

An Overview of CEPF's Portfolio in the Western Ghats Region

August 2009

Introduction

The Western Ghats Region of the Western Ghats and Sri Lanka biodiversity hotspot covers an area of 180,000 km² along the west coast of India. The region is extraordinarily rich in biodiversity. Although it occupies less than 6 percent of the land area of India, the region contains more than 30 percent of the country's plant and vertebrate species. In common with other biodiversity hotspots, the Western Ghats supports a high number of species found nowhere else, including an estimated 1,500 endemic plants. The region also has a spectacular assemblage of large mammals, containing two of India's most important areas for the conservation of Asian elephant and one of the most essential landscapes for global tiger conservation.

Because it is a largely montane area with high, concentrated rainfall, the Western Ghats provides essential hydrological and other ecosystem services. Approximately 245 million people live in the peninsular Indian states that receive most of their water supply from rivers originating in the Western Ghats. Thus, with the possible exception of the Indo-Burma Hotspot, no other hotspot sustains the livelihoods of so many people.

The biodiversity values of the Western Ghats are, however, threatened by a variety of human pressures. Following a long process of conversion to cultivated land, coffee and tea plantations and hydroelectric reservoirs, only one-third of the region is still under natural vegetation. Moreover, the remaining forests are highly fragmented and facing the prospect of increasing degradation. Proximate threats fall into two broad categories: localized threats, such as illegal hunting, extraction of non-timber forest products, livestock grazing and forest fires; and landscape-level threats, such as mining, roads, hydroelectric power projects and large-scale agricultural expansion.

The Western Ghats is home to diverse social, religious and linguistic groups. A key challenge is to engage these heterogeneous social groups in community efforts aimed at biodiversity conservation and consolidation of fragmented habitats in the hotspot. The region is also home to many outstanding civil society organizations, in terms of education and motivation. Critical Ecosystem Partnership Fund (CEPF) investments will strengthen the fledgling participation of civil society in biodiversity conservation and provide resources to a range of civil society actors who seek to catalyze change and undertake innovative and effective approaches to conservation.

Niche for CEPF Investment

Overview

The CEPF ecosystem profile and five-year investment strategy for the Western Ghats Region were developed by the Ashoka Trust for Research in Ecology and Environment (ATREE) in collaboration with the Wildlife Conservation Society (WCS) India Program and the University of Agricultural Sciences, Bangalore. A stakeholder workshop was held in Bangalore, India to allow broader input from the conservation community and to provide inputs toward the formulation of a niche and investment strategy for CEPF in the region.

The ecosystem profile defines a niche for CEPF investment in the region based on analyses of conservation outcomes, threats to biodiversity, current conservation investments in the region, and stakeholder consultations. The niche recognizes that, throughout the Western Ghats, unique habitats rich in biodiversity (both protected and unprotected) occur within a highly fragmented, human-dominated landscape. Consequently, conservation will only be successful in the long term if conservation efforts are strengthened within core areas and extended to the wider matrix, with the active involvement of civil society in public as well as private lands.

The Indian government is the largest investor in conservation-related activities in the Western Ghats, although much of this investment has been on infrastructure. Investments by nongovernmental organizations and research institutes, while relatively small, play an important role in filling investment gaps in biodiversity conservation research and action. CEPF's niche in the Western Ghats is to provide incremental support to existing protected area efforts and generate momentum for biodiversity conservation around protected areas to enhance habitat connectivity and enable greater civil society participation in conservation efforts.

To this end, the ecosystem profile defines three strategic directions for CEPF investment in the Western Ghats:

1. Enable action by diverse communities and partnerships to ensure conservation of key biodiversity areas and enhance connectivity in the corridors.
2. Improve the conservation of globally threatened species through systematic conservation planning and action.
3. Provide strategic leadership and effective coordination of CEPF investment through a regional implementation team.

