

**Long-Term Strategic Vision for Graduating Civil Society from
CEPF Support in four Albertine Rift and Eastern Arc Mountains
countries (Kenya, Rwanda, Tanzania and Uganda)**

Submitted to



Produced by



December 2017

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1. Executive Summary

Since 2012, the Critical Ecosystem Partnership Fund (CEPF) has been investing in the Eastern Afromontane Biodiversity Hotspot (EABH). Recognizing that its traditional funding approach will achieve limited impact at national and regional scales, CEPF is implementing a new approach to build capacity of civil society to sustainably address future threats. The approach will be implemented in the Albertine Rift and Eastern Arc portions of the EABH, covering Kenya, Rwanda, Tanzania and Uganda. It relies on building a long-term vision specifying the conditions under which graduation of civil society organisations from CEPF support can occur. A set of five graduation conditions, each with five graduation criteria were developed by CEPF as a framework for developing the Long-term Vision. This framework was used to guide consultations in and beyond the region on the specific targets and actions that will lead to graduation. Tables have been prepared that summarizes for each of the five graduation conditions and 25 criteria, the baseline situation, at least one target for each criterion and the milestones to track progress through to 2030. Out of these, a total of 14 actions, addressing 10 targets have been prioritized as core for CEPF investment in the region. These cover all five graduation conditions. If they can be supported by CEPF, then the prospects for CSO graduation and successful engagement with other donors will be significantly enhanced.

2. Introduction of this technical framework in the context of ongoing CEPF activities

Since 2012, the Critical Ecosystem Partnership Fund (CEPF) has been investing in 15 of the 17 countries of the Eastern Afromontane Biodiversity Hotspot (EABH). Recognizing that its traditional funding approach will achieve limited impact at national and regional scales due to restricted timeframe and budget, CEPF decided in 2014 to implement a different approach where civil society would be empowered to develop requisite capacity to “respond to all present threats and any future threats that could reasonably be expected to arise”. Once this capacity would be realized, then Civil Society Organisations (CSOs) within the Hotspot would be considered as having graduated from the need to rely on further CEPF support to conserve its biodiversity. At this point the conservation of the hotspot’s species, Key Biodiversity Areas (KBAs), corridors, and the ecosystem services they support, would continue indefinitely in a self-sustaining manner.

As a guide to implementation of this new approach, a draft Long-Term Vision (LTV) was developed in 2015 by Future Dialogues International (FDI) and subsequently revised by CEPF. This revised LTV was designed to clarify targets and approaches for mainstreaming biodiversity in development processes, private sector engagement and resources mobilization in these countries. It laid out five conditions for CSO graduation in the Hotspot:

1. *Available tools and guideline*: Conservation priorities and best practices for management of natural capital¹ are identified, documented, disseminated and used by all relevant public and private sector agencies.

¹ Natural Capital can be defined as the stocks of indispensable natural assets and benefits that humans derive a wide range of services from, often called ecosystem services, which make human life possible.

2. *Civil society capacity*: Local conservation CSOs collectively possess sufficient capacity to be effective advocates for, and agents of, biodiversity conservation and sustainable development for at least the next 10 years
3. *Sustainable financing*: Adequate and continual financial resources are available to address conservation of global priorities for at least the next 10 years
4. *Enabling policy and institutional frameworks*: Public policies, the capacity to implement them, and private sector practices support biodiversity conservation.
5. *Responsiveness to emerging issues*: Mechanisms exist to identify and respond to emerging conservation issues.

For each of these conditions it defined five criteria that need to be met and it set 2020, 2025 and 2030 milestones for their achievement.

Because the graduation of CSOs in the hotspot is an ambitious goal, and because of various difficulties experienced during the first five years of the Afromontane investment, a narrower geographical scope involving only four countries has been adopted for this Long Term Vision. These four countries contain two of the most biologically important sub-regions of the Afromontane: the Albertine Rift (Rwanda, Tanzania and Uganda) and the Eastern Arc Mountains (Kenya and Tanzania). Two countries (Burundi and DRC) from the Albertine Rift are omitted because of security issues. Because issues of national capacity in biodiversity conservation are a primary focus in this LTV, all Eastern Afromontane KBAs within the four countries are targeted for support, even if they lie outside the Eastern Arc and Albertine Rift (e. g. Mount Kenya, Mount Elgon; see Figure 1.)

As noted, the four countries and two sub-regions are among the most biologically important in the hotspot. They also offer the nearest term opportunity for action, in terms of civil society capacity and government and donor support. In the meantime, there are 11 other countries in the hotspot covering, variously, the Arabian Peninsula, the Ethiopian Highlands, and the Southern Montane Islands. Long-term visions for these regions could be written in the future, if there is appropriate stakeholder demand and commitment of resources.

In May 2017, BirdLife was hired to finalize the LTV prepared by FDI through a consultative process and to ensure that the LTV was aligned with and added value to the strategies and plans of the main biodiversity conservation and management agencies in the target countries. This document is the result. It incorporates reviews of recent literature and capitalizes on the experience of the Afromontane Regional Implementation Team (RIT) and the RIT Steering Committee over last five years in implementing the CEPF Ecosystem Profile for the Eastern Afromontane Biodiversity Hotspot. It involved consultations with over 200 people, conducted through four national workshops in Kenya, Rwanda, Tanzania and Uganda, and interviews with key actors in the region (see Annexes 3 to 6). The Kenyan national consultation had a broader scope of advancing Kenya's National Forest Programme (NFP) with a special focus on the LTV as one of the mechanisms for achieving the forest programme. The Rwandan workshop focused on validating the criteria, milestones and timelines in the FDI/CEPF draft. The Ugandan meeting examined the alignment of CEPF investment in the Eastern Afromontane with national strategies and plans, especially the National Sustainable Mountain Development Strategy.

Figure 1. The Albertine Rift and Eastern Arc Mountains Sub-region (yellow circle) of the Eastern Afromontane Hotspot (red shading)



CEPF and BirdLife prepared this long-term vision following a framework approved by the CEPF Donor Council. The long-term vision is similar to those prepared for the Indo-Burma Hotspot and the Balkans Sub-region of the Mediterranean Basin Hotspot. In common with those regions, the principal owner of the long-term vision (both the document and the approaches it promulgates) is CEPF. The Strategic Framework for Phase III of CEPF envisions strengthened implementation structures, led by RITs or similar organizations, which become the permanent stewards of the long-term strategic vision for each hotspot, able to coordinate and support civil society organizations and connect them with government and private sector partners. The long-term vision for the Albertine Rift and Eastern Arc Mountains, does not identify such an implementation structure. Rather, the vision has been built such that multiple entities can claim ownership, as their capacity and motivation allow. It is possible to envision any number of public, private, government, or non-government actors taking ownership of any of the five graduation conditions named above, in any of the four countries.

In the immediate term, CEPF will take ownership of this vision and solicit interest from others. Beyond this, several organizations already are tacit owners, including Conservation International and BirdLife International, which have demonstrated their commitment to the region through the establishment of permanent offices and funding for programs related to the five graduation conditions. BirdLife, specifically, is committed to strengthening the capacity of its network partners in the target countries as part of its core institutional mission.

This vision is based on the CEPF goal of engaging civil society in the conservation of biodiversity. The vision describes steps leading to a point where civil society is engaged effectively in conservation but has “graduated” from dependency on major external donor support. The assumption is that donors share this goal: they seek to make their programs sustainable and they want the recipients of aid not to rely on it permanently. This vision serves as a framework for tracking the contributions of different donors towards this goal, and for understanding when the conditions for graduation are met.

3. Building on previous work

The LTV does not start from zero. Six regional conservation strategies have specifically targeted the Eastern Arc and the Albertine Rift within the last two decades, and a new, ambitious global strategy (Nature Needs Half, NNH) has recently been proposed that has parallel aims to CEPF’s programme of grant making in the biodiversity hotspots.

The regional strategies comprise:

- CEPF Ecosystem Profile for the Eastern Arc Mountains and East African Coastal Forest Mosaic Biodiversity Hotspot (EAMCF, 2003);
- WWF Strategic Framework for the Albertine Rift Mountains Ecoregion (2004);
- CEPF Ecosystem Profile for the Eastern Afrotropical Biodiversity Hotspot (EAM, 2012);
- Wildlife Conservation Society (WCS) Conservation Action Plan For The Albertine Rift (2016);
- MacArthur Foundation Conservation Strategy for the African Great Lakes Region (2013);

- Tanzania Forest Service (TFS) Eastern Arc Mountains Framework Management Plan (2017 draft).

The foundational document for the LTV is the CEPF Ecosystem Profile for the Eastern Afromontane Biodiversity Hotspot. This document was developed in 2012-2013 through an intensive, consultative process involving more than 200 individual stakeholders and 100 institutions. This process comprised five national stakeholder workshops, supplemented by seven technical consultancies that targeted specific information gaps, and guidance from an International Advisory Committee comprising 21 experts from 15 institutions.

The resultant Ecosystem Profile (CEPF 2013) has guided investments in the Eastern Afromontane over the past five years. It provides a suite of measurable conservation outcomes, identifies funding gaps and opportunities for investment, and describes the CEPF niche where investment could provide the greatest incremental value. The defining feature of this niche is the ability to provide rapid and flexible funding to civil society, based on the best available scientific knowledge on where globally significant biodiversity is under the greatest threat. Within this niche, optimal impact is achieved when funding adds incremental value to existing initiatives in ways that ensure that conservation outcomes are sustained.

The profile, together with the five additional strategies listed above, comprise conservation strategy documents that total over 800 pages. They have been generated in different institutional contexts and inevitably differ in their emphasis on different problems and solutions. Taken together, however, they provide a formidable resource to guide a broad conservation strategy for the LTV. Nevertheless, analysis of the strategies revealed some pertinent issues:

1. The Long Term Vision and conservation strategy must be nimble enough to accommodate new situations as they arise. Two examples illustrate how threats changes over time: a) mining was not mentioned at all as a threat in WWF's Albertine Rift Strategy document in 2004, but ranks top in that of WCS for the same region in 2017; b) climate change ranked equal bottom in the 2002 CEPF Ecosystem Profile for the Eastern Arc Mountains and Coastal Forests, but top in the 2012 CEPF Ecosystem Profile for the Eastern Afromontane.
2. There is a tendency for conservation institutions to be self-referential in their consideration of stakeholder contributions and interests. It is clear that more conservation gains would be realized if there could be more synergy and co-operation and less competition and territoriality. It would be helpful if donors could steer conservation financing in this direction. CEPF has sometimes tried to do this by allocating funding to joint proposals, but without conspicuous success. There is need to include some innovative thinking on this issue.
3. KBAs are not mentioned in three of the six strategies (Important Bird and Biodiversity Areas-IBAs are a surrogate in the 2002 profile when the KBA concept had not yet been fully articulated). KBAs have now been recognised as a global standard for biodiversity protection by IUCN in a partnership with 11 of the world's leading conservation organisations, including BirdLife and CEPF. They are central to the CEPF approach and

must remain at the heart of the Long Term Vision even as it adjusts to give more space for ecosystem services, landscapes, economic development and human well-being.

4. Despite differences between strategies both within and between the two regions, their combined ranking for different key words provide a useful guide to the major threats and the most commonly recommended actions/targets. The top three threats are mining, agriculture and climate change, and the top three targets for action were local communities, landscapes and capacity building.
5. A striking feature of the ranked targets and actions is the mismatch with some of the envisaged priorities under the LTV: mainstreaming and sustainable financing are essential to the LTV but rank 14th and 16th in the combined targets of existing strategies. This is to some extent a reflection of the changing times alluded to in 1) above, combined with the fact that the combined ranking includes earlier strategies, but it also highlights the fact that Civil Society capacity in the Hotspot is weak in both these areas. This issue must be addressed if CSOs are to graduate from the Afromontane Hotspot.

The CEPF niche remains at the core of this document, but the Ecosystem Profile needs to be adapted for the Long Term Vision. The time scale (5 vs 15 years) and the geography (4 countries instead of 17; IP3.4 drops out) are very different. Rapid changes are occurring throughout the Region. Major and far-reaching developments are taking place, particularly in the energy, agriculture, infrastructure, extractive industry (especially oil and gas exploration and exploitation), transport and communication sectors, driven by large scale regional and national investments, with Chinese funding leading the pack. Climate change is biting. Populations will have more than doubled by the middle of this century. By 2030 much of the landscape will have been transformed and the space for conservation will have been greatly reduced.

The remainder of this document incorporates the results of literature review and further consultations at national level involving over 200 people, conducted through national workshops in Kenya, Rwanda, Tanzania and Uganda, interviews with key actors in the region.

4. Contextual information

a. Biodiversity importance

The Albertine Rift Mountains and Eastern Arc Mountains regions are globally significant conservation units in their own right and key components of the Eastern Afromontane Biodiversity Hotspot. The Albertine Rift is known to be one of the most biodiverse regions on the African Continent, having been designated by BirdLife as an Endemic Bird Area and by WWF as a Global 200 Priority Ecoregion. WCS estimates that it hosts at least 6,658 plants and 1,833 terrestrial vertebrates, with more species being described and added each year (Plumptre *et al*, 2016). The Eastern Arc Mountains region also boasts of very high species endemism, with over 550 species not found outside the region. Details of the biodiversity importance are captured in the Ecosystem Profile for the EABH. Coupled with this rich biodiversity are extensive ecosystem

services contributing to local and national economies of the four countries, and providing global benefits beyond, for example through international rivers, migratory flyways for birds and carbon sinks.

b. Social, political and economic environment

The four countries are home to a human population of over 150 million, a number expected to increase by 50% in fifteen years at current growth rates of 2-3% annually. These people are crammed into small spaces within these regions; for example, Rwanda, wholly within the Albertine Rift has human population densities exceeding 400 people per km². In some Districts (e.g. Rubavu), densities exceed 1000 people per km². At the same time, the UNDP's Human Development Index 2016 shows only Kenya (ranked 146) is in the medium human development category, with the remaining three countries Tanzania (151), Rwanda (159) and Uganda (163) are all in the low Development Category. The impact of these two factors is that large numbers of people are directly dependent on low-technology, low-input nature-based livelihoods with attendant vulnerability to fluctuations in natural phenomena, such as climate patterns and overexploitation.

c. Financing situation

Financing for conservation in the region mainly comes from multilateral and bilateral donors, such as the GEF and Scandinavian governments, as well as institutional donors such as CEPF and the MacArthur Foundation. A large proportion of the funding is targeted towards conservation of primates, and includes pooled funding from consortia of donors. Much of this funding was traditionally channeled through civil society, though the trend has recently changed and a large number of the donors, including the GEF, now deliver funds mainly through governments.

In proportion to external funding, national government funding is rather small, though fairly stable. This funding goes towards the operations of the mandated national agencies and is not accessible to civil society. Governments also receive grants and loans for conservation, some of which are substantial.

Several Trust Funds (e.g. Bwindi Mgahinga Conservation Trust and the Eastern Arc Mountains Conservation Endowment Fund) are operating within the region, and though their disbursements are relatively small, they are accessible to local civil society. Other initiatives to secure sustainable financing through PES schemes are still at low levels of development, mainly hampered by low CSO capacities.

An area of conservation financing with significant growth potential over the timeframe of the long-term vision is climate financing. With regard to climate change mitigation, policy and institutional frameworks for Reducing Emissions from Deforestation and Degradation (REDD+) are already in place in the four countries covered by the vision, and there is a small but growing number of REDD+ demonstration projects involving civil society organizations, mainly targeting the voluntary carbon market. The establishment of the Green Climate Fund (GCF) creates new opportunities for large-scale financing of climate change mitigation and adaptation actions. Of

particular relevance to the priority actions set out in this vision will be GCF investments in climate-resilient ecosystems, although investments in increased health and well-being, and food and water security, and enhanced livelihoods of the most vulnerable people, communities, and regions can contribute to an improved enabling environment for conservation by reducing pressure on natural ecosystems and creating incentives for their conservation. The GCF is anticipated to be an important source of financing for implementation of the long-term vision, especially Graduation Condition 3 (see Annex 8).

d. Public and private sector engagement

The private sector creates wealth and drives development in the region, while government determines policies and planning frameworks and engages with global donors to finance much needed infrastructure. With the relatively recent and accelerating expansion of Chinese funding, major infrastructural changes are underway which are certain to transform both business opportunities and landscapes in the target hotspot countries of the LTV.

The dominant sector in all four countries has always been agriculture (providing over 40% of GDP). The East Africa Community has recently signed a Comprehensive Africa Agriculture Development Programme (CAADP) Compact that seeks to transform agriculture for inclusive economic development. In the energy sector, oil discoveries in Turkana in Kenya and Lake Albert in Uganda have attracted international investment by companies such as Tullow, Total, and ExxonMobil; 2.17 trillion cubic feet of natural gas deposits have been discovered in Tanzania; and the exploitation of methane gas (from Lake Kivu) and peat (from the Gishoma Power Plant in Nyungwe) is being piloted in Rwanda. Renewable sources of energy are not without significant environmental hazards. In Kenya, geothermal in the Rift Valley is damaging Hells Gate National Park and threatening Lake Bogoria, and wind turbines in Turkana are killing soaring birds, including endangered raptors and vultures. Major development and transport corridors (e.g. LAPSET, the Lamu Port-South Sudan-Ethiopia-Transport Corridor) are planned throughout the region which will have impacts far beyond their immediate surroundings.

These developments are essential for sustaining economic growth, so the challenge is to minimize adverse impacts and optimize benefits. Current levels of integration of biodiversity into sector policies and national development are far below expectation, giving the LTV process a unique opportunity to equip civil society and inform policies guiding private sector operations.

Decades of donor investment into policy reforms have generally resulted (an exception is the primacy of mining over environmental interests) in good policies and laws regarding the conservation of biodiversity. Most recognize the inextricable link between biodiversity and livelihoods, as well as the role of biodiversity and ecosystem services in promoting sustainable development. The big challenge that cuts across the countries is implementation.

Chinese investment in Africa, and in these four countries in particular, will clearly be a major driver of development activities through 2030, with \$60 billion most recently promised to the continent during the 3 September 2018 Forum on China-Africa Cooperation.² China's investments motivations include the desire for raw materials and for clear political economic reasons. McKinsey reports that Kenya and Tanzania have solid relationships with Chinese

² <https://www.focac.org/eng/>

government and private investors, with literally hundreds of firms active across a diverse set of sectors.³ It is anticipated that Chinese business activity could more than double by 2025 from the current \$180 billion per year [continent-wide] today with expansion from infrastructure into such other natural-resource intense sectors as agriculture and housing. The volume, pace, and safeguards applied by Chinese investors will present a unique challenge to leaders and natural resource managers as they weigh near-term gains with long-term sustainability.

e. Climate Change

The montane topography of the Hotspot guarantees that Climate Change will impact on biodiversity. Altitudinal gradients are biotic thermometers for global warming as habitats and species move up the slopes. Ayebare et al. (2013) have modelled anticipated shifts on vegetation types within the Albertine Rift since 1980. The results suggest a low probability for shifts in alpine habitats, high probabilities for bamboo and montane and medium altitude forests, and low to medium probabilities for lowland forests. Changes in the ranges of particular species will inevitably follow the shifts in vegetation habitats. BirdLife models suggest that 14 threatened endemic bird species in the Albertine Rift are expected to move around 350 m upslope by 2085⁴. One species, the Red Collared Mountain Babbler, *Kupeornis rufocinctus*, is expected to lose all the available habitat within its own climate envelope. It is striking how strongly habitat shifts are associated with sharp altitudinal gradients.

Gravity makes montane natural capital especially vulnerable to climate change impacts. Rainfall cascades down the slopes, leading to soil erosion, flooding, landslides and sedimentation, Ecosystem services such as water regulation and the maintenance of soil fertility are undermined, both on a long term incremental level and through sudden catastrophes after extreme climatic events. The history of the Albertine Rift is marked by episodic disasters due to floods and landslides, causing significant losses of life and the destruction of livelihoods. Major investments in hydropower fail to provide the desired returns as a result of sedimentation and turbine damage; the Rusizi II dam between Rwanda and DRC currently delivers only 10% of its projected output in 1989.

Detailed projections have been made for climate change in the watersheds of the Rusizi River and Lake Kivu, in the Albertine Rift, using an advanced environmental prediction system, the Community Earth System Model (CESM). The predictions are unambiguous. It will get hotter and it will get rainier, especially on the tops of mountains. Even more seriously, the frequency of extreme climatic events is also going to increase as global weather systems become increasingly disturbed. There will be more violent storms, more droughts, and more days when temperatures soar to levels never experienced before.

³ <https://www.mckinsey.com/featured-insights/middle-east-and-africa/the-closest-look-yet-at-chinese-economic-engagement-in-africa>

⁴ <http://www.birdlife.org/datazone/sowb/casestudy/548>

5. Theory of change

The LTV has a particular aim that requires that the capacity of Civil Society within the hotspot is increased to the point where its activities, in partnership with government agencies and the private sector, can enable the indefinite conservation of Afromontane Species, KBAs, biodiversity corridors, and the ecosystem services they support.

The theory of change leading to this outcome considers the following five arguments.

1. In order to conserve species, sites, corridors, and natural systems, stakeholders must identify them, prioritize them, make management plans, and implement those plans.
2. Civil society, as stakeholder, beneficiary, and legal or de facto manager of species, sites, and corridors, needs the capacity to assume a management role, which is a function of a strong conservation community, strong individual organizations, partnerships among CSOs and other stakeholders, adequate financial resources, and the ability to engage with policy-makers and the private sector.
3. Conservation of species, sites, corridors, and systems requires funds for or from multiple parties, including funding for civil society (cited above) and funding for the major public sector agencies responsible for resource management, which itself is a function of those agencies' ability to generate revenue, and of finance and line ministries using conservation goals as a way to determine allocation of money. Funding must come from multiple donor sources and also from continued revenue of long-term mechanisms.
4. Conservation of species, sites, corridors, and systems does not occur in a geographic or institutional vacuum. For any of the above arguments to have constancy, laws need to give proper incentives and disincentives for conservation behavior and need to allow civil society to engage in the policy process, and those laws need to be enforced. Major private sector actors need to be supportive of conservation, regardless of the laws and enforcement capacity of the government. The education system needs to produce a continuing domestic supply of capable environmental managers.
5. The world is not static, so conservation actions and plans must adapt. This requires monitoring of species, sites, and corridors, monitoring of threats, and monitoring of the provision of services from natural systems. It requires public discussion of changes and threats and it requires that government and non-government resource managers have the ability to adapt their approaches.

The theory of change makes the following key assumptions:

- The main drivers of biodiversity loss operate at local, national and regional scales, and can be influenced by conservation interventions at these different scales,
- CSOs are present and willing to engage in biodiversity conservation, to partner with unfamiliar actors from other sectors, and to adopt innovative approaches,
- The capacity of CSOs can be augmented and translated into more effective local conservation movements,

- Short-term grant funding can make significant contributions to overcoming the resource constraints facing CSOs,
- Increasing the capacity and credibility of local CSOs is likely to open political space for these organizations as they become recognized as trusted advisors (rather than causing them to be viewed as threats to vested interests),
- Some government and private sector/corporate actors are receptive to innovative conservation models demonstrated by CEPF projects and have incentives to adopt these for wider replication,
- National academic institutions produce graduates with the necessary skills and perspectives to respond to local conservation challenges by working with or within CSOs, and
- Increased local public awareness resulting from the participation of CSOs in conservation issues has the potential to change attitudes and, ultimately, behavior towards the consumption of energy and natural resources.

6. Causal pathways to reach the targets

The intervention logic is summarized in the graduation tables in Annex 8, which show the Graduation conditions, criteria, baseline, milestones, and targets through 2030

7. Priority actions to meet the graduation conditions

The priority actions listed hereinafter are based on the outcomes of the stakeholder consultations and desktop review. To achieve the five graduation conditions, at least 10 criteria must be met out of the 25 listed in Tables 1-5 in Annex 8. These have been selected because they are most likely to contribute to CSO graduation in the hotspot, are most in tune with CEPF priorities and CSO needs, and least dependent on external factors beyond CEPF control, and also because they have emerged as important practical issues for the RIT during the first five years of implementation of the CEPF programme in the Eastern Afromontane. There are two targets each for conditions 1, 2 and 5, three for condition 3 and one for condition 4. Some of the work to meet these targets is best funded/catalyzed by CEPF while the rest need to be developed and implemented by other agencies, not necessarily with CEPF support. The 10 targets are elaborated below together with 14 selected actions (italicized) where direct ongoing CEPF support is appropriate. CEPF should also provide indirect support for these targets (in addition to the others), using its considerable leverage and extensive contacts with other donors as and when synergistic opportunities arise.

Condition 1: Conservation priorities and best practices for management are identified, documented, disseminated and used by all relevant public and private sector agencies.

Target 1.2: KBA identification complete for 100% of prioritized landscapes.

KBAs have now been adopted as a global standard for biodiversity conservation. Despite this development, KBAs are not universally recognised by many of the CSOs, private sector and government agencies in the 4 countries. Because KBAs have defined ecological, physical, administrative or management boundaries, they can be realistically managed for conservation action. *CEPF should support CSO engagement in the establishment of national processes for identification, update and monitoring of KBAs in all countries.*

Target 1.4: In each country, implementation of national conservation plan or strategy addresses globally-threatened species, KBAs, and incorporates natural capital values.⁵

Conservation actions and best practices at corridor and landscape level analysis is required to address large scale challenges such as infrastructure development and climate change. *CEPF should support CSO efforts that enhance adaptation of biodiversity, livelihoods and development at different scales in space and time.* Priority landscapes for

⁵ National conservation strategies are, ultimately, public strategies that are formally authored, led and promulgated by government. However, the contributors to these strategies typically go beyond representatives of government agencies. CEPF postulates that these strategies are qualitatively better with the inputs of civil society, including NGOs, community-based organizations, universities and research institutes, and the private sector. There is no suggestion that civil society should take over the role for development of national conservation strategies from mandated government bodies.

action include: In Kenya: Mount Kenya; the Aberdare ranges; Chyulu Hills and the Taitas. In Rwanda: Gishwati-Mukura, Nyungwe National Park. In Tanzania: North Pale, South Pale, West Usambara, East Usambara and Uluguru Mountains. In Uganda: Murchison Falls National Park, Queen Elizabeth National Park, Echuya Forest, Budongo-Bugoma landscape, Rwenzori-Semliki landscape. Regional: Bwindi National Park, Mgahinga National Park, Volcanoes National Park. These landscapes are among the most valuable in terms of their biodiversity and natural capital (especially carbon and water), and they are facing challenges from climate change that will only grow more severe within the time frame of this LTV. Building their resilience to disasters driven by extreme climatic events, and to ongoing warming and changing rainfall patterns is critically important for conservation and human wellbeing. The CRAG⁶ (Climate Resilient Altitudinal Gradients) approach, which has been pioneered by BirdLife in the Albertine Rift, is relevant here.

Condition 2: Local conservation CSOs collectively possess sufficient capacity to be effective advocates for, and agents of, conservation and sustainable development for at least the next 10 years.

