

**CRITICAL** | **ECOSYSTEM**  
PARTNERSHIP FUND

# Executive Director's Report

44<sup>th</sup> Donor Council Meeting  
11 February 2025





# Follow-Up to Decisions of the 43<sup>rd</sup> Donor Council Meeting





# Secretariat Action Points

## Partnership with Watch and Jewellery Initiative

- Any agreement with the Watch and Jewellery Initiative 2030 (WJI 2030) will be presented to CEPF Donor Council for approval.
- The Donor Council agreed for the Secretariat to proceed with caution, and to negotiate a partnership with WJI 2030 to design, launch and implement a Fund for Nature Restoration.
- The Donor Council recommended that CEPF develop guidelines to determine which kind of companies CEPF should engage with.



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# Partnership Highlights

- Government of Canada
  - Cerrado, Indo-Burma and Tropical Andes
- European Union and Agence Française de Développement
  - Cerrado, East Melanesian Islands, Indo-Burma, Mountains of Central Asia
  - Rapid Rescue for Conservation Crises (R2C2)
- Conservation International
- Watch and Jewellery Initiative 2030



© Fundación Progreso





# Approved Grants

First and Second Quarter  
FY25



BIODIVERSITY



CIVIL SOCIETY



HUMAN WELL-BEING



ENABLING CONDITIONS





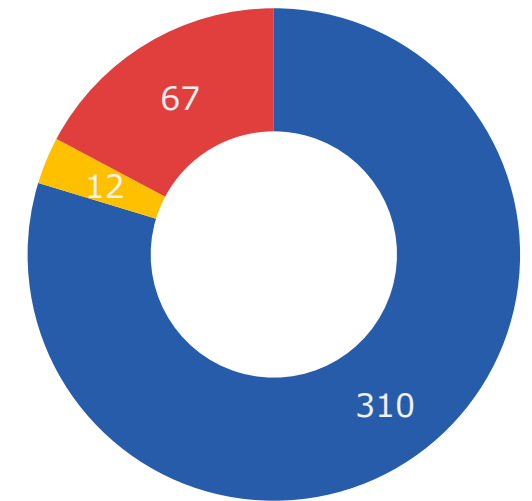
# Financial Report



# Inception to Date

31 December 2024

\$K	PHASE I (2000 – 2007)	PHASE II + III (2008 – to date)	TOTAL (2000 – to date)
Revenue	126,621	366,033	462,654
Expenses	123,695	269,199	392,894
Balance	2,926	96,834	69,760
Pledged & Prospect Funds	0	16,000	16,000



- Grants US\$310 million
- Secretariat US\$67 million
- Preparation US\$12 million



# Current Year FY25

31 December 2024  
USD \$K

EXPENSE CATEGORY	FY25 BUDGET	FY25 ACTUAL	FY25 BURN RATE	FY24 ACTUAL
Grant Awards	27,150	3,286	12%	11,165
Secretariat Costs	4,596	1,968	43%	3,795
Profiling	800	132	17%	242
Special Projects	0	0	0%	0
Total	32,546	5,386	17%	15,202
Grant Disbursements	19,260	6,605	34%	11,776

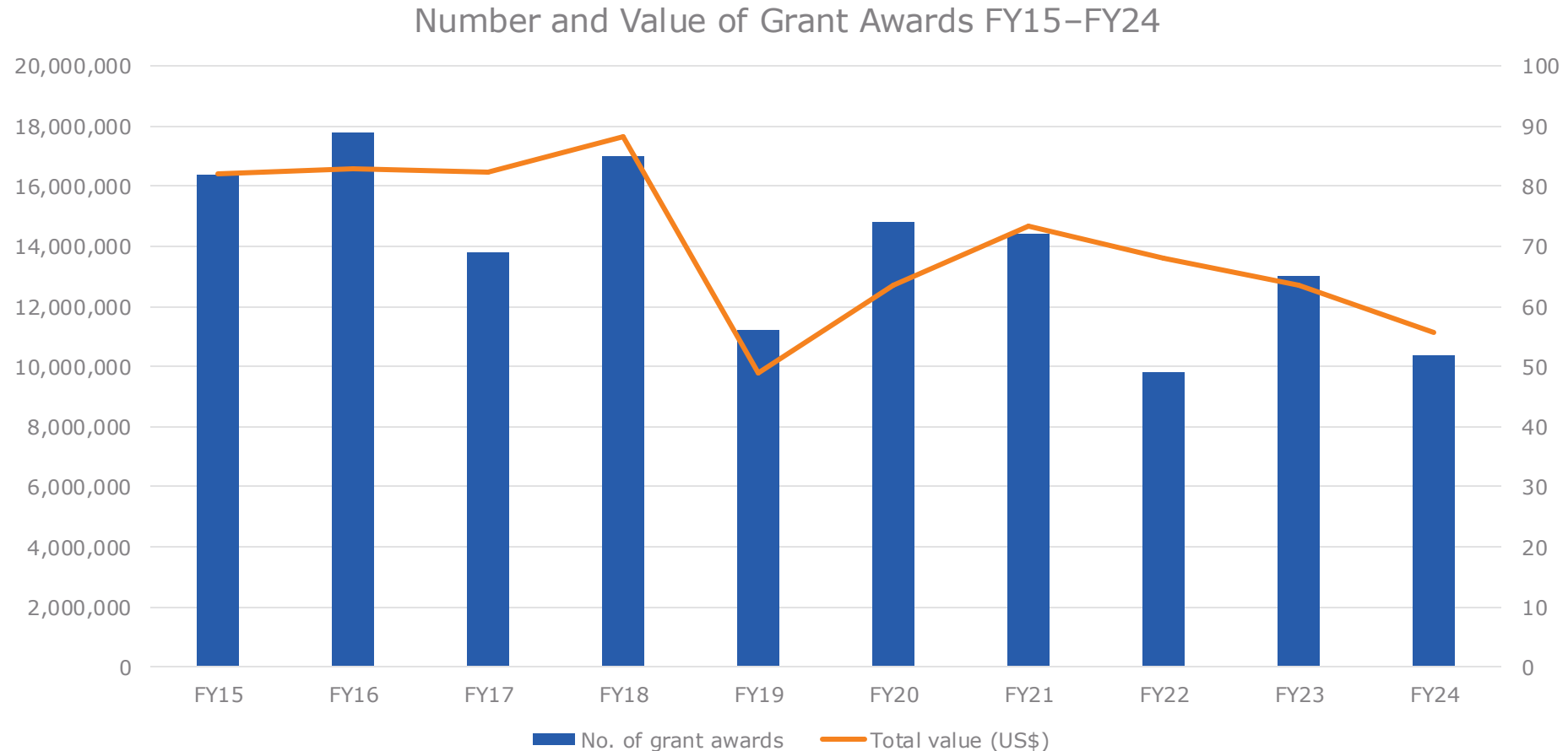
# Discussion





# CEPF Secretariat Staffing Analysis

# The size of the CEPF program has remained relatively constant over the last decade.







# Grant-Making and Workload

- During FY15–FY19, CEPF awarded, on average, 76 grants per year, totaling US\$15.4 million.
- During FY20–FY24, CEPF awarded, on average, 62 grants per year, totaling US\$13 million.
- The overall workload for the CEPF Secretariat remained relatively constant over the last decade.
- The number of Secretariat staff varied between 15 and 17.



# A Growing Portfolio

Due to successful fundraising efforts, the size of the CEPF global portfolio is projected to grow significantly from FY25 onward:

Donor	Estimated start	Status
Global Affairs Canada	FY25	Secured
EU/AFD contribution to four hotspots plus R2C2	FY25	Secured
GoJ/WB additional financing for Caribbean	FY25	Under negotiation
GEF Small Grants Program	FY26	Full proposal
GCF Indo-Burma	FY26	Full proposal
AFD Co-financing for Indo-Burma	FY26	Prospect
Hempel Foundation for Eastern Afromontane & Wallacea	FY26	Prospect
Government of Denmark for Eastern Afromontane	FY26	Prospect
EU DG NEAR contribution to Mediterranean	FY27	Prospect

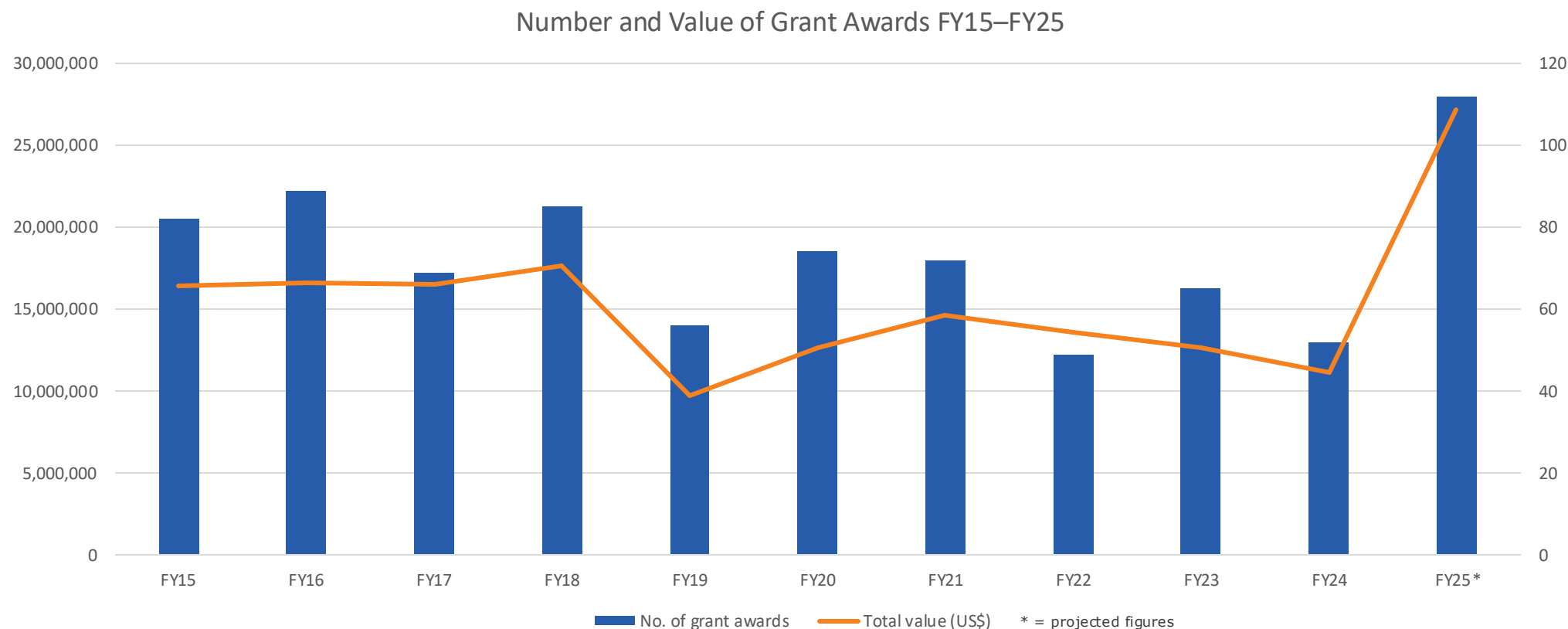


© O. Langrand



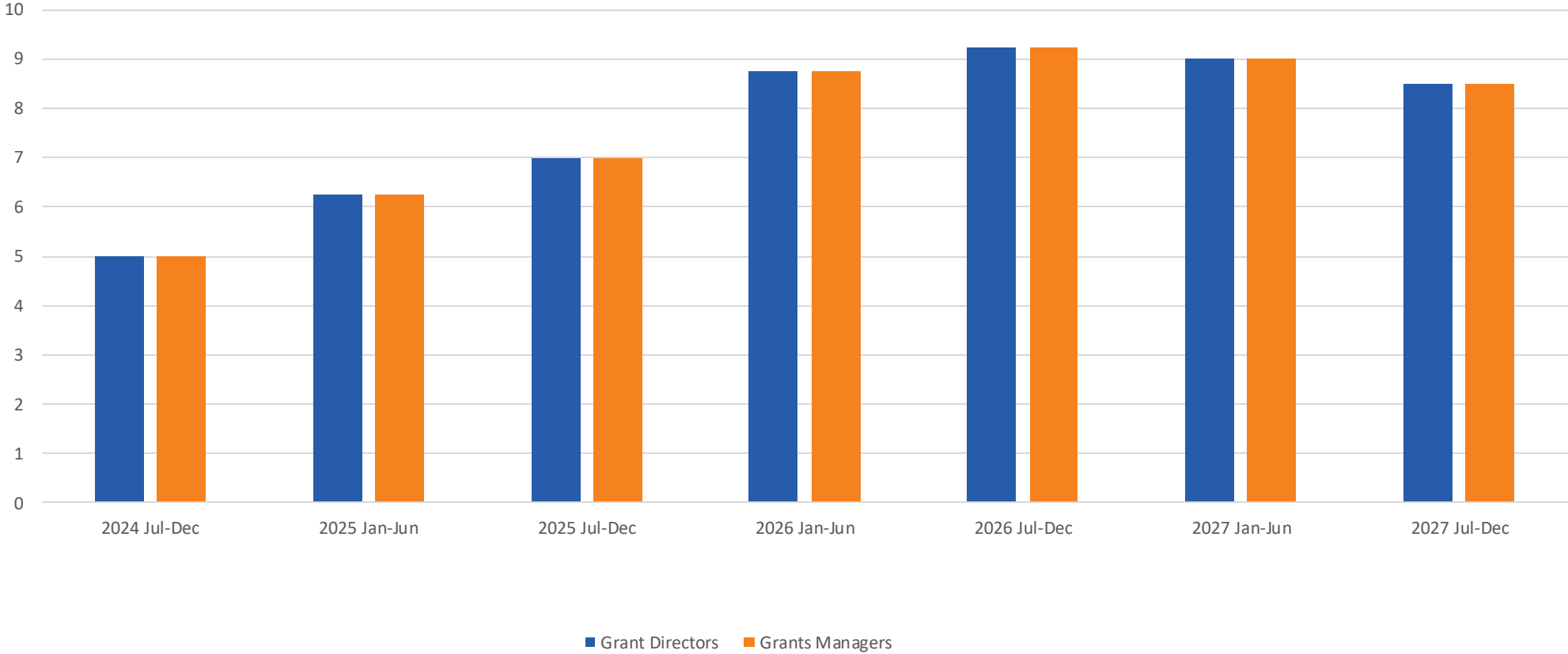
# Anticipated Grant-Making

According to the approved spending plan, there will be US\$27.2 million in new grants in FY25, requiring the award of 112 grants.



# Level of Effort

Projected Increase in Level of Effort





# Current Staffing and Projected Need

- As of 1 January 2025, the CEPF Secretariat has the equivalent of 4.5 full-time grant directors and 4.5 grants managers.
- The level of effort is projected to peak at 9.25 grant directors and 9.25 grants managers in FY27, before declining in FY28.
- This assumes that no additional funding is secured on top of opportunities already being pursued.
- There will also be significant increases in workload for the other teams at the Secretariat: Communications Team; Finance Team; and Monitoring, Evaluation and Outreach Unit.