To maximize impact and enable synergies among individual projects, CEPF investment will focus on 80 key biodiversity areas located within five corridors: Anamalai; Malnad-Kodagu; Mysore-Nilgiri; Periyar-Agasthyamalai; and Sahyadri-Konkan. In addition, the 332 globally threatened plant and animal species found in the region are also targeted for support.

The ecosystem profile was approved by the CEPF Donor Council in May 2007, with a total budget allocation of \$4.5 million. Of this amount, \$2.3 million was allocated to Strategic Direction 1, \$1.8 million to Strategic Direction 2 and \$400,000 to Strategic Direction 3.

Portfolio Status

CEPF grantmaking in the Western Ghats began in June 2008 with the first grant to ATREE to act as the Regional Implementation Team (RIT). This grant was for \$400,000 and represents 100 percent of the funds available under Strategic Direction 3. As of July 31, 2009, no further grants had been made, although 17 large grants (>\$20,000) and 23 small grants (≤\$20,000), accounting

for a large portion of the total budget allocation, had been selected for funding and were in the process of being finalized and/or contracted.

The 17 large grants on the cusp of being funded range in size from \$38,700 to \$496,506, with a median size of \$148,673 and a mean of \$158,145. It is expected that three grants, with a total value of \$629,954, will be made to international groups, while 14 grants, with a total value of \$2,058,504 will be made to local groups.

Of the 17 large grants in the pipeline, 11 grants, with a total value of \$1,859,631 are expected to be made under Strategic Direction 1. This represents 81 percent of the total funds allocated to this strategic direction, and, considering that a proportion of these funds will be made in the form of small grants, almost the whole amount available for large grants. Conscious of this fact, the CEPF Grant Director and the RIT have ensured that these grants address all three investment priorities defined under Strategic Direction 1, and cover all five corridors prioritized in the ecosystem profile.

The remaining six large grants, totaling \$828,827, are expected to be made under Strategic Direction 2. This represents 46 percent of the total funds allocated to this strategic direction. The number of applications made under Strategic Direction 2 (27) was almost the same as the number made under Strategic Direction 1 (32). However, fewer applications were assessed as being of sufficient technical quality to be selected for support.

Of the \$4.1 million allocated to Strategic Directions 1 and 2, \$700,000 has been set aside for small grants, directly managed by ATREE. During a visit in May 2009, the Grant Director discussed with ATREE the possibility of revising the proportion of the overall CEPF investment dedicated to small grants, based on the level of demand and an assessment of the effectiveness of this mechanism at realizing the investment priorities defined in the ecosystem profile and achieving CEPF's goal of engaging civil society in biodiversity conservation.

Under the first call for proposal, 36 small grant applications were submitted, of which 23 are planned to be approved for funding. These small grants range in size from \$2,080 to \$19,721, with a mean of \$14,077. Eleven small grants, with a total value of \$149,895, are expected to be approved under Strategic Direction 1, while 12 small grants, totaling \$173,897 are expected to be approved under Strategic Direction 2. All of these small grants will be made to local groups and individual researchers.

Coordinating CEPF Grantmaking

The RIT is based at ATREE's office in Bangalore, and is integrated into the operations of the organization. At present, the RIT has two full-time staff members: Dr Bhaskar Acharya, who coordinates the day-to-day operations of the RIT, and Liza Pinto, who assists Acharya to liaise with and provide support to applicants and grantees. Overall leadership and direction is provided by Dr Jagdish Krishnaswamy, an ATREE fellow and one of the authors of the ecosystem profile for the Western Ghats, who dedicates part of his time to the RIT. In addition, during the first year of operations, six other ATREE fellows have part of their time allocated to the RIT, to assist with review of proposals and other technical tasks.

This arrangement was found not to be optimal in terms of ensuring timely input by part-time staff. For this reason, during the CEPF visit in May 2009, it was agreed that ATREE would restructure the RIT so that, rather than having many people each charging a small portion of their salary to the project, fewer people would work on the project for a larger proportion of their time.