Target 2.2: Sufficient numbers of CSOs in each country have high capacity to ensure efficient and effective biodiversity conservation as determined by an objective measurement tool.

Few CSOs in each country have the capacity to influence public and private sector policies and actions that negatively impact biodiversity. Their impact is limited by the scale of challenges that require their input, and they are sometimes compromised through isolation and intimidation. *CEPF should support the establishment, development and/or operations of national-local institutional capacity building initiatives for CSOs* particularly targeting the areas of governance, financial management, adaptation to climate change, policy & advocacy and resource mobilization to increase numbers of effective CSOs.

Within the region, there are relatively few home-grown, competent CSOs leaders and conservation experts. To achieve the LTV, there is a need for the targeted development of individual capacities. High quality CSO leadership is key to CSO success. The pool of locally generated talent is growing but remains small. Many of the better leaders are attracted to greener pastures, especially when they perceive that their career opportunities and the opportunities to acquire new skills are limited. *CEPF should fund efforts towards the professional development of current and future leaders of CSOs* to develop and maintain their vision and drive. Postgraduate research on conservation issues in the Hotspot (supported by scholarships from other donors and government agencies), tailor-made training courses, such as the INTRINSIC⁷ (Integrating Rights and Social Issues in Conservation) developed by a consortium of NGO, and the Conservation Leadership Programme should be supported.

⁶ www.birdlife.org/news/tag/crag

⁷ www.cambridgeconservation.org/resource/toolkits/intrinsic-integrating-rights-and-social-issues-conservation-trainers-guide

Target 2.3: Sufficient number of partnerships are strong enough to leverage complementary capabilities of members of the conservation community, private sector and legislators.

To maximize impact, CSOs should collaborate in pursuit of common conservation and development objectives. Yet the reality is that the same CSOs directly compete for scarce funding and the probability of genuine collaboration becomes vanishingly small. *CEPF should support efforts to promote collaboration and help break the silo mentality by some CSOs in the region.* One way of achieving this is making funding accessible through grants that require joint proposals with CSOs showing how they will complement their skill sets and forge mutual support networks.

Furthermore, effectiveness can be enhanced by breaking down barriers between CSOs in conservation and those working in other sectors, such as agriculture, health and water. This ensures that they complement their skill sets and that forge mutual support networks. *CEPF should therefore structure its grants so that they bring conservation and development organisations (whether private or public) together in genuine collaboration.*

Condition 3: Sustainable financing: Adequate and continual financial resources are available to address conservation of global priorities for at least the next 10 years.

Target 3.2: Nine of the ten largest relevant CSOs have access to funding streams to continue their work at sufficient levels for the next five years

One of the largest donors for biodiversity conservation in the Albertine Rift, the MacArthur Foundation has ceased its granting programme in the region as of 2017, while the other large donor, the Global Environment Facility (GEF), since the establishment of the STAR allocation framework, has effectively cut off funding to non-state actors. Grants for biodiversity conservation are fast receding in the Eastern Afromontane. Decisions are being made in places where CSOs in the region from the hotspot have no voice. It is of critical importance that CEPF speaks for them. *CEPF should use its contacts and networks to ensure that the relevance and effectiveness of CSO efforts to conserve biodiversity are recognised at appropriate levels, and that their ongoing struggles to tackle complex problems with scarce human and financial resources are adequately supported.* Success stories must be communicated in a way that resonates with what donors most want while widening their understanding of what is most needed. Donor contacts with a range of charismatic and persuasive CSO leaders must be facilitated at a personal level in every way possible. Their advocacy skills in such situations must be enhanced. Opportunities exist in the form of donor Round Tables, special events, the provision of CSO expertise into donor analysis of their funding strategies, access to media platforms, and even private social occasions where critical contacts can be made. The message that objectives may be global but implementation is always local must be hammered home.

Target 3.4: Ministry of finance and two other developmental ministries in each country use conservation goals to allocate resources in annual budgets.

Channels exist for governments to secure revenues that could be channeled to biodiversity. For example, Uganda raised the environment levy on used cars beyond 5

years to 35% and beyond 10 years to a whopping 50% in 2015. In the financial year 2016/2017, this levy alone generated over \$28 million, though the combined total budget allocation to natural resources management was \$7 million. The main problem is how to articulate the contribution of biodiversity to the GDP and advocate for appropriate allocation of national budgets to nature conservation agencies and CSOs across the region. *CEPF should support CSOs to provide analysis into parliamentary committees for budgeting and national planning and to strengthen government commitments and budget allocation for national biodiversity targets (such as NBSAPs) and environmental goals.* Support can come in the form of direct grants for the production of concise policy documents that demonstrate the links between natural capital and development, and through the provision of information and expertise that show how these links operate at local, national and regional levels.⁸

Target 3.5: Sustainable financing mechanisms are in place to provide supplemental funding to 90% of priority KBAs, such that the combination of funds from the financing mechanisms and other revenue (public and private) ensures adequate revenue overall.

Policy and institutional frameworks for REDD+ are largely in place, but CSOs and government are lacking in capacity to make use of these. However, there are successful examples of CSOs promoting this mechanism: Ecotrust in the Albertine Rift, Wildlife Works in the Taitas, Tanzania Forest Conservation Group in the Eastern Arc, and the Northern Albertine Rift Conservation Group in the Murchison-Semliki landscape in Uganda. Further, to date, all work has focused on standing forest. Opportunities exist to apply the REDD+ model to peat, particularly in areas like Gishoma (Nyungwe National Park in Rwanda), where peat is slated to be used as a power source⁹. *CEPF should support targeted efforts to build the capacity of CSOs to access funding for the mitigation of climate change through carbon financing mechanisms.*

Agriculture, particularly coffee and tea, contributes significantly to the national economies. In Rwanda for example, there is scope for premium/ specialty coffee and hence opportunities to contribute to conservation through certification and Corporate Responsibility Schemes (CSR). Certified brands are already available: Kivu Bourbon Arabica, manufactured by and grown by the co-operative KOTWIBAKIKO and processed by COOPAC has Organic, Fairtrade and Rainforest Alliance Certification. Similarly, certified tea brands have been established in the Eastern Arc in Tanzania. *CEPF should support CSOs to expand certification schemes and to link them with CRS programmes in the agriculture sector.*

PES schemes are routinely prescribed as a means of sustainable finance for conservation and in a montane context are ideally applied in the water sector. A recent RIT

⁸ Additionally, there will be opportunities to build from the World Bank engagement with the WAVES Partnership for Natural Capital Accounting, which is working with the Government of Uganda to properly value forest, wetlands, and biodiversity in the context of how much they contribute to GDP.

⁹ The jurisdictional emissions reduction program currently being designed by the World Bank/Forest Carbon Partnership Facility could present opportunities for civil society to contribute to valuation of the contribution of peat to avoided emissions, and linking this to carbon financing.

Afromontane review of the first phase of CEPF investment recognised the strong linkage between water provision and montane watersheds and endorsed support for three PES water projects in the extended phase (2017-2020) of GEF/CEPF funding. The review noted that PES water schemes are long-term and complex, demand expert knowledge of local conditions and effective interventions, and are vulnerable on issues of attribution and sustainability over the long term. The timing and duration of CEPF support therefore needs careful consideration; it should be recognised that PES water projects are often only beginnings, and that the prospects for continued buyer commitments are a critically important consideration. Despite these caveats, the promise of PES water finance remains considerable, especially as water provision becomes ever more important in the decades ahead. *CEPF should therefore support CSOs to become increasingly proficient in acquiring and sustaining PES agreements for water and in linking the private sector to local communities.*¹⁰

Condition 4: Enabling policy and institutional environment: Public policies, the capacity to implement them, and private sector business practices are supportive of the conservation of global biodiversity

Target 4.5: At least two market-leading or influential companies in each business sector in the hotspot have introduced business practices supportive of conservation across their operations.

Conservation at key KBAs will not succeed without the support of major private sector actors, especially those likely to have a large ecological footprint. The main interaction between private sector and biodiversity practitioners is through the EIA process, before major projects are commissioned. Unfortunately, at the EIA phase, a lot of the decisions have been made and little can be done to change the course of things. Furthermore, many of the EIA recommendations are never subsequently implemented. To improve matters, consideration of biodiversity must happen “upstream”; that is during the planning and strategy making phases of the company. A company’s policies, plans and programmes must capture how biodiversity concerns and safeguards will be mainstreamed into operations from the outset, thus making key strategic decisions well before projects are implemented on the ground. One mechanism that allows these considerations is through peer to peer dialogue among leaders of private sector. *CEPF should therefore support the establishment and initial running of national business and biodiversity forums/platforms, and if possible, a regional forum to stimulate proper dialogue between Private Sector and the conservation community.*

¹⁰ The Government of Uganda ministries responsible for water, energy, forests, and the environment are all actively exploring PES and studying the role of civil society in such schemes.

Condition 5. Responsiveness to emerging issues: Mechanisms exist to identify and respond to emerging conservation issues

Target 5.2: Systems are in place to monitor status and trends in threats to biodiversity (e.g., forest fire, wildlife trade, invasive species, etc.) across at least 90% of the hotspot by area, and results are being used to guide the allocation of conservation and development resources.

An oft-cited frustration by policy-makers, conservationists and private sector organization is lack of information on which to base plans and policies. And yet, in each country in the region, there is a small number of institutions holding large amounts of data. Their information is scattered and inaccessible due to differences in methods, cost implications, copyrights, and limited resources. *CEPF should support regional and national biodiversity monitoring programmes and enhance the capacity of CSOs to contribute to key biodiversity monitoring centers.* A promising regional platform has been established at the East Africa Community through the Biopama project, which could not only host data, but also effectively avail this in the development and implementation of policies under its mandate. Efforts to collate, analyze and disseminate available information and provide it in a form that can be used by conservation practitioners are also underway at national levels. Examples include the annual national IBA Status and Trends reports produced by Nature Kenya (and the State of Biodiversity reports by the National Biodiversity databank in Uganda).

Target 5.5: Conservation issues are regularly (i.e. at least monthly) discussed in the public sphere in each country and these discussions influence relevant public policy (i.e. at least annually in each country).

Different mechanisms exist in each country, which serve as platforms for information sharing on biodiversity matters. *CEPF should support national and regional efforts to bring and share biodiversity information* regarding the species, KBAs and landscapes of interest through these mechanisms, including through national conferences and meetings bringing together government, civil society and private sector players. A good example is the joint NGO-government IBA National Liaison Committee in Kenya which meets at least once a year to discuss the IBA Status and Trends reports and to consider the recognition of new IBAs (e.g. the Ol-Ari-Nyiro site in Laikipia was given IBA/KBA status through the NLC in 2015).

8. Financing plan

Funding requirements for conservation first appear large, but pale in significance when compared to the value of ecosystem services. For example, biodiversity in Uganda is estimated to contribute over \$740 million per year to Uganda's economy (Uganda Biodiversity Fund, 2016). The estimates for sustainable management of all key landscapes in the Albertine Rift is estimated at \$21 million per year (Plumptre, et al, 2016), which is comparable to the returns from one KBA, the Queen Elizabeth Protected Area (Bush, 2009). This park covers only 2% of the Albertine Rift's 89,000 km².

Financial sustainability defined as “the ability of a country to meet all costs associated with the management of a protected area system” Bovarnick 2010. In this case, we are looking at KBAs and the landscapes in which they exist. However, following this author, the strategy has been conveniently grouped into three categories of options as developed for the scorecard. Using the framework of the scorecard gives a handy tool for designing a monitoring programme and indicators for the financing strategy. The options are further categorized into opportunistic (where the intention is to take advantage of existing opportunities) and visionary, where opportunities need to be created.

The long-term vision presents 25 criteria for graduation, with associated targets. Ten of these targets could be addressed by a fund like CEPF and its natural CSO partners, suggesting that approximately \$42 million will be required in the period up to 2030. Funds for the other targets may be provided by other sources. Some targets are clearly in the public domain (e.g. the capacity of national government agencies), and funding for these will need to come from government budgets and international donors. Other targets are more thematically appropriate for other groups to address. This financing plan is purposefully limited to the 10 targets that are suitable for CEPF support.

Table 8.1 Financing Plan

The table below shows the estimated funding need for each selected target. The total funding need by 2030 is estimated at \$42 million, which suggests than investment of \$1,150,000 per country per year should create sufficient conditions for graduation with respect to 10 of the 25 criteria amenable to investment by CEPF and similar donors.

TARGET	Total Funding Need 2018-2030 (\$)	Funding Need 2018-2020 (\$)	Funding Need 2021-2025 (\$)	Funding Need 2026-2030 (\$)	Fundraising Strategy
<p>Target 1.2: KBA identification complete for 100% of prioritized landscapes. Funding need: \$105,000 each for KBA identification, stakeholder consultation, and awareness raising at the 19 priority landscapes. <i>NB: the KBA assessment will be multi-taxon in nature and will involve diverse organisations to complete each landscape scale assessment.</i></p>	2,000,000 ¹¹	750,000	1,250,000	0	a) Mainstream KBA conservation into the funding priorities of existing trust funds. In the first instance, an approach will be made to the Rwanda's Green Fund (FONERWA) which already funds CSOs in areas of biodiversity, climate change and sustainable development. Engagement with the fund to internalize the KBA priorities would create options for long-term support. Once success is achieved with FONERWA, approached will be made to other trust funds such as the Uganda Biodiversity Fund, Eastern Arc Mountains Endowment Fund and the Bwindi Mgahinga Conservation Trust Fund.

¹¹ \$105,000 estimate for KBA identification, stakeholder consultation and awareness raising at each of 19 priority landscapes is based on the RIT's experience with grant-making in the four countries, plus consultations with major national and international NGOs engaged in this work. This does not include the management costs, which would be several times larger depending on the landscape. The estimate takes account of past, under-budgeted exercises that did not give enough time or resources to data collection, boundary delineation, or boundary validation with local and government stakeholders.

TARGET	Total Funding Need 2018-2030 (\$)	Funding Need 2018-2020 (\$)	Funding Need 2021-2025 (\$)	Funding Need 2026-2030 (\$)	Fundraising Strategy
<p>Target 1.4: In each country, implementation of national conservation plan or strategy addresses globally-threatened species, KBAs, and incorporates natural capital values.</p> <p>Funding need: of \$250,000 in each of four countries to update/consolidate national conservation strategies and additional \$10M to catalyze their implementation and or leverage implementation through on-going and planned interventions</p>	11,000,000 ¹²	2,200,000	4,400,000	4,400,000	<p>a) Mainstream KBA conservation into the funding priorities of existing trust funds, as outlined under Target 1.2.</p> <p>b) Articulate the contribution of biodiversity to GDP and advocate for appropriate allocation of national budgets to nature conservation agencies and CSOs across the region. Biodiversity conservation receives miniscule proportions of national budgets. The first target would be Uganda, where discussions to allocate some of the expected revenue from oil towards environmental management has started. This would later be expanded to the other countries.</p> <p>c) Advocate for the institution of regulations and incentives to private sector investment in biodiversity conservation are in place to make this happen, such as a Corporate Social Responsibility (CSR) fund or tax incentives for investments in CSR. Both Kenya and Uganda have attempted this work, for example through Kenya's Public Benefit Organisations Act (2013). The work should start in Kenya, which has the a relatively large pool of large corporates, and expand to other countries in future.</p>

¹² \$250,000 per country to develop national conservation strategies is understood as an update of existing plans or a consolidation of multiple plans within each country. This is conservatively low, but reflects that much work has already been done. Similarly, \$2,500,000, over ten years, to implement the strategy in each country, far too low, in gross, if budgeting for the role of all expected government, non-government, and private sector work. The estimate here is to catalyze or leverage greater amounts.

TARGET	Total Funding Need 2018-2030 (\$)	Funding Need 2018-2020 (\$)	Funding Need 2021-2025 (\$)	Funding Need 2026-2030 (\$)	Fundraising Strategy
<p>Target 2.2: Sufficient numbers of CSOs in each country have high capacity to ensure efficient and effective biodiversity conservation as determined by an objective measurement tool. Funding need: \$1.4M to conduct multidisciplinary capacity building workshops of CSOs (including on private sector engagement) in the four intervention countries, plus \$800,000 to establish and or support conservation leadership development programmes</p>	2,200,000 ¹³	660,000	660,000	880,000	a) Strengthen CSOs capacity to develop and implement social impact projects that rely on profit for ensuring sustainable impact. Several capacity building establishments, such as the Private Financing Advisory Network http://cti-pfan.net/ and donors such as IDRC and DFID have already built competence in development of these projects. The number of Impact investment agencies is growing. BirdLife through the RIT should open up discussions with IDRC to develop the opportunity.
<p>Target 2.3: Sufficient number of partnerships are strong enough to leverage complementary capabilities of members of the conservation community, private sector and legislators. Funding need: \$4.8M seed grant portfolio to support multidisciplinary applications and CSO collaboration</p>	4,800,000 ¹⁴	1,200,000	1,680,000	1,920,000	Fundraising for this target requires collaboration of individual CSOs to form partnerships and, possibly, incorporate networks as independent legal entities eligible to receive funding. Properly constituted partnerships/consortia/networks could present compelling proposals for donors.

¹³ \$350,000 per country to build organizational capacity and \$200,000 per country to create conservation leadership programmes reflects experience from multiple years of such work by CEPF, BirdLife, FFI (via the Conservation Leadership Programme) and other partners. This amount could yield significant changes in organizational capacity for anywhere from seven to twenty CSOs per country.

¹⁴ \$1.2 million per country over ten years should be sufficient to maintain active partnerships that mainstream biodiversity within policy and private sector practice and leverage complementary strengths across a network.

TARGET	Total Funding Need 2018-2030 (\$)	Funding Need 2018-2020 (\$)	Funding Need 2021-2025 (\$)	Funding Need 2026-2030 (\$)	Fundraising Strategy
<p>Target 3.2: Nine of the ten largest relevant CSOs have access to funding streams to continue their work at sufficient levels for the next five years.</p> <p>Funding need: \$6M to profile CSOs in the target countries and facilitate increased donor engagement and grant flow, including through: Round Tables, special events, the provision of CSO expertise into donor analysis of their funding strategies, access to media platforms, and private social occasions</p>	6,000,000 ¹⁵	1,200,000	1,800,000	3,000,000	This Target presumes the “owners” of this vision will coordinate with the individual ten largest national CSOs in each country. Retail-level grants are available from domestic and private sources in Kenya, Uganda, and Rwanda, as are opportunities for crowd-sourcing and partnerships with host-country governments.
<p>Target 3.4: Ministry of finance and two other developmental ministries in each country use conservation goals to allocate resources in annual budgets.</p> <p>Funding need: \$4M to develop CSO capacity and mainstream biodiversity conservation into national planning and finance allocation including through innovative financing approaches: fiscal benefit for nature, debt for nature swap etc.</p>	4,000,000 ¹⁶	800,000	1,600,000	1,600,000	<p>a) Articulate the contribution of biodiversity to GDP and advocate for appropriate allocation of national budgets to nature conservation agencies and CSOs in the country. A precursor to the success of this approach is good governance within the country, and working relations between civil society and government agencies. This approach could start in Rwanda and expand to other countries.</p> <p>b) Pursue debt-for-nature swap endowments to capitalize existing trust funds. FONERWA has used this approach before successfully and this can be replicated by other trust funds to significantly scale up the size of endowments.</p>

¹⁵ Estimate assumes that \$150,000 of investment per CSO should enable each to maintain a fundraising/development/financing capacity that keeps the organization operating at an effective level. This amount is based on BirdLife work building the capacity of individual network partners and assumes some economy of scale from working with ten organizations in a single country.

¹⁶ A conservatively low estimate of \$100,000/year/country to engage with and advise three ministries/country to justify and allocate government funding to conservation.

<p>Target 3.5: Sustainable financing mechanisms are in place to provide supplemental funding to 90% percent of priority KBAs, such that the combination of funds from the financing mechanisms and other revenue (public and private) ensures adequate revenue overall. \$</p> <p>Funding need: \$1,280,000 to develop CSO capacity in REDD+ and related schemes; \$2M to support CSOs to become increasingly proficient in acquiring and sustaining PES agreements for water and in linking the private sector to local communities; and \$2.8M to expand certification schemes/ environment-friendly stewardship programmes, linking them with CRS programmes in the agriculture sector.</p>	6,080,000 ¹⁷	608,000	1,824,000	3,648,000	<p>a) Pursue debt-for-nature swap endowments to capitalize existing trust funds. FONERWA has used this approach before successfully and this can be replicated by other trust funds to significantly scale up the size of endowments.</p> <p>b) Support existing biodiversity trust funds to mobilize funds for KBA protection. Various trust funds already exist in the region, such as the Eastern Arc Mountains Endowment Fund in Tanzania. Seed funding could be provided to these for purposes of leveraging much larger sums.</p> <p>c) PES schemes. The stocks of water and biodiversity make the Afromontane regions in the four countries prime areas for PES schemes. Already, there are a few nascent schemes in the region, some started with CEPF funding, such as at Mt Kenya/Aberdares in Kenya; Bugoma Forest in Uganda and Eastern Usambaras and Ulugurus in Tanzania. These need to be scaled up and replicated at more KBAs.</p> <p>d) REDD+. The countries have developed necessary legislation and institutional mechanisms for REDD+, and some schemes are already underway. For example, a REDD programme in the Chyulu Hills, the Wildlife Works REDD programme around the Taitas, and the Northern Albertine Rift Conservation Group in the Budongo-Bugoma corridor. CEPF support could focus on drawing early lessons from these efforts and supporting developing proposals for replication, e.g. targeting the GDF. Opportunistic.</p> <p>e) Peat. Although there is recognition that wetlands in the Afromontane regions sequester large amounts of carbon, there is yet no major carbon financing project in the region, and an appetite instead to convert peat to energy, such as the Gishoma Power plant in Rwanda (inside Nyungwe National Park) www.independent.co.ug/rwanda-gets-first-peat-fired-power-plant-africa. Support could help establish viable projects that reflect the true value of highland wetlands which store the peat, regulate water flow and are home to massive biodiversity.</p>
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¹⁷ \$320,000 per country to develop REDD+ capacity, \$500,000/country to develop PES capacity, and \$700,000/country to develop certification and stewardship capacity is a conservatively low estimate.

TARGET	Total Funding Need 2018-2030 (\$)	Funding Need 2018-2020 (\$)	Funding Need 2021-2025 (\$)	Funding Need 2026-2030 (\$)	Fundraising Strategy
<p>Target 4.5: At least two market-leading or influential companies in each business sector in the hotspot have introduced business practices supportive of conservation across their operations.</p> <p>Funding need: \$1.8M to establish and finance initial running of four national business and biodiversity networks and to promote consideration for natural capital in private sector policies in line with international best practices</p>	1,800,000 ¹⁸	630,000	630,000	540,000	Multilateral and foundation donors have been generally supportive of proposals that leverage larger contributions from the private sector. A competitive strategy will have CSOs or the “owners” of this effort create partnerships with the private sector in advance of approaching donors. Donor funds to CSOs will serve as a catalyst for private partners.
<p>Targets 5.1 and 5.2: Systems are in place to monitor status and trends in threats to biodiversity.</p> <p>Funding need: Ballpark of \$3M to support regional and national biodiversity monitoring programmes and enhance the capacity of CSOs to contribute to key biodiversity monitoring centers, and establish/support emergency and disaster risk reduction programmes.</p>	3,000,000 ¹⁹	900,000	1,350,000	750,000	<p>a) Advocate for the institution of regulations and incentives to private sector investment in biodiversity conservation are in place to make this happen, such as a Corporate Social Responsibility (CSR) fund or tax incentives for investments in CSR. Both Kenya and Uganda have attempted this work, for example through Kenya’s Public Benefit Organisations Act (2013), though this is not operational yet.</p> <p>b) Mainstream KBA conservation in funding priorities of existing trust funds. For example in Rwanda, Rwanda's Green Fund (FONERWA) already exists and funds CSOs in areas of biodiversity, climate change and sustainable development. Engagement with the fund to internalize the KBA priorities would create options for long-term support. The same applies to other trust funds such as the Uganda Biodiversity Fund and the Bwindi Mgahinga Biodiversity Trust Fund.</p>

¹⁸ \$450,000 per country is a conservatively low estimate and assumes contribution from private sector that is multiples larger.

¹⁹ \$750,000 per country over ten years is conservatively low, but is based only on CSO capacity strengthening; it assumes larger commitment from government and/or private sector.

TARGET	Total Funding Need 2018-2030 (\$)	Funding Need 2018-2020 (\$)	Funding Need 2021-2025 (\$)	Funding Need 2026-2030 (\$)	Fundraising Strategy
<p>Target 5.5: Conservation issues are regularly (i.e. at least monthly) discussed in the public sphere in each country.</p> <p>Funding need: Ballpark of \$1.2M to enhance sharing of biodiversity information and communication of conservation issues</p>	1,200,000 ²⁰	360,000	480,000	360,000	a) Mainstream KBA conservation in funding priorities of existing trust funds. For example in Rwanda, Rwanda's Green Fund (FONERWA) already exists and funds CSOs in areas of biodiversity, climate change and sustainable development. Engagement with the fund to internalize the KBA priorities would create options for long-term support. The same applies to other trust funds such as the Uganda Biodiversity Fund and the Bwindi Mgahinga Biodiversity Trust Fund.
TOTAL	42,080,000	11,508,000	15,604,000	18,868,000	

²⁰ Conservatively low estimate of \$2,500/month/country to ensure regular discussions in multiple media corresponds to CSO partners' existing successful campaigns.

Annexes

Thematic reports

[Annex 1: Policy](#)
[Annex 2: Private Sector engagement](#)

Workshop reports:

[Annex 3: Kenya](#)
[Annex 4: Uganda](#)
[Annex 5: Rwanda](#)
[Annex 6: Tanzania](#)
[Annex 7: Minutes of Advisory Board advice](#)
[Annex 8: Graduation Conditions and Criteria](#)

Annex 1: Policy: Mainstreaming into key sectors

The development sector policy environment is rapidly changing in the target countries, informed by the need to accelerate the achievement of these countries' Vision documents. The discovery of large quantities of oil and gas, and the ongoing exploration in others, coupled with the need to enhance food security further fuels the current push. Infrastructure has also become a major pledge for all the governments in the target countries, with elaborate plans to construct or infrastructure to improve in-country or regional connectivity.

The following sectors will be key targets for mainstreaming as a pre-condition for CEPF graduation from the EAM hotspot:

Agriculture: Agriculture is the main occupation and source of livelihoods in the target countries. Agriculture sector is a key employer, puts food on the table of many rural communities and is the most important contributor to the GDP. The target countries have programmes and policies aimed at boosting agriculture production targeting "idle land" which is often land that lies within Key Biodiversity Areas. For example the Strategic Plan for the Transformation of Agriculture in Rwanda Phase III and Tanzania's Southern Agricultural Growth Corridor of Tanzania (SAGCOT) aim to increase to the next level by 8.5% per year and farming revenues by more than \$1.2 billion per year, respectively. SAGCOT covers an area of 300,000 sq kms on both sides of the Southern transport corridor and in proximity to the Eastern Arc Mountains. Engagement with the agriculture sector will be key to ensure that planned programmes in all four countries proceed in a manner that takes cognizance of the KBAs. Advocating for "greening" elements of these plans as well as eco-friendly agriculture addressing challenges such as soil erosion. The need to maintain connectivity should be incorporated in conjunction with mainstreaming agriculture or separately as appropriate.

