CRITICAL ECOSYSTEM PARTNERSHIP FUND

# Final Assessment

## CEPF Investment in the Eastern Afromontane Biodiversity Hotspot

## September 2012 – March 2020

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# 1. Introduction

This report assesses achievement of the goals established in the Eastern Afromontane Biodiversity Hotspot (EAM) Ecosystem Profile and summarizes lessons from the grant portfolio over the period of September 2012 to March 2020. The findings are drawn from the experience, project reports, and deliverables generated by civil society groups implementing CEPF grants. This report builds upon previous Annual Portfolio Overviews and the Mid-Term Assessment of 2015.

The Eastern Afromontane Biodiversity Hotspot—which stretches over an arc of widely scattered but biogeographically similar mountains, covering an area of more than 1 million square kilometers and running over a straight-line distance of more than 4,000 kilometers—is remarkable for both its high level of biological diversity and the life-sustaining systems it maintains for millions of people. Characterized by a series of montane "islands" (including the highest peaks in Africa and Arabia) and extensive plateaus, the hotspot is home to several ecoregions, including the East African Montane forests, Southern Rift Montane Forest-Grassland mosaic, the Albertine Rift and the Ethiopian Upper Montane Forests, Woodlands, Bushlands and Grasslands, as well as the ecoregions of the Southern Montane "islands" in Malawi, Zimbabwe, Zambia and Mozambique. The result is a region suitable for a wide range of vegetation types, with an estimated 7,600 plant species, of which at least 2,350 are endemic to the region.

**Figure 1. Map of the Eastern Afromontane Region**

The hotspot covers 15 countries, from north to south: Saudi Arabia, Yemen, Eritrea, Ethiopia, South Sudan, Kenya, Uganda, the Democratic Republic of the Congo, Rwanda, Burundi, Tanzania, Zambia, Malawi, Mozambique and Zimbabwe. Overlaying the countries and ecoregions allows conceptualization of the hotspot as five units from north to south: the Arabian Peninsula, the Ethiopian Highlands, the Albertine Rift, the Eastern Arc Mountains, (including the Kenyan and northern Tanzanian volcanic mountains), and the Southern Highlands (including the Northern Lake Niassa Mountain Complex).

The challenge for CEPF in the region was one of sheer geographic breadth and diversity of the socio-political landscape. Grant-making took place in 14 of the countries in the hotspot – all except Saudi Arabia, which was not eligible. Over the seven years of implementation, grantees operated in English, French, Arabic, Amharic, kiSwahili, and Portuguese. The countries, themselves, have very different economic outlooks and very different operating environments for civil society. The issue for CEPF and its regional implementation team (RIT) was always to create a grants program that was more than the sum of its parts.

CEPF grant-making in the region formally began in September 2012 and continued through the conclusion of the RIT grant in March 2020.

# 2. CEPF Niche and Strategy for Investment

In 2011, the ecosystem profile team, consisting of experts from BirdLife International and Conservation International, consulted more than 200 stakeholders from civil society, government, and donor organizations to gather and synthesize data on biodiversity, socioeconomic context, institutional context, climate change, ecosystem services, and ongoing and planned conservation investments in the hotspot countries. This team identified 261 terrestrial KBAs, 49 freshwater KBAs, and 14 corridors, which include representative elements of the hotspot's 2,350 endemic plant species, 157 endemic bird species, 90 endemic reptile species, 100 endemic mammal species, 100 endemic amphibian species, and 181 globally threatened freshwater fish species.

To match the level of funding available from CEPF with a concomitant geographic scope, CEPF and the consulted stakeholders prioritized 37 terrestrial sites, 10 freshwater sites, and eight corridors. The terrestrial sites represent 5.5 million hectares, equivalent to 18 percent of the total area of KBAs or 5.5 percent of the total surface of the hotspot. Prioritization was based on the number of globally threatened species, presence of threatened habitat types, resilience to climate change, status of protection, provision of ecosystem services, threats, and opportunities for conservation action. Prioritization was also given to areas with smaller funding streams.

The ecosystem profile defined CEPF's niche as *supporting civil society to apply innovative approaches to conservation in under-capacitated and underfunded protected areas, Key Biodiversity Areas, and corridors, thereby enabling changes in policy and building resilience in the region's ecosystems and economy to sustain biodiversity.* This was expressed via four strategic directions that each had an initial allocation of funding.

**Table 1. Strategic Directions, Investment Priorities and Funding Allocation per Ecosystem Profile**

| Strategic Direction | Investment Priority | Funding |
|---|---|---|
| 1. Mainstream biodiversity into wider development policies, plans and projects to deliver the co-benefits of conservation, improved local livelihoods and economic development in priority corridors. | 1.1 Enhance civil society efforts to develop and implement local government and community-level planning processes to mainstream biodiversity conservation, and leverage donor and project funding for livelihood activities that explicitly address causes of environmental degradation in and around priority KBAs in priority corridors. | $3,200,000 |
| | 1.2 Promote civil society efforts and mechanisms to mainstream biodiversity conservation into national development policies and plans, and into territorial planning in priority corridors and countries. | |
| | 1.3 Support civil society to build positive relationships with the private sector to develop sustainable, long-term economic activities that will benefit biodiversity and reduce poverty in priority corridors. | |
| 2. Improve the protection and management of the KBA network throughout the hotspot. | 2.1 Increase the protection status (via creation or expansion of protected areas) and/or develop, update and implement management plans for terrestrial priority KBAs. | $2,800,000 |
| | 2.2 Support the role of civil society organizations in the application of site safeguard policies and procedures including the strengthening of environmental impact assessment implementation to address ongoing and emerging threats to priority KBAs, including freshwater KBAs. | |
| | 2.3 Advance the identification and prioritization of KBAs in Africa and the Arabian Peninsula. | |
| 3. Initiate and support sustainable financing and related actions for the conservation of priority KBAs and corridors. | 3.1 Support civil society organizations to develop forest carbon partnerships and projects that advance biodiversity conservation in priority KBAs in Africa. | $2,300,000 |
| | 3.2 Support civil society organizations to develop partnerships and projects for non-carbon PES schemes and other market mechanisms in priority KBAs in Africa, in particular priority freshwater KBAs that influence freshwater biodiversity, livelihoods and health. | |
| | 3.3 Support training for civil society organizations in fundraising and project management, including civil society at all levels, especially with respect to emerging opportunities for sustainable financing for biodiversity conservation and ecosystem management in Africa. | |
| | 3.4 Support the institutional development of civil society organizations in Eritrea, South Sudan and Yemen, and their role in the conservation of KBAs in their respective countries. | |
| 4. Provide strategic leadership and effective coordination of CEPF investment through a regional implementation team (RIT). | 4.1 Build a broad constituency of civil society groups working across institutional and political boundaries toward achieving the shared conservation goals described in the ecosystem profile. | $1,500,000 |
| | 4.2. Act as a liaison unit for relevant networks throughout the Eastern Afromontane Hotspot to harmonize investments and direct new funding to priority issues and sites. | |
| | **Total** | **$9,800,000** |

The CEPF Donor Council formally approved the ecosystem profile in January 2012 with a five-year investment period set to begin with the engagement of the RIT. BirdLife International led a bidding consortium that the Donor Council selected with an initial engagement of September 2012 through August 2017.

In August 2015, the Secretariat and RIT conducted a Mid-Term Assessment which generated the following recommendations:

- Actively solicit grants for Strategic Direction 3, particularly in relation to payment for ecosystem services schemes.
- Allow grants in Kenya and Uganda, even if these countries had no priority KBAs per the ecosystem profile, particularly in relation to Strategic Direction 3.
- Allow all KBAs to receive grant applications related to any strategic direction.
- Create, or build on, geographic clusters of work.

Two further events provided significant direction to the portfolio.

- In 2016, the Secretariat commissioned the drafting of a "long-term vision" for the Albertine Rift and Eastern Arc Mountains (a sub-region within the hotspot that includes the four countries) to define a point when civil society would no longer require CEPF support.
- In 2016, the Global Environment Facility (GEF), through the CI GEF Project Agency, provided an additional $2.2 million for the Eastern Afromontane Hotspot, within the framework of the project *Effectively mainstreaming biodiversity conservation into government policy and private sector practice: piloting sustainability models to take the Critical Ecosystem Partnership Fund (CEPF) to scale*, which also covered the Cerrado and Indo-Burma Hotspots. This funding enabled the initial five-year investment to be extended until March 2020.

Based on these developments, effective in December 2016, the funding structure of the portfolio was modified per Table 2.

**Table 2. Strategic Directions and Funding Allocation Plus 2016 Addition of GEF Funds**

| Strategic Direction | Funding |
|---|---|
| 1. Mainstream biodiversity into wider development policies, plans and projects to deliver the co-benefits of conservation, improved local livelihoods and economic development in priority corridors | $3,200,000 |
| 2. Improve the protection and management of the KBA network throughout the hotspot | $2,800,000 |
| 3. Initiate and support sustainable financing and related actions for the conservation of priority KBAs and corridors | $2,300,000 |
| 4. Provide strategic leadership and effective coordination of CEPF investment through a RIT | $1,942,195 |
| Additional GEF funding divided between SDs 1, 2 and 3 | $1,757,805 |
| **Total** | **$12,000,000** |

From the additional GEF money, $442,195 was allocated to the RIT and approved by CEPF's donors, specifically. However, the Donor Council did not formally allocate the remaining GEF money ($1,757,805) to the remaining three strategic directions, leaving it to the Secretariat and RIT to allocate for greatest success.

# 3. Regional Implementation Team

## 3.1. RIT Structure

The RIT had a complex contractual and organizational structure. At the time of the RIT competition in mid-2012, the standard operating procedure for CEPF was to split RIT grants between administrative and programmatic components. BirdLife International, via its Africa Partnership Secretariat based in Nairobi, submitted the highest ranked paired proposals for the two components, in association with two subordinate partners: IUCN, via its offices in Nairobi and Maputo; and the Ethiopian Wildlife and Natural History Society (EWNHS), based in Addis Ababa. Normally, this would have yielded three separate agreements for BirdLife: RIT administration, RIT programs, and a fund for a small grant mechanism (SGM). However, due to unique elements of Ethiopian law on organizations being required to have a maximum of 30 percent of donor funds allocated to "headquarters" versus 70 percent of funds disbursed to the "field," EWNHS needed its own direct engagement with CEPF as both RIT and as the manager of its own SGM (whereas IUCN fell under the BirdLife agreement).

The original agreements with BirdLife and EWNHS were from September 2012 through August 2017. The agreement with EWNHS ultimately ended in October 2017 and BirdLife allowed its sub-grant agreement with IUCN to expire, per mutual agreement, as planned in August 2017. In the meantime, CEPF extended its agreements with BirdLife from August 2017 to March 2020.

From an accounting and contractual structure, the RIT ultimately appears as follows.

**Table 3. RIT Contract Structure**

| Agreement Holder | Administration | Programs | Total RIT | Small Grant Mechanism | Total Agreement Value |
|---|---|---|---|---|---|
| BirdLife | $1,042,347 | | $1,042,347 | | $1,042,347 |
| BirdLife | | $788,860 | $788,860 | | $788,860 |
| BirdLife | | | $0 | $1,621,465 | $1,621,720 |
| EWNHS | $60,606 | $42,282 | $102,888 | $272,087 | $374,975 |
| **Total** | **$1,102,9953** | **$831,142** | **$1,934,095** | **$1,893,552** | **$3,827,647** |
| **Percent of portfolio** | 9.26% | 6.94% | **16.2%** | | |

The terms of reference are ambitious for any RIT and were especially so in the Eastern Afromontane. Very few organizations had the capacity or mission to undertake the RIT role in this region. Of those, BirdLife International, with network partners (including EWNHS) in several of the EAM countries, and IUCN, with multiple program offices and network partners, were well-suited for the job. BirdLife and IUCN were able to make use of their network partners for country outreach to potential grantees and as a pool of experts for proposal review.

The RIT was originally based at BirdLife's offices in Nairobi and then moved to Kigali in 2017 due to visa restrictions on personnel in Kenya. As would reasonably be expected, there were changes to staff over seven years, but the core of the RIT—the team leader and the senior finance officer—remained the same for the life of the program.

**Table 4. RIT Staffing (core personnel in bold)**

| Position | Name | | Location | Dates |
|---|---|---|---|---|
| Team Leader | **Maaike Manten** | BirdLife | Nairobi | Sept 2012 – Feb 2017 |
| | | | Kigali | Mar 2017 – Mar 2020 |
| Senior Financial Officer | **Dalphine Adre** | BirdLife | Nairobi | Sept 2012 – Mar 2020 |
| Finance/Administration | **Emmanuel Ntivuguruzwa** | BirdLife | Kigali | June 2018 – Mar 2020 |
| Albertine Rift Project Officer | **Jean-Paul Ntungane** | BirdLife | Nairobi | Sept 2012 – July 2016 |
| | | | Kigali | Aug 2016 – May 2019 |
| Ethiopia Project Officer | **Zewditu Tessema** | EWNHS | Addis Ababa | Sept 2012 – Oct 2017 |
| Mozambique Project Officer | Richard Dixon | IUCN | Maputo | Sept 2012 – Oct 2014 |
| | Thomas Sberna | IUCN | Maputo | Jan 2015 – Dec 2017 |
| Yemen Project Officer | Sharif Jbour | BirdLife | Amman | Sept 2012 – Aug 2017 |
| Technical Coordinator | Leo Niskanen | IUCN | Nairobi | Sept 2012 – Aug 2017 |
| M&E Specialist | Anthony Ochieng | BirdLife | Nairobi | Mar 2016 – Aug 2017 |
| M&E Advisor | Mine Pabari | IUCN | Nairobi | Sept 2012 – June 2016 |
| Ethiopia Advisor | Mengistu Wondafrash | EWNHS | Addis Ababa | Sept 2012 – Oct 2017 |
| Ethiopia Accountant | Tesfaye Gebresenbet | EWNHS | Addis Ababa | Sept 2012 – Oct 2017 |
| Senior Africa Advisor | Julius Arinaitwe | BirdLife | Nairobi | Sept 2012 – Dec 2017 |
| | Ademola Ajagbe | BirdLife | | Jan 2018 – Mar 2020 |
| Finance Manager | Munye Shawe | | Nairobi | Sept 2012 – Aug 2013 |
| | Chris Wuestner | BirdLife | Cambridge | Aug 2013 – Dec 2015 |
| | Allesandra Cappelli | BirdLife | | Jan 2016 – Mar 2020 |

## 3.2. RIT Advisory Board

The geographic scope of work for the RIT was immense, implying a huge amount of knowledge about applicants, opportunities for successful projects, and the work of governments, other donors, and the private sector. To assist with this, the RIT created an Advisory Board consisting of:

1. Neil Burgess (chair): UNEP World Conservation Monitoring Centre
2. Julian Bayliss: GEF Malawi
3. Nancy Chege: UNDP/GEF Kenya Small Grants Programme
4. Azeb Girmai: Independent expert
5. Ian Gordon: Independent expert and lead author ecosystem profile
6. Sam Kanyamibwa: Albertine Rift Conservation Society
7. Kiragu Mwangi: BirdLife International Conservation Leadership Programme
8. Mohammed Shobrak: Dean of Library Affairs of Taif University, BirdLife International Focal Point for Saudi Arabia, Advisor to Saudi Wildlife Authority
9. John Watkin: MacArthur Foundation
10. Julius Arinaitwe (beginning in 2017): BirdLife International Director of Partnership and Capacity Development

Other than Neil Burgess, who was paid for being the chairman and for strategic advice, the time for participation by each of these people was either voluntary or paid for by their host organizations. The Board met in person twice: in Laikipia, Kenya as part of the mid-term assessment in July 2015 and in Dar es Salaam, Tanzania in November 2017, at the close of the initial five-year investment period. The board met partly in person, and partly by telephone, as well, in March 2017.

The board played varied roles as a group and in their individual capacities. At the mid-term assessment in July 2015, these experts reviewed the portfolio to that point, in relation to the ecosystem profile, and advised that:

- The team revisit the ecosystem profile, which limited grants in specific KBAs to specific strategic directions / investment priorities. (By 2015, this was proving to unnecessarily limit proposals.)
- The team should continue its efforts to award grants in relation to Strategic Direction 3 on the promotion of payment for ecosystem services.
- In relation to the previous point, CEPF should include Kenya and Uganda as countries with eligible KBAs. Originally, those two countries were not prioritized by the profile team under the assumption that sufficient funding was already available. The argument was that for promotion of PES to be successful, work needed to take place in countries with appropriate enabling conditions, high capacity grantees, and precedent work.
- The team should re-double its efforts to make grants in Zambia, despite the fact that there was only one remote priority KBA in the country.
- Work should focus on globally threatened species (as the profile had no species priorities) and Climate Resilient Altitudinal Gradients (CRAGs) in relation to PES and production landscapes.
- As ongoing work in the full range of countries came to an end, awards from 2017 should focus on Kenya, Rwanda, Tanzania, and Uganda.

The March 2017 meeting advised on the move of the RIT from Nairobi to Kigali and on the calls for proposals in relation to the additional GEF funding. The November 2017 meeting further reviewed results from the "closing" portfolios in Ethiopia, Mozambique, and Yemen and discussed plans for sustainability beyond 2019, including engagement of relevant trust funds.

As a group and as individuals, several board members participated as informants and reviewers of the first long-term vision in late 2014 and its revision in mid-2017.

Individually, each Board member contributed in various ways. Neil Burgess and Ian Gordon served as proposal reviewers throughout the seven years of the program. John Watkin and Nancy Chege forged links between CEPF and the MacArthur Foundation and UNDP/GEF, respectively, with both leading the coordination in relation to grantees and projects. Nancy Chege further ensured that CEPF calls for proposals made it to her UNDP colleagues throughout the hotspot. Mohammed Shobrak supported capacity building activities for conservationists in Yemen. Kiragu Mwangi's engagement led to co-development of fundraising guides between the RIT and the Conservation Leadership Programme, and he advised on the establishment of the small grant mechanism.

At the close of the CEPF investment, Neil Burgess convened a virtual discussion with the Board to consider (1) the overall value of CEPF engagement in the hotspot, (2) the appropriateness of the grant methodology to achieve the aims in the profile, (3) the appropriateness of the terms of reference and structure of the RIT for the hotspot, (4) the value of the original and revised KBA methodology, (5) appropriateness of focusing on sites (for biodiversity conservation) as opposed to other conservation issues, (6) the value of the long-term vision process, (7) whether a 5-7 year investment is the appropriate length, and (8) the sustainability of achievements and impacts. Many of the recommendations from this discussion are incorporated into this report.

## 3.3. RIT and Secretariat Grant Management

The CEPF Secretariat formally received letters of inquiry, and then invited proposals, for large grants via its GEM database system from 2012-2016, then via its ConservationGrants system beginning in 2017. The Secretariat and RIT, together, were responsible for the award and management of large grants. The RIT managed solicitations and reporting on small grants using offline systems out of its offices in Nairobi, Kigali, and Addis Ababa. When the portfolio began, the Secretariat assigned two Grant Directors to the region, Pierre Carret and Dan Rothberg, with the assumption that the workload would require this. However, after one year, the Secretariat and RIT agreed that one Grant Director would be more appropriate. Dan Rothberg remained Grant Director for the life of the program. The program benefited from the continuity provided by one RIT and one Grant Director over seven years.

As shown in Annex 1, at any given moment, the RIT and Secretariat were managing multiple active small and large grants. This peaked at 67 active grants in October 2016 and February 2017.

# 4. Impact Summary

The annexes to this report include portfolio impacts in relation to the portfolio logical framework from the Ecosystem Profile (Annex 2), CEPF's global indicators (Annex 3), and Aichi targets on the Convention on Biodiversity (Annex 4). The summaries below reflect each of those indicators in ways of interest to varying stakeholders.

**Biodiversity Conservation**

- Number of KBAs in which CEPF-funded activities took place: 83
- Number of KBAs with strengthened management: 58
- Hectares of KBAs with strengthened management: 4,851,995
- Hectares of production landscape under improved management: 1,510,535
- Number of new protected areas formally declared/expanded: 11
- Hectares of new protected area: 1,428,329
- Number of new/improved management plans: 50
- Hectares of KBAs covered by new/improved management plans: 3,268,025
- Number of globally threatened species with reduced threats: 27
- Number of new species discovered: 6
- Number of new KBAs identified: 7

Here we highlight that over a vast political geography, grantees improved the management of 58 KBAs on over 4.8 million hectares of land – CEPF's fundamental measure of conservation. Further, over 1.4 million hectares of protected areas were created, a lasting legacy for the future.

**Strengthening Civil Society**

- Number of organizations receiving CEPF funds, either directly or as sub-grantees: 115
- Of those, the number that are based in the region (local/national grantees): 85
- Percentage of grant funding received by organizations based in the region (local/national grantees), not including the RIT: 50

- Percent of organizations with an increase of three or more points on the CEPF Civil Society Tracking Tool: 45
- Number of small grants that "graduated" to large grants: 11
- Number of networks/partnerships created or strengthened: 77
- Number of new CSOs created: 33

Here we highlight that 85 local organizations received half the available grant funds and that 45 percent of grantees showed a meaningful increase in capacity, creating a future cadre of civil society partners that can carry this work forward.

**Human well-being**

- Number of projects with community-based conservation actions: 70
- Number of men receiving non-cash benefits from those projects: 102,618
- Number of women receiving non-cash benefits from those projects: 111,109
- Number of people with direct increased income due to CEPF-supported livelihood activities: 26,820

Here we highlight that 70 projects addressed conservation from an approach grounded in sustainable economic development or community-led decision-making.

**Enabling conditions**

- Number of policies changed or enacted to promote better management of watersheds, protected areas, or KBAs: 74
- Value of state resources, co-financing, in-kind labor, and organizational resources provided as leverage or to support CEPF grantee work: $27,725,356

# 5. Implementation

## 5.1. Collaboration with CEPF Donors and other Funders

CEPF reached out widely to other donors, government partners, and leading NGOs and networks to coordinate the work of the portfolio and leverage its impact. This started with the solicitation of endorsement of the ecosystem profile from GEF Operational Focal Points in each of the 14 eligible countries in the hotspot even prior to the engagement of the RIT. Then, once engaged, over the first 18 months, the RIT connected, or attempted to connect, with CEPF's seven active donors on 83 different occasions via in-person meetings, telephone, electronic mail, or at CEPF or donor-sponsored events. CEPF's donors were formally invited to all trainings, important grantee events, and the mid-term and final assessments and the RIT and Grant Director visited individual donor offices as part of multiple supervision missions. The strongest connections were made, naturally, where the RIT had offices permanent staff: in Ethiopia, Kenya, Mozambique, and Rwanda.

In addition to CEPF's seven donors, the RIT coordinated with the following groups:

- African Bird Club
- African Development Bank
- Biodiversity and Protected Areas Management Programme (BIOPAMA)
- British High Commission Kigali
- International Tree Foundation
- IUCN Netherlands
- IUCN-PACO Small Initiatives Program
- JRS Foundation

- Canadian International Development Agency - Malawi
- Christenson Fund
- Conservation International (CI) - Vital Signs
- CI - Women in Healthy Sustainable Societies
- Denver Zoo
- Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) - Ethiopia
- Embassy of Norway - Rwanda
- Embassy of the Kingdom of the Netherlands - Kigali
- Embassy of the Kingdom of the Netherlands - Nairobi
- European Outdoor Conservation Association
- European Union "Larger than Elephants" strategy team
- Fauna & Flora International Conservation Leadership Programme
- Fond Français pour l'Environnement Mondial (FFEM)
- Fondation Franklinia
- Fondation Internationale du Banc d'Arguin
- Ford Foundation
- Ford Wildlife Foundation
- Forested Food - Ethiopia
- Gates Foundation
- Government of the Kingdom of Saudi Arabia
- Macquarie Group Foundation
- Mava Foundation
- Mohamed bin Zayed Species Conservation Fund
- Mozambique Biodiversity Trust Fund (BIOFUND)
- The Nature Conservancy
- Oxfam
- Rainforest Trust
- Rotary Club Nairobi
- Royal Norwegian Embassy (Ethiopia)
- Rufford Foundation
- Rwanda Biodiversity Trust Fund (FONERWA)
- Swedish International Development Agency
- Synchronicity Earth
- United Nations Development Programme
- United Nations Environment Programme (UNEP)
- UNEP Convention on Migratory Species
- US Agency for International Development
- Waka Waka Go Solar, Inc.
- WeForest

In each case, CEPF considered what donors were trying to achieve, then encouraged grantees, as part of the proposal process, to complement that donor work or link the grantee directly to the donor. Further, CEPF released complementary calls for proposals with the MacArthur Foundation (on the Great Lakes Programme) in 2013 and 2014, and with the UNDP/GEF Small Grants Programme in Mozambique in 2014.

The RIT attended major regional events, bringing select grantees as well, to promulgate the goals of the ecosystem profile, including: the IUCN World Conservation Congresses in Jeju, Korea and in Sydney, Australia; the Convention on Biological Diversity COP in Hyderabad, India; the UNEP Global NBSAP meeting in Nairobi, Kenya; the IUCN World Conservation Congress in Hawaii, USA; the BirdLife Business and Biodiversity Conference in Accra, Ghana; the MacArthur/TNC Great Lakes of Africa Conference in Entebbe, Uganda; two Africa Mountains Fora in Uganda and Rwanda; and the Embassy of the Netherlands in Rwanda Water for Growth Conference in Kigali. The RIT also facilitated connections between individual grantees and donors, including:

- Wildlife Environment and Conservation Society of Zambia (WECSZ) with the World Bank and local donors, leading to the raising of an additional $65,000.

- Resilience Now and Ligue pour la Protection des Oiseaux of France, leading to use of an EAM-developed knowledge product—Solutions Worth Sharing—in Madagascar.
- BINCO and Mohamed bin Zayed Species Conservation Fund, Africa Bird Club and the Rufford Foundation, allowing for further research in locations with work started by CEPF.
- Kijabe Environment Volunteers and the Community Development Trust Fund of Kenya.
- Nature Kenya and the World Land Trust.
- The Fauna and Flora International Conservation Leadership Programme and the Arcadia Foundation.
- WEForest of Belgium and Action for Environmental Sustainability (Malawi), BirdLife Zimbabwe, MICAIA (Mozambique), KENVO (Kenya), Forest of Hope Association (Rwanda) and WECSZ.
- Nyakitonto Youth for Development Tanzania and The Nature Conservancy, bringing the former into the latter's Tanganyika regional Tuungane Program with the Jane Goodall Institute.

In many cases, it was not simply a one-way flow of funds from a donor to a CEPF grantee. Instead, there were partnerships that offered the donor something, too. For example, the connections between the RIT and the FFI Capacity Leadership Programme and the work of the Tropical Biology Association led to replication of CEPF's project design methodology; Grant Director Dan Rothberg and Advisory Board Member Julius Arinaitwe sat on the proposal review committee of the MacArthur/TNC grant fund; and the work of the Sustainable Development of Agricultural Resources led to the development of the Enviromatics database on KBAs in Yemen.

## 5.2. Resource Allocation

CEPF grant-making formally began with the RIT Grant, split into "programmatic" and "administrative" grants for a combined $1,500,000. These grants were for the full amount of Strategic Direction 4, which was then increased to $1,942,105 in December 2016 with the additional funding from the GEF.

The Secretariat and RIT released calls for Letters of Inquiry to solicit applications Strategic Directions 1, 2 and 3, as shown in Table 5. LOIs that were reviewed positively moved on to the "full proposal stage" and eventual award as grants.

**Table 5. EAM Calls for Letters of Inquiry**

| No. | Release Date | Due Date | LOIs Received | |
|---|---|---|---|---|
| | | | Large | Small |
| 1 | September 7, 2012 | October 19, 2012 | 46 | 4 |
| 2 | February 21, 2013 | April 1, 2013 | 66 | 109 |
| 3 | July 10, 2013 | August 21, 2013 | - | 10 |
| 4 | September 19, 2013 | October 31, 2013 | 45 | 45 |
| 5 | November 11, 2013 | December 16, 2013 | 99 | - |
| 6 | February 14, 2014 | April 2, 2014 | - | 26 |
| 7 | July 30, 2014 | May 31, 2016* | - | 111 |
| 8 | August 4, 2014 | September 15, 2014 | 65 | 77 |
| 9 | September 19, 2014 | October 14, 2014 | 10 | - |
| 10 | October 1, 2014 | November 14, 2014 | 4 | 9 |
| 11 | May 18, 2015 | June 15, 2015 | - | 3 |
| 12 | September 21, 2015 | October 20, 2015 | - | 35 |

| No. | Release Date | Due Date | LOIs Received | |
|---|---|---|---|---|
| | | | Large | Small |
| 13 | November 20, 2015 | January 15, 2016 | 57 | - |
| 14 | January 8, 2016 | February 19, 2016 | - | 36 |
| 15 | January 8, 2016 | February 19, 2016 | - | 13 |
| 16 | October 19, 2016 | November 23, 2016 | - | 73 |
| 17 | July 24, 2017 | September 4, 2017 | 46 | - |
| 18 | January 29, 2018 | March 5, 2018 | 26 | - |
| 19 | April 18, 2018 | May 23, 2018 | - | 82 |
| | | | **464** | **633** |
| | | **Total** | **1,097** | |

* Call 7 was an open call for small grant applications.

Out of 464 large grant applications, 55 (11.9 percent) received awards. Out of 633 small grant applications, 85 (13.6 percent) received awards.

In addition, the Secretariat and the RIT conducted a total of 21 sole-source solicitations, per Table 6. The total value of sole-source awards was $1.1 million, or 9.4 percent of the total portfolio.

**Table 6. Sole-Source Solicitations**

| No. | Date | Organization | Justification | Grant Type |
|---|---|---|---|---|
| 1 | Jul-2014 | Ahmed Yelia | Dominant capability | Small |
| 2 | Apr-2015 | The Nature Conservancy | Co-funding opportunity | Large |
| 3 | Apr-2015 | Resilience Now | Continuation of small grant | Large |
| 4 | Sept-2015 | Nature Uganda | Dominant capability | Small |
| 5 | Nov-2015 | BirdLIfe Zimbabwe | Continuation of large grant | Large |
| 6 | Nov-2015 | MICAIA | Continuation of large grant | Large |
| 7 | Nov-2015 | Movement for Ecological Learning and Community Action Ethiopia | Continuation of large grant | Large |
| 8 | Nov-2015 | Association pour la Conservation de la Nature au Rwanda | Dominant capability | Large |
| 9 | Feb-2016 | Enviromatics | Dominant capability | Large |
| 10 | Apr-2016 | Association Rwandaise des Ecologistes | Continuation of large grant | Large |
| 11 | Apr-2016 | Wildlife and Environment Conservation Society of Zambia | Follow-on to preparatory small grant | Large |
| 12 | Jul-2016 | Conservation Lake Tanganyika | Co-funding opportunity | Small |
| 13 | Jan-2017 | Nyakitono Youth for Development Tanzania | Continuation of small grant | Small |
| 14 | Oct-2017 | Horizon Nature | Continuation of large grant | Small |
| 15 | Feb-2018 | Tanzania Botanical Exploration | Dominant capability | Small |
| 16 | Feb 2019 | Wildlife and Environment Conservation Society of Zambia | Continuation of large grant | Small |
| 17 | Mar-2018 | BirdWatch Zambia | Dominant capability | Small |
| 18 | May-2019 | MICAIA | Urgent need | Small |
| 19 | Jul-2019 | National Museums of Kenya | Dominant capability | Small |
| 20 | Aug-2019 | SUNARMA | Continuation of large grant (post-assessment) | Small |
| 21 | Oct-2019 | ZESMAN Consultancy | Dominant capability | Small |

As shown in Table 7, in total, the Secretariat and RIT awarded 64 large grants and 97 small grants through competitive and sole-source processes. (See Annex 1 for a figurative representation of this same information. Annex 5 lists all 164 awarded grants.)

**Table 7. Grant Awards by Strategic Direction**

| Strategic Direction | Allocation | Large Grants | | Small Grants | | Total | | Percent |
|---|---|---|---|---|---|---|---|---|
| | | Count | Obligation | Count | Obligation | Count | Obligation | |
| 1. Livelihoods / Policy | $3,400,000 | 20 | $2,709,479 | 40 | $775,829 | 60 | $3,485,308 | 103% |
| 2. Protect KBAs | $4,357,805 | 34 | $3,891,388 | 41 | $824,007 | 75 | $4,715,394 | 108% |
| 3. Sustainable financing | $2,300,000 | 10 | $1,546,212 | 16 | $293,636 | 26 | $1,839,848 | 80% |
| 4. RIT | $1,942,195 | 3 | $1,934,095 | NA | NA | 3 | $1,934,095 | 99.6% |
| **Total** | **$12,000,000** | **67** | **$10,081,174** | **97** | **$1,893,471** | **164** | **$11,974,645** | **99%** |
| **Percent (without RIT)** | | **40%** | **81%** | **60%** | **19%** | | | |

As will be discussed below, less money was used for Strategic Direction 3 than originally allocated, reflecting over-estimation by the authors of the ecosystem profile of the demand for such activities and the capacity of CEPF's core constituent applicants to implement such work. On the other hand, there were multiple high-quality proposals for Strategic Directions 1 and 2 that presented achievable results in response to important needs.

Not counting the RIT, 81 percent of the funding was disbursed as large grants by the Secretariat (representing 40 percent of all grants awarded) and 19 percent of the funding was disbursed as small grants by the RIT (representing 60 percent of all grants awarded). The median value of awards for the 64 large grants was approximately $109,000 with a median duration of two years. Small grants were capped at $20,000 until 2018, when the limit was raised to $50,000. When the limit of small grants was $20,000, the majority of grants approached the limit; when the limit was raised to $50,000, the median award was $35,000. Small grants, regardless of size, had a median duration of one year. Ultimately, small grants were awarded in the following size ranges.

**Table 8. Small Grant Awards by Size Range (USD)**

| Range | Count |
|---|---|
| Less than $10,000 | 13 |
| $10,000 to $15,999 | 17 |
| $16,000 to $20,000 | 54 |
| $20,001 to $35,000 | 6 |
| Greater than $49,000 | 7 |
| **Total** | **97** |

CEPF did not make formal allocations of funding to each country at the time of the ecosystem profile, maintaining that the transboundary element of biodiversity conservation requires responsiveness to need in relation to species, sites, and corridors. Nonetheless, Table 9 shows how many awards were ultimately made in each country, reflecting the number of KBAs, priority KBAs, and grant-making opportunities existing in each.

**Table 9. Grant Awards by Eligible Country**

| Country | Large Grants and RIT | | Small Grants | | Total | |
|---|---|---|---|---|---|---|
| | Count | Obligation | Count | Obligation | Count | Obligation |
| Burundi | 3 | $408,258 | 3 | $44,427.74 | 6 | $452,686 |
| Congo-DRC | 3 | $474,582 | 3 | $48,110.74 | 6 | $522,693 |
| Eritrea | 0 | $0 | 0 | $0.00 | 0 | $0 |
| Ethiopia* | 12 | $1,590,227 | 21 | $379,505.20 | 33 | $1,969,732 |
| Kenya | 7 | $709,201 | 9 | $150,695.23 | 16 | $859,896 |
| Malawi | 3 | $332,365 | 3 | $58,964.74 | 6 | $391,330 |
| Mozambique | 6 | $583,228 | 11 | $200,264.72 | 17 | $783,493 |
| Rwanda | 6 | $499,834 | 9 | $220,178.23 | 15 | $720,012 |
| South Sudan | 0 | $0 | 2 | $28,161.49 | 2 | $28,161 |
| Tanzania | 7 | $1,087,927 | 14 | $295,398.46 | 21 | $1,383,325 |
| Uganda | 5 | $520,158 | 4 | $105,253.99 | 9 | $625,412 |
| Yemen | 3 | $381,498 | 2 | $38,192.49 | 5 | $419,690 |
| Zambia | 1 | $130,000 | 5 | $81,366.24 | 6 | $211,366 |
| Zimbabwe | 2 | $194,389 | 3 | $58,787.74 | 5 | $253,177 |
| Multi-country | 3 | $343,606 | 4 | $105,651.99 | 7 | $449,258 |
| Regional | 4 | $994,695 | 4 | $78,510.99 | 8 | $1,073,206 |
| RIT** | 2 | $1,831,207 | 0 | $0.00 | 2 | $1,831,207 |
| **Total** | **67** | **$10,081,175** | **97** | **$1,893,470** | **164** | **$11,974,645** |

* Ethiopia includes EWNHS, recipient of an RIT grant, but which only worked in one country.