In particular, it was agreed that a third full-time, dedicated staff member would be recruited, to support key RIT functions, with a particular emphasis on monitoring and evaluation.

Performance assessment

The RIT has already added significant value to CEPF investment in the Western Ghats, in terms of: (i) reaching out to a wide spectrum of civil society groups and enabling them to access international donor funds, sometimes for the first time; (ii) enhancing the technical quality and relevance to CEPF investment priorities of individual projects, through providing feedback based on a firsthand knowledge of the issues addressed and the capacities of the applicant institution; (iii) guiding the development of a balanced grant portfolio, including, where relevant, encouraging applicants to work synergistically and eliminate overlaps between projects; and (iv) assisting applicants to negotiate government regulations on receipt of foreign currency introduced under the Foreign Contribution Regulation Act (FCRA).

The main area with room for improvement as regards progress toward achieving the objectives set for CEPF investment in the Western Ghats Region is the amount of time taken to make grants, whether large or small. The challenges inherent in initiating any complex project, coupled with the fact that this was the first time local coordination for CEPF investment had been delivered via the RIT model, largely explain the relatively slow start to CEPF investment in the region. Changes in key grant team staff at CEPF compounded these challenges.

The RIT grant was signed with ATREE on June 19, 2008. However, it was not until January 15, 2009 that the first call for proposals was issued. The intervening period was dedicated to recruiting and training the RIT members and establishing the necessary processes to coordinate and monitor CEPF grant making in the region. Once the call for proposals had been made, the grant-making process accelerated, particularly, after the end of March 2009, when ATREE completed its move to new offices.

Considering the 17 large grants expected to be approved for funding, the mean time taken for applicants to submit a Letter of Inquiry (LoI) following the call for proposals was 40 days, with around half of applicants submitting on the day of the deadline (day 44). After the proposals had been received, it took an average of 94 days for them to be reviewed and a decision taken about whether to invite a full proposal. Having received an invitation to proceed, the applicants took, on average, 37 days to prepare and submit their full proposals. It is intended that final review and contracting of most of these large grants will be completed by the end of August, meaning that, on average, 57 days will be required for this step, and an estimated 228 days (seven and a half months) for the whole process, from launch of the call to signing of the grant agreement.

In order to facilitate the grant-making process in future rounds, several changes have been instituted, including:

- Future calls for LoIs for large and small grants will be staggered by at least three months, to avoid the need to coordinate two review processes simultaneously.
- Additional staff inputs will be made available during the review periods, for instance by using short-term interns.
- A rolling review process will be instituted, whereby proposals are sent out for comment as soon as they are received, not only once the deadline for submission has passed.
- Reviewers' willingness and availability to review proposals will be confirmed with them in advance, so that there are no delays caused by needing to find replacement reviewers.

- In cases where a reviewer does not respond within 10 days, the proposal will immediately be sent to another reviewer. If the original reviewer does eventually submit a review, both will be used.
- Preliminary screening of large grants will be conducted at the LoI stage by the RIT and CEPF, with each LoI being screened by both organizations independently, and the findings compared.
- The large and small grant making processes will be documented, following the schedule prepared by the RIT in the Indo-Burma Hotspot as a template.

Portfolio Investment Highlights by Strategic Direction

To date, only one CEPF grant is active in the Western Ghats Region, the RIT grant, which deals with coordination and monitoring. Consequently, there have yet to be any opportunities to achieve tangible conservation results, although it is expected that these will begin to materialize with the implementation of the first round of CEPF grants in the second half of 2009.