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# Discussion



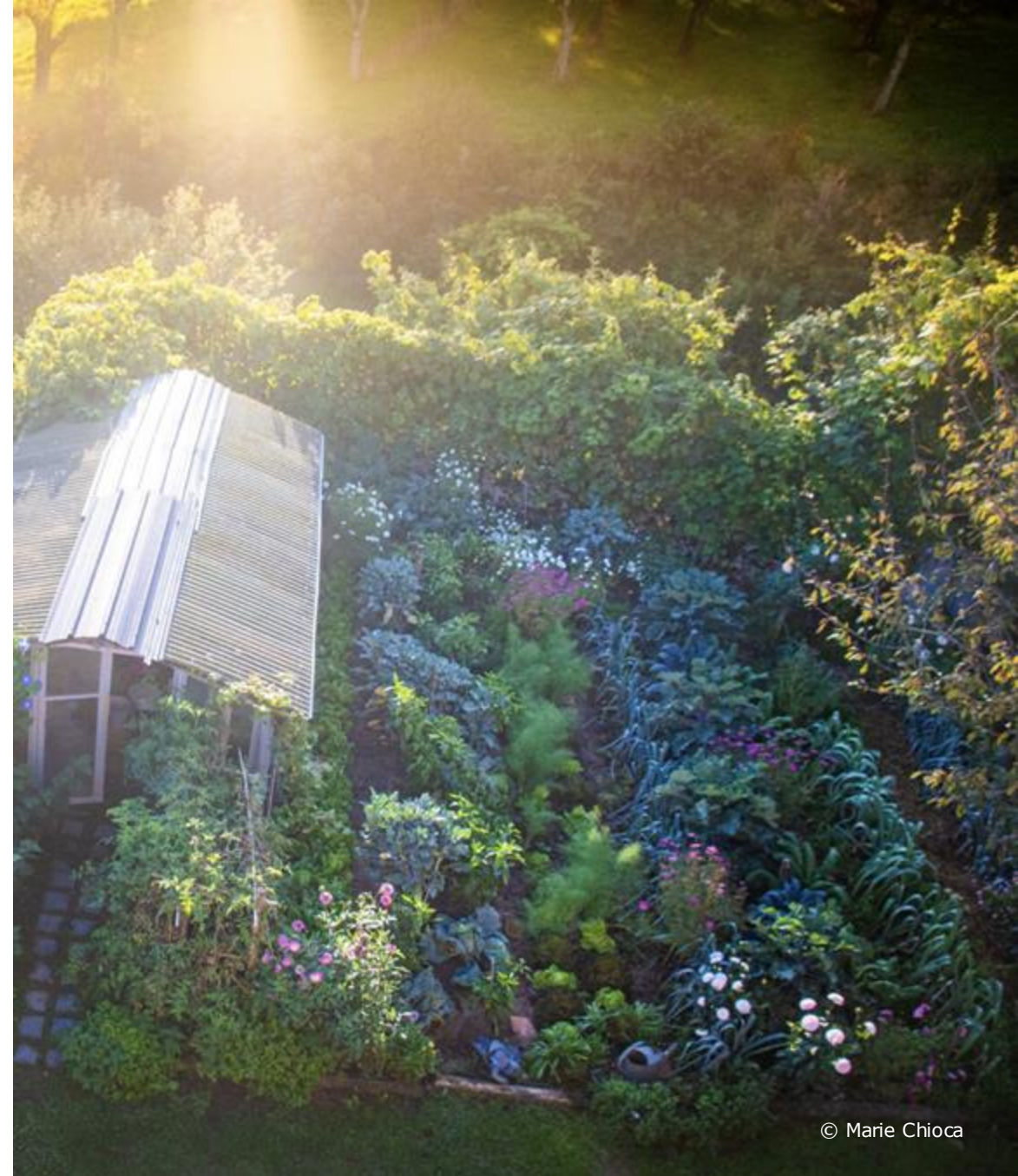


# Facilitating the Development of a Five-Year Strategy for a New Approach to Organizational Development



# What We Mean by OD in the Context of CEPF

- Organizational Development (OD) is a **holistic** and continuous long-term process of positive change **towards becoming a resilient organization/ community.**
- The aim is to ensure the **healthy and sustainable development** of CSOs to **enable them to have a long-term impact on biodiversity conservation.**
- We do so by ensuring that **all organizational capabilities are aligned** with the organization's **mission/ purpose.**
- It **encompasses, and goes beyond,** capacity building and biodiversity technical skills.



© Marie Chioca



# The Positive Impact of OD on Conservation

Some interesting case studies highlight that CSOs going through an OD process have greater impact and results on conservation.

Honeyguide, a Tanzanian organization that empowers local actors to run community-based protected areas, went through a 4-year transformative OD process, leading to increased impact in the field.

Across all Honeyguide's sites:

0 ELEPHANTS  
killed or poached in the  
past 4 years



Fig 1 | Randilen WMA Total Revenue

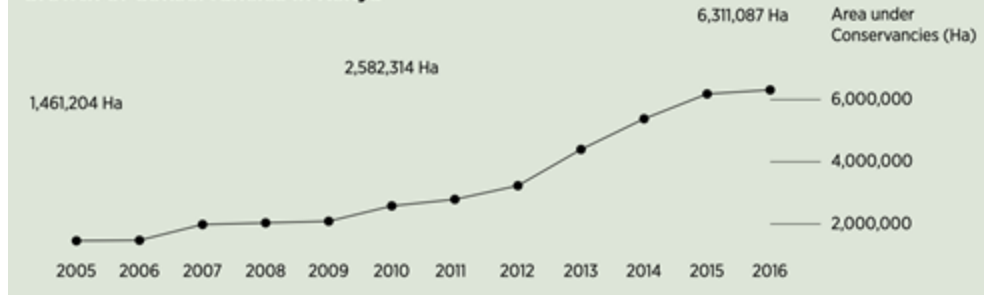


Fig 2 | Giraffe numbers in Randilen WMA



During a 5-year OD process, several community-based conservation organizations in Kenya have been able to grow significantly, increasing their impact on the ground.

Growth of Conservancies in Kenya

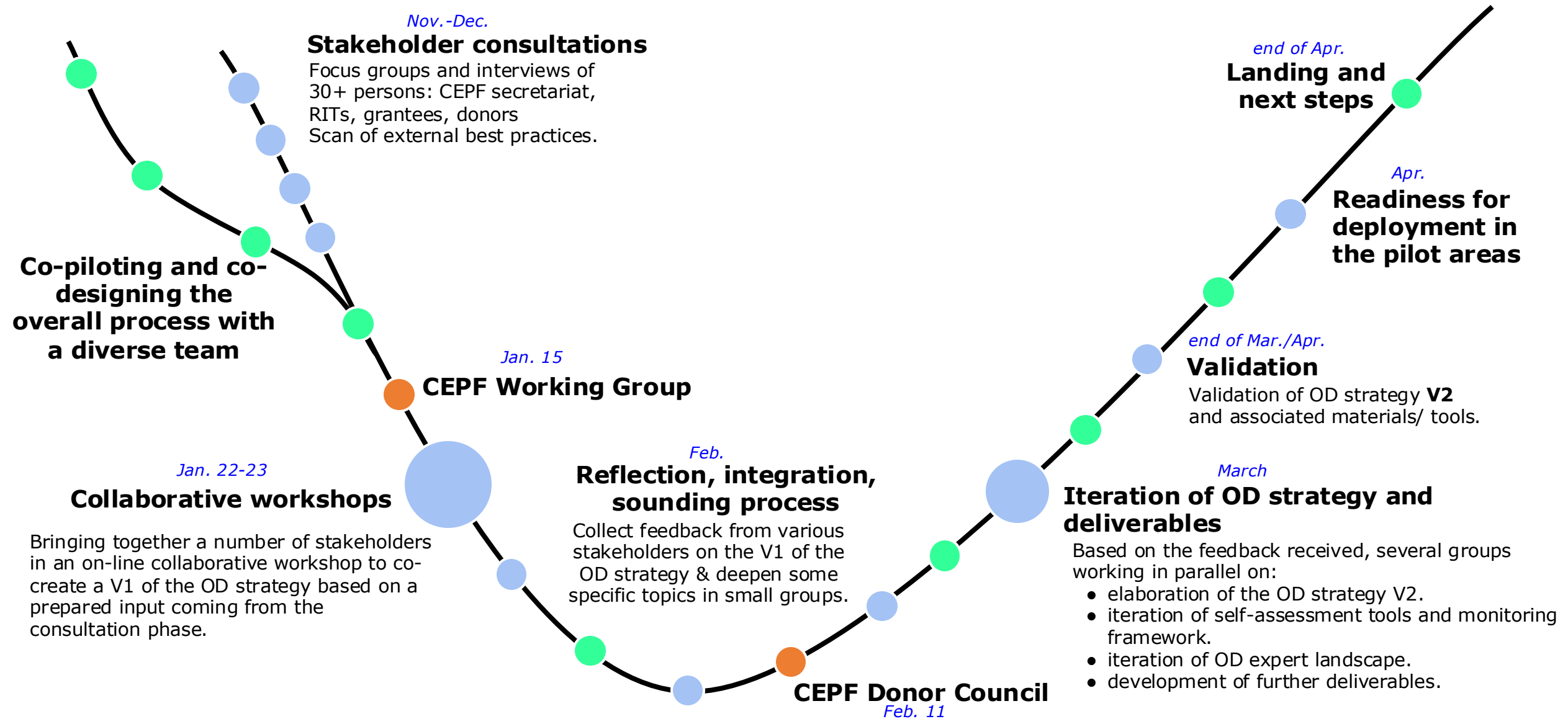


LION NUMBERS  
ARE 14% HIGHER



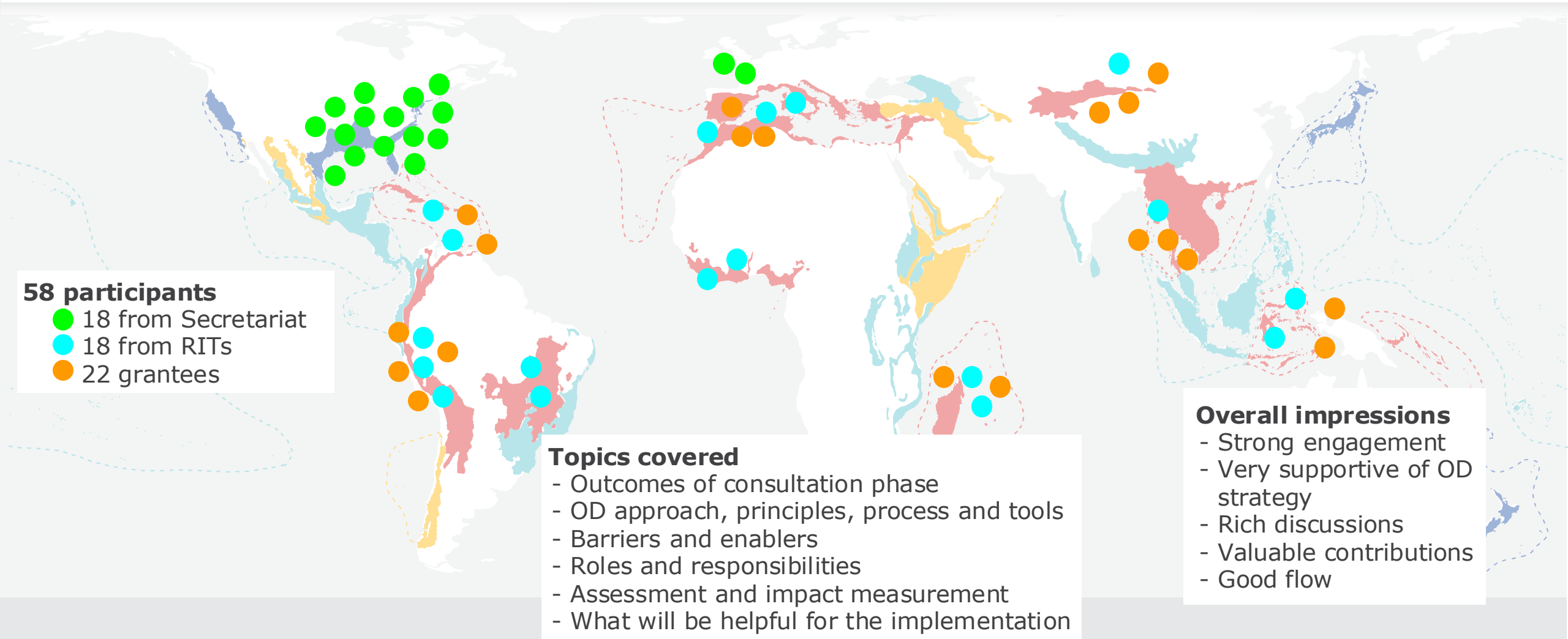
source: <https://www.maliasili.org/publications>

# Process Overview





# Highlights from the Collaborative Workshops



# Key Principles for the OD Strategy

- Directly **contributes to CEPF's mission** by strengthening the capacity of civil society to protect the world's biodiversity hotspots and is therefore **fully integrated in CEPF's strategy**.
- Builds on the **drive coming from CSOs and communities**.
- Provides overall **guidelines** with **practical tools**, enabling **tailored and context-specific** approaches based on CSOs needs.
- Envisions OD as a **long-term journey** going beyond funding cycles.
- Builds on the **strengths** of CEPF and of its partner organizations and puts **people at the heart of change**.
- Anchors OD support and resources **regionally**, while promoting sharing of learnings **globally** within and across hotspots.
- Is an **iterative and learning process** - including a **prototyping & piloting phase**.



© Jorge Brocca

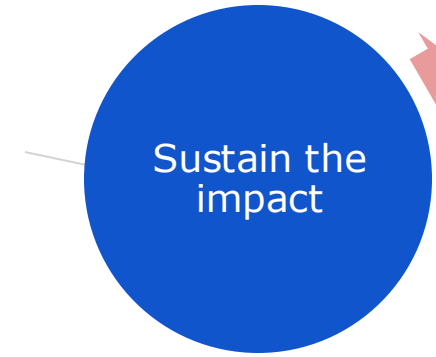


# OD Cycle



**Starting point: Mission of CSO/ conservation challenge and CSO's desire to develop/ strengthen capabilities**

- CSO shall be in a better position to plan, access & fund support.
- Encourage CSOs to source their own OD.
- Support **joining networks/ communities**.
- **Share stories**.



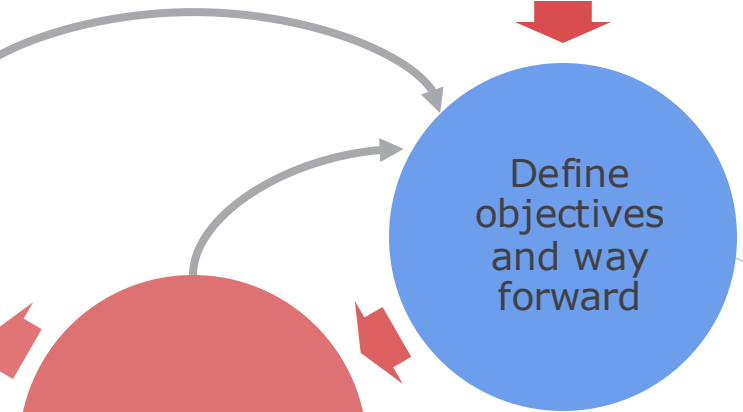
- **Leadership interest** and allocation of time & resources are central.
- OD partner selection and **establishing trust**.
- **Funding and contracting**.



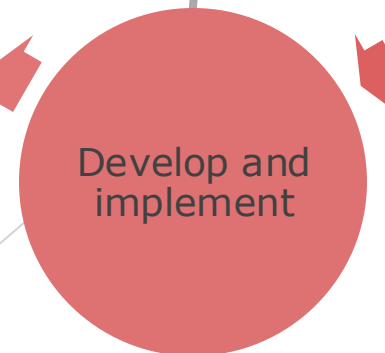
- Initial **facilitated self-assessment** with the team(s) by stepping back and looking ahead, through **open discussions**.
- Identification of 3-5 priorities.



- **Regularly assess progress**.
- **Draw learnings**, share them & feed them forward.
- Re-visit the objectives and **adapt** the approach as necessary.



- Define the **objectives and intended outcomes** for the 3-5 priorities identified.
- Define the **way forward** - a flexible, context-specific approach tailored to each organization.
- Identify the right **support providers**.



- **Can take different forms**: team development workshops, personal development, support over time to internal resources.
- Developing **ownership** is key.

# Self-Assessment

## Key principles

- Taking a **holistic view** of the CSO/ community and of its ecosystem.
- A **collaborative** process, based on inquiry and on engaging teams into **self-/ meta-reflection**.
- **Developmental-focused** - enabling the identification of organizational capabilities that can be strengthened to support long-term development and resilience.
- Building on a **self-assessment tool** that is holistic, visual, customizable, easy to use and inviting for self-reflection.

