shows that, in most hotspots, reaching a point at which civil society graduates from CEPF support will take more than five years. Consequently, CEPF is investing in the preparation of long-term strategic visions, which establish what the end point for CEPF investment in each hotspot looks like and set out how to get there.

Scope of work

The consultant team will lead the process to develop a long-term strategic vision for CEPF investment in the [TO BE INSERTED] Hotspot. The long-term vision will consist of a concise document, prepared through targeted stakeholder consultations and literature review. It will establish criteria for determining when the conditions for local civil society to graduate from CEPF support are met and set targets that consecutive CEPF investment phases can work towards. It will also include a timeline of actions required by CEPF and other funders to meet the graduation targets, and a financing plan that provides a best estimate of the funding required.

Key tasks

- Establish an advisory group for the long-term vision process. This group should ensure that the long-term vision engages with appropriate stakeholders and takes account of relevant initiatives within civil society, government, private sector and the donor community. At minimum, the group should include representatives from leading conservation-focused civil

society organizations, the CEPF Regional Implementation Team (if established) and donors supporting the development of civil society in the hotspot.

- Undertake a review of relevant literature, including government and donor strategies for biodiversity conservation and civil society development and key CEPF documents relevant to the hotspot, to ensure alignment of the long-term vision with other initiatives and avoid duplication of effort.
- Consult with key stakeholders to solicit their input into the development of the long-term vision for the hotspot. These consultations can take place through one-to-one meetings (in person or remotely), small group discussions, or formal workshops.
- With guidance from the advisory group, synthesize the results of the literature review and stakeholder consultations to: (i) set criteria for determining whether each of the five graduation conditions has been met; (ii) set at least one Specific, Measurable, Achievable, Relevant and Time-bound target for each criterion, with milestones for each five-year investment phase; (iii) determine how many targets need to be met before the graduation conditions can be considered to be in place; (iv) identify and prioritize actions that can be taken by CEPF to influence the changes required for the graduation targets to be met; and (v) prepare a financing plan for the implementation of the long-term vision.
- Present the draft long-term vision to a workshop involving at least 30 key stakeholders from across the hotspot, including representatives of leading local and international civil society organizations with missions relevant to conservation (although not necessarily with explicit conservation goals), as well as participants from government, private sector, women's groups and indigenous people's groups.
- Revise the long-term vision to address comments from participants, the CEPF Secretariat and the CEPF Working Group, which comprises technical staff from each of CEPF's donor partners.
- Attend the CEPF Working Group meeting in Washington DC, to present the long-term vision for endorsement.

Deliverables

1. A draft background chapter that provides context for the long-term vision (length: 15 pages). This chapter should reference the CEPF ecosystem profile for the hotspot but not repeat information therein, except in summary form. It should include, at minimum:
 - A brief description of the social, political and economic context for biodiversity conservation in the hotspot, including a discussion of barriers to and enabling factors for the emergence of a strong conservation-focused civil society community that is able to graduate from CEPF support.
 - A review of the current status of civil society in the hotspot and its development the last 15 years. The main focus of this review should be civil society organizations with a conservation-focused mission but it should also encompass organizations with other missions (e.g., health, education, livelihoods) that currently or potentially contribute to conservation objectives.

- A review of sustainable conservation financing mechanisms in the hotspot, including an assessment of the potential of each (currently or with modifications) to provide a stable source of long-term funding conservation actions led by civil society organizations.
 - An overview of public policies in development sectors with a (potentially) large footprint on biodiversity, such as agriculture, forestry, fisheries, tourism, mining and energy, and strategies employed by and available to civil society organizations wishing to influence these policies.
 - An overview of industries with a (potentially) large footprint on biodiversity, such as tea, coffee, soy, palm oil, cattle, oil and gas, including a review of key change agents (i.e., market-leading and influential companies) in each industry, and a discussion of strategies employed by civil society organizations to mainstreaming biodiversity conservation into private sector business practices.
2. A draft table for inclusion in the long-term vision proposing criteria and targets for each of the following five conditions, which need to be met for the [TO BE INSERTED] Hotspot to graduate from CEPF support:
- 1) Global conservation priorities and best practices for their management are documented, disseminated and used by public and private sector, civil society and donor agencies to guide their support for conservation in the region.
 - 2) Local civil society groups dedicated to global conservation priorities collectively possess sufficient organizational and technical capacity to be effective advocates for, and agents of, conservation and sustainable development, while being equal partners of private sector and government agencies influencing decision making in favor of sustainable societies and economies.
 - 3) Adequate and continual financial resources are available to address conservation of global priorities.
 - 4) Public policies, the capacity to implement them, and private sector business practices are supportive of the conservation of global biodiversity.
 - 5) Mechanisms exist to identify and respond to emerging conservation challenges.
- These criteria and targets should emanate directly from the stakeholder consultations, and be informed by literature review.
3. A draft table for inclusion in the long-term vision proposing milestones for each graduation target in each investment phase (i.e., 2016-2020, 2021-2025, 2026-2030, etc.).
 4. A draft table for inclusion in the long-term vision proposing actions that can be taken by CEPF to influence the changes required for the graduation targets to be met.
 5. A draft financing plan for inclusion in the long-term vision (length: 5 pages). This plan should describe the financial targets for implementation of the actions necessary to achieve the graduation targets, summarize funding projections from other sources (if any), and thus identify the funding gap.
 6. A draft theory of change for inclusion in the long-term vision (length: 5 pages), which sets out along a causal pathway the actions that should be taken by CEPF to reach the graduation criteria, including intermediate steps, which CEPF may not necessarily be directly involved in. The theory of change can be presented in narrative or diagrammatic form or some combination of the two. The theory of change must present and test the assumptions made about how the proposed actions will bring about the desired outcomes. These could include some 'critical

assumptions' that would be triggers for reconsidering CEPF's continued engagement in a region if they were found to no longer be met.

7. A final version of the long-term vision, incorporating comments from the CEPF Secretariat and Working Group.

Timing

It is expected that the long-term vision will take four months to develop, followed by a two-month period of review and revision. The process is expected to begin on [INSERT DATE], with the final submission to the CEPF Donor Council on [INSERT DATE].