Extractive Industry: The extractive industry has in the past relied on the mining subsector focusing on gold, iron ore, copper, cobalt, silver, soda ash, limestone and gemstones. The discovery of has been a game changer with Uganda leading the pack with 6.5 billion barrels of proven crude oil reserves of which about 2.2 billion is recoverable. Kenya has discovered close to 1 billion barrels of oil mainly in the Lokichar basin of Turkana. Tanzania has vast reserves of natural gas and has rolled out an elaborate oil and gas exploration covering the coastal areas and central and northern parts of the country, overlapping with key KBAs. Rwanda is exploring for methane gas in the Lake Kivu.

Exploration and exploitation of oil, gas and minerals is likely to have a huge impact on the integrity of KBAs in the hotspot. No other KBAs exemplify this than Murchison Falls National Park and Lake Albert. Here the oil fields have been located inside the gazetted boundaries. Engagement with the extractive industry should focus on application of safeguard tools such as Strategic Environmental Assessment at sector and policy level as well as Environmental Impact Assessment for specific projects coupled with sensitivity mapping. Participatory updating of existing extractive industry laws and development of guidelines for exploration and exploitation in protected areas (e.g in Uganda) is also a priority. There will be need to closely work with

specific bureaux set up to oversee in-country oil/gas/mining plans as many are established in high political offices such as Office of the President, Vice President of Prime Minister's office.

Infrastructure: Infrastructure is seen as the vehicle required to enhance in-country and sub-regional connectivity to help countries realise respective national visions. A lot of the infrastructure projects are underpinned by the Infrastructure Programme for Infrastructure Development in Africa and its Priority Action Plan (PIDA-PAP)²¹ which will put in place over 40 transport corridors including railways, roads, pipelines, and oil & gas installations. A case in point are the Gas Pipeline from Mtwara to Dar and Standard Gauge Railway from Dar to Mwanza) and Kenya's Standard Gauge Railway. Mainstreaming in this sector will involve engaging with government and private sector for strategic planning and implementation of infrastructure projects

Other sectors: Other sectors which will need mainstreaming are ii) population and environment ii) energy iii) tourism and iv) water. Briefly, the challenge of population growth cannot be ignored if the threats around KBAs are to be addressed. Civil society organisations working around KBAs should work with government and agencies in social and health sector to integrate population messages in their programmes. Energy especially construction of major dams and the charcoal menace need to be addressed. Tourism provides an opportunity to protect the KBAs especially as an alternative to damaging development. Finally, the water sector needs attention in a number of KBAs with monitoring and improving water quality at rivers and lakes and piloting Payment for Ecosystem Services, being key.

²¹ PIDA is jointly implemented by NEPAD-AU-AfDB. In the programme, 40 transport corridors including railways, roads, pipelines, oil & gas with a portfolio of \$35B will be built: <http://bit.ly/2rmcmon>

Table A2.1 below provides a breakdown of the above issues with an indicative KBAs where issues are most relevant in the four target countries.

Country	Sector (government/private)	Relevant Eastern Afromontane KBAs	Main problem to address	Main opportunity including civil society response
Rwanda	Agriculture	Nyungwe/Lake Kivu	Land degradation and soil loss from unsustainable agricultural practices leading to soil erosion and sedimentation of key rivers and wetlands	Application of agro-ecological approaches (ecosystem based agriculture) reducing land degradation, soil erosion and sedimentation
	Mining, oil and gas exploration	Nyungwe	Pressure from artisanal mining inside Nyungwe National Park and industrial mining around the park	Community awareness raising to stop (illegal) artisanal mining. Explore livelihood alternatives for communities. Work with security agencies (policy, military, judiciary) to curb illegal mining. Encourage coordination between Rwanda Natural Resource Authority and Rwanda Development on mining outside KBA and concessions and buffer zone management.
		Lake Kivu	Massive exploration of methane gas in Lake Kivu	Strategic Environmental Assessment for mining/Oil and Gas exploration sector and pre-exploitation planning
	Population and Environment	Nyungwe, Lake Kivu, Cyamudongo Forest	Pressure on KBAs from increasing human population	Integrating population messages in conservation initiatives/programmes working with health agencies
Uganda	Oil and Gas exploration and Development	Murchison Falls, Lake Albert	Lack of regulations and guidelines to guide investment as well as tools to monitoring and mitigating impacts of oil/gas activities.	Support development /strengthening of guidance and monitoring tools (e.g regulations, EIA, Strategic Environmental Assessment) for the oil sector
	Mineral exploration and exploitation	Lake Albert, Murchison Falls, Virunga National Park and Rutshuru	Impacts of mining activities in and around KBAs	Sensitivity mapping, Advocacy, Mainstreaming of biodiversity into mining laws

Country	Sector (government/private)	Relevant Eastern Afromontane KBAs	Main problem to address	Main opportunity including civil society response
Tanzania	Oil and Gas exploration and Development	East Usambaras, West Usambaras, Mt Udzungwa, Uluguru Mts, Nguru Mts, Uluguru Mt Catchment	Massive oil concessions being granted around key KBAs	Engaging with government and private sector to ensure oil/gas exploration (and future exploitation) does not impact KBAs. Application of governance and planning (e,g sensitivity) tools, SEA, EIA and other tools
	Agriculture especially the Southern Agricultural Growth Corridor of Tanzania (SAGCOT)	Udzungwa Mountains, Mahenge Mountains, Mt Udzungwa, Ulugurus, Mbeya Range, Rubeho Mts, Poroto Ridge, Udzungwa Mt Catchment, Uluguru Mts Catchment, Kimani River	Impacts of biodiversity by proposed agricultural projects	Work with SAGCOT Secretariat and other private sector to mainstream KBA conservation in the implementation of the SAGCOT Greenprint
	Infrastructure: especially Gas Pipeline from Mtwara to Dar and Standard Gauge Railway from Dar to Mwanza)	Most of the KBAs mentioned above will be affected	Direct and indirect impacts on KBAs from proposed	Advocate for KBA sensitive implementation of projects (guided by Strategic Environmental Assessment and EIA, sensitivity mapping) and other safeguard tools
Kenya	Land/ Agriculture	Taita Hill Forests	Lack of connectivity. Forest patches remain isolated	Engage relevant line ministries and authorities (land, environment, County Government, planning and local leaders) to arrive at a solution to address connectivity

Annex 2: Private Sector engagement

1. Introduction

This write up gives an overview of the impacts of the development sector, particularly, agriculture, extractives and water on biodiversity in the target hotspot countries of the Long-Term Vision (LTV). It presents outcomes of regional initiatives that seek to foster private sector engagement such as the Pan-African Business and Biodiversity Forum. Furthermore, it offers recommendations to unlock positive engagement of the private sector that delivers benefits for biodiversity, business and society as a whole.

2. Private sector impacts

In every economy, the private sector plays a crucial role. It serves as engines of development, while government determines policy and planning frameworks to guide development. The private sector is major player in the development of the target hotspot countries of the LTV. Integrating biodiversity into sector policies and national development is far below expectation, giving the LTV process unique opportunity to equip civil society and inform policies guiding private sector operations.

2.1. Agriculture

The East Africa region has unparalleled agricultural potentials with vast arable land and a sub-tropic climate for optimal agricultural productivity. It is no surprise that agriculture accounts for almost half (43%) of Gross Domestic Product (GDP), which demonstrate the role of agriculture in national economies throughout the region. Yet, East Africa, today, is food insecure evidenced by low agriculture productivity due to multifaceted factors such as crop failure, nutrient mining and post-harvest loss. In turn, more land, arable or not, are being cultivated to increase productivity. Uncontrolled and unregulated expansion of cultivated areas is the biggest threat to Key Biodiversity Areas (KBAs) in East Africa. Threats to biodiversity are exacerbated by private sector's increasing demands for agricultural produce to accelerate market share of their businesses. It is a given that human population in East Africa will rise astronomically, and the agriculture sector, particularly agribusinesses, will take advantage of the population growth to meet food demands. The East Africa Community has recently signed a Comprehensive Africa Agriculture Development Programme (CAADP) Compact that seeks to transform agriculture for inclusive economic development. The projected increase in productivity portends disastrous consequences for biodiversity, KBAs and ecosystem services in Kenya, Rwanda, Tanzania and Uganda.

2.2. Extractive Industries

Before the slump in global oil price, Africa supplies 12% of the world's oil with additional oil (132.4 trillion barrels of oil) and gas (513.2Tcf [trillion cubic feet]) reserves that accounts for extra 8% and 7% of world supply respectively. Oil and gas buoyed the per capita and GDP of several African countries and contributes significantly to inclusion of some nations in the list of fastest growing economies, including Kenya and Tanzania. The impetus for full economic returns from oil and gas production in East Africa puts other equally important natural assets on the backseat. East Africa is experiencing an upward trends in negative impacts of oil and gas developments on biodiversity

and KBAs. The unprecedented economic forecast for oil and gas has expanded the development of the extractive industry in Kenya, Tanzania and Uganda. Each of these countries have developed strategies and legal instruments to guide the development of oil and gas industry in their respective national jurisdiction.

Rwanda: following oil and gas discoveries in neighbouring countries, Rwanda, in anticipation, has passed petroleum law to regulate oil exploration.

Kenya: quest for oil production has been part of Kenya's aspirations pre-independency. The first oil well was drilled in 1960. About 30 more wells were subsequently drilled with no commercially significant discoveries. The first commercially viable oil well, Ngamia 1 well, was drilled in 2012. The upstream oil and gas activities in Kenya are governed by the Petroleum (Exploration and Production) Act Cap 308 of 1984, as revised in 1986. The Act stipulates conducting petroleum operations in accordance with sound professional and technical skills and adopt measures necessary for the protection of the environment and human life. Furthermore, there are civil society organisations like Kenya Civil Society Platform on Oil and Gas that are watchdog for energy developments.

Uganda has policy and regulatory frameworks governing its petroleum sector: the Petroleum Exploration, Development and Production (PEDP) Act; and the Petroleum (Refining, Conversion, Transmission and Midstream Storage) Act that came into force in April 2013 and July 2013. These sector policy frameworks have provision for environmental standards . The country also has policy mechanisms such as Environment and Social Impact Assessments (ESIAs) to safeguard environment from oil and gas operations. The Ministry of Energy and Mineral Development has on-site field monitors who work with the District Environment Officers to monitor environmental and biodiversity components of oil and gas operations.

Tanzania is predominantly a mining country. However, its extractive sector is fast developing following major discoveries of huge deposits of natural gas. The latest discovery being 2.17 trillion cubic feet (tcf) of possible natural gas deposits, raising the east African nation's total estimated recoverable natural gas reserves to more than 57 tcf. Environmental protection from extractive. Tanzania has a Petroleum Act of 2015 that lays out guideline for oil and gas operations. Environmental protection components of this Act is superseded by the environmental principles and safeguards prescribed in the National Environmental Management Act.

There are compelling evidences of oil and gas impacts on biodiversity and KBA despite the policy and legislative frameworks to protect the environment in East Africa. Impacts of the extractive industry on KBA are complex and multifaceted, including poor transparency, vague provisions in policy framework regarding standards for exploration and production, inadequate oil governance framework. In nutshell, biodiversity is yet to be mainstreamed, in the real sense of it into government policies and private sector practices. Private sector players in East Africa's extractive industries comprise international and local companies. Some of the former (Tullow, Total, ExxonMobil, Shell, Petrobras, Vivo Energy, BG, Statoil) are members of international bodies like IPIECA, the global oil and gas industry association for environmental and social issues. Regardless, the weak national policy environment for operation in Africa does not oblige or encourage abiding by international best practices and standards. Poor political from national governments, in some cases, to make companies in the extractive sector uphold international environmental guidelines and standards further threats KBAs.

3. Opportunities for civil society action

Two case studies of regional initiatives that the LTV can build on are presented below. They are orchestrated by civil society organisations, endorsed by governments and provide platforms for dialogue and partnership between civil society, government and private sector.

Business and Biodiversity

In October 2015, BirdLife International in partnership with 20 institutions²² organised the first ever Pan-African Business and Biodiversity Forum in Ghana. With the theme “*Investing in Natural Capital for Inclusive Development*”, the Forum’s aim was to promote increased sustainability within Africa’s development agenda through mainstreaming of natural capital²³ (biodiversity and ecosystem services), and improved business-civil society cooperation. In attendance was over 200 participants from 41 countries worldwide, including business, governments, civil society, academia, development organisations and financial institutions.

A resounding message from the Forum was that only through working together can businesses, government and civil society build trust and understanding so as to create mechanisms to address environmental challenges in Africa. The Forum had three main outcomes:

1. Identify, develop, share and mainstream information and best practices on Key Biodiversity Area (KBA) safeguards, such as the full application of mitigation hierarchy so as to allow businesses to seize opportunities and manage risk for the benefit of society as a whole.
2. Promote collaborative business and biodiversity initiatives throughout Africa, evidenced by establishing Business and Biodiversity initiatives at national and regional level, as mandated by the Convention for Biological Diversity (CBD) in its creation of the Global Partnership for Business and Biodiversity Platform.
3. Governments, businesses, civil society and academia should contribute their efforts and resources to the creation and sustenance of these business and biodiversity initiatives such that the benefits that will emanate from them can be maximized.

Since the Forum, BirdLife has been supporting efforts to establish National Business and Biodiversity Networks across Africa. A Round Table event with renowned entrepreneurs, business associations (including Kenya Private Sector Alliance) and development agency was scheduled for late 2017. This however has been disrupted by the protracted elections in Kenya. The purpose of the national network dubbed Kenya Business and Biodiversity Forum (KBBF) aims to, among other things:

²² African Centre for Technology Studies (ACTS), African Development Bank, Alliance for a Green Revolution in Africa (AGRA), Conservation International, Convention on Biological Diversity (CBD), Critical Ecosystem Partnership Fund (CEPF), Endangered Wildlife Trust, Fauna and Flora International (FFI), Ghacem (Heidelberg Cement), Government of Ghana, International Union for Conservation of Nature (IUCN), Newmont, Olam, Pan-African Chamber of Commerce and Industry (PACCI), The Biodiversity Consultancy (TBC), United Nations Development Programme (UNDP), United Nations Environment Programme (UNEP), United Nations Environment Programme-World Conservation Monitoring Centre (UNEP-WCMC), World Bank Group, World Business Council for Sustainable Development (WBCSD) and World Wide Fund for Nature (WWF).

²³ Natural Capital can be defined as the stocks of indispensable natural assets and benefits that humans derive a wide range of services from, often called ecosystem services, which make human life possible

- a) Promote mainstreaming of natural capital into the development sector through cooperation of the private sector, government, civil society, research and development institutions;
- b) Raise awareness about natural capital risks and opportunities for business, share knowledge and best practice on natural capital assessment and management;
- c) Provide support in the development of guidance, tools and best practices to reform public policies and corporate practices;
- d) Advance Green Growth in Kenya that delivers benefits for natural capital, businesses and society.

Gaborone Declaration for Sustainability in Africa

In 2012, President Ian Khama of Botswana co-hosted with Conservation International a Summit for Sustainability in Africa. This resulted in the Gaborone Declaration for Sustainability in Africa (GDSA), a commitment to a new model of development that takes into account the role of natural capital in development by bringing the value of natural resources from the periphery to the center of all economic decision-making. Ten African countries have signed up to this commitment: Botswana, Gabon, Ghana, Kenya, Liberia, Mozambique, Namibia, Rwanda, South Africa and Tanzania, and membership is still open. The GDSA furthers national and regional commitment to a sustainable future by reforming policy environment for sustainable development. The aspirations of the GDSA aligns with the LTV and serve as lever (sustainable finance and technical partnership) to accelerate private sector commitment to sustainable practices in East Africa.

4. Niche for CEPF funding

The Long Term Vision can catalyse efforts to avert damaging impacts on biodiversity and KBAs through the following approaches:

- a) Biodiversity mainstreaming:** Kenya, Rwanda, Tanzania and Uganda have policy mechanisms in place to mainstream biodiversity into the development sector, including agriculture, extractive industry, infrastructure development, water and tourism. The target hotspot countries of the LTV have developed or are in the process of developing their second generation National Biodiversity Strategy and Action Plans (NBSAPs). The NBSAPs are the principal instrument for implementing biodiversity Multilateral Environmental Agreements, particularly the Convention on Biological Diversity at the national level. It provides a policy framework to mainstream biodiversity into sectors whose activities can have negative or positive impacts on biodiversity. East Africa Range States have also come up with national programmes for biodiversity mainstreaming. For example, the Kenya recently launched its National Forest Programme (NFP). The NFP is a strategic framework for forest policy, planning and implementation that is designed to restore and sustain resilience of forests. The NFP promotes forest consideration across key sectors (energy, water, infrastructure and agriculture).
- b) Capacity development for CSO:** private sector impacts on biodiversity are vast and varied, and so are the capacity needs of civil society to engage and address these impacts. For example, each of the LTV Range States has a component on environment sustainability in their national

policy and legislative frameworks for the extractive industry. This, however, are policy instruments on paper that does not automatically translate into effective biodiversity safeguard on the ground. In the last decade, there has been a sprawl in civil society movement to advocate for social and environmental rights, many of which are poorly capacitated. The LTV can support capacity building for civil society in the target sectors in Kenya, Uganda, Tanzania and Rwanda. With the right knowledge and exposure, civil society can influence scalable biodiversity sensitive operations of the private sector at the target KBAs in the LTV Range States.

- c) **Private sector engagement:** the private sector is the engine driving development in East Africa and elsewhere. With the right policy reforms and future thinking partnerships, operations of the agribusinesses can be radically transformed to deliver benefits for nature, businesses and society as a whole. Agribusinesses depend on agriculture produce and, thus, have a big role in advancing sustainable and resilient agriculture that is beneficial for biodiversity and improved productivity. Within the agriculture sector, businesses are beginning into explore sustainable agriculture models that are resilient, have better yield and less adversarial to the environment. A good example is the adoption of climate smart agriculture approaches, that involves the private sector, by [Kenya](#), [Rwanda](#), [Uganda](#) and [Tanzania](#).

Public-Private-Partnership is fairly advanced in other sectors with the expectation of the extractive industry. The Kenya Civil Society Platform on Oil and Gas is a coalition of NGOs promoting accountability and transparency. The Oil, Natural Gas and Environmental Alliance (ONGEA) is the largest national coalition of civil societies involved in natural gas and environmental advocacy in Tanzania. It consists of over 40 civil society organisations that are in and around oil and gas-rich areas such as Kilwa, Mnazi Bay, Mafia and Mkuranga where huge deposits of gas have been discovered. Their presence in the priority KBAs of the LTV is unknown. Uganda homes the Civil Society Coalition for Oil (CSCO), a network of more than 40 civil society organizations that aim “to maximize the benefits to the people of Uganda from oil and gas discoveries by promoting social, economic and environmental sustainability in exploration and production activities. Furthermore, Nature Uganda (BirdLife Partner in Uganda) has been leading biodiversity safeguard activities and engagement with oil companies in Uganda, including at Murchison Falls.

- d) **Multi-sectoral cooperation:** following the successful PABBF, BirdLife, like many other like-minded organisations, has been promoting establishment National Business and Biodiversity Networks, a partnership of private sector, government and civil society partnerships under the umbrella of Convention on Biological Diversity (CBD’s) [Global Platform on Business and Biodiversity](#). The goal of the business and biodiversity networks is to promote natural capital sustainability. The networks will avail opportunity for knowledge exchange and promotion of best practices and guideline for sustainable and economically viable agribusiness initiatives.

Threats to biodiversity, in some cases, stem poor integration of environment consideration across sectors. Having platforms that brings stakeholders in the oil and gas industry together to dialogue and define pathways for sustainable and environment friendly operations of the extractive sector is critical. Establishment of a National Business and Biodiversity Network can serve this purpose.

National Consultation in Kenya, held in Nairobi on 25th July 2017

Workshop Report



1. Introduction

The Kenyan National Consultation on the Long Term Vision (LTV) in the Eastern Afromontane took place in Nairobi at the Laico Regency Hotel on 25th July 2017, and was attended by over 80 participants (list of participants in Annex 2) from government agencies, private sector and civil society institutions. With the theme *Mainstreaming Biodiversity: a Key Component to Sustainable Economic Development*, the One-Day event was organised by Nature Kenya (BirdLife Partner in Kenya), Ministry of Environment and Natural Resources and BirdLife International. The National Consultation had a broader scope of advancing Kenya's National Forest Programme (NFP) with a special focus on the LTV as one of the mechanisms for achieving the forest programme.

The national consultation had three main objectives:

1. Create awareness of NFP among forest sector stakeholders.
2. Propose ways and means of mainstreaming forest and biodiversity conservation into to all sectors of the economy.
3. Contribute to and agree a CEPF strategic vision for implementing elements of the NFP in the Eastern Arc Mountains in Kenya. In particular, to:
 - a) Identify and rank the main sectors that present the biggest opportunities and barriers to sustainable conservation action by civil society;
 - b) Determine opportunities and approaches for unlocking and releasing funding for civil society conservation action;
 - c) Identify key milestones in terms of biodiversity targets, policy influence, mainstreaming, sustainable finance and adaptive management that will guide progress towards attaining the vision.
 - d) Support community participation, especially partnerships with the private sector.
 - e) Promote interventions that are cross-cutting and that enhance inter-sector cooperation.
 - f) Mainstream biodiversity into other sectors including private sector

2. Workshop Opening

The official opening remark was delivered by Prof. Judi Wakhungu, Cabinet Secretary, Ministry of Environment and Natural Resources. In her speech Pro. Wakhungu remarked that *Kenya is committed to work with development partners to promote the implementation of the NFP. It is for this reason, that my Ministry welcomes the initiative by the CEPF to develop a LTV to expand funding mechanism for biodiversity conservation in the Eastern Arc Mountains region of Kenya and sustain impacts in the long term.*

3. About the NFP

The National Forest Programme (NFP) is a strategic framework for forest policy, planning and implementation, and coordination of sector developments. The NFP is designed to restore and sustain resilience of forests in-country by ensuring that forests are able to withstand and recover from climate-related stresses and disturbances such as droughts, wildfires, and epidemics of insects and diseases while adhering to the principles of sustainable forest management.

Sustainable forest management will ensure that benefits derived from forests meet current needs and still contribute to the requirements for long-term development.

NFP Strategic objectives are to:

- i. Increase tree cover and reverse forest degradation through sustainable forest management.
- ii. Enhance forest-based economic, social and environmental benefits including through improvement in the livelihoods of forest-dependent people.
- iii. Enhance capacity development, research and adoption of technologies to increase value adding to forest products.
- iv. Create an enabling environment for mobilizing resources and investment to spur forest development.
- v. Inculcate good forest governance through integrating national values and principles of governance in forest development.

4. Expectations

Participants were asked at the beginning of the event to write out their expectations. These were group into five board categories: biodiversity mainstreaming, NFP, national and county level actions, sustainable development and biodiversity conservation.

WORK AREA	EXPECTATION
Biodiversity mainstreaming	Clear roles of all actors in biodiversity mainstreaming.
	How to implement NBSAP in the era of climate change.
	To know how biodiversity contributes to economic development.
	How professional bodies can engage in biodiversity mainstreaming.
NFP	Have a clear roadmap for NFP implementation.
	Understand how NFP will relate with Participatory Forest Management plan
	Understand how agroforestry will contribute to NFP.
	How universities and learning institution can articulate NFP issues.
National and County level action	To understand how National and County government engage at the grass root level in the implementation of the NFP
	How National and County Governments can support CFAs to protect forests and how NBE are initiated.
Sustainable development	The meeting could become a starting point for Kenyans to understand the linkage between nature and people.
	To learn on how to balance between development and conservation.
Biodiversity conservation	To report on how Kenya is doing on forest and wildlife conservation.
	To understand how Kenya can be sustainable in forest conservation.
	To learn from different stakeholders on biodiversity conservation.
	How to incorporate ideas generated into to the African conservation context.
	Enhanced networking of key stakeholders in conservation sector.

5. CEPF Long Term Vision

Ademola made a presentation on the CEPF's LTV for the Eastern Arc Mountains and its complementarity with the objectives of the NFP and biodiversity mainstreaming in Kenya. Key points raised during the presentation are:

- CEPF's specialism in protecting critical habitats for endangered biodiversity and development of local civil society capacity to sustain conservation actions and impacts in the longer term.
- The narrative of biodiversity conservation in Kenya: high diversity, ever-growing pressures, weak policy and development planning and sustaining conservation impacts beyond project cycles.
- A rare opportunity to leverage the LTV process for the implementation of NFP, especially to:
 - a. Mainstream biodiversity into development sectors
 - b. mobilise resource
 - c. Enabling government policies for environmental sustainability
 - d. Empower civil society
 - e. Build capacity to respond to emerging issues

6. Group Work

Group One: Creating Enabling Environment

Question for Meeting:

1. What lessons have been learnt from recent history with respect to enabling CSO support for conservation in Kenya?
 - They complement government efforts
 - Advocacy
 - Capacity building
 - Many uncoordinated CSOs dealing with broad thematic issues
 - The spectrum of the CSO's is limited and depends on political goodwill and the donor agenda
2. What help will CSOs need in order to promote a more enabling environment in Kenya?
 - Need to be Financed
 - Involved in planning, implementation and monitoring
 - Need to have platforms for the CSOs and government both at County and National Levels
3. Can you suggest baselines for the legal environment in Kenya?
 - Guidelines on platform to apply depending on the agent working with them
 - There should be representation on platforms that address legal issues
 - Strengthen the representation at Implementation of the policies by the CFO's
 - Develop and implement a framework that identifies clear coordination mechanism

4. Do you agree with the other assessments of the enabling environment in Kenya as described in the baseline?
 - Disagree. The baselines are there but require revision or implementation
 - There should be a standard criteria on how the reviews and implementation are supposed to be undertaken
 - There should be standard criteria on monitoring and evaluation

Group Two: Strengthening the Capacity of Civil Society for sustainability

1. What other donors are currently funding, or are likely to fund civil society capacity building in Kenya?
 - FAO , Finland embassy, County Government, Danida, UNDP, CDTF, Dutch Ministry of foreign affairs, KCDP, World Bank, African Development Bank, WWF, Japanese Biodiversity Facility (through CBD Secretariat and Botanic Gardens Conservation International), JIKA, Swedish government, CSIP.

What is our baseline?

Kenya has forestry, wetlands, fisheries, water and sanitation, biodiversity, and civil society working groups and networks. In addition Kenya has coalitions on oil, gas, and mining as well as associations for tourism.