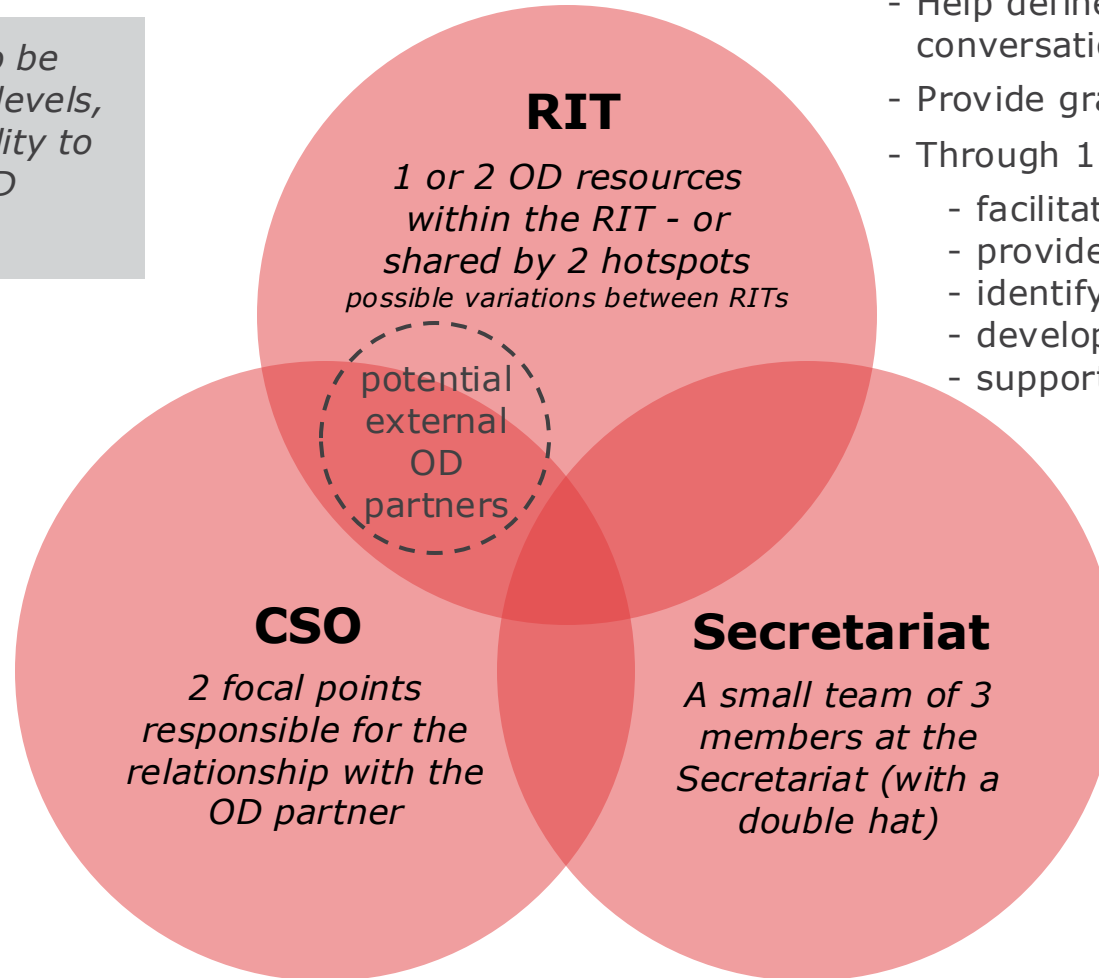




# Resources, Roles & Responsibilities

*Adequate skills will need to be developed at the different levels, both on OD and on the ability to facilitate, or support, an OD process.*

- Engage in the OD process they have applied for.
- Build on the support provided by RIT/ external OD partner/ CEPF's OD toolbox.
- Potentially source their own OD provider.



- Help define local needs through hotspot mapping and conversations with CSOs.
- Provide grants, resources, space (meaning time).
- Through 1 or 2 resources with OD competencies:
  - facilitate self-assessments.
  - provide OD expertise.
  - identify OD partners.
  - develop understanding of OD within RIT team.
  - support learnings exchanges within the hotspot.

- Provide financial resources, guidance, space (meaning time) and support to the RITs on OD matters, including for their own organizational development.
- Facilitate peer-to-peer exchanges; provide support.
- Connect with OD networks outside of CEPF.

# Eligibility Criteria

Criteria for eligibility for OD support need to be defined, taking into account:

- Strategic relevance of CSO's\* work for CEPF.
- CSO's readiness for change.
- Capacity of CSO to work on OD.
- CSO's leadership support / buy-in.
- Level of intervention for OD (hotspot/country/part of a country).
- Financial sustainability of the OD investment.

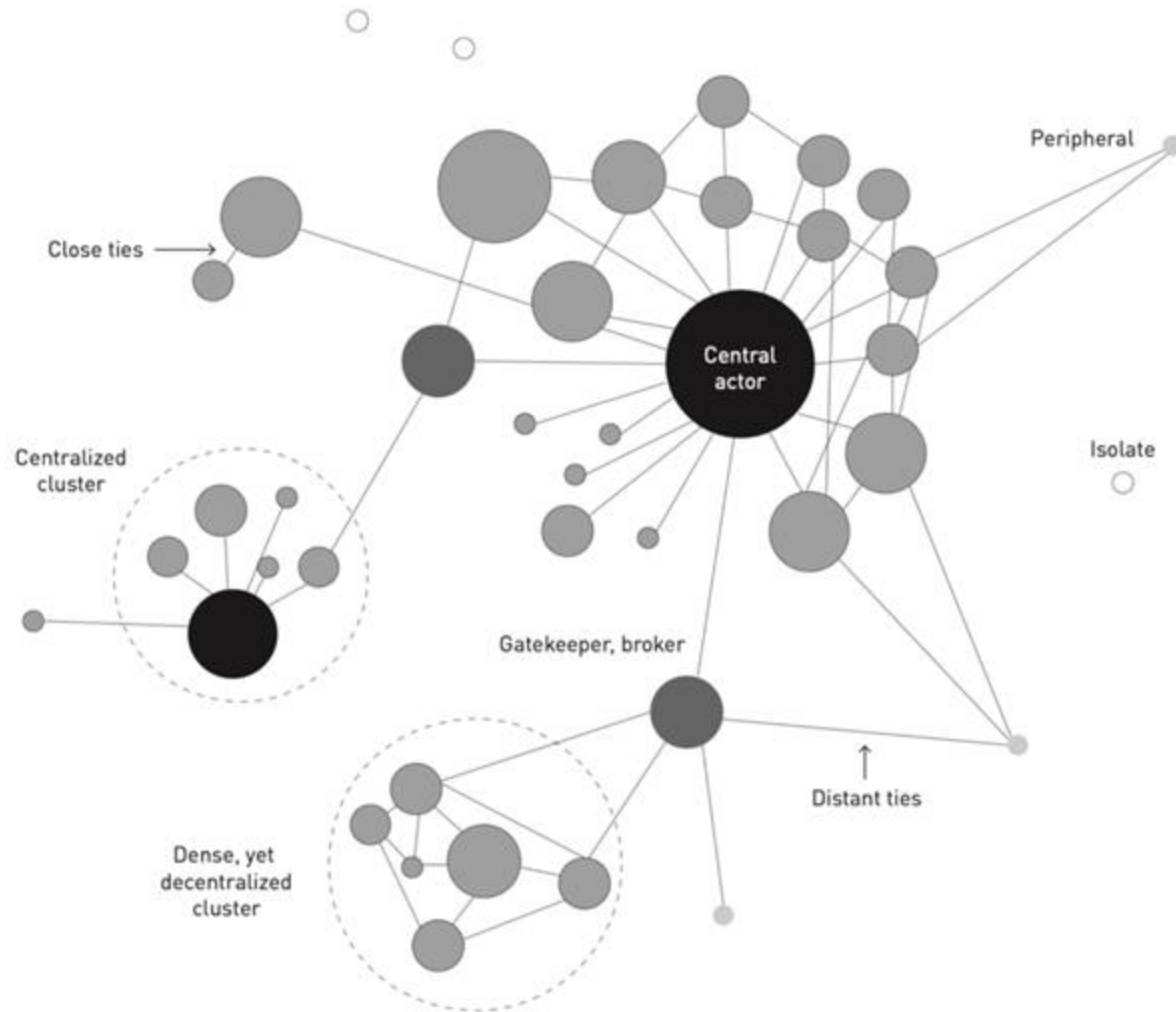
\*: on this slide CSO refers to individual CSOs or Communities of CSOs



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# Mapping of Actors at the Hotspot Level

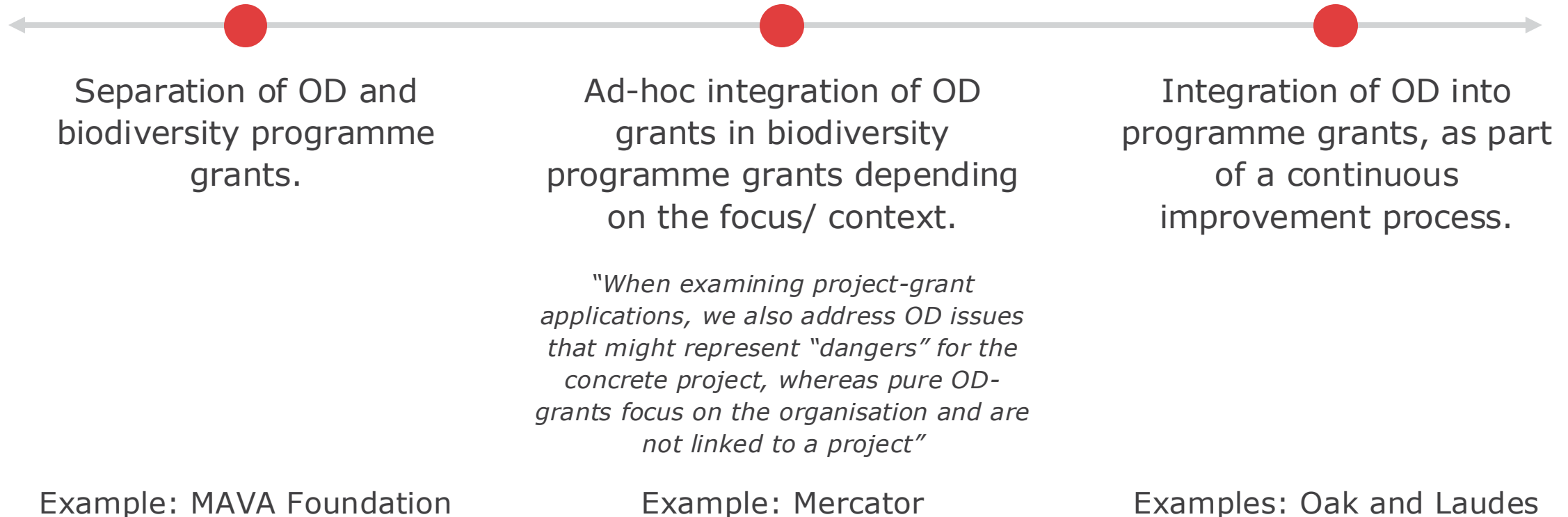


At the level of geographical sub-areas in a hotspot:

- Map all the CSOs that are working on biodiversity conservation.
- Map the funding streams and organizations going to these CSOs.
- Identify the existing collaborations between CSOs.
- Based on the analysis of both the map of CSOs and funding streams, develop targeted actions/initiatives to strengthen the communities and/or specific actors.

# Funding - OD Grants Management

- OD grants can be managed in different ways, including within CEPF.
- A decision tree can be developed to support the decision-making process.





# Financial Sustainability

- The financial sustainability of the OD strategy implementation is key.
- It depends on different variables, such as:
  - the mix of OD internal and external resources.
  - the number and amount of OD grants.
  - the timeframe of OD support, potentially going beyond the current funding cycles.
- Depending on the available funds, different scenarios could be developed to maximize the impact of OD efforts while ensuring their financial sustainability.

# OD Impact Assessment and Monitoring

## Key Principles

- OD cannot be measured and monitored with the same analytical & quantitative approach as conservation, due to its deep, systemic, and often cultural transformative characteristics.
- There is a need for a mix of qualitative and quantitative indicators.
- Success should be CSO-driven and focused, and not CEPF focused.
- A few examples of potential indicators:
  - Talent and staff retention.
  - Conservation impacts.
  - Level of connection with other CSOs (partnerships/joint projects).
  - Improved engagement and collaboration with local and national governments.
  - Percentage of achievement of the CSO's/Community's OD development goals.





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# Topics That Will Be Deepened

- Criteria for eligibility.
- Financial sustainability.
- Roles & responsibilities, skills and resources.
- Impact assessment and monitoring.
  
- Preparation for the implementation:
  - Prototypes / pilots preparation.
  - Accompanying change in the pilot areas.
  - Process for assessing progress, drawing learnings and feeding these into the OD strategy.

# Potential Barriers and Enablers

## Potential Barriers

- **Limited OD capacity and resources.**
- **Quite sophisticated management systems** that apply universally.
- **Focus on predefined, tangible deliverables** and strict time-based success measures.
- **Limited self-awareness** of the need to address development challenges.
- **Short funding cycles and lack of unrestricted funding.**
- **A potential tension**, in that CEPF needs to show results, while we need to respect that OD needs to be an organic, collaborative process.
- **Reliance on a single donor for OD funding so far.**

## Enablers

- **Strengthen OD capacity in hotspots** by recruiting OD specialists, possibly shared across hotspots.
- **Allocate time and resources at the Secretariat** to support OD prototypes and institutionalize OD within the organization.
- **Simplify processes and systems.**
- **Leverage prototypes and existing initiatives** in hotspots and CSOs.
- **Develop and refine assessment tools** by piloting a simple OD self-assessment tool outside the CSTT system.
- **Enhance knowledge-sharing and collaboration.**
- **Integrate OD into funding and monitoring** by aligning OD efforts with conservation outcomes; consider a civic space protection approach.



# Questions

How does this resonate with you?