** The RIT in this row only includes the two BirdLife International grants.

The projects listed as "regional" were truly regional in nature, either capacity building programs, such as those implemented by FFI and the Tropical Biology Association; programs like those of the Albertine Rift Conservation Society, which promoted the use of environmental impact assessments throughout the Great Lakes region; and programs like those of The Nature Conservancy, which promoted improved management of the Great Lakes, themselves. The five "multi-country" projects worked in more than one specific country, such as the grant to the International Gorilla Conservation Programme, which worked specifically in Rwanda and Uganda, and the grant to a group called Pixels on Screen, which documented species and KBAs in Ethiopia, Kenya, and Rwanda.

CEPF also tracked individual grants by the "type" of organization receiving the funds, where type was characterized as *local* (i.e., defined as organizations based in the hotspot countries), or *international* (i.e., defined as organizations based outside the hotspot countries), as shown in Table 10.

**Table 10. International and Local Grants by Award Type**

| Type | Large Grants | | Small Grants | | Total | | Percent (without RIT) | |
|---|---|---|---|---|---|---|---|---|
| | Count | Obligation | Count | Obligation | Count | Obligation | Count | Obligation |
| Local | 42 | $4,543,724 | 73 | $1,383,744 | 115 | $5,927,468 | 71% | 59% |
| International | 22 | $3,603,355 | 24 | $509,727 | 46 | $4,113,083 | 29% | 41% |
| RIT | 3 | $1,934,095 | 0 | $0 | 3 | $1,934,095 | | |
| **Total** | **67** | **$10,081,174** | **97** | **$1,893,471** | **164** | **$11,974,645** | | |

The columns with "count" in Table 10 may be misleading, however, as these sum the number of grants, as opposed to the number of distinct grantees. CEPF made 164 grant awards to 103 unique organizations. Revising Table 10 by the unique organizational recipients, as opposed to awards, reveals the following.

**Table 11. International and Local Grants by Distinct Recipient**

| Type | Count | Percent | Obligation (USD) | Percent |
|---|---|---|---|---|
| Local* | 77 | 74.8% | $6,030,356 | 50.3% |
| International* | 26 | 25.2% | $5,944,208 | 49.7% |
| **Total** | **103** | | **$11,974,645** | |

* Local includes EWNHS (RIT); international includes BirdLife International (RIT).

Reflecting CEPF's goal of engaging local civil society in conservation action, 77 organizations from within the hotspot, including EWNHS as one of the members of the RIT, received close to half the available funds. (See Annex 1 for a figurative representation of this same information.)

## 5.3. Portfolio Investment by Strategic Direction

**Strategic Direction 1: mainstream biodiversity into wider development policies, plans and projects to deliver the co-benefits of biodiversity conservation, improved local livelihoods and economic development in priority corridors**

This strategic direction had four investment priorities: (1) engage civil society in local government planning processes; (2) leverage donor funding for development activities to address causes of environmental degradation; (3) mainstream conservation into national policies and plans; and (4) facilitate engagement between civil society and private sector to both benefit biodiversity and reduce poverty. As originally conceived, this only applied in Burundi, parts of DRC, Rwanda, Malawi, parts of Tanzania, Zambia, and Ethiopia, but not Yemen, Zimbabwe, Mozambique, South Sudan, or selected parts of DRC or Tanzania. The portfolio evolved to consider this strategic direction relevant throughout the hotspot.

The challenge with this strategic direction was finding grantees to meaningfully "mainstream" biodiversity into national development plans, engage with the private sector, or promote the leveraging of donor funds. Certainly, large international and national NGOs had the ability to do this work, but informed CEPF and the RIT that they could not adequately undertake these tasks within the constraints of the typical CEPF grant. At the same time, CEPF and the RIT were trying to reach a core constituency of grant recipients—locally based, groups that had not necessarily received previous international grants—that did not have the capacity to undertake this work. It is possible that these two investment priorities were inappropriately chosen for this hotspot.

On the other hand, almost all grantees engaged local government or worked to improve local livelihoods, not only in this strategic direction but in Strategic Direction 2 (improved KBA management), as well. In fact, many grants categorized as SD 2 could well be categorized as SD 1. To not address local livelihoods when working in this hotspot was to risk irrelevance.

**Strategic Direction 2: improve the protection and management of the KBA network throughout the hotspot**

This strategic direction had three Investment Priorities: (1) improve the protection status of KBAs; (2) facilitate the engagement of civil society in environmental impact assessments and other processes meant to protect sites; and (3) identify new KBAs in the hotspot. This strategic direction received the greatest interest from grantees, reflecting their capacity to implement such work. As stated above, the majority of projects in this area include elements of SD 1 to improve local livelihoods.

An interesting aspect of Investment Priority 2 is in the counting of results. This investment priority asked grantees to use EIAs and other processes to protect existing sites from degradation, an important goal. By example, Wildlife Conservation Society in Uganda used a grant from CEPF to protect Murchison Falls National Park from exploration by oil and gas companies. The end result is not "better" management of an existing park and no increase in hectares. The result could be considered as "avoided loss", although this is not a standard CEPF metric.

**Strategic Direction 3: initiate and support sustainable financing and related actions for the conservation of priority KBAs and corridors**

This strategic direction was meant to support CSOs via four Investment Priorities to develop: (1) forest carbon partnerships and projects; and (2) non-carbon PES schemes and other market mechanisms, particularly for freshwater KBAs. It also supported: (3) CSOs to improve their managerial capacity and ability to fundraise; and (4) the development of civil society sector in Eritrea, South Sudan and Yemen. As originally conceived, these investment priorities did not apply in all parts of the hotspot, but per the mid-term assessment, these investment priorities were applied to the whole region, particularly Kenya and Uganda.

Investment Priority 4 proved over-ambitious. Armed conflict arose or resumed in South Sudan and Yemen, and the government in Eritrea did not release its tight control over civil society, making it difficult for CEPF to find suitable grantees there.

# 6. Biodiversity Conservation Results

## 6.1. Globally Threatened Species and CEPF Priority Species

The ecosystem profile identified 677 globally threatened species, including 276 species of plants, 77 species of mammals and 67 species of birds. Noting, however, that the hotspot covers 15 countries, the profile team, with the concurrence of stakeholders, declined to prioritize any species for targeted support. Rather, the strategic directions always put sites— Key Biodiversity Areas—at the center of planned interventions. Nevertheless, the work of many of the 164 grants had species conservation impacts.

Table 12 lists the 27 species—and two sub-species—on which CEPF grants had a direct positive impact. These include:

- **Population assessments**, such as the work by WCS in the Itombwe Mountains, where knowledge of chimp and gorilla breeding and behavior, as well as human threats, is critical to better management of Itombwe as a formal protected area.

- **Species-focused site management**, such as the work by the International Crane Foundation and the Rwanda Wildlife Conservation Association in the Rugezi Marsh of Rwanda, an important breeding and nesting site for grey-crowned crane (*Balearica regulorum*). The two groups entered into formal conservation agreements with the surrounding communities to protect the marsh, planted trees to create nesting sites, mobilized community rangers, and raised awareness in schools.

- **Site-specific, species-specific efforts,** such as Oxford University's Ethiopia Wolf Conservation Programme, which used a small grant to stop a rabies outbreak among the wolves in the Bale Mountains, and Conservation Through Public Health, which used a small grant to educate communities on the edge of Uganda's Bwindi National Park in how to prevent the transmission of human disease to eastern gorilla.

- **Site-based species assessments**, such as the work by the National Museums of Kenya on dragonfly species at Mt. Kenya, where the species serves as an indicator of ecosystem functioning.

- **Species discovery**, understanding that we cannot protect what we do not know. Grantees discovered six new species (identified in Table 12), including amphibians in the DRC and Ethiopia, and new species of plant, fish, amphibian, and arthropod in Mozambique. Of particular note is the arthropod, a spider, which was discovered by Biodiversity Inventory for Conservation (BINCO) on the Njesi Plateau. At the time of this writing, BINCO was awaiting confirmation of publication.

In fact, Table 12 surely undercounts the number of species positively affected. For example, in the Guassa Plateau, home to Ethiopian wolf (*Canis simensis*), there are multiple species of endemic and globally threatened grasses (*Festuca* spp.). Frankfurt Zoological Society, in promoting improved management of the KBA for wolves, simultaneously was protecting the grasslands – and grass species – in which they range. Separately, Table 13 lists the 42 sites where CEPF funded work to explicitly increase species knowledge on the entire KBA. These grants increased knowledge on species presence or increased data on range and occurrence of threatened species, with highlights listed below.

- In Malawi's Dedza Forest Reserve, the Wildlife Action Group identified 28 unique species of orchids during the period of the grant. As part of the grant, Wildlife Action Group trained rangers in species identification. Subsequent to closure of the grant, the rangers, with their training, were able to identify more species. Today, the total is 58 different orchid species in the reserve.

- In Mozambique's Chimanimani Mountains, the goal was to collect site-wide information on plant species to document the KBA, in general, and to present justification to the government for formal protection. The Royal Botanical Gardens of Kew, focused on plants, and to Museu de Historia Natural de Maputo, focused on fishes, produced compendia of documentation on the diversity and range of the respective species, allowing for better delineation of protected area boundaries.

- The South African National Biodiversity Institute collected site-wide information on amphibians and reptiles around Mozambique's Mount Inago and Mount Ribaue, leading to the formal proposal of these sites as new KBAs. Biodiversity Inventory for Conservation performed a similar task around Mozambique's Njesi Plateau, but with a focus on all species. Not only has their work led to the proposal of the site as a new KBA, but they may have identified a new species of spider, with scientific publication expected in late 2020.

## Table 12. Globally Threatened Species Addressed by Grant Recipients

| No. | Species Name | Common Name | Country (ies) | Site(s) ID | Site name(s) | Grantee(s) | Intervention |
|---|---|---|---|---|---|---|---|
| 1 | *Artisornis moreaui* | Long-billed forest warbler | Tanzania | TZA4 | East Usambaras | NT | Species-focused site management |
| 2 | *Balearica regulorum* | Grey-crowned crane | Kenya Rwanda | KEN9 RWA5 | Lake Ol' Bolossat; Rugezi Marsh | CCV, ICF, RWCA | Species-focused site management |
| 3 | *Canis simensis* | Ethiopian wolf | Ethiopia | ETH11 ETH36 | Bale Mountains, Guassa Plateau | Oxford, FZS | Rabies response, population assessment, species-focused site management |
| 4 | *Carex monostachya* | (Plant) | Ethiopia | ETH3 ETH6 ETH36 ETH76 | Aliyu Amba-Dulecha; Ankober-Debre Sina; Guassa Plateau; Wadela (Wadila) | BfDE | Geographical distribution and status studied and documented |
| 5 | *Commiphora monoica* | (Plant) | Ethiopia | ETH73 | Sof Omar | BGCI | Assessment, in-situ and ex-situ conservation |
| 6 | *Empogona jenniferae* | (Plant) | Mozambique | MOZ1 | Chimanimani | RBG Kew | New species, described |
| 7 | *Enteromius* sp. nov. | (Fish) | Mozambique | MOZ1 | Chimanimani | MHN | New species, being described |
| 8 | *Fukomys hanangensis* | Hanang mole-rat | Tanzania | TZA15 | Mt Hanang | MBG | Site-based species assessment |
| 9a | *Gorilla beringei beringei* | Mountain gorilla | Rwanda Uganda | RWA6 UGA4 | Volcanos NP; Bwindi NP | IGCP CTPH | Community conservation, prevent human-gorilla disease transmission |
| 9b | *Gorilla beringei graueri* | Grauer's gorilla | DRC | COD4 | Itombwe Mountains | WCS | Population assessment |
| 10 | *Gyps africanus* | White-backed vulture | Kenya | KEN11 | Masai Mara | TPF | Species-focused site management, mapping |
| 11 | *Labeobarbus acutirostris* | (Fish) | Ethiopia | fwETH4 | Lake Tana | AAU/BDU | Species-focused fisheries and site management |
| 12 | *Labeobarbus gorguari* | (Fish) | Ethiopia | fwETH4 | Lake Tana | AAU/BDU | Species-focused fisheries and site management |

| No. | Species Name | Common Name | Country (ies) | Site(s) ID | Site name(s) | Grantee(s) | Intervention |
|---|---|---|---|---|---|---|---|
| 13 | *Labeobarbus macrophthalmus* | (Fish) | Ethiopia | fwETH4 | Lake Tana | AAU/BDU | Species-focused fisheries and site management |
| 14 | *Labeobarbus osseensis* | (Fish) | Ethiopia | fwETH4 | Lake Tana | AAU/BDU | Species-focused fisheries and site management |
| 15 | *Labeobarbus platydorsus* | (Fish) | Ethiopia | fwETH4 | Lake Tana | AAU/BDU | Species-focused fisheries and site management |
| 16 | *Lagarosiphon steudneri* | (Plant) | Ethiopia | ETH76 | Wadela | U. of Gondar | Species-focused site management |
| 17 | *Leptopelis* sp. nov. | (Frog) | Ethiopia | ETH69 | Sheka Forest | BINCO | New species, being described |
| 218 | *Loxodonta Africana* | African elephant | Zambia | ZMB4 | Sumbu NP and Tondwa GMA | CLT | Species-focused site conservation |
| 19 | *Nothophryne* sp. nov. | (Frog) | Mozambique | MOZ3 | Mt Chiperone, also Mt Inago | SANBI | New species description |
| 20 | *Notogomphus maathalae* | Maathai longleg | Kenya | KEN16 | Mt. Kenya | NMK | Site-based species assessment, action plan |
| 21a | *Pan troglodytes* | Chimpanzee | DRC | COD7 | Luama-Katanga-Mt. Kabobo | WCS | Population assessment |
| 21b | *Pan troglodytes schweinfurthii* | Eastern chimpanzee | DRC Rwanda Tanzania | COD4 RWA2 TZA7 | Itombwe Mountains; Gishwati; Mahale | WCS FHA/DFGFI FZS | Population assessment and monitoring |
| 22 | *Platycypha amboniensis* | Kenya jewel | Kenya | KEN16 | Mt. Kenya | NMK | Site-based species assessment, action plan |
| 23 | *Pseudagrion bicoelurans* | Giant sprite | Kenya | KEN16 | Mt. Kenya | NMK | Site-based species assessment, action plan |
| 24 | *Rhampholeon* sp. nov. | (Chameleon) | DRC | COD7 | Luama-Katanga-Mt Kabobo | MUSE | New species description |
| 25 | *Torgos tracheliotos* | Lappet-faced vulture | Kenya | KEN11 | Masai Mara | TPF | Species-focused site management, mapping |
| 26 | *Trigonoceps occipitalis* | White-headed vulture | Kenya | KEN11 | Masai Mara | TPF | Species-focused site management, mapping |
| 27 | *Xevioso cepfi* | (Spider) | Mozambique | New KBA | Njesi plateau | BINCO | New species description |

**Table 13. Locations with Site-wide Species Inventories, Assessments, and Trigger Species Updates**

| No. | Country | Site No. | Site Name | Grantee |
|---|---|---|---|---|
| 1 | Burundi | BDI2 | Kibira NP | Rainforest Alliance/ABN |
| 2 | DRC | COD7 | Luama-Katanga-Mt. Kabobo | Museo delle Scienze di Trento |
| 3 | Ethiopia | ETH3 | Aliyu Amba - Dulecha | University of Gondar, BfDE |
| 4 | Ethiopia | ETH6 | Ankober - Debre Sina Escarpment | University of Gondar, BfDE, SUNARMA |
| 5 | Ethiopia | ETH36 | Guassa Plateau | University of Gondar, BfDE |
| 6 | Ethiopia | ETH69 | Sheka Forest | Biodiversity Inventory for Conservation |
| 7 | Ethiopia | ETH73 | Sof Omar | Botanic Gardens Conservation Int. |
| 8 | Ethiopia | ETH76 | Wadela (Wadila) | BfDE |
| 9 | Ethiopia | new | West of Sheka Forest (Nono Sale and Garba-Dima forests) | Mettu University |
| 10 | Kenya | KEN4 | Kianyaga Valleys | Nature Kenya |
| 11 | Kenya | KEN9 | Lake Ol' Bolossat | National Museums of Kenya, CCV |
| 12 | Kenya | KEN11 | Masai Mara | The Peregrine Fund |
| 13 | Kenya | KEN16 | Mt Kenya | National Museums of Kenya |
| 14 | Kenya | KEN19 | Mukurweini Valleys | Nature Kenya |
| 15 | Malawi | MWI | Dedza Forest Reserve | Wildlife Action Group |
| 16 | Malawi | MWI2 | Misuku Hills FR (including Mugesse) | Action for Environmental Sustainability |
| 17 | Malawi | MSI10 | Zomba Mountains | National Herbarium-Botanic Gardens |
| 18 | Mozambique | fwMOZ1 | Lake Malawi, Mozambique | Manda Wilderness Community Trust |
| 19 | Mozambique | MOZ1 | Chimanimani Mountains | Museu de Historia Natural de Maputo, Royal Botanic Gardens-Kew |
| 20 | Mozambique | MOZ3 | Mount Chiperone | South Africa National Biodiversity Inst. |
| 21 | Mozambique | MOZ4 | Mount Mabu | Fauna & Flora International |
| 22 | Mozambique | MOZ6 | Mount Namuli | Additive Adventures/Legado |
| 23 | Mozambique | New | Mount Inago | South Africa National Biodiversity Inst. |
| 24 | Mozambique | New | Njesi Plateau | Biodiversity Inventory for Conservation |
| 25 | Mozambique | New | Mount Ribaue | South Africa National Biodiversity Inst. |
| | | | | |
| 26 | Rwanda | RWA1 | Cyamudongo Forest | Wildlife Conservation Society |
| 27 | Rwanda | RWA2 | Gishwati | Dian Fossey Gorilla Foundation Int., FHA |
| 28 | Rwanda | RWA3 | Nyungwe NP | Wildlife Conservation Society |
| 29 | Rwanda | RWA5 | Rugezi Marsh | RWCA, ICF |
| 30 | South Sudan | SSD1 | Imatong Mountains | East Africa Plant Red List Authority |
| 31 | Tanzania | TZA4 | East Usambara Mountains | Nature Tanzania |
| 32 | Tanzania | TZA11 | Livingstone Mountains | Wildlife Conservation Society |
| 33 | Tanzania | TZA15 | Mount Hanang | Missouri Botanical Garden |
| 34 | Tanzania | TZA21 | Njombe Forests | Wildlife Conservation Society, ForConsult, SATAFO |
| 35 | Tanzania | New | Nou Forest | Missouri Botanical Garden |

| No. | Country | Site No. | Site Name | Grantee |
|---|---|---|---|---|
| 36 | Uganda | UGA20 | Murchison Falls | Wildlife Conservation Society, Nature Uganda |
| 37 | Zambia | ZMB1 | Mafinga Hills | BirdWatch Zambia, WECSZ |
| 38 | Zimbabwe | ZWE2 | Chimanimani Mountains | Natural History Museum of Zimbabwe, BirdLife Zimbabwe |
| 39 | Zimbabwe | ZWE3 | Chirinda Forest | Natural History Museum of Zimbabwe |
| 40 | Zimbabwe | ZWE4 | Nyanga Mountains | Natural History Museum of Zimbabwe |
| 41 | Zimbabwe | ZWE5 | Stapleford Forest | BirdLife Zimbabwe |
| 42 | Zimbabwe | ZWE6 | Vumba Highlands | Natural History Museum of Zimbabwe |

## 6.2. Key Biodiversity Areas

The ecosystem profile identified 310 KBAs in 2011 using an IUCN methodology from 2007[1] (Langhammer *et al.* 2007), which at the time, represented "state of the science" with standards for determining what qualified as a KBA, the documentation required, and determination of boundaries. Understanding that allocated funding would not be sufficient to work in all 310 sites, the Profile team then used a qualitative process to prioritize 47 sites based on criteria such as threat level, number of species, irreplaceability, and availability of funding. Further, Investment Priority 2.3 specifically called for the identification of new KBAs.

Nine years later, a summary of interventions versus intentions shows that CEPF worked in 81 KBAs, per the table below, and that as discussed further, can claim direct influence leading to work in two additional KBAs.

**Table 14. Summary of Work in Priority KBAs, Other KBAs, and New KBAs**

| Priority KBAs | Other KBAs | New KBAs | Total |
|---|---|---|---|
| 37/47 | 37/263 | 7/0 | 81 |

Table 15 shows the originally identified 76 KBAs (out of a total of 310) with either direct support or where CEPF's profile led to work taking place. For transparency and accountability, Table 16 lists the 10 priority KBAs where CEPF did *not* work. Table 17 lists the seven newly identified KBAs.

From 2012 until 2020, there were multiple factors that influenced where CEPF worked. First, CEPF could only work in locations from where it received viable proposals from appropriately qualified and eligible CSOs. Thus, as shown in Table 16, there was no work in five priority KBAs in Yemen due to the inception of armed conflict. The ecosystem profile team could not have predicted this. Grantees themselves, despite plans presented in their proposals, had to respond to the opportunities available to them. Specifically, Bahir Dar University intended to work upstream in the Little Abbai River (KBA ETH 54), but ultimately ended up working in the wetlands area at the mouth of the river as it flowed into Lake Tana (fwETH 4).

[1] Identification and Gap Analysis of Key Biodiversity Areas: Targets for Comprehensive Protected Area Systems. Langhammer, et al. 2007.

Second, the KBA methodology changed in 2016[2] (IUCN 2016), raising questions about the status of some of the 310 KBAs. Specifically, this applied to the Congolese portion of Lake Tanganyika (fwCOD 4), the Tanzanian portion of Lake Tanganyika (fwTZA 5), and the Malawian portion of Lake Malawi (fwMWI 1). On these large lakes, CEPF decided that: (1) it could not resolve certain questions (e.g., is Lake Tanganyika one management unit or four?); (2) the scope and scale of funding required to make a difference in these lakes vastly exceeded the resources CEPF had available; and (3) the best actors to lead work on these large water bodies were government agencies and lake basin authorities. Thus, instead of attempting to fund work directly intervening in any of these three KBAs, CEPF co-funded overarching efforts, such as a grant to The Nature Conservancy to promote the Great Lakes Basin Initiative.

Simultaneous to not working in nine priority KBAs, for the reasons stated above, CEPF directly supported work in 37 additional KBAs that were not identified as priorities in the ecosystem profile. In this way, CEPF and the RIT adapted to the requests of grantees and new opportunities that presented themselves. In particular, this includes much of the livelihood work of Strategic Direction 1. For example, in Ethiopia, there is strong support for the biosphere reserve concept. The Kaffa-Yayu Coffee Biosphere Reserve corridor encompasses three KBAs, Bonga, Sheka, and Yayu, of which only Sheka was originally prioritized. The grantee, MELCA, initiated closer collaboration between the three Biosphere Reserves/KBAs in the corridor.

Other elements of the investment strategy necessitated grant making outside of the priority KBAs, such as Investment Priority 2.2 on site safeguards, where grantees like the Indigenous Heartland Association responded to imminent threats to the Ngorongoro Conservation Area (TZA19) by using EIA procedures, and Investment Priority 2.3 on KBA identification, where grantees like Botanical Gardens Conservation International went to Sof Omar (ETH73) to do plant surveys.

Over a seven-year program, it is also unsurprising that the priorities, decided in 2011, would change. Most notably, when the profile was written, no KBAs in Kenya or Uganda were prioritized for CEPF support, with the argument being there was already *relatively* enough funding going to the two countries and that collective civil society capacity was already high enough. However, during the mid-term assessment in 2015, the Advisory Board considered the lack of qualified applicants in other hotspot countries, at that time, to implement work on Investment Priorities 3.1 (carbon) and 3.2 (PES). The team recognized that the best opportunities for those Investment Priorities lay in Kenya and Uganda. The Advisory Board further advised that to best make use of the additional funding from the GEF, which highlighted support for co-management agreements for the management of protected areas, grants consolidate around Kenya, Rwanda, Tanzania, and Uganda. This conscious decision led to investment in at least 23 additional sites.

Investment Priority 2.3 allowed for the notion that KBA science in such a large geography was not comprehensive at the time of the ecosystem profile, thereby supporting application of the KBA standard and research into new locations. CEPF grantees identified seven new KBAs (Table 17). The work for six of these was completed directly by science-based institutions: Biodiversity Inventory for Conservation, Mettu University, Missouri Botanical Garden, and the South Africa National Biodiversity Institute. The seventh, in Laikipia County in Kenya, was done by the RIT itself, BirdLife, where the RIT worked with a motivated landowner who had full data justifying the designation of Ol'Are Nyiro as a KBA.

[2] Global Standard for the Identification of Key Biodiversity Areas. IUCN. 2016.

This led to an additional role that the RIT played in relation to the goals of the ecosystem profile. By identifying 310 KBAs at the outset of the investment phase, the ecosystem profile contributed to the global knowledge base and encourage other actors, particularly national government and other donors, to use the list of KBAs as an agenda for action, a signal for the directing of resources. In part due to the list of KBAs in the ecosystem profile and with the coordination of the RIT, Conservation International supported work in two additional KBAs as part of the Women in Healthy Sustainable Societies program. By further argument, there was other government- and donor-funded work taking place in the full list of KBAs with which the RIT coordinated, as possible. For example, the Macarthur Foundation supported work in various "CEPF KBAs" in the Rusizi River basin and Lake Kivu as part of its Climate Resilient Altitudinal Gradient (CRAG) program. The RIT provided broad support to this work and tried to incorporate the landscape management approach embodied by CRAG into the water-based ecosystem services grants of Strategic Direction 3.

**Table 15. KBAs with Project Interventions (priority KBAs per the ecosystem profile in gray)**

| No. | Map No. | Country | KBA Name | Corridor | Area (Ha) | Organization |
|---|---|---|---|---|---|---|
| 1 | BDI1 | Burundi | Bururi Forest Nature Reserve | Itombwe - Nyungwe | 1,525 | ABN |
| 2 | BDI2 | Burundi | Kibira National Park | Itombwe - Nyungwe | 36,768 | RA; ACVE; ODEB; Resilience Now; ARCOS |
| 3 | fwBDI2 | Burundi | Lake Tanganyika Burundi | Itombwe - Nyungwe | 184,775 | BNA |
| 4 | COD4 | DRC | Itombwe Mountains | Itombwe - Nyungwe | 820,796 | WCS |
| 5 | COD5 | DRC | Kahuzi-Biega National Park | Itombwe - Nyungwe | 561,784 | Horizon Nature; ARCOS |
| 6 | COD7 | DRC | Luama-Katanga-Mt. Kabobo | Kabobo - Margungu | 254,423 | WCS; MUSE |
| 7 | fwCOD9 | DRC | Tanganyika Lake Shore / Kabobo Tributaries | Kabobo-Margungu | 218,290 | WCS |
| 8 | ETH3 | Ethiopia | Aliyu Amba – Dulecha | None | 6,985 | Lem; BfDE; Gondar U. |
| 9 | ETH6 | Ethiopia | Ankober - Debre Sina Escarpment | None | 18,518 | SUNARMA; BfDE; Gondar U. |
| 10 | ETH9 | Ethiopia | Awi Zone | None | 160,805 | BfDE |
| 11 | ETH11 | Ethiopia | Bale Mountains National Park | Bale Mountain Massif | 957,296 | Oxford U. |
| 12 | ETH15 | Ethiopia | Bonga Forest | Kaffa-Yayu Biosphere | 164,872 | MELCA |
| 13 | ETH21 | Ethiopia | Choke Mountains | Lake Tana Catchment | 108,535 | Oxford U. |
| 14 | ETH36 | Ethiopia | Guassa Plateau | None | 31,310 | FZS; BfDE |
| 15 | ETH61 | Ethiopia | Mount Guna | Lake Tana Catchment | 20,477 | ORDA; Oxford U.; Gondar U. |
| 16 | ETH69 | Ethiopia | Sheka Forest (Metu-Gore-Tepi) | Kaffa-Yayu Biosphere | 369,963 | MELCA; OSD; GPRDO; Pixels on Screen |
| 17 | ETH73 | Ethiopia | Sof Omar | None | 18,218 | BCGI |
| 18 | ETH76 | Ethiopia | Wadela (Wadila) | None | 234,375 | Oxford U.; Gondar U.; BfDE |
| 19 | ETH78 | Ethiopia | Yayu Coffee Biosphere Reserve | Kaffa-Yayu Biosphere | 229,718 | MELCA; PHE |
| 20 | fwETH4 | Ethiopia | Lake Tana | Lake Tana Catchment | 305,499 | AAU; BDU |
| 21 | KEN1 | Kenya | Aberdare Mountains | Mt Kenya-Aberdare | 185,165 | Wetlands International |
| 22 | KEN3 | Kenya | Chyulu Hills | None | 40,747 | MWCT; AWF |
| 23 | KEN4 | Kenya | Kianyaga Valleys | Mt Kenya-Aberdare | 60,455 | Nature Kenya |
| 24 | KEN5 | Kenya | Kikuyu Escarpment forest | Mt Kenya-Aberdare | 37,451 | KENVO |
| 25 | KEN8 | Kenya | Lake Bogoria National Reserve | Mt Kenya-Aberdare | 14,965 | Nature Kenya; Pixels on Screen |
| 26 | KEN9 | Kenya | Lake Ol' Bolossat | Mt Kenya-Aberdare | 4,649 | EAWLS; CCV; NMK; Pixels on Screen |
| 27 | KEN10 | Kenya | Marsabit | None | 69,767 | SAF |
| 28 | KEN11 | Kenya | Masai Mara | None | 525,364 | Peregrine Fund |
| 29 | KEN12 | Kenya | Matthews Range | None | 197,981 | CI-WHS grantee (FFI) |

| No. | Map No. | Country | KBA Name | Corridor | Area (Ha) | Organization |
|---|---|---|---|---|---|---|
| 30 | KEN16 | Kenya | Mount Kenya | Mt Kenya-Aberdare | 257,996 | Nature Kenya; NMK; Wetlands Int. |
| 31 | KEN19 | Kenya | Mukurweini valleys | Mt Kenya-Aberdare | 111,738 | Nature Kenya |
| 32 | KEN22 | Kenya | South Nguruman | None | 170,613 | CI-WHSS grantee |
| 33 | MWI1 | Malawi | Dedza Forest Reserve | None | 18,867 | WESM; WAG |
| 34 | MWI2 | Malawi | Misuku Hills Forest Reserves | Northern Niassa | 2,724 | MBA; AfES; SRGDI |
| 35 | MWI5 | Malawi | Ntichisi Mountain Forest Reserve | None | 19,771 | WESM |
| 36 | MWI10 | Malawi | Zomba Mountains | None | 14,651 | NHBG |
| 37 | MOZ1 | Mozambique | Chimanimani Mountains | Chimanimani-Nyanga | 170,750 | MICAIA; RBG Kew; E. Mondlane U.; MHN |
| 38 | MOZ3 | Mozambique | Mount Chiperone | None | 16,257 | Verde Azul; SANBI |
| 39 | MOZ4 | Mozambique | Mount Mabu | None | 6,089 | FFI |
| 40 | MOZ6 | Mozambique | Mount Namuli | None | 161,902 | Additive Adv.; Khaiya Editores; LUPA |
| 41 | fwMOZ1 | Mozambique | Lake Malawi Mozambique | None | 685,997 | MWCT; UCA |
| 42 | RWA1 | Rwanda | Cyamudongo Forest | Itombwe - Nyungwe | 412 | ARECO; Resilience Now |
| 43 | RWA2 | Rwanda | Gishwati | Virunga - Murchison | 27,094 | FHA; DFGFI; Nature Rwanda; Pixels on Screen |
| 44 | RWA3 | Rwanda | Mukura Reserve | Virunga - Murchison | 4,117 | FHA |
| 45 | RWA4 | Rwanda | Nyungwe National Park | Itombwe - Nyungwe | 101,579 | WCS; SDS Ltd. |
| 46 | RWA5 | Rwanda | Rugezi Marsh | Virunga - Murchison | 10,291 | EWT; RWCA; ICF |
| 47 | RWA6 | Rwanda | Volcans National Park | Virunga - Murchison | 15,907 | IGCP |
| 48 | fwRWA3 | Rwanda | Lake Kivu Rwanda | Itombwe - Nyungwe | 97,732 | APEIER |
| 49 | SSD1 | South Sudan | Imatong mountains | None | 572,458 | Wetlands International; EAPRLA |
| 50 | TZA4 | Tanzania | East Usambara Mountains | Usambara-S. Pare | 38,776 | Nature Tanzania |
| 51 | TZA7 | Tanzania | Greater Mahale | Greater Mahale | 1,944,602 | FFI; FZS |
| 52 | TZA10 | Tanzania | Kitulo Plateau | Northern Niassa | 64,996 | WCS |
| 53 | TZA11 | Tanzania | Livingstone Mountains Forests | Northern Niassa | 7,154 | WCS |
| 54 | TZA14 | Tanzania | Mbeya Range | Northern Niassa | 14,767 | WCS |
| 55 | TZA15 | Tanzania | Mount Hanang | None | 5,889 | MBG |
| 56 | TZA17 | Tanzania | Mount Rungwe | Northern Niassa | 45,343 | AWF; WCS |
| 57 | TZA19 | Tanzania | Ngorongoro Conservation Area | None | 810,001 | IHO |
| 58 | TZA21 | Tanzania | Njombe forests | Northern Niassa | 185 | Development Impact, SATAFO; Sokoine U.; WCS |
| 59 | TZA23 | Tanzania | Poroto Ridge | Northern Niassa | 11,175 | WCS |
| 60 | TZA26 | Tanzania | Udzungwa Mountains | Udzungwa - Uluguru | 541,404 | TFCG |

| No. | Map No. | Country | KBA Name | Corridor | Area (Ha) | Organization |
|---|---|---|---|---|---|---|
| 61 | fwTZA8 | Tanzania | Malagarasi River system | Greater Mahale | 356,285 | NYDT; WCS; Governance Links |
| 62 | UGA2 | Uganda | Bugoma Central Forest Reserve | Virunga - Murchison | 64,660 | CSWCT |
| 63 | UGA4 | Uganda | Bwindi Impenetrable National Park | Virunga - Murchison | 31,933 | MUST, IGCP |
| 64 | UGA5 | Uganda | Echuya Forest Reserve | Virunga - Murchison | 3,580 | KIWOCEDU |
| 65 | UGA20 | Uganda | Murchison Falls National Park | Virunga - Murchison | 387,315 | AWF; WCS; Nature Uganda; Gulu U. |
| 66 | YEM3 | Yemen | High Mountains of Ibb | Arabian Peninsula | 163,266 | FEW |
| 67 | YEM17 | Yemen | Jabal Sumarah | Arabian Peninsula | 36,555 | FEW |
| 68 | YEM23 | Yemen | Udayn | Arabian Peninsula | 13,408 | FEW |
| 69 | ZMB1 | Zambia | Mafinga Hills | Northern Niassa | 18,721 | WECSZ; Birdwatch Zambia |
| 70 | ZMB4 | Zambia | Sumbu Nat. Park / Tondwa GMA | Kabobo - Margungu | 271,383 | CLT |
| 71 | fwZMB2 | Zambia | Lake Tanganyika Zambia | Kabobo - Margungu | 204,173 | CLT |
| 72 | ZWE2 | Zimbabwe | Chimanimani Mountains Zimbabwe | Chimanimani-Nyanga | 21,437 | BLZ; MICAIA; Tsuro Trust; NHMZ |
| 73 | ZWE3 | Zimbabwe | Chirinda Forest | Chimanimani-Nyanga | 954 | NHMZ; BLZ |
| 74 | ZWE4 | Zimbabwe | Nyanga Mountains | Chimanimani-Nyanga | 28,863 | NHMZ; BLZ |
| 75 | ZWE5 | Zimbabwe | Stapleford Forest | Chimanimani-Nyanga | 23,223 | BLZ |
| 76 | ZWE6 | Zimbabwe | Vumba Highlands | Chimanimani-Nyanga | 25,385 | NHMZ; BLZ |
| | | | | **Total** | **13,443,854** | |

## Table 16. Priority KBAs in Which No CEPF-funded Work Took Place

| No. | Map No. | Country | KBA Name | Corridor | Area (Ha) | Protection Status | Comment |
|---|---|---|---|---|---|---|---|
| 1 | fwCOD3 | DRC | Lake Kivu DRC | Itombwe-Nyungwe landscape | 97,732 | Unprotected | Revised analysis |
| 2 | fwCOD4 | DRC | Lake Tanganyika DRC | Kabobo - Margungu | 149,625 | Partial | Revised analysis |
| 3 | ETH54 | Ethiopia | Little Abbai River | Lake Tana Catchment | 86,570 | Unprotected | Bahir Dar University project changed location |
| 4 | fwMWI1 | Malawi | Lake Malawi Malawi | Northern Niassa | 2,230,291 | Partial | Revised analysis |
| 5 | fwTZA5 | Tanzania | Lake Tanganyika Tanzania | Greater Mahale | 1,327,650 | Partial | Revised analysis |
| 6 | YEM10 | Yemen | Jabal Iraf | Arabian Peninsula | 7,679 | Unprotected | Armed conflict |
| 7 | YEM13 | Yemen | Jabal Raymah | Arabian Peninsula | 107,371 | Unprotected | Armed conflict |
| 8 | YEM4 | Yemen | Hujjariyah | Arabian Peninsula | 56,457 | Unprotected | Armed conflict |
| 9 | YEM6 | Yemen | Jabal al-Nabi Shuayb | Arabian Peninsula | 5,699 | Unprotected | Armed conflict |
| 10 | YEM7 | Yemen | Jabal Bura | Arabian Peninsula | 15,565 | Protected | Armed conflict |

## Table 17. New KBAs Identified in the Hotspot

| No. | Map No. | Country | KBA Name | Corridor | Area (Ha) | Protection Status | Organization |
|---|---|---|---|---|---|---|---|
| 1 | n/a | Kenya | Ol'Are Nyiro | Mount Kenya-Aberdare | 90,000 | Unprotected (private reserve) | BirdLife |
| 2 | n/a | Ethiopia | Gura Ferda Forest | Kaffa - Yayu Biosphere | 45,000 | Unprotected | BINCO |
| 3 | n/a | Mozambique | Njesi Plateau | None | 30,000 | Unprotected | BINCO |
| 4 | n/a | Tanzania | Nou Forest | None | 32,107 | Protected (National Forest reserve) | MBG |
| 5 | n/a | Ethiopia | Nono Sale and Garba-Dima Forest (West of Sheka Forest) | Kaffa - Yayu Biosphere | 401,000 | Unprotected | Mettu University |
| 6 | n/a | Mozambique | Mount Inago | None | 21,000 | Unprotected | SANBI |
| 7 | n/a | Mozambique | Mount Ribaue | None | 17,500 | Unprotected | SANBI |
| | | | | **Total** | **636,607** | | |

## Biological Prioritization of KBAs

The text and tables above discuss *where* CEPF grantees worked, in which KBAs. Additionally, the portfolio addressed why conservation efforts should focus on certain KBAs, what the ecosystem profile refers to as "biological prioritization." The profile identified 47 priority sites and 263 non-priorities. Prioritization was based on factors including threats, availability of funding, and importantly, the status of the trigger species at a site. If the site contained the last remaining population of a species on the planet (i.e., an Alliance for Zero Extinction site) or contained a Critically Endangered trigger species, the profile team gave this site the highest priority (identified as a Priority 1 in the profile), followed, successively by sites with Endangered species (Priority 2) and Vulnerable species (Priority 3). Further, there were sites with no globally threatened species, but that were KBAs because of irreplaceability for restricted range and/or congregatory species, which the profile rated as Priority 4 (i.e., the lowest priority).