2. Can you confirm the above statement on Civil Society capacity in Kenya?
 - Forestry - Yes, Wetlands - Yes, Fisheries - Yes, Water - Yes, Biodiversity - Yes, Civil society - Yes, Oil, gas and mining - Yes (e.g. Kanco), Tourism - Yes
3. Do you know of any other relevant Civil Society Alliances (working groups, networks, coalitions, and associations) that are not mentioned in the list above ?
 - Fruit Growers Association, Farm Facility Smallholders Producers Association, Beekeepers association, Herbalists, Manufacturers association, Wildlife Clubs of Kenya, Kenya Inter University Environmental Students Association - KIUESA.
4. What are the strongest Civil Society Alliances in each of the following sectors: water, energy, mining and agriculture?
 - Water - Water Resource Users Association
 - Energy - Energy saving Jikos groups
 - Mining - Kenya Civil Society Platform for oil and gas (we had to Google this!)
 - Agriculture - Kenya Fruit Growers Association / Horticulture Society of Kenya (umbrella)

Group Three: Sustainable Financing

1. What donors are currently funding, or are likely to fund, sustainable financing mechanisms (Trust Funds, Payments for Ecosystem Services, REDD, tax incentives) for Civil Society in Kenya?
 - Inclusion of the NFP into national and county budgetary allocations,

- Ensuring that the private sectors depending on the natural resources e.g. water, give back to the conservation of water sources and this should not be pegged as community service or cooperate social responsibility,
 - Targeting development agencies interested in certain programmes within the NFP for funding,
 - Development of community based enterprises – promotion of business incubation.
2. What are the three largest public sector agencies responsible for conservation in Kenya?
 - a. Ministry of Environment and Natural Resources,
 - b. Ministry of Water and Irrigation,
 - c. Ministry of Agriculture, Livestock and Fisheries
 3. What are the top three **national** conservation CSOs in Kenya?
 - Nature Kenya
 - East Africa Wildlife Society
 - National Alliance for Community Forest Association
 - Conservation Alliance of Kenya
 4. What are the top three **international** conservation CSOs in Kenya?
 - a. IUCN
 - b. WWF
 - c. FAO/UNEP
 - d. Action Aid
 5. Do you agree with the assessments of these sectors/CSOs as described in the baseline?
 - We do agree

7. Closing Remarks

Dr. Paul Matiku, Executive Director of Nature Kenya recapped proceedings of the one-day event and ascertained whether the objectives of the meetings were achieved. The participants anonymously agreed that the objectives of the national consultation were adequately accomplished. He appreciated all the stakeholders for they active participation.

Table 1: NFP National Consultation Programme

Master of Ceremony and session chair: Gideon Gathaara, Conservation Secretary, MENR

Time	Activity	Lead
0830-0900	Arrival and registration	
0900 - 0910	Introductions and welcome	Chair
	Meeting objectives	Chair
Opening session 0910 - 1045	Remarks and high level panel remarks Question: How can key sectors operate sustainably and contribute to biodiversity conservation? Energy Agriculture Water Infrastructure Mining Health	Panel Facilitator: Ademola Conservation Secretary, MENR Gideon Gathaara Ademola Ajagbe, BirdLife Kenya Private Sector Alliance (KEPSA) Director General, Kenya Wildlife Service (KWS) Director, Kenya Forest Service (KFS) Director General, National Environment Management Authority (NEMA) Director, Kenya Forestry Research Institute (KEFRI) Dr. Paul Matiku, Nature Kenya
	Official Opening	Prof. Judi Wakhungu, Cabinet Sectary, MENR
1045 - 1110	Tea break	All
1110-1230	Presentations	
	The National Forest Programme- Overview, priorities and mainstreaming into other sectors	Hewson Kabugi
	National Biodiversity Strategy and Action Plan (NBSAP)	Cyrus Mageria
	Mainstreaming biodiversity into sectors of the economy	Erastus Kanga
	The role of civil society	Paul Matiku
	Opportunities for Community Forest Associations	CFA representative
	The role of private sector	KEPSA representative
	Resource Mobilisation for NFP implementation – case study	Angela – Vivo Energy
	Resource Mobilisation for NFP implementation –CEPF Long Term Vision	Ademola Ajagbe, BirdLife
1215-1315	Second Panel and plenary	Panelists
1315-1400	Lunch	
1400-1500	Group discussions and reporting back	Ademola Ajagbe
1500-1530	Wrap up and workshop closure	Ademola Ajagbe
1530	Tea and departure	All

Table 2: List of Participants

NO	NAME	ORGANIZATION	EMAIL	MOBILE NO.
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79	Linda Kosgei Kibet	MENR	kibet.linda@yahoo.com	728501602
80	Kamau Kinyanjui	MENR		
81	Gilbert Langat	Nature Kenya	Jlangat@yahoo.com	706110341
82	John Mwacharo	Nature Kenya	communication@naturekenya.org	721513418

Workshop Photos



A5.3: Questions for High level Panel

Objective of the high level panel:

The main beneficiary of the high level panel is the Ministry of Environment and Natural Resources

The Objective of the high level panel is to create awareness to sectors present on the need for them to engage in implementation of the National Forest Programme, biodiversity mainstreaming into sectors of the economy and resource mobilization.

Expected outcome: To influence the sectors to see the National Forest Programme, biodiversity as part of their deliverables.

1. In your view, what is the role of environment in Kenya's development agenda
2. How can biodiversity be mainstreamed into key productive sectors (agriculture, energy, water and mining, and health sector)
3. What are the barriers to mainstreaming biodiversity into productive sectors in Kenya and how can they be addressed to deliver benefits for nature, business and society as a whole? Sector perspectives:
 - a. Agriculture
 - b. Energy
 - c. Water
 - d. Mining
4. What are the roles of:
 - a. **Government** in mainstreaming biodiversity into public policies and sector practices?
 - b. **Private sector** in mainstreaming biodiversity into public policies and sector practices?
 - c. **Civil society** in mainstreaming biodiversity into public policies and sector practices? **Paul**
5. How can Kenya unlock sustainable finance for forest and biodiversity conservation? Get sectoral perspective.
6. What are the barriers to multi-sectoral cooperation in mainstreaming wildlife conservation into sectors of the economy? How can these barriers be addressed?
7. What are the barriers to increasing tree cover in Kenya? How can these be addressed and by Who?
8. How can Kenya harness the support of partners for environmental sustainability?
9. Who should implement the National Forest Programme? In which ways can other sectors be involved in implementation of the National Forest Programme?

Annex 4: Uganda Workshop Report

**Consultation on the environment for conservation of biodiversity in
the Afromontane areas of Uganda**

**Workshop Report
Fairway Hotel, 25 July 2017**



Introduction

BirdLife International and Nature Uganda organised a consultation workshop to identify the key opportunities and barriers that need to be addressed to enhance collaborative actions by civil society, governments and the private sector in the conservation of biodiversity.

BirdLife is acting as the Regional Implementation Team leader (meaning on-the-ground manager) for the Critical Ecosystems Partnership Fund (CEPF), a US-based donor that has been active in the Eastern Africa region since 2004. CEPF has been awarding grants for projects of 1-4 years and has run three funding cycles, two in Eastern Arc Mountains and Coastal Forests of East Africa (Kenya and Tanzania) and one in the Eastern Afromontane hotspot, with the Albertine Rift as one of the priority subregions.

Whilst the project approach has achieved fantastic successes with regards to addressing specific threats, sustainable impacts have been few, and mainly in areas where conservation efforts have been part of long-term commitments to higher goals, e.g. legal designation of biodiversity rich habitats as Protected Areas. Basing on this experience, CEPF has decided to invest its support differently and aims to target the removal of barriers and enhancing opportunities for collaborative long-term action.

CEPF intends to focus its investment in the Albertine Rift (Uganda and Rwanda) and the Eastern Arc (Kenya and Tanzania). However, since the proposed activities address whole systems, the impacts will benefit biodiversity conservation at a national level. CEPF seeks to align its funding with existing strategies and plans, rather than to create new plans.

These proceedings contain the main outcomes of the half-day workshop, held on 25th July 2017 at the Fairway hotel, Kampala.

Workshop opening

The workshop which aimed at attaining more sustainable engagements in the region of the Albertine rift and Afromontane regions was attended by 17 participants. In his welcome remarks, the host, Mr. Achilles Byaruhanga (Executive Director, Nature Uganda) highlighted the fact that the results of this programme will also unite all conservation agencies and provide an avenue for long-term financing mechanisms unlike the short term projects by different agencies.

The chief guest; Mr. Paul Mafabi (Director for Environmental Affairs, Ministry of Water and Environment), noted that he had worked on Uganda's Grey crowned cranes for long, moving eventually to wetlands and to the current position as Director of Environmental Affairs. He lamented how wetlands are reducing drastically, in spite of Uganda's recognised leadership in developing modern and forward-looking policies for this sector. The forests too are declining at an alarming rate.

He suggested that because people perceive natural resources as free goods, they are taken for granted, and thence scramble for them in a free for all manner. People consider that wetlands are very cheap and this gives them a big incentive to buy them off, as well as other government stocks of natural resources. The government itself also takes this same route when wetlands and protected forests are prioritised for infrastructure development, in a bid to avoid compensating owners of private land.

This irresponsible attitude undermines our efforts to conserve natural resources. But we are paying the price in terms of drought, and localized warming. The solution to this is building partnerships, highlighting the role of the private sector and investments in the private sector.

There is also a need for a long term view, long term perspective and long-term financing to ensure prolonged and meaningful impact.

He highlighted the need to have open minds and hope that we will enforce synergies, exploit new opportunities for exploitation, and remove barriers. He concluded that his Directorate welcomes the BirdLife Partner efforts, and appreciates the commitment of the various people represented to do things differently. He especially thanked the EU representative (one of the donors to CEPF) and pledged to support this process because this gives a basis for the partnerships that underpin the strategy of the ministry to conserve nature, and especially in the mountainous areas. He concluded by stating that he looks forward to the recommendations from this meeting and declared the workshop open.

Expectations

Participants used cards to capture their main expectations from the workshop. The expectations from participants were grouped into six categories i.e. Conservation Approaches, Understanding CEPF, Funding strategies, Mainstreaming, Capacity needs and big issues. These were reviewed at the end of the workshop and all were satisfactorily addressed, except the big issues, which will be addressed in the revised vision.

CATEGORIES	Expectations
Conservation Approaches	Share experiences on best practices for scale-up and benchmarking
	Develop long-term solutions for biodiversity conservation in the Afromontane areas of Uganda
	Understanding more about the Long-term vision approach
	Biodiversity conservation action plan in the Afromontane areas
Understanding CEPF	Learning from past efforts of CEPF in the Afromontane region
	Understanding why the shift in CEPF approach
	CEPF Investment level and what it covers versus the gaps
	Biodiversity conservation funding plan by CEPF
	Understanding what CEPF is about and why the concern about long-term approaches
	To brainstorm on how CEPF funding can strategically support more impact in the long term
	Understanding how CEPF operates
Funding	To devise ways of funding the process to make conservation happen
	Financing and sustainability
	How to raise funds for implementing Biodiversity conservation programs
Mainstreaming	Building synergy
	Coming up with practical strategies
	Insight into how to make conservation more sustainable (e.g. Through involving the private sector etc.)
	Understanding the best way to mainstream Albertine Mountains conservation in policy
	Insight into how to mainstream conservation into EU-Funded programs
Capacity	How to create more awareness on biodiversity
	Know strengths, Weakness, Opportunities and Threats and how to overcome
	Know, identify capacity needs
	Capacity needs identified
	Suggestions on how the needs can be met
	How to cope with the issue of rampant poverty as we advocate for conservation of biodiversity
	Rapid Population growth and conservation of Biodiversity solutions

Big issues	How to cope with the challenge of Climate change in the target areas
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This was followed by presentations by Julius Arinaitwe about Birdlife and CEPF, the partnership between these organisations and with other institutions, and the new CEPF Long term Vision approach, rationale, graduation and its criteria and gaps in the document.

Comments from the Participants

- ✓ Referring to the opening remarks by Paul Mafabi, the chief guest, about some statistics on habitat loss and ecosystem degradation, these are worrying. The deforestation rate is very scary and yet Uganda has some of the best policies in the world. But why are we losing Biodiversity at this rate yet Biodiversity has recently been mainstreamed in policies, National Development Programs and Vision 2024? Therefore there is a suggestion for the need to sensitize political and cultural leaders to understand and enforce these laws and policies because these leaders do not seem to appreciate the fact that humans cannot live without natural resources, while natural resources can live without us.

- ✓ In addition to the above comments, **Nature**Uganda had been implementing work for more than 15 years in Echuya Forest and nearby wetlands in South-western Uganda and this has been appreciated by stakeholders, particularly leaders as narrated in the scenarios below:
 - i. While in the field, Achilles Byaruhanga, the ED **Nature**Uganda was approached by a security officer who said that he had received information that **Nature**Uganda is planning to train militias in Echuya forest. However, when discussions were undertaken with the same person, it was realized that the problem is coming from the work **Nature**Uganda is doing with National Forest Authority to remove encroachers from Echuya forest. The security officer was protecting interests of local leaders and other stakeholders involved in the illegal occupation and exploitation of the forest resources.

 - ii. The second misunderstanding is that **Nature**Uganda is plotting with the Uganda President (Yoweri Kaguta Museveni) to remove people out of wetlands. The leaders however are silent about illegal wetland occupation as they don't want to threaten their political potential. These two examples illustrate that there are some categories of people who are being left out in conservation work.

- ✓ Referring to the highlights by Julius on the CEPF's expectations, achievements and targets, Arthur noted that there was an overshoot of the results so far achieved by the East Afromontane Hotspot project compared to expectations. He wanted to know if any challenges have been met.

- ✓ One challenge is the fact that only few projects had come to an end by the close of their funding cycle, and many projects have required extensions. Secondly, and as a consequence of time limitations, some impacts will be eroded in the long term. That is why we are thinking a little in the long term, to give project and other initiatives better chances of delivering sustainable impact.
- ✓ Secondly, there is need to create a constituency which ensures that we deliver conservation impact. We need to agree on the conservation priorities that will guide the long-term approach and how they should be implemented. CEPF wants to ensure that the CSOs have the capacity to drive this. And to ensure that there is conservation results not just conversation. CEPF also wants to ensure that funding, policies and information are in place to promote this long-term view.

- ✓ We usually write documents that show the desire to change but we sometimes do not operationalize this on ground, due to donors being unwilling to embrace new ways of working. For example, new ideas, which have been tested and proven to work have been presented to CEPF and have not been taken up without adequate explanation, other than that they are new. Donors need to open up to new ideas, including home-grown and proven ones.

- ✓ The private sector, government and conservation community all speak different languages so we need to appreciate and embrace this. The lack of participation by private sector at this meeting could be a result of this problem.

- ✓ There was a suggestion that we need not to be seen as politicians, we can do conservation through backing up our arguments with scientific evidence.

Issues for consultation during the workshop

The long-term vision approach

Julius made a presentation on the long Term Vision approach and progress so far made in thinking through how this can be achieved. Key points raised during the meeting are:

1. Goal of CEPF in developing this approach: Creating impact on biodiversity in the hotspots through efficient and sustainable CSO engagement by 2030

Meaning that CEPF envisions that by 2030, in the Albertine Rift and the Eastern Arc mountains, there will be:

- a. A future desired state of conditions under which CEPF can withdraw from the hotspot with confidence that effective biodiversity conservation programs will continue in a self-sustaining manner
 - b. Even if biodiversity threats remain, there will be a collective conservation movement able to respond to all present threats and any future threats that could reasonably be expected to arise
2. CEPF seeks to move forward two main graduation scenarios
 - a. Civil Society being capable of continuing to implement its mandate without direct CEPF support due to financial, technical and logistical capacity acquired over time from CEPF or other partners (i.e. graduation the grantees)
 - b. Biodiversity issues currently supported by CEPF cease being in need of CEPF support (i.e. graduating a hotspot/KBA)
 3. A set of five conditions need to be met for the two graduation scenarios to be achieved
 - a. Global conservation priorities and best practices for their management are documented, disseminated and used by public and private sector, civil society, and donor agencies to guide their support for conservation in the region.
 - b. Local civil society groups dedicated to global conservation priorities collectively possess sufficient organizational and technical capacity to be effective advocates for, and agents of, conservation and sustainable development, influencing decision making in favor of sustainable societies and economies.
 - c. Adequate and continual financial resources are available to address conservation of global priorities.
 - d. Public policies, the capacity to implement them, and private sector business practices are supportive of the conservation of global biodiversity.
 - e. Mechanisms exist to identify and respond to emerging conservation challenges

The logic chosen by CEPF to achieve these conditions is through building the capacity of CSOs by providing financial and technical resources so that they can:

- i. Undertake the conservation of priority biodiversity resources, using effective approaches that will deliver lasting impacts.
- ii. Unlock sources of predictable and sufficient funding for biodiversity conservation work, including through innovative financing approaches.
- iii. Mainstream biodiversity and ecosystem services into the policies and practices of public bodies and private sector agencies

- iv. Institute monitoring systems, information sharing mechanisms and platforms for rapid and effective response to new threats as they arise, and to proactively inform public and private sector agencies about potential risks areas that are sensitive to development programmes.

The logic (theory of change) is depicted in figure 1 below.

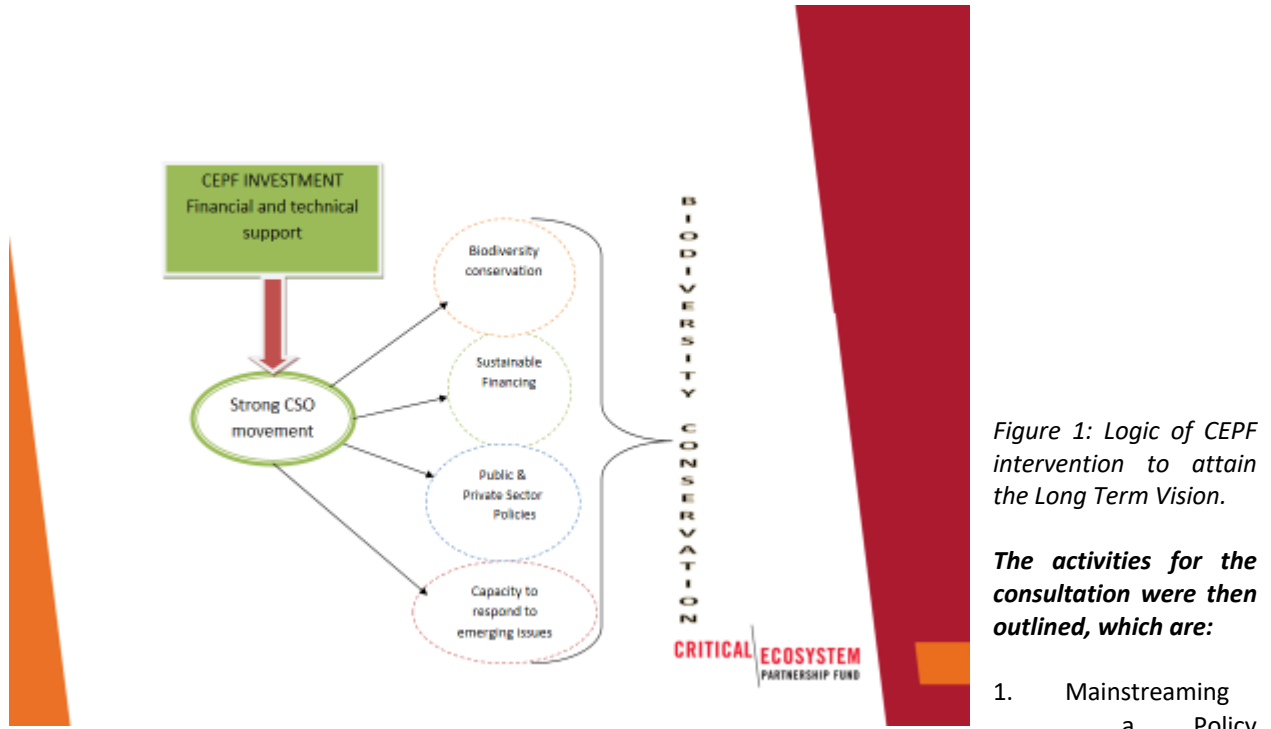


Figure 1: Logic of CEPF intervention to attain the Long Term Vision.

The activities for the consultation were then outlined, which are:

1. Mainstreaming
 - a. Policy development, coordination and implementation
 - b. Private sector engagement
2. Strengthening civil society sustainably
 - a. Capacity needs and how these can be met
 - b. Financing needs and how these can be met

Participants were then divided into two groups, one group addressing mainstreaming, and the other addressing CSO capacity and funding.

Group work

Group one: Mainstreaming biodiversity consideration in public and private sector agencies

Discussions in group 1 were guided by a suite of questions as outlined below:

CSOs are able, individually or collectively, to influence 1) public policies and 2) private sector practices in sectors with a large footprint on biodiversity.

- a. What, in your view, are the two or three most important constraints (external) hindering CSOs abilities to influence development policies and practice in Uganda?
- b. What, in your view, are the two or three most important opportunities for improving the operating environment of CSOs in Uganda to enable them to influence development policies and practices?
- c. What indicators, in terms of CSO influence could be attained by 2020, 2025, 2030.

Outcomes of the discussions are highlighted below:

1. What are the constraints (External) preventing effective mainstreaming?

- a) How to leverage private sector participation through Corporate Social Responsibility (CSR). This does not work well currently, and where it works it is on an *ad hoc* one-off. Furthermore, engagement by corporates seem to be driven to achieve publicity of the company, rather than tangible conservation outputs.

Secondly, the environment field is not convenient for private sector investment, as they usually aim to link their investment in CSR with increase in sales. There is low public interest and concern, and only rarely has a business been penalised for environmental crime (only recent case is of Kakira Sugar, abandoned for a few days over intention to encroach on Mabira Forest).

Lastly, there is no proper governance and accountability in the private sector associations with regards to CSR. The study done [please find source] shows that CSR governance is not embedded in country's private sector policy and managing institutions.

- b) Biodiversity is effectively mainstreamed in the policies and laws including vision 2024. But the implementation mechanisms and resources to achieve them are not in place. The plans for biodiversity action are not prioritized to the desired level, such that this work ends up being starved of resources. The responsible institutions are not considered in development planning, leaving them to scramble for external funding.

The CSOs need to push for development, prioritisation and resourcing of the mainstreamed biodiversity provisions, but they need the capacity.

Secondly, there is inadequate engagement of the CSOs with the policy makers to push for implementation. Government commitments are missing based on the figures presented in budgets. Biodiversity funding is locked in a few government departments while the key departments like Agriculture, security and the like, which have biodiversity considerations

on paper, have no provisions for doing anything. We need to identify the key offices within these departments, which have the mandate and advocate (with scientific evidence) how acting on biodiversity provisions in their departments contributes to achieving their policy objectives.

There is lack of unity of purpose between the CSOs and Government agencies in engagements regarding the environment in general and biodiversity in particular.

Lastly, there is improper communication by the CSOs in terms of dealing with individuals instead of working with an office. CSOs need to address the communications to the office, not to individuals so that outcomes of discussions and decisions have the backing of the senior people for implementation.

- c) CSOs (and the public) do not have a mechanism to access information on planned developments until they start. There is no public disclosure system for private sector players and hence CSOs only get to act when threats are picked up in the media.
- d) The final barrier is with regards to the local communities. The consultations necessary to achieve Free Prior Informed Consent is rarely sought by corporates. As CSOs have little influence in what the communities do on their land, the elite exploit the masses and developments continue. CSOs only respond to their cries.

2. Opportunities for improving CSOs ability to influence development policies and practices

- e) We have allies in government institutions that we can engage with. Regular and correct engagement with policy makers and mandated biodiversity management agencies, and treating them as allies with whom we share interests, can deliver tangible outcomes.
- f) Let us get our input into the budgeting processes in a timely manner. The budgeting starts as soon as the budget is read and it should be in before September. Any intentions to influence government allocations for biodiversity need to be ready by July at the latest.
- g) Communication and engagement with government should be as formal as possible

3. Private sector

- a) Sensitization on linkages between value chains and biodiversity to present business cases, rather than moral justifications for CSR in the Environment sector.
- b) Work with governments and private sector associations, such as the Uganda Chamber of Commerce and Industry to hold the private sector accountable.

4. Indicators

- a) Number joint programmes
- b) Number of ideas that were incorporated into government plans

- c) Number of private sector that incorporate sustainable production as part of their policies
- d) Positive changes in budgetary allocations
- e) Increase in development partner interests

Group Two: Strengthening the Capacity of Civil Society for sustainability

The group addressed two separate but interrelated issues with the appropriate guiding questions as shown below.

Part 1: Increased and more sustained financial flows to civil societies engaged in the conservation of biodiversity, from diverse sources, including non-traditional sources.

1. What is needed in order to increase the funding that is available for conservation in the Albertine Rift? New approaches, new partnerships? New targets?
2. What key policy levers would increase opportunities for increasing funding allocations to conservation by public, private and individuals now and into the future?
3. Which institutions will need to be influenced to open up new funding streams and how can this be made sustainable?
4. How can private sector be incentivized to provide more funding for conservation?
5. What key milestones in terms of sustainable funding could be achieved by 2020, 2025, 2030.

Sources of funding

Debt for Nature Swap: In this case, governments swap sovereign debts e.g. from World Bank or EU for nature conservation. For example, debt for putting up a dam but instead of repaying the loan, the funds are deposited as an endowment for long-term catchment protection to ensure the sustainable production of power.

Major destroyers of the environment should make mitigation plans and mainstream them in district development planning. Centralization of issues does not make it easy for the affected communities to engage in monitoring and mitigation. This approach would make it more realistic that the destroyers provide the correct scale of resources and that are used by local communities who are affected by the developments.

The water sector in the Albertine Rift needs to be included as a pilot for payment for ecosystem services schemes. They have excellent policies and have started implementation at pilot scale in Hoima/Masind. Though revenues from water use go to treasury, they already apportion 3% for ensuring the water supply and spend it on issues such as catchment management.

One challenge for the Payment of Ecosystems Services is that revenues from natural resource use is collected by Government and deposited into the consolidated funds. This makes it difficult to withdraw and allocate some to biodiversity and the environment, since these are low priority.

Question: Why the need to continue paying when the rivers and water sources keep drying?

Capitalising trust funds

Many acts provide for trust funds to provide sustainable financing. The environment act and tree planting act all prescribe the establishment of funds attached to them, though they have no money. How does one operationalize these funds? Donors need to look at this issue. The existing restrictions of CEPF funds need to be revised to allow support to these government sector funds.

[For the record, CEPF could support CSOs or consultants to raise funds if this is deemed an appropriate activity].

Engagement with the private sector.

There is a lot of planned infrastructure development in the Albertine Rift mainly powered through public- private partnerships. There is therefore scope for Biodiversity offsets and not for profit investments via the CSR.

Comments from participants

1. There are very few biodiversity issues that occur without involving Uganda as a country. Therefore, although we focus on the Albertine rift, we need to take a national level perspective.
2. We need an indicator to show the capacity of CSOs to engage with the policy makers and external players.
3. We have many players and we have to ensure that their roles are brought on board. Our vision needs to address all these different interests and roles
4. There is such a high need in resources that matching investment with priority conservation issues is difficult.
5. Uganda has very good laws but they are not enforced
6. There are silos everywhere, even government departments do not coordinate. CSOs are not immune to this and need to embrace the setup of coalitions, platforms and forums to allow collective action.