Strategic Direction 1

CEPF investment under this strategic direction aims to enable action by diverse communities and partnerships to ensure conservation of key biodiversity areas and enhance connectivity in the corridors. To this end, CEPF investments are envisioned within protected areas, in biodiversity-rich lands outside protected areas, and in the wider habitat matrix. Within protected areas, CEPF will support civil society groups establish partnerships with state agencies to implement science-based management of priority sites (Investment Priority 1.3). Outside protected areas, CEPF will invest in piloting models of community and private reserves to achieve conservation outcomes at unprotected sites (Investment Priority 1.1). In the wider matrix, CEPF will promote partnerships to identify, evaluate, and advocate for suitable mechanisms that incorporate critical links (biological corridors) into the protected area network (Investment Priority 1.2).

The 11 projects expected to be supported under this strategic direction have a good spread across these three investment priorities. They propose a range of conservation approaches, including community conservation areas, partnership with the private sector, payments for ecosystem services, and ecological monitoring within formal protected areas as a basis for adaptive management.

The 11 projects also cover the five CEPF priority corridors, although investment is weighted more heavily toward some than others (Table 1). This uneven distribution of CEPF investment by corridor largely reflects the pattern of high-quality applications but also the emphasis given to different corridors in the CEPF investment strategy. For instance, the Mysore-Nilgiri corridor, which is projected to receive the highest level of investment, is the only one explicitly prioritized for support under all three investment priorities.

Two corridors are projected to receive limited CEPF investment, relative to their biological priority and the opportunities they present to engage civil society in biodiversity conservation: Malnad-Kodagu; and Anamalai. This may become a particular issue in the case of the Malnad-Kodagu corridor, the largest corridor in the Western Ghats by area and by number of key biodiversity areas. This imbalance is redressed to a certain degree by the fact that a pipeline grant under Strategic Direction 2 to the Snehakunja Trust (c.\$100,000), which will deliver significant on-the-ground conservation outcomes in terms of enhanced ecological connectivity, is situated in the Malnad-Kodagu corridor. Nevertheless, the Malnad-Kodagu and Anamalai corridors will be prioritized for future small grants and any remaining large grants that are funded under Strategic Direction 1.

Table 1: Pipeline for CEPF Investment under Strategic Direction 1 by Corridor

SAHYADRI-KONKAN CORRIDOR	c.\$320,000
Applied Environmental Research Foundation Critical Links – Forging Community-Civil Society Partnerships to Enhance Connectivity in the Sahyadri-Konkan Corridor	c.\$150,000
Environics Trust Empowering Local Communities and CSO’s in Using EIA Process as a Conservation Tool in the Western Ghats	c.\$50,000
Wildlife Conservation Society Improving Protected Area Effectiveness through Enhanced Civil Society Support and Rigorous Monitoring of Wildlife Populations and Conservation Threats	c.\$120,000
MALNAD-KODAGU CORRIDOR	c.\$120,000
Wildlife Conservation Society Improving Protected Area Effectiveness through Enhanced Civil Society Support and Rigorous Monitoring of Wildlife Populations and Conservation Threats	c.\$120,000
MYSORE-NILGIRI CORRIDOR	c.\$650,000
Arulagam (Care Earth Trust) River Moyar and its Connotation to the Conservation of the Mysore-Nilgiri Corridor	c.\$40,000
Equitable Tourism Options Community Based Partnerships for Impact Assessment and Regulation of Tourism in Western Ghats	c.\$50,000
Keystone Foundation Hill Biodiversity and Indigenous People: The God of Small Ecosystems	c.\$200,000
Nature Conservation Foundation Fostering Sustainable Agriculture Practices for Conservation of Tropical Biodiversity in Plantation Landscapes of Western Ghats	c.\$100,000
Wildlife Conservation Society Improving Protected Area Effectiveness through Enhanced Civil Society Support and Rigorous Monitoring of Wildlife Populations and Conservation Threats	c.\$120,000
Wildlife Trust of India Conservation Plan for Securing Selected Elephant Corridors in Southern Western Ghats	c.\$40,000
World Wide Fund for Nature – India Communities and Critical Corridors: Maintaining Landscape Connectivity in the Southern Western Ghats through Collaborative Approaches	c.\$100,000
ANAMALAI CORRIDOR	c.\$200,000
Nature Conservation Foundation Fostering Sustainable Agriculture Practices for Conservation of Tropical Biodiversity in Plantation Landscapes of Western Ghats	c.\$100,000
World Wide Fund for Nature – India Communities and Critical Corridors: Maintaining Landscape Connectivity in the Southern Western Ghats through Collaborative Approaches	c.\$100,000