The method for biological prioritization was useful—it gave the portfolio a set of 47 places to start work. However, the method had a flaw: If knowledge on a site was poor or incomplete, or if conditions changed for the worse over time, the site might receive a lower priority than it deserved. Investment Priority 2.3 recognized this by making grants to assess the underpinnings of the biological prioritization in the locations identified in the table below.

**Table 18. Sites with Reassessment of Biological Prioritization**

| No. | Map No. | Country | KBA Name | Organization | Result |
|---|---|---|---|---|---|
| 1 | ETH73 | Ethiopia | Sof Omar | Botanic Gardens Conservation International | Plants surveys raised priority level from 3 to 1. |
| 2 | KEN4 | Kenya | Kianyaga Valleys | Nature Kenya | Bird, invertebrate, plant, reptile, amphibian, and mammal surveys raised priority level from 3 to 2. |
| 3 | KEN19 | Kenya | Mukurweini Valleys | Nature Kenya | Bird, invertebrate, plant, reptile, amphibian, and mammal surveys raised priority level from 3 to 2. |
| 4 | MWI1 | Malawi | Dedza Forest Reserve | Wildlife Action Group | Plant surveys—on orchids—raised priority level from 2 to 1. |
| 5 | MWI10 | Malawi | Zomba Mountains | National Herbarium and Botanic Gardens | Plant, bird, amphibian, and mammal surveys revealed nine globally threatened species, raising priority from 4 to 1. |
| 6 | TZA15 | Tanzania | Mount Hanang | Missouri Botanical Garden | Surveys found 15 plant taxa, eight vertebrate species, and six insect species of high conservation value, raising priority from 4 to 2. |

The organizations working in these sites filled gaps in information so that future priority-setting exercises will be based on more complete knowledge. For example, Nature Kenya, working in the Kianyaga Valleys, found three species with Endangered conservation status (*Myrianthus holstii, Baphia longipedicellata* subsp. *keniensis, Phrynobatrachus irangi*) and

three species with Vulnerable status (*Turdoides hindei, Phrynobatrachus kinangopensis, Dorstenia thikaensis*), suggesting an increase in priority.

## Creation, Expansion, and Improved Management of Protected Areas

There is a difference between working in 83 KBAs and having a demonstrable effect on them. While a KBA is a geographic area of importance for biodiversity, the nomenclature is not a statement on the legal status of the area. Some KBAs are wholly included within formal protected areas, some are partially included, and others are not included within formal protected areas at all. Areas that are not protected can be used for productive purposes, including, among others, agriculture, livelihoods, enterprises, and housing. CEPF terms areas that are not formally protected as "production landscapes."

The creation of protected areas is a lengthy process everywhere in the world, and the Eastern Afromontane is no exception. The decision of a government to declare an area protected—and to thereby somehow limit the citizenry's access to public land or resources—is a weighty one. CEPF's grantees were appropriately deliberative in supporting these processes in 11 new or expanded protected areas.

**Table 19. Created and Expanded Protected Areas**

| No. | Map No. | Country | KBA or Protected Area Name | Original Protected Area Size* | Creation or Expansion | |
|---|---|---|---|---|---|---|
| | | | | | Year of Proclamation | Additional Hectares |
| 1 | COD4 | DRC | Réserve Naturelle d'Itombwe | 0 | 2016 | 573,200 |
| 2 | COD7 | DRC | Ngandja Reserve (Luama-Katanga-Mount Kabobo) | 158,700 | 2016 | 286,321 |
| 3 | COD7 | DRC | Reserve de Faune de Kabobo | 228,110 | 2016 | 150,000 |
| 4 | ETH3 | Ethiopia | Aliyu Amba | 0 | 2018 | 50 |
| 5 | ETH61 | Ethiopia | Mount Guna | 0 | 2016 | 4,615 |
| 6 | ETH76 | Ethiopia | Wadela | 0 | 2017 | 5 |
| 7 | KEN9 | Kenya | Lake Ol'Bolossat | 0 | 2018 | 4,304 |
| 8 | RWA2 | Rwanda | Gishwati-Mukura National Park | 0 | 2016 | 1,570 |
| 9 | TZA7 | Tanzania | Tongwe West Forest Reserve and Village Land Forest Reserves of Kasangantongwe, Ikola, and Kagunga | 100,965 | 2014 | 384,401 |
| 10 | TZA21 | Tanzania | Njombe Forests | 0 | 2019 | 5,819 |
| 11 | UGA20 | Uganda | Murchison Community Conservancy and River Aswa Wildlife Conservancy One | 0? | 2019 | 18,045 |
| | | | **Total** | **487,775** | | **1,428,330** |

*Original protected area size is shown to understand the relative magnitude of the expansion.

These successes can be understood in different ways:

- The creation of large reserves in the DRC reflects the culmination of years of effort by the government, Wildlife Conservation Society (WCS), and others, where the

CEPF grant provided funds to achieve the final steps of proclamation. These large reserves are home to dense forest and support gorilla populations.

- The examples from Lake Ol'Bolossat (Kenya), Gishwati (Rwanda), and Murchison Falls (Uganda) are notable for their emphasis on co-management. In each case, CEPF funding to the East African Wildlife Society (EAWLS), Forest of Hope Association (FHA), and African Wildlife Foundation (AWF), respectively, allowed communities or civil society organizations to create partnerships with public authorities to jointly manage protected areas.

- Tanzania has a system of village land forest reserves (VLFR) that place forests under local control with the goals of timber production, collection of non-timber forest products, conservation. The forests named in the table above are all part of the Mahale KBA, adjacent to Mahale National Park, creating a large contiguous area of protected habitat. The grants to the Frankfurt Zoological Society (FZS) and Fauna and Flora International (FFI) facilitated collaboration between park authorities and neighboring communities and then the steps needed to declare VLFRs.

In the three cases where expansion of existing protected areas took place (in the DRC and Tanzania), there was also improved management of the "original" protected area. In the DRC, WCS worked with park authorities, and likewise, FZS in Tanzania's Mahale National Park, to ensure that larger boundaries, or contiguous patches of separately administered protected areas, yielded better conservation results.

CEPF grantees also worked in existing protected areas, not to expand them, but to improve their conservation effectiveness, either by changing the management systems from within the area or by reducing threats. Considering the total number of protected areas in which CEPF grantees worked, the list then grows from the 11, above, by an additional 31 locations.

**Table 20. Existing Protected Areas with Improved Management or Reduced Threats**

| No. | Map No. | Country | KBA or Protected Area Name | Hectares |
|---|---|---|---|---|
| 1 | BDI1 | Burundi | Bururi Forest Nature Reserve | 3,300 |
| 2 | BDI2 | Burundi | Kibira National Park | 5,794 |
| 3 | fwETH4 | Ethiopia | Lake Tana Biosphere Reserve (core zone) | 22,841 |
| 4 | ETH6 | Ethiopia | Ankober-Debre Sina Escarpment; Wof Washa National Forest Priority Area PA | 8,906 |
| 5 | ETH69 | Ethiopia | Sheka Biosphere reserve (core zone) | 55,255 |
| 6 | ETH78 | Ethiopia | Yayu Coffee Forest Biosphere Reserve (core zone) | 27,733 |
| 7 | KEN1 | Kenya | Aberdare Mountains National Park | 8,441 |
| 8 | KEN5 | Kenya | Kikuyu Escarpment Forest | 4,722 |
| 9 | KEN8 | Kenya | Lake Bogoria National Park | 23,700 |
| 10 | KEN16 | Kenya | Mount Kenya National Park | 282,872 |
| 11 | MWI1 | Malawi | Dedza Forest Reserve | 3,462 |
| 12 | MWI2 | Malawi | Misuku Hills Forest Reserves (including Mugesse) | 2,768 |
| 13 | MWI10 | Malawi | Zomba Forest | 5,900 |
| 14 | MOZ1 | Mozambique | Chimanimani Mountains Reserve, Mozambique | 236,800 |
| 15 | RWA1 | Rwanda | Cyamudongo Forest | 412 |
| 16 | RWA4 | Rwanda | Nyungwe National Park | 101,500 |

| No. | Map No. | Country | KBA or Protected Area Name | Hectares |
|---|---|---|---|---|
| 17 | RWA5 | Rwanda | Rugezi Marsh | 6,735 |
| 18 | TZA11 | Tanzania | Livingstone Mountains | 11,210 |
| 19 | TZA17 | Tanzania | Mount Rungwe | 13,652 |
| 20 | TZA21 | Tanzania | Njombe Forests | 810 |
| 21 | TZA23 | Tanzania | Proto Ridge | 11,167 |
| 22 | UGA2 | Uganda | Bugoma Central Forest Reserve | 41,000 |
| 23 | UGA4 | Uganda | Bwindi Impenetrable National Park | 33,100 |
| 24 | UGA5 | Uganda | Echuya Forest Reserve | 32 |
| 25 | UGA20 | Uganda | Murchison Falls National Park | 389,300 |
| 26 | ZMB1 | Zambia | Mafinga Hills National Forest Reserve | 13,028 |
| 27 | ZMB$ | Zambia | Sumbu National Park and Tondwa Game Management Area | 271,385 |
| 28 | ZWE2 | Zimbabwe | Chimanimani Mountains, Zimbabwe | 17,100 |
| 29 | ZWE3 | Zimbabwe | Chirinda Forest | 950 |
| 30 | ZWE4 | Zimbabwe | Nyanga Mountains | 40,000 |
| 31 | ZWE5 | Zimbabwe | Stapleford Forest | 26,000 |
| | | | **Total** | **1,669,875[3]** |

In each case, no new hectares of land were protected. Instead, existing protected areas (that is, KBAs with the status of protection) are better managed due to the work of CEPF grantees, as highlighted here:

- In the Kikuyu Escarpment and Mount Kenya (both in Kenya) and in Uganda's Bugoma Forest, grantees Kijabe Environment Volunteers, Nature Kenya, and the Chimpanzee Sanctuary and Wildlife Conservation Trust all worked to reduce pressure from within protected areas by instituting better watershed management activities by small scale farmers in IUCN Category V and VI areas (i.e., protected landscapes or areas that allow for sustainable use).

- In Rwanda's Cyamudongo Forest, a remnant fragment of the larger Nyungwe National Park, ARECO and Resilience Now promoted the use of high efficiency wood stoves to reduce charcoal wood collection from within the forest. In parallel, WCS worked with poor households along the border of Nyungwe, promoting microenterprises to give people an alternative to exploiting the park.

- BirdLife Zimbabwe (working in the ridgeline and international border-zone forests of Chimanimani, Chirinda, Nyanga, and Stapleford) and MICAIA (working on the Mozambique side of the border) assessed plant biodiversity, created cross-border cooperation between forest-dwelling communities, and foster community-government partnership to better manage a large area. This was in line with Mozambique's World Bank-supported Transfrontier Conservation Area program, which specifically called for CSO engagement to better manage protected areas.

- In Murchison Falls National Park in Uganda, WCS worked with authorities to prevent, or at least mitigate the impacts, of oil and gas exploration within the park. WCS efforts were successful over the life of the grant.

[3] The three protected areas listed in Table 19 which were expanded, in the DRC and Tanzania, are not included in this table to avoid double-counting of hectares. However, with the expansion of all three of those protected areas, all can be considered to have improved management.

As an additional measurement tool, CEPF encouraged relevant grantees to facilitate the application of the Management Effectiveness Tracking Tool (METT) for protected areas. Ultimately, 44 of the KBAs in which grantees worked had some form of protection over at least part of the area covered by the KBA. In theory, the opportunity existed to collect METTs from 44 protected areas. However, this did not occur universally in practice for various reasons. At a simple level, CEPF did not ask grantees to collect METTs if the grantee worked in an unprotected part of the KBA, with no direct biophysical relationship of its work on the protected area. (For example, Wetlands International worked with farmers on watershed management in the Aberdare Mountains KBA of Kenya, but outside at lower elevations than the protected area boundaries.) Similarly, if a grantee conducted a study inside a protected area, or had a one-time intervention (e.g., the emergency response to a rabies outbreak among wolves in Ethiopia's Bale Mountains National Park), the intervention would not necessarily be expected to change a METT score. At a more complex level, METTs are scorecards on the management of public lands and are reflections on the performance of civil servants or public officials. As such, protected area managers do not necessarily allow CSOs to participate in METT processes, or CSOs are not in a position to make a METT happen. Further, the RIT did not want situations where a grantee controlled the METT process to the point that the validity of the score, or ownership of the results by site authorities, came into doubt. Annex 6 shows the thirteen locations in which grantees ensured that valid METT processes were conducted, establishing a baseline for future comparison.

## Improved Management of Production Landscapes

A production landscape is any land or water area that is not formally protected. From a biological standpoint, a production landscape can be split into "production landscapes with high biological significance" (i.e., unprotected zones within KBAs) and "production landscapes with less biological significance" (i.e., areas outside of KBAs). In the Eastern Afromontane, as in much of the world, a major part of conservation necessarily occurs in production landscapes. In fact, the presumption of much of Strategic Direction 1 (to improve livelihoods and promote sustainable agriculture) was that work would occur in *unprotected* areas.

CEPF supported work in 39 KBAs to strengthen the management of over 1.5 million hectares of production landscape with the goal of conserving biodiversity. This included interventions within KBAs and in areas outside of KBAs but with a direct impact on them. For example, this occurred where lakes or rivers were designated as the KBA, but the grantee work took place in the surrounding catchment, or where management plans were implemented in multiple-use zones (e.g., biosphere reserves).

**Table 21. Production Landscapes Strengthened (including KBAs and non-KBAs)**

| No. | Map No. | Country | KBA | Hectares | Intervention |
|---|---|---|---|---|---|
| 1 | BDI2 | Burundi | Kibira National Park | 6,089 | Improved land management in four communities around Teza factory: Matongo, Bukeye 1, Bukeye 2, and Muramvya |
| 2 | fwBDI2 | Burundi | Lake Tanganyika (Burundi) | 120,000 | Reforestation and watershed stabilization |
| 3 | ETH3 | Ethiopia | Aliyu Amba | 1,100 | Erosion control in critical watershed |
| 4 | ETH9 | Ethiopia | Awi Zone | 47 | Sustainable agriculture |
| 5 | ETH21 | Ethiopia | Choke Mountains | 600 | High efficiency stoves in forest zone |
| 6 | ETH36 | Ethiopia | Guassa Plateau | 9,800 | Reduction in illegal use of natural resources |
| 7 | ETH61 | Ethiopia | Mount Guna | 3,150 | High efficiency stoves in forest zone; agroforestry (apples, hops) |
| 8 | ETH69 | Ethiopia | Sheka Forest (Metu-Gore-Tepi) | 183,505 | Biosphere reserve management plan implementation; water and soil conservation |
| 9 | ETH76 | Ethiopia | Wadela (Wadila) | 7,005 | High efficiency stoves in forest zone |
| 10 | ETH78 | Ethiopia | Yayu Coffee Forest Biosphere Reserve | 21,552 | Alternative livelihoods to reduce deforestation |
| 11 | fwETH4 | Ethiopia | Lake Tana | 277,191 | Papyrus planting, sustainable fishing |
| 12 | KEN1 | Kenya | Aberdare Mountains | 19,402 | Sub-catchment management plan |
| 13 | KEN3 | Kenya | Chyulu Hills | 200,000 | Forest and rangeland management for carbon credits |
| 14 | KEN5 | Kenya | Kikuyu Escarpment Forest | 15,500 | Indigenous tree planting |
| 15 | KEN16 | Kenya | Mount Kenya | 65 | Reforestation |
| 16 | MWI2 | Malawi | Misuku Hills Forest Reserves | 622 | Sustainable agriculture and village savings and loans to reduce pressure on protected area |
| 17 | MOZ1 | Mozambique | Chimanimani Mountains | 172,300 | Sustainable agriculture |
| 18 | MOZ3 | Mozambique | Mount Chiperone | 36,033 | Reforestation and agroforestry |
| 19 | MOZ4 | Mozambique | Mount Mabu | 8,308 | Management plan |
| 20 | MOZ6 | Mozambique | Mount Namuli | 1,500 | Sustainable agriculture |
| 21 | fwMOZ1 | Mozambique | Lake Malawi | 500 | Sustainable agriculture |
| 22 | RWA1 | Rwanda | Cyamudongo Forest | 200 | High efficiency stoves in forest zone |
| 23 | RWA2 | Rwanda | Gishwati | 46 | Reduced impact from small scale mining |
| 24 | TZA4 | Tanzania | East Usambara Mountains | 2 | Indigenous tree planting |
| 25 | TZA17 | Tanzania | Mount Rungwe | 437 | Agriculture zone brought under sustainable production |
| 26 | TZA21 | Tanzania | Njombe Forests | 1,603 | Project interventions in Madihani village forest (officially unprotected) |
| 27 | TZA26 | Tanzania | Udzungwa Mountains | 64,293 | Sustainable charcoal production |
| 28 | fwTZA8 | Tanzania | Malagarasi River System | 12,595 | Sustainable agriculture |
| 29 | UGA2 | Uganda | Bugoma Central Forest Reserve | 611 | Sustainable agriculture and soil conservation |

| No. | Map No. | Country | KBA | Hectares | Intervention |
|---|---|---|---|---|---|
| 30 | UGA4 | Uganda | Bwindi National Park | 411 | Organic farming, sustainable coffee, removal of exotic plants |
| 31 | UGA20 | Uganda | Murchison Falls | 29,045 | Area-wide management plan and implementation |
| 32 | YEM3 | Yemen | High Mountains of Ibb | 163,266 | Draft management plan for this unprotected KBA (already being implemented) |
| 33 | YEM17 | Yemen | Jabal Sumarah | 36,555 | Draft management plan for this unprotected KBA (already being implemented) |
| 34 | YEM23 | Yemen | Udayn | 13,408 | Draft management plan for this unprotected KBA (already being implemented) |
| 35 | ZMB1 | Zambia | Mafinga Hills | 28 | Riparian zone restoration and reforestation |
| 36 | ZMB4 | Zambia | Sumbu National Park and Tondwa Game Management Area | 100,000 | The Community Resource Board operates in communities living in proximity to PAs where there are significant resources under threat, their activities are conducted both within and outside the PAs. |
| 37 | ZWE2 | Zimbabwe | Chimanimani Mountains, Zimbabwe | 387 | Grassland and forest restoration |
| 38 | ZWE5 | Zimbabwe | Stapleford Forest | 130 | Improvement of key forest and grassland habitats outside a protected area, communally owned with SSG and SMAG taking a leading role in their management. |
| 39 | ZWE6 | Zimbabwe | Vumba Highlands | 3,250 | Unprotected area where SSG and SMAG are taking the lead in conservation and management activities |
| | | | **Total** | **1,510,316** | |

## KBAs Under Improved Management

Ultimately, CEPF grants worked in, or touched in some way, 83 KBAs that encompass over 13 million hectares. However, it would be misleading to say that a single grant, often with a geographically delimited remit, improved an entire KBA. Ultimately, CEPF grantees had a direct, positive impact on hectares in 52 KBAs.

**Table 22. Hectares of KBA with Strengthened Management and Protection (priority KBAs in grey)**

| No. | Map No. | Country | KBA Name | KBA Total Area (Ha) | Area of KBA Strengthened |
|---|---|---|---|---|---|
| 1 | BDI1 | Burundi | Bururi Forest Nature Reserve | 3,300 | 3,300 |
| 2 | BDI2 | Burundi | Kibira National Park | 36,768 | 5,794 |
| 3 | fwBDI2 | Burundi | Lake Tanganyika Burundi | 184,775 | 120,000 |
| 4 | COD4 | DRC | Itombwe Mountains | 820,796 | 508,000 |
| 5 | COD7 | DRC | Luama-Katanga-Mt. Kabobo | 536,810 | 536,810 |
| 6 | ETH3 | Ethiopia | Aliyu Amba – Dulecha | 6,985 | 50 |
| 7 | ETH6 | Ethiopia | Ankober - Debre Sina Escarpment | 18,518 | 8,222 |
| 8 | ETH9 | Ethiopia | Awi Zone | 160,805 | 47 |
| 9 | ETH36 | Ethiopia | Guassa Plateau | 31,310 | 9,800 |
| 10 | ETH61 | Ethiopia | Mount Guna | 20,477 | 6,615 |
| 11 | ETH69 | Ethiopia | Sheka Forest (Metu-Gore-Tepi) | 369,963 | 238,750 |
| 12 | ETH76 | Ethiopia | Wadela (Wadila) | 234,375 | 5,005 |
| 13 | ETH78 | Ethiopia | Yayu Coffee Biosphere Reserve | 229,718 | 49,285 |
| 14 | fwETH4 | Ethiopia | Lake Tana | 305,499 | 300,000 |
| 15 | KEN1 | Kenya | Aberdare Mountains | 185,165 | 8,441 |
| 16 | KEN3 | Kenya | Chyulu Hills | 410,000 | 410,000 |
| 17 | KEN5 | Kenya | Kikuyu Escarpment forest | 37,451 | 4,722 |
| 18 | KEN8 | Kenya | Lake Bogoria National Reserve | 23,700 | 23,700 |
| 19 | KEN9 | Kenya | Lake Ol' Bolossat | 4,649 | 4,304 |
| 20 | KEN16 | Kenya | Mount Kenya | 282,872 | 282,872 |
| 21 | MWI1 | Malawi | Dedza Forest Reserve | 18,867 | 3,462 |
| 22 | MWI2 | Malawi | Misuku Hills Forest Reserves | 2,724 | 2,768 |
| 23 | MWI10 | Malawi | Zomba Mountains | 14,651 | 5,900 |
| 24 | MOZ1 | Mozambique | Chimanimani Mountains | 170,750 | 236,800 |
| 25 | MOZ3 | Mozambique | Mount Chiperone | 36,033 | 36,033 |
| 26 | MOZ4 | Mozambique | Mount Mabu | 8,308 | 8,308 |
| 27 | fwMOZ1 | Mozambique | Lake Malawi Mozambique | 685,997 | 250,500 |
| 28 | RWA1 | Rwanda | Cyamudongo Forest | 512 | 512 |
| 29 | RWA2 | Rwanda | Gishwati | 27,094 | 1,570 |
| 30 | RWA4 | Rwanda | Nyungwe National Park | 101,579 | 101,500 |
| 31 | RWA5 | Rwanda | Rugezi Marsh | 10,291 | 6,735 |
| 32 | TZA7 | Tanzania | Greater Mahale | 1,944,602 | 533,916 |
| 33 | TZA11 | Tanzania | Livingstone Mountains Forests | 11,210 | 11,210 |
| 34 | TZA17 | Tanzania | Mount Rungwe | 45,343 | 13,652 |
| 35 | TZA21 | Tanzania | Njombe forests | 7,712 | 7,712 |
| 36 | TZA23 | Tanzania | Poroto Ridge | 11,175 | 11,167 |
| 37 | fwTZA8 | Tanzania | Malagarasi River system | 356,285 | 12,595 |
| 38 | UGA2 | Uganda | Bugoma Central Forest Reserve | 64,660 | 41,000 |
| 39 | UGA4 | Uganda | Bwindi Impenetrable National Park | 33,100 | 33,100 |
| 40 | UGA5 | Uganda | Echuya Forest Reserve | 3,580 | 32 |
| 41 | UGA20 | Uganda | Murchison Falls National Park | 407,345 | 407,345 |
| 42 | YEM3 | Yemen | High Mountains of Ibb | 163,266 | 163,266 |
| 43 | YEM17 | Yemen | Jabal Sumarah | 36,555 | 36,555 |

| No. | Map No. | Country | KBA Name | KBA Total Area (Ha) | Area of KBA Strengthened |
|---|---|---|---|---|---|
| 44 | YEM23 | Yemen | Udayn | 13,408 | 13,408 |
| 45 | ZMB1 | Zambia | Mafinga Hills | 18,721 | 13,028 |
| 46 | ZMB4 | Zambia | Sumbu Nat. Park / Tondwa GMA | 271,383 | 271,385 |
| 47 | fwZMB2 | Zambia | Lake Tanganyika Zambia | 204,173 | 10,000 |
| 48 | ZWE2 | Zimbabwe | Chimanimani Mountains Zimbabwe | 21,437 | 17,107 |
| 49 | ZWE3 | Zimbabwe | Chirinda Forest | 954 | 950 |
| 50 | ZWE4 | Zimbabwe | Nyanga Mountains | 40,000 | 40,000 |
| 51 | ZWE5 | Zimbabwe | Stapleford Forest | 26,000 | 26,000 |
| 52 | ZWE6 | Zimbabwe | Vumba Highlands | 25,385 | 3,250 |
| | | | **Total** | **8,687,036** | **4,846,483** |

## 6.3. Corridors

CEPF considers "conservation outcomes" to be protection of species, sites (i.e., KBAs), and the connective space between sites, called corridors. In a classic example, a corridor might be a migratory route for large mammals travelling between two KBAs. While the ecosystem profile for this region identified 12 corridors, the concept had limited utility in the region, in theory or in practice. The majority of the hotspot's KBAs are biogeographic islands: isolated mountain tops or forest fragments completely disconnected from one another due to landscape transformation (although a few very large KBAs, like Mahale and Chimanimani, are large enough to have corridor-like functions internally). Further, in practice, the sheer size of the corridors and the level of complexity of activities within them, outstripped the capacity of most CEPF grantees or the size of CEPF grants.

There were no corridor-level interventions in the region. However, work took place within all 12 identified corridors. Further, of the eight corridors prioritized in the profile, there was significant investment and impact in six of these:

- **Chimanimani-Nyanga Mountains:** conservation work took place in each of the six priority KBAs in this corridor, and specific effort was made to establish working relations between CEPF grantees on both sides of the Chimanimani Mountains, in Zimbabwe and Mozambique, and to create a consortium of grantees, who will continue to work together in the future.
- **Greater Mahale Landscape:** this corridor included one terrestrial priority KBA, Greater Mahale, and one freshwater priority KBA, the Malagarasi River system. CEPF invested in both sites and linked a grantee working at Malagarasi (NYDT) with a program in Mahale (by TNC, PathFinder, and FZS) to create intra-corridor connections. The RIT further linked this program to further investments by IUCN.
- **Itombwe-Nyungwe Landscape:** This corridor involves three countries (Rwanda, Burundi and DRC). The aforementioned Climate Resilient Altitudinal Gradients (CRAGs) program covered terrestrial and freshwater sites across these three countries, demonstrating both the hydrological and political connections between the countries.
- **Kaffa-Yayu Coffee Biosphere Reserve:** CEPF supported the initiative (led by MELCA) to enhance collaboration between the main CSOs, universities and government agencies working between the Kafa, Yayu, and Sheka Biosphere Reserves.
- **Lake Tana Catchment:** Investment occurred in the lake itself (fisheries management, wetland management, policies, species conservation) and in the surrounding mountains (site conservation, creating new protected areas, improving agricultural practices).

- **Northern Lake Nyassa Catchments:** this corridor covers four countries (Tanzania, Malawi, Mozambique, and Zambia) and consists of forest patches, mountain ranges, and a lake with shores in two countries. Some of these sites are connected, some of them are transboundary, and some of them are entirely stand-alone. CEPF invested in all priority KBAs in the corridor and supported WCS to produce "Touchwood": a book on Tanzanian sites within the Nyassa catchment.

# 7. Civil Society Strengthening Results

## 7.1. Types of Organizations Supported

As shown in Table 11 (Section 5.2) CEPF supported 103 unique organizations or individuals via 164 grant agreements. This table shows the division of funding of these *direct recipients* (i.e., large grants awarded by the CEPF Secretariat and small grants awarded by the RIT) by international versus local. In addition to those 103 unique recipients, 12 additional groups (one international, 11 local) received sub-grants, bringing the total number of unique recipients of CEPF funds to 115.

Of the various ways to categorize and understand these organizations, the following are noteworthy:

- 85 local groups versus 27 international groups received funding, reflecting the emphasis on working with groups based in the hotspot, to promote capacity building and sustainability.

- 9 universities and 10 research institutes (e.g., museums, herbariums, gardens) received funding, reflecting the role that such groups can play in direct conservation action, engagement of local groups, and training. CEPF purposefully supported the "breaking down of institutional walls," encouraging such groups to be more outward facing.

- 27 groups could be categorized as *economic development* NGOs or groups not otherwise normally associated with programs targeting biodiversity conservation. This reflects the importance of addressing livelihoods and agriculture in Ethiopia, as a whole, and many of the remote locations where grantees worked, certainly the emphasis of Strategic Direction 1.

- 10 groups, including BirdLife as the RIT, conducted purposeful capacity building at an organizational level (as opposed to training of individuals, discussed below), reflecting the emphasis of Investment Priorities 3.3 and 3.4.

## 7.2. Training

Training of individuals is distinct from capacity building for organizations. Training, the imparting of skills to individuals to approve their ability at a particular task, can be understood in multiple ways.

- Training given by grant recipients to stakeholders; for example: the Misuku Beekeepers Association of Malawi trained community members in honey production; or the Wildlife Conservation Society trained rangers in SMART patrol techniques in Nyungwe National Park in Rwanda. This type of training is captured in Section 8 (Human Well-Being), but the total is over 34,000 people.

- Training undertaken by any of the 103 grant recipients themselves to improve their own abilities to implement their projects or manage their organizations. For example, KENVO used grant funds to provide additional financial management training to its accountant. This is captured by the organizations themselves in their Civil Society Tracking Tools, discussed in Section 7.3, below.

- Training provided directly by the RIT and other leading groups to grantees and non-grantees over the course of the seven-year program. We discuss this *RIT-driven* training in detail here.

BirdLife, EWNHS, Fauna & Flora International, Tropical Biology Association, Conservation International, ZESMAN Consultants, and Sustainable Development of Agriculture Resources (Yemen) held a total of 35 separate events between 2012-2020 with the attendance of 374 people.

**Table 23. Training Events Held by the RIT and Expert Groups**

| No. | Date | Location | Topic | Male | Female | Total |
|---|---|---|---|---|---|---|
| 1 | Oct-14 | Bahir Dar, ETH | Project planning and fundraising | 14 | 2 | 16 |
| 2 | May-15 | Mbeya, TAN | Project design / management | 11 | 5 | 16 |
| 3 | Oct-15 | Maputo, MOZ | Project planning and fundraising | 10 | 5 | 15 |
| 4 | Jun-15 | Misuku, MAL | Conservation, livelihoods, beekeeping | 1 | 1 | 2 |
| 5 | Jul-15 | Nairobi, KEN | Conservation capacity (mid-term assessment) | 29 | 10 | 39 |
| 6 | Sep-15 | Chimoio, MOZ | Transboundary management of KBAs | 1 | 1 | 2 |
| 7 | Nov-14 | Amman, Jordan | Project design / management | 12 | 4 | 16 |
| 8 | Nov-15 | Musanze, RWA | Project design / management | 10 | 1 | 11 |
| 9 | Dec-15 | Bishoftu, ETH | Project design / management | 9 | 1 | 10 |
| 10 | Mar-16 | Kigali, RWA | Master class: project design and impact | 2 | 2 | 4 |
| 11 | Mar-16 | Nyeri, KEN | Conservation, livelihoods, beekeeping | 4 | 2 | 6 |
| 12 | Jun-16 | Kampala, UGA | PES for biodiversity conservation | 1 | 2 | 3 |
| 13 | Jun-16 | Bishoftu, ETH | Financial management | 10 | 7 | 17 |
| 14 | Jul-16 | Kigali, RWA | CRAGs for biodiversity conservation | 1 | 1 | 2 |
| 15 | Jul-16 | Kijabe, KEN | Sustainable ecotourism enterprises | 5 | 1 | 6 |

| No. | Date | Location | Topic | Male | Female | Total |
|---|---|---|---|---|---|---|
| 16 | Sep-16 | Misuku, MAL | Community-based forest management | 2 | 0 | 2 |
| 17 | Oct-16 | Mbeya, TAN | KBA management | 3 | 2 | 5 |
| 18 | Oct-16 | Musanze, RWA | Project planning and fundraising | 12 | 4 | 16 |
| 19 | Nov-16 | Addis Ababa, ETH | Community-based forest management | 3 | 0 | 3 |
| 20 | Mar-17 | Kigali, RWA | Women in conservation | 0 | 15 | 15 |
| 21 | Apr-17 | Kijabe, KEN | Effective EIA processes for conservation | 4 | 1 | 5 |
| 22 | May-17 | Addis Ababa, ETH | Communicating impact | 12 | 3 | 15 |
| 23 | May-17 | Entebbe, UGA | Integrating social issues in conservation | 10 | 6 | 16 |
| 24 | Jun-17 | Harare, ZIM | Integrating social issues in conservation | 7 | 7 | 14 |
| 25 | Nov-17 | Dar es Salaam, TAN | Master class: project design and impact | 7 | 6 | 13 |
| 26 | May-18 | Limuru, KEN | Master class: project design and impact | 5 | 3 | 8 |
| 27 | May-18 | Musanze, RWA | Conservation agreements | 8 | 0 | 8 |
| 28 | Jul-18 | Lake Kivu, RWA | Master class: project design and impact | 10 | 6 | 16 |
| 29 | Mar-19 | Limuru, KEN | Corporate/government mainstreaming, Gender mainstreaming and Safeguards | 11 | 8 | 19 |
| 30 | Apr-19 | Dar Es Salaam, TAN | Gender mainstreaming | 2 | 2 | 4 |
| 31 | Jul-19 | Entebbe, UGA | Portfolio impacts and lessons learned | 18 | 6 | 24 |
| 32 | Aug-19 | Mbeya, TAN | Biodiversity Information management | 2 | 3 | 5 |
| 33 | Sep-19 | Nairobi/Rugezi KEN/RWA) | Invertebrates as indicators | 1 | 1 | 2 |
| 34 | Sep-19 | Nairobi, KEN | Organizational strategic planning | 3 | 3 | 6 |
| 35 | Nov-19 | Addis Ababa, ETH | Portfolio impacts, lessons learned and KBA training | 15 | 1 | 16 |
| | | | **Total** | **252** | **122** | **374** |

**Key:** Course Site visit / learning exchange Conference Master class Experience sharing Workshop

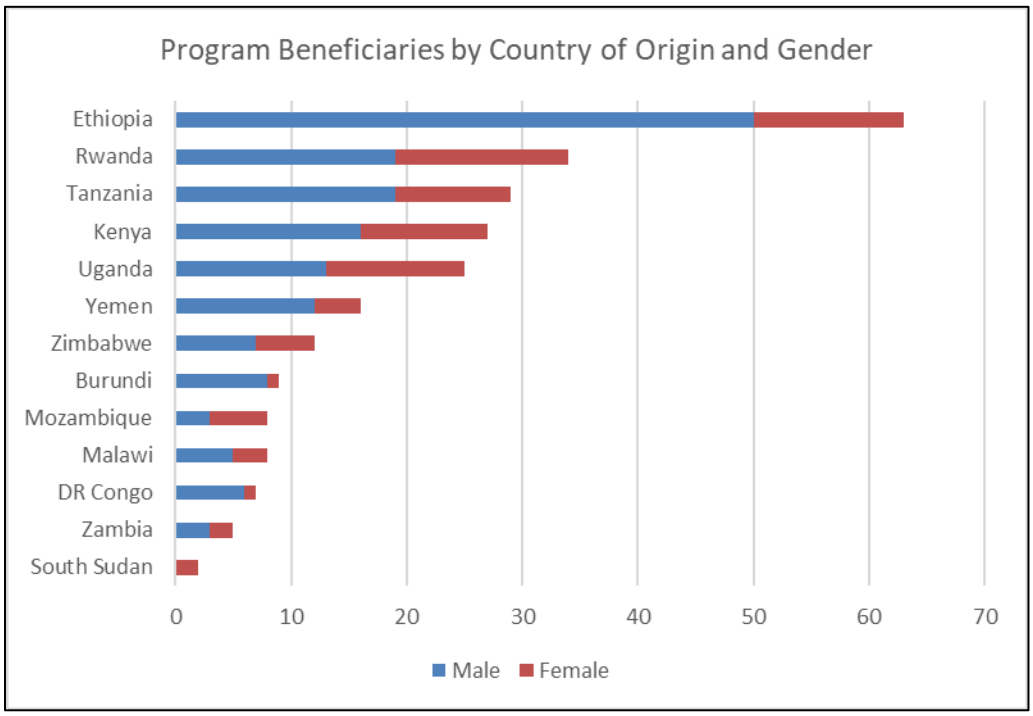
Of course, some individuals attended more than one training event; thus, are counted more than once in the total of 374 above. Accounting for that, a total of 249 unique people (164 men, 85 women; or roughly a 2:1 split) received expert training broken down as follows:

**Table 24. Trainees by Number of Events Attended**

| Number of Events | Male | Female | Total |
|---|---|---|---|
| Attended 1 event | 108 | 58 | 166 |
| Attended 2 events | 40 | 20 | 60 |
| Attended 3 or more events | 16 | 7 | 23 |
| **Total** | **164** | **85** | **249** |

The figure below further divides the 249 trainees by gender and country of origin.