Table A6.1: CEPF Workshop Programme

Time	Activity	Responsibility
0830-0900	Arrival and registration	Nature Uganda
0900-0920	Introduction and welcome remarks Workshop opening	Achilles Byaruhanga, Nature Uganda Paul Mafabi, Director, Environment and Natural Resources
0930-1000	Review of the draft “long-term vision”	
	Meeting agenda, objectives and expectations	Facilitator
	The new CEPF approach and gaps in the document	
1000-1200	Mainstreaming	
	Policy development, coordination and implementation	Group work
	Private sector engagement	
	Tea break	
	Strengthening civil Society	
	Capacity needs and how they can be met sustainably	Group work
	Financing needs and how they can be met sustainably	
1200 -1250	Group presentations and discussion	Facilitator
1250-1300	Closing remarks and next steps	
1300-1430	Lunch and departure	Nature Uganda

Participants List

ID	Names	Institution	email
1	Rogers Niwamanya	Fauna and Flora International	Rogers.niwamanya@fauna-flora.org
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5	Arthur Mugisha	AIMMGreen LTD	Mugisha.arthur@gmail.com
6	Achilles Byaruhanga	Nature Uganda	nature@natureuganda.org
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13	Paul Hatanga	Wildlife conservation Society	phatanga@wcs.org
14	Tayebwa Gilbert	Nature Uganda	Tayebwa.gilbert@natureuganda.org
15	Stephen Rubanga	Conservation Through Public Health	rubanga@ctph.org
16	Paul Buyerah Musamali	NFA	paulm@nfa.org.ug

The workshop in Photos



Annex 5: Rwanda Workshop Report

LTV CONSULTATION

How can we ensure that the conditions for the LTV are met by 2030?

It will be a long journey: this workshop is the first step. Developing a Long Term Vision will give us a road map to reach our destination. For each condition we need to know why it is needed, who can help us, what our baseline is, what the criteria are for its achievement, and what will be our 5 year milestones (2020, 2025, and 2030) against each criterion.

Target 1: Conservation Priorities and Best Practices

Why is this needed? In order to conserve species, sites, corridors, and natural systems, stakeholders must identify them, prioritize them, make management plans, and implement those plans.

Who can help us? Achieving this condition has been one of the aims of CEPF from the outset (through the development of Ecosystem Profiles), so **CEPF will help**, through its support to Civil Society. Its primary approach has been to identify Key Biodiversity Areas (sites that host Globally Threatened Species) and the priority corridors that connect them. CEPF will continue to support the discovery of new species, KBAs and corridors and revise priorities as needed. CEPF will also continue to support the development and implementation of management plans for these species, KBAs and corridors, and in addition will identify sites that are reservoirs of natural capital.

Other donors, through funds to public sector agencies and to Civil Society, are well placed to also make grants to identify species, sites, corridors, and reservoirs of natural capital, to develop management plans, and to implement these. Actions are constrained by the sheer number of KBAs, difficulties of access to remote sites, lack of agreement on how to efficiently measure natural capital, and lack of domestic capacity.

Question for Meeting:

- 1) What other donors are currently funding, or are likely to fund, the identification and management of KBAs and corridors in Rwanda?

What is our baseline? To date 10 KBAs (6 terrestrial and 4 Freshwater) have been identified in Rwanda (CEPF Eastern Afromontane Ecosystem Profile, 2013), of which 2 (Nyungwe National Park and Lake Kivu) were recognised as the highest priority for CEPF funding on the basis of biodiversity importance, existing threats, and the need for further investments. All these KBAs are found in CEPF priority corridors/landscapes. The Itombwe-Nyungwe Landscape includes 5 Rwandan KBAs (Cyamudongo, Nyungwe National Park, Rusizi River, Kibira National Park Catchment, and Lake Kivu) together with 11 other KBAs in Burundi and DRC (Appendix 2 in the Ecosystem Profile). The Greater Virunga-Murchison Landscape includes the remaining 5 Rwandan KBAs (Gishwati Forest Reserve, Mukura Reserve, Rugezi Marsh, Volcans National Park, and Lake Bulera and Luhondo). Gishwati and Mukura are now combined into the Gishwati-Mukura National Park.

Questions for Meeting:

- 2) Based on our current knowledge of the distribution of Globally Threatened Species (IUCN Red List, 2016) are there any other biodiversity sites in Rwanda that should be added to the 10 sites listed above?
- 3) Do you know of any Rwandan species that are currently under consideration for upgrading or downgrading in the next IUCN Red List of Globally Threatened Species?

What will be our criteria and milestones?

The CEPF technical framework for the LTV suggests the following criteria and 2020, 2025 and 2030 milestones required to achieve the Conservation Priorities and Best Practices target.

Criterion 1. Comprehensive global threat assessments conducted for all terrestrial vertebrates, vascular plants and selected freshwater taxa in Rwanda.

- 2020: Plans for threat assessments in place, including prioritization that recognizes that “comprehensive” does not mean “all”.
- 2025: Threat assessments for 50% of the prioritized list of species in each country is are completed.
- 2030+: Threat assessments for 100% of species on prioritized is assessed – with submission to IUCN for Red Listing.

Criterion 2. KBAs identified in all of Rwanda, covering, at minimum, terrestrial and freshwater ecosystems.

- 2020: Plans in place for identification and delineation of KBAs, *including prioritization of regions in context of ecosystem services and political, economic, and social factors.*
- 2025: KBA identification, *including prioritisation*, complete for 50% of prioritized regions.
- 2030+: KBA identification, *including prioritisation*, complete for 100% of prioritized regions.

Criterion 3. Reservoirs of natural capital identified in all countries and territories in the hotspot, covering ecosystem services particularly critical to human survival

- 2020: Major river basins/lake basins/watersheds, wetlands, and forests are known.
- 2025: Identification of additional reservoirs (e.g., pollinators, flood plains).
- 2030+: Delineation of reservoirs by manageable and meaningful geographic units that correspond to social/political/economic structures.

Criterion 4. Conservation priorities incorporated into national or regional conservation plans or strategies developed with the participation of multiple stakeholders

- 2020: Overlay of plans with species, sites, corridors, and areas containing reservoirs of natural capital.
- 2025: Specific plan/strategy, in each country, incorporating conservation priorities is identified as priority, validated by stakeholders, and funded.
- 2030+: Implementation of national conservation plan or strategy incorporating species, sites, corridors, and reservoirs of natural capital

Criterion 5. Best practices for managing 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

- 2020: Implementation by environmental agencies/NGOs; understanding by non-environmental agencies/NGOs.
- 2025: Implementation by non-environmental agencies/NGOs; understanding by private sector.
- 2030+: Environmental and non-environmental agencies/NGOs, and the private sector, understand and implement best practices in priority location.

Questions for Meeting:

- 4) Taking each Criterion one by one, do you understand what is meant by each milestone?
- 5) Do you believe these milestones are realistic and achievable?
- 6) Can you suggest alternative or improvements on the suggested milestones?

Target 2: Civil Society Capacity

Why is this needed?

Civil society [organizations], as stakeholder, beneficiary, and legal or de facto manager of species, sites, and corridors, needs the capacity to assume a management role, which is a function of a strong conservation community, strong individual organizations, partnerships among CSOs and other stakeholders, adequate financial resources, and the ability to engage with policy-makers and the private sector.

Who can help us?

CEPF has the ability to directly build the organizational capacity of individual CSOs and to facilitate partnerships between CSOs, the private sector, and the public sector. These actions will allow CEPF to affect the conservation community, but not the broader civil society sector in each country. CEPF would need to work with other donors to ensure that civil society has financial resources and the ability to make a transformational impact, or CEPF would provide indirect support (e.g., via a grant to establish, but not capitalize, a financing mechanism).

Question for Meeting:

- 1) What other donors are currently funding, or are likely to fund civil society capacity building in Rwanda?

What is our baseline?

Rwanda has forestry, wetlands, fisheries, water and sanitation, biodiversity, and civil society working groups and networks. In addition Rwanda has coalitions on oil, gas, and mining as well as associations for timber marketing and tourism. Rwanda also participates in Friends of Lake Victoria, East Africa Sustainability Watch, ARCOS network, and Nile Basin Discourse.

Questions for Meeting:

- 2) Can you confirm the above statement on Civil Society capacity in Rwanda?
- 3) Do you know of any other relevant Civil Society Alliances (working groups, networks, coalitions, and associations) that are not mentioned in the list above ?
- 4) What are the strongest Civil Society Alliances in each of the following sectors: water, energy, mining and agriculture?

What will be our criteria and milestones?

The CEPF technical framework for the LTV suggests the following criteria and 2020, 2025 and 2030 milestones required to achieve the Civil Society Capacity target.

Criterion 1. The community of civil society organizations is sufficiently broad and deep-rooted to respond to key conservation issues and collectively possesses the technical competencies of critical importance to conservation.

- 2020: To be determined.
- 2025: To be determined.
- 2030+: A sufficient number of CSOs exist in Rwanda to appropriately engage in management of all priority species, sites, and corridors

Criterion2: Local civil society groups collectively possess sufficient operational capacity and structures to raise funds for conservation and to ensure the efficient management of conservation projects and strategies.

- 2020: To be determined.
- 2025: To be determined.
- 2030+: A sufficient number of CSOs in Rwanda have high capacity by an objective measurement tool.

Criterion 3: Effective mechanisms (e.g., discussion forums, round-tables, mutual support networks, alliances, etc.) exist for conservation-focused civil society groups to work in partnership with one another, and through networks with local communities, governments, the private sector, donors, and other important stakeholders, in pursuit of common conservation and development objectives.

- 2020: To be determined.
- 2025: To be determined.
- 2030+: A sufficient number of partnerships are strong enough to leverage complementary capabilities of members.

Criterion 4: 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

- 2020: To be determined.
- 2025: To be determined.
- 2030+: A sufficient number of local civil society organizations in each country have access to diversified long-term funding sources to maintain their programs indefinitely.

Criterion 5: Local civil society groups are able, individually or collectively, to influence public policies and private sector practices in sectors with a large footprint on biodiversity.

- 2020: To be determined.
- 2025: To be determined.
- 2030+: Conservation models incorporated into major policies or business practices of major private companies every two years,

Questions for Meeting:

- 5) Taking each Criterion one by one, do you understand what is meant by the 2030+ target?
- 6) Do you think the 2030+ milestones are realistic and achievable? If not, please suggest alternatives.
- 7) Taking each Criterion one by one, can you suggest realistic and achievable milestones for Rwanda for 2020 and 2025.

Target 3: Sustainable Financing

Why is this needed?

Conservation of species, sites, corridors, and systems requires funds for or from multiple parties, including funding for civil society (cited above) and funding for the major public sector agencies responsible for resource management, which itself is a function of those agencies' ability to generate revenue and is a function of finance and line ministries using conservation goals as a way to determine allocation of money. Funding must come from multiple donor sources and also from continued revenue of long-term mechanisms.

Who can help us?

Public sector agency funding is critical, but beyond the means or remit of CEPF. CEPF could, however, identify those agencies in most need of funds and work with donors to properly target any assistance. CEPF can directly affect the financial sustainability of individual CSOs, but could only indirectly affect whether more external funds come to the sector. CEPF's primary ability to generate more donor funding is through its Ecosystem Profiles and other strategic documents, and convening of stakeholders/grantees around specific topics. CEPF has limited ability to influence the mainstreaming of conservation goals within ministries, other than via strengthening trusted national NGOs invited to provide such advice. CEPF is prepared to support the establishment of trust funds and, via its Secretariat and RITs, find donors willing to provide capitalization.

Question for Meeting

- 1) What donors are currently funding, or are likely to fund, sustainable financing mechanisms (Trust Funds, Payments for Ecosystem Services, REDD, tax incentives) for Civil Society in Rwanda?

What is our baseline?

The three largest public sector agencies responsible for conservation in Rwanda have low continued public fund allocation and revenue-generating ability. The top three conservation CSOs in Rwanda have little long term financial security. Donor funding for conservation is less than 1% of total humanitarian and development funding. The Ministry of Finance has a mid-level understanding of the importance of using conservation goals to allocate resources and two other Ministries have a high-level understanding of the same. There are four long term financing mechanisms in place: The Greater Virunga Transboundary Co-operation Fund, the Lake Victoria Environmental Management Fund, the Nile Basin Trust Fund, and the International Gorilla Conservation Programme,

Questions for Meeting:

- 5) What are the three largest public sector agencies responsible for conservation in Rwanda?
- 6) What are the top three **national** conservation CSOs in Rwanda?
- 7) What are the top three **international** conservation CSOs in Rwanda?
- 8) Do you agree with the assessments of these sectors/CSOs as described in the baseline?

What will be our criteria and milestones?

The CEPF technical framework for the LTV suggests the following criteria and 2020, 2025 and 2030 milestones required to achieve sustainable funding for conservation in Rwanda.

Criterion 1. The three largest public sector agencies responsible for conservation in Rwanda have a continued public fund allocation or revenue-generating ability to operate effectively.

- 2020: low for all three
- 2025: mid-level for all three
- 2030+: All three agencies in each country have sufficient financial resources to effectively deliver their missions

Criterion 2. Civil society organizations engaged in conservation in the hotspot have access to sufficient funding to continue their work at current level

- 2020: Top CSO has mid-level access, other two still low
- 2025: Top two CSOs have high-level access, third has mid-level access
- 2030+: 90% of all conservation CSOs in Rwanda have access to secured funds to continue their work for the next five years.

Criterion 3: Donors other than CEPF have committed to providing sufficient funds to address global conservation priorities in Rwanda.

- 2020: Donor financing for conservation is 1.5% of all humanitarian and development funding
- 2025: Donor financing for conservation is 2.5% of all humanitarian and development funding
- 2030+: Donor financing for conservation is 4% of all humanitarian and development funding

Criterion 4: Ministry of finance and line ministries responsible for development have adopted key conservation goals and use them as criteria for allocating resources

- 2020: Ministry of finance has mid-level adoption and use of conservation goals; line Ministries have high-level adoption
- 2025 Ministry of finance has mid-level adoption and use of conservation goals; line Ministries have high-level adoption
- 2030+: Ministry of Finance and two other line ministries in Rwanda use conservation goals to allocate resources to a high degree

Criterion 5: Financing mechanisms (e.g., endowment funds, revenue from the sale of carbon credits, revenue from payment for ecosystem services, revenue from “green” taxes) exist and are of sufficient size to yield continuous long-term returns for at least the next 10 years

- 2020: To be determined
- 2025: To be determined
- 2030+: sustainable financing mechanisms are robust enough that financial constraints are not a barrier to conservation in 90% of Rwanda’s priority KBAs

Questions for Meeting:

- Taking each Criterion one by one, do you understand what is meant by the 2030+ target?
- Do you think the 2030+ milestones are realistic and achievable? If not, please suggest alternatives
- Taking each Criterion one by one, can you suggest realistic and achievable milestones for Rwanda for 2020 and 2025?

Target 4: Enabling Policy and Institutional Environment

Why is this needed?

Conservation of species, sites, corridors, and systems does not occur in a geographic or institutional vacuum. Laws need to give proper incentives and disincentives for conservation behavior and need to allow civil society to engage in the policy process, and those laws need to be enforced. Major private sector actors need to be supportive of conservation, regardless of

the laws and enforcement capacity of the government. The education system needs to produce a continuing domestic supply of capable environmental managers.

Who can help us?

CEPF has, at best, an indirect ability to influence the legal environment for conservation and civil society: CEPF can support grantees to study and advise on these topics, but places limits on their ability to engage in lobbying. Establishing wholesale education and training systems is beyond CEPF's control, but RITs and grantees could advise donors and the public sector on the types of skills needed. As with species and sites, CEPF's ability to influence enforcement is limited by volume. Nevertheless, understanding enforcement to be a continuum – education, prevention, interdiction, arrest, and prosecution – CEPF and other donors are well-placed to support education and prevention efforts. In terms of influencing the private sector, until now, CEPF's core constituency (i.e., local organizations with limited histories of receiving international funds) has rarely engaged in this work. However, large international conservation organizations engage with the private sector as standard operating procedure now. In theory, CEPF could make grants to NGOs with the capacity to do this work.

Question for Meeting:

- 2) What lessons have been learnt from recent history with respect to enabling CSO support for conservation in Rwanda>
- 3) What help will CSOs need in order to promote a more enabling environment in Rwanda?

What is our baseline?

The CEPF Technical Framework does not specify a baseline for the legal environment in Rwanda but specifies that this should be defined by (1) law that does not exist, (2) law that needs improvement, and (3) law that need implementation. Neither does the Framework suggest a baseline for laws understood in Rwanda that allow for CSOs to convene, organize, register, receive funds, and engage in conservation activities. The baseline status of domestic training programs for conservation in the country is regarded as low. Agencies for law enforcement at national, provincial and site-based levels are regarded as having low capacity for enforcement of laws. No private sector business practices in sectors with a (potentially) large biodiversity footprint are sufficiently supportive of the conservation of natural habitats and species populations.

Question for Meeting:

- 9) Can you suggest baselines for the legal environment in Rwanda?
- 10) Do you agree with the other assessments of the enabling environment in Rwanda as described in the baseline?
- 11) If not please suggest which should be changed and how they should be changed.

What will be our criteria and milestones?

The CEPF technical framework for the LTV suggests the following criteria and 2020, 2025 and 2030 milestones required to achieve an enabling environment.

Criterion 1: Laws exist that provide incentives for desirable conservation behavior and disincentives against undesirable behavior

- 2020: To be determined.

- 2025: To be determined
- 2030+: To be determined

Criterion 2: Laws exist that allow for civil society to engage in the public policy-making and implementation process

- 2020: To be determined.
- 2025: To be determined
- 2030+: To be determined

Criterion 3: Domestic programs exist that produce trained environmental managers at secondary, undergraduate, and advanced academic levels

- 2020: These programs operate at a mid-level
- 2025: These programs operate at a high-level
- 2030+: 90% of senior leadership positions in government agencies and leading NGOs are staffed by local country nationals

Criterion 4: Designated authorities are clearly mandated to manage the protected area system(s) in Rwanda and conserve biodiversity outside of them, and are empowered to implement the enforcement continuum of education, prevention, interdiction, arrest, and prosecution.

- 2020: Mandates and capacities for enforcement are low
- 2025: Mandates and capacities for enforcement remain low
- 2030+: 70% of protected areas in Rwanda have clear boundary demarcation, regular patrols, and regular arrests, and regular imposition of penalties

Criterion 5: Private sector business practices in sectors with a (potentially) large biodiversity footprint are supportive of the conservation of natural habitats and species populations.

- 2020: To be determined
- 2025: To be determined
- 2030+: At least two market-leading or influential companies in each business sector in the hotspot have introduced business practices supportive of conservation across their operations

Questions for Meeting:

- Please suggest milestones and a 2030+ target for Criteria 1 and 2
- Please suggest milestones for 2020 and 2025 for Criterion 5

- Do you understand what is meant by the 2020 and 2025 milestones for Criteria 3 and 4? If not how can they be improved or made more specific?
- Do you think the 2030+ milestones for Criteria 3-5 are realistic and achievable? If not, please suggest alternatives

Target 5: Responsiveness to emerging issues

Why is this needed?

The world is not static, so conservation actions and plans must adapt. This requires monitoring of species, sites, and corridors, monitoring of threats, and monitoring of the provision of services from natural systems. It requires public discussion of changes and threats and it requires that government and non-government resource managers have the ability to adapt their approaches.

Who can help us?

CEPF, through funds to civil society, and other donors, through funds to public sector agencies, are well placed to make grants to monitor species, sites, corridors, and reservoirs of natural capital, and to monitor threats. CEPF can train civil society organizations to be better adaptive managers, but scale requires that donors support public sector agencies in this. Influencing the public sphere – press freedom, the level of discussion – may be beyond CEPF’s ability to address.

Question for Meeting:

- 4) Which donors have engaged in improving responsiveness to emerging conservation issues in Rwanda in recent history?
- 5) Do you know of any new or emerging donors who can contribute to improving responsiveness to emerging conservation issues in Rwanda ?

What is our baseline?

The technical framework does not specify any baselines for Rwanda with respect to biodiversity monitoring, threats monitoring, natural capital monitoring, adaptive monitoring, or public discussions of conservation issues that affect responsiveness to emerging conservation issues in Rwanda.

Question for Meeting:

- 12) Please suggest baselines for the current state of biodiversity monitoring in Rwanda.
- 13) Please suggest baselines for the current state of threats monitoring in Rwanda .
- 14) Please suggest baselines for the current state of natural capital monitoring in Rwanda.
- 15) Please suggest baselines for the current state of adaptive monitoring in Rwanda.
- 16) Please suggest baselines for the current state of public discussions of conservation issues in Rwanda .

What will be our criteria and milestones?

The CEPF technical framework for the LTV suggests the following criteria and 2020, 2025 and 2030+ milestones required to achieve adequate responsiveness to emerging issues in Rwanda.

Criterion 1: Nationwide or region-wide systems are in place to monitor status and trends of the components of biodiversity

- 2020: To be determined.
- 2025: To be determined
- 2030+: Systems are in place to monitor status and trends in selected habitats, species and populations across at least 90% of Rwanda, and data from these systems are being used to guide the allocation of conservation resources

Criterion 2: Nationwide or region-wide systems are in place to monitor status and trends of threats to biodiversity (e.g., fire, wildlife trade, invasive species, socio-demographic factors).

- 2020: To be determined.
- 2025: To be determined
- 2030+: Systems are in place to monitor status and trends in threats to biodiversity (e.g., forest fire, wildlife trade, invasive species, etc.) across at least 90% of the selected habitats, and results are being used to guide the allocation of conservation and development resource.

Criterion 3: Nationwide or region-wide systems are in place to value and monitor status and trends of natural capital.

- 2020: To be determined.
- 2025: To be determined
- 2030+: Systems are in place to value and monitor status and trends in at least three ecosystem services essential to healthy, sustainable societies across at least 90% of Rwanda, and results are being used to guide the allocation of conservation and development resource

Criterion 4: Conservation organizations and protected area management authorities demonstrate the ability to respond promptly to emerging issues

- 2020: To be determined.
- 2025: To be determined
- 2030+: The major conservation organizations in Rwanda demonstrate that they have adapted their missions, strategies or work plans to respond to an emerging conservation issue at least once during the past three years

Criterion 5: Conservation issues are regularly discussed in the public sphere, and these discussions influence public policy

2020: To be determined

- 2020: To be determined
- 2025: To be determined
- 2030+: Conservation issues are regularly (i.e. at least monthly) discussed in the public sphere in each country and these discussions influence relevant public policy (i.e. at least annually in each country)

Questions for Meeting:

- Please suggest milestones for 2020 and 2025 for all 5 Criteria
- Do you think the 2030+ milestones for Criteria 315 are realistic and achievable? If not, please suggest alternatives

CEPF LTV Consultation

Target 1: Conservation Priorities and Best Practices

Question 1) What other donors are currently funding, or are likely to fund, the identification and management of KBAs and corridors in Rwanda?

Answer 1) Government of Rwanda/ Ministry of environmental resources through REMA, RDB, LAFREC. In terms of non-government donors, UNDP, UNEP, World Bank, GEF, DFID, USAID, Howard Buffet Foundation, MacArthur, African Wildlife Conservation (land donors, funding Akagera management), Netherland committee of IUCN, African Development Fund, Partners in Conservation (PIC), African Parks Network, US Forest Service department of agriculture, US Fish and Wildlife Service, Dutch government, EU, and private companies and individuals are currently funding/ have previously funded.

Question 2) Based on our current knowledge of the distribution of Globally Threatened Species (IUCN Red List, 2016) are there any other biodiversity sites in Rwanda that should be added to the 10 sites listed above?

Answer 2) Akagera National Park (including its rivers, marshes and wetlands) - contains many threatened species, has lost a significant proportion of vegetation cover and is an important migratory site for birds and Akagera wetland has been proposed as a RAMSAR site. Also recommend Nyabarongo river as it provides important ecosystem services in the form of water provision and regulation for a large proportion of the population, and also hosts threatened bird species and hippopotamus (Vulnerable). Also, Buhanga Eco Park,

Question 3) Do you know of any Rwandan species that are currently under consideration for upgrading or downgrading in the next IUCN Red List of Globally Threatened Species?

Answer 3) New species of monkey discovered in Nyungwe, recorded on camera traps and to be described shortly - Garagule monkey. Owl forest monkey in Nyungwe needs to be uplisted as it is restricted to a small area of bamboo habitat which is declining due to illegal cutting.

Questions 4, 5 and 6)

Criterion 1 is confusing and needs to be clarified. The term 'threat assessment' needs to be specified - does this mean ecological, population studies conducted and threats identified to provide information for Red List assessments? Or simply the identification of threats to the species? Furthermore, the Milestone for 2010 sentence states 'comprehensive does not mean all', but does not explain what this is in reference to. Does it mean that not all threats will be assessed? Or not all species will be assessed? Since in the criterion definition it states '**comprehensive** global threat assessments conducted for **all** terrestrial vertebrates'. Finally, there is no mention whatsoever of any assessments to be carried out on any group of invertebrates. We believe these milestones to be achievable and realistic, as long as they are defined accurately.

Criterion 2: Rephrase to 'KBAs identified and confirmed/ designated in all of Rwanda'. Change the wording from 'identification' to 'designation' or 'confirmation' in the milestones as this is confusing.

Criterion 3: Recommend adding 'carbon storage' in the examples for natural reservoirs, as they currently only focus on wetlands or water sources. This seems relatively ambitious but may be manageable with a solid, well funded plan.

Criterion 4: what is meant by 'overlay'? Can this be clarified?

Criterion 5: Please add 'sustainable financing of national parks' at the beginning of the best practice examples, as without this none of the other best practices will be possible. The criterion specifies '.....conservation priorities are introduced, institutionalised and sustained'. What is meant by sustained? If the aim is to create sustaining, long term best practices, then this needs to be reflected in the milestones. The milestones currently only mention the 'implementation' of these practices. It needs to be decided whether implementation or sustainability of the practices is the goal, and this should be reflected in both the criterion and the milestones.

Target 5: Responsiveness to emerging issues

Our ideas of emerging issues

Emerging issues: Climate change; population increase; ecosystem services and payment for; unplanned urbanisation; community livelihoods; new threats; unpredicted new threats; corridors; landscape restoration; indigenous rights.

Question 1) Government of Rwanda/ Ministry of environmental resources through REMA, RDB, LAFREC. In terms of non-government donors, UNDP, UNEP, World Bank, GEF, DFID, USAID, Howard Buffet Foundation, MacArthur, African Wildlife Conservation (land donors, funding Akagera management), Netherland committee of IUCN, African Development Fund, Partners in Conservation (PIC), African Parks Network, US Forest Service department of agriculture, US Fish

and Wildlife Service, Dutch government, EU, and private companies and individuals are currently funding/ have previously funded.

Question 2) New donors: Leonardo Caprio - climate change, threats to Virungas; Akon (Aliaume Damala Badara Akon Thiam) funds solar energy; GCF; Michael Bloomberg; Climate adaptation funds; Nordic development fund (forest restoration); Disney (climate change).