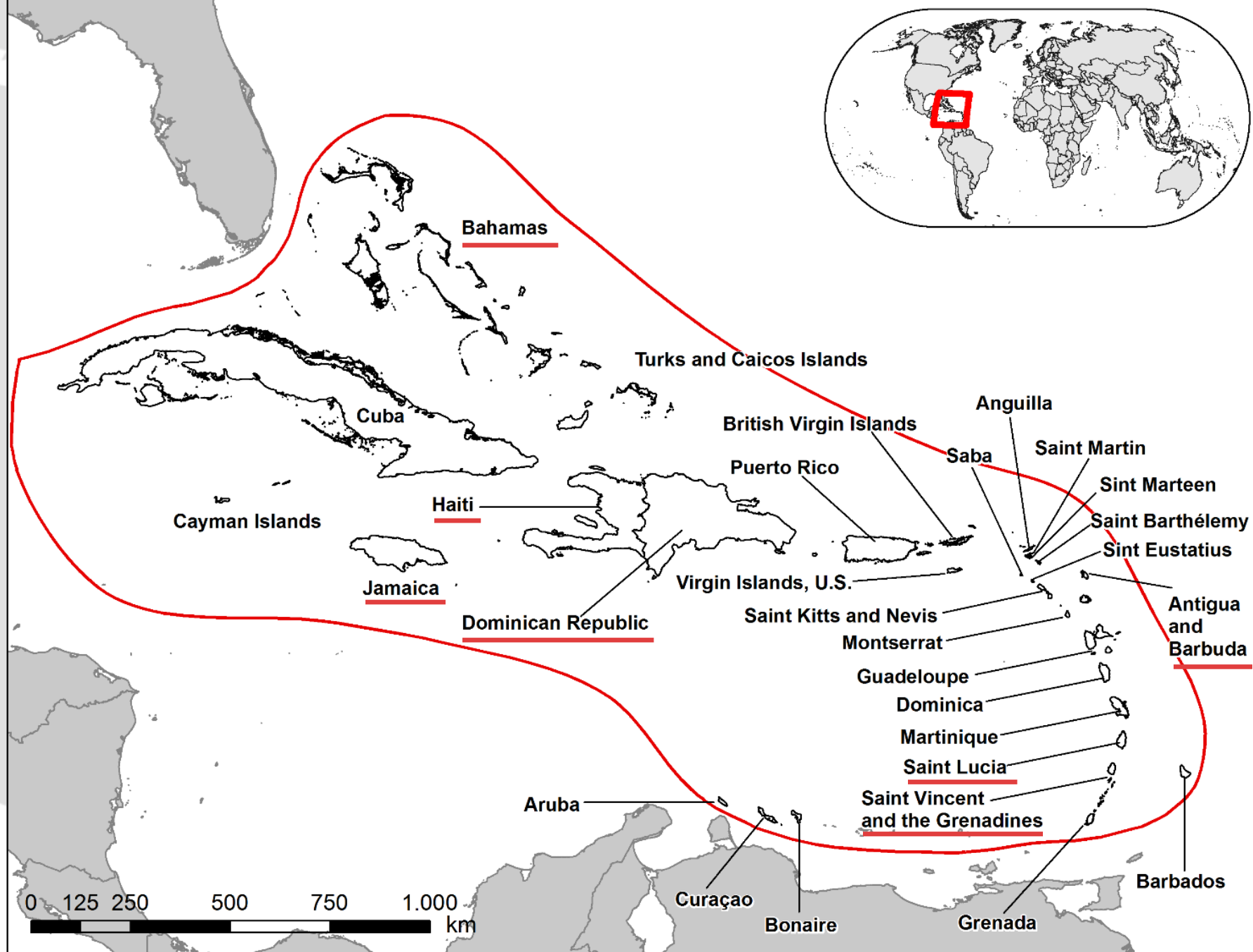
What is particularly important from your perspective, and what would be helpful to explore further/look at?



# Caribbean Islands Hotspot Portfolio Overview



CARIBBEAN ISLANDS HOTSPOT





## Caribbean Hotspot Investment Phase II

- Start date: July 2021
- End date: October 2027
- Total investment: \$13.9 million
  - Grants to CSOs: \$9.8 million
  - RIT grant: \$1.5 million
  - CSAT grant: \$0.5 million
  - CEPF operations: \$2.1 million
- Source of finance: Government of Japan funds managed by the World Bank







# Goal:

- Improve the capacity of civil society organizations to reduce threats to globally important biodiversity in the Caribbean Islands Biodiversity Hotspot

**SD1:** Improve the protection and management of **33 priority sites** for long-term sustainability

**SD2:** Increase landscape-level connectivity and ecosystem resilience in **7 priority corridors**

**SD3:** Safeguard populations of **138 priority species**



**SD4:** Improve the **enabling conditions** for conservation

**SD5:** Support Caribbean civil society by building **capacity** and fostering **collaboration**



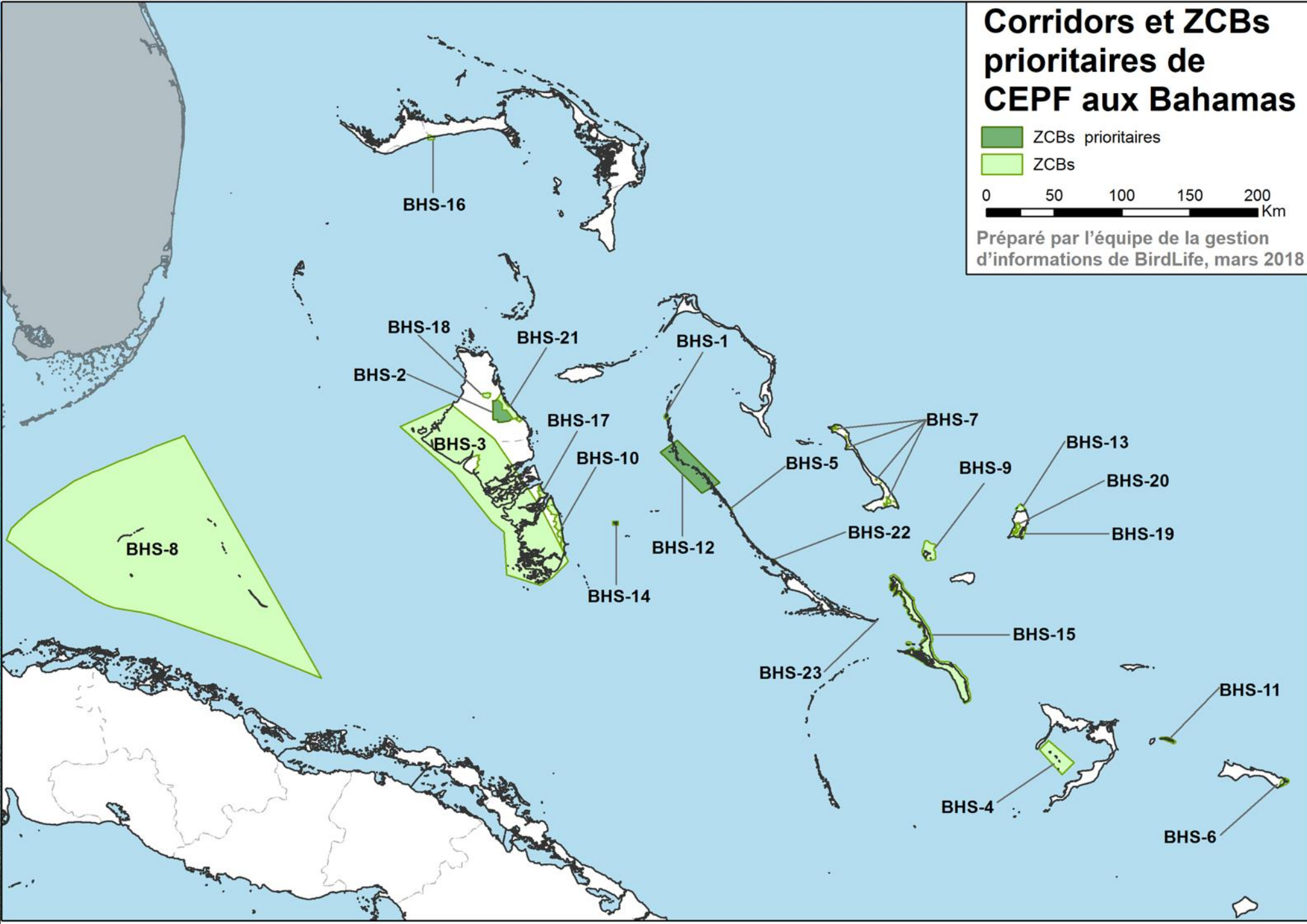


# Corridors et ZCBs prioritaires de CEPF aux Bahamas

 ZCBs prioritaires  
 ZCBs

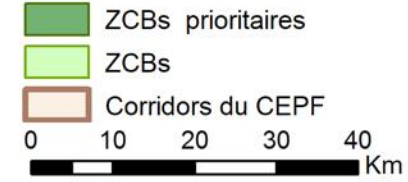


Préparé par l'équipe de la gestion d'informations de BirdLife, mars 2018

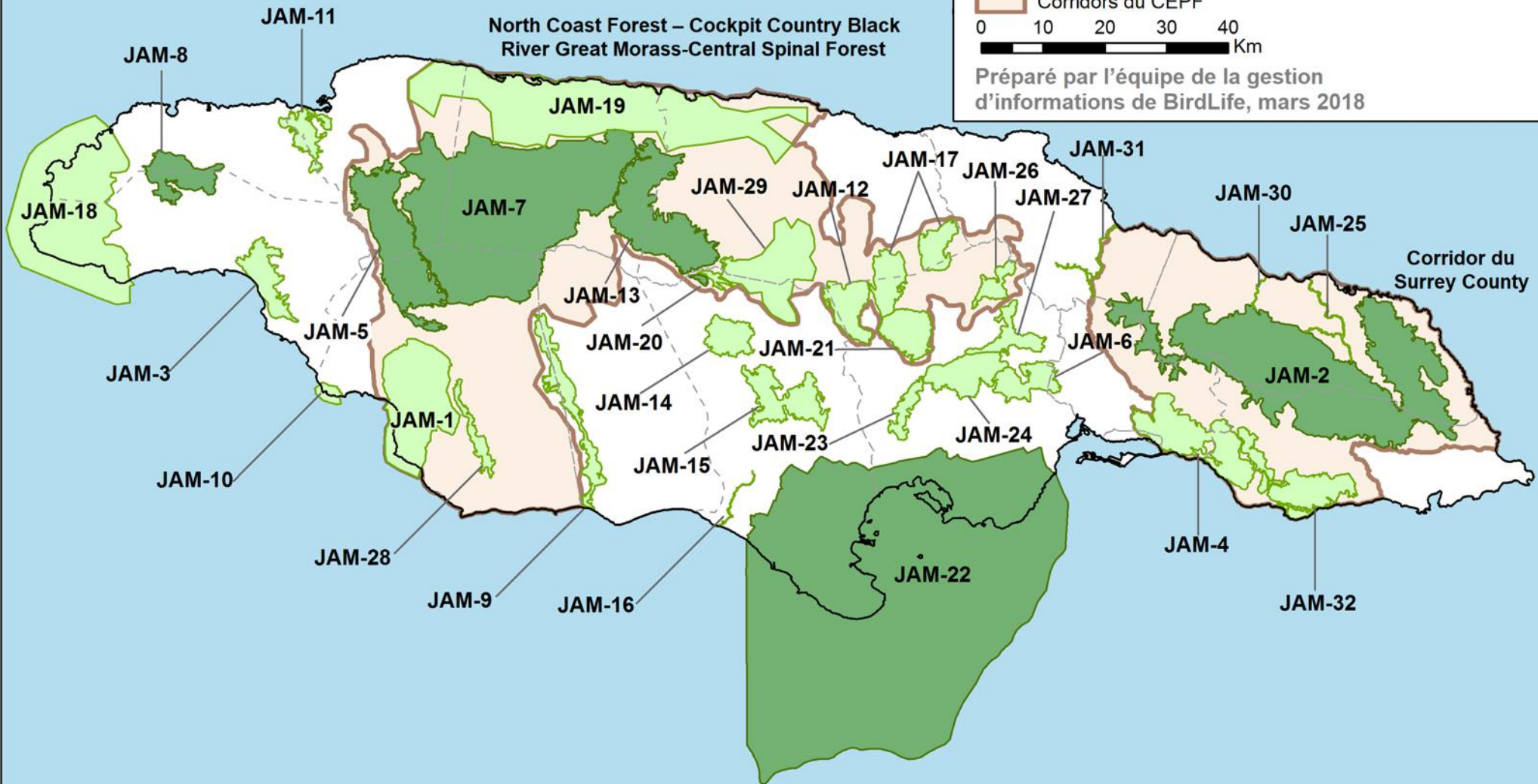




# Corridors et ZCBs prioritaires du CEPF en Jamaïque



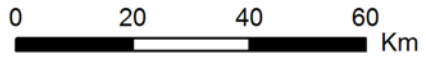
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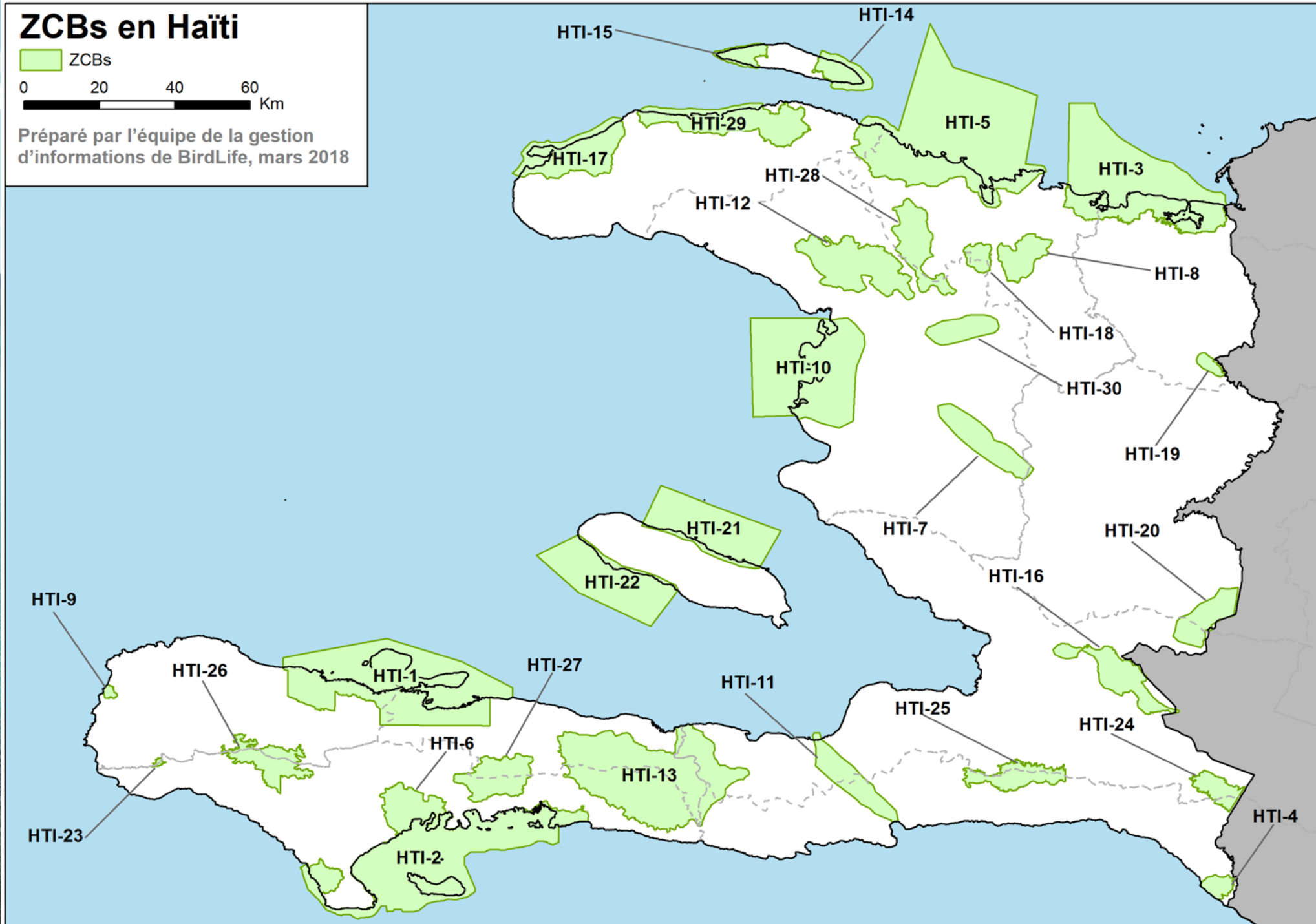