**Figure 2. Program Beneficiaries by Gender and Country of Origin**




The RIT-driven training was not limited to recipients of CEPF funds, only. Although representatives of 79 funding recipients (via large grants, small grants, and sub-grants) attended these events, the RIT and its partners also reached representatives of 49 additional organizations, including potential applicants/grantees, government representatives, and several other CSOs that were working alongside projects funded by CEPF.

Last, the RIT and Secretariat reviewed the performance of all large and small grants against metrics of timeliness of reporting, quality of reporting, responsiveness, and quality of results. Of the 67 large grants, 60 received a positive rating; of the 97 small grants, 90 received a positive rating. In other words, 92 percent of grants performed well. Certainly, many groups were already high capacity, but for some, their performance reflected the value of the training and mentorship they received.

## 7.3. Analysis of Civil Society Tracking Tool

CEPF monitors the impact of its investments on the organizational capacity of CSOs by means of the Civil Society Tracking Tool (CSTT): a self-assessment tool completed by organizations for which the tool is relevant at the beginning and end of the period of CEPF support. The CSTT measures strengthening along five dimensions of capacity: human resources, finances, management, strategy, and delivery. Initial (baseline) and final CSTTs were completed by 75 organizations. Reviewing baseline and final CSTT scores from these 75 organizations shows the following.

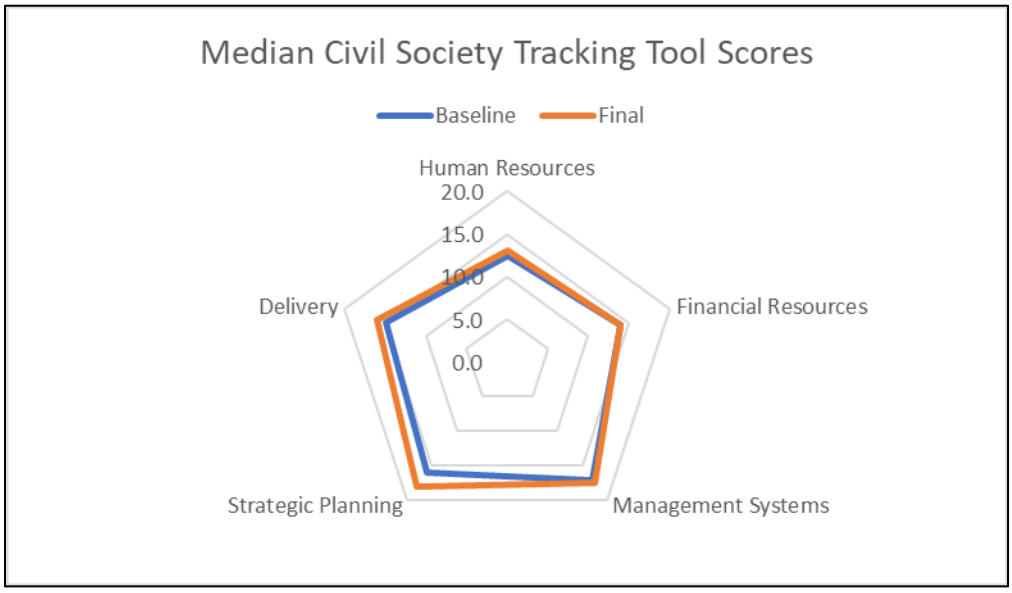
- 7 organizations (9 percent) saw a decrease in their capacity over the life of CEPF engagement.

- 34 organizations (45 percent) remained relatively stable; no change in their score or an increase of less than three points.

- 34 organizations (45 percent) saw a notable increase in their capacity, a purposeful improvement on the scoring criteria over the period of CEPF engagement, showing a score increase of three or more points. Of those 34, 10 saw an increase of 10 points or more, reflecting improvements throughout the organization.

Figure 3 shows the median baseline and final scores across the five dimensions for the 75 organizations. Median is used instead of average to mute extreme individual increases and decreases.

**Figure 3. Median Change in Baseline and Final CSTT Scores**



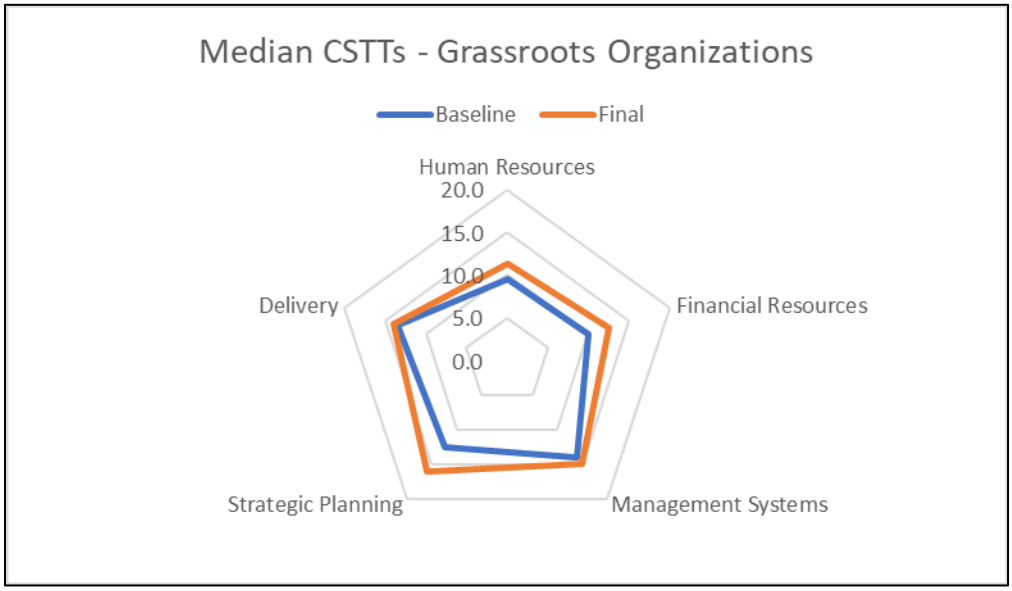

The figure reflects, in general, that recipients became stronger in strategic planning and delivery during the period of CEPF engagement, perhaps (but not necessarily) due to the Secretariat and RIT focusing on proposals, logical frameworks, implementation, and results.

Across 75 organizations, reflecting recipients of large grants, small grants, and multiple types of organizations, median changes are difficult to discern. For example, included in the 75 are national organizations with large budgets, sometimes starting with high capacity, for which a CEPF grant would not necessarily register. Conversely, there were groups for which CEPF may have been trajectory-altering, for instance groups:

- Receiving funds like CEPF's for the first time; that is, money with the technical, administrative, and financial requirements of established international donors.
- Receiving funds of a magnitude dramatically greater than they had ever received before, or for a technical scope greater than they had undertaken in the past.

In both such cases, this is an indication that CEPF was willing to take risks to invest in the organizational capacity of these groups. By example, Figure 4 looks at the change in scores for 16 groups that could be characterized as "grassroots organizations," very small and locally oriented, typically being run by people from the area, itself.

**Figure 4. CSTT Score Change for Grassroots Organizations**




These groups saw improvement across the all categories of the CSTT. For example:

- Kigezi Initiative for Women and Children Empowerment and Development Uganda (KIWOCEDU), a women's group active in the Echuya Forest, had been working as a "site support group," one that takes an interest in managing its own environment. During the period of CEPF engagement, the group hired an accountant, developed a membership plan, developed a gender plan, professionalized its relationship with local government, and improved its ability to document results.

- Hifadhi Ya Mazingira Na Utalii Rungwe (HIMARU), of Tanzania was a sub-grantee to both the African Wildlife Foundation and the Wildlife Conservation Society, two leading international NGOs. As a sub-grantee, HIMARU's individual personnel became more competent in forestry and biodiversity monitoring, establishing themselves as the primary local partner in the area.

- Groups like Kijabe Environment Volunteers (KENVO) of Kenya and Forest of Hope Association of Rwanda, are now leading providers of services in Kikuyu Escarpment and Gishwati forests, respectively. During the period of CEPF engagement, KENVO moved in a new direction by promoting payment for ecosystem services and corporate social responsibility to improve upper watershed management, while Forest of Hope transitioned from a research base and temporary protected area manager to a critical partner of the Rwandan Development Board (the formal protected area manager).

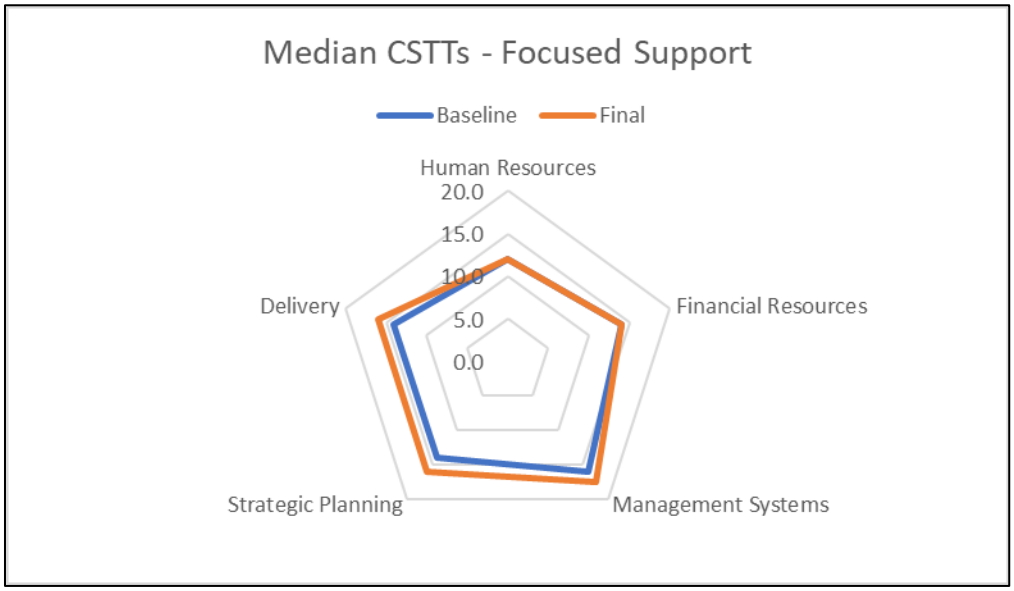
A different way to look at these data is among those groups that received some form of targeted support suggesting they *should* have an increase in capacity. These include groups that:

- Attended a "master class" in project design and management, led by the RIT and the Tropical Biology Association.
- Received purposeful on-the-job training by the RIT or another organizational mentor.
- Transitioned from a small grant to a large grant.

- Transitioned from being a sub-grantee to a direct recipient of funds.
- Transitioned from another small grant program run by BirdLife at the same time as the RIT, the Women in Healthy Sustainable Societies program.

Figure 5 shows how median scores changed for 33 such organizations.

**Figure 5. CSTT Score Change for Groups Receiving Focused Support**




Among these are local groups like the East African Wildlife Society (EAWLS), working in Lake Ol' Bolossat in Kenya, and the Wildlife Environment and Conservation Society of Zambia (WECSZ), working in the remote Mafinga Hills (1,200 kilometers from Lusaka). With CEPF support and guidance, EAWLS coordinated biodiversity surveys of a threatened wetland, facilitated community partnerships, and led the process of protected area delineation and declaration. Similarly, WECSZ is now better able to manage projects with staff in disparate locations, both in terms of planning (management systems) and in budgeting.

Interestingly, this categorization also includes international groups, like Additive Adventures, working in the Mount Namuli region of Mozambique, and Biodiversity Inventory for Conservation (BINCO), a team of scientists doing survey work in Ethiopian KBAs. Both groups had pre-existing and obvious abilities in donor engagement and fundraising but had never had to manage a program in the professional and transparent manner required by CEPF. BINCO thanked the RIT, saying that before training provided by the RIT, "they did not know what they did not know."

Comparing median changes in baseline-to-final RIT scores between these categories shows:

1.0 Median variance in CSTT score increase for all grantees (n=75)
2.0 Median variance in CSTT score increase for grassroots NGOs (n=16)
3.3 Median variance in CSTT score increase for groups receiving focused support (n=33)

Of course, not every organization showed an increase in capacity. Some large organizations, like MELCA Ethiopia and the Albertine Rift Conservation Society (ARCOS), faced dramatic

downturns in overall funding, even while receiving grants from CEPF, such that they lost staff and concurrent abilities, reflected in the CSTT scores. There were others for which implementing a CEPF project, with its attendant managerial and administrative requirements, proved too challenging. This is inevitable in a grant-making program that targets groups that, by definition, are not accustomed to implementing international donor-funded projects.

On the other hand, there were organizations for which the CEPF grant enabled—or caused or coincided with—a transformational change. By example, prior to CEPF engagement, MICAIA was a local development NGO working in Mozambique's Manica province but not on biodiversity conservation *per se*. With CEPF funding, it began to focus on KBA management, engaged an international research institute (Royal Botanical Gardens - Kew of the United Kingdom) to do plant identification, and formed a cross-border partnership with BirdLife Zimbabwe to work on opposites side of the border in the Chimanimani Mountains. MICAIA's work with communities, and its partnership with BirdLife Zimbabwe, proved a major input, and success, for the vastly larger World Bank-funded Mozambique Trans-frontier Conservation Area (TFCA) program. This work led to $1,750,000 in additional funding, over three years, from the MozBio Programme, a World Bank-funded project managed by the Mozambique Ministry of Lands, Environment, and Rural Development. The Chimanimani TFCA is one of only four "Parks and Reserves" in the country (out of 11 total) to receive such funding. MICAIA will assist in community development projects in the buffer zone of the TFCA.

# 8. Human Well-being Results

## 8.1. Communities Benefiting

Community-based approaches were at the core of all projects on livelihoods, improved KBA management, and protected area creation. CEPF required all such grantees to have letters of endorsement from local authorities and from community-based partners, prior to project award. Grantees were also required to adhere to stakeholder engagement plans or social safeguards. Extensive consultation was critical to secure community understanding, support, and *ownership* of initiatives.

Sixty-three organizations implementing 71 grants worked in 602 communities positively affecting over 3,200,000 people. The challenge with statements such as these, however, is the range in size of a community, which can include something as small as a rural village with a handful of households to an urban settlement with tens of thousands of people. Thus, these results are considered from quantitative and qualitative perspectives, to better understand the nature of grantees' work.

Seven organizations worked with 20 or more communities. Notable examples include: the Misuku Beekeepers Association (MBA), which worked with a total of 6,867 people living in 71 villages in the areas of Lupalang'ombe, Kapiyira, Mwenga, Nangalamu, Chipala, Arthur, and Chiwi. MBA trained people in beekeeping and helped form cooperatives to process and sell honey such that household benefits spread to the entire community. Action for Environmental Sustainability, also from Malawi, which set up village savings and loan associations affecting 41 villages and 43,000 people. The Movement for Ecological Change (MELCA) of Ethiopia worked in the Sheka Biosphere Reserve with over 230,000 people living in 62 *kebeles* (the smallest administrative district in the country) on zoning and sustainable agriculture. Meanwhile, groups like Nature Kenya and KENVO, both promoting improved

upper watershed management as part of payment for ecosystem services programs, engaged 41 communities combined, and the Tanzania Forest Conservation Group, which improved forest management benefiting 22 villages and over 217,000 people.

An additional 13 organizations worked with between 10 to 19 communities, and 16 organizations worked with between five to nine communities. Thirty grantees worked with one to four communities delivering retail-level support in close partnership with their beneficiaries. This included groups like the Kigezi Initiative for Women and Children Empowerment and Development-Uganda (KIWOCEDU), which helped the communities of Rushayu-Bufundi and Rushayu-Muko subcounties (770 people) gain recognition for traditional land management rights and Conservation Lake Tanganyika, which helped a Tanzanian Nsama chiefdom (1,442 people) gain more representation in public decision-making.

The vast majority of communities with which grantees worked were either part of a subsistence economy, small landowners, or otherwise in a disadvantaged economic situation. The benefits received by the 603 communities can be understood as *environmental* (increased access to clean water, energy, food security, resilience to the impacts of climate change, or some other sort of ecosystem service) or *social* (increased access to public services, land tenure, recognition of traditional knowledge, engagement in governance processes). While only six projects dealt directly with land tenure and only 14 improved community access to public services, this reflects the type of work conservation and development NGOs typically undertake (as opposed to groups with expertise in public policy and administration). On the other hand, 39 projects responded to food security issues, reflecting the interests of stakeholders. More broadly, 58 projects responded to some sort of environmental need and 50 responded to a social need.

## 8.2. Gender

Gender is a factor in CEPF programs in at least three ways: (1) CEPF grants and portfolios can focus on improving the lives of women and girls as the beneficiaries of projects, or in ensuring equity in outcomes across gender; (2) grants can focus on incorporating gender into the design of programs from the outset; and (3) grants can incorporate changing the way grantees, themselves, behave operationally. To varying degrees, EAM grants addressed gender from each of these perspectives.

Between November 2013 and December 2015, BirdLife International's Africa Partnership Secretariat (i.e., the same office housing the RIT) managed a small grants program for Conservation International called Women in Healthy Sustainable Societies' (WHSS). Under this program, three groups in Kenya and two in Uganda received funds to address the nexus of conservation and gender, implementing projects on female-centered decision-making on resource use, benefit sharing, economic development, and empowerment. (For example, one project trained female rangers.) Due to purposeful coordination via the RIT, each WHSS project took place in an Eastern Afromontane KBA, and three of the WHSS grantees—KIWOCEDU and MUST in Uganda; KENVO in Kenya—went on to receive CEPF grants. (Articles about WHSS are available at EAM WHSS.)

CEPF engaged Fauna & Flora International to train our partners at two sets of events:

- **Women in Conservation; March 2017 (Kigali).** Fifteen women from DRC, Ethiopia, Kenya, Rwanda, South Sudan, Tanzania, Uganda, Zambia, and Zimbabwe developed over 50 practical ways to overcome gender barriers within their

organizations and conservation projects. The event was featured by CEPF on International Women's Day 2018 and is described at Women in Conservation.

- **Integrating Rights and Social Issues in Conservation (INTRINSIC); May 2017 (Kampala); June 2017 (Harare).** Seventeen men and 13 women received training on gender mainstreaming via the INTRINSIC method developed by the Cambridge Conservation Initiative. (Articles about this training are available at INTRINSIC Training.)

Further, the RIT, FFI, and the Tropical Biology Association (TBA) provided the following trainings:

- **Gender Mainstreaming and Safeguards; March 2019 (Kenya).** As part of a broader training on corporate and government mainstreaming, 11 men and eight women received training in gender mainstreaming, leading to 15 organizations having gender action plans. In post-training follow up, 100 percent of trainees reported taking steps to mainstream gender into their projects.

- **Gender exchange; April 2019 (Tanzania).** Grantees Rwanda Wildlife and Conservation Association, Crane Conservation Volunteers (Kenya), and Nature Tanzania, each with limited experience incorporating gender into their projects, visited the more experienced Tanzania Forest Conservation Group.

- **Ad hoc training by the RIT and CEPF Secretariat's gender focal** point led to multiple discussions and changes by grantees, as documented here: Gender Consideration Leads to Achieving Conservation Goals.

Following CEPF at large, starting in 2017, the RIT systematically incorporated gender into the grant award cycle. This included modules on gender during project-design/proposal-development "master classes" and completion of the Gender Tracking Tool (GTT) by all grantees at the beginning and end of their projects. Between 2017 and 2019, 21 grantees submitted baseline and final GTTs. Of these:

- The 10 small grant recipients that completed the GTT saw mean scores increase from 8.8 (out of 20) to 13.1.

- The 11 large-grant recipients that completed the GTT had mean scores increase from 12.1 at the start to 15.0 at the end.

- Five grantees started, or completed, a gender policy for their organizations due to CEPF initiative.

The range of increase in GTT scores for all 21 grantees is shown in the table below.

**Table 25. Number of Grantees with Ranges of Increase in Score in Gender Tracking Tool**

| Percent Change in GTT | Number of Grantees |
|---|---|
| 0 – 9 percent | 5 |
| 10 – 20 percent | 2 |
| 21 – 50 percent | 9 |
| 51 – 100 percent | 3 |
| 100 percent or more | 2 |

During final assessment events in Uganda and Ethiopia in 2019, grantees discussed the many existing barriers to equitable inclusion of women into conservation projects, either as beneficiaries or as CSO staff. At the same time, there is broad acceptance by CEPF grantees that gender is a critical consideration in organizational management and project design/implementation.

## 8.3. Livelihood Improvements

As reflected in Investment Priorities 1.1 and 1.3 (livelihoods, poverty reduction) and in concert with CEPF's global goal of improving human well-being, this portfolio recognized that conservation *without* local economic development would overlook poverty as a driver of threats to biodiversity. As a result, CEPF made grants that allowed individuals and households to:

- Increase their knowledge, through structured training, such that they were more employable or better able to make a living.
- Increase their income through some form of employment or enterprise.
- Increase their agricultural productivity.
- Increase their efficiency in their use of resources (e.g., fuelwood or charcoal) or time (e.g., to collect resources such as fuelwood or water).

Recognizing that the first of the bullets above, on training, is only an intermediate step to an improved livelihood, it was still a vital component of the grantees' work. Grantees trained beneficiaries, including community members, the staff of partner government agencies (e.g., rangers, park authorities), elected representatives of local government, and students, so they could implement the interventions. For example, several grantees trained community members in sustainable agriculture techniques, such as reduced use of agro-chemicals, techniques to reduce soil erosion, permaculture, and intercropping. The results of this training were reflected in the indicators on production landscapes or KBAs under improved management. Further, while some of these trainees, but not all, reported increases in agricultural productivity through adoption of these techniques, all of these trainees were considered to have received a non-cash benefit. By similar example, grantees trained government personnel (e.g., WCS-trained government rangers to conduct patrols using SMART techniques in Nyungwe Forest in Rwanda), who as civil servants, did not see an increase in income because of the training. However, they benefited as professionals in their field. The table below shows a rough typology of the topics in which CEPF grantees trained beneficiaries. In total, not counting the capacity building grants named in Section 7, 113 grants provided some form of stakeholder training.

**Table 26. Beneficiaries by Primary Type of Training**

| Topic | Men | Women | Sex not Specified | Total |
|---|---|---|---|---|
| Agriculture | 1,224 | 809 | 324 | 2,357 |
| Agroforestry | 91 | 149 | 0 | 240 |
| Animal husbandry | 112 | 73 | 0 | 185 |
| Aquaculture | 169 | 53 | 0 | 222 |
| Beekeeping | 2,366 | 2,045 | 334 | 4,745 |
| Business planning | 504 | 684 | 18 | 1,206 |
| Coffee | 461 | 1,007 | 0 | 1,468 |
| Handicrafts | 200 | 48 | 0 | 248 |
| Microenterprise | 300 | 190 | 0 | 490 |
| Mining (sustainable practice) | 25 | 14 | 0 | 39 |
| Patrols / Rangers | 235 | 109 | 0 | 344 |
| Tourism | 387 | 215 | 8 | 610 |
| Wood stoves | 18 | 33 | 0 | 51 |
| General conservation | 9,350 | 5,057 | 816 | 15,223 |
| General governance | 4,562 | 2,561 | 125 | 7,248 |
| General management | 10 | 2 | 0 | 12 |
| **Total** | **20,014** | **13,049** | **1,625** | **34,688** |

As the table shows, over half the people were trained in some form of general conservation or governance. General conservation includes training in the multitude of topics necessary to improve habitat conservation: mapping, species identification, environmental awareness (and then, techniques for raising awareness), patrols, monitoring, and writing management plans. A prime example of this is from Lem (the Environment and Development Society of Ethiopia), which worked in the Aliyu Amba-Dulecha KBA, training over 1,000 community members in the role of forest management and restoration in the provision of ecosystem services. General governance includes the many skills needed to improve transparency and participation in decision-making: free, prior, and informed consent; holding of public meetings; and community engagement. A prime example of this from the Wildlife and Environment Society of Malawi, which worked in communities surround the Dedza Forest and Ntchisi Mountain Forest Reserves, training over 3,000 people in how to exercise their rights and participate in environmental impact assessment processes.

Grantees also enabled stakeholders to actually increase their incomes through the types of incomes sources listed in the table below. The table reflects the work of 49 grants and includes, under the category "project-related employment," six grants that paid day wages for activities like tree planting and nursery care. Certainly, these wages were important to those people and we do not discount that benefit here. However, even leaving those people aside, CEPF enabled over 27,000 people to enjoy a sustainable marginal increase in income.

**Table 27. Beneficiaries Receiving Cash Benefits by Source**

| Topic | Men | Women | Sex not Specified | Total |
|---|---|---|---|---|
| Agriculture, Agroforestry, Forestry (charcoal production) | 1,566 | 1,190 | 12,400 | 15,156 |
| Beekeeping | 1,348 | 478 | 0 | 1,826 |
| Microenterprise | 1,072 | 750 | 0 | 1,822 |
| Non-timber forest products | 803 | 961 | 2,099 | 3,863 |
| Patrols | 156 | 325 | 0 | 481 |
| Tourism | 2,470 | 1,592 | 80 | 4,142 |
| Project-related employment | 81 | 34 | 15 | 130 |
| **Total** | **7,496** | **5,330** | **14,594** | **27,420** |

Examples of these grants include:

- **Agriculture**: Ethiopia's Organization for the Rehabilitation and Development of Amhara (ORDA), working in the Mount Guna region, helped 637 households become better producers of apples, hops, and potatoes. Even while ORDA only trained 454 people directly, the methods they promoted were more widely adopted by the communities.
- **Beekeeping:** Malawi's Misuku Beekeepers Association, working in the Misuku Hills, trained 430 households in beekeeping and honey production, with 350 having a confirmed increase in income.
- **Microenterprise:** Wildlife Conservation Society in Rwanda, referred to above with the SMART patrol training for rangers, also created village savings-and-loan associations for poor households living on the edge of Nyungwe National Park. In exchange for signing agreements not to illegal enter or otherwise degrade the park, people were given access to credit to capitalize small ventures, such as small kiosks or canteens, sale of dried mangoes, or production of handicrafts. Ultimately, 163 people created their own businesses.
- **Non-timber forest products:** Population Health and Environment of Ethiopia, working in the Yayu Coffee Forest Biosphere Reserve, enabled 189 men and 528 women to earn more through improved post-harvest processing of coffee and honey and through fuel briquette production and sale.
- **Patrols:** Ethiopia's Organization for Social Development, working in the Sheka Forest, created partnerships with local companies which supported the wages for 25 men and 185 women to work as forest guards.
- **Tourism:** Uganda's Mbara University of Science and Technology, working with indigenous *Batwa* communities on the edge of Bwindi National Park, enabled 68 men and 30 women to work as guides, entertainers, and caterers as part of a community-based tourism enterprise called the Batwa Forest Experience.

A final group of beneficiaries were those people whose efficiency increased due to a project intervention. They did not earn more; rather, they *spent less*. This includes, by example, the 1,000 households surrounding Rwanda's Cyamudongo Forest that received fuel efficient wood stoves from ARECO. This translates into 1,000 households using less time to collect firewood from the forest and using less of their scarce cash to purchase charcoal.

# 9. Enabling Conditions Results

## 9.1. Policies Supporting Biodiversity Conservation

The ecosystem profile identified needs for policy revision at the local, national, and international level. Somewhat expectedly, given that the majority of grantees were local-national NGOs, 35 projects helped lead to the enactment of 71 policies with a local scope, one at a regional (sub-national) level, and three national policies. No grants affected change in policies with an international scope. Each of these projects contributed to the passing of some form of local or national policy, law, regulation, ordinance, implementing rule, or other measure to ensure conservation, demonstrating the importance of civil society in influencing decision-making. As in other hotspots, CSOs gathered data and evidence for policy makers, participated in consultation with alternative propositions, organized citizen consultations, raised awareness of the population to build a constituency in favor or against some regulations, and organized visits and exchanges for elected leaders, among other activities.

The local policies, listed in Table 28 below, most often took the form of:

- Community-targeted forest user agreements
- Forest harvesting plans
- Area-based management plans and conservation action plans
- Protected area designations and forest reserve gazettements
- Village land forest user and conservancy by-laws
- Land-use policies and zoning
- Water policies

Full details on the expected impact of each policy are available in grantee final completion reports on the CEPF website.

In addition to the local policies named above, one grantee, Tanzania Botanical Exploration engaged various civil society groups to contribute to the revision of the Eastern Arc Mountains Overarching Strategic Plan in 2019, affecting an entire region of Tanzania. Further, at a national level, in 2017, the Wildlife Environment Society of Malawi worked with the national Environmental Affairs Department to revise the environmental and social impact assessment guidelines for projects in protected areas, ensuring that developers follow proper procedures and that the Department of Forestry and National Parks had the mandate to monitor and report on those developers. Meanwhile, the work of WCS in Uganda led to the 2019 revisions to that country's National Environment Act (improving environmental impact assessments and regulations on mitigation measures) and Uganda Wildlife Act.