Question 3)

NB Policy formulation/ development needs to be carried out to ensure implementation (through implementation framework), before all of these milestones for each criteria can be attempted.

Criterion 1: Baseline - The monitoring systems are currently divided at National Park level. Each park has its own management plan that includes some degree of research and monitoring but are not standardised nationally and there is no nation wide system in place. A national conservation management plan that includes all national parks, national land use adjacent to protected areas and other areas of ecological interest is being developed by RDB in collaboration with WCS and will be completed by 2018.

2020 milestone: Priority habitats, species and populations identified and monitoring systems planned for each of these across Rwanda.

2025 milestone: Systems are in place to monitor status and trends in selected habitats, species and populations across at least 50% of Rwanda, and data from these systems are being used to guide the allocation of conservation resources.

Criterion 2: Baseline - The monitoring systems are currently divided at National Park level. Each park has its own management plan that includes some degree of research and monitoring but are not standardised nationally and there is no nation wide system in place. A national conservation management plan that includes all national parks, national land use adjacent to protected areas and other areas of ecological interest is being developed by RDB in collaboration with WCS and will be completed by 2018.

2020 milestone: Priority habitats, species and populations identified and threat monitoring systems planned for each of these across Rwanda.

2025 milestone: Systems are in place to monitor status and trends in threats to biodiversity, focussing on the priority habitats, species and populations, across at least 50% of selected habitats, and data from these systems are being used to guide the allocation of conservation and development resources.

Criterion 3: Baseline - The monitoring systems are currently divided at National Park level. Each park has its own management plan that includes some degree of research and monitoring but are not standardised nationally and there is no nation wide system in place. A national conservation management plan that includes all national parks, national land use adjacent to protected areas and other areas of ecological interest is being developed by RDB in collaboration with WCS and will be completed by 2018.

2020 milestone: At least three priority ecosystem services identified, along with important areas/sites that are known or suspected to be important ecosystem service providers/ mediators.

2025 milestone: Systems are in place to monitor status and trends in at least three ecosystem services essential to healthy, sustainable societies across at least 50% of Rwanda and data from these systems are being used to guide the allocation of conservation and development resources.

Target 2: Civil Society Capacity

- 1) *What other donors are currently funding, or are likely to fund civil society capacity building in Rwanda?*

Within Rwanda:

FONERWA, REMA, RDB, Rwanda Cooperative agencies, RGB (Rwanda Governance board),

International:

GCF, IGCP (International Gorilla Conservation Program), WCS, GEF, LDCF (Least Developed Countries Fund), UNDP, UN, IKI, USAID, UKAID, SNV, One Acre Fund, CIAT (International Center for Tropical Agriculture), KFW, GIZ, KoICA (Korea), EU, GVTC (Greater Virunga Transboundary Conservation)

- 2) *Can you confirm the above statement on Civil Society Capacity in Rwanda?*

We can only confirm part of the statement (water, wetlands, ARCOS network, Nile Basin Discourse) Most of the other points could probably be confirmed by the different departments of the government but unfortunately they are not well represented in our group.

- 3) *Do you know of any other relevant Civil Society Alliances (working groups, networks, coalitions, and associations) that are not mentioned in the list above?*

Secretariat on environmental evaluation in Central Africa (SEECA), CBFP (Congo Basin Forest Partnership)

- 4) *What are the strongest Civil Society Alliances in each of the following sectors: water, energy, mining and agriculture?*

Water: Aquavirunga

Energy: ARKOS

Mining:

Agriculture: Urugaga, Mbaraka, Send a Cow, Garden for Health,

- 5) *Taking each Criterion one by one, do you understand what is meant by the 2030+ target?*

Criteria 1: Yes

Criteria 2: Yes

Criteria 3: Yes

Criteria 4: Yes

Criteria 5: Yes

- 6) *And 7) Do you think the 2030+ milestones are realistic and achievable? If not, please suggest alternatives? Taking each Criterion one by one, can you suggest realistic and achievable milestones for Rwanda for 2020 and 2025?*

Criteria 1: Yes, but the milestone might be too realistic as this could already been done by 2025.

Criteria 2: Yes,

Criteria 3: Yes, depends on government commitment. Depending on government commitment, 2025 could be feasible.

Criteria 4: Yes, but CSO's need to be well-structured. CSO capacity building (Financial and technical are key) would be needed. Clear accountability for CSO's. 2030 would be to correct timeline

Criteria 5: Yes, influence of government policies is possible but private sector involvement and policies might be separated within the criteria as they require a very different timeline. For public sector 2025 might be feasible but not for private sector involvement (2030 is possible)

Target 3: Sustainable Financing

1) What donors are currently fuding...

FAO (REDD+), McArthy Foundation (we are not familiar with sustainable financing mechanisms)

2) Three largest public sector agencies

RDB, RWFA, FONERWA

3) Three national conservation

ACNR, ARICO,

4) Top three international conservation

WCS, IGCP, Dian Fossey

5) Agree

We do not agree with this baseline. Public sector does not have low continued public fund allocation but rather medium continued fund allocation. The ministry of Finance actually has a high level understanding of the importance of conservation goals as they actually created FONERWA. As for the other two ministries stated in the baseline, we would like to know which ministries that would be. Most of the other points could probably be confirmed by the different departments of the government but unfortunately they are not well represented in our group. The institute of statistics might be able to help verifying the numbers given in the baseline.

6) Criteria feasibility and suggestions

Criteria 1: 2020; already reached, 2025; current state, 2030; shift to 2025. Fund allocation or revenue-generating depend on a lot of factors that can change at any point in time.

Criteria 2: 2030 milestone is not realistic, there are many factors that influence this and having funds for at least 5 years is going to be incredibly difficult

Criteria 3: If baseline is correct, then the milestones would be feasible. To be determined according to a lot of internal and external factors that need detailed analyses and monitoring.

Criteria 4: yes, this is feasible.

Criteria 5: Some policies are not yet approved, others are already in place. By 2025, all policies in place to support financing mechanism. 2030 is feasible.

Annex 6: Tanzania Workshop Report

REPORT ON CONSULTATIONS FOR EASTERN ARC MOUNTAINS, TANZANIA, HELD IN DAR ES SALAAM (29.06.2017) DODOMA (04.07.2017)



CSO and Government representatives during the consultation workshop in Dar es Salaam



Participants during the consultation workshop in Dodoma, among them the Regional Commissioner (middle front) and Regional Administrative Secretary (left front) of Mara region

Report by Ken Mwathe

The consultation process

The consultation process involved reaching out to key contacts and sharing a list of questions (see below) based on the LTV Framework document and the proposed programme. The consultation meetings took place in Dar es Salaam and Dodoma on 29th June and 4th July

respectively. Prior to the meetings, we made visits to key offices to raise awareness of the meeting and obtaining commitment that participants would be sent to the meeting.

During the Dar meeting, participants were divided into two groups and were requested to address various conditions of the LTV which included conservation, financing, enabling environment and emerging issues. The meeting in Dodoma provided input to the condition on civil society as well as wider policy and development issues.

In order to facilitate stakeholder input into the LTV process, a set of questions were generated from various sections of the LTV document and participants requested to fill the gaps using their knowledge and experience.

The list of participants for both meetings is shared separately with this report.

Challenges

The biggest challenge was time. For both consultation meetings, the participants has very limited time to provide input during the meeting with less than 2 hours in Dar and about 3 hours in Dodoma. Inputs and clarifications requested via email (as agreed during the Dar meeting) were limited even after efforts to follow up through telephone calls.

Another challenge was that not all information was at the participants fingertips and in such cases, they provided contacts who could provide additional information. It was also difficult to nail government officials especially in Dodoma.

Feedback from the consultation process

Below is the verbatim feedback (in blue) received from the meetings based on a set of questions shared with the participants.

1. Background

For CEPF to be able to withdraw from Tanzania 5 critical conditions will have been met in Tanzania by 2030. These conditions are i) conservation priorities and best practices ii) civil society capacity iii) sustainable financing iv) enabling (policy and institutional) environment and v) responsiveness to emerging issues. The details found in the accompanying draft Long Term Vision document

For each of the above conditions, there are criteria as well as milestones for 2020, 2025 as well as a target for 2030. The LTV (**page 13 onwards**) document has gaps that need to be filled for Tanzania (as well as other countries where the consultation process is taking place).

2. Gaps In the LTV draft Framework (Conditions, Criteria, Milestones)

Please take a look at the LTV draft from page 13 and give your thoughts to the following issues

Condition 1 Global Conservation priorities and Best Practices²⁴

For each of the five criteria (1.1 to 1.5) a baseline and a number of milestones and targets have been proposed:

1.1 Globally threatened species

²⁴ Input to this condition was received from the consultation meeting in Dar (specifically from Group 1)

i) *Eastern Arc Mountains have 3,473 species in 800 genera. Out of these 453 species and 40 genera are endemic (Page 12 of EAM Hotspot Profile). A total of 265 are globally threatened. Use Appendix 1 of the Eastern Afromontane Hotspot profile to compile a list of globally threatened species (Tanzania only) for:*

- Mammals:
- Birds:
- Plants:
- Reptiles:
- Amphibians:

Sources of information:

- Consult IUCN Red List through their website www.iucnredlist.org
- Consult WCS leaflet available on their website. www.wcs.org (Tim Davenport)
- Consult TAWIRI– Director General – (for mammals and Amphibians - Dr Keyyu, Prof Kim Howell)
- Consult Neil Barker – (for Birds)
- Consult Tanzania Forest Research Institute (TAFORI), Sokoine University of Agriculture (SUA, and WCMC – Prof Neil Burgess (for Plants)

ii) Suggest changes if any to the proposed milestones and targets

- No changes in Milestones and Targets

1.2 Key Biodiversity Areas

Suggest changes if any to the proposed baseline, milestones and targets.

- The Milestones and targets are Okay
- Consult the National Biodiversity Conservation Strategy under the VPO – Division of Environment - Lead Dr Deo

1.3 Reservoirs of natural capital

List the major reservoirs of natural capital²⁵ in the Eastern Arc Mountains – 12 Nature Reserves in Tanzania have been gazetted with GN numbers and planned Dossier for World Heritage Sites under UNESCO.

- Amani Nature Reserve
- Uluguru Nature Reserve
- Nilo Nature Reserve
- Mount Rungwe Nature Reserve

²⁵ The world's stock of natural assets, which include geology, soil, air, water and all living things. It is from this *natural capital* that humans derive a wide range of services, often called ecosystem services, which make human life possible

- Magamba Nature Reserve
 - Chome Nature Reserve
 - Mkingu Nature Reserve
 - West Kilombero Nature Reserve
 - Uzungwa Nature Reserve
 - Bee Reserves (to be named by Dr Monica Kagya)
 - Basins: Pangani (spanning from Eastern Arc in the North) and Rufiji (spanning from Uluguru and Uzungwa/Udzungwa for Kilombero and Ruaha sub basins)
 - For individual Forest Reserves in the lower landscapes - Consult Dr Mathias Lema - TFS
- Any suggestions to the proposed baseline, milestones and targets proposed relevant for the Eastern Arc Mountains? Suggest changes if any.
No major changes proposed

1.4 Conservation plans

- What are the existing conservation/management plans for Eastern Arc Mountains?
 - There is National NBSAP (National Biodiversity Strategic Action Plan)
 - Nature Reserves Management Plans – for the 8
 - IWRMP - Integrated Water Resources Management Plan for Rufiji and Pangani (under development)
 - Green Print of SAGCOT strategy (Green Reference Group on Environment Feeder Group)
- Suggest changes if any to the proposed baseline, milestones and targets.
No changes suggested

1.5 Management best practices

Suggest changes if any to the proposed baseline, milestones and targets.

- The baseline text as currently worded needs to be clearly stated, probably by breaking it so that it conveys the message correctly. Also check if 'understood' is the correct word since it is difficult to measure understanding.

Condition 2: Civil Society Capacity: (page 15-16)²⁶

Basic information is missing on the number and capacity required to advocate and be agents of conservation in the future in Tanzania.

For Criteria 2.1 (community conservation) – *Inserting numbers*

- Propose a baseline (2017):

²⁶ Input on this condition was received from the consultation meeting in Dodoma on 4th July

- ii) Propose a milestone for 2020:
- iii) Propose a milestone for 2025:
- iv) Do you agree with the 2030+ target? Suggest changes if any.

NGOs/CBOs – data is available from:

- Districts and regions
- Forest officers, Environment officers
- Eastern Arc Endowment Fund
- Tanzania Forest Agency (at district levels)
- TAFF (Tanzania Forest Fund)
- Fire-fighting unit in MNRT
- Udzungwa National park community programme

For Criteria 2.2 (organisational capacity): *Using High, mid, Low*

- Propose a baseline for 2017: Low
 - Propose a milestone for 2020: Mid
 - Propose a milestone for 2025: High
 - Do you agree with the 2030+ target? Suggest changes if any. – High
- Ensure effective co-ordination of civil society organisations for effective delivery

For Criteria 2.3 (partnerships): *Using High, mid, Low*

- i) Do you agree with the baseline proposed for 2017?: Low
 - ii) Propose a milestone for 2020: Mid
 - iii) Propose a milestone for 2025: Mid
 - iv) Do you agree with the 2030+ target? Suggest changes if any. – High
- There are NGOs coalitions on e.g forestry, natural resources, beekeeping but coordination and funding is often weak. Milestones for 2020 and 2025 would include strengthening these coalitions to effectively engage government in their respective areas as well as effectively engaging members. There is a shortage of coalition on extractive industry and these needs to be encouraged.

For Criteria 2.4 (Financial resources): *Availability of funds - Using High, mid, Low*

- i) Do you agree with the baseline proposed for Tanzania? Suggest changes if any – Low (indeed it is very low)
 - ii) Do you agree with the milestone 2020? Suggest changes if any - Mid
 - iii) Do you agree with milestone for 2025? Suggest changes if any – High
 - iv) Do you agree with the 2030+ target? Suggest changes if any. – High
- Institutions charged with say fighting illegal activities (e.g charcoal) and sensitisation of communities are lowly funded

For Criteria 2.5 (Transformational Impact):

- Provide a list of key companies with a large biodiversity footprint in Eastern Arc mountains
- Provide a list of government policies likely to lead to a large biodiversity footprint in Eastern Arc Mountains.

The group captured this information under condition 4 and 5 below

Condition 3: Sustainable Financing²⁷:

Adequate financial resources should be available to address conservation priorities for at least 10 years. Take a look at **section 3** of the draft LTV table on **page 18**:

- i) Do you agree with the baseline, milestones and targets for **public sector** and **civil society** financing for conservation in Tanzania? Suggest changes if any:
 - EAMCEF - Endowment Fund – ranking (Mid by baseline moving High)
 - Tanzania Forest Fund (TaFF) – (Low at baseline ; 2020 – Low; 2025 – mid; 2030 – High)
 - TFS – (Low at baseline ; 2020 – Low 2025 – mid; 2030 – High)TAWA – (Low at baseline ; 2020 – Low 2025 – mid; 2030 – High)
 - TANAPA – (Mid -----High)
 - Tanzania Wildlife Protection Fund - TWPF – (Low -----Mid)
- ii) Are any innovative financing mechanisms that could benefit the Eastern Arc missing?
 - Development of the '**National Environment Trust Fund**' which is under development within the Vice President's Office (VPO)
- iii) Are the proposed donor commitments milestones and targets realistic for Tanzania (**see criterion 3.3** on page 18)
 - We agree that the milestones are realistic
- iv) a) Ministries of finance will need to pick conservation goals and use them to allocate financial resources. Apart from Ministry of Finance which other line ministries should use conservation to make funding decisions?
 - Minister for Environment Vice President Office – Division of Environment (MID)
 - Ministry of Natural Resources (HIGH)
 - Ministry of Water (MID)
 - Ministry of Agriculture (LOW)
 - Ministry of Land (LOW)

²⁷ Input on this condition was received from the consultations in Dar (specifically from Group 1)

b) Do you agree with the milestones and targets on **page 19**? Any suggestions?

- Attracting financing facilities e.g GEF. Finfund, Trillion Trees
- v) Information on the resources available under the various financing mechanisms e.g Eastern Arc Endowment Fund is missing (see 3.5 on **page 20**). What are your thoughts on \$\$ available for :
- a) Baseline:
 - b) Milestones 2020:
 - c) Milestone 2025:
 - d) Target 2030+:
- Consult EAMCF Lead Dr Sabuni
 - Consult TaFF Lead Dr Msuya
 - Consult TFS Lead CE Prof Silayo

Condition 4: Enabling (policy and institutional) Environment²⁸

For CEPF to withdraw from the Eastern Arc Mountains, public policies and the capacity to implement and private sector business practices should be supportive of the conservation of global biodiversity (**page 21**).

- i) Propose a baseline, milestones and 2030 target for criterion 4.1 for legal environment for conservation²⁹:
 - a) Baseline: 2 and 3
 - b) 2020: 2 and 3
 - c) 2025: 2 and 3
 - d) 2030+: 2 and 3
 - Notes: Baseline: Wildlife Act, Environmental Management, Forest Act, Water Act, Land Act, All coming up for review.
 - As is normal, laws will be reviewed and revised over time.
- ii) Propose a baseline, milestones and 2030 target for criterion 4.2 for legal environment for civil society³⁰:
 - a) Baseline: 2 and 3
 - b) 2020: 2 and 3
 - c) 2025: 2 and 3
 - d) 2030+:2 and 3

²⁸ Input to this condition as received from Dar consultation on 29.06.2017 (Group 2)

²⁹ 1=law does not exist 2=law needs improvement 3=law needs implementation

³⁰ Use same scoring as above

iii) Propose suggestions (If any) for the proposed baseline, milestones and 2030 target for criterion 4.3 on education and training (**page 22**) :

a) Baseline: mid

b) 2020: Mid

c) 2025: High

d) 2030+: High = Education on protected areas mainstreamed into secondary education.

- Forestry Sector PA Managers with increased skills on law enforcement, community collaboration and eco-tourism.
- Wildlife Sector retains high skill level.
- Baseline: Professional training institutions exist on Wildlife at Mweka, forestry at Forestry Training Institute and in the Universities. Wildlife recent review of curricula at training colleges have been done successfully.
- There are gaps in Forestry in terms of protected area management, community collaboration and eco-tourism.
- There are gaps at secondary school level.

iv) Propose suggestions (If any) for the proposed baseline, milestones and 2030 target for criterion 4.4 on enforcement (**page 23**) :

a) Baseline:

High - Mandates for PA Managers are there.

Low – Empowerment Gaps remain in terms of empowerment in terms of political backing, capacity to address demand for illegal wildlife and forest products insufficient.

Boundary demarcation – inadequate

Regular patrols – inadequate

Regular arrests and regular imposition of deterrent penalties – inadequate

b) 2020:

High - Mandate

Mid - Empowerment

c) 2025:

High - Mandate

High - Empowerment

d) 2030+:

High - Mandate

High – Empowerment.

More resources invested in protected area management sufficient to counteract increasing demand for forest and wildlife products.

Boundary demarcation – all high biodiversity PAs have clearly demarcated boundaries

Improved sustainable land use management on village land including of high biodiversity areas and corridors

Effective patrols –

Eradicate wildlife and forest crimes

Increased investment and political commitment to implement widespread sustainable land use management to balance increasing demand for land and natural resources against the need to sustain ecosystem services.

- v) Propose 3 companies that are likely to have large biodiversity footprint and indicate the baseline and milestones in terms of commitment³¹ to conservation (see criterion 4.5 on **page 24**) :

Company 1: Re/afforestation and restoration e.g. Green Resources

a) Baseline: low

b) 2020: mid

c) 2025: mid. Guidelines on biodiversity friendly forestry to move away from conversion of natural vegetation to exotic mono-cultural tree plantations.

d) 2030+: high including planting indigenous species and shifting towards sustainable natural forest management including natural regeneration rather than depending on pines, eucalyptus and other damaging exotic species.

Company 2: Agriculture e.g. Unilever Tea or Kilombero Plantations Limited

a) Baseline: mid

b) 2020: mid

c) 2025: high

d) 2030+: high

Company 3: Tourism e.g. Wild Things or Afriroots

a) Baseline: mid

b) 2020: mid

c) 2025: high

d) 2030+: high

Condition 5: Responsiveness to Emerging Issues³²

Mechanisms will exist to identify and respond to emerging conservation issues

³¹ Commitment: indicate commitment by company as either high, medium or low

³² Input received during Dar meeting (Group 2)

- i) Using 'not existing', 'existing' and 'implemented' propose a baseline, and milestones for criterion 5.1 (biodiversity monitoring on page 25)
- a) Baseline: Existing for forest biodiversity in EAM e.g. through Eastern Arc Mountains Conservation Strategy when resources allow. Systematic wildlife surveys conducted for areas under TAWA.
- b) 2020: Implemented
- c) 2025: Implemented
- Notes on Baseline: Institutions are in place: TAWIRI, TAFORI, NEMC, NCMC
- ii) Using 'not existing', 'existing' and 'implemented' propose a baseline, and milestones for criterion 5.2 (threats monitoring on page 25)
- a) Baseline: Existing
- b) 2020: Implemented
- c) 2025: Implemented
- iii) Using 'not existing', 'existing' or 'implemented' propose a baseline, and milestones for criterion 5.3 (Natural capital monitoring on page 26)
- a) Baseline: Not existing
- b) 2020: Existing
- c) 2025: Implemented
- One-off studies conducted e.g. Valuing the Arc Programme, Vital Signs. Systematic monitoring not in place.
- iv) Using 'yes' or 'no' propose a baseline, and milestones for criterion 5.4 (Adaptive management on page 27)
- a) Baseline: Yes.
- b) 2020: Yes
- c) 2025: Yes
- Notes on baseline: Depending on the availability of resources. Capacity and will exist but resources are limited.
- v) a) Propose the most prevalent methods of discussion to influence policy in the public sphere (see criterion 5.5 (Public sphere on page 27):
- print - Yes
 - Airwaves - Yes
 - Electronic - Yes
 - Public forums - Yes
- Vary in extent and coverage. For example, there is limited access for rural villages.

b) Using 'yes' or 'no' propose a baseline, and milestones for criterion 5.5 (Public sphere on page 27)

a) Baseline:

b) 2020:

c) 2025: Increased access for rural villages to all public spheres for policy discussion

3. Policy and Development plans and cross cutting issues³³

Government

- What ongoing biodiversity conservation projects involve government agencies in the Eastern Arc? Please provide contacts/web links as appropriate.
 - Kihansi catchment conservation and management project (funded by GEF) by NEMC
 - TANAPA (contact)

Contacts:

- Sokoine University of Agriculture - Forest Economics department
- Ministry of Natural Resources and Tourism
- TFCG – see newsletter
- Tanzania Forestry Services (TFS)
- Eastern Arc Endowment Fund
- Tanzania wildlife conservation society (WCST)

What major development projects are planned/ anticipated by government in the next 25 Eastern Arc. Provide contacts/web links as appropriate)

- Southern Agricultural Growth Corridor of Tanzania (SAGCOT) covers 300,000km² and intends to increase agricultural production by 8.5% per year and farming revenues by 1.2 billion per year (www.sagcot.com).
- Sao Hill plantation Forest under the forest service in Mufindi District in Iringa region
- Oil and gas exploration: Many concession blocks are not far from and in some cases fall within Eastern Arc forests, a phenomenon that needs further investigation regarding impacts. Also mining activities.
- Standard Gauge Railway (60 metres of railway wayleave proposed under Railway Act, amended from 30 metres. Also applies to main highways Act)
- Power Transmission lines (wayleave is 11-30 metres depending on Kilovolts)

³³ Input to this section was received from the consultative meeting in Dodoma.

- Road construction (contact TANROADS/TARURA – Tanzania Rural and Urban Roads Agency). Raw materials collected from hills and sometimes may damage precious areas. Refill is required but sometimes not always done.
- Kidunda Dam from Uluguru Mts to Dar (Ministry of Water and Irrigation)

Contacts

- Regions, districts
- National Development Corporation
- Tanzania Investment Centre
- Ministry of Energy (e.g oil and gas projects, oil pipeline from Uganda, Hydroelectric power)
- Ministry of Natural Resources (PFM projects)
- IUCN Tanzania (Nuhu Salasala) – www.iucn.org/esaro
- WWF Tanzania
- UNDP

<http://www.theoilandgasyear.com/market/tanzania/>

- What policies/plans are in place or in process that are beneficial or otherwise to the Eastern Arc?
 - Beekeeping policy being revised
 - Land use policy 1995 being reviewed
 - Environmental policy 1997 under review
 - Water policy 2002 (directives on water catchments)
 - Forest policy (PFM and forest management and conservation)
 - Wildlife policy (cross check if under review)
 - Tourism policy
 - Agriculture and livestock policy (check)
 - Plan to gazette Kihansi gorge where endemic frog species are found
 - Energy policy
 - [review of mining law and contracts currently under review]

Private Sector (Agriculture, Water, Energy, Forestry, mining, Construction, Mobile phones and IT)

- What ongoing biodiversity conservation projects involve the private sector in each the Eastern Arc? (Provide contacts/web links as appropriate) What companies are involved in the same?
 - Kilombero Teak plantations (planting of teak)
 - BirdLife International (Long billed tailor bird)
 - Green resources (pine forests in Mufindi District)

- TFCG (see newsletter)

Contacts

- TFCG
 - Districts and regions
 - Nature reserves
 - Dar es Salaam University Utta Natural Museum (check)
-
- What major development projects are planned/ anticipated by the private sector in the next 25 years in the Eastern Arc in Tanzania? Provide contacts/web links as appropriate
 - Quarrying companies (Morogoro and Coast Region) [find out names]
 - Tea plantations (Dindira Tea Estate, Amani Tea Estate, Mponde Tea Estate),
 - Forest plantations (xxxx)
 - Halotel, Airtel, Vodacom, Tigo, TTCL, Huawei Technologies (telecommunications masts) [
 - Mini-hydro plants (more information from Ministry of Energy
 - Gemstone Mining (e.g Mahenge) by artisanal miners
 - Is the Private Sector aware of Key Biodiversity Areas, corridors and their locations?
 - Big operators in the private sector are aware of corridors KBAs and precious forests
 - Small operators (eg scale miners) are not aware of the KBAs and key forests
 - Waste disposal: untreated water from sisal processing disposed off in rivers without treatment.

Annex 7: Minutes of Advisory Board advice



CEPF EAM RIT Board of Advisors Meeting

White Sands Hotel, Dar es Salaam, 10-11 November 2017

Present:

Board: Neil Burgess, Nancy Chege, Ian Gordon

RIT: Maaikie Manten, Julius Arinaitwe, Jean Paul Ntungane, Zewditu Tessema, Priscilla Borba, Khamis Mucumbitsi (observer: Jude Fuhnwi from the GFWA RIT)

CEPF: Daniel Rothberg

Absent with apologies:

Board: Sam Kanyamibwa, Kiragu Mwangi, John Watkin

RIT: Dalphine Adre, Sharif Jbour, Leo Niskanen, Thomas Sberna

The meeting was chaired by Neil Burgess. After a welcome word and introductions, the meeting proceeded to discuss the following agenda items.