# ZCBs en Haïti

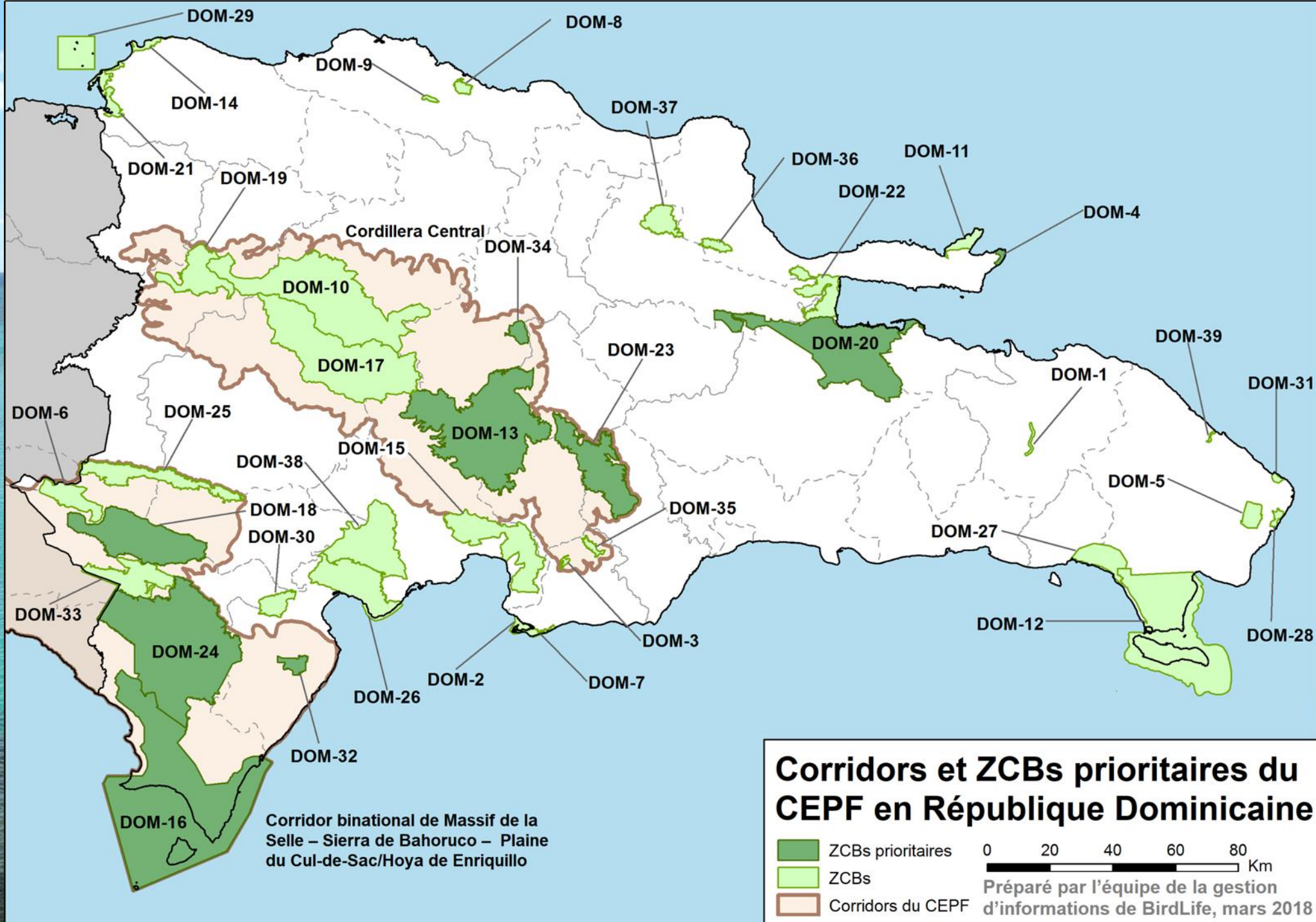
ZCBs



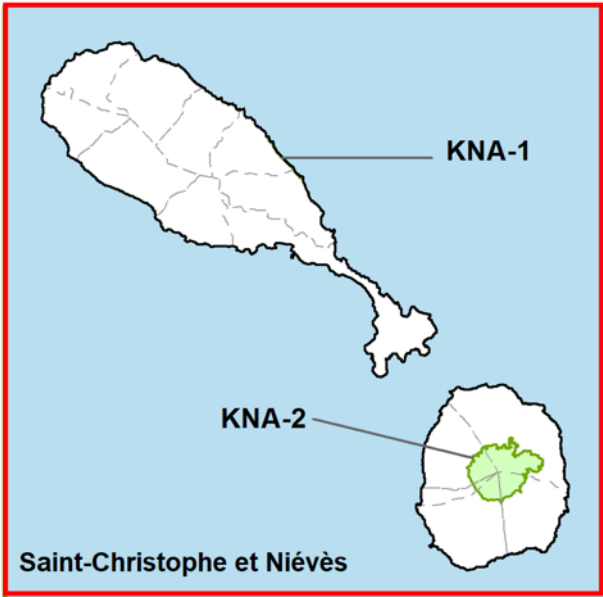
Préparé par l'équipe de la gestion d'informations de BirdLife, mars 2018



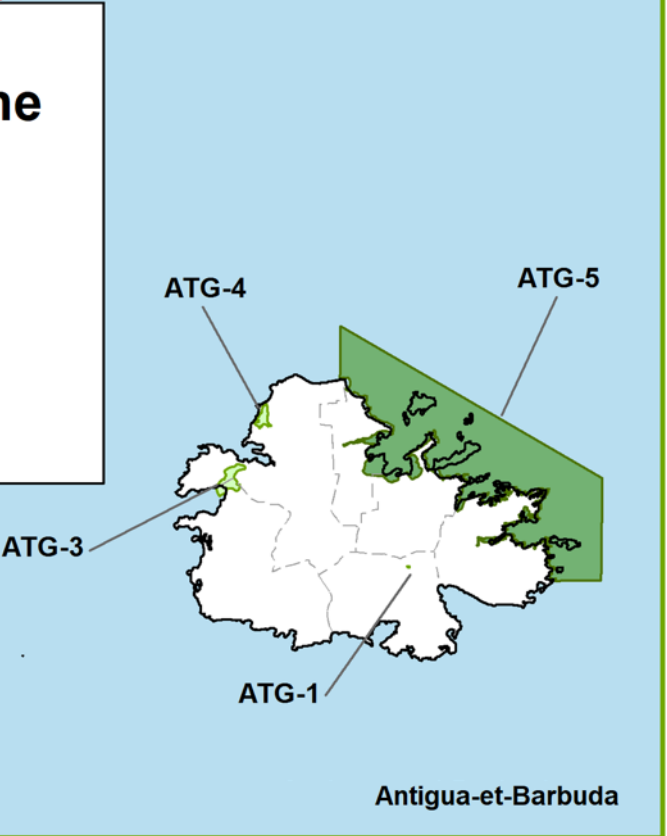
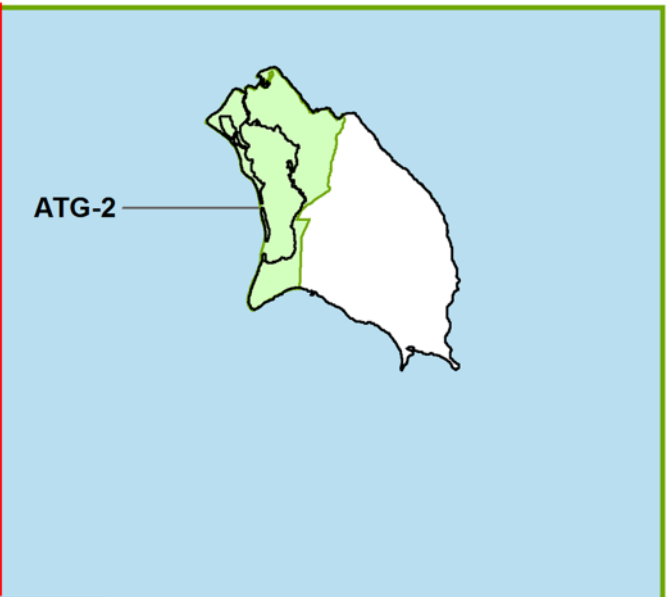








Saint-Christophe et Nièves



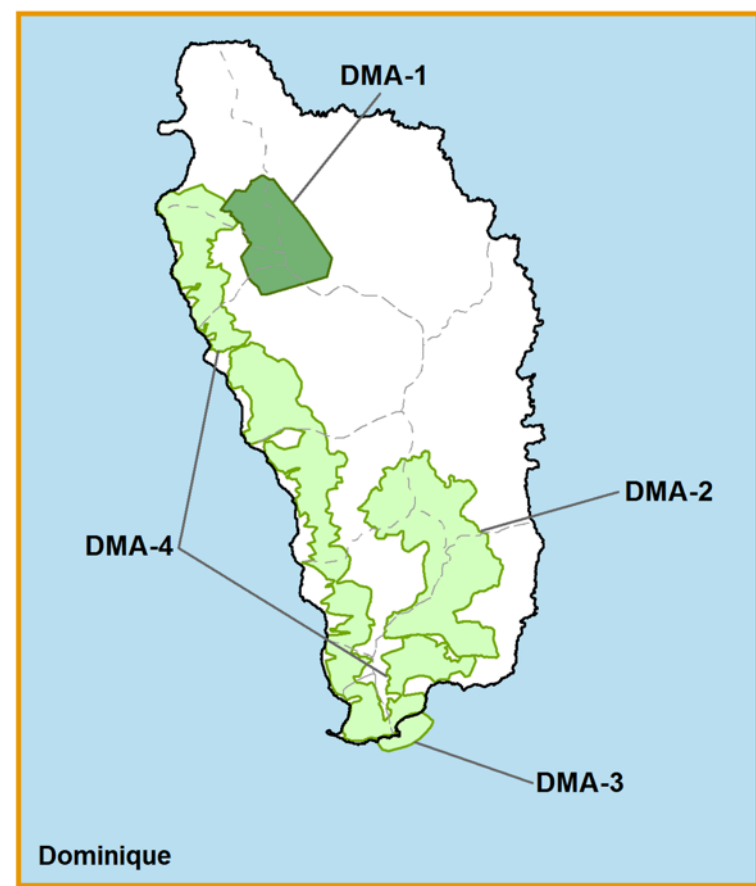
Antigua-et-Barbuda

**ZCBs prioritaires du CEPF à Saint-Christophe et Nièves, Antigua-et-Barbuda et Dominique**

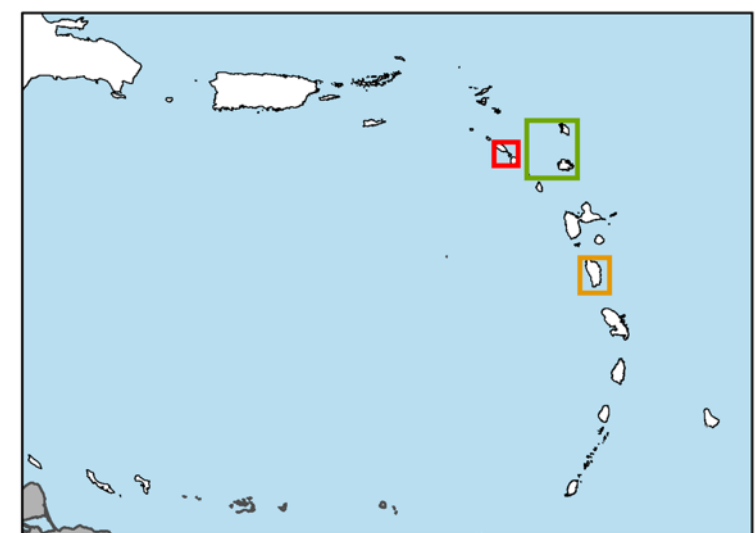
ZCBs prioritaires  
 ZCBs

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Préparé par l'équipe de la gestion d'informations de BirdLife, mars 2018



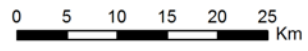
Dominique



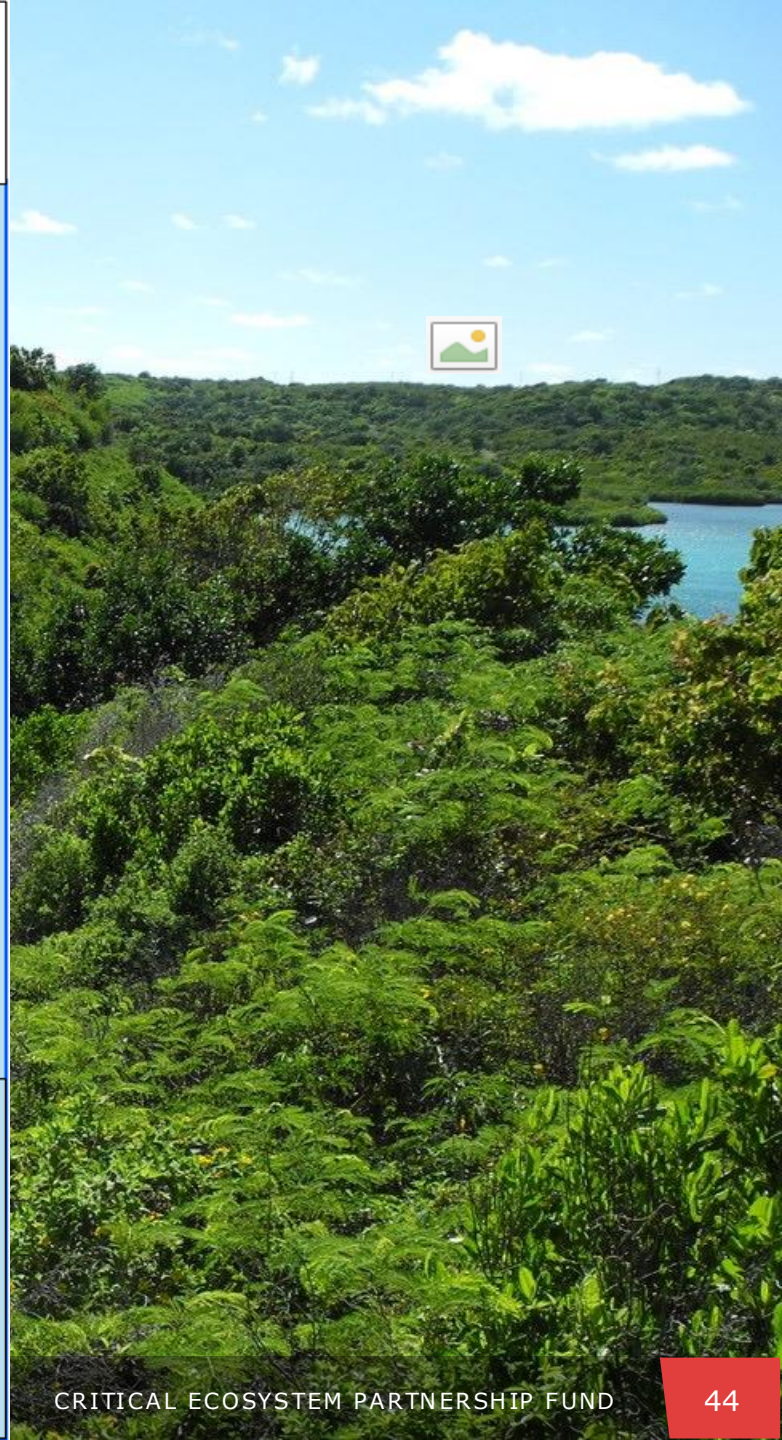
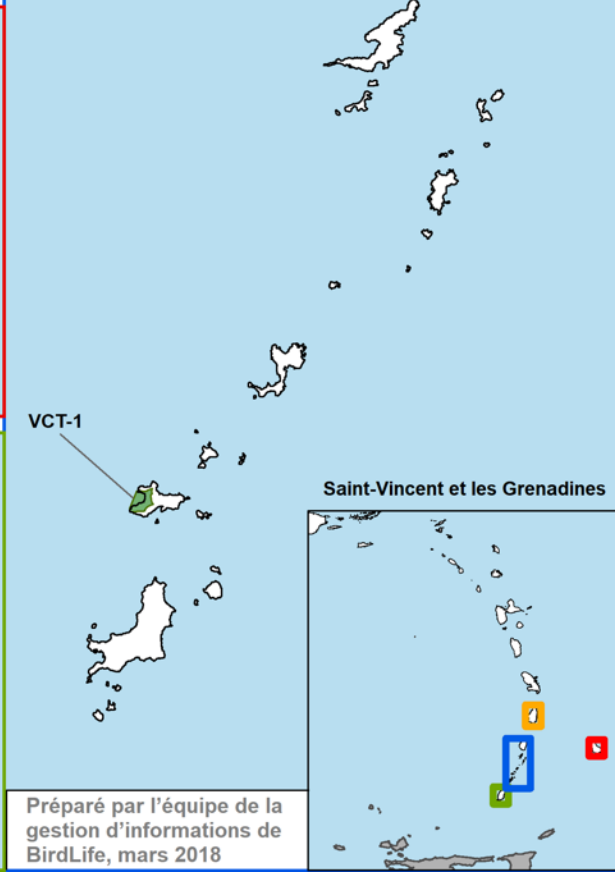
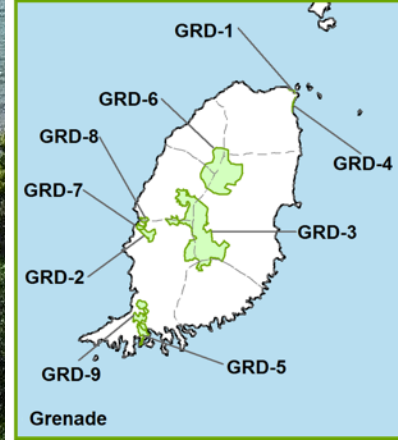
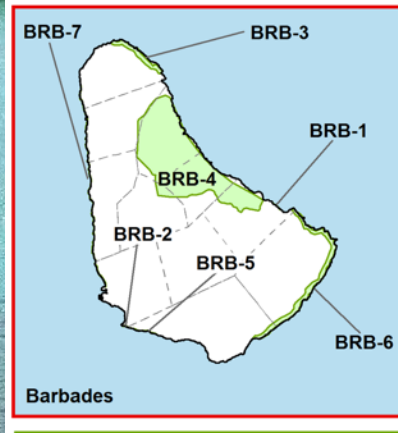
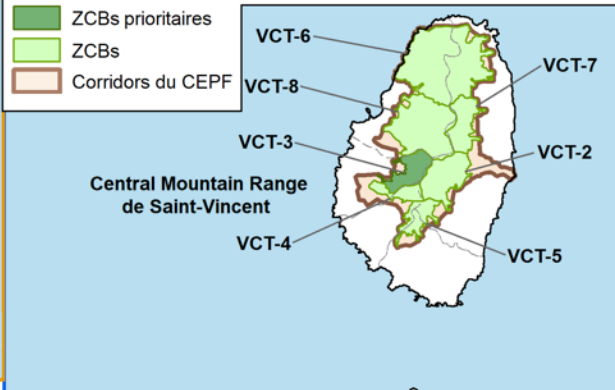
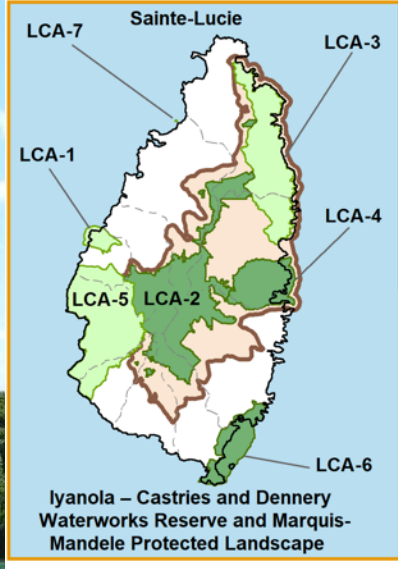