**Table 28. Local Policies, Laws and Regulations Affecting Conservation, Passed During Portfolio Period**

| No. | Country | KBA ID | Grantee | Year | Policy |
|---|---|---|---|---|---|
| 1 | Burundi | BDI1 | ABN | 2015 | Agreement between local community associations and the Burundian environment agency (L'Office Burundais pour la Protection de l'Environnement) |
| 2 | Burundi | fwBDI2 | BNA | 2014 | Strategy to reduce pollution in Lake Tanganyika |
| 3 | DRC | COD4 | WCS | 2016 | Arrêté provincial du Sud-Kivu n° 16/026/GP/SK du 20 juin 2016 (Gazettal of Itombwe NR) |
| 4 | DRC | COD7 | WCS | 2015 | Conservation Action Plan for Kabobo-Luama Landscape |
| 5 | DRC | COD7 | WCS | 2016 | Arrêté No. 10/060/CAB.GOUV/TANG/NKR/2016 du 21 Décembre 2016 (Gazettal of Kabobo NR) |
| 6 | DRC | COD7 | WCS | 2016 | Arrêté Provincial N°16/032/gp/sk Du 30/07/2016 (Gazettal of Ngandja NR) |
| 7 | Ethiopia | ETH6 | SUNARMA | 2017 | Forest User Agreements: kebele of Keyit |
| 8 | Ethiopia | ETH6 | SUNARMA | 2017 | Forest User Agreements: kebele of Gudoberet |
| 9 | Ethiopia | ETH6 | SUNARMA | 2017 | Forest User Agreements: kebele of Goshuager |
| 10 | Ethiopia | ETH6 | SUNARMA | 2017 | Forest User Agreements: kebele of Abamote |
| 11 | Ethiopia | ETH6 | SUNARMA | 2017 | Forest User Agreements: kebele of Mescha |
| 12 | Ethiopia | ETH6 | SUNARMA | 2017 | Forest User Agreements: kebele of Emmemiret |
| 13 | Ethiopia | ETH6 | SUNARMA | 2017 | Forest User Agreements: kebele of Zenbo |
| 14 | Ethiopia | ETH6 | SUNARMA | 2017 | Forest User Agreements: kebele of Zego |
| 15 | Ethiopia | ETH6 | SUNARMA | 2017 | Forest User Agreements: kebele of Mehalwonz |
| 16 | Ethiopia | ETH6 | SUNARMA | 2017 | Forest User Agreements: kebele of Mehalwonz |
| 17 | Ethiopia | ETH6 | SUNARMA | 2017 | Forest User Agreements: kebele of Laygorebella |
| 18 | Ethiopia | ETH61 | ORDA | 2016 | Amhara National Regional State Regulation 147/2016, Guna Mountain Community Conservation Area Boundary Demarcation and Administrative Determination |
| 19 | Ethiopia | ETH69 | GPRDO | 2014 | Forest Management Group Bylaws for community of Becki |
| 20 | Ethiopia | ETH69 | GPRDO | 2014 | Forest Management Group Bylaws for community of Emech |
| 21 | Ethiopia | ETH69 | GPRDO | 2014 | Forest Management Group Bylaws for community of Gagani |
| 22 | Ethiopia | ETH69 | GPRDO | 2014 | Forest Management Group Bylaws for community of Merki |
| 23 | Ethiopia | ETH69 | GPRDO | 2018 | Participatory Forest Administration agreement with Yeki Wereds Forest Management Association |
| 24 | Ethiopia | ETH69 | MELCA | 2015 | Sheka Forest Biosphere Reserve Management Plan |
| 25 | Ethiopia | ETH76 | Gullele | 2017 | Biodiversity Management Plan for Wadela Wetland Ecosystem |
| 26 | Ethiopia | ETH78 | PHE | 2018 | Yayu Coffee Forest Biosphere Reserve Management Plan |
| 27 | Ethiopia | ETH9 | BfDE | 2015 | Aginta Community Bylaws |
| 28 | Ethiopia | fwETH4 | AAU | 2015 | Lake Tana Fisheries Management Plan |
| 29 | Kenya | KEN1 | Wetlands International | 2019 | Chania Water Resource User Association Sub-Catchment Management Plan |
| 30 | Kenya | KEN1 | Wetlands International | 2019 | County Government of Meru Water and Irrigation Policy |

| No. | Country | KBA ID | Grantee | Year | Policy |
|---|---|---|---|---|---|
| 31 | Kenya | KEN5 | KENVO | 2018 | Kiambu County Water Policy |
| 32 | Kenya | KEN5 | KENVO | 2018 | Kaimbu County watershed buffer zone demarcation |
| 33 | Kenya | KEN8 | Nature Kenya | 2018 | Baringo County Government County Integrated Development Plan |
| 34 | Kenya | KEN8 | Nature Kenya | 2018 | Government of Baringo County Annual Development Plan for Financial Year 2019-2020 |
| 35 | Kenya | KEN9 | EAWLS | 2018 | Legal Notice No. 179, Environmental Management and Coordination Act (No. 8 Of 1999) Declaration of Lake Ol Bolossat Protected Area |
| 36 | Malawi | MWI2 | MBA | 2016 | Participatory Forest Management Plan for Village Forest Areas in Alther |
| 37 | Malawi | MWI2 | MBA | 2016 | Participatory Forest Management Plan for Village Forest Areas in Chiwi |
| 38 | Malawi | MWI2 | MBA | 2016 | Participatory Forest Management Plan for Village Forest Areas in Mwenga |
| 39 | Malawi | MWI2 | MBA | 2016 | Participatory Forest Management Plan for Village Forest Areas in Nangalamu |
| 40 | Rwanda | RWA2 | FHA | 2015 | Nº45/2015 of 15/10/2015 Law establishing the Gishwati-Mukura National Park |
| 41 | Tanzania | fwTZA8 | NYDT | 2017 | Malagarasi River fishing by-laws for community of Sheria |
| 42 | Tanzania | fwTZA8 | NYDT | 2017 | Malagarasi River fishing by-laws for community of Ndogo-Uvinza-Kigoma |
| 43 | Tanzania | TZA17 | AWF | 2017 | Mount Rungwe Nature Reserve Management Plan 2016-2021 |
| 44 | Tanzania | TZA21 | Sokoine U. | 2019 | Village Land Forest Reserve Bylaws for community of Intake |
| 45 | Tanzania | TZA21 | Sokoine U. | 2019 | Village Land Forest Reserve Bylaws for community of Litwang'ata |
| 46 | Tanzania | TZA21 | SATAFO | 2016 | Forest management plans and bylaws for Kigoma |
| 47 | Tanzania | TZA21 | SATAFO | 2016 | Forest management plans and bylaws for Limapanga |
| 48 | Tanzania | TZA21 | WCS | 2019 | Madihani forest management bylaws for community of Madihani |
| 49 | Tanzania | TZA21 | WCS | 2019 | Madihani forest management bylaws for community of Lumage |
| 50 | Tanzania | TZA21 | WCS | 2019 | Madihani forest management bylaws for community of Iyoka |
| 51 | Tanzania | TZA26 | TFCG | 2018 | Kilolo District harvesting plan |
| 52 | Tanzania | TZA7 | FZS | 2017 | Management plans and bylaws for village forest of Heremb |
| 53 | Tanzania | TZA7 | FZS | 2017 | Management plans and bylaws for village forest of Kaparamsenga |
| 54 | Tanzania | TZA7 | FZS | 2017 | Management plans and bylaws for village forest of Mgambazi |
| 55 | Tanzania | TZA7 | FZS | 2017 | Management plans and bylaws for village forest of Rukoma |
| 56 | Tanzania | TZA7 | FZS | 2017 | Management plans and bylaws for village forest of Lubalisi |
| 57 | Tanzania | TZA7 | FZS | 2017 | Management plans and bylaws for village forest of Igalula |
| 58 | Tanzania | TZA7 | FZS | 2017 | Management plans and bylaws for village forest of Kashagulu |
| 59 | Tanzania | TZA7 | FZS | 2017 | Management plans and bylaws for village forest of Kasangantongwe |
| 60 | Tanzania | TZA7 | FZS | 2017 | Management plans and bylaws for village forest of Ikola |
| 61 | Tanzania | TZA7 | FZS | 2017 | Management plans and bylaws for village forest of Kagunga |
| 62 | Tanzania | TZA7 | FZS | 2017 | Tongwe West Forest Reserve Gazettement |
| 63 | Uganda | UGA20 | AWF | 2018 | Murchison Community Conservancy Constitution |
| 64 | Uganda | UGA20 | AWF | 2019 | MoU between UWA (MFNP) and Murchison Community Conservancy |
| 65 | Uganda | UGA20 | AWF | 2019 | Murchison Community Conservancy General Management Plan |
| 66 | Uganda | UGA5 | KIWOCEDU | 2019 | CORB Project Bamboo Conservation By-Laws |
| 67 | Zambia | ZMB1 | WECSZ | 2015 | Mafinga Hills Conservation Action Plan (2016 – 2025) |

| No. | Country | KBA ID | Grantee | Year | Policy |
|---|---|---|---|---|---|
| 68 | Zambia | ZMB4 | CLT | 2017 | Nsama Community Resource Board Constitution |
| 69 | Zimbabwe | ZWE2 | BLZ | 2015 | Local Environmental Action Plan, Chirinda Forest |
| 70 | Zimbabwe | ZWE2 | Tsuro Trust | 2017 | Chimanimani District Climate Change Response and Watershed Management Policy |
| 71 | Zimbabwe | ZWE3 | BLZ | 2015 | Local Environmental Action Plan, Chimanimani Mountains, Zimbabwe |

## 9.2. Companies Adopting Biodiversity-friendly Practices

One goal in this portfolio, as in many CEPF portfolios, is to influence private companies to reform their practices (the way they produce, harvest, manufacture, package, distribute, and sell products) in ways that mitigate their impacts on biodiversity. This is different to the types of financial donations that many companies make within the context of corporate social responsibility (CSR), which can be valuable for conservation but does not necessarily require a change to underlying business practices. For example, Ethiopia's Organization for Social Development (OSD), working in the Sheka Forest Biosphere Reserve, created relationships with 17 different local companies (e.g., various land developers, coffee exporters, and agricultural industry companies), convincing them to donate a percent of their profits to local NGOs to buy and plant seedlings to restore the forest.

On the other hand, reform of practice represents a change in behavior by the company. From the same example in the Sheka Forest, OSD convinced a paint manufacturer, Leule Kelem, to build holding ponds for the safe disposal of effluent that otherwise would have contaminated riparian elements of the KBA. Including Leule Kelem, a total of 19 companies changed their practices in energy production, oil and gas extraction, mineral extraction, land management, or waste management. Examples of these include:

- **Oil and gas extraction:** WCS, working in Uganda's Murchison Falls National Park, engaged Total E&P, Tullow Uganda Oil Production, and Chinese National Offshore Oil Company to ensure that they applied the mitigation hierarchy as they conducted exploration inside the boundaries of the national park.
- **Mineral extraction:** Forest of Hope Association worked with three small mining companies working (legally) outside the Gishwati Forest. With Forest of Hope's input, these companies (Developpement Minier Kanama Rubavu, Tantalum Mineral Trading, and Munyaneza Mining Company) changed the way they managed run-off from their operations.
- **Land management:** BirdLife Zimbabwe engaged Border Timbers Limited and Allied Timbers Zimbabwe to change harvest and planting practices in their plantations, which are part of the Chirinda and Stapleford Forest KBAs. This included adhering to BirdLife Zimbabwe input on using indicator bird species to inform management decisions.

## 9.3. Partnerships and Networks

CEPF's approach posits that collaborative action multiplies the power of civil society. This takes two related forms: (1) creating or strengthening collaborative approaches between organizations at a site level (i.e. "partnerships"); and (2) creating or strengthening more broad reaching "networks" of multiple groups with a common purpose. Collaboration was not only between CSOs but equally often with government partners, communities, and the private sector. These partnerships and networks were sometimes created by design; they were the best or only way to get work done. However, these collaborations also occurred as a byproduct of the work: the result of exchange visits, mentoring, and the recognition that working together created advantages for both parties.

CEPF grantees strengthened six existing partnerships and created 19 new partnerships over the life of the portfolio. Notable examples include partnerships between civil society grantees and:

- **The tourism sector**, such as the partnership between SUNARMA (Ethiopia) and Tesfa Tours, and between Forest of Hope Association (Rwanda) and Wilderness Safaris. In each case, the grantee created a partnership between themselves, the tour operator, and the community to promote, in Ethiopia, a village-to-village hiking route and, in Rwanda, chimpanzee tracking and forest trekking in an under-visited national park nearby the globally known mountain gorilla site in Volcanoes National Park.
- **National government** agencies, such as that between Mbarara University of Science and Technology (MUST), the Uganda Wildlife Authority, and Batwa communities adjacent to Bwindi National Park. MUST facilitated a partnership such that a Batwa representative joined the management council of the national park.

CEPF grantees strengthened 20 existing networks and helped create 54 new networks. Many of these were between CEPF grantees working in the same country or on the same topic and exist for mutual support, knowledge exchange, and common advocacy. There are also those that are site-based, like the Lake Ol'Bolossat community conservation group (Kenya/East African Wildlife Society), the Greater Mahale Ecosystem steering committee (Tanzania/Frankfurt Zoological Society), the Nyeri County Water Resources User Association umbrella association (Kenya, Wetlands International), and the network of Stapleford Forests site management advisory groups (Zimbabwe/BirdLife Zimbabwe). Then there are those that were topic based, like Addis Ababa University's contribution to the World Fish Migration Network (Ethiopia) and Action for Environmental Sustainability's contribution to the Living Lakes Network (Malawi). Perhaps most heartening is the network of Yemeni conservationists created by that country's Sustainable Development of Agricultural Resources (SDAR). The 23 people, including five women who learned how to apply EIA procedures, and to lead communities to express their voice, are now an important body in their country, able to support one another and work together.

## 9.4. Leveraging Additional Resources

Annex 7 shows that from the approximately $11.9 million allocated by CEPF to the region, 106 grantees co-financed or provided in-kind resources worth an additional $4 million and leveraged over $20 million, with leveraging defined as contributions from government partners, other donors, and other NGOs. Seventy-six grants reported co-financing and/or in-kind allocations, with a median amount of $10,000, reflecting that many groups contributed whatever they could: the smallest amount of cash, unusual amounts of volunteer labor (valued at a very low rate), and the use of vehicles and equipment. It is difficult to conceive of CEPF succeeding without this level of partner dedication. Sixty-four grants reported leveraging, with a median amount of $38,000. In general, the groups that were able to do this were higher capacity, reflecting their knowledge of how donors and government agencies like to "buy in" to initiatives that already have support. In this sense, CEPF served as a powerful signal to others: if CEPF were willing to commit funds to a particular group in a particular place, then others would be more likely to. A prime example is of Additive Adventures, a group that cataloged the flora and fauna of Mozambique's Mount Namuli and then mobilized the surrounding community to better manage the area. On top of two grants for $170,000, Additive Adventure raised an additional $2,235,000 from Rainforest Trust, Cool Earth, the BAND Foundation, and the Land Tenure Facility to expand the scope of work and continue beyond the CEPF engagement.

# 10. Other Impacts

The portfolio's strategic directions and investment priorities (Table 1 and Section 5.3) align well with CEPF's global impact indicators, as discussed in Sections 6, 7, 8, and 9. However, there are other themes and stories that reflect the work and that do not fit so neatly into a CEPF-wide construct. Local impacts that are not captured by the CEPF global indicators are described here.

**Partnerships between civil society and the public sector.** CEPF's approach assumes that the engagement of civil society makes conservation results better. In the Eastern Afromontane, virtually every grantee formed a partnership with one or more public entities, such as a local administration, a park authority, or the representative of a national government agency. These partnerships began during the proposal process, where CEPF required applicants to submit letters of endorsement from appropriate public bodies, and continued during implementation in concert with grantee stakeholder engagement plans. Such partnerships engendered trust and complementary action. The results took far-reaching form. For example, Forest of Hope Association, which began work in the Gishwati forest as the facilitator of US-based primate researchers, eventually became the actual manager of a national park in partnership with the Rwanda Development Board. Similarly, MELCA in Ethiopia (which formed a partnership with the Sheka Zone government to advise on management elements of the Sheka Forest Biosphere Reserve), KENVO in Kenya (which formed a partnership with Kiambu County to promote payment for ecosystem services), and the Tanzania Forest Conservation Group (which worked closely with ministries of agriculture, forestry, and energy to promote better policies on the use of charcoal) all now sit in positions of trusted competence, first providers of expertise and service in response to public need.

**University engagement.** CEPF made 27 grants to 19 universities or research institutes. In several such cases, an unstated goal was to foster the engagement of universities with communities, "breaking down the academic wall" where these groups focus only on research and teaching. Thus Ethiopia's Addis Ababa University (AAU), Bahir Dar University, Mettu University, and the University of Gondar, Mozambique's Eduardo Mondlane University, Tanzania's Sokoine University of Agriculture, and Uganda's Gulu University and the Mbarara University of Science and Technology all undertook work to build local livelihoods or to train or involve local people in conservation efforts. For example, AAU has nation-leading expertise in fish genetics and the functioning of the Lake Tana ecosystem. Using its CEPF grant, AAU continued its academic research (publishing 14 papers on *Labeobarbus* spp.) while also working with local fisherman on sustainable catch methods, and promoting region-wide public awareness that, with fish as an indicator, a healthy lake equates to a healthy economy.

**Local empowerment and local agreements.** A member of the Eastern Afromontane Board of Advisors suggested that, perhaps, CEPF should consider linking grantees with financial services, such as micro-finance institutions, to leverage more money from the initial investment. At a local level, grantees across the hotspot have already acted, including Development Impact in Tanzania (which linked forest conservation at Njombe Forest to a women's village banking arrangement) and Action for Environmental Sustainability in Malawi (which established village savings-and-loan associations, or VSLAs). Wildlife Conservation Society in Rwanda worked together with a micro-credit institution to improve the livelihoods of the poorest people in a sector near Nyungwe National Park, after monitoring efforts indicated that that sector had the most poaching incidents of all sectors around the park. Connecting local conservation activities with local financial empowerment

seems to be one way to sustain CEPF's investment provided the link between the financial incentives and the conservation action are, and remain, at the forefront of the initiative.

Similarly, another widely employed tool was the "conservation agreement" model, which establishes a *quid pro quo* between a community or group that provides a conservation service and an NGO (the CEPF grantee), which provides a benefit in exchange for the service. In Rwanda's Rugezi Marsh, for example, the International Crane Foundation (ICF) signed agreements with two separate 50-person cooperatives. The members of the cooperatives were people who used the marsh for livestock grazing and to collect fodder. The signed agreements stating that ICF would provide the cooperatives inputs to grow their own fodder in exchange for the members no longer grazing their animals or cutting grass inside the marsh. The local government provided advice, oversaw the agreements, and monitored compliance on both sides.

**Knowledge products.** Two grantees developed methods or courses for empowering beneficiaries and increasing the capacity of partners that merit replication. Resilience Now, working outside Rwanda's Cyamudongo Forest and Nyungwe National Park, worked with communities to assemble the conditions they need for resilience through a method called "solutions worth sharing." This included the promotion of local actors, a high level of participation by community members, peer-to-peer training, and dynamic interaction. Ultimately, the 175 people trained by Resilience Now applied their training for the better management of 200 hectares: seemingly, a small amount but now managed in a lasting way. Of specific interest is the science-based methodology developed by Resilience Now to move from awareness raising to actual behavior change: http://resilience.ngo/resources/crash-course/.

Separately, the Tropical Biology Association (TBA), together with the RIT, delivered "master classes" to two sets of CEPF proponents for large grants and one set of proponents for small grants. TBA and the RIT trained the attendees in project design, logical frameworks, gender, safeguards, and other topics typically required for a proposal but, at the same time, created a peer network so that these groups could exchange experience as their projects proceeded on similar timeframes.

**Capacity building and gender.** The impacts of the 35 training/learning events listed in Table 23 are not easy to measure. Quantifiable impacts often focus on process indicators (e.g., the numbers of organizations/individuals/men/women trained, manuals produced, organizational self-assessment scores submitted). However, two more *qualitative* indicators demonstrate that CEPF's capacity building efforts in the hotspot were successful. One is that the technical, financial, and managerial performance of the grantees improved over the course of each grant. Second, there were consistent personal testimonials from individual grantees stating that they have applied the knowledge they gained, that they are working together with other groups, and that they raised additional funding for their projects or organizations.

As above, quantifying progress in gender mainstreaming (e.g., through a gender tracking tool) may miss important changes that occurred. For instance, many small organizations were leaders, or made huge strides in incorporating gender into implementation, with female professional staff in the organizations, female field-workers, a gender-appropriate engagement of beneficiaries, and a gender-progressive approach where possible (e.g., using female rangers).

**Rapid response and flexibility.** The RIT used its small grant mechanism to respond to urgent requests in 11 instances. For example, a grant to Oxford University allowed for a rapid response to a rabies outbreak in the wolf population in Ethiopia's Bale Mountain National Park, while a grant to the Indigenous Heartland Organization of Tanzania allowed that group to mobilize communities to stop inappropriate tourism development on the Ngorongoro crater. An additional nine "rapid response fund" projects empowered people to use EIA requirements to protect KBAs that were threatened by infrastructure, mining, and other economic development. The grants allowed CSOs, communities, and even local government bodies to organize, understand issues, and voice an opinion via legally mandated processes such that a pause allowed for mitigation measures to at least be considered.

A further grant to Mozambique's MICAIA Foundation and BirdLife Zimbabwe allowed those two groups to deliver emergency support to communities in the Chimanimani mountains that were devastated by Cyclone Idai in March 2019. CEPF large grants also allowed for flexibility that might not otherwise be available to local groups. For example, peace and stability in Yemen declined throughout the life of the portfolio, limiting not just implementation but even the ability for groups to receive international wire transfers of funds. Enviromatics, based in Jordan, built a database and webpage documenting species and sites in Yemen's Afromontane region, using the expertise of Yemeni scientists who could not leave the country. When political conditions allow, conservation scientists in Yemen will hopefully be able to resume work more rapidly as a result.

**A little goes a long way.** The total CEPF investment of $12 million split across 14 countries over seven years works out at $120,000 per country per year. Of course, as discussed previously on leverage, grantees mobilized significant in-kind, cash, government, and donor resources to extend their work. However, there is a different element to the grantee's work, epitomized by the Wildlife Action Group (WAG) of Malawi. In 2016, the RIT awarded a small grant of barely more than $18,000 to better understand the biodiversity of Dedza Forest Reserve, a KBA on Malawi's western border with Mozambique. The grant involved training forest guards to identify and survey plant species as part of their patrols, with the idea being that people who better understand local ecology make better managers of the land. As part of that grant, WAG identified 28 different orchid species in an area of 18,000 hectares. After the grant ended in February 2018, the work continued: forest guards continued their patrols and continued their survey work without the support of CEPF. Two years after the grant closed, the guards reported and photographed, with WAG confirmation, 58 species of orchids in the Forest Reserve.

Grants created *ownership* by stakeholders, grants created partnerships between civil society and those stakeholders, and knowledge (in this case, on plant identification) empowered people to work in a better way.

There are a lot of numbers in this report but, behind each number, is a local story like that of WAG. Somebody learned something. Somebody did something. Somebody changed something. A fence was put up, or maybe taken down. A protected area was gazetted. A new species was discovered. A policy was written, or enforced, or amended. All these small stories add up to big numbers but, in the end, small or local changes made the difference.

Two additional sets of impacts, on creating geographic clusters of grants and on implementing payment for ecosystem services schemes, are discussed in Section 12 on Lessons Learned.

# 11. Progress Toward Long-Term Conservation Goals

CEPF recognizes that its work cannot be completed in the space of five to seven years. Consider the enormity of the effort: conservation of KBAs, and corridors, in 15 countries, through the engagement of civil society, which itself implies both strong individual CSOs and a strong civil society sector in each country. Still, even if this is a long-term effort, one can envision a point in the future when civil society can transition away from CEPF support. In this hotspot, the Secretariat supported an effort to measure progress toward this point.

In early 2015, the Secretariat engaged Future Dialogues International of Kampala, Uganda to convene stakeholders throughout the Albertine Rift and Eastern Arc Mountains countries. This led to what became titled a "Technical Framework for Graduating Civil Society from CEPF Support." The CEPF Donor Council asked BirdLife to revise this document, which ultimately became the December 2017 long-term strategic vision for graduating civil society from CEPF support in Kenya, Rwanda, Tanzania and Uganda.

This document outlines five goals, positing that when five criteria are met for each of those goals, civil society will no longer need CEPF donor support. Those goals relate to conservation priorities, civil society capacity, financing, the enabling environment, and monitoring and responsiveness. Five goals with five criteria, each, yields a table with 25 criteria, as shown in Annex 8. With 15 countries in the hotspot, there are 375 measures of achievement. Not only does this present a lot of work over a long period of time, it suggests a significant amount of money. The long-term vision team estimated the cost of meeting all these measures by considering the experience from CEPF; for example, the cost of assessing and protecting a KBA, and the cost of strengthening an NGO. The final number, while surprising, makes sense intuitively. Modestly, assume that $5 million is needed annually per country to achieve the goals of CEPF and that in some of the 15 countries, much has been already achieved such that donors could depart within a few years (or in the case of Saudi Arabia, donors are not needed), whereas in others, it might require 20 years of engagement. Five million dollars multiplied by an average of 10 years per country by the 14 countries equals $700 million.

As part of the consultations for the long-term vision, stakeholders attempted to establish a baseline, in particular, for the civil society goal, asking when would CSOs have sufficient human resources capacity, management systems, partnerships, financial resources, and the ability to work beyond national boundaries without donor support. The question was about the "collective" civil society capacity in Kenya, Rwanda, Tanzania, and Uganda, the notion being that, as a whole, do the many groups in each of those countries have the ability to effectively engage in conservation. Somewhat to be expected Kenyan civil society rated itself the highest in 2017, followed by Uganda, Rwanda, and Tanzania, and also somewhat to be expected, there was no change in scoring again in 2019.

Overall, the long-term vision document stands as a useful projection for future measures and as an assessment of trends in 2017 in comparison to the time of the ecosystem profile in 2012. The status of progress toward targets for transition away from CEPF support has not changed appreciably from 2017.

# 12. Lessons from the Portfolio

CEPF gathered lessons in three ways: (1) from the grantees, themselves, via their Final Completion Reports, surveys, and at the final assessment meetings in Entebbe and Addis Ababa; (2) from a meta-analysis of lessons; and (3) from expert reviews of select case studies.

## 12.1. Grantee-Reported Lessons

**Project design.** Grantees recognized that project design needs to be based on science and evidence, that it needs to be inclusive of beneficiaries, and that it needs to be adaptive from the start. Conservation Evidence provides expert assessment of the effectives of conservation interventions.

**Research.** Grantees realized the importance of establishing socio-economic and environmental baselines, and of documenting the legal status of land (sites), at the start of projects. Many of the baselines may already be available, starting from globally shared databases, like Protected Planet. Critically, research needs to stay embedded in the community—something communities *own* as opposed to information gathered by outsiders who take the information to far-away labs and libraries.

**Stakeholder engagement.** Grantees emphasized the need to consider culture and gender when agreeing on roles and responsibilities. INTRINSIC helps grantees think about social diversity, social inclusion, and who is required to help a project achieve its goals.

**Monitoring.** Grantees learned the importance of species monitoring using tools like SMART and Cybertracker, and via methodologies like relative species abundance, and of site monitoring using the METT and the IBA monitoring framework. They also learned about PRISM for evaluating the outcomes and impacts of projects.

**Monitoring long-term impacts.** Recognizing that impact may be years after project completion, grantees learned of the need for long-term impact evaluations and for relating projects explicitly to NBSAPs, UN Sustainable Development Goals, and the Aichi targets on biodiversity conservation.

**Community engagement.** To keep communities central to the work, there is the need to connect long-term objectives (e.g., conservation of species, sites, and ecosystems) with short-term expectations (e.g., direct benefits, payments, alternative income-generating activities). *Conservation agreements*, if they include rigorous monitoring and field verification, are a useful way to make these connections, as described by the Conservation Stewards Program.

**Fundraising – proposal writing.** Grantees learned that their proposals should be realistic and clear, and that they need to convince future donors that supporting civil society is an efficient investment. CEPF has offered the Fundraising Manual, available in five languages, as a useful tool.

**Fundraising – donor engagement.** Grantees realized the need to speak to their donors before, during, and after project implementation, to ensure good design, to ensure donors get what they need, and to ensure post-project engagement. Grantees were directed to the Terra Viva grant directory to connect with possible future donors.

**Fundraising – communications.** Grantees learned of the need to understand their audience, use public spaces to showcase their work, and to keep their messages straight, clear, simple, and consistent. CEPF has offered the Communications Toolkit to assist with this.

## 12.2. Meta-analysis of Grantee-reported Lessons

The RIT reviewed all large and small grant final completion reports to understand, beyond the individual lessons themselves, the *types* of lessons being reported, as shown in the table below.

**Table 29. Percent of Grantees Reporting Lessons by Different Themes**

| Theme | Percent |
|---|---|
| Project Design | 71 |
| Stakeholder Engagement | 63 |
| Community Engagement | 58 |
| Capacity Building | 48 |
| Partnerships and Collaboration | 41 |
| Human Resources | 23 |
| Livelihood Initiatives | 23 |
| Project Sustainability | 19 |
| Insufficient Resources | 16 |
| Gender Roles | 10 |
| Monitoring and Evaluation | 10 |
| Political Instability | 8 |
| Government Engagement | 6 |
| Media | 4 |

The analysis also divided these results by recipients of large grants versus small grants, international versus national, and by country. There were variations, but the general trend was the same: the greatest emphasis was on project design and the similar categories of stakeholder and community engagement. The *lesson-from-the-lessons*, for CEPF, suggests spending more time in pre-award: building grantee capacity, ensuring they are engaged with beneficiaries and partners, and incorporating these and technical elements into project design before the grant is made.

## 12.3. Expert Reviews

CEPF conducted three sets of post-project reviews by independent experts to glean lessons from different types of grants.

**Lessons from grants to support enterprise.** A post-project review, two years after project completion, of a community-based tourism grant in Ethiopia (to SUNARMA) and a small enterprise and village savings and loan program in Malawi (to Action for Environmental Sustainability) showed that post-project sustainability was due to:

- NGOs being committed to continued active involvement at the project sites.
- Dynamic and cohesive communities where project benefits were spread widely.
- Use of partnerships, particularly with government agencies tasked with enterprise promotion.
- Community awareness about the value of conservation.

- Matching the intervention to the place (e.g., tourism not beekeeping in Ethiopia, and the converse in Malawi).

Certainly, there were shortcomings, and lessons from these suggest:

- The duration of the grants (32 months in Malawi and 44 in Ethiopia) was already longer than the 26-month average for large grants, but still was not long enough to achieve all the necessary steps.
- Grants lacked in ecosystem health monitoring during and after the projects. The grantees knew that beneficiaries were receiving increased income, that more trees were planted, and that fewer trees were cut, but more subtle indicators (e.g., stream quality, species presence and abundance) were not measured.

**Lessons from geographically clustered grants.** CEPF made several sets of grants focused around specific KBAs and conducted a post-project review of two of these. The first was targeted at Rwanda's Gishwati Forest, to Forest of Hope Association, Nature Rwanda, Pixels on Screen, and the Dian Fossey Gorilla Fund International; the second around the Chimanimani Mountains on the border of Mozambique and Zimbabwe, to the MICAIA Foundation, Kew Royal Botanical Gardens, Eduardo Mondlane University, Natural History Museum of Maputo, BirdLife Zimbabwe, and the Tsuro Trust. In both cases, grants were purposefully coordinated, variously addressing the complementary issues in the respective regions. Success in these two clusters was due to:

- Grants, and project activities, addressing conservation issues while also addressing community interests of improved agriculture, livelihoods and resource control rights.
- The grantees that addressed each issue were experts in that area: conservation organizations did not attempt to become experts at livelihood promotion, and economic development groups did not attempt to become experts at species identification.
- If clustered grants meant complementary technical skills between organizations, it also meant complementary geography across the Mozambique-Zimbabwe border. It would have been highly challenging for MICAIA to engage Zimbabwean communities and the government, and likewise for BirdLife Zimbabwe to work in Mozambique.
- With multiple groups, there was an economy of scale of RIT and CEPF management, with best management practices quickly replicated among the partners.
- There was a natural growth from small grants and small scopes of work to large grants with larger scopes. Groups did not assume more responsibility than they could handle at first. Moreover, as the projects demonstrated success, there was greater government engagement. For example, Forest of Hope essentially established Gishwati Forest as a functioning protected area that the government of Rwanda has now taken over, providing a measure of sustainability.
- The communities in Gishwati started with complete responsibility for managing the forest, including staffing forest guards and patrols, imbuing a sense of ownership over the area that should continue now that the government is managing the park. Similarly, BirdLife Zimbabwe created stakeholder management advisory groups that fostered positive relationships between the government and communities.

Certainly, there were shortcomings, and lessons from these suggest:

- Community "ownership" of Gishwati Forest needed to be maintained during the transition to government control. For example, Forest of Hope engaged six community members as eco-guards. The Rwanda Development Board (i.e., the agency responsible for managing protected areas), after taking over the

management of the National Park, engaged 25 rangers but required that these rangers have graduated from high school, which excluded the FHA eco-guards. Fortunately, they have all found jobs as chimpanzee trackers with a tourism company commercially engaged at Gishwati: Wilderness Safaris.
- Tourism is already attracting visitors to Gishwati and Chimanimani, bringing money directly into the parks. Future efforts need to ensure that incoming revenue goes to the community, as well.

**Lessons from grants to promote payment for ecosystem services schemes.** When the ecosystem profile was written, the stakeholders, and particularly CEPF's donors, hoped that grants would create sustainable financing mechanisms for conservation, with a particular focus on water-based systems, where downstream users would pay upstream communities to maintain watersheds. While this was certainly a valid aspiration, the RIT and Secretariat learned within the first three years that creation of PES schemes requires more time and resources than are provided by a typical CEPF grant, as well as implementers with world-leading technical capacity. Nevertheless, during the Mid-Term Assessment, the RIT Advisory Board asked the team to continue trying, if only to start some pilot efforts from which to build or learn. This led to the award of grants to: Nature Kenya, working in the Mount Kenya region; Kijabe Environment Volunteers (KENVO), working in Kenya's Kikuyu Escarpment; and the Chimpanzee Sanctuary and Wildlife Conservation Trust, working in Uganda's Bugoma Forest. Experience from these grants showed that:

- It takes time to: (1) build the capacity of both sellers and buyers (the PES-specific skillset is very business oriented in terms of valuation and negotiation skills); (2) set biological baselines and conduct feasibility studies that allow for ecological time lags; and (3) create or ensure that the legal/policy enabling environment is in place and that necessary government agencies are supportive.
- Scale matters in relation to cost. The cost and time of putting a PES scheme into place is extraordinary. If applied to a KBA or watershed with limited outflows or a limited set of potential buyers, the cost of putting the mechanism in place may not yield equivalent benefits for conservation. Similarly, the flow of benefits (in the form of high quality and quantity water) might not merit a suitably high payment price from the buyers, meaning the scheme does not function. In other words, if the scale is too small, it may make more sense to fund the desired conservation result in a more traditional manner.
- Given the above statement on scale, if CEPF were to support water-based PES schemes in future, it might make more sense to link KBA-focused efforts into a larger market for water services. Thus, the sellers from Mt. Kenya would not sell into a closed market (i.e., one set of sellers from upstream contractually bound to one set of buyers downstream) but would instead sell as part of a cooperative (i.e., sellers from multiple upstream KBAs) to a multiplicity of buyers. In fact, the Nairobi Water Fund presents such a model.
- Given the length of time necessary to make a PES function contractually, let alone have a meaningful biophysical impact, the deliverables/outputs/results of the type of work funded by CEPF (e.g., a pilot study) should not state biophysical impacts in their project design. These are unrealistic and can distract the donor and implementer from the primary institutional tasks. In other words, framing the expected results of the grant via appropriate deliverables and impacts matters.
- Communities need to understand the difference between PES, which is a mechanism designed to pay for conservation efforts, as opposed to other funding mechanisms to which they may be more accustomed: corporate social responsibility (CSR) grants; philanthropic gifts; donor-funded livelihood or site- or species-focused programs. These latter are made, to some degree, to ensure community benefit with no

conditionality. PES, if it is to work, is fully conditional (i.e., no payment without service provided).

# 13. Future Directions and Conclusions

Biodiversity hotspots, by definition, are under threat. The overall threat in the Eastern Afromontane did not abate between 2012 to 2020 and, based on current trends, will only grow worse over time. In response, stakeholders at the final assessment workshops in Entebbe and Addis Ababa, contributors to the long-term vision, senior advisory board members, and leading NGOs and donor partners have all suggested steps for the future.

1. The Eastern Afromontane Biodiversity Hotspot is a geographic amalgamation; a set of places that in combination meet the criteria for a hotspot: an area with over 1,500 endemic vascular plants that has lost 70 percent of its primary native vegetation. As a hotspot, it is an incredibly important place to focus conservation funding. However, it covers 15 countries over a straight-line distance of more than 4,000 kilometers and there is limited, if any, cultural or political link that is common to all the countries. This hotspot may be a conservation priority based on biogeography, but it is not necessarily the best way to organize a grants program from a practical perspective.

   Future engagements should consider various alternatives. One would be on the more practical scale of the biogeographic sub-regions in the hotspot: the Arabian Peninsula of Yemen and Saudi Arabia; the Ethiopian Highlands (including Eritrea if the political situation allows); the Albertine Rift covering the Great Lakes countries; the Eastern Arc Mountains of Kenya and Tanzania; and the Southern Montane Islands of Malawi, Mozambique, Tanzania, Zambia, and Zimbabwe. Grants could then more easily be arranged around complementary geographies.

2. Future grant programs need to match the methodology with the geography. At least some Eastern Afromontane KBAs are, literally, at the tops of mountains. Places like the Mafinga Hills of Zambia and Mount Namuli in Mozambique are not near many people, or not near many people with the capacity to implement a CEPF grant. Such places may be prioritized exactly because no other funder is willing to work there, but in that case, grant-making needs to allow for, variously: (1) sufficient funding to support travel and relocation of high capacity groups from national capitals to the locations; or (2) sufficient time to allow local groups to grow in capacity to undertake the technical requirements of a project.

3. Future grant programs need to match the methodology with the investment priorities. Support for national policy revision, PES schemes, carbon finance promotion, or strengthening of Eritrean and South Sudanese civil society writ large require engagements of a broader scope and longer time frames than is normal for the typical CEPF grantee to undertake. Policy reform projects supported by international donors are often at least three years in duration for over $1 million, typically initiated under the rubric of a bilateral government agreement. Successful PES and carbon finance programs have taken 10 years, or more, to function as planned. Strengthening of civil society, as a sector, extends beyond the realm of conservation and is often approached as an entire *raison d'etre* for some donors.

4. Ethiopia has 83 Afromontane KBAs, over a quarter of the original 310 identified in the region. That would be sufficient to justify a grant program unto itself. CEPF granting focused on Strategic Direction 1 (livelihoods), reflecting the interests and capacity of the applicant NGOs. Building on that work requires more focus on organizational management and linking development work to conservation impact (in that context, raising local KBA *awareness* is important). Grantees were active in community organizing, especially for farmer and enterprise cooperatives. Building on that requires more focus on partnership between the cooperatives and local government. Focus is needed on local government regulations that allow for community engagement in conservation and that incentivize better land management. Further, of all the countries in the region, Ethiopia is most committed to UNESCO biosphere reserves in Kafa, Yayu, Sheka, and Lake Tana. Future support could build on this commitment, typically for civil society engagement in production zones and in core zone management.

5. In Mozambique, which contains parts of the Eastern Afromontane, Coastal Forests of East Africa, and Maputaland-Pondoland-Albany Hotspots, a grant program could be organized at the national level, focusing on the three hotspots inside the country. Civil society and local government capacity beyond Maputo remain low in this Portuguese-speaking country; resolution of land tenure issues is an ongoing concern; enforcement against wildlife trafficking and illegal mining is weak; and, thus far, the BioFund has had limited reach. Further, as demonstrated by the 2019 cyclone, poverty and poor land use place people at great risk to natural disaster. Future programs for biodiversity conservation should be built around these issues while taking advantage of opportunities for cross-border cooperation under the rubric of the Trans-Frontier Conservation Area program.

6. Apart from a country-specific program in Mozambique, there is scope to continue the transboundary work in the Chimanimani Mountains. The TFCA program created the space for government-to-government cooperation, with protected area and land management authorities from Mozambique and Zimbabwe having funding and a mandate to work together. CEPF provided the funding that allowed for a parallel track for cross-border civil society engagement: NGO-to-NGO and community-to-community. This parallel track, while smaller in funding and lower in profile, gave greater legitimacy to the government process.