1. State of the investment; 5-year assessment; what happened since the meeting in 2015

Ref input papers 1a, 1b, 1c, 2, and 3a, b and c (attached).

Some targets that were set in the Ecosystem Profile (log frame) were met easily, others were not met at all. According to Dan, this is comparable with other hotspots. Targets were set at the start of the investment without much knowledge of the situation, but now these results provide a reality check of what can be achieved with the available money and mechanisms.

The '5-year assessment' document is both a snapshot and reality check. It is unlikely that any other donor will want to support work in the Eastern Afromontane hotspot as a whole (Yemen to Mozambique) but individual countries e.g Ethiopia or Mozambique can be of interest.

Besides the report against the logical framework (i.e. the Ecosystem Profile targets), the following figures would be interesting (and should be included in the 5-year assessment):

- How many grantees transition from a small grant to a large grant?
- How many grantees grew 'because of us' / because they relied on us?
- How many grantees received money from abroad / of this magnitude for the first time?
- How many grantees were doing 'conservation' work for the first time?
- Which grantees were true stars [tell their stories] / true failures / performed as expected?
- How did the rapid response fund work, or other unique elements of the CEPF mechanism?
- (*and, later, if possible:*) How many projects / grantees still exist post-investment?

ACTION POINTS:

- *MM to include these additional figures / narratives in the revised 5-year assessment report to give more 'depth' to the numbers (show the actions behind the numbers)*
- *Produce a nice document with pretty pictures, stories and figures for CEPF and other donors*

- Produce an 'action plan' based on experience in this first phase, for subsequent phases
- Do a 'proper' assessment at the end of 2019/early 2020 to include all, final figures.

Previous (full) Board meeting – feedback/accountability:

New ideas the RIT was asked to focus on, in 2015:

1. Focus on endangered species/taxa including ex-situ conservation – *partly done*
2. Environmental education e.g. school children – *partly done (but not as focus)*
3. Going beyond the hotspot e.g CRAGs - *done*
4. Cultural heritage, youth/elder networks – *partly done (but not as focus)*
5. Being proactive on conservation/development axis: dialogue with decision makers: international NGOs, national NGOs, Development Corridors – *not done*
6. Renewable energy – *not done*
7. Educating local government, donor agencies, private sector (national workshops) – *not done*
8. PR campaign on hotspot - *ongoing*
9. KBAs adopted in CBD, NBSAPs, achieving Aichi Targets – *partly done (also by CEPF)*
10. Support student research – *research was done but not through student grants; this was once again recommended as a good way of grant-making/capacity building*
11. Information sharing, attend conferences (GLR, Mountain Forum) - *done*
12. Organisational development of CSOs (mentoring and institutional development) – *done*

Conclusion: some if these suggestions were addressed, others not, mainly because they didn't fit with the strategy.

Final recommendations from the Board in 2015:

- "Mainstream the KBA concept into National Policies/NBSAPs. Two options are possible: (1) changing current allocation of funding within the region to give the RIT more money that is need for capacity to do the work or (2) hire an organisation who could do this work." *This was tried but did not really kick off. The NBSAP revision processes were already largely underway.*
- "Help the RIT with extra capacity in communications in order to be able to effectively communicate the KBA concept (educate government agencies and CSOs to make sure that the KBA concept is recognized at the national level)." *The 'educational' but was not done, but one of the last call for proposals (small grants, nr 16) is focused on 'showcasing KBAs'.*
- "The Ecosystem Profile doesn't take into account natural capital, water and carbon-ecosystem services. Natural Capital and Ecosystem Services to be included in the CEPF portfolios, even beyond the current one in the Eastern Afromontane." *This was addressed in the EAM through a targeted call for proposals (nr 13) which yielded 4 projects that CEPF funded: one REDD project in Kenya, and 3 water-PES projects in Kenya (2) and Uganda (1).*
 - Comment from the Board: are the CEPF grants the types of grants that can really address REDD, PES, sustainable financing? The small CEPF contribution to these types of "big-budget" projects can really only show results if it comes at the end of the overall programme, not at the start.
- "Sustainable financing: assessing whether the existing Trust funds (Bwindi Trust and Eastern Arc Trust) can help to deliver some work." *Not done, locations not highly relevant at the time.*
- "Enhance the impact of the programme: through the existing CSOs we can identify those who are doing well and use them (cost extension) instead of to find new ones." *This was done.*
 - Comment from the Board on giving small grants to local organizations: the choice is to either spread your money and reach many groups in an equitable way, or to give multiple grants to the same organisations to achieve more impact. *In the EAM, we started with the first but ended with the latter*

- “Long Term Graduation: the document seems to be weak on policy links (e.g NBSAPs), the Great Lakes Water Summit coming in the next 2 years would be a great opportunity for the policy work.” *The revised LTV – currently under development – is addressing the issues of policies.*

2. What next in the 4 countries that are in 'phase 2' (KE/UG/TZ/RW): Long Term Vision

Back ground: The idea of the Long term Vision (LTV) is to develop a 'roadmap' to a situation in which CSOs are able to continue work after CEPF engagement in the region will have ended (NB: it was noted that this may never be the case). The LTV builds on previous efforts by a consultant in 2015, and involved a wide consultation process, seeking input, endorsement and buy-in to the plan.

Priority actions: The LTV team (BirdLife) presented the following 10 priority actions under the 5 CEPF 'conditions' for 'graduation' (*in lieu of input paper 4 – LTV*). This applies to KE/UG/RW/TZ:

Condition 1: Conservation priorities and best practices for management are identified, documented, disseminated and used by all relevant public and private sector agencies.

- 1) Target 1.2: KBA identification complete for 100% of prioritized landscapes.
- 2) Target 1.4: In each country, implementation of national conservation plan or strategy addresses globally-threatened species, key biodiversity areas, and incorporates natural capital values

Condition 2: Local conservation CSOs collectively possess sufficient capacity to be effective advocates for, and agents of, conservation and sustainable development for at least the next 10 years.

- 1) Target 2.2: Sufficient numbers of CSOs in each country have high capacity to ensure efficient and effective biodiversity conservation as determined by an objective measurement tool.
- 2) Target 2.3: Sufficient number of partnerships are strong enough to leverage complementary capabilities of members of the conservation community, private sector and legislators.

Condition 3: Sustainable financing: Adequate and continual financial resources are available to address conservation of global priorities for at least the next 10 years.

- 1) Target 3.2: Nine of the ten largest relevant CSOs have access to secured funds to continue their work at sufficient levels for the next five years.
- 2) Target 3.4: Ministry of finance and two other developmental ministries in each country use conservation goals to allocate resources in annual budgets.
- 3) Target 3.5: In each country, sustainable financing mechanisms are robust enough that financial constraints are not a barrier to conservation in 90% of country-identified priority KBAs.

Condition 4: Enabling policy and institutional environment: Public policies, the capacity to implement them, and private sector business practices are supportive of the conservation of global biodiversity.

- 1) Target 4.5: At least two market-leading or influential companies in each business sector in the hotspot have introduced business practices supportive of conservation across their operations.

Condition 5. Responsiveness to emerging issues: Mechanisms exist to identify and respond to emerging conservation issues.

- 1) Target 5.2: Systems are in place to monitor status and trends in threats to biodiversity (e.g., forest fire, wildlife trade, invasive species, etc.) across at least 90% of the hotspot by area, and results are being used to guide the allocation of conservation and development resources.
- 2) Target 5.5: Conservation issues are regularly (i.e. at least monthly) discussed in the public sphere in each country and these discussions influence relevant public policy (i.e. at least annually in each country).

NB As much as these are priority areas for action, it was made clear that CEPF will not be funding all of this (alone), but will aim to encourage other donors to buy in to this plan so as well. It was also noted that the actual LTV is not yet completed, but will be ready by the end of the year. The endorsement process has started, but will still take some time into 2018.

ACTION POINT:

- BirdLife to finalise the LTV and share with CEPF and the Board ASAP

3. What next in the 11 countries that are not transitioning into 'phase 2'

Country	What did we do	What did we learn?	What next?
Saudi Arabia	Not eligible for funding, but it was hoped they would support the programme in Yemen.	They are not interested	Should Saudi Arabia really be part of the EAM hotspot? Maybe not – treat them as part of Middle East/Med?
Yemen	5 grants were made, mainly capacity building, networking, data management. Set them up for when peace returns.	Possible to move interventions abroad, prepare for better times	As above - does connecting Yemen to Africa help address issues in Yemen? Maybe not – treat them as part of Middle East/Med?
Eritrea	Tried to do a CSO assessment but failed to enter the country.	Not to work in Eritrea, too difficult	Include or not?
Ethiopia	About 20% of CEPF's money went to 30 projects in Ethiopia. <i>(NB Does this represent 20% of the overall hotspot results?)</i> . About 60 people trained in project design, implementation, financial management etc. Successful programme despite government challenges.	Most projects were on conservation and development (SD1) at local / KBA level. Can we use this, e.g. work with development NGOs and train them to do KBA conservation?	Could be a hotspot on its own... There is definitely interest from other donors in this country. EWNHS is ready to continue (but ZT needs to write up a 'manual' for EWNHS as she will be resigning shortly)
S Sudan	Very few environmental CSOs (mainly relief). Started with capacity building but had to stop due to civil war	Best way is to mainstream environmental considerations into development action	Stop working there until further notice – if anything is possible, try the 'Yemen approach'
DRC	Invested in fewer projects/CSOs than we hoped for. Big INGO (WCS) did good work on PA establishment (incl Imatong) which we should shout about!	Low capacity of CSOs and security issues are a problem; large NGOs as WCS and WWF will continue	Focus on CSO capacity building first? Work with / through development NGOs which seem to be rampant? Find good stories to tell...
Burundi	Started with a good programme but security became a problem	Low capacity of CSOs and security issues are a problem	Stop working there until further notice – if anything is possible, try the 'Yemen approach'
Malawi	Reasonable coherent programme, mainly forest conservation	Some of the grantees (e.g. AfES) are already receiving funds from other donors	CEPF should not treat Malawi as low priority – there is much more to be done
Mozambique	Programme was not very coherent – different projects with different NGOs at different inselbergs + lake shore + Chimanimani cross-border work...	Lot of staff turnover within IUCN – little consistency and not really a priority for IUCN (small project for them)	4 different hotspots are present in this country – perhaps better to look at this at country than at hotspot level? Build a more coherent programme for the whole country
Zambia	Main project: remote KBA where nobody else is working, which is under high threat, working with (medium-capacity) national CSO	Lots of problems!	Try to figure this out – it is the ultimate CEPF case study. Stay involved and try to make it work...
Zimbabwe	Only one main area of intervention (Chimanimani corridor), brought together network of Zim NGOs + cross-border with Moz NGOs	TFCA without large mammals is not of interest to donors (Chimanimani is only TFCA without serious funding)	Try to raise funds for the Chimanimani corridor (Zim side mainly as Moz side has Biofund). Great story to tell: this cross-border work would not have happened without CEPF...!

Successes: Capacity building programme did well. Some small grants did great → tell the stories!

Failures / lessons learned: CEPF is ‘supply-driven’, i.e. it says ‘here is money to do stuff’. Is this good? Perhaps build more on existing work? Also some grants flopped. Perhaps we tried to do too much? → Maybe the lesson is that we should try to do less (fewer projects / fewer grantees / grantees we know) and make sure it is done well.

4. CEPF Investment ‘phase 2’: GEF Results Framework

Ref input papers 5, 6, 7 and 8. The new phase has three main areas of work:

Area of work	Achieved	To be done, including advice from the Board
LTV including capacity building of constituency		
Complete the LTV document and include resource mobilisation plan, government & private sector engagement strategies	LTV almost done including financing and policy sections	Include private sector component, finalise LTV, obtain further endorsements and implement it (incl use for calls for proposals etc)
Long-term implementation structures in place	Office set up and staffed in Kigali	How to make this ‘sustainable’? (<i>discussions below</i>)
Capacity building of grantees, including in gender	Engaged TBA to run ‘Master Classes’	Continue training and support, collect CCSTTs, CSTTs and GTTs (various CEPF tracking tools) and measure changes
Mainstreaming and sustainable financing		
At least 2 innovative models for private sector conservation finance, such as biodiversity offsets	3 PES projects lined up for funding (KE / UG). NB These projects are more CSR than PES but still fit the GEF objective	This is good as water is going to be a problem and mountain forests are important. Treat them as ‘beginnings’. Package and share lessons learned and use these as a nucleus for the LTV. Also bring on board academia.
At least 2 policies, programs or plans incorporate results of policy demonstration models addressing drivers of biodiversity loss	2 policy mainstreaming projects lined up for funding (charcoal in TZ and water in KE)	Link them to the LTV; be aware that policy changes take long so that we are aware at which ‘stage’ of the process we are investing
Mainstream 2 bio-friendly management practices into private sector operations	2 private sector projects lined up for funding (oil and gas in UG and mining in RW)	Link them to the LTV; try to avoid ‘subsidizing’ companies to do what they should be doing (and paying for) anyway (or give them ‘allowance’ to do bad things they should NOT be doing)
Conservation action, PA management		
New (read as: “good”) management models involving direct participation of CSOs or indigenous and local communities are introduced at 4 (?) protected areas.	Nothing yet	Call to come out early 2018 – expected to make 4 large grants of about \$100,000 (<i>see further discussion below</i>)
Various conservation/livelihoods targets: 1. 8 GTS species protected 2. new corridors created 3. local/indigenous communities with gender-equitable access to ES	Nothing yet	Call to come out early 2018 – expected to make 8 small grants of \$50,000 (<i>see further discussion below</i>) NB Targets 3, 4 and 5 are more or less the same (and partly covered by PES projects). Make sure we

4. men/women with enhanced socio-economic benefits (direct) 5. men/women with enhanced socio-economic benefits (indirect, ecosystem services)		measure benefits (gender-specific). Indigenous people: check on the UN list; will these groups be able to apply through 'conventional means'?
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Latest call for proposals (nr 17) and the 7 cornerstone projects lined up for funding

- Call for proposals was issued in July. 46 LOIs were received (including 2 outside of the system).
- Shortlist includes 7 proposals: 2 on mainstreaming into policies, 2 on mainstreaming into corporate/private sector, and 3 on water-PES. All have been thoroughly reviewed by CEPF Grant Director, RIT and external reviewers including 2 Board members.
- CEPF Grant Director and RIT will be working with the applicants to improve on these proposals in a 'Master Class' in the week following the Board meeting.
- Board advised on relevant issues such as existing policies, frameworks, capacities, potential pitfalls and the sustainability of the proposed projects, which were included in the Master Class sessions with the relevant applicants.

Next calls for proposals

There was quite a bit of discussion about the next calls for proposals: what to propose, which KBAs to target, whom to target etc. Some preliminary conclusions:

- We should try to ensure that we start working towards achieving the LTV targets.
ACTION POINT: *make sure these targets are clear and available by January 2018 when the new calls will have to come out*
- Noting some of the lessons learned mentioned above (do less, focus more): should we continue investing in the same KBAs/grantees, or invest in new places/new people?
ACTION POINT: *we still need to answer this question – currently it seems we are applying a mix of old and new*
- Similarly, should we 'offer money' through opening a call for proposals, or target funding where we know it needs to go, to people we know can do the job, and use the 'sole sourcing' process?
ACTION POINT: *we still need to answer this question; the only thing that was agreed upon is that we can NOT sole source BirdLife Partners*

Suggested opportunities per country (Note that this table is still rather 'random' and incomplete):

Country	Site	Issue	People
Kenya	Taita Hills	'Good' management model? Main thing to do is buy/lease land Definitely species conservation	Taita Taveta Development Forum? Nature Kenya is involved but advice Dan: don't go there, especially not as sole sourcing. NB Taita Hills were included in cfp17, but we did not get high-value proposals
	Taita Hills – Kasigau	Corridor (elephants)	Wildlife Works (REDD+ corridor!), Africa Network for Animal Welfare (from Kenyan Regional Directors Forum)
	Lake Bogoria	'Good' management model: ICCA / Community Conservancies– GEF SGP is working there too = opportunity for synergy! Also Vulture safe Zones?	There are 3 conservancies but they need strengthening. Baringo County is very supportive and CEPF has already funded a small project there (creating a SSG – but they are too young to manage a grant). Kenya Wildlife Conservancy Association? Not clear who the grantee(s) would be.

Tanzania	East Usambaras	Create an NGO support network for the nature reserves in this KBA (following the successful model at Southern KBAs). Or involve tea company in management of Amani Reserve? Species conservation: long-billed tailorbird	Norbert Cordeiro? (NOT Nature Tanzania unless open call for proposals)
	Ulugurus	All seems well at the 'front' but there are definitely boundary issues at the 'back' of the mountain	?
	Udzungwas	??	WWF, TFCG
Uganda	Echuya Forest	??	KIWOCEDU (women group) – funded by CI under WHSS programme
	Bwindi	??	ITFC - funded by CI under WHSS programme; Conservation through Public Health; link to Trust Fund?
	Bugoma	??	??
	Murchison Falls	??	??
Rwanda	Rugezi	Lined up to be a new PA in Rwanda – support the process?	??
	Nyungwe / Cyamudongo	Management models: The technology ('LORE') that is used to manage Akagera NP is transferrable. Send somebody to learn from Akagera or have Akagera to come and teach	Organisations involved in management tools [check]; FHA for Gishwati?
	Gishwati		

ACTION POINT: *to properly plan for the next calls for proposals OR sole sources we need to:*

- (1) *Define what we want to achieve with the 4 (?) projects on 'good management practices at Protected Areas (involving local people)';*
- (2) *Define where we want these projects to take place (countries / sites)*
- (3) *Define whether we want to run a call, or do sole sources; and, in the case of the latter, who we should target for such sole sources*
- (4) *For the small grants, we can run a call for proposals which is more general and include both KBAs we are already targeting, and new ones – and then see what we get?*

Fundraising and sustainability

- Vision: try to link up with the "Half-the-Earth" movement (as per LTV). Leonardo di Caprio Fund? E.g. the Eastern Arc Mountains: according to Neil's paper, this part of the world is almost 50% protected – can we tip it to reach 50%? (Neil: probably not – there are no more areas available for 'protecting' – unless we include production landscapes/corridors...? Possible!)
- If we expect other people to buy into the LTV, we still need some agency to bring it all together and dedicate itself to its implementation – i.e. the RIT. But who will fund this?
- Map existing structures / funds that work like the RIT, like BIOFUND, EAMCEF, Bwindi, FONERWA, Mulanje, Uganda Development Fund etc – and (1) link up to them for collaboration + (2) find the gaps where the RIT can find a niche (E.g. in Ethiopia?)
- NB RITs are more than grant making mechanism, there is capacity building, monitoring, networking, communications, etc. So – can we 'sell' these services? And who would buy them?

- Partnership/ collaboration with GEF/SGP – discussions seem not to have moved much, but it looks like there will be no ‘formal’ arrangement, but collaboration is ‘encouraged’ and a ‘bonus’.

Conclusion: There was no sufficient time to discuss this agenda item. Therefore, there was no clear conclusion.

/ End of meeting notes

Annex 8: Graduation Conditions and Criteria

Table 1. Graduation Condition 1: Conservation Priorities and Best Practices

1. Conservation priorities and best practices: global conservation priorities (e.g., globally threatened species, KBAs, reservoirs of natural capital, etc.) and best practices for their management are identified, documented, disseminated and used by public sector, private sector, civil society and donor agencies to guide their support for conservation in the hotspot.

Criteria	Baseline	Milestone - 2020	Milestone - 2025	Target – 2030+
<p>1.1. Globally threatened species: Comprehensive global threat assessments conducted for all terrestrial vertebrates, vascular plants and selected freshwater taxa</p>	<p>The hotspot has 7,598 plant species and 3,258 terrestrial and aquatic vertebrates; 677 threatened species; at least 102 data deficient species. Comprehensive RedList assessments are regularly updated for birds and mammals. RedList assessments and available for other terrestrial vertebrates, vascular plants, fishes and selected invertebrates but need update</p>	<p>Up to date assessments for birds and mammals available. Country-specific plans for threat assessments in place, covering the following taxa: Reptiles, amphibians, fishes, moths & butterflies, dragonflies, higher plants</p>	<p>Up to date assessments for Birds, mammals, reptiles, amphibians, fishes, moths & butterflies, dragonflies, higher plants in place.</p>	<p>Regularly updated lists of globally threatened species available for terrestrial vertebrates, aquatic vertebrates, vascular plants and targeted invertebrate taxa in place.</p>
<p>1.2. Key Biodiversity Areas: KBAs identified in all countries and territories in the hotspot, covering, at minimum, terrestrial and freshwater ecosystems</p>	<p>KBAs identified by country, <i>not the sub-region</i>: Kenya: 26 Rwanda: 10 Tanzania: 43 Uganda: 31</p>	<p>Country-specific plans in place for review and expansion of KBA networks.</p>	<p>KBA review complete for 50% of prioritized landscapes</p>	<p>KBA review complete for 100% of prioritized landscapes</p>
<p>1.3. Reservoirs of natural capital: Reservoirs of natural capital identified in all countries and territories in the hotspot, covering ecosystem services particularly critical to human survival</p>	<p>The biodiversity, habitats and landscapes that provide essential ecosystem services are known and mapped. This includes forests, major river and lake basins, wetlands, and highland grasslands. Most are already identified as Protected Areas, Man and Biosphere reserves, World Heritage sites and Ramsar sites. <u>Kenya</u>: An atlas of Kenya’s Natural Capital: Biodiversity (ACC publication, 2015) <u>Rwanda</u>: Wetlands Inventory 2011; Terrestrial ecosystems outside protected Areas; Protected Areas</p>	<p>Clear plans for collation of information on inventory and valuation of natural capital, and for dissemination of the same to influence development planning decisions in the four countries</p>	<p>Natural capital assessments and valuations updated</p>	<p>Major reservoirs of natural capital in each country assessed and valued and information availed to ministries of finance and planning and to private sector for incorporation in development plans, projects and budgets.</p>

Criteria	Baseline	Milestone - 2020	Milestone - 2025	Target – 2030+
	<p><u>Tanzania:</u> Tanzania is among the top 20 biodiverse countries in the world and 43.7% of the total land area in Tanzania is protected or conserved (Gaborone Declaration, 2017);Valuing the Arc - Ecosystem Services in the Eastern Arc Mountains of Tanzania project (2007-2012); Vital signs report 2014</p> <p><u>Uganda:</u> Uganda Wetlands Atlas (2016); Bird Atlas of Uganda (2005); Sensitivity Atlas of the Albertine Graben (2010)</p> <p><u>Regional:</u> Assessment of Ecosystem services in Albertine Rift (Arcos) and Eastern Arc (Neil B)</p>			
<p>1.4. Conservation plans: Conservation priorities incorporated into national or regional conservation plans or strategies developed with the participation of multiple stakeholders</p>	<p>Conservation and/or management plans for protected forests, wildlife reserves/national parks, selected wetlands and lakes exist in all countries in the hotspot.</p> <p>NBSAPs for each country are in place and are routinely referred to in conservation documents and proposals. Most countries have produced second generation NBSAPS that more closely link biodiversity and national development..</p> <p>Transboundary and landscape management plans are in place covering the Virungas, Rwenzoris, Taitas, and Eastern Arc in Tanzania</p>	<p>All countries have completed their second generation NBSAPS</p>	<p>Third generation NBSAPS in each country, incorporating conservation priorities are validated by stakeholders, and funded</p>	<p>In each country, implementation of national conservation plan or strategy addresses globally-threatened species, key biodiversity areas, and incorporates natural capital values</p>
<p>1.5. Management best practices: Best practices for managing conservation priorities (e.g., sustainable livelihoods projects, participatory approaches to park management, invasive species control, etc.) are introduced, institutionalized, and sustained at CEPF priority KBAs and corridors</p>	<p>Best practices are understood by local, national, and international <i>environmental</i> NGOs and by local and national <i>environmental</i> government agencies, but not by agencies/NGOs dealing with other sectors or the private sector; and practices are not universally implemented</p>	<p>A regional Award scheme for best conservation practice developed and popularized across non-environmental sectors – [could be hosted by the East Africa Community]</p>	<p>Implementation of the award scheme with participation from all four countries</p>	<p>Environmental and <i>non-environmental</i> governmental agencies, NGOs and the private sector understand and implement best practices in management of KBAs</p>

Table 2. Graduation Condition 2: Civil Society Capacity

2. Civil society capacity: National and site-based civil society groups dedicated to conserving conservation priorities collectively possess sufficient organizational and technical capacity to be effective advocates for, and agents of, conservation and sustainable development for at least the next 10 years

Criteria	Baseline	Milestone - 2020	Milestone - 2025	Target – 2030+
2.1. Conservation community: The community of civil society organizations is sufficiently broad and deep-rooted to respond to key conservation issues and collectively possesses the technical competencies of critical importance to conservation	Total Number of organizations working on biodiversity and environment per country: Kenya: __95 (http://earthdirectory.net/kenya#organizations) Rwanda: __24 (http://www.rgb.rw/fileadmin/NGOs_registered/CSO_or_gamoization_domains/Environment.pdf) Tanzania: __47 (http://earthdirectory.net/tanzania#organizations) Uganda: __13 (http://earthdirectory.net/uganda#organizations)	Milestones vary by country per baseline. Kenya: __100 Rwanda: __30 Tanzania: __80 Uganda: __30	Milestones vary by country per baseline Kenya: __120 Rwanda: __40 Tanzania: __120 Uganda: __60	Sufficient number of CSOs exist in each country to appropriately engage in management of all priority species, sites, and corridors
2.2. Organizational capacity: Local civil society groups collectively possess sufficient operational capacity and structures to raise funds for conservation and to ensure the efficient management of conservation projects and strategies	We propose a budget based structure as a crude indication of operational and fundraising capacity with number of organisations attaining \$250,000+ annual budget having attained sufficient capacity for effective action. Kenya: __20 Rwanda: __5 Tanzania: __10 Uganda: __10	No. of conservation organization exceeding the threshold. Kenya: __25 Rwanda: __10 Tanzania: __15 Uganda: __15	No. of conservation organization exceeding the threshold. Kenya: __30 Rwanda: __15 Tanzania: __25 Uganda: __20	Sufficient numbers of CSOs in each country have high capacity to ensure efficient and effective biodiversity conservation as determined by an objective measurement tool based on track records