PERIYAR-AGASTYAMALAI CORRIDOR	c\$580,000
Asian Nature Conservation Foundation Conservation of the Major Landscapes in Southern Western Ghats: Knowledge Generation, Dissemination of Information and Capacity Building for Key Stakeholders	c.\$80,000
Foundation for Ecological Research, Advocacy & Learning Bridging the Shencottah Gap: How Payments for Ecosystem Services Can Restore Biodiversity Outside Protected Areas in India	c.\$500,000

Strategic Direction 2

CEPF investment under this strategic direction aims to improve the conservation of globally threatened species through systematic conservation planning and action. To this end, CEPF will support civil society groups to monitor and assess the conservation status of globally threatened species with an emphasis on lesser-known organisms, in order to establish priorities for action (Investment Priority 2.1). For species already identified as the highest priorities for action, CEPF will invest in the creation and implementation of species recovery and management plans (Investment Priority 2.2). Also, in order to ensure that site conservation efforts address the needs of all species for which they are needed, CEPF will support efforts to evaluate the existing protected area network for adequate representation of globally threatened species and assess the effectiveness of different protected area types (Investment Priority 2.3).

Table 2: Pipeline for CEPF Investment under Strategic Direction 2 by Investment Priority

GLOBALLY THREATENED SPECIES	c.\$830,000	IP2.1	IP2.2	IP2.3	IP2.4
Wildlife Information Liaison Development Society Implementing Priority Conservation Actions Using Network Engineering Model for Lesser-Known Faunal Groups of the Western Ghats	c.\$200,000	X		X	
IUCN Freshwater Biodiversity Unit Freshwater Biodiversity Assessments in the Western Ghats: Fishes, Molluscs, Odonates, and Plants	c.\$180,000	X			
Centre for Environmental Management of Degraded Ecosystems WNPATA: Western Ghats Network of Protected Areas for Threatened Amphibians	c.\$100,000		X	X	
Royal Society for the Protection of Birds Averting the Extinction of Critically Endangered Vultures in the Western Ghats	c.\$100,000		X		
Centre for Ecological Sciences Addressing the ‘Wallacean Shortfall’ for Small Vertebrates in the Western Ghats Across Space and Time	c.\$150,000	X		X	
Snehakunja Trust Linking Fragmented Fresh-water Swamps through the Restoration of Micro-corridors in central Western Ghats	c.\$100,000		X		

As Table 2 shows, the six large grants expected to be supported exhibit a good spread across these three investment priorities. However, no pipeline projects address Investment Priority 2.4,

which envisions a single, region-wide effort to analyze and disseminate data on the biodiversity of the Western Ghats. Moreover, none of them address the part of Investment Priority 2.3 related to assessing the effectiveness of protected area types. Given that the pipeline projects under Strategic Direction 2 account for less than half of the allocated funds, it should be eminently feasible to address these gaps during the next funding round, although this may require the RIT to proactively solicit applications from suitably qualified civil society groups.