7. Conservation of gorilla habitat in the DRC, Rwanda, and Uganda will remain a government focus as long as tourists and researchers continue to pay access fees and as long as the global community demands protection of an iconic animal. CEPF can work with the international and leading national NGOs that work to create corridors linking and expanding the major gorilla reserves, and with local groups to ensure benefit sharing.

8. The MacArthur Foundation funded work to identify and better manage *climate resilient altitudinal gradients* (CRAGs) in Burundi, DRC, and Rwanda. CRAGs are ecologically meaningful units that overlap with CEPF KBAs and corridors, and the interventions needed in CRAGs are not inconsistent with the strategic directions in the EAM. Future work could support further research (e.g., on sediment tracing; modeling of climate-related species movement) or support local institutionalization of a single CRAG, via boundary delineation, empowerment of local agencies, and creation of community-government management bodies. This work could continue in the three pilot countries or become the basis of a grant program more broadly.

9. In parallel to the investment in CEPF, the MacArthur Foundation supported application of high-resolution earth system models to eastern Africa for conservation planning. These models can generate simulations of future environmental conditions on various watershed. To effect use of these models more widely, there is the need for more climate monitoring stations (deployed and managed by civil society) and grant support for local management responses (e.g., within the context of a CRAG).

10. CEPF and the MacArthur Foundation supported The Nature Conservancy to create a Great Lakes of Africa initiative for better basin management. Any future grant program could purposefully complement that initiative's data needs or civil society engagement in basin management committees.

11. The ecosystem profile identified 310 KBAs and grantees identified seven more during the investment period. The 2016 KBA standard promulgated by the IUCN and the KBA Partnership has greater requirements for documentation and national validation with the goal of formalizing the concept (thereby increasing government and donor acceptance) and providing international transparency (akin to the World Protected Areas Database). Currently, 85 of the original 310 KBAs and all seven of the newly identified ones are in the process of formal review and acceptance by the KBA Partnership. A future grant program could enlist local groups to do more species research and KBA boundary delineation, in the name of more KBAs being formally accepted, while raising local awareness about the importance of the area.

12. Many locations supported by CEPF in the region were "orphans", overlooked by the conservation community because they were far from major cities or because they lacked charismatic megafauna or large intact forests. Places like Zambia's Mafinga Hills (a two-day drive from Lusaka), Kenya's Lake Ol'Bolossat (a seemingly unremarkable wetland, but actually a KBA, in a country full of amazing lakes), Malawi's Misuku Hills (with its small remnant forests), and Rwanda's Rugezi Marsh (with no gorillas) all hosted successful grants. There will always be the need for grant programs like CEPF to work in such KBAs.

13. As noted previously, water-based PES and carbon finance schemes require years of support. A future grant program could compartmentalize the stages of such projects short of the ultimate goal of a revenue-generating program.

14. Three endowment funds currently exist in the region that provide near-term opportunities for support: the Eastern Arc Mountains Conservation Endowment Fund (Kenya and Tanzania); the Mozambique Biofund; and Uganda's Bwindi Mgahinga Conservation Trust. These funds have legal operational structures, but insufficient endowments or mechanisms to ensure regular and meaningful outflow of grants. A grant program like CEPF could engage with each of these to address these limitations.

15. Under any future grant program, there would be significant opportunities to continue the work on capacity building begun under the current phase. Based on the experience of working with 115 organizations and 249 trainees, these opportunities include the following:

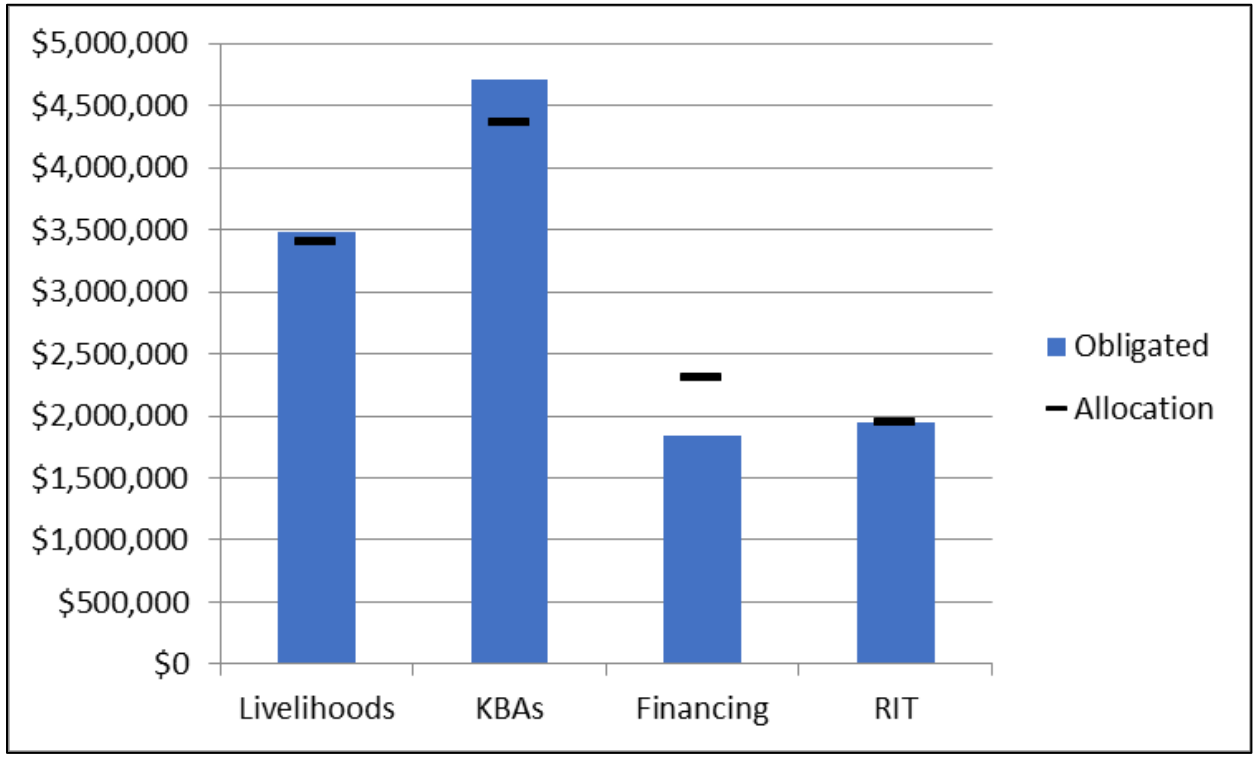
    a. Many groups have the motivation and the local commitment but not the necessary skills in biodiversity conservation science. Individuals need to learn how to collect baseline information, do biological surveys, conduct monitoring, and use data to modulate their efforts.

b. Many groups do great work but cannot communicate it well. They need training in basic communications skills, particularly in writing for a specific audience. They also need training in digital communication (e.g., social media platforms, web presence) to create environmental awareness in a target group and to create brand awareness about their own organizations. African CSOs, as a whole, are also behind their counterparts in Asia in the use of crowdfunding. Finally, groups need skills not just in communication, but in keeping their messages active and present in the minds of their target audience.
c. For a segment of grantees, especially grassroots and smaller groups, training needs to entail basic skills, such as English/French language, computer literacy, use of common software applications (e.g., Microsoft Excel) and basic accounting.
d. For a more sophisticated set of grantees, including many national NGOs, training is needed in long-term organizational finance. These groups are very capable of managing grant money for a project today but are less able to plan for the future. They need to learn how to use annual audits to their advantage, to establish indirect cost rate structures, and to build up financial reserves.

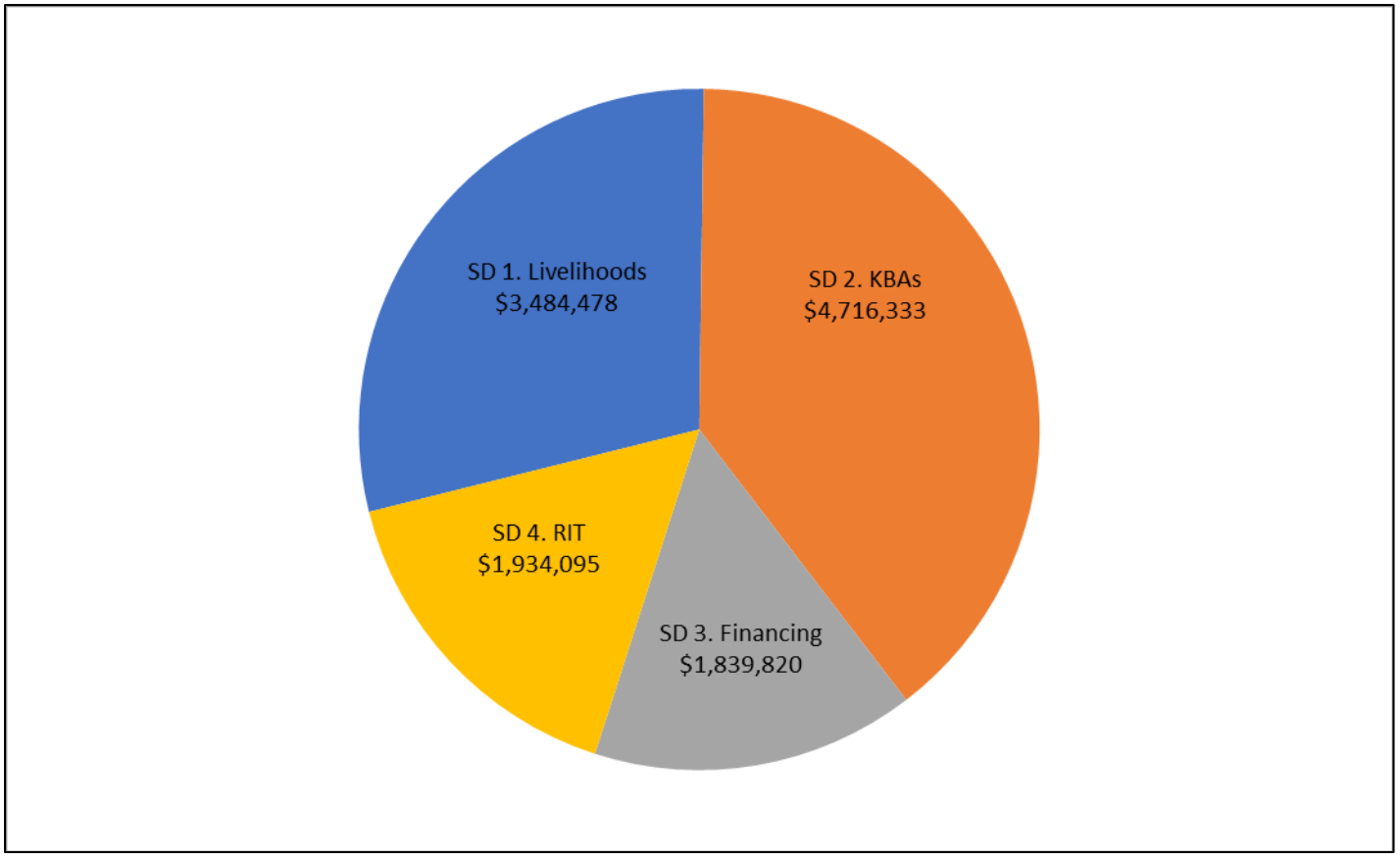
Certainly, these are only suggestions and there are still more options, as outlined in the long-term vision, as summarized at numerous donor-supported events, and as expressed by CEPF's many partners over the nine years between the ecosystem profile and the conclusion of this portfolio. As this portfolio has shown, with a relatively small amount of money, civil society can achieve major results. Engaging CSOs in the Eastern Afromontane on any of the above proposals will be a positive step for biodiversity conservation in the future.

## Annex 1. Summary Figures

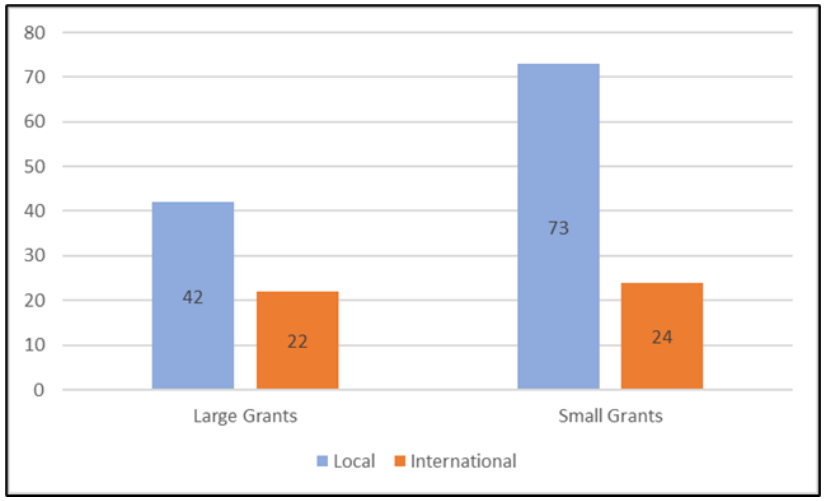
This figure corresponds to Table 7 and shows obligation of funds per strategic direction. The heavy black line shows the allocated amount. The portfolio dedicated more funding to KBAs (Strategic Direction 2), and less to sustainable financing (Strategic Direction 3), than originally planned.



This figure corresponds to Table 7 and shows funding by strategic direction. Roughly 28 percent of funding went to Strategic Direction 1, 36 percent to Strategic Direction 2, 19 percent to Strategic Direction 3, and 16 percent to the regional implementation team (Strategic Direction 4).

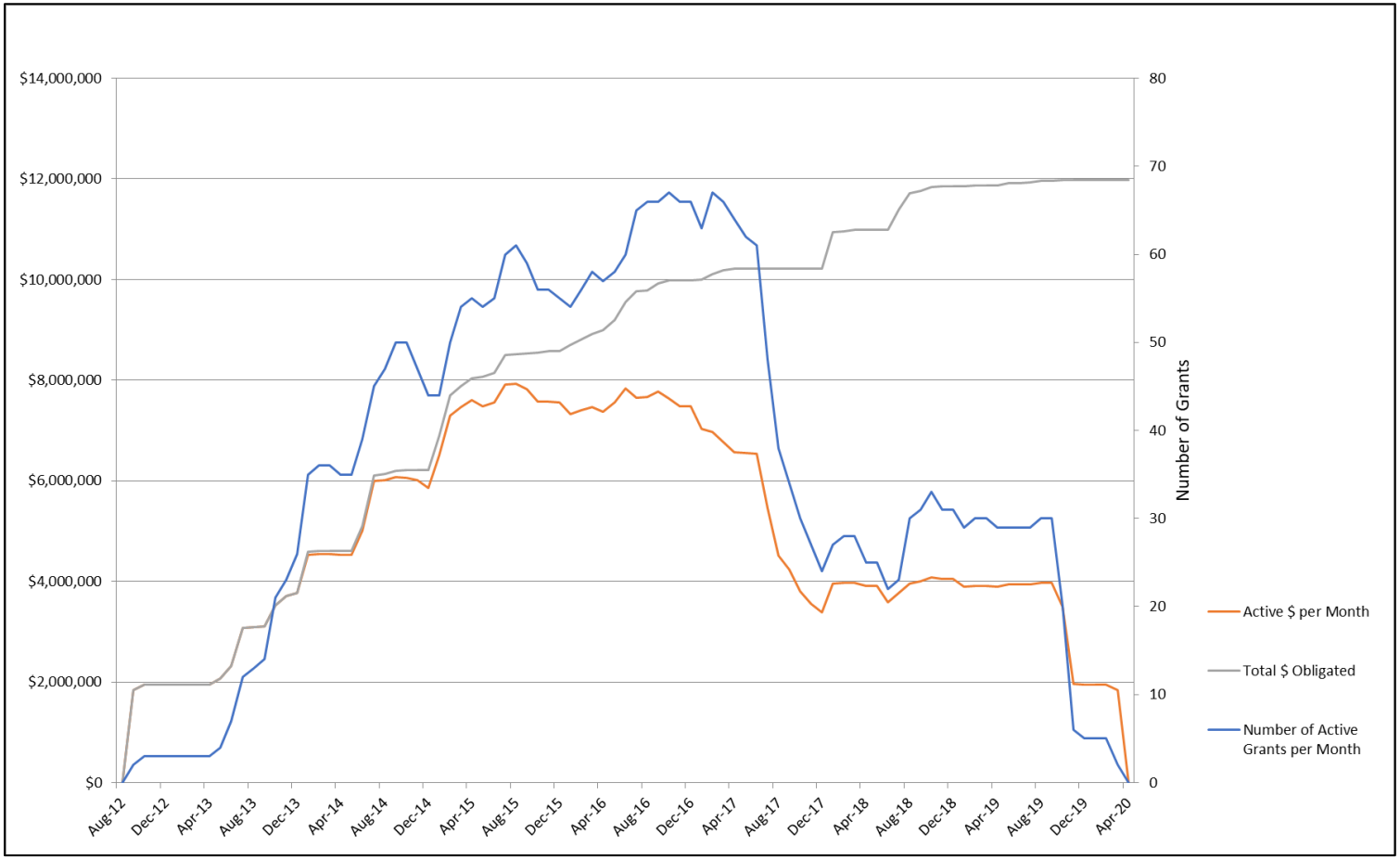


The figure at right corresponds to Table 10, showing the number of large and small grants made to local and international groups (not including the RIT). The figure at right corresponds to Table 11, showing the total dollar value of grants to local (national) organizations versus international organizations at effectively an even split of available funds. (The figure at right accounts for EWNHS, the Ethiopia RIT, as a national organization and BirdLife, the overall RIT, as an international group.)




This figure shows the obligation trend of the portfolio from 2012 to 2020.

The grey line shows the total dollars obligated rising steadily over time, to close to $12 million, with almost all money obligated by late 2018. The orange line shows the total value of active grants at any time, peaking at close to $8 million in August 2015. This line reflects risk—the dollar value commitment of ongoing work. The blue line shows the number of active grants at any given time, peaking at 67 grants in October 2016 and again in February 2017. This line reflects workload for the RIT and Secretariat. The steep drop in July-August 2017 corresponds with the close of granting in Ethiopia and Mozambique.



## Annex 2. Update on Progress Toward Targets in the Portfolio Logical Framework

| Objective | Targets | Results |
|---|---|---|
| Strengthening the involvement and effectiveness of civil society in achieving conservation and management of globally important biodiversity in the Eastern Afromontane Hotspot | At least 60 civil society actors participate in conservation programs guided by the ecosystem profile | Between 2012 and 2020, 164 grants were awarded to 103 unique grantees (this includes 3 grants to the RIT). A further 12 CSOs received CEPF funding as sub-grantees, bringing the total number of CSOs that directly participated in the conservation program to 115. |
| | The conservation community in the Hotspot is better organized, shows improved capacities, and has improved collaboration with development stakeholders | 51 of the 75 CSOs with baseline and final CSTTs reported an increase in capacity.<br><br>21 trainings and learning events were organized by the RIT, together with FFI, TBA, CLP, ZESMAN and CI. In addition, 14 experience-exchange visits were organized across the hotspot.<br><br>249 conservationists were trained through the RIT-led capacity building program (164 male and 85 female) from 128 organizations (including 79 CEPF grantees).<br><br>In total, 34,802 people benefited from training provided by grantees (over 13,000 of these were female). 54 new networks/partnerships were established, 23 were strengthened, and 33 new CSOs were created. |
| | At least 25 priority Key Biodiversity Areas with strengthened protection and management, representing at least 1.2 million hectares, and including at least 500,000 hectares of new protected areas. | Projects were implemented at 37 priority KBAs.<br><br>33 priority KBAs have strengthened management, covering 3,131,913 hectares of KBA.<br><br>8 protected areas were newly created or expanded, at 7 priority KBAs, covering 1,404,410 hectares. |

| | | |
|---|---|---|
| | At least 1.7 million hectares of production landscapes under improved management for biodiversity conservation and ecosystem services. | The management of biodiversity was improved within 1,510,535 hectares of production landscapes. |
| | New sustainable financing schemes exist for at least one priority site in each of the priority corridors. | 11 sustainable financing mechanisms were initiated or supported: 4 REDD initiatives, 3 PES initiatives, and 4 sustainable tourism enterprises. Out of the 11 locations, five were in priority sites (COD4/Itombwe, ETH6/Ankober, ETH36/Guassa, MWI2/Misuku Hills, and TZA7/Mahale. The other locations were in Kenya and Uganda, which were not "priorities" at the time of the Ecosystem Profile. |

| Intermediate Outcomes | Intermediate Indicators | Results |
|---|---|---|
| | | |
| | | |
| **Outcome 1:**<br>Biodiversity mainstreamed into wider development policies, plans and projects, delivering the co-benefits of biodiversity conservation, improved local livelihoods and economic development in 4 priority corridors (and associated KBA groups) and 7 countries.<br><br>$3,200,000 | Number of local and community development plans or other processes in which biodiversity conservation priorities and actions are incorporated through civil society engagement in the process | 71 new local development plans (village bylaws, Local Action Plans, etc.) that include conservation considerations were agreed with government and other stakeholders. |
| | Number of national development plans or other processes in which biodiversity conservation priorities and actions are incorporated through civil society engagement | 3 national policies were produced or influenced to include conservation considerations. |

| Intermediate Outcomes | Intermediate Indicators | Results |
|---|---|---|
| | | |
| | Amount of funding directed at livelihood activities (using CEPF investment as leverage) which also benefit biodiversity conservation in and around KBAs in priority corridors | Twenty grantees generated or raised an additional $2,919,628 for livelihood activities that benefited biodiversity, including small enterprise activities that reduced human pressure on the resource base. |
| | Number of private sector ventures which benefit biodiversity and local livelihoods | Grantees engaged in 9 private sector ventures, mainly involving tourism (marketing) and commodities (honey, tea, coffee, fish, drinking water), all of which benefited biodiversity and local livelihoods. |
| **Outcome 2:** Improved protection and management of the KBA network through involvement of civil society<br><br>$2,800,000 | Number of terrestrial KBAs under enhanced protection status and number of hectares covered. | 51 terrestrial KBAs were placed under improved management, covering 4,154,597 hectares. Of those KBAs, 28 (with 1,584,990 hectares) had the status of full protection and 11 (with 1,612,942) had the status of partial protection. Further, within those 51 sites, five protected areas were created with a total of 724,825 hectares. |
| | Number of management plans developed or improved, with enhanced implementation underway, and number of hectares covered. | 50 management plans were developed or improved, encompassing 3,268,025 hectares. Each of these 50 management plans covered all or parts of 30 KBAs (15 fully protected, 8 partially protected, 7 not protected). |
| | Number of engagements of civil society in EIA and site safeguard processes resulting in strengthened implementation at the most urgently threatened sites | CEPF supported 21 engagements by 16 organizations, in EAI and site safeguard processes covering 14 KBAs. This includes EIA training, monitoring, networking, and active community / government / private sector engagement. |

| Intermediate Outcomes | Intermediate Indicators | Results |
|---|---|---|
| | | |
| | Number of new KBAs identified and changes in KBAs status resulting from an improved knowledge and information (including sites for irreplaceable plant diversity) | 7 new KBAs were identified. 1 of them (in Kenya) has already been added to the World Database on KBAs. The remaining 6 are under review. In addition, significant new information of the biodiversity values of 6 under-researched KBAs was generated. Together this makes 13 KBAs with new information. |
| **Outcome 3:**<br>Financing mechanisms established in 4 priority corridors and 2 additional sites ensuring substantial long-term financing for conservation activities in the most important sites, and conservation community enabled to raise funds and develop similar mechanisms in the Hotspot.<br><br>$2,300,000 | Number of forest carbon partnerships and projects established and achieving biodiversity conservation objectives in each of three priority corridors and in two individual KBAs | 3 REDD projects were supported in 3 priority corridors (Itombwe-Nyungwe, Mt Kabobo-Margungu, Greater Mahale). An additional REDD scheme and 3 PES schemes were established outside of priority corridors. |
| | Increased levels of CSO capacity in all Hotspot countries for conservation fund raising and project management | Average CSTT scores increased from 71.1 to 74.8. Within those totals, average financial management scores increased from 13.2 to 13.9 and management systems scores increased from 15.7 to 16.5.<br><br>Training was provided to CSOs in 13 countries (i.e., in all eligible countries apart from Eritrea). 3 regional and 1 national training programs were specifically aimed at fundraising; CEPF also supported the production of a fundraising guide, now available in English, French, Spanish, Arabic and Portuguese. An additional 31 training events including 14 experience-exchange visits were organized to build capacity of civil society in the hotspot in project management (financial, technical, safeguards, gender, ethics etc) and reporting. |

| Intermediate Outcomes | Intermediate Indicators | Results |
|---|---|---|
| | | |
| | New conservation community developed and playing an effective role in KBA conservation in Eritrea, South Sudan and Yemen | External factors prevented the emergence of a new conservation community to play an effective role in KBA conservation in these three countries. CEPF's work was ultimately limited to capacity needs assessments (all 3 countries), training/networking (Yemen and South Sudan) and the production of a biodiversity data portal (Yemen). |
| **Outcome 4:** Strategic leadership and effective coordination of CEPF investment provide, and a broad constituency of civil society groups built across institutional and political boundaries, through a regional implementation team (RIT)<br><br>$1,500,000 | All groups receiving grants achieve a satisfactory score on final performance scorecard | Of the 67 large grants, 60 received a positive rating, 3 a mixed rating and 4 a negative rating on the final performance scorecard (i.e. 90% positive). Of the 97 small grants: 90 received a positive rating and 7 a negative one (i.e., 93% positive). Overall, 92% of grants received a positive rating on the final performance scorecard. |
| | RIT performance in fulfilling approved terms of reference | RIT performed all tasks as outlined in the Terms of Reference and per the impacts, components, and deliverables in its grant agreements. |
| | All civil society groups in investment areas know CEPF and are given equal chance to participate to in call for proposals | The RIT organized 12 launch/outreach events in 9 countries, directly reaching 300+ potential applicants and donors. Calls for proposals were shared widely, including through global on-line funding directories such as fundsforngos.org and terravivagrants.org. A permanent advisory service received and responded to 1,065 inquiries from applicants, mostly within 48 hours. In total, CEPF received 1,097 applications over 19 calls for proposals between 2012 and 2018. The RIT ran a website, a Facebook page with 1,300 followers, and produced a newsletter with a mailing list of more than 1,000 addresses. |
| | Amount of co-funding (for activities implemented by CEPF grantees) that have been facilitated by the RIT | $4,016,775 was co-financed by CEPF grantees, including $500,000 raised by BirdLife as the RIT. An additional $20,694,194 was leveraged by the grantees. It is not possible to fairly attribute how much was "facilitated by the RIT" as opposed to generated exclusively by the grantees. |

| Intermediate Outcomes | Intermediate Indicators | Results |
|---|---|---|
| | | |
| | At least 60% of the CEPF grantees have improved management capacities thanks to RIT capacity building activities. | 68% of the 75 civil society organizations that submitted a baseline and final CSTT, reported an increase in score over the period of CEPF support. |

## Annex 3. Contributions to the CEPF Global Indicators

CEPF tracked all grants per multiple measures, including how each grant contributed to CEPF's 16 global indicators. Results can change from the moment this report is released. Nonetheless, as of the close of the portfolio in March 2020, total contributions to CEPF indicators are shown below. Many of these overlap with the Portfolio Indicators (Annex 2) and are elaborated upon elsewhere.

| No. | Indicator | Result |
|---|---|---|
| **Pillar: Biodiversity** | | |
| 1 | Number of globally threatened species benefiting from conservation action | 30 |
| 2 | Number of hectares of Key Biodiversity Areas with improved management | 4,851,995 |
| 3 | Number of hectares of protected areas created and/or expanded | 1,428,329 |
| 4 | Number of hectares of production landscapes with strengthened management of biodiversity | 1,510,535 |
| 5 | Number of protected areas with improved management (existing + new) | 42 (31+11) |
| **Pillar: Civil Society** | | |
| 6 | Number of CEPF grantees with improved organizational capacity (out of 75) | 51 |
| 7 | Number of CEPF grantees with improved understanding of and commitment to gender issues (out of 21) | 19 |
| 8 | Number of networks and partnerships that have been created and/or strengthened | 77 |
| **Pillar: Human Well-Being** | | |
| 9 | Number of people receiving structured training | 34,802 |
| 10 | Number of people receiving non-cash benefits | 213,727 |
| 11 | Number of people receiving cash benefits | 26,820 |
| 12 | Number of projects promoting nature-based solutions to combat climate change | 33 |
| 13 | Amount of carbon dioxide equivalent sequestered in CEPF-supported natural habitats[4] | Not available |
| **Pillar: Enabling Conditions** | | |
| 14 | Number of laws, regulations, and policies with conservation provisions that have been enacted or amended | 74 |
| 15 | Number of sustainable financing mechanisms that are delivering funds for conservation | 11 |
| 16 | Number of companies that adopt biodiversity-friendly practices | 37 |

[4] This indicator is monitored by CEPF at the global level rather than at the level of individual portfolios.

## Annex 4. Results per Aichi Targets

The following table shows the contributions of the CEPF grant portfolio in the Eastern Afromontane Hotspot towards the targets of the United Nations Convention on Biological Diversity (CBD) 2011-2020 Strategic Plan for Biodiversity, also known as the Aichi Targets.

| Aichi Target | Description | Result |
|---|---|---|
| 1 | Awareness of the values of biodiversity | Virtually every grant was engaged in some form of awareness raising activity; grantees worked in 602 communities with over 3.2 million people |
| 2 | Biodiversity values have been integrated into national and local development and poverty reduction strategies | 74 policies (71 local policies, one sub-national/regional policy, and two national policies) addressed biodiversity in the context of development issues. |
| 4 | Plans for sustainable production and consumption | 1,510,535 hectares in 48 sites with production landscape under improved management |
| 5 | Reduction in loss of natural habitat, fragmentation | 4,851,995 hectares in 62 sites "with KBAs with strengthened management and protection" |
| 6 | Fish and invertebrate stocks and aquatic plants are managed and harvested sustainably | 277,159 of hectares of Lake Tana and surrounding wetlands under improved management |
| 7 | Areas under agriculture, aquaculture and forestry are managed sustainably | 1,510,535 hectares from 48 sites with production landscape under improved management |
| 8 | Pollution, including from excess nutrients, has been brought to levels that are not detrimental | Grant 62575 to Burundi Nature Action led to the creation of a Strategie pour la Limitation de la Pollution du Lac Tanganyika (strategy to reduce pollution in Lake Tanganyika) |
| 9 | Invasive alien species and pathways are identified and prioritized, priority species are controlled or eradicated | Grant 109123 to Nature Tanzania helped clear two hectares of invasive plants adjacent to the Amani Nature Reserve (East Usambara Mountains KBA TZA4) |
| 11 | Improved management of well-connected systems of protected areas and other effective area-based conservation measures | 4,851,995 hectares in 62 sites "with KBAs with strengthened management and protection," understanding that CEPF's focus on KBAs for its conservation outcomes represents an effective area-based conservation measure |
| 12 | Prevention of species extinction | 27 species (See Table 12 and the associated discussion) |

| Aichi Target | Description | Result |
|---|---|---|
| 14 | Ecosystems that provide essential services, including services related to water, and contribute to health, livelihoods and well-being, are restored and safeguarded, taking into account the needs of women, indigenous and local communities, and the poor and vulnerable | Grants focused on creation of PES schemes and water flow include Kenya KENVO (66167) in Kikuyu Escarpment; Nature Kenya (103546) in Mount Kenya, Wetlands International-Kenya (103593) in Aberdare Mountains, and Uganda Chimpanzee Trust (66188, 103689) in the Bugoma Central Forest Reserve. These five KBAs had a combined total of 337,035 hectares under improved management. In total, 43 grants report 194 communities receiving benefits in the form of "increased access to ecosystem services" or "increased access to clean water" |
| 15 | Ecosystem resilience and the contribution of biodiversity to carbon stocks has been enhanced, through conservation and restoration, including restoration of at least 15 per cent of degraded ecosystems, thereby contributing to climate change mitigation and adaptation and to combating desertification | The 410,000 hectare KBA of the Chyulu Hills in Kenya, 200,000 hectares of which are "production landscape," are better managed through a forest carbon sequestration and credit-trading program. |
| 16 | Nagoya Protocol on access and benefit sharing consistent with national legislation | 50 grants report "improved recognition of traditional knowledge" or "improved decision-making and representation in governance" in 495 communities |
| 18 | Respect for traditional knowledge, innovations and practices of indigenous and local communities | 23 grants report "improved recognition of traditional knowledge" in 256 communities |
| 19 | Improvement, sharing, transfer, and application of knowledge, science, technology | Site-wide species inventories, assessments, and trigger species updates were completed for 42 locations (see Table 13) |

## Annex 5. All Awarded Grants, by Country and Start Date

CEPF encourages interested parties to review the CEPF project database for details on any grant discussed in this report, including summary descriptions of the projects, final completion reports and other information provided by grantees. The table below includes embedded hyperlinks to CEPF's website for each specific grant.