# Corridors et ZCBs prioritaires du CEPF à Sainte-Lucie, Barbades, Grenade et Saint-Vincent et les Grenadines



- ZCBs prioritaires
- ZCBs
- Corridors du CEPF






## Overview of CEPF portfolio


- Regional Implementation Team: Caribbean Natural Resources Institute (CANARI)
- Large grants: 20 (all active)
- Small grants (<\$50,000): 22 (20 active, 2 closed)
- Total value of portfolio: \$8.1 M (69% of budget)
- Local organizations: 29 grants / \$5.3 M
- International organizations: 14 grants / \$2.8 M








**CRITICAL ECOSYSTEM**  
PARTNERSHIP FUND



CANARI serves as CEPF's regional implementation team for the Caribbean Islands Biodiversity Hotspot.

# Caribbean Islands Biodiversity Hotspot

**Midterm Assessment Meeting**  
Dominican Republic | 19-21 November 2024





## Interim results

**29** CSOs receiving grants from CEPF (Target = 50)

**15** CSOs with increased capacity to reduce threats to biodiversity (Target = 25)

**17** priority KBAs with reduced threats to biodiversity (Target = 20)

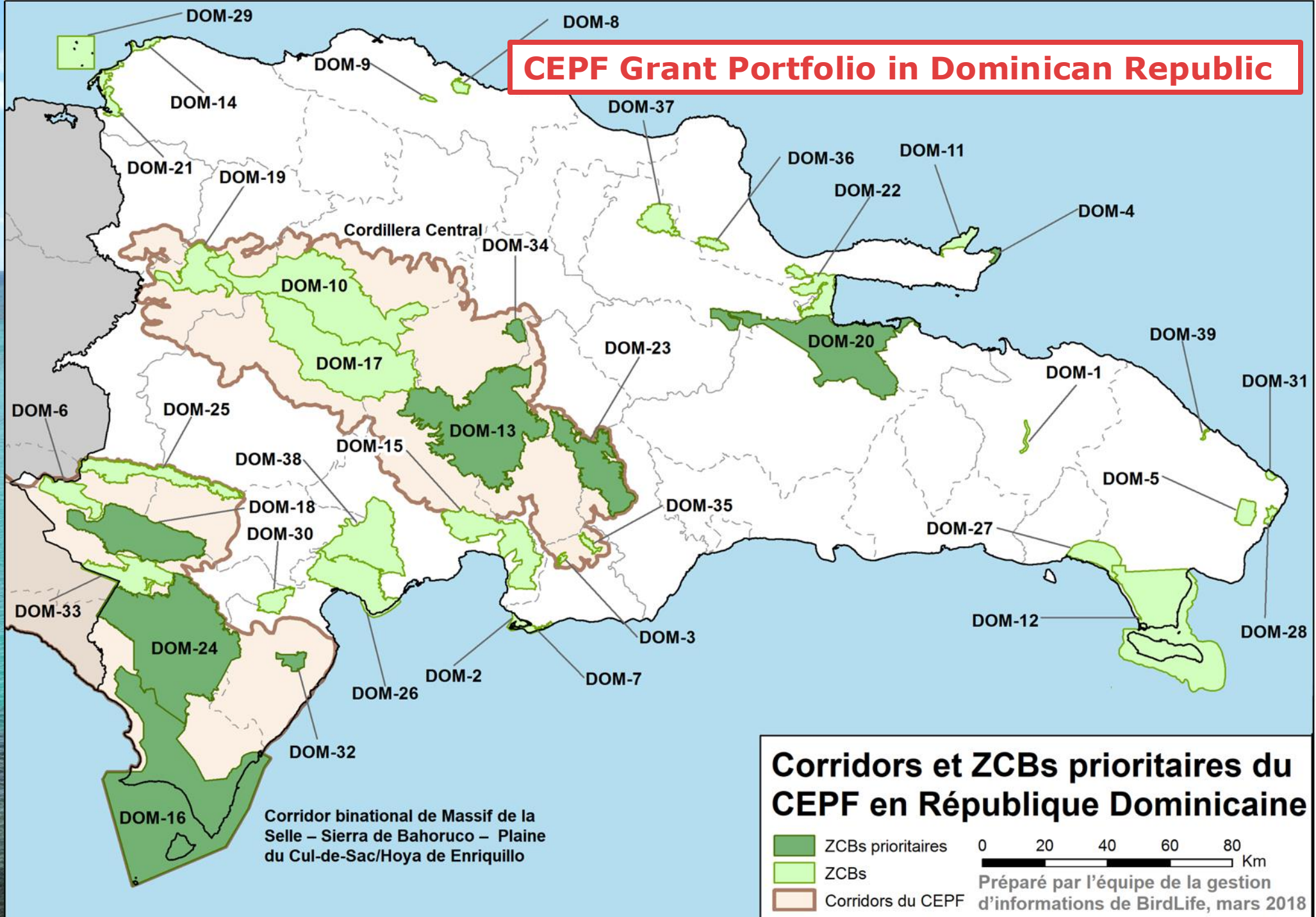
**38** priority species with conservation action plans (Target = 30)

**13** civil society networks with improved collaboration and coordination (Target = 10)





# CEPF Grant Portfolio in Dominican Republic



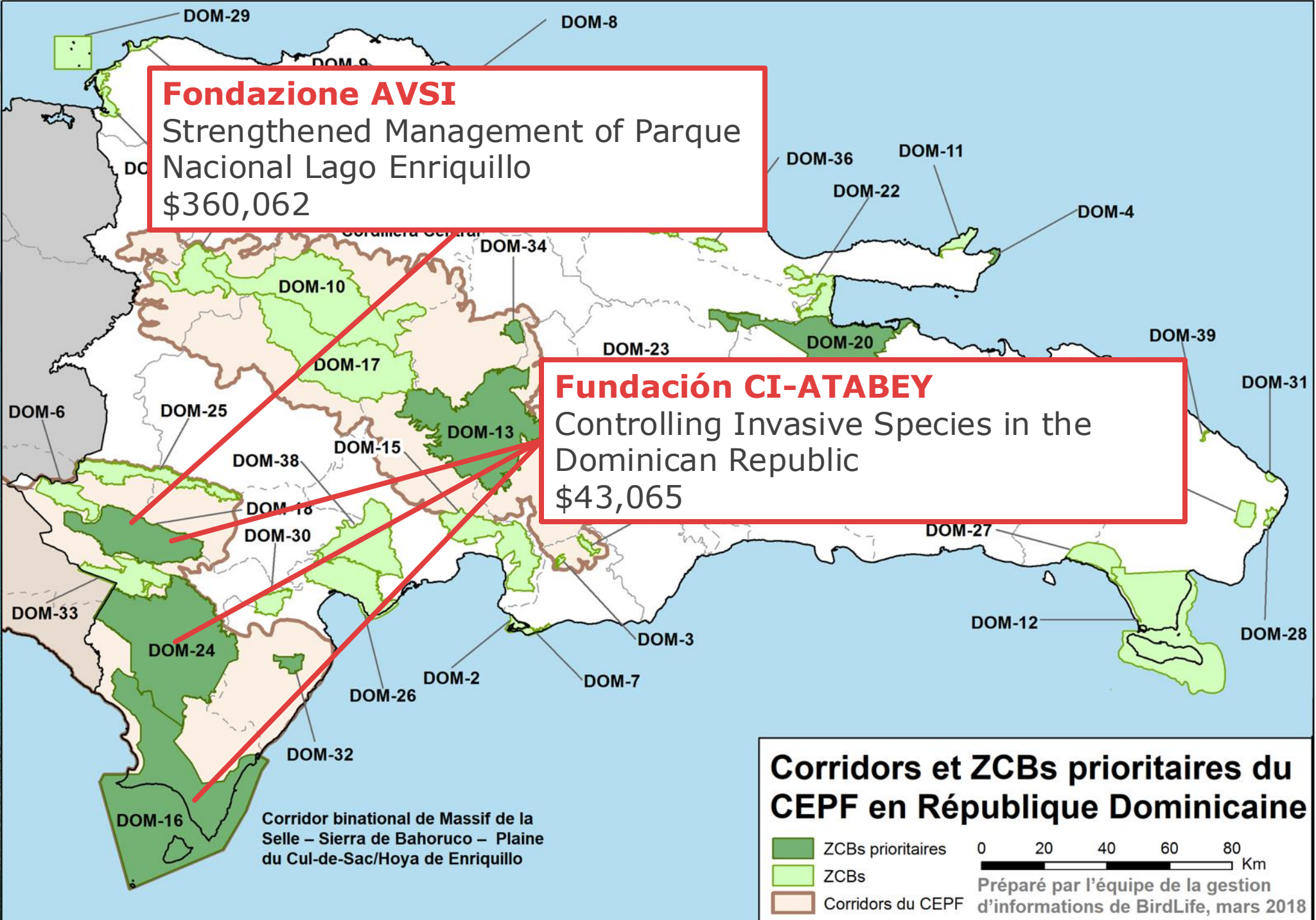


### Fondazione AVSI

Strengthened Management of Parque Nacional Lago Enriquillo  
\$360,062

### Fundación CI-ATABEY

Controlling Invasive Species in the Dominican Republic  
\$43,065



## Corridors et ZCBs prioritaires du CEPF en République Dominicaine

■ ZCBs prioritaires    0    20    40    60    80  
■ ZCBs  
■ Corridors du CEPF

0 20 40 60 80 Km  
Préparé par l'équipe de la gestion d'informations de BirdLife, mars 2018



### Sociedad Ornitológica de la Hispaniola

Threat Mitigation in Sierra de Bahoruco and Bahoruco Oriental KBAs

\$430,661

### Fondazione AVSI

Promoting Conservation through Beekeeping in Sierra de Bahoruco National Park

\$120,515

### CESAL

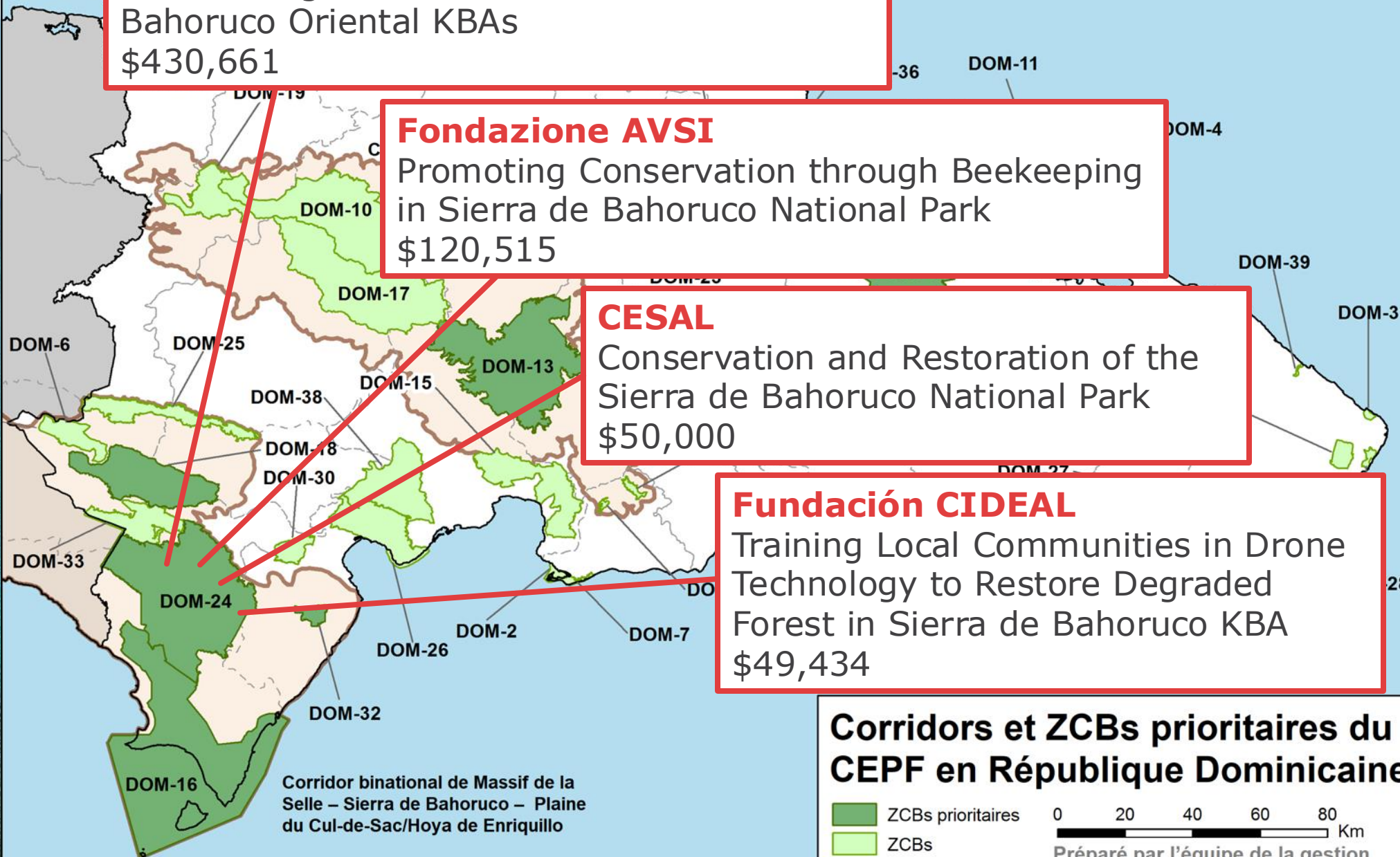
Conservation and Restoration of the Sierra de Bahoruco National Park