Collaboration with CEPF Donor Partners

Three pipeline CEPF projects have close links to investments by CEPF donors. Under Strategic Direction 1, CEPF is planning to support a project by the Foundation for Ecological Research, Advocacy & Learning (FERAL), which aims to develop a payment for ecosystem services (PES) mechanism in order to re-establish ecological connectivity across the most critical link in the Periyar-Agastyamalai corridor. Following close consultations with the Conservation Stewards Program at Conservation International (CI), this initiative has been selected as a pilot project under the “Conservation Agreement Private Partnership Platform.” This platform has been proposed by CI under the GEF Earth Fund, under the World Bank as Implementing Agency. The FERAL project is a perfect fit with the goal of the platform, which is to forge mutually beneficial links between the private sector and local communities and landowners who commit to achieve biodiversity conservation, reduce land degradation, support climate regulation efforts, and promote sustainable natural resource management. It is envisioned that GEF Earth Fund resources will be used to help develop working PES models involving private companies in the tea, coffee, energy and/or tourism sectors, with potential for wider replication in the Western Ghats and elsewhere in India.

Also under Strategic Direction 1, CEPF is planning to support a project led by the Applied Environmental Research Foundation (AERF), which proposes to use “conservation agreements” to effectively engage local communities in biodiversity conservation and, thereby, enhance ecological connectivity in the Sahyadri-Konkan Corridor. CI’s Conservation Stewards Program has been closely involved in the development of this project, sharing experience with its portfolio of conservation agreement projects in other Asian countries, including Cambodia and China.

Under Strategic Direction 2, CEPF plans to invest in a vitally important initiative to undertake conservation status assessments for freshwater biodiversity and use the results to inform planning for hydropower, irrigation and other developments threatening freshwater ecosystems and the essential services they provide. This project, which will be led by the Freshwater Biodiversity Unit at IUCN, complements a similar initiative in the Eastern Himalayas supported by the MacArthur Foundation. The two projects will be closely coordinated to ensure sharing of data and cost efficiencies.

Conclusion

After a relatively slow start, as the concerned parties became accustomed to the new RIT model for CEPF implementation, steady progress has been made toward the development of a balanced grant portfolio in the Western Ghats. All pipeline projects have good potential for sustainability, and many propose to develop innovative conservation approaches or pilot them in the Western Ghats for the first time. It can be reasonably expected that these approaches will be replicated at other sites and support the emergence of new best practices and development paradigms, thereby amplifying the impact of CEPF investments in the region.

The 17 large grants and 23 small grants currently in the pipeline are expected to be contracted by September 2009. At this point, including the RIT grant, CEPF will have committed \$3.4 million

across the three strategic directions, equivalent to 76 percent of the total available funds. Future, staggered calls for LoIs will then be launched for large and small grants, to fill gaps in the portfolio. The key thematic gaps to address fall under Strategic Direction 2, specifically Investment Priority 2.4 (interdisciplinary efforts to analyze and disseminate biodiversity data) and the part of Investment Priority 2.3 that relates to assessing the effectiveness of different types of protected area. Under Strategic Direction 1, the key geographic gaps that remain are the Anamalai and, in particular, Malnad-Kodagu corridors. Finally, small grants will be used to target the conservation of globally threatened species not covered by other initiatives. It is intended that, by the end of the second year of implementation, almost all of the available funds will have been committed (with the possible exception of some small grants), allowing CEPF and the RIT to shift resources toward monitoring project implementation, developing sustainability strategies, leveraging portfolio co-financing and communicating results.