| No. | CEPF ID | Organization | SD | Title | Obligated Amount | Start Date | End Date |
|---|---|---|---|---|---|---|---|
| **RIT GRANTS** | | | | | | | |
| 1 | 61681 | BirdLife International | 4 | Eastern Afromontane-2, RIT Programs | $788,860 | 1-Sep-12 | 31-Mar-20 |
| 2 | 61682 | BirdLife International | 4 | Eastern Afromontane-1, RIT Administration | $1,042,347 | 1-Sep-12 | 31-Mar-20 |
| 3 | 62242 | Ethiopian Wildlife & Natural History Society | 4 | Regional Implementation Team – Administration and Programs | $102,888 | 1-Oct-12 | 31-Oct-17 |
| **REGIONAL GRANTS** | | | | | | | |
| 4 | 60814 | Gordon, Ian | 1 | Promoting the Recognition of the Eastern Afromontane Key Biodiversity Areas and Corridors to an International Audience of Ecologists and Climate Change Scientists | $3,983 | 1-Aug-13 | 31-Oct-13 |
| 5 | 63400 | Fauna & Flora International | 3 | Building Capacity in Project Design and Proposal Writing in the Eastern Afromontane Hotspot | $157,412 | 1-Jan-14 | 30-Jun-17 |
| 6 | 65701 | Fauna & Flora International | 3 | Systematic Evaluation of CEPF and Capacity Development of CEPF Grantees | $249,989 | 1-Jan-15 | 31-Jul-17 |
| 7 | 65703 | Tropical Biology Association | 3 | Systematic Evaluation of CEPF and Capacity Development of CEPF Grantees | $423,294 | 1-Jan-15 | 31-Oct-19 |
| 8 | 65808 | The Nature Conservancy | 1 | The African Great Lakes Summit: Improving Conservation in the African Great Lakes Through Cross-Basin Collaboration | $164,000 | 1-Jul-15 | 30-Jun-17 |
| 9 | 70727 | Nature Uganda | 1 | Strengthening Civil Society's Engagement with the Private Sector in the Eastern Afromontane | $16,000 | 1-Sep-15 | 29-Feb-16 |
| 10 | 109125 | Fauna & Flora International | 3 | Capacity Building (Mainstreaming, Gender, Safeguards) of Civil Society Organizations in the Eastern Afromontane Hotspot | $49,978 | 1-Oct-18 | 30-Sep-19 |
| 11 | 109124 | Tropical Biology Association | 3 | Strengthening Organizational Capacity of Civil Society Organizations in the Eastern Afromontane Hotspot for Improved Conservation and Sustainability | $8,229 | 1-Nov-18 | 30-Sep-19 |
| **BURUNDI** | | | | | | | |
| 12 | 63362 | Rainforest Alliance, Inc. | 1 | Conserving Biodiversity Through Sustainable Tea Farming Around Kibira National Park, Burundi | $157,964 | 1-Oct-13 | 31-Dec-15 |
| 13 | 62575 | Burundi Nature Action | 2 | Restoration and Conservation and Sustainable Use of Biodiversity in Lake Tanganyika | $74,351 | 1-Oct-13 | 30-Sep-15 |
| 14 | 62879 | Resilience Now | 1 | Awareness and Capacity Development for Neighboring Populations of Kibira National Park to Improve Their Management of Arable Land and Wood Resources | $18,418 | 1-Dec-13 | 31-Jul-14 |
| 15 | 64264 | Action Ceinture Verte pour l'Environnement | 1 | Conserving the Biodiversity of Kibira National Park by Raising Awareness About its Importance and Promoting Improved Stoves | $16,000 | 1-Jan-14 | 31-Dec-14 |

| No. | CEPF ID | Organization | SD | Title | Obligated Amount | Start Date | End Date |
|---|---|---|---|---|---|---|---|
| 16 | 64411 | Association Burundaise Pour la Protection de la Nature | 2 | Integrated Management of Bururi Forest Nature Reserve | $175,943 | 1-Jul-14 | 30-Sep-16 |
| 17 | 66110 | Organisation pour la défense de l'environnement au Burundi | 3 | Improved Protection of Kibira National Park by Increasing Civil Society's Accountability | $9,769 | 1-Aug-14 | 31-Oct-14 |
| **DEMOCRATIC REPUBLIC OF THE CONGO** | | | | | | | |
| 18 | 62610 | Wildlife Conservation Society | 2 | Establishment and Management of the Itombwe Massif and Misotshi-Kabogo as New Protected Areas in the Democratic Republic of Congo | $187,300 | 1-Jul-13 | 31-Dec-15 |
| 19 | 64756 | Wildlife Conservation Society | 2 | Protecting the Ngamikka-Luama Landscape by Establishing Infrastructure and Capacity | $199,582 | 1-Jun-14 | 31-Dec-16 |
| 20 | 64710 | Horizon Nature | 2 | Building a Civil Society Advocacy Alliance to Support Government Agencies in South Kivu | $87,700 | 1-Jul-14 | 31-Dec-16 |
| 21 | 100832 | Museo delle Scienze di Trento | 2 | Using Biodiversity Surveys, Website and Film to Promote the Value of the Kabobo Massif for Conservation Support | $19,790 | 1-Feb-17 | 31-Mar-18 |
| 22 | 100833 | World Wildlife Fund for Nature | 1 | Discovering the Hidden Treasure of Itombwe Natural Reserve | $20,000 | 1-Mar-17 | 30-Jun-18 |
| 23 | 104068 | Horizon Nature | 2 | Consolidation of a Civil Society Advocacy Platform for Biodiversity Protection and Environmental Enforcement in Mining Sites in South Kivu, Democratic Republic of Congo | $8,080 | 1-Oct-17 | 31-Mar-19 |
| **ETHIOPIA** | | | | | | | |
| 24 | 62562 | MELCA | 2 | Sheka Forest Biosphere Reserve: Strengthening the Management System and Working with Nearby Communities on Bio-Cultural Learning and Livelihoods Development | $117,229 | 1-Jun-13 | 30-Nov-14 |
| 25 | 62876 | God for People Relief and Development Organisation | 1 | Scaling up Alternative Livelihoods and Forest Development and Protection Approaches in Bechi Peasant Association, Sheka Forest, Ethiopia | $20,000 | 1-Dec-13 | 30-Nov-14 |
| 26 | 63341 | Addis Ababa University | 1 | Conserving Fish in Lake Tana and Abay Basin, Ethiopia | $180,065 | 1-Jan-14 | 30-Jun-18 |
| 27 | 63237 | Bahir Dar University | 1 | Empowering Major Stakeholders for Sustainable Utilization and Conservation of Lake Tana Fish Resources, Ethiopia | $19,994 | 1-Jan-14 | 30-Sep-15 |
| 28 | 63370 | Frankfurt Zoological Society | 1 | Improved Community and Ecological Resilience for the Guassa Community Conservation Area | $149,213 | 1-Jan-14 | 31-Dec-16 |
| 29 | 63343 | MELCA | 1 | Fostering Collaboration for Research and Future Common Initiatives Between Biosphere Reserves in the Western Ethiopian Afromontane Forest Corridor | $8,540 | 1-Jan-14 | 31-Dec-14 |
| 30 | 63410 | Oxford University | 1 | Biodiversity-Friendly Futures for Ethiopia's Afroalpine Ecosystem | $99,626 | 1-Jan-14 | 31-Jul-17 |
| 31 | 63406 | Sustainable Natural Resources Management Association | 1 | Wof Washa Community-Based Ecotourism Project | $164,584 | 1-Jan-14 | 30-Sep-17 |
| 32 | 64404 | Population Health and Environment Ethiopia Consortium | 1 | Network Creation and Capacity Building in Yayu Biosphere Reserve | $214,789 | 1-Jul-14 | 30-Jun-17 |

| No. | CEPF ID | Organization | SD | Title | Obligated Amount | Start Date | End Date |
|---|---|---|---|---|---|---|---|
| 33 | 64747 | Gullele Botanic Garden | 2 | Community Oriented In-situ and Ex-situ Conservation of Plant Species in Ethiopian Hotspot: Sheka Forest, Bonga Forest and Konso-Segen Areas | $30,029 | 1-Jul-14 | 31-Dec-16 |
| 34 | 67646 | University of Gondar | 1 | Strengthen Emerging Conservation Efforts in Mount Guna Through Community-Based Ecotourism and Agroforestry | $18,663 | 1-Jan-15 | 30-Jun-16 |
| 35 | 65707 | Bahir Dar University | 2 | Rehabilitation and Sustainable Utilization of Little Abbai River Mouth Wetlands | $147,381 | 1-Feb-15 | 31-Jul-17 |
| 36 | 65712 | Organization for Rehabilitation and Development in Amhara | 2 | Community Based Biodiversity Conservation in Mount Guna Area | $145,024 | 1-Feb-15 | 30-Jun-17 |
| 37 | 68126 | Oxford University | 2 | Rabies Emergency Response in Ethiopian Wolves | $9,925 | 1-Feb-15 | 31-Oct-15 |
| 38 | 65711 | Lem, the Environment & Development Society of Ethiopia | 1 | Mainstreaming Biodiversity into District Development Planning and Improving Livelihoods in Ethiopia | $149,399 | 1-Mar-15 | 30-Jun-17 |
| 39 | 69105 | Bees for Development Ethiopia | 1 | Modelling Integration of Biodiversity Management and Sustainable Livelihoods in Awi Zone | $19,997 | 1-Apr-15 | 30-Sep-16 |
| 40 | 68957 | Biodiversity Inventory for Conservation | 1 | Filling the Gap: Biodiversity Survey to Increase Long-Term Forest Sustainability in Sheka Forest Key Biodiversity Area, Ethiopia | $17,464 | 1-Jul-15 | 30-Sep-16 |
| 41 | 71673 | ZESMAN Consultancy | 3 | Capacity-Building Workshops in Ethiopia for CEPF Grantees | $12,793 | 1-Nov-15 | 30-Jun-16 |
| 42 | 71760 | ZESMAN Consultancy | 3 | Assisting EWNHS with the strategic roll-out of the CEPF investment in Ethiopia | $20,000 | 1-Feb-16 | 30-Jun-17 |
| 43 | 71661 | Bees for Development Ethiopia | 1 | Institutionalizing Integrated Biodiversity Management and Sustainable Livelihoods Enhancement in Awi Zone, Amhara National Regional State (phase 2: Consolidating and Scaling Up) | $20,000 | 1-Mar-16 | 28-Feb-17 |
| 44 | 71658 | God for People Relief and Development Organisation | 1 | Consolidating and Scaling up Alternative Livelihoods and Forest Development and Protection - Sheka Forest KBA | $20,000 | 1-Mar-16 | 28-Feb-17 |
| 45 | 71669 | Organisation for Social Development - Ethiopia | 1 | Enhancing Public-private Partnership for the conservation of Sheka Biosphere Reserve | $20,000 | 1-Mar-16 | 28-Feb-17 |
| 46 | 71648 | University of Gondar | 1 | Enhancing Ecosystem Conservation and Sustainable Community-Based Ecotourism Development of Mount Guna, Ethiopia | $20,000 | 1-Mar-16 | 28-Feb-17 |
| 47 | 71655 | University of Gondar | 2 | Increasing the protection status of a highly vulnerable Key Biodiversity Area through developing new management plan in Wadela, Ethiopia | $20,000 | 1-Mar-16 | 28-Feb-17 |
| 48 | 65994 | MELCA | 2 | Supporting Implementation of the Sheka Forest Biosphere Reserve Management Plan | $90,000 | 1-Apr-16 | 30-Nov-17 |
| 49 | 72646 | Botanic Gardens Conservation International | 2 | Upgrade Biodiversity Importance Status of Sof Omar Key Biodiversity Area in Ethiopia | $16,178 | 1-Jul-16 | 30-Nov-17 |
| 50 | 75247 | Mettu University, Ethiopia | 1 | Rapid Faunal Assessment (Amphibians, Reptiles, Birds and Mammals) in the Nono-Sale and Garba-Dima Forest Priority Areas, Ilu-Ababor Zone, Southwestern Ethiopia | $18,901 | 1-Oct-16 | 31-Aug-17 |
| 51 | 100839 | God for People Relief and Development Organisation | 1 | Producing Communication Materials on Project Impacts, Sheka Zone, SNNPR, Ethiopia | $13,612 | 1-Feb-17 | 31-Jul-17 |

| No. | CEPF ID | Organization | SD | Title | Obligated Amount | Start Date | End Date |
|---|---|---|---|---|---|---|---|
| 52 | 100837 | Bees for Development Ethiopia | 2 | Assessing the Value Added of Forest Ecosystems Conservation and Plant species Diversity in Four Key Biodiversity Areas in Ethiopia | $19,877 | 1-Feb-17 | 30-Jun-17 |
| 53 | 100838 | University of Gondar | 2 | Threatened Mammal and Bird species of Key Biodiversity Areas in the Central Highlands of Ethiopia: Biological survey on distribution and conservation status in Three CEPF priority KBAs (Aliyu-Amba, Ankober-Debresina and Guassa plateau) | $19,710 | 1-Feb-17 | 31-Jul-17 |
| 54 | 110113 | Sustainable Natural Resources Management Association | 1 | Wof Washa Community-Based Ecotourism Project - additional support | $31,559 | 1-Aug-19 | 15-Feb-20 |
| 55 | 110275 | ZESMAN Consultancy | 3 | Organizing Workshop in Ethiopia for All Previous CEPF Grantees | $10,920 | 1-Oct-19 | 30-Nov-19 |
| **KENYA** | | | | | | | |
| 56 | 61628 | African Wildlife Foundation | 3 | Strengthening Local Organizations' Capacity for Conservation of the Chyulu Hills KBA, Kenya | $19,980 | 1-Oct-13 | 30-Sep-14 |
| 57 | 67110 | Nature Kenya | 2 | Catalyzing the Application of Site Safeguard Policies and Procedures in Kenya: Using Lake Bogoria National Reserve Key Biodiversity Area as a Case Study | $10,000 | 1-Mar-15 | 31-Aug-16 |
| 58 | 69571 | Saku Accountability Forum | 2 | Bridging the Gap: Promoting the Integrity of Mt. Marsabit Forest Ecosystem through Community-Based Advocacy around Environment Safeguards, Kenya | $9,857 | 1-Sep-15 | 31-May-16 |
| 59 | 71701 | Peregrine Fund – East Africa Project | 2 | Mapping Mara's Threatened Raptors: Emergency Action to safeguard sensitive hotspots for threatened raptors in the Masai Mara National Reserve | $10,000 | 1-Feb-16 | 31-Jan-17 |
| 60 | 66205 | Maasai Wilderness Conservation Trust | 3 | Chyulu Hills Landscape REDD+ and Multiple Payment for Ecosystem Services Project | $100,000 | 1-May-16 | 31-Jul-17 |
| 61 | 66139 | Nature Kenya | 3 | Water Payment for Ecosystem Service Scheme in Mt Kenya | $100,000 | 1-May-16 | 31-Dec-17 |
| 62 | 66167 | Kijabe Environment Volunteers | 3 | Kikuyu Escarpment Payment for Water Ecosystem Services Initiative | $100,000 | 1-Jun-16 | 31-May-18 |
| 63 | 72661 | Nature Kenya | 2 | Upgrade Biodiversity Importance Status of Mukurwe'ini and Kianyaga Valley Key Biodiversity Areas in Kenya | $20,000 | 1-Jul-16 | 30-Jun-17 |
| 64 | 75289 | East African Wildlife Society | 2 | Enhancing Environmental Regulations in Safeguarding Lake Ol Bolossat Key Biodiversity Area in Kenya | $10,000 | 1-Oct-16 | 30-Jun-17 |
| 65 | 103593 | Wetlands International Kenya | 1 | Creating Shared Value Over Water Resources in Upper Tana, Kenya | $102,400 | 1-Jan-18 | 31-Oct-19 |
| 66 | 103577 | Kijabe Environment Volunteers | 3 | Bolstering Payment for Water Ecosystem Services at Kikuyu Escarpment Ecosystem | $102,900 | 1-Jan-18 | 30-Sep-19 |
| 67 | 103546 | Nature Kenya | 3 | Partnering with Business for Mount Kenya Water Ecosystem Services Restoration | $104,222 | 1-Jan-18 | 31-Oct-19 |
| 68 | 108997 | East African Wildlife Society | 2 | Promoting Co-Management of Lake Ol Bolossat, Kenya | $100,000 | 1-Jul-18 | 31-Oct-19 |
| 69 | 109128 | Cranes Conservation Volunteers (Kenya) | 2 | Community Engagement in the Protection of the Grey Crowned Crane at Lake Ol' Bolossat Key Biodiversity Area, Kenya | $23,160 | 1-Aug-18 | 30-Sep-19 |

| No. | CEPF ID | Organization | SD | Title | Obligated Amount | Start Date | End Date |
|---|---|---|---|---|---|---|---|
| 70 | 109127 | National Museums of Kenya | 2 | Conservation of Dragonflies in Mt Kenya and Aberdare Mountains Key Biodiversity Areas in Kenya | $32,158 | 1-Aug-18 | 15-Feb-20 |
| 71 | 110110 | National Museums of Kenya | 2 | Rapid Biodiversity Assessment for Lake Ol' Bolossat Key Biodiversity Area, Kenya | $15,000 | 1-Jul-19 | 30-Oct-19 |
| **MALAWI** | | | | | | | |
| 72 | 64392 | Misuku Beekepeers Association | 1 | Misuku Hills Indigenous Forest Project | $59,993 | 1-Jun-14 | 31-May-16 |
| 73 | 64667 | Action for Environmental Sustainability | 2 | Misuku Hills Biodiversity Conservation | $123,099 | 1-Jul-14 | 31-Mar-17 |
| 74 | 64724 | Wildlife and Environmental Society of Malawi- Lilongwe Branch | 2 | Advocating for Awareness of Forest Degradation and Policies and Procedures in Conducting Environmental Impact Assessments in and around Ntchisi Mountain and Dedza Mountain Forest Reserves | $149,273 | 1-Jul-14 | 30-Sep-17 |
| 75 | 72643 | National Herbarium and Botanic Gardens | 2 | Upgrade Biodiversity Importance Status of Zomba Mountains Key Biodiversity Area in Malawi | $20,000 | 1-Jul-16 | 30-Jun-17 |
| 76 | 72655 | Wildlife Action Group | 2 | Upgrade Biodiversity Importance Status of Dedza Forest Reserve Key Biodiversity Area in Malawi | $18,724 | 1-Jul-16 | 28-Feb-18 |
| 77 | 100831 | Sustainable Rural Growth and Development Initiative | 1 | Misuku Hills Art Challenge in Malawi | $20,000 | 1-Feb-17 | 31-Jul-17 |
| **MOZAMBIQUE** | | | | | | | |
| 78 | 63512 | Royal Botanic Gardens, Kew | 2 | In From the Cold: Providing The Knowledge Base For Comprehensive Biodiversity Conservation in the Chimanimani Mountains, Mozambique | $69,415 | 1-Jun-13 | 30-Jun-16 |
| 79 | 62584 | Fauna & Flora International | 2 | Mount Mabu Conservation Project | $79,552 | 1-Jul-13 | 31-Mar-16 |
| 80 | 62603 | MICAIA | 2 | In From the Cold: Providing the Knowledge Base for Comprehensive Biodiversity Conservation in the Chimanimani Mountains, Mozambique | $80,993 | 1-Jul-13 | 31-Aug-15 |
| 81 | 61613 | Additive Adventure | 3 | The Lost Mountain: Mt Namuli, Mozambique | $20,000 | 1-Sep-13 | 31-Oct-14 |
| 82 | 61616 | Manda Wilderness Community Trust | 1 | Protecting Biodiversity Through Conservation Agriculture in Lake Niassa, Mozambique | $19,995 | 1-Oct-13 | 30-Nov-14 |
| 83 | 62131 | União dos Camponeses e Associações de Lichinga | 1 | Preservation of the Environment in the Lake Niassa Key Biodiversity Area, Mozambique | $19,905 | 1-Nov-13 | 31-Oct-14 |
| 84 | 65803 | Eduardo Mondlane University | 1 | Reducing Knowledge Gaps for Active Participation of Civil Society in Biodiversity Conservation in the Chimanimani Region | $16,000 | 1-Jun-14 | 30-Nov-15 |
| 85 | 65706 | Additive Adventure | 1 | Lost Mountain Phase III: Scalable Innovative Conservation and Development on Mount Namuli | $150,000 | 1-Feb-15 | 30-Jun-16 |
| 86 | 65714 | Manda Wilderness Community Trust | 1 | Manda Wilderness Biodiversity Project Phase 2 | $139,325 | 1-Apr-15 | 31-Oct-17 |
| 87 | 68966 | Verde Azul Lda | 1 | Participatory Process for Conservation: Implementing a Socio-Ecological Baseline in Mt. Chiperone Key Biodiversity Area, Mozambique | $10,140 | 1-Jul-15 | 30-Jun-16 |

| No. | CEPF ID | Organization | SD | Title | Obligated Amount | Start Date | End Date |
|---|---|---|---|---|---|---|---|
| 88 | 68963 | Khaiya Editores & Serviços | 1 | Study the Perceptions and Management of Customary Practices for Biodiversity in Communities Adjacent to Mount Namuli, Mozambique | $19,030 | 1-Nov-15 | 31-Mar-17 |
| 89 | 65993 | MICAIA | 2 | Transboundary Cooperation in the Chimanimani Mountains of Zimbabwe and Mozambique | $63,943 | 1-Jan-16 | 30-Nov-17 |
| 90 | 72678 | LUPA | 1 | Legado: Phase IV - Survey and Stakeholder Analysis at Mt Namuli KBA, Mozambique | $20,000 | 1-Jun-16 | 31-May-17 |
| 91 | 72671 | Museu de Historia Natural de Maputo | 2 | Fish Inventory in Chimanimani Mountains Key Biodiversity Area, Mozambique | $19,000 | 1-Jul-16 | 31-Oct-18 |
| 92 | 72658 | Biodiversity Inventory for Conservation | 2 | Identify New Eastern Afromontane KBA on the Njesi Plateau in Mozambique | $19,721 | 1-Jul-16 | 31-Jul-17 |
| 93 | 72668 | Verde Azul Lda | 1 | Implementing Adaptive Conservation Strategies at Mt Chiperone KBA, Mozambique | $15,664 | 1-Aug-16 | 30-Jun-17 |
| 94 | 75282 | South African National Biodiversity Institute | 2 | Identify New Eastern Afromontane Key Biodiversity Areas (Ribáuè and Inago) and Update Priority Status of Mount Chiperone Key Biodiversity Area in Mozambique | $19,927 | 1-Oct-16 | 31-Jul-17 |
| **RWANDA** | | | | | | | |
| 95 | 64267 | Straightforward Development Services Ltd. | 1 | Feasibility Study on the Value of Honeybees for Sustainable Livelihood and Biodiversity Conservation: Case of Nyungwe Landscape, Rwanda | $5,000 | 1-Jan-14 | 30-Jun-14 |
| 96 | 64733 | Forest of Hope Association | 2 | Strengthening the Conservation of the Gishwati Forest Reserve | $76,996 | 1-Jul-14 | 30-Sep-17 |
| 97 | 64738 | Association Rwandaise des Ecologistes | 2 | Promoting Energy Efficiency for Sustainable Conservation of the Cyamudongo Forest | $25,000 | 1-Sep-14 | 31-Aug-15 |
| 98 | 66118 | Endangered Wildlife Trust | 3 | Building Community and National Partners' Capacity for Sustainable Conservation Financing at Rugezi Marsh KBA, Rwanda | $19,159 | 1-Sep-14 | 31-Oct-15 |
| 99 | 68933 | Association Pour la Promotion des Etudes d'Impacts Environnementaux au Rwanda | 1 | Building Capacity of Farmers' Associations for Land Use Planning and Conservation of Lake Kivu Landscape, Rwanda | $20,000 | 1-May-15 | 30-Apr-16 |
| 100 | 65807 | Resilience Now | 1 | Civil Society Engagement in and around Cyamudongo Forest and Nyungwe National Park in Rwanda | $148,750 | 1-Jul-15 | 31-Jul-18 |
| 101 | 66314 | Association Rwandaise des Ecologistes | 2 | Promoting Energy-Efficient Stoves for Sustainable Conservation of Cyamudongo Forest, Phase Two | $40,000 | 1-Jul-16 | 30-Sep-17 |
| 102 | 100830 | Nature Rwanda | 1 | Empowering Youth While Raising Awareness for Sustainable Conservation of Gishwati KBA in Rwanda | $9,514 | 1-Mar-17 | 31-Oct-17 |
| 103 | 102085 | Dian Fossey Gorilla Fund International | 2 | Biological surveys of the Gishwati Forest | $14,874 | 1-Mar-17 | 30-Sep-17 |
| 104 | 102084 | Forest of Hope Association | 2 | Enhancing the Understanding of the Gishwati Natural Forest Ecosystem and Local Support to its Conservation | $20,000 | 1-Apr-17 | 31-Mar-18 |
| 105 | 103543 | Forest of Hope Association | 1 | Mainstreaming Biodiversity Conservation into Mining in Gishwati Area, Rwanda | $109,200 | 1-Jan-18 | 31-Oct-19 |
| 106 | 109075 | Wildlife Conservation Society | 2 | Reducing External Pressure and Improving Management of Nyungwe National Park, Rwanda | $99,976 | 1-Jul-18 | 31-Oct-19 |

| No. | CEPF ID | Organization | SD | Title | Obligated Amount | Start Date | End Date |
|---|---|---|---|---|---|---|---|
| 107 | 109120 | International Crane Foundation, Inc. | 1 | Community Livelihood Development for the Conservation of Rugezi Swamp Key Biodiversity Area in Rwanda | $31,162 | 1-Aug-18 | 30-Sep-19 |
| 108 | 109126 | Rwanda Wildlife Conservation Association | 2 | Supporting Community Rangers at Rugezi Marsh Key Biodiversity Area in Rwanda | $49,747 | 1-Aug-18 | 30-Sep-19 |
| 109 | 109130 | Resilience Now | 1 | Civil Society Engagement in the conservation of Cyamudongo Forest and Nyungwe National Park Key Biodiversity Areas in Rwanda | $50,000 | 1-Sep-18 | 30-Sep-19 |
| **SOUTH SUDAN** | | | | | | | |
| 110 | 64277 | Wetlands International Kenya | 3 | Developing the Capacity of Civil Society Organizations for Biodiversity Conservation and Management in the Imatong Mountains of South Sudan | $19,173 | 1-Jan-14 | 31-Mar-15 |
| 111 | 65797 | East African Plant Red List Authority | 3 | Assessing Plant Conservation Capacity in South Sudan | $8,828 | 1-Aug-14 | 30-Apr-19 |
| **TANZANIA** | | | | | | | |
| 112 | 62590 | Fauna & Flora International | 2 | Securing the Ntakata Forest as a Community-Owned Village Land Forest Reserve in Tongweland, Western Tanzania | $158,026 | 1-Jul-13 | 30-Sep-15 |
| 113 | 62598 | Frankfurt Zoological Society | 2 | Protecting Priority Conservation Sites in the Greater Mahale Ecosystem, Tanzania | $259,385 | 1-Jul-13 | 31-Jul-17 |
| 114 | 61620 | Development Impact | 1 | Empowering Women to Become Agents of Change for Conservation in Four Villages Surrounding Njombe Forests KBA, Tanzania | $20,000 | 1-Oct-13 | 30-Apr-15 |
| 115 | 63386 | Wildlife Conservation Society | 1 | Establishing Honey as a Viable Alternative Livelihood Across the Northern Lake Nyasa Mountain Complex, Tanzania | $149,855 | 1-Nov-13 | 31-Oct-16 |
| 116 | 64280 | Capacity Building and Leadership Institute | 3 | Assessing the Capacity of Civil Society in Tanzania to Support Sustainable Financing and Related Actions for the Conservation of Priority Key Biodiversity Areas and Corridors | $19,857 | 1-Feb-14 | 30-Jun-14 |
| 117 | 66115 | Save Tanzania Forests | 1 | Promoting Sustainable Livelihoods for Improved Forest Conservation in Njombe Forests KBA, Tanzania | $19,485 | 1-Aug-14 | 31-Jan-16 |
| 118 | 65713 | African Wildlife Foundation | 1 | Improved Conservation, Agribusiness and Land Use Planning at Mount Rungwe, Tanzania | $159,432 | 1-Feb-15 | 31-Jan-17 |
| 119 | 65708 | Wildlife Conservation Society | 2 | Designing Management and Monitoring Plans for the Livingstone Mountain Forests | $182,196 | 1-Feb-15 | 28-Feb-17 |
| 120 | 68341 | Governance Links Tanzania | 2 | Multi-Stakeholder Partnership for Applying the World Bank Safeguard Policies and Procedures on Natural Habitats in the Malagarasi River System Key Biodiversity Area, Tanzania | $10,000 | 1-Mar-15 | 29-Feb-16 |
| 121 | 68344 | Nyakitonto Youth for Development Tanzania | 2 | Participatory Action to Safeguard Ecosystems and Enforce Environmental Impact Assessments in the Malagarasi River System Key Biodiversity Area, Tanzania | $10,000 | 1-Mar-15 | 29-Feb-16 |
| 122 | 65709 | Sokoine University of Agriculture | 2 | Map the Remaining Unprotected Natural Forests and Assess Their Resources and Threats as a Roadmap to Conserve the Eastern Afromontane Biodiversity Hotspot in Ludewa, Tanzania | $79,033 | 1-Jun-15 | 31-Mar-17 |

| No. | CEPF ID | Organization | SD | Title | Obligated Amount | Start Date | End Date |
|---|---|---|---|---|---|---|---|
| 123 | 70733 | Indigenous Heartland Organization | 2 | Developing Tools and Methods for Community Participation to Protect the Ngorongoro Crater Rim of Tanzania from Tourism | $8,000 | 1-Oct-15 | 30-Apr-17 |
| 124 | 72652 | Missouri Botanical Garden | 2 | Upgrade Biodiversity Importance Status of Mount Hanang KBA in Tanzania | $14,758 | 1-Jul-16 | 31-Oct-18 |
| 125 | 74267 | Missouri Botanical Garden | 2 | Identifying a New Eastern Afromontane KBA at Nou National Forest Reserve in Tanzania | $15,726 | 1-Jul-16 | 31-Oct-18 |
| 126 | 100826 | Nyakitonto Youth for Development Tanzania | 2 | Strengthening the Capacity of District Multi Stakeholder Teams (DMSTs) for Sustainability in Conservation of the Malagarasi River System | $10,000 | 1-Jan-17 | 31-Dec-17 |
| 127 | 100829 | Wildlife Conservation Society | 1 | 'Touchwood' – Raising Global Awareness of the Value of Tanzania's Southern Key Biodiversity Areas | $19,888 | 1-Mar-17 | 31-Mar-18 |
| 128 | 103639 | Tanzania Forest Conservation Group | 1 | Reducing Charcoal's Threat to Biodiversity: Government Mainstreaming of Sustainable Charcoal Production in Energy-Sector Policy Tools | $100,000 | 1-Jan-18 | 31-Oct-19 |
| 129 | 108956 | Tanzania Botanical Exploration Consultants Limited | 1 | Engage Tanzanian Civil Society in Revising the Eastern Arc Mountains Overarching Strategic Plan | $12,293 | 1-Feb-18 | 30-Jun-19 |
| 130 | 109123 | Nature Tanzania | 2 | Sustainable Forest Edge Management for Biodiversity Conservation of the East Usambara Mountains, Tanzania | $49,268 | 1-Aug-18 | 30-Sep-19 |
| 131 | 109119 | Sokoine University of Agriculture | 2 | Establishing Village Land Forest Reserves at Njombe Forests Key Biodiversity Area, Tanzania | $50,000 | 1-Aug-18 | 30-Sep-19 |
| 132 | 109122 | Wildlife Conservation Society | 2 | Engaging Communities in Species Conservation in the Njombe Forests Key Biodiversity Area, Tanzania | $35,000 | 1-Oct-18 | 30-Sep-19 |
| **UGANDA** | | | | | | | |
| 133 | 68347 | Gulu University | 2 | Community Information, Education and Communication for Healthy Biodiversity Habitats and Ecosystems Around Murchison Falls National Park Key Biodiversity Area, Uganda | $9,944 | 1-Mar-15 | 30-Sep-15 |
| 134 | 68960 | Nature Uganda | 2 | Guide Biodiversity Conservation in the Oil and Gas Exploration and Production Areas in Uganda's Albertine Graben | $10,000 | 1-Aug-15 | 30-Apr-17 |
| 135 | 66188 | Chimpanzee Sanctuary & Wildlife Conservation Trust | 3 | Developing Payment for Ecosystem Service Scheme in the Bugoma Forest of Uganda | $99,995 | 1-Jun-16 | 31-May-18 |
| 136 | 103663 | Wildlife Conservation Society | 1 | Building National Capacity to Mitigate Industry Impacts in Murchison Falls National Park | $104,999 | 1-Jan-18 | 31-Oct-19 |
| 137 | 103689 | Chimpanzee Sanctuary & Wildlife Conservation Trust | 3 | Piloting a Scalable Payment for Ecosystem Services (PES) Model to Conserve Bugoma Forest Ecosystem | $108,400 | 1-Jan-18 | 31-Oct-19 |
| 138 | 109072 | African Wildlife Foundation | 2 | Protecting Murchison Falls National Park's Buffer Zone through Conservancy Management | $96,056 | 1-Jul-18 | 31-Oct-19 |
| 139 | 109068 | Mbarara University of Science and Technology | 2 | Promoting Batwa Community Development and Park Co-Management in Bwindi National Park, Uganda | $110,708 | 1-Jul-18 | 31-Oct-19 |
| 140 | 109121 | Conservation Through Public Health | 2 | Reducing Human-Related Threats to Mountain Gorillas at Uganda's Bwindi Impenetrable National Park | $49,992 | 1-Aug-18 | 30-Sep-19 |

| No. | CEPF ID | Organization | SD | Title | Obligated Amount | Start Date | End Date |
|---|---|---|---|---|---|---|---|
| 141 | 109129 | Kigezi Initiative for Women and Children Empowerment and Development Uganda | 2 | Community Restoration of Bamboos in Echuya Forest Reserve Key Biodiversity Area in Uganda | $34,997 | 1-Aug-18 | 31-Oct-19 |
| **YEMEN** | | | | | | | |
| 142 | 62574 | Foundation for Endangered Wildlife | 2 | Building Advocacy and Developing a Management Plan for the High Mountains of Ibb Protected Area | $108,000 | 1-Oct-13 | 31-Mar-16 |
| 143 | 61601 | Enviromatics - Amjad and Majdi Salameh Company | 3 | Capacity Needs Assessment of Civil Society Organizations in Yemen | $19,825 | 1-Oct-13 | 31-Mar-14 |
| 144 | 64766 | Sustainable Development of Agricultural Resources (USDWE) | 2 | Capacity Building on Environmental Safeguards and the Environmental Impact Assessment Process in Yemen | $146,007 | 1-Jul-14 | 30-Jun-16 |
| 145 | 67126 | Ali, Ahmed Yehia | 3 | Training Workshop for Monitoring, Management and Conservation in Yemen | $18,207 | 1-Sep-14 | 28-Feb-15 |
| 146 | 66263 | Enviromatics - Amjad and Majdi Salameh Company | 2 | Developing a Web-enabled and Geo-referenced Database Solution for Yemen's Biodiversity | $127,491 | 1-Jun-16 | 31-May-18 |
| **ZAMBIA** | | | | | | | |
| 147 | 67104 | Conservation Lake Tanganyika | 2 | Facilitation of Elections of Village Action Groups for the Nsama Community Resource Board and Subsequent Training at Sumbu National Park and Tondwa Game Management Area KBA, Zambia | $8,864 | 1-Oct-14 | 31-Aug-15 |
| 148 | 68954 | Wildlife and Environmental Conservation Society of Zambia | 2 | Mafinga Hills Conservation Programme, Zambia | $19,982 | 1-Jul-15 | 31-Dec-15 |
| 149 | 66315 | Wildlife and Environmental Conservation Society of Zambia | 1 | Conservation and Forest Management in the Mafinga Hills Priority Key Biodiversity Area of Zambia | $130,000 | 1-Sep-16 | 31-Dec-18 |
| 150 | 74778 | Conservation Lake Tanganyika | 1 | Ensuring the long term sustainability of Nsumbu NP and Tondwa GMA KBA through strengthening the role of village action groups | $16,000 | 1-Oct-16 | 30-Jun-18 |
| 151 | 109041 | BirdWatch Zambia | 2 | Mafinga Biodiversity Survey: Assessment of Avian and Other Vertebrate Populations | $19,995 | 1-Mar-18 | 31-Dec-18 |
| 152 | 109898 | Wildlife and Environmental Conservation Society of Zambia | 1 | Interim Conservation and Forest Management in Zambia's Mafinga Hills Priority Key Biodiversity Area | $16,124 | 1-Feb-19 | 31-Oct-19 |
| **ZIMBABWE** | | | | | | | |
| 153 | 62582 | BirdLife Zimbabwe | 2 | Stakeholder Capacity Building for Key Biodiversity Area Management Planning in the Chimanimani–Nyanga Mountains | $129,390 | 1-May-13 | 30-Apr-15 |
| 154 | 65992 | BirdLife Zimbabwe | 2 | Transboundary Cooperation in the Chimanimani Mountains of Zimbabwe and Mozambique | $64,999 | 1-Jan-16 | 30-Jun-17 |
| 155 | 72665 | TSURO Trust | 1 | Watershed Biodiversity Mainstreaming in Chimanimani Mountains KBA, Zimbabwe | $20,000 | 1-Jul-16 | 31-Aug-17 |
| 156 | 72649 | Natural History Museum of Zimbabwe | 2 | Upgrade biodiversity importance status of Chimanimani, Nyanga, Vumba and Chirinda Forest KBAs in Zimbabwe | $18,547 | 1-Jul-16 | 31-Aug-17 |

| No. | CEPF ID | Organization | SD | Title | Obligated Amount | Start Date | End Date |
|---|---|---|---|---|---|---|---|
| 157 | 100828 | BirdLife Zimbabwe | 2 | Updating Information on Trigger Species for Stapleford Forest Key Biodiversity Area (KBA) | $20,000 | 1-Mar-17 | 31-Dec-17 |
| **MULTI-COUNTRY PROJECTS** | | | | | | | |
| 158 | 62605 | Albertine Rift Conservation Society | 2 | Civil Society Alliance for Enhanced Implementation of Environmental Impact Assessments in Key Biodiversity Areas of the Albertine Rift Region (Burundi, DRC, Rwanda) | $57,310 | 1-Jun-13 | 31-Dec-13 |
| 159 | 64760 | Albertine Rift Conservation Society | 2 | Civil Society Alliance for Enhanced Implementation of Environmental Impact Assessments in Key Biodiversity Areas of the Albertine Rift Region - Phase II (Burundi, DRC, Rwanda) | $209,999 | 1-Jun-14 | 31-Aug-17 |
| 160 | 65995 | Association pour la Conservation de la Nature au Rwanda | 1 | Finalizing the Kivu-Rusizi Intervention Plan to Enhance Climate Change Resilience for Biodiversity and Ecosystem Services (Burundi, DRC, Rwanda) | $76,297 | 1-Feb-16 | 30-Jun-17 |
| 161 | 62738 | Ukizintambara, Tharcisse | 3 | Capacity Needs Assessment of Civil Society Organizations in South Sudan, Eritrea and Eastern DRC | $16,000 | 1-Dec-13 | 31-Aug-15 |
| 162 | 100827 | Pixels on Screen | 1 | Telling Pictures for the Eastern Afromontane Key Biodiversity Areas (Ethiopia, Kenya, Rwanda) | $20,000 | 1-Feb-17 | 31-Dec-17 |
| 163 | 109940 | MICAIA | 1 | Chimanimani Emergency Response Following Cyclone Idai in Mozambique and Zimbabwe | $50,000 | 1-May-19 | 15-Feb-20 |
| 164 | 61806 | International Gorilla Conservation Programme | 3 | Strengthening Local Institutions in the Albertine Rift for Community Development and Conservation of the Mountain Gorilla in Rwanda and Uganda | $19,710 | 1-Nov-13 | 31-Dec-14 |