\$50,000

### Fundación CIDEAL

Training Local Communities in Drone Technology to Restore Degraded Forest in Sierra de Bahoruco KBA

\$49,434



## Corridors et ZCBs prioritaires du CEPF en République Dominicaine

■ ZCBs prioritaires 0 20 40 60 80 Km  
■ ZCBs  
■ Corridors du CEPF  
Préparé par l'équipe de la gestion d'informations de BirdLife, mars 2018



# SOH Conservación: Enhancing Management to Mitigate Threats in Sierra de Bahoruco and Bahoruco Oriental KBAs, Dominican Republic



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# Fondazione AVSI: Promoting Conservation Through Beekeeping in Sierra de Bahoruco National Park



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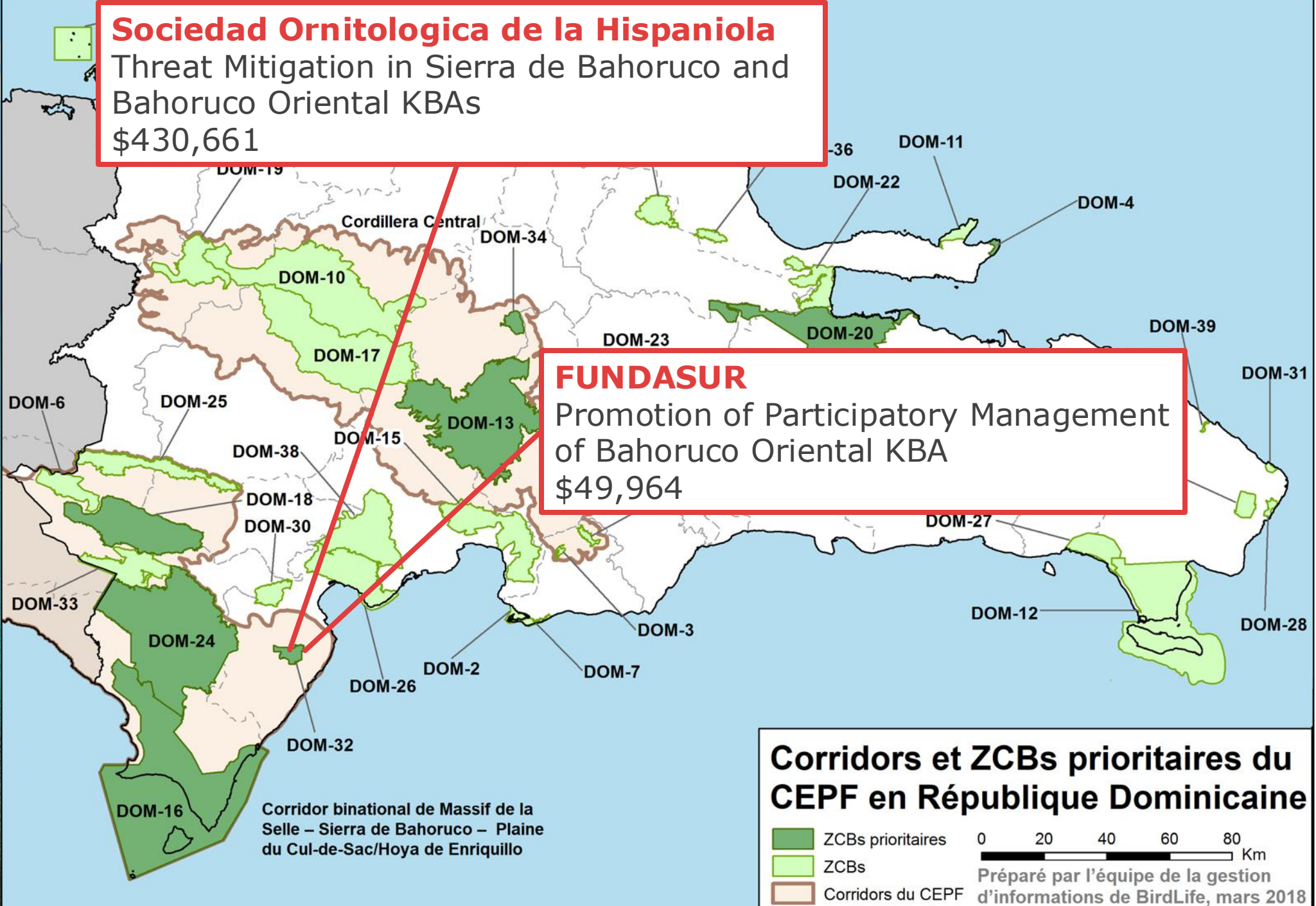
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**Sociedad Ornitológica de la Hispaniola**  
 Threat Mitigation in Sierra de Bahoruco and Bahoruco Oriental KBAs  
 \$430,661

**FUNDASUR**  
 Promotion of Participatory Management of Bahoruco Oriental KBA  
 \$49,964



Corridor binational de Massif de la Selle – Sierra de Bahoruco – Plaine du Cul-de-Sac/Hoya de Enriquillo

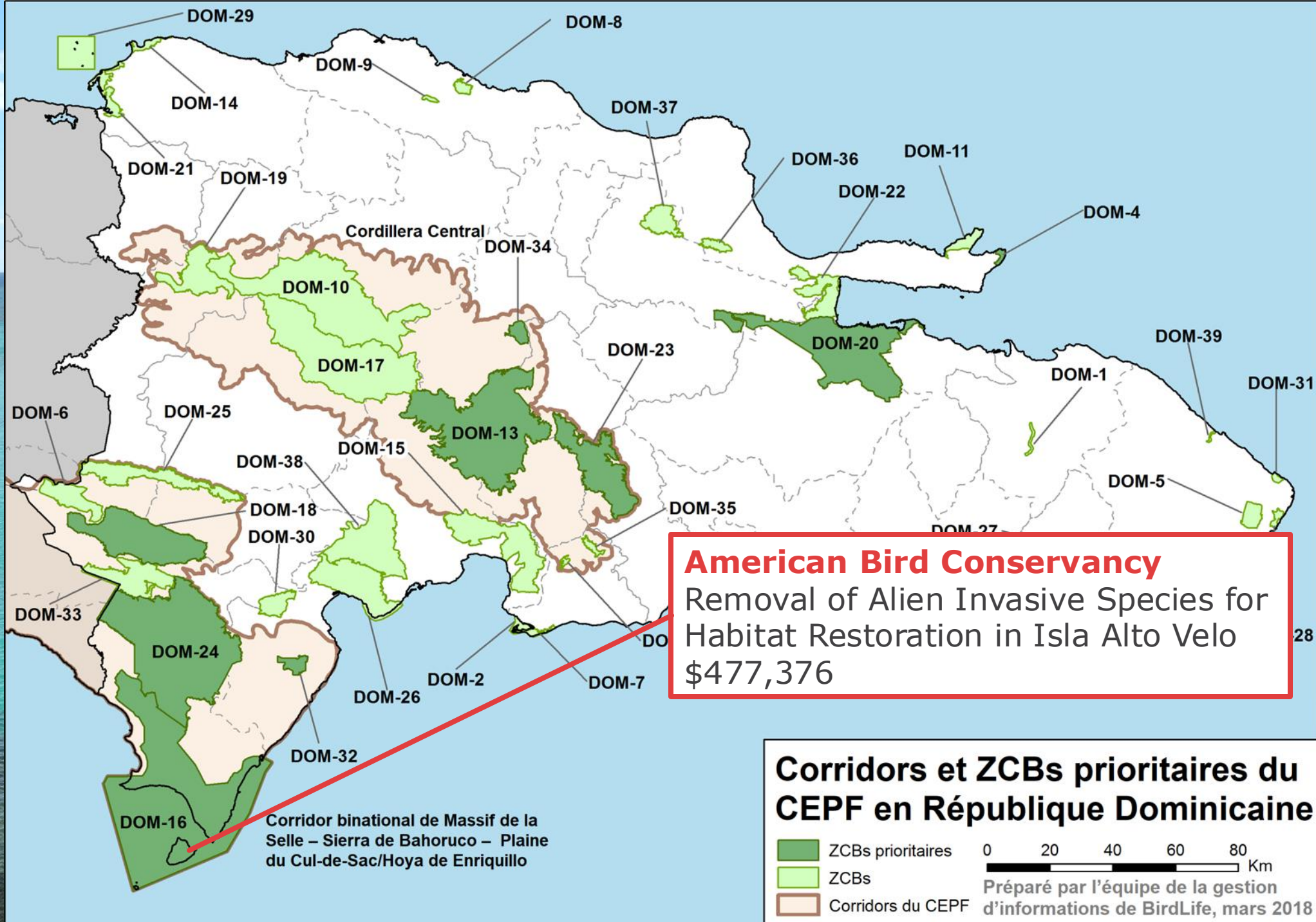
**Corridors et ZCBs prioritaires du CEPF en République Dominicaine**

- ZCBs prioritaires
- ZCBs
- Corridors du CEPF

0 20 40 60 80 Km

Préparé par l'équipe de la gestion d'informations de BirdLife, mars 2018

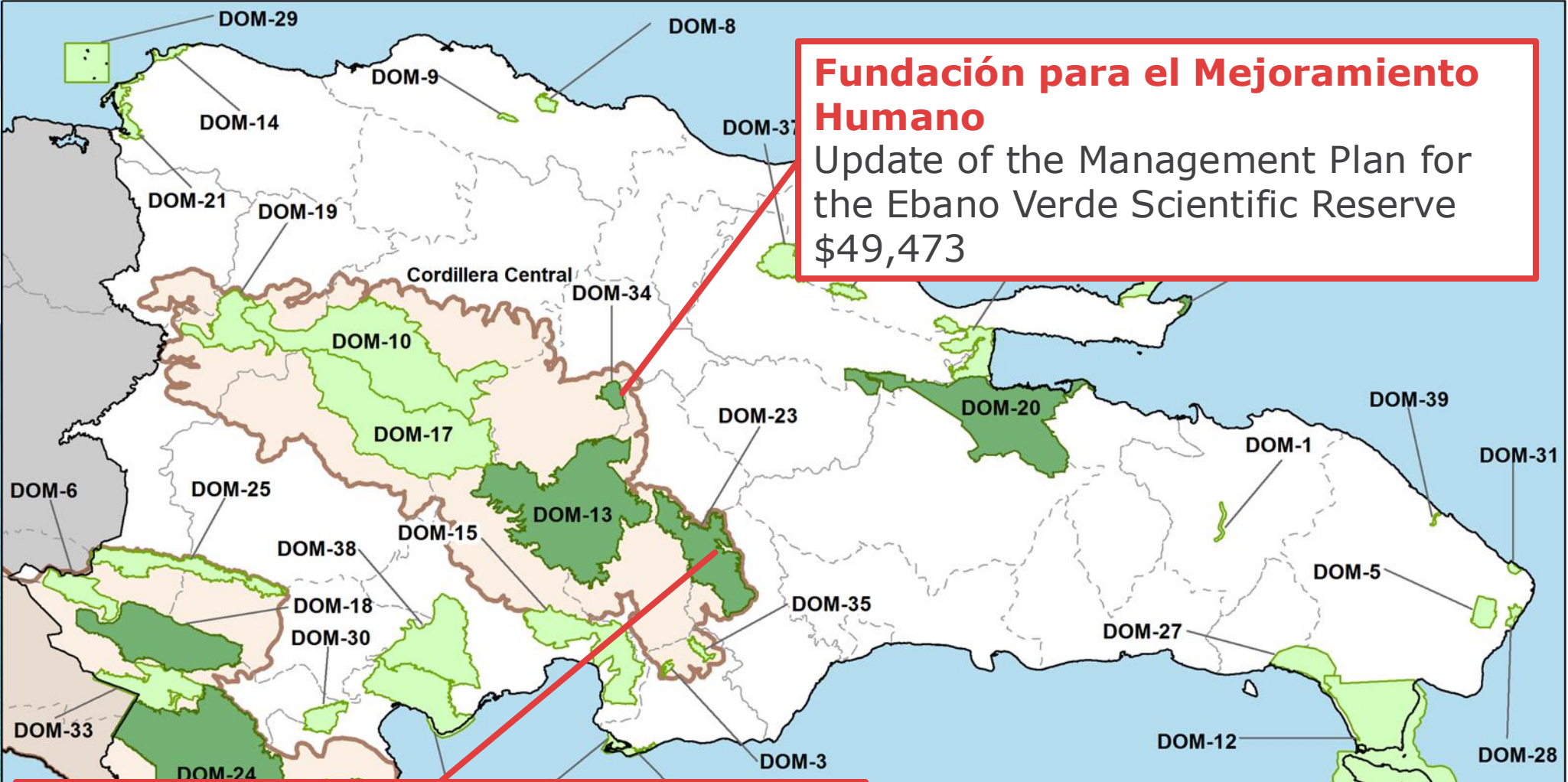






## Fundación para el Mejoramiento Humano

Update of the Management Plan for the Ebano Verde Scientific Reserve  
\$49,473



**Instituto Dominicano de Desarrollo Integral**  
Management Planning and Implementation in Parque Nacional Montaña La Humeadora  
\$215,224

## Corridors et ZCBs prioritaires du CEPF en République Dominicaine

Legend:  
■ ZCBs prioritaires (dark green)  
■ ZCBs (light green)  
■ Corridors du CEPF (light brown)

Scale: 0 20 40 60 80 Km

Préparé par l'équipe de la gestion d'informations de BirdLife, mars 2018



# Instituto Dominicano de Desarrollo Integral: Management Planning and Implementation in Parque Nacional Montaña La Humeadora