Charts – CEPF Investment in the Western Ghats Region as of July 31, 2009

Chart 1. Approved Grants by Strategic Direction

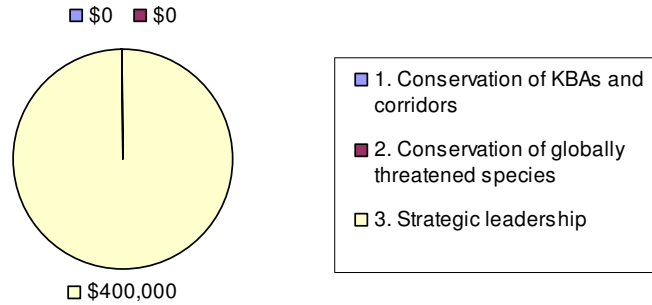


Chart 2. Approved Grants by Corridor and Strategic Direction

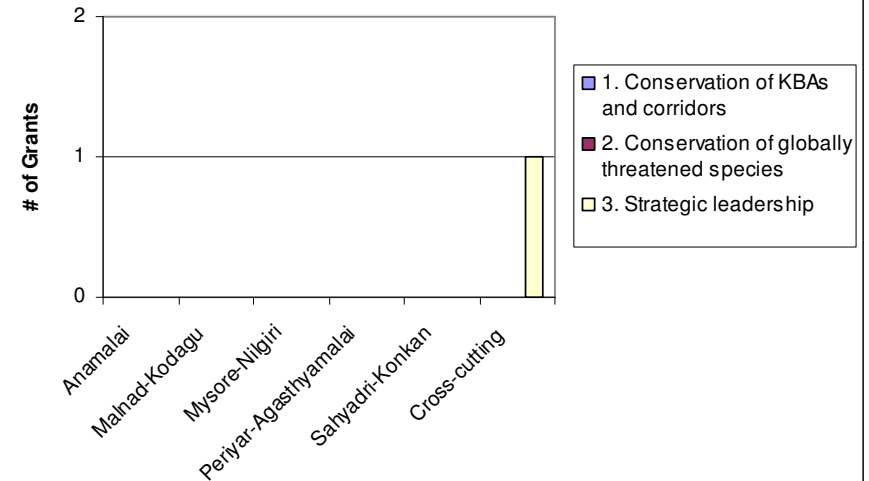


Chart 3. Portfolio Status by Strategic Direction

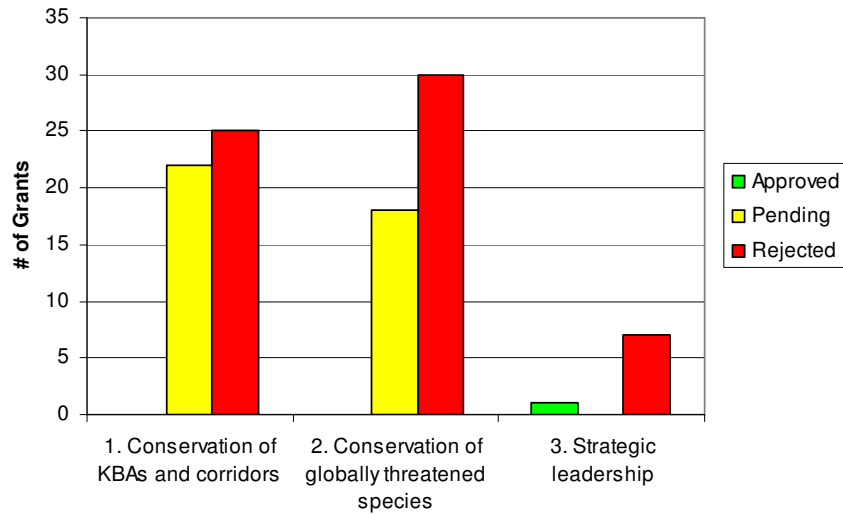
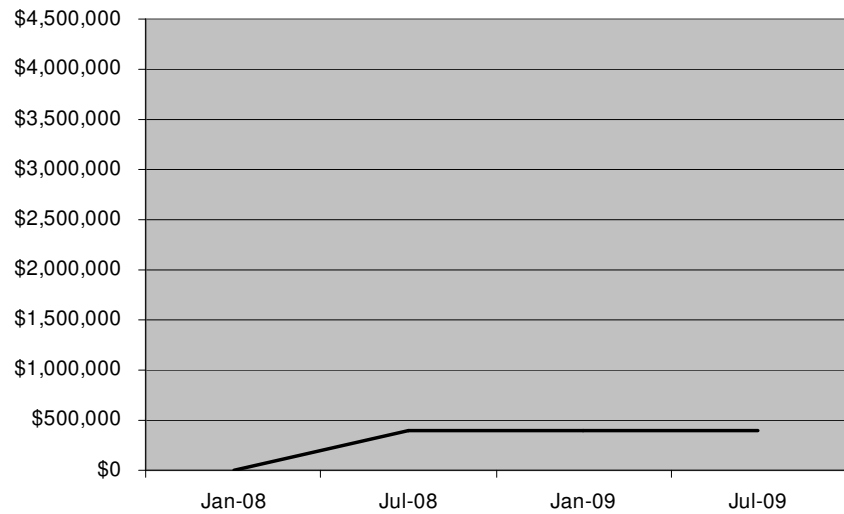