## Annex 6. Protected Area Management Effectiveness Tracking Tool (METT) Baseline Scores Generated Due to CEPF Grantees

| No. | Map No. | Country | KBA or Protected Area Name | Year of Last METT | Score |
|---|---|---|---|---|---|
| 1 | ETH36 | Ethiopia | Guassa Plateau | 2016 | 62 |
| 2 | KEN16 | Kenya | Mount Kenya | 2019 | 70 |
| 3 | MOZ1 | Mozambique | Chimanimani Mountains, Mozambique | 2017 | 52 |
| 4 | RWA2 | Rwanda | Gishwati | 2019 | 74 |
| 5 | RWA4 | Rwanda | Nyungwe National Park | 2019 | 80 |
| 6 | TZA15 | Tanzania | Mount Hanang | 2018 | 60 |
| 7 | TZA26 | Tanzania | Udzungwa Mountains | 2019 | 74.5 |
| 8 | New | Tanzania | Nou Forest | 2018 | 74 |
| 9 | UGA2 | Uganda | Bugoma Central Forest Reserve | 2018 | 72 |
| 10 | UGA20 | Uganda | Murchison Falls | 2019 | 68 |
| 11 | ZWE2 | Zimbabwe | Chimanimani Mountains, Zimbabwe | 2014 | 61 |
| 12 | ZWE3 | Zimbabwe | Chirinda Forest | 2014 | 66 |
| 13 | ZWE6 | Zimbabwe | Vumba Highlands | 2014 | 40 |

## Annex 7. Leverage Data for Applicable Grants

| No. | ID | Organization | Award | Co-Financing | Leveraging |
|---|---|---|---|---|---|
| **RIT** | | | | | |
| 1 | 61681 | BirdLife | $790,361 | $500,000 | $0 |
| **REGIONAL** | | | | | |
| 2 | 60814 | Gordon, Ian | $3,983 | $0 | $3,500 |
| 3 | 63400 | FFI | $157,412 | $5,834 | $7,210,904 |
| 4 | 65808 | TNC | $164,000 | $501,063 | $20,000 |
| **BURUNDI** | | | | | |
| 5 | 62575 | BNA | $74,351 | $15,840 | $0 |
| **DEMOCRATIC REPUBLIC OF THE CONGO** | | | | | |
| 6 | 62610 | WCS | $187,300 | $278,286 | $0 |
| 7 | 64710 | Horizon Nature | $87,700 | $11,400 | $0 |
| 8 | 100832 | Museo Trento | $19,790 | $39,000 | $0 |
| 9 | 100833 | WWF | $20,000 | $20,000 | $0 |
| **ETHIOPIA** | | | | | |
| 10 | 63341 | AAU | $180,065 | $157,000 | $12,500 |
| 11 | 63237 | Bahir Dar | $19,994 | $6,000 | $0 |
| 12 | 63370 | FZS | $149,213 | $116,050 | $349,583 |
| 13 | 63343 | MELCA | $8,540 | $6,928 | $0 |
| 14 | 63410 | Oxford | $99,626 | $90,247 | $507,500 |
| 15 | 65707 | Bahir Dar | $147,381 | $29,600 | $0 |
| 16 | 68126 | Oxford | $9,925 | $61,000 | $0 |
| 17 | 65711 | Lem | $149,399 | $0 | $120,000 |
| 18 | 69105 | BfD | $19,997 | $1,560 | $0 |
| 19 | 68957 | BINCO | $17,464 | $990 | $7,177 |
| 20 | 71661 | BfD | $20,000 | $3,650 | $0 |
| 21 | 71658 | GPRDO | $20,000 | $1,590 | $0 |
| 22 | 71669 | OSDE | $20,000 | $0 | $27,800 |
| 23 | 71648 | Gondar | $20,000 | $4,000 | $0 |
| 24 | 71655 | Gondar | $20,000 | $2,000 | $0 |
| 25 | 72646 | BGCI | $16,178 | $27,000 | $20,000 |
| 26 | 100839 | GPRDO | $13,612 | $0 | $25,000 |

| No. | ID | Organization | Award | Co-Financing | Leveraging |
|---|---|---|---|---|---|
| **KENYA** | | | | | |
| 27 | 61628 | AWF | $19,980 | $3,560 | $98,000 |
| 28 | 67110 | Nature Kenya | $10,000 | $982 | $0 |
| 29 | 69571 | Saku | $9,857 | $0 | $15,800 |
| 30 | 71701 | Peregrine | $10,000 | $10,000 | $20,000 |
| 31 | 66205 | MWCT | $100,000 | $300,000 | $237,600 |
| 32 | 72661 | Nature Kenya | $20,000 | $5,000 | $40,000 |
| 33 | 75289 | EAWLS | $10,000 | $2,000 | $6,500 |
| 34 | 103593 | Wetlands | $102,400 | $6,729 | $10,320 |
| 35 | 103577 | KENVO | $102,900 | $0 | $15,800 |
| 36 | 103546 | Nature Kenya | $104,222 | $0 | $562,937 |
| 37 | 108997 | EAWLS | $100,000 | $2,797 | $13,079 |
| 38 | 109127 | NMK | $32,158 | $0 | $9,800 |
| **MALAWI** | | | | | |
| 39 | 64392 | MBA | $59,993 | $40,000 | $10,000 |
| 40 | 64667 | AfES | $123,099 | $0 | $223,075 |
| 41 | 64724 | WESM | $149,273 | $82,397 | $0 |
| 42 | 72643 | NHBG | $20,000 | $0 | $865,000 |
| 43 | 100831 | SRGDI | $20,000 | $0 | $127,796 |
| **MOZAMBIQUE** | | | | | |
| 44 | 63512 | Kew Gardens | $69,415 | $54,850 | $481,750 |
| 45 | 62584 | FFI | $79,552 | $77,212 | $0 |
| 46 | 61613 | Additive | $20,000 | $60,469 | $35,000 |
| 47 | 61616 | Manda | $19,995 | $12,000 | $0 |
| 48 | 62131 | UCAL | $19,905 | $9,050 | $50,000 |
| 49 | 65803 | E. Mondlane | $16,000 | $18,330 | $0 |
| 50 | 65706 | Additive | $150,000 | $57,890 | $2,200,000 |
| 51 | 68966 | Verde Azul | $10,140 | $18,620 | $0 |
| 52 | 68963 | Khaiya | $19,030 | $115 | $0 |
| 53 | 65993 | MICAIA | $63,943 | $0 | $1,796,000 |
| 54 | 72678 | LUPA | $20,000 | $0 | $3,270 |

| No. | ID | Organization | Award | Co-Financing | Leveraging |
|---|---|---|---|---|---|
| **MOZAMBIQUE** | | | | | |
| 55 | 72658 | BINCO | $19,721 | $8,620 | $0 |
| 56 | 75282 | SANBI | $19,927 | $5,800 | $0 |
| **RWANDA** | | | | | |
| 57 | 64267 | Straightforward | $5,000 | $0 | $6,000 |
| 58 | 64733 | Forest of Hope | $76,996 | $0 | $153,000 |
| 59 | 64738 | ARECO | $25,000 | $5,147 | $0 |
| 60 | 66118 | EWT | $19,159 | $0 | $425,000 |
| 61 | 65807 | Resilience Now | $148,750 | $0 | $39,000 |
| 62 | 66314 | ARECO | $40,000 | $10,453 | $27,650 |
| 63 | 100830 | Nature Rwanda | $9,514 | $0 | $8,644 |
| 64 | 102085 | DFGFI | $14,874 | $2,285 | $0 |
| 65 | 102084 | Forest of Hope | $20,000 | $0 | $800 |
| 66 | 103543 | Forest of Hope | $109,200 | $0 | $35,044 |
| 67 | 109126 | RWCA | $49,747 | $84,549 | $395,764 |
| **SOUTH SUDAN** | | | | | |
| 68 | 64277 | Wetlands | $19,173 | $5,000 | $0 |
| **TANZANIA** | | | | | |
| 69 | 62590 | FFI | $158,026 | $5,700 | $61,700 |
| 70 | 62598 | FZS | $259,385 | $879,593 | $0 |
| 71 | 61620 | Dvlp. Impact | $20,000 | $960 | $0 |
| 72 | 63386 | WCS | $149,855 | $0 | $130,000 |
| 73 | 64280 | CBLI | $19,857 | $1,025 | $0 |
| 74 | 65713 | AWF | $159,432 | $0 | $500,000 |
| 75 | 65708 | WCS | $182,196 | $54,000 | $0 |
| 76 | 68344 | Nyakitono | $10,000 | $0 | $37,000 |
| 77 | 65709 | Sokoine | $79,033 | $57,000 | $0 |
| 78 | 72652 | MBG | $14,758 | $11,893 | $0 |
| 79 | 74267 | MBG | $15,726 | $5,650 | $0 |
| 80 | 100829 | WCS | $19,888 | $15,575 | $0 |
| 81 | 108956 | TBE | $12,293 | $0 | $20,000 |
| 82 | 109122 | WCS | $35,000 | $0 | $1,855,000 |

| No. | ID | Org. | Award | Co-Financing | Leveraging |
|---|---|---|---|---|---|
| **UGANDA** | | | | | |
| 83 | 68347 | Gulu | $9,944 | $5,000 | $0 |
| 84 | 66188 | CSWCT | $99,995 | $0 | $3,400 |
| 85 | 103663 | WCS | $104,999 | $0 | $21,045 |
| 86 | 103689 | CSWCT | $108,400 | $0 | $339,395 |
| 87 | 109068 | Mbarara | $110,708 | $0 | $7,800 |
| 88 | 109121 | CTPH | $49,992 | $29,203 | $45,000 |
| **YEMEN** | | | | | |
| 89 | 62574 | FEW | $108,000 | $11,250 | $10,000 |
| **ZAMBIA** | | | | | |
| 90 | 67104 | CLT | $8,864 | $0 | $11,000 |
| 91 | 68954 | WECSZ | $19,982 | $585 | $64,496 |
| 92 | 74778 | CLT | $16,000 | $6,000 | $15,000 |
| 93 | 109041 | BirdWatch | $19,995 | $1,000 | $0 |
| 94 | 109898 | WECSZ | $16,124 | $585 | $64,497 |
| **ZIMBABWE** | | | | | |
| 95 | 62582 | BLZ | $129,390 | $80,350 | $37,428 |
| 96 | 65992 | BLZ | $64,999 | $14,673 | $66,100 |
| 97 | 72665 | TSURO | $20,000 | $9,400 | $0 |
| 98 | 72649 | NHMZ | $18,547 | $42,520 | $20,000 |
| 99 | 100828 | BLZ | $20,000 | $4,656 | $0 |
| **MULTI-COUNTRY PROJECTS** | | | | | |
| 100 | 62605 | ARCOS | $57,310 | $6,204 | $0 |
| 101 | 64760 | ARCOS | $209,999 | $20,000 | $0 |
| 102 | 65995 | ACNR | $76,297 | $0 | $400,000 |
| 103 | 100827 | Pixels | $20,000 | $3,000 | $0 |
| 104 | 109940 | MICAIA | $50,000 | $7,170 | $0 |
| 105 | 61806 | IGCP | $19,710 | $11,500 | $165,000 |
| | | **Total** | **$11,974,960** | **$4,061,775** | **$20,694,194** |

## Annex 8. Progress Toward Long Term-Goals

Stakeholders at the final assessment workshop were pooled by country and asked to assess whether criterion were fully met, partially met, or not met. The table below only includes responses where informants assessed a country as having fully or partially met the criterion. Where nothing is listed below, the implication is that informants believed the criterion was not met or was not applicable.

| Goal | Criteria | | | | |
|---|---|---|---|---|---|
| | **Species** | **KBAs** | **Corridors** | **Conservation Plans** | **Best Practices** |
| **Conservation Priorities** | Comprehensive global threat assessments conducted for all terrestrial vertebrates, vascular plants and at least selected freshwater taxa<br><br>Fully met: Kenya, Uganda, Zambia, Zimbabwe | KBAs identified in all countries and territories in the region, covering, at minimum, terrestrial, freshwater and coastal ecosystems<br><br>Fully met: Malawi, Uganda, Zimbabwe | Conservation corridors identified in all parts of the region where contiguous natural habitats extend over scales greater than individual sites, and refined using recent land cover data<br><br>Informants stated criteria not applicable in an island-like hotspot | Global conservation priorities incorporated into national or regional conservation plans or strategies developed with the participation of multiple stakeholders<br><br>Fully met: Kenya, Malawi, Rwanda, Tanzania, Zimbabwe<br><br>Burundi: government has made conservation plans | 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<br><br>Not met in any country |

| | Human Resources | Management Systems/Planning | Partnerships | Financial Resources | Transboundary Cooperation |
|---|---|---|---|---|---|
| **Civil Society** | Local and national civil society groups collectively possess technical competencies of critical importance to conservation, on topics that include protected areas management; conservation monitoring and analysis; sustainable financing; policy analysis and influence; environmental education and media outreach; and threats mitigation and adaptation<br><br>Fully met: Burundi, Kenya, Malawi, Zimbabwe<br><br>Partially met: Tanzania, Uganda | Local and national 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<br><br>Fully met: Burundi, Kenya, Malawi, Uganda, Zimbabwe<br><br>Partially met: Zambia | Effective mechanisms 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<br><br>Fully met: Burundi, Kenya, Malawi, Zimbabwe<br><br>Partially met: Rwanda, Tanzania, Uganda | 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<br><br>Fully met: Burundi, Kenya<br><br>Partially met: Rwanda, Tanzania, Uganda | In multi-country hotspots, mechanisms exist for collaboration across political boundaries at site, corridor and/or national scales<br><br>Fully met: Burundi<br><br>Partially met: Mozambique, Rwanda |

| | Public Sector | Civil Society | Donors | Livelihoods | Long Term Mechanisms |
|---|---|---|---|---|---|
| **Sustainable Financing** | Public sector agencies responsible for conservation in the region have a continued public fund allocation or revenue-generating ability to operate effectively<br><br>Fully met: Rwanda | Civil society organizations engaged in conservation in the region have access to sufficient funding to continue their work at current levels<br><br>Not met in any country | Donors other than CEPF have committed to providing sufficient funds to address global conservation priorities in the region<br><br>Fully met: Kenya | Local stakeholders affecting the conservation of biodiversity in the region have economic alternatives to unsustainable exploitation of natural resources<br><br>Not met in any country | 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<br><br>Not met in any country |
| **Enabling Environment** | **Policy for Conservation** | **Policy for Civil Society** | **Education / Training** | **Transparency** | **Enforcement** |
| | Laws exist that provide incentives for desirable conservation behavior and disincentives against undesirable behavior<br><br>Fully met: Burundi, Kenya, Malawi, Mozambique, Tanzania, Uganda, Zambia, Zimbabwe | Laws exist that allow for civil society to engage in the public policymaking and implementation process<br><br>Fully met: Ethiopia, Kenya, Malawi, Tanzania, Zambia, Zimbabwe | Domestic programs exist that produce trained environmental managers at secondary, undergraduate, and advanced academic levels<br><br>Fully met: Kenya, Malawi, Uganda, Zambia, Zimbabwe | Relevant public sector agencies use participatory, accountable, and publicly reviewable process to make decisions regarding use of land and natural resources<br><br>Fully met: Malawi | Designated authorities are clearly mandated to manage the protected area system(s) in the region and conserve biodiversity outside of them, and are empowered to implement the enforcement continuum of education, prevention, interdiction, arrest, and prosecution<br><br>Fully met: Kenya |

| | Biodiversity Monitoring | Threats Monitoring | Ecosystem Services Monitoring | Adaptive Management | Public Sphere |
|---|---|---|---|---|---|
| **Responsive-ness** | Nationwide or region-wide systems are in place to monitor status and trends of the components of biodiversity<br><br>Fully met: Tanzania | Nationwide or region-wide systems are in place to monitor status and trends of threats to biodiversity<br><br>Fully met: Rwanda | Nationwide or region-wide systems are in place to monitor status and trends of ecosystem services<br><br>Not met in any country | Conservation organizations and protected area management authorities demonstrate the ability to respond promptly to emerging issues<br><br>Not met in any country | Conservation issues are regularly discussed in the public sphere, and these discussions influence public policy<br><br>Fully met: Kenya, Malawi |

## Annex 9. List of all communications materials, videos, films, photos, stories, articles produced

**Stories posted on RIT News Hub** at http://www.birdlife.org/hub/cepf-eam-news

1. 61681+61682-One final article [still to come out]
2. 61682-KBAs in the EAM hotspot [still to come out ]
3. CEPF-109125-Mainstreaming lessons [still to come out ]
4. CEPF-108997 + CEPF-108997 + CEPF-109128 + CEPF-110110-Kenya-Lake Ol' Bolossat
5. CEPF-109127-Kenya– Jewel Mountains (dragonflies)
6. CEPF-109119-Tanzania- Forests are made beautiful through the establishment of Village Land Forest Reserves in Njombe Forests KBA, Tanzania
7. CEPF-109129-Uganda-The Bamboo Liberation Front
8. CEPF-103543-Rwanda-Corporate mainstreaming - tackling the negative impacts of mining on biodiversity
9. CEPF109121-Uganda-From human-wildlife conflicts to a human-gorilla friendship
10. CEPF-109027-Rwanda-Community conservation in Rwanda leads to surge in local Crane population
11. CEPF-109068-Uganda-Empowerment through Ecotourism
12. CEPF-109120-Rwanda-Fodder for conservation - a win-win situation in rural Rwanda
13. CEPF-109123 -Nature Tanzania's CEPF-funded project at Amani
14. CEPF-109072-Uganda-From wildlife artist to wildlife scout - the conservation champion of Murchison Community Conservancy
15. CEPF 109075-Rwanda-Cyamudongo KBA in Rwanda – how to know what is there - and what not
16. 61681-Five ways CEPF grantees in Eastern Africa are considering 'Gender' to help achieve their conservation goals
17. CEPF-100829-Tanzania_TOUCHWOOD
18. CEPF-109041-Zambia_Mafinga Mountain Survey – birds, bats and other discoveries
19. SG 75282-Mozambique_Into the Clouds - Surveying the Sky Islands of Mozambique (Part 3)
20. SG 75282-Mozambique_Into the Clouds - Surveying the Sky Islands of Mozambique (Part 2)
21. SG 75282-Mozambique_Into the Clouds - Surveying the Sky Islands of Mozambique (Part 1)
22. SG 72658-Mozambique_Biodiversity Express Survey in Mozambique
23. SG 75289-Kenya_Rapid response turns shrinking Kenyan lake into protected area
24. 62582-Zimbabwe_Masangoni Birdlife Group treasure their local forests
25. 65703-Tanzania_How to design a conservation project - masterclass turns ideas into reality
26. 61681-Five years' success for African mountain hotspot - bring on phase two!
27. 66314-Rwanda_Fuel efficient stoves reduce tree cutting in Rwanda forest
28. 63406-Ethiopia_Walk the walk
29. 61681-Celebrating 5 years of CEPF investment in the Eastern Afromontane Hotspot
30. 65711-Ethiopia_THIS IS OUR LAND
31. SG 71658-Ethiopia_SOME LIKE IT HOT
32. 63341-Ethiopia_...and thanks for all the fish
33. 65701-Conservation in a Social Context
34. 65701-Rwanda_Female conservationists agree to bridge gender gap in conservation
35. SG 67110-Kenya_Volunteer conservationists draw attention to Lake Bogoria
36. 64766-Yemen_Biodiversity conservation in Yemen – joining forces for the future
37. CEPF 100826-Tanzania_Malagarasi river finds favor with local women

38. 62598-Tanzania_The Chimpanzee Motorway - Connecting Forest Habitats in Western Tanzania
39. 65995-Rwanda_Efforts to enhance climate change resilience in the Lake Kivu and Rusizi River Basins
40. 65995-Rwanda_Sediment fingerprinting-monitoring erosion in the Lake Kivu-Rusizi River landscape
41. SG 68344-Tanzania_New partnership to safeguard Malagarasi River System
42. 61681-Kenya_Women in Conservation de-mystifying the myth of 'the weaker sex'
43. 61681-Kenya_The women are back
44. SG 68960-Uganda_CEPF Celebrates Its 2000th Grantee - NatureUganda
45. SG 67104-Zambia_CEPF's 'rapid response fund' in the Eastern Afromontane Hotspot – a first success
46. 65714-Mozambique_Manda Wilderness Women turn Earth into Art
47. 61682-Key Fundraising Manual now available in Arabic
48. SG 61806-Addressing the real issues - a local village perspective
49. 65706-Mozambique_The Lost Mountain Symposium
50. SG 62879-Burundi_The Road to Resilience
51. 66167-Kenya_Drink ForestMist, Save Our Forests
52. 61681-Women in Conservation - Cherchez les femmes!
53. 61681-Women in Conservation - Can the neck overtake the head
54. 61681-Women in Conservation - Peace, love and mushrooms
55. 61681-Women in Conservation - A nine-month journey towards more gender equality in Kenya
56. 63400-'Fundraising for conservation' training in the Eastern Afromontane hotspot is delivering results
57. 61681-Women in Conservation -Let women benefit from ecotourism revenues - biodiversity will benefit, too
58. 61681-Women in Conservation - Songs for the Forest
59. 61681-Kenya_GIRRRRL POWER!
60. SG 63343-Ethiopia_Stakeholders Call for Linkage on South-West Ethiopia Biosphere Reserves
61. 61681-Buy One, Get One Free - Leveraging Conservation Investments in Africa
62. 61681-Many more threatened species in an East African biodiversity hotspot than thought
63. 66167-Kenya_Grassroot women groups advocate for change in Kikuyu Escarpment
64. 63512-Mozambique_Mountain Gold – Conservation in the Chimanimani Mountains, Mozambique
65. SG 72661-Kenya_Welcome to Taita Hills, Kenya – a guide is now available!
66. SG 62876-Ethiopia_Community Based Forest Management in Bechi Peasant Association exceeds expectations
67. 61682-Two new CEPF Eastern Afromontane Hotspot calls for Letters of Inquiry
68. 63341-Ethiopia_Migratory birds, What about migratory fish
69. SG 62879-Burundi_Participation, resilience and sustainability for Kibira National Park in Burundi
70. 63370-Ethiopia_Conservation management in the Guassa Plateau saves threatened biodiversity and helps disadvantaged groups
71. SG 61616-Mozambique_Fuel-efficient stoves, farmer's group initiatives and a Conservation Manual - Part 3
72. SG 61616-Mozambique_Crop covers, the A-Frame and the 'Gampani' method! A sustainable reality for the Manda Wilderness Agricultural Project - Part 2
73. SG 61616-Mozambique-Seeds and crop rotation! A sustainable reality for the Manda Wilderness Agricultural Project - Part 1

74. 61682-New small grant opportunity for 'conservation and gender' projects in Kenya, Tanzania and Uganda
75. 61681-New website, map and E-bulletin SASA-3 for the Eastern Afromontane Hotspot
76. 62242-First small grant agreement in Ethiopia under the CEPF Eastern Afromontane Hotspot investment!
77. 61682-5th Call for Letters of Inquiry – CEPF Eastern Afromontane Biodiversity Hotspot; Yemen, Ethiopia, Burundi, DRC, Rwanda, Malawi and Zambia
78. 61682-4th Call for Letters of Inquiry – CEPF Eastern Afromontane Biodiversity Hotspot; Ethiopia, Burundi, DRC, Rwanda, Tanzania, Malawi, Zambia and Zimbabwe
79. 61681-New Eastern Afromontane Hotspot e-Bulletin is Out - SASA Bulletin 2
80. 61682-3rd Call for Letters of Inquiry – CEPF Eastern Afromontane Biodiversity Hotspot; Eritrea, South Sudan and Yemen
81. 61682-First five CEPF projects granted in the Eastern Afromontane hotspot!
82. 61681-BirdLife Conservation Achievement Awards recognise oustanding work for species, sites and habitats
83. 62242-1st International Day of Forests celebrated in Ethiopia - "Forests - our Lives, our Future"
84. 61682-CEPF, in association with EWNHS, launches the Eastern Afromontane Hotspot Investment in Ethiopia
85. 61682-2nd Call for Letters of Inquiry - Critical Ecosystem Partnership Fund (CEPF) Eastern Afromontane Biodiversity Hotspot
86. 61682-New funds for conservation in the Eastern Afromontane hotspot and the Great Lakes Region of East and Central Africa – now open!
87. 61682-CEPF Eastern Afromontane Hotspot launched in Arabian Peninsula
88. 61681-Workshop ushers in new collaboration for conservation in the 'Eastern Afromontane Hotspot'
89. CEPF 109129 - Uganda-KIWOCEDU Stories
90. CEPF 109123-Tanzania_New hope for survival of the Long-billed Forest Warbler

**BirdLife Africa/Afrique newsletter (2013-2015)**

91. July 2016: "No one is left out: protecting the environment in Malawi" (about WESM project on EIAs)
92. July 2015, cover story: "Capacity development in the Eastern Afromontane hotspot"
93. December 2014: "Two years of CEPF investment in the Eastern Afromontane Biodiversity Hotspot: good for biodiversity, good for BirdLife Partners!"
94. December 2014: "Women in Healthy Sustainable Societies: empowering women in environmental decision-making"
95. July 2014: launch of the French edition of the "Institutional Fundraising for Conservation projects" tool on the CEPF EAM resources page
96. December 2013, cover story: "One successful year of CEPF investment in the Eastern Afromontane hotspot: first 25 projects funded!"
97. July 2013: "The Eastern Afromontane Regional Implementation Team – now on social media!"
98. December 2012: "BirdLife to coordinate new funding opportunity for Eastern Afromontane Hotspot"

**BirdLife Africa newsletter e-bulletins (2012-2020)**

99. January 2020: "The Art of Project Sustainability" (cover story on lessons learned by the RIT)
100. March 2018: Lake Ol' Bolossat (web story)
101. October 2017: "5 Years of CEPF in Afromontane Hotspot, a tale of Success!"

102. August 2017: "Some like it hot" and "Thanks for all the fish" (web stories)
103. March 2016: "Strengthening Women's Role in Conservation"
104. March 2016: BirdLife Europe newsletter – how the EU supports conservation in the EAM hotspot
105. February 2014: new website, map and SASA-3 for EAM hotspot
106. November 2013: call for proposals and other info
107. November 2012: BirdLife Africa newsletter nr 31 – launch of the CEF EAM programme

**Other BirdLife Publications**

108. State of Africa's birds, 2017: case studies on KBAs, PES (Nature Kenya), Chimanimani cross-border conservation (BirdLife Zimbabwe)
109. State of Africa's birds, 2013: "Using IBAs to guide Regional Conservation Strategies" (i.e. the CEPF EAM ecosystem profile)

**Articles on CEPF website (2012-2020)**

110. Third most read story in 2019: https://www.cepf.net/stories/top-10-articles-2019
111. November 2019: Lessons learned https://www.cepf.net/stories/15-lessons-learned-east-africa-grantees
112. August 2019: the Batwa trail (Uganda) https://www.cepf.net/stories/empowerment-through-ecotourism
113. May 2019: Five Tips on gender https://www.cepf.net/stories/five-ways-cepf-grantees-eastern-africa-are-considering-gender
114. Fourth most read story in 2018: https://www.cepf.net/stories/top-10-articles-2018
115. November 2018: extractive industries (Rwanda) https://www.cepf.net/stories/helping-extractive-companies-help-biodiversity
116. September 2018: the story of AfES (Malawi) https://www.cepf.net/stories/transforming-community-cepf-grantee-transforms-its-own-organization
117. August 2018: indigenous people (Kenya) https://www.cepf.net/stories/indigenous-peoples-and-biodiversity-symbiotic-relationship
118. March 2018: gender (EAM women network) https://www.cepf.net/stories/including-women-conservation-conversation
119. Ninth most read story in 2016: https://www.cepf.net/stories/top-10-articles-2016
120. March 2016: Gishwati https://www.cepf.net/forests-and-fresh-water-reviving-rwanda-gishwati-forest
121. March 2016: gender in the EAM hotspot https://www.cepf.net/stories/strengthening-womens-role-conservation
122. January 2016: capacity building in the EAM hotspot https://www.cepf.net/node/5412
123. January 2014: KBAs in the EAM hotspot (lesson learned) https://www.cepf.net/stories/promoting-key-biodiversity-areas-eastern-afromontane-hotspot

**Videos on EAM YouTube Channel** https://www.youtube.com/c/CEPFEAMRIT

124. Batwa Forest Experience Ecotourism - Mbarara University of Science and Technology = Along the southern border of Uganda's Bwindi Impenetrable National Park, home to almost half of the world's mountain gorillas, a unique partnership has taken hold between CEPF grantee Mbarara University of Science and Technology (MUST) and the indigenous Batwa people.

125. Celebrate Sheka Forest KBA (Ethiopia) - A film by Fabian Haas, Pixels on Screen, on the unique value of Sheka Forest KBA in Ethiopia, and the impact of the CEPF investment to protect this Key Biodiversity Area. (In English and Amharic.)
126. Celebrate Lake Ol' Bolossat KBA (Kenya) - A film by Fabian Haas, Pixels on Screen, on the unique value of Lake Ol' Bolossat in Kenya, and the impact of the CEPF investment to protect this Key Biodiversity Area. (In English and kiSwahili.)
127. Celebrate Lake Bogoria KBA (Kenya) - A film by Fabian Haas, Pixels on Screen, on the unique value of Lake Bogoria, and the impact of the CEPF investment to protect this Key Biodiversity Area. (In English and kiSwahili.)
128. Celebrate Gishwati KBA (Rwanda) - A film by Fabian Haas, Pixels on Screen, on the unique value of the Gishwati Forest in Rwanda, and the impact of the CEPF investment to protect this KBA. (Interviews and subtitles in Kinyarwanda)
129. Biodiversity of the Misuku Hills - Explore the beauty of the Misuku Hills Key Biodiversity Area in Malawi! One of various products from a project supported by the Critical Ecosystem Partnership Fund through the Regional Implementation Team (BirdLife International, small grant to the Sustainable Rural Development and Growth Initiative - SRDGI)
130. The Untapped - Misuku Hills KBA - Explore the beauty of the Misuku Hills Key Biodiversity Area in Malawi! One of various products from a project supported by the Critical Ecosystem Partnership Fund through the Regional Implementation Team (BirdLife International, small grant to the Sustainable Rural Development and Growth Initiative - SRDGI)
131. The Last Rare Gem - Misuku Hills KBA - Explore the beauty of the Misuku Hills Key Biodiversity Area in Malawi! One of various products from a project supported by the Critical Ecosystem Partnership Fund through the Regional Implementation Team (BirdLife International, small grant to the Sustainable Rural Development and Growth Initiative - SRDGI)
132. Eastern Afromontane Hotspot Song! - Facts of the Eastern Afromontane Biodiversity Hotspot and key highlights from the CEPF investment.
133. A Guardiã do Namúli
134. CEPF réhabilitation forêt Bururi / CEPF forest rehabilitation Bururi - la gestion integree de la Reserve Naturelle Forestiere de Bururi, au Burundi, un projet appuye par le CEPF | check out what ABN is achieving toward integrated management of Bururi Forest Reserve in Burundi
135. CEPF Funded Project in the DRC, Women Participation - With support from the Critical Ecosystem Partnership Fund (CEPF), the Wildlife Conservation Society (WCS) has worked to establish two important protected areas in the eastern Democratic Republic of Congo, in the Itombwe Massif and the Ngamikka Forest. Deo Kujirakwinja, who managed this project, talks about the importance of involving women in conservation projects…
136. CSOs Alliance for the EIA Implementation in the Albertine Region - Civil Society Alliance for Enhanced Implementation of Environmental Impact Assessments in the Albertine Rift Region is a project that as funded by the Critical Ecosystem Partnership Fund (CEPF) and Implemented by the Albertine Rift Conservation Society (ARCOS).
137. Togarasei Fakarayi interview - CEPF Eastern Afromontane Hotspot
138. Peregrine Fund signs contract to work on Raptors in the Masai Mara
139. CEPF Eastern Afromontane grantee exchange - July 2015 - On 26 July 2015 in Nairobi, Kenya, CEPF hosted a CEPF grantee experience exchange event that brought together 40 managers of 40 CEPF-funded projects, implemented at Key Biodiversity Areas across the Eastern Afromontane hotspot. These CEPF grantees shared knowledge, skills and lessons learned.
140. Gishwati Forest - 7 years of conservation - Forest of Hope Association (FHA) is running a project in the Gishwati Forest Reserve, an Eastern Afromontane KBA in Rwanda.

141. Tongwe Trust - Eastern Afromontane Hotspot - Fauna & Flora International, together with the Tongwe Trust, have secured a total of 48,550ha of forest land in the Greater Mahale Landscape KBA in Tanzania, the Ntakata Forest. This forest, which includes 2,000ha of high conservation value humid forest, is now under community-based protection and management. The project was partly funded by CEPF under the Eastern Afromontane hotspot programme. This is a film about their work.
142. WECSZ community consultations - Mafinga Hills KBA - CEPF, through the Regional Implementation Team, gave a small grant to the Wildlife and Environment Conservation Society of Zambia, to organise a range of community consultation meetings and desk reviews in preparation of a conservation programme to protect the Mafinga Hills KBA. This video shows two of those consultation meetings, in the presence of the two regional Chiefs
143. Vincent Kaitano interview - CEPF Eastern Afromontane Hotspot - Vincent Kaitano of the Wildlife and Environmental Society of Malawi speaks about the CEPF, funded project in Malawi, in the Ntchisi Mountain and Dedza Mountain Forest Reserves KBA.
144. Thomas Sberna - CEPF Eastern Afromontane Regional Implementation Team - Thomas Sberna tells us about himself and his experience being part of the CEPF Regional Implementation Team in the Eastern Afromontane Hotspot. He is currently a Senior Programme Officer for IUCN based in Maputo, Mozambique. [Now removed on his request.]
145. Abebe Getahun interview - CEPF Eastern Afromontane Hotspot - Professor Abebe Getahun of Addis Ababa University in Ethiopia talks about the CEPF funded project at Laka Tana, a Key Biodiversity Area in the Eastern Afromontane Hotspot.
146. Thank you from the CEPF Eastern Afromontane Hotspot Regional Implementation Team - On this International Thank You Day, 11th January 2016, the CEPF Eastern Afromontane Hotspot Regional Implementation Team would like to say a big THANK YOU to all our supporters, grantees and followers...and HAPPY NEW YEAR!
147. International Potato Center at Manda Wilderness - "Between the 7th and 8th of September, the Manda Wilderness Community Trust welcolmed the International Potato Center on-site. Within the context of the Manda Wilderness Biodiversity Project sponsored by the Critical Ecosystem Partnership Fund CEPF Eastern Afromontane Hotspot Program, Madagascan Sweet Potato Specialist Benjamin Rakotoarisoa and his Mozambican colleague Mario Jaisse, both based in Lichinga, spent two days with members of Mala and Mbueca villages exchanging ideas on the nutritional and environmental benefits of orange-fleshed sweet potato.
148. CEPF Grantee Exchange Event 2015

**Eastern Afromontane Conservation Network Newsletters**

149. February 2016
150. March 2016
151. April 2016
152. May 2016
153. June 2016
154. July 2016
155. August 2016
156. September 2016
157. October 2016
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183. February 2019
184. March 2019
185. April 2019
186. May 2019
187. June 2019

**Eastern Afromontane E-Bulletin, From Saudi Arabia to Southern Africa – SASA**

188. March 2013 e-bulletin
189. August 2013 e-bulletin
190. January 2014 e-bulletin
191. May 2014 e-bulletin
192. February 2016 e-bulletin
193. October 2016 e-bulletin

**Major Campaigns**

194. "40 days – 40 stories" – April-June 2015 (ahead of Mid-Term Assessment, featuring 40 projects across the hotspot)
195. "12 elevator pitches" – August 2019 (after Uganda lessons learned event, featuring 12 grantees across the hotspot)
196. "15 lessons learned"- September 2019 (after Uganda lessons learned event, sharing 15 lessons learned and associated tools)
197. "best of the hotspot" – October-December 2019 (featuring KBAs, grantees, unique sites and species etc)
198. "revisiting our videos" – March 2020 (featuring our videos from YouTube plus updates)

**Twitter**

199. @EAM_Hotspot

**Materials Shared with Grantees and Donors**

200. Hotspot maps
201. Hotspot corridor maps / KBAs
202. Summary profile documents in English, French, Portuguese and Arabic
203. Fact sheets
204. Branded t-shirts
205. Branded caps
206. Branded towels
207. Branded camping cups
208. Branded reusable bottles
209. Branded recycled bags (using old banners)