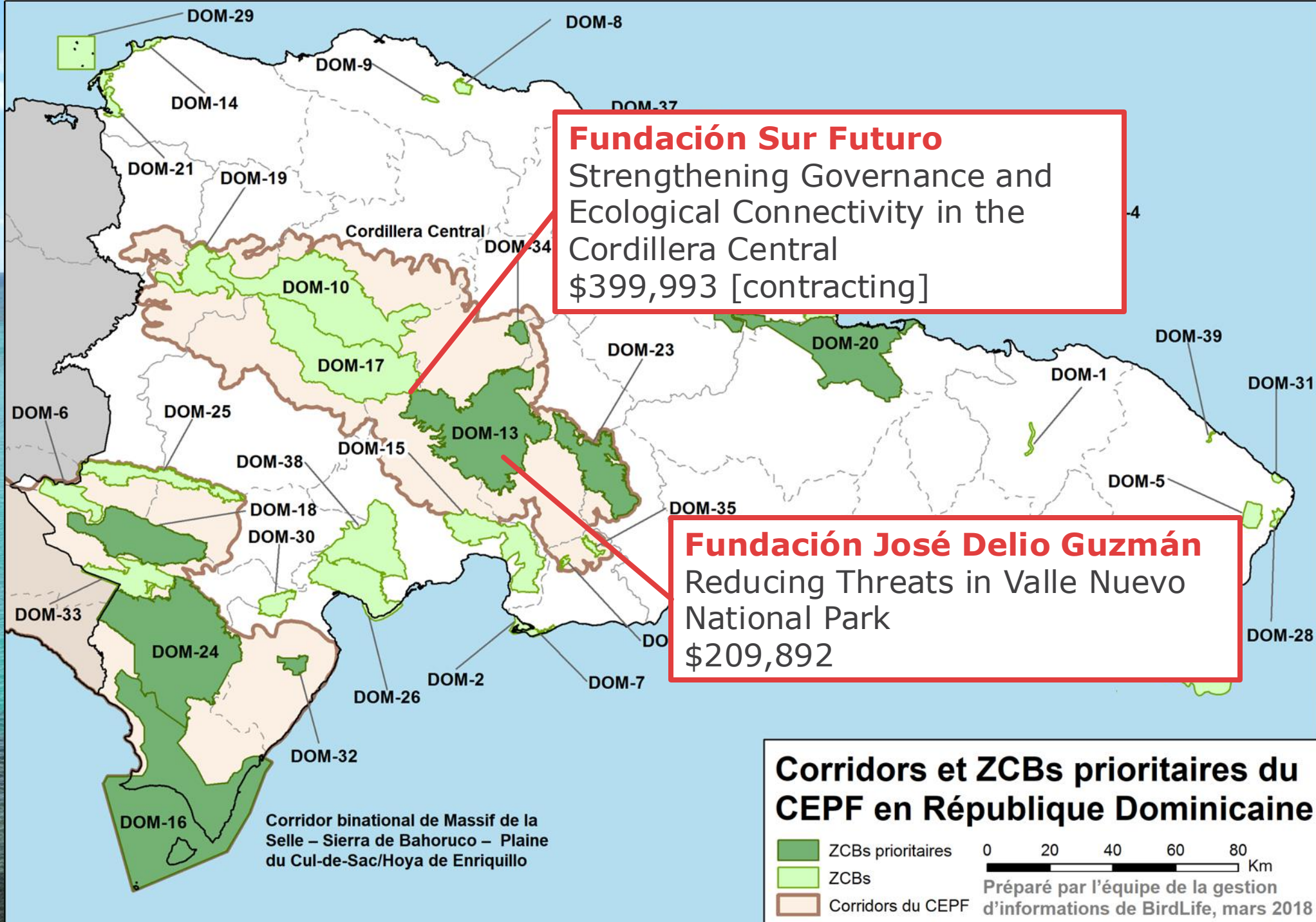


© Nina Marshall



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**Fundación Sur Futuro**  
 Strengthening Governance and Ecological Connectivity in the Cordillera Central  
 \$399,993 [contracting]

**Fundación José Delio Guzmán**  
 Reducing Threats in Valle Nuevo National Park  
 \$209,892

**Corridors et ZCBs prioritaires du CEPF en République Dominicaine**

ZCBs prioritaires  
 ZCBs  
 Corridors du CEPF

0 20 40 60 80 Km  
 Préparé par l'équipe de la gestion d'informations de BirdLife, mars 2018

Corridor binational de Massif de la Selle – Sierra de Bahoruco – Plaine du Cul-de-Sac/Hoya de Enriquillo

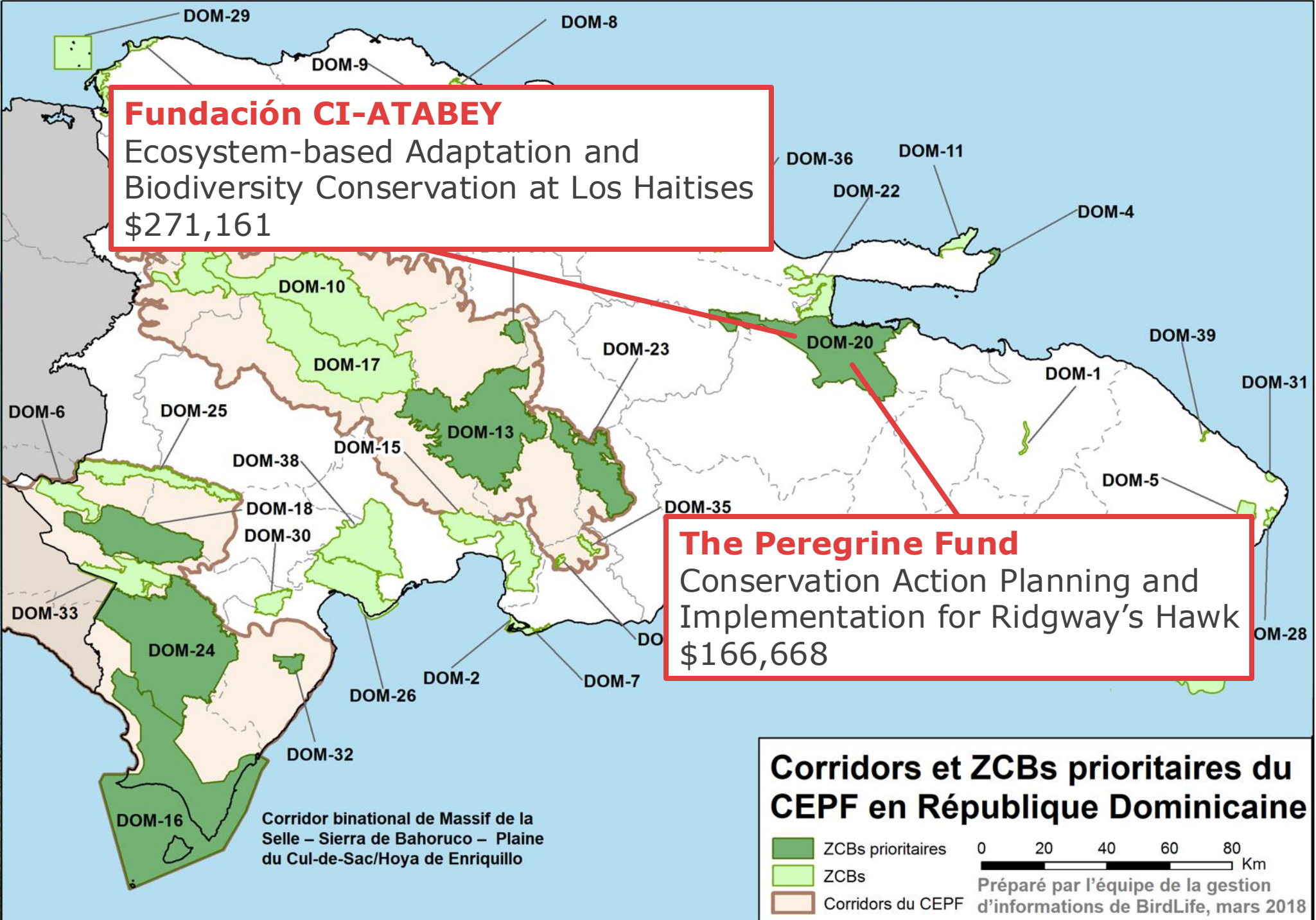


**Fundación CI-ATABEY**

Ecosystem-based Adaptation and Biodiversity Conservation at Los Haitises  
\$271,161

**The Peregrine Fund**

Conservation Action Planning and Implementation for Ridgway's Hawk  
\$166,668



Corridor binational de Massif de la Selle – Sierra de Bahoruco – Plaine du Cul-de-Sac/Hoya de Enriquillo

**Corridors et ZCBs prioritaires du CEPF en République Dominicaine**

Legend:  
■ ZCBs prioritaires  
■ ZCBs  
■ Corridors du CEPF

Scale: 0 20 40 60 80 Km

Préparé par l'équipe de la gestion d'informations de BirdLife, mars 2018



# The Peregrine Fund: Conservation Action Planning and Implementation for Ridgway's Hawk



© Jack Tordoff

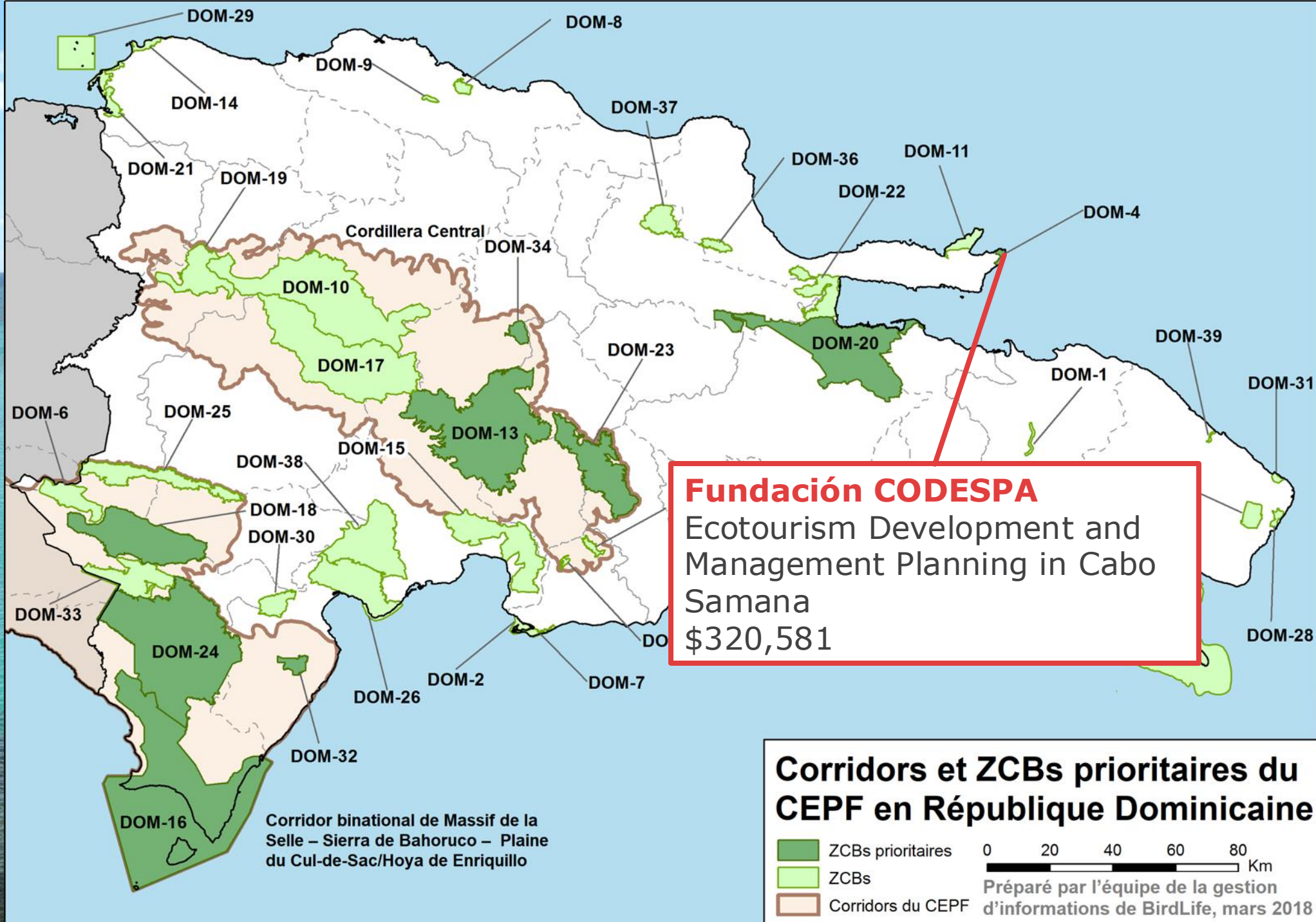


© Carlos Suárez



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### **IUCN**

Conservation Action Plans  
for Threatened Conifers and  
Palms in the Dominican  
Republic  
\$112,626

### **Instituto Dominicano de Desarrollo Integral**

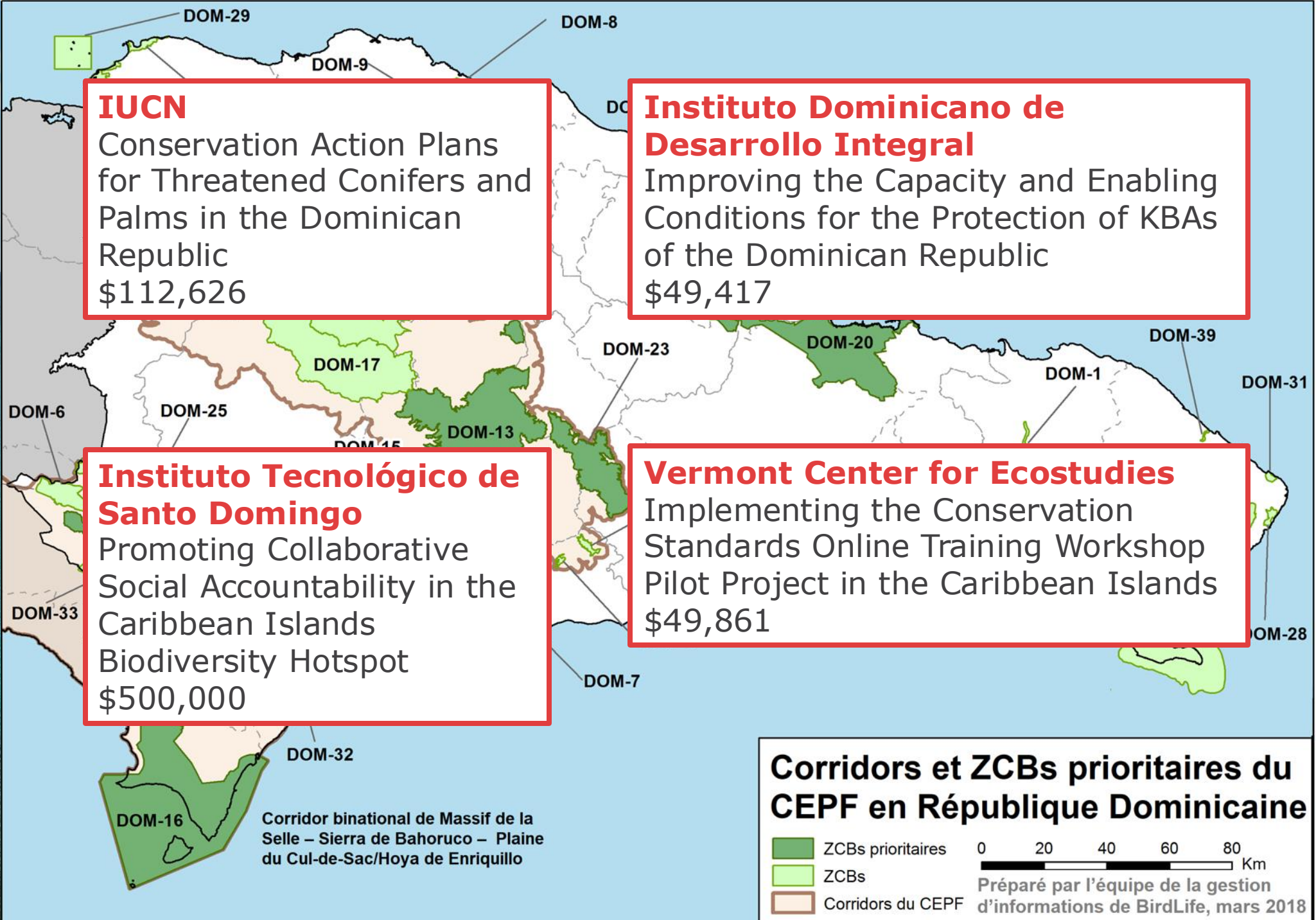
Improving the Capacity and Enabling  
Conditions for the Protection of KBAs  
of the Dominican Republic  
\$49,417

### **Instituto Tecnológico de Santo Domingo**

Promoting Collaborative  
Social Accountability in the  
Caribbean Islands  
Biodiversity Hotspot  
\$500,000

### **Vermont Center for Ecostudies**

Implementing the Conservation  
Standards Online Training Workshop  
Pilot Project in the Caribbean Islands  
\$49,861



## **Corridors et ZCBs prioritaires du CEPF en République Dominicaine**

■ ZCBs prioritaires    0    20    40    60    80  
■ ZCBs  
■ Corridors du CEPF    Km

Préparé par l'équipe de la gestion  
d'informations de BirdLife, mars 2018



# Discussion







THANK YOU

**CRITICAL ECOSYSTEM**  
PARTNERSHIP FUND