Chart 4. Combined Value of Grants Awarded



Annex 1 – Update of the Logical Framework for CEPF Investment in the Western Ghats

Objective	Targets	Progress
<p>Conserve and manage globally important biodiversity by strengthening the involvement and effectiveness of NGOs and other sectors of civil society in biodiversity conservation in the Western Ghats and Sri Lanka Biodiversity Hotspot: Western Ghats Region.</p>	<p>NGOs and civil society actors, including the private sector, actively participate in conservation programs guided by the CEPF ecosystem profile for the Western Ghats Region.</p> <p>Alliances and networks among civil society groups formed to avoid duplication of effort and maximize impact in support of the CEPF ecosystem profile for the Western Ghats Region.</p> <p>Development plans or policies influenced to accommodate biodiversity.</p> <p>80 key biodiversity areas have new or strengthened protection and management guided by a sustainable management plan.</p>	<p>59 civil society organizations applied for large grants, of which 1 (ATREE) has been funded and 17 are in the pipeline. 5 civil society organizations and 31 individuals applied for small grants, of which 4 organizations and 19 individuals are in the pipeline.</p> <p>Alliances forged between applicants in the case of 6 large grants, to avoid duplication of effort and maximize impact.</p> <p>No progress to date.</p> <p>No progress to date.</p>
Intermediate Outcomes	Intermediate Indicators	Progress
<p>Outcome 1: Action by diverse communities and partnerships enabled to ensure conservation of key biodiversity areas and to enhance connectivity in the target corridors</p> <p>\$2,300,000</p>	<p>Percent of targeted protected areas with strengthened protection and management.</p> <p>Percent of projects outside protected areas that introduce and/or strengthen biodiversity in management practices</p> <p>Percent of projects that enable stewardship of biodiversity and ecosystem services by Indigenous and local communities in focus areas.</p> <p>Number of hectares of key biodiversity areas with strengthened protection and management.</p> <p>Number of hectares in newly established or expanded protected areas.</p>	<p>No progress to date.</p> <p>No progress to date.</p> <p>No progress to date.</p> <p>No progress to date.</p> <p>No progress to date.</p>

	Partnerships (including with state agencies) established to implement progressive science-based management, conservation and monitoring of priority sites.	No progress to date.
<p>Outcome 2: Conserve globally threatened species and habitats through systematic conservation planning and action</p> <p>\$1,800,000</p>	<p>Percent of targeted areas with strengthened protection and management.</p> <p>Number of hectares of key biodiversity areas with strengthened protection and management.</p> <p>Number of hectares in newly established or expanded protected areas.</p> <p>The status and distribution of globally threatened plant species investigated and results applied to planning, management, awareness raising and/or outreach.</p>	<p>No progress to date.</p> <p>No progress to date.</p> <p>No progress to date.</p> <p>No progress to date.</p>
<p>Outcome 3: A regional implementation team effectively coordinates the CEPF investment in the Western Ghats Region.</p> <p>\$400,000</p>	<p>Number of groups receiving grants that achieve a satisfactory score on final performance scorecard RIT performance in fulfilling the approved terms of reference.</p>	<p>No progress to date.</p>
Strategic Funding Summary	Amount	
Total Budget Amount	\$4,500,000	