Criteria	Baseline	Milestone - 2020	Milestone - 2025	Target – 2030+
2.3. Partnerships: Effective mechanisms (e.g., discussion forums, round-tables, mutual support networks, alliances, etc.) exist for conservation-focused civil society groups to work in partnership with one another, and through networks with local communities, governments, the private sector, donors, and other important stakeholders, in pursuit of common conservation and development objectives	Each of the four countries has platforms and networks for forestry, wetlands, fisheries, water and sanitation, biodiversity, and civil society working groups and networks; these countries also have coalitions on oil, gas, and mining; these countries also have associations for timber marketing and tourism; various participate in Friends of Lake Victoria, East Africa Sustainability Watch, ARCOS network, and Nile Basin Discourse	Platforms extend dialogue beyond conservationists to meaningfully engage private sector associations. At least one business and biodiversity platform in place	Platforms extend dialogue to elected members of national and local assemblies	Sufficient number of partnerships are strong enough to leverage complementary capabilities of members of the conservation community, private sector and legislators.
2.4. Financial resources: Local civil society organizations have access to long-term funding sources to maintain the conservation results achieved via CEPF grants and/or other initiatives, through access to new donor funds, conservation enterprises, memberships, endowments, reserve funds, and/or other funding mechanisms	A large proportion of CSOs are small with limited sources of funding for conservation work. The proportion of local/national conservation CSOs attaining annual budgets of at least \$250,000 is a crude measure of this criterion. The baseline is low for all countries.	Milestones vary by country per baseline Kenya: mid Rwanda: mid Tanzania: mid Uganda: low	Milestones vary by country per baseline Kenya: high Rwanda: high Tanzania: high Uganda: mid	At least 30 local/national conservation CSOs per country, have budgets exceeding \$250,000, generated from a wide range of opportunities, including Institutional donors, conservation enterprises, memberships, endowments, reserve funds, and/or other funding mechanisms
2.5. Transformational impact: Local civil society groups are able, individually or collectively, to influence public policies and private sector practices in sectors with a large footprint on biodiversity	CSOs can influence emerging threats such as mining in a Protected area on case by case and successes are limited, probably about 10%.	Milestones vary by country per baseline. CSOs successfully halt emergency threats at 20% of the KBAs that they target.	Milestones vary by country per baseline. CSOs successfully halt emergency threats at 50% of the KBAs that they target	Conservation models and safeguards incorporated into major policies or business practices of major private companies every two years

Table 3. Graduation Condition 3: Sustainable Financing

3. Sustainable financing: Adequate and continual financial resources are available to address conservation of global priorities for at least the next 10 years

Criteria	Baseline	Milestone - 2020	Milestone - 2025	Target – 2030+
<p>3.1. Public sector funding: Public sector agencies responsible for conservation in the hotspot have a continued public fund allocation or revenue-generating ability to operate effectively</p>	<p>Understood by financial status (high, mid, low) of the three largest public sector agencies in each country responsible for conservation</p> <p>Kenya Wildlife Service (mid) Kenya Forest Service (low) NEMA - Kenya (low) Rwanda Development Board-Tourism and Conservation department (mid) Rwanda Environment Management Authority (low) Tanzania Wildlife Management Authority (TAWA) (low) Tanzania National Parks (TANAPA) (mid) Tanzania Forest Service (low) Uganda Wildlife Authority (low) National Forest Authority (low) NEMA - Uganda (low)</p>	<p>Kenya Wildlife Service (mid) Kenya Forest Service (mid) NEMA - Kenya (low) Rwanda Development Board (high) Rwanda Environment Management Authority (mid) Tanzania Wildlife Management Authority (TAWA) (low) Tanzania National Parks (TANAPA) (mid) Tanzania Forest Service (mid) Uganda Wildlife Authority (mid) National Forest Authority (low) NEMA - Uganda (low)</p>	<p>Kenya Wildlife Service (high) Kenya Forest Service (mid) NEMA - Kenya (mid) Rwanda Development Board (high) Rwanda Environment Management Authority (mid) Tanzania Wildlife Management Authority (TAWA) (mid) Tanzania National Parks (TANAPA) (high) Tanzania Forest Service (mid) Uganda Wildlife Authority (high) National Forest Authority (mid) NEMA - Uganda (mid)</p>	<p>Three largest agencies in each country have sufficient financial resources to effectively deliver their missions</p>
<p>3.2. Civil society funding: Civil society organizations engaged in conservation in the hotspot have access to sufficient funding to continue their work at current levels</p>	<p>Understood by annual financial budgets of local/national (high = >\$250,000, mid = >\$125,000, and low = <\$125,000) of the ten largest relevant CSOs in each country. By example:</p> <p>Kenya: Top 7³⁴ (High) Kenya: next 3 (medium) Rwanda: Top 1³⁵ (high) Rwanda: Next 5 (medium) Rwanda: next 2 (low)</p>	<p>Kenya: Top 7 (High) Kenya: next 3 (medium) Rwanda: Top 5 (high) Rwanda: Next 4 (medium) Rwanda: next 1 (low) Tanzania: Top 3 (High) Tanzania: Next 6 (medium) Tanzania: Next 1 (low) Uganda: Top 6 (High) Uganda: Next 3 (medium)</p>	<p>Kenya: Top 9 (High) Kenya: next 1 (medium) Rwanda: Top 7 (high) Rwanda: Next 3 (medium) Tanzania: Top 8 (High) Tanzania: Next 2 (medium) Uganda: Top 8 (High) Uganda: Next 2 (medium)</p>	<p>Nine of the ten largest relevant CSOs have access to funding streams to continue their work at sufficient levels</p>

³⁴ WWF-Kenya, Nature Kenya, the David Sheldrick Wildlife Trust, East Africa Wildlife Society, OI Pajeta conservancy, Environment Liaison Centre International, Greenbelt movement.

³⁵ ACNR,

Criteria	Baseline	Milestone - 2020	Milestone - 2025	Target – 2030+
	Tanzania: Top 4 ³⁶ (High) Tanzania: Next 5 (medium) Tanzania: Next 3 (low) Uganda: Top 5 ³⁷ (High) Uganda: Next 3 (medium) Uganda: Next 2 (low)	Uganda: Next 1 (low)		for the next five years
3.3. Donor funding: Donors other than CEPF have committed to providing sufficient funds to address global conservation priorities in the hotspot	Understood by country, funding for conservation typically less than 1% of total humanitarian and development support	Conservation funds as percentage of aid Kenya: 1.5% Rwanda: 1.5% Tanzania: 1.5% Uganda: 1.5%	Conservation funds as percentage of aid Kenya: 2.5% Rwanda: 2.5% Tanzania: 2.5% Uganda: 2.5%	By country, funding for conservation represents 4% of international aid
3.4. Mainstreaming of conservation goals: Ministries of finance and line ministries responsible for development have adopted key conservation goals and use them as criteria for allocating resources	Understood by ministries and degree to which it uses conservation goals to allocate resources (high, mid, low) Kenya: Finance 1 (mid) Kenya: Energy and petroleum 2 (low) Kenya: Agriculture (mid) Rwanda: Finance 1 (mid) Rwanda: Infrastructure 2 (mid) Rwanda: Natural Resources 3 (high) In Tanzania, mainstreaming will be effected through Sectoral Environmental Action Plans with priority sectors being Agriculture, Livestock, Fisheries, Tourism; Forestry, Water, Infrastructure, Lands, Energy and Extractive industry (NBSAP, 2015): Tanzania: Finance 1 (mid) Tanzania: Agriculture 2 (mid) Tanzania: Infrastructure 3 (low) Uganda: Finance 1 (mid) Uganda: Petroleum 2 (mid) Uganda: Agriculture 3 (low)	Kenya: Finance 1 (mid) Kenya: Energy and petroleum 2 (mid) Kenya: Agriculture (mid) Rwanda: Finance 1 (mid) Rwanda: Infrastructure 2 (mid) Rwanda: Natural Resources 3 (high) Tanzania: Finance 1 (mid) Tanzania: Agriculture 2 (mid) Tanzania: Infrastructure 3 (low) Uganda: Finance 1 (mid) Uganda: Petroleum 2 (mid) Uganda: Agriculture 3 (mid)	Kenya: Finance 1 (mid) Kenya: Energy and petroleum 2 (high) Kenya: Agriculture (high) Rwanda: Finance 1 (high) Rwanda: Infrastructure 2 (high) Rwanda: Natural Resources 3 (high) Tanzania: Finance 1 (mid) Tanzania: Agriculture 2 (high) Tanzania: Infrastructure 3 (mid) Uganda: Finance 1 (mid) Uganda: Petroleum 2 (high) Uganda: Agriculture 3 (high)	Ministry of finance and two other developmental ministries in each country use conservation goals to allocate resources in annual budgets

³⁶ Tanzania Forest Conservation Group, Tanzania Natural Resources Forum, Maliasili Initiative; Honeyguide

³⁷ Nature Uganda, Uganda Wildlife Society, Nature and Livelihoods, Conservation through Public Health, Ecotrust

Criteria	Baseline	Milestone - 2020	Milestone - 2025	Target – 2030+
<p>3.5. Long-term mechanisms: Financing mechanisms (e.g., endowment funds, revenue from the sale of carbon credits, revenue from payment for ecosystem services, revenue from “green” taxes) exist and are of sufficient size to yield continuous long-term returns for at least the next 10 years</p>	<p>Main sources of funding are the government allocations to biodiversity management authorities, development partners and institutional donors, and trust funds.</p> <p>Estimates of funding available for conservation are not available, but are declining as major international donors pull out (E.g. MacArthur Foundation) and others shift from biodiversity</p>	<p>Accurate estimates of the funding gap established.</p>	<p>Funding available from non-CEPF sources cover 50% of the needed resources</p>	<p>The costs of conservation for the Albertine Rift and Eastern Arc Mountains (Tanzania portion only), estimated at \$21 million per year (WCS, 2017) and \$6.5 million per year (Green et al 2012) respectively, are available through various sources .</p>

Table 4. Graduation Condition 4: Enabling policy and Institutional Environment

4. Enabling policy and institutional environment: Public policies, the capacity to implement them, and private sector business practices are supportive of the conservation of global biodiversity

Criteria	Baseline	Milestone - 2020	Milestone - 2025	Target – 2030+
4.1. Legal environment for conservation: Laws exist that provide incentives for desirable conservation behavior and disincentives against undesirable behavior	Baseline understood by country by (1) law that does not exist, (2) law that needs improvement, and (3) law that are in place and being implemented. Kenya: Environmental Management and Coordination Act, 1999 __2 Kenya: Wildlife Conservation and Management Act, 2013_3 Kenya: Forest conservation and management Act, 2016_3 Rwanda: law n°63/2013 of 27/08/2013 determining the mission, organization and functioning of Rwanda Environment Management Authority (REMA) __3 Rwanda: law N° 04/2005 determining the modalities of protection, conservation and promotion of environment in Rwanda__3 Rwanda: Law N° 70/2013 governing biodiversity in Rwanda __3 Tanzania: Environmental Management Act (EMA), No. 20 of 2004 __2 Tanzania: Wildlife Conservation Act 2009__3 Uganda: National Environment Act CAP 153 of 1995__2 Uganda: Uganda Wildlife Act CAP 200 of 1996__2 Uganda: The National Forestry And Tree Planting Act 2003__2	Milestones vary by country per baseline Kenya: Environmental Management and Coordination Act, 1999 __3 Kenya: Wildlife Conservation and Management Act, 2013_3 Kenya: Forest conservation and management Act, 2016_3 Rwanda: law n°63/2013 of 27/08/2013 determining the mission, organization and functioning of Rwanda Environment Management Authority (REMA) __3 Rwanda: law N° 04/2005 determining the modalities of protection, conservation and promotion of environment in Rwanda__3 Rwanda: Law N° 70/2013 governing biodiversity in Rwanda __3 Tanzania: Environmental Management Act (EMA), No. 20 of 2004 __3 Tanzania: Wildlife Conservation Act 2009__3 Uganda: National Environment Act CAP 153 of 1995__2 Uganda: Uganda Wildlife Act CAP 200 of 1996__3 Uganda: The National Forestry And Tree Planting Act 2003__3	Milestones vary by country per baseline Kenya: Environmental Management and Coordination Act, 1999 __3 Kenya: Wildlife Conservation and Management Act, 2013_3 Kenya: Forest conservation and management Act, 2016_3 Rwanda: law n°63/2013 of 27/08/2013 determining the mission, organization and functioning of Rwanda Environment Management Authority (REMA) __3 Rwanda: law N° 04/2005 determining the modalities of protection, conservation and promotion of environment in Rwanda__3 Rwanda: Law N° 70/2013 governing biodiversity in Rwanda __3 Tanzania: Environmental Management Act (EMA), No. 20 of 2004 __3 Tanzania: Wildlife Conservation Act 2009__3 Uganda: National Environment Act CAP 153 of 1995__3 Uganda: Uganda Wildlife Act CAP 200 of 1996__3 Uganda: The National Forestry And Tree Planting Act 2003__3	All countries have the legal framework that promotes conservation action by CSOs.

Criteria	Baseline	Milestone - 2020	Milestone - 2025	Target – 2030+
4.2. Legal environment for civil society: Laws exist that allow for civil society to engage in the public policy-making and implementation process	Laws understood by country allowing for CSOs to convene, organize, register, receive funds, and engage in conservation activities. Baseline understood by (1) law that does not exist, (2) law that needs improvement, and (3) law that are in place and being implemented Kenya: Non-governmental organisations coordination Act 1990, Revised 2012__2; Kenya: Public Benefits Organization Act (2013)__1 Rwanda: Law No 04/2012 governing the organization and functioning of NGOs__3 Tanzania: Non-Governmental Organization Act (2002)__3 Uganda: Non-Governmental Organisations Act (2016)__3	Milestones vary by country per baseline Kenya: Public Benefits Organization Act (2013)__3 Rwanda: Law No 04/2012 governing the organization and functioning of NGOs__3 Tanzania: Non-Governmental Organization Act (2002)__3 Uganda: Non-Governmental Organisations Act (2016)__3	Milestones vary by country per baseline Kenya: Public Benefits Organization Act (2013)__3 Rwanda: Law No 04/2012 governing the organization and functioning of NGOs__3 Tanzania: Non-Governmental Organization Act (2002)__3 Uganda: Non-Governmental Organisations Act (2016)__3	Targets understood by country Kenya: Public Benefits Organization Act (2013)__3 Rwanda: Law No 04/2012 governing the organization and functioning of NGOs__3 Tanzania: Non-Governmental Organization Act (2002)__3 Uganda: Non-Governmental Organisations Act (2016)__3
4.3. Education and training: Domestic programs exist that produce trained environmental managers at secondary, undergraduate, and advanced academic levels	Baselines understood by country; status of domestic training programs (low, mid, high) Kenya: low Rwanda: low Tanzania: low Uganda: low	Milestones vary by country per baseline Kenya: mid Rwanda: mid Tanzania: mid Uganda: low	Milestones vary by country per baseline Kenya: high Rwanda: high Tanzania: high Uganda: high	Domestic and regional training programs exist such that 90% of senior leadership positions in government agencies and leading NGOs are staffed by local country nationals

Criteria	Baseline	Milestone - 2020	Milestone - 2025	Target – 2030+
4.4. Enforcement: Designated authorities are clearly mandated to manage the protected area system(s) in the hotspot and conserve biodiversity outside of them, and are empowered to implement the enforcement continuum of education, prevention, interdiction, arrest, and prosecution	Understood by capacity (high, mid, low) of the primary national, provincial, or site-based designated enforcement authorities: Kenya Wildlife Service 1 (high) Kenya: Kenya Forest Service (mid) Kenya: NEMA (low) Rwanda: Rwanda Development Board- Tourism and conservation department (high) Rwanda: Rwanda Natural Resources Authority (mid) Rwanda: Rwanda Environment Management Authority (high) Tanzania Wildlife Management Authority (TAWA) (low) Tanzania National Parks (TANAPA) (mid) Tanzania Forest Service (low) Uganda Wildlife Authority (mid) National Forest Authority (low) NEMA - Uganda (low)	Milestones vary by country per baseline Kenya Wildlife Service 1 (high) Kenya: Kenya Forest Service (high) Kenya: NEMA (low) Rwanda: Rwanda Development Board- Tourism and conservation department (high) Rwanda: Rwanda Natural Resources Authority (mid) Rwanda: Rwanda Environment Management Authority (high) Tanzania Wildlife Management Authority (TAWA) (mid) Tanzania National Parks (TANAPA) (mid) Tanzania Forest Service (mid) Uganda Wildlife Authority (high) National Forest Authority (mid) NEMA - Uganda (mid)	Milestones vary by country per baseline Kenya Wildlife Service 1 (high) Kenya: Kenya Forest Service (high) Kenya: NEMA (mid) Rwanda: Rwanda Development Board- Tourism and conservation department (high) Rwanda: Rwanda Natural Resources Authority (mid) Rwanda: Rwanda Environment Management Authority (high) Tanzania Wildlife Management Authority (TAWA) (mid) Tanzania National Parks (TANAPA) (mid) Tanzania Forest Service (mid) Uganda Wildlife Authority (high) National Forest Authority (mid) NEMA - Uganda (mid)	High capacity of authorities demonstrated by country, with 70% of protected areas in each country having clear boundary demarcation, regular patrols, and regular arrests, and regular imposition of penalties

Criteria	Baseline	Milestone - 2020	Milestone - 2025	Target – 2030+
4.5. Business practices: Private sector business practices in sectors with a (potentially) large biodiversity footprint are supportive of the conservation of natural habitats and species populations	<p>Understood by number of a country's leading business sectors with potential to support conservation due to their dependence on ecosystem services that are engaged in conservation. (high = >10, mid = >5, low = <5)</p> <p><u>Kenya:</u> Breweries = mid; soft drinks/beverage companies = mid; agribusinesses = mid; tourism sector = low;</p> <p><u>Rwanda:</u> Breweries = mid; soft drinks/beverage companies = low; agribusinesses = mid; tourism sector = mid; Mining = low Energy = Mid</p> <p><u>Tanzania:</u> Breweries = mid; soft drinks/beverage companies = low; agribusinesses = mid; tourism sector = mid; Mining = low Energy = low</p> <p><u>Uganda:</u> Breweries = low; soft drinks/beverage companies = low; agribusinesses = low; tourism sector = low; Oil exploration = high Energy = mid</p>	<p><u>Kenya:</u> Breweries = high; soft drinks/beverage companies = mid; agribusinesses = mid; tourism sector = mid;</p> <p><u>Rwanda:</u> Breweries = mid; soft drinks/beverage companies = low; agribusinesses = mid; tourism sector = mid; Mining = low Energy = Mid</p> <p><u>Tanzania:</u> Breweries = mid; soft drinks/beverage companies = mid; agribusinesses = mid; tourism sector = mid; Mining = low Energy = mid</p> <p><u>Uganda:</u> Breweries = mid; soft drinks/beverage companies = low; agribusinesses = mid; tourism sector = low; Oil exploration = high Energy = mid</p>	<p><u>Kenya:</u> Breweries = high; soft drinks/beverage companies = mid; agribusinesses = high; tourism sector = mid;</p> <p><u>Rwanda:</u> Breweries = high; soft drinks/beverage companies = low; agribusinesses = high; tourism sector = mid; Mining = low Energy = Mid</p> <p><u>Tanzania:</u> Breweries = high; soft drinks/beverage companies = mid; agribusinesses = high; tourism sector = mid; Mining = low Energy = mid</p> <p><u>Uganda:</u> Breweries = high; soft drinks/beverage companies = mid; agribusinesses = high; tourism sector = low; Oil exploration = high Energy = mid</p>	<p>At least five market-leading or influential companies in each business sector in the hotspot have introduced business practices supportive of conservation across their operations</p>

Table 5. Graduation Condition 5: Responsiveness to Emerging Issues

5. Responsiveness to emerging issues: Mechanisms exist to identify and respond to emerging conservation issues

Criteria	Baseline	Milestone - 2020	Milestone - 2025	Target – 2030+
<p>5.1. Biodiversity monitoring: Nationwide or region-wide systems are in place to monitor status and trends of the components of biodiversity</p>	<p>Systems understood by country as (1) not existing, (2) existing, and (3) implemented Kenya: National reporting on the NBSAP targets __1³⁸: Kenya: Monitoring important Bird Areas : __3 Kenya: National Forest Programme 2017-2030 __1. Rwanda: Sustainable Woodland Management and Natural Forest Restoration Project: __2 Rwanda system: National reporting on NBSAP targets: __2 Tanzania system: National reporting on NBSAP targets__2 Tanzania system 2:Eastern Arc Standardized Sustainable Biodiversity Monitoring __2 Uganda system: National reporting on NBSAP targets__2 Uganda system: State of Uganda’s biodiversity__3</p>	<p>Milestone vary by baseline: Kenya: National reporting on the NBSAP targets __2 Kenya: Monitoring important Bird Areas : __3 Kenya: National Forest Programme 2017-2030 __2. Rwanda: Sustainable Woodland Management and Natural Forest Restoration Project: __3 Rwanda system: National reporting on NBSAP targets: __3 Tanzania system: National reporting on NBSAP targets__3 Tanzania system 2: Eastern Arc Standardized Sustainable Biodiversity Monitoring __2 Uganda system: National reporting on NBSAP targets__3 Uganda system: State of Uganda’s biodiversity__3</p>	<p>Milestone vary by baseline: Kenya: National reporting on the NBSAP targets __3 Kenya: Monitoring important Bird Areas : __3 Kenya: National Forest Programme 2017-2030 __3. Rwanda: Sustainable Woodland Management and Natural Forest Restoration Project: __3 Rwanda system: National reporting on NBSAP targets: __3 Tanzania system: National reporting on NBSAP targets__3 Tanzania system 2:Eastern Arc Standardized Sustainable Biodiversity Monitoring __3 Uganda system: National reporting on NBSAP targets__3 Uganda system: State of Uganda’s biodiversity__3</p>	<p>Systems are in place to monitor status and trends in selected habitats, species and populations across at least 90% of the hotspot by area, and data from these systems are being used to guide the allocation of conservation resources</p>

³⁸ Kenya yet to produce a second generation NBSAP

Criteria	Baseline	Milestone - 2020	Milestone - 2025	Target – 2030+
<p>5.2. Threats monitoring: Nationwide or region-wide systems are in place to monitor status and trends of threats to biodiversity (e.g., fire, wildlife trade, invasive species, socio-demographic factors)</p>	<p>Systems understood by country as not existing, existing, and implemented</p> <p>Status of systems vary by site and region and are determined by available resources which are never adequate</p> <p>Remote sensing data on land cover change, climatic variables, productivity, fires available but not analysed. Few institutions such as the Regional Centre for Mapping Resources for Development, Universities, and biodiversity management authorities have GIS capabilities to use this information.</p>	<p>National systems for analysis and reporting of data from remote sensing established and running in biodiversity management authorities in at least two countries (Kenya Wildlife Service, Kenya Forest Service, Uganda Wildlife Authority, National Forest Management Authority, Tanzania Forest Service, TANAPA)</p>	<p>National systems for analysis and reporting of data from remote sensing established and running in biodiversity management authorities in all countries (Kenya Wildlife Service, Kenya Forest Service, Kenya's National Environment Management Authority, Uganda Wildlife Authority, National Forest Authority, Uganda National Environment Management Authority, Rwanda Environment Management Authority, Tanzania Forest Service, TANAPA)</p>	<p>Systems are in place to monitor status and trends in threats to biodiversity (e.g., forest fire, wildlife trade, invasive species, etc.) across at least 90% of the hotspot by area, and results are being used to guide the allocation of conservation and development resources</p>
<p>5.3. Natural capital monitoring: Nationwide or region-wide systems are in place to value and monitor status and trends of natural capital</p>	<p>Systems understood by country as (1) not existing, (2) existing, and (3) implemented for tracking ecosystem services (ES):</p> <p>Kenya: Water provision __2 Kenya: Carbon sequestration__2 Kenya: Resilience/adaptation__1 Rwanda: Water provision: __2 Rwanda: Resilience/adaptation: __3 Rwanda: Tourism: __3 Tanzania: Water provision: __2 Tanzania: Tourism: __2 Tanzania: Resilience/Adaptation: __1 Uganda: Water provision: __2 Uganda Tourism: __3 Uganda Carbon sequestration: __2</p>	<p>Kenya: Water provision __2 Kenya: Carbon sequestration__3 Kenya: Resilience/adaptation__2 Rwanda: Water provision: __2 Rwanda: Resilience/adaptation: __3 Rwanda: Tourism: __3 Tanzania: Water provision: __2 Tanzania: Tourism: __2 Tanzania: Resilience/Adaptation: __2 Uganda: Water provision: __2 Uganda Tourism: __3 Uganda Carbon sequestration: __2</p>	<p>Kenya: Water provision __3 Kenya: Carbon sequestration__3 Kenya: Resilience/adaptation__3 Rwanda: Water provision: __3 Rwanda: Resilience/adaptation: __3 Rwanda: Tourism: __3 Tanzania: Water provision: __2 Tanzania: Tourism: __3 Tanzania: Resilience/Adaptation: __3 Uganda: Water provision: __3 Uganda Tourism: __3 Uganda Carbon sequestration: __3</p>	<p>Systems are in place to value and monitor status and trends in at least three ecosystem services essential to healthy, sustainable societies across at least 90% of the hotspot by area, and results are being used to guide the allocation of conservation and development resources</p>

Criteria	Baseline	Milestone - 2020	Milestone - 2025	Target – 2030+
<p>5.4. Adaptive management: Conservation organizations and protected area management authorities demonstrate the ability to respond promptly to emerging issues</p>	<p>Baseline understood by country and by agency/NGO having responded (yes/no) to emerging issue during last three years. Some successes: Kenya: KWS/KFS/Nature Kenya objection to oil prospecting in Arabuko Sokoke. Rwanda: REMA and NGOs reversal of agriculture and settlement in Rugezi Swamp Rwanda: REMA and NGOs ignored by government to develop peat powered electricity stations in National Parks Tanzania: TFS and NGOs to vacate the Derema Corridor Tanzania: National Development Corporation abandoned Soda extraction at Lake Natron Uganda: NFA and NGOs halted excision of Mabira Forest Uganda: Government ignored NGO calls not to prospect and exploit oil in National Parks</p>	<p>Successful resolution of at least 50% of all cases involving emergency threats</p>	<p>Successful resolution of 75% of all cases involving emergency threats</p>	<p>The major conservation organizations in each country demonstrate that they have adapted their missions, strategies or work plans to respond to an emerging conservation issue at least once during the past three years</p>
<p>5.5. Public sphere: Conservation issues are regularly discussed in the public sphere, and these discussions influence public policy</p>	<p>Baseline understood by country, by method of discussion (print, airwaves, electronic, public forums), and by whether discussions influence public policy (yes/no) Milestones vary by baseline: Kenya: National IBA Liaison Committee Kenya: Conservation Alliance of Kenya Forum Rwanda: Annual National Biodiversity Conference Tanzania: none Uganda: Monthly biodiversity talks</p>	<p>Milestones vary by baseline: Kenya: National IBA Liaison Committee Kenya: Conservation Alliance of Kenya Forum Rwanda: Annual National Biodiversity Conference Tanzania: Forum established for national debate Uganda: Monthly biodiversity talks Uganda: national Biodiversity Conference resumed</p>	<p>Milestones vary by baseline: Kenya: National IBA Liaison Committee Kenya: Conservation Alliance of Kenya Forum Rwanda: Annual National Biodiversity Conference Tanzania: Forum established for national debate Uganda: Monthly biodiversity talks Uganda: national Biodiversity Conference resumed</p>	<p>Conservation issues are regularly (i.e. at least monthly) discussed in the public sphere in each country and these discussions influence relevant public policy (i.e. at least annually in each country)</p>