Terms of Reference – Long-Term Vision in the GFWA Hotspot

Strategical planning for long-term work in the region

September 2021

Assignment title	**Elaboration of the Long-Term Vision for the Guinean Forests of West Africa Hotspot**
Project	**CEPF GFWA Regional Implementation Team**
Type of contract	**Consultancy – open internationally to individual consultant/teams, academia, and Non-Governmental Organizations**
Type of applicant	A consultant or a team of consultants able to demonstrate relevant experience in the region and a very good network of experts which they can tap into to consultancy
Contract period	**c. 50 days equivalent over a period of 6 months** (November 2021 – May 2022)
Line Supervision	**BirdLife International**
Location	**Flexible, home based with virtual/remote consultations**
Countries	**Guinea, Liberia, Sierra Leone, Cote d'Ivoire, Ghana, Togo, Benin, Nigeria, Cameroon, Equatorial Guinea (islands) and São Tomé and Príncipe**

1. Background

The Critical Ecosystem Partnership Fund (CEPF) is a joint initiative of l'Agence Française de Développment, Conservation International, the European Union, the Global Environment Facility, the Government of Japan, and the World Bank. It is a global program that provides grants to nongovernmental organizations and other private sector partners to protect critical ecosystems. A fundamental goal of the Fund is to engage civil society in efforts to conserve biodiversity.

CEPF is not intended to be a permanent presence in each hotspot. Rather, it works toward an end point at which local civil society "graduates" from its support with sufficient capacity, access to resources, and credibility to respond to future conservation challenges. Experience to date shows that, in most hotspots, reaching a point at which civil society graduates from CEPF support will take more than five years, the typical duration of CEPF investment phases. Consequently, CEPF is preparing long-term strategic visions which establish what the end point for CEPF investment in each hotspot looks like and determine how to get there. The content of each long-term strategic vision is shown in **Annex 1** and reflects the idea that "graduation" can be determined when five conditions are met related to conservation, civil society, financing, public policy, and the ability to respond to new issues.

2. Scope of Work

The consultant/team will lead the process to develop a long-term strategic vision for CEPF investment in the Guinean Forests of West Africa hotspot. The long-term vision will consist of a **concise** document, prepared through targeted stakeholder consultations and literature review. It will establish criteria for determining when the above-mentioned five conditions for local civil society to graduate from CEPF

support are met and set targets that consecutive CEPF investment phases can work toward. It will also include a timeline of actions required by CEPF and other funders to meet the graduation targets, and a financing plan that provides a best estimate of the funding required. It will provide a description of what a long-term structure responsible for the coordination of this effort should look like.

3. Key Tasks

The consultant/team will undertake the following tasks.

1. Establish an advisory group for the long-term vision process. This group should ensure that the long-term vision engages with appropriate stakeholders and takes account of relevant initiatives within civil society, government, private sector, and the donor community. At a minimum, the group should include representatives from leading conservation-focused civil society organizations, the CEPF Regional Implementation Team, and donors supporting the development of civil society and biodiversity conservation in the hotspot.

2. Undertake a review of relevant literature, including, but not limited to, government and donor strategies for biodiversity conservation and civil society development and key CEPF documents relevant to the hotspot, to ensure alignment of the long-term vision with other initiatives and avoid duplication of effort. Literature related to biodiversity mainstreaming, Key Biodiversity Areas, Protected Areas coverage, main positive or adverse policies, and climate change projections for the hotspot, should be consulted.

3. Consult with key stakeholders to solicit their input into the development of the long-term vision for the hotspot. These consultations may take place through one-to-one meetings (in person or remotely), small group discussions, or formal workshops. Depending on the prevailing COVID-19 situation, virtual meetings may be substituted for in-person meetings. Regarding government stakeholders, these consultations should, at minimum, involve the GEF Operational Focal Point for each of the countries in the hotspot. Key stakeholders should include, but not be limited to, a selection of the CEPF grantees in the region.

4. With guidance from the advisory group, synthesize the results of the literature review and stakeholder consultations to:

    4.1. Set criteria for determining whether each of the five graduation conditions has been met.
    4.2. Set at least one Specific, Measurable, Achievable, Relevant and Time-bound target for each criterion, with milestones for each five-year investment phase.
    4.3. Determine how many targets need to be met before the graduation conditions can be considered to be in place.
    4.4. Identify and prioritize actions that can be taken by CEPF to influence the changes required for the graduation targets to be met.
    4.5. Prepare a financing plan for the implementation of the long-term vision.
    4.6. Describe what a long-term structure responsible for the coordination of this long-term vision would look like.

5. Present the draft long-term vision at a workshop or a virtual meeting (depending on the prevailing COVID-19 situation) involving at least 30 key stakeholders from across the hotspot, including representatives of leading local and international civil society organizations with

missions relevant to conservation, including women's groups, and indigenous people's groups, as well as participants from government and private sector.

6. Revise the long-term vision to address comments from participants.

7. Submit the document to the CEPF Secretariat and help present it at a virtual meeting of the CEPF Working Group, which comprises technical staff from each of CEPF's donor partners. The consultant will be expected to attend this presentation by electronic conferencing from his or her base of operations.

8. Revise the long-term vision to address comments from the CEPF Secretariat and the CEPF Working Group.

4. Deliverables

1. Brief contextual background to provide context for the long-term vision (no more than 5 pages). This background brief should reference the CEPF ecosystem profile for the hotspot, when relevant, but not repeat information therein, except in summary form. It should include, at a minimum:

    1.1. A brief description of the social, political and economic context for biodiversity conservation in the hotspot, including of barriers to and enabling factors for the emergence of a strong conservation-focused civil society community that is able to graduate from CEPF support.
    1.2. A review of the current status of civil society in the hotspot and its development the last 15 years. The main focus of this review should be civil society organizations with a conservation-focused mission, but it should also encompass organizations with other missions (e.g., health, family planning, education, livelihoods) that currently or potentially contribute to conservation objectives.
    1.3. A review of sustainable conservation financing mechanisms in the hotspot, including an assessment of the potential of each (currently or with modifications) to provide a stable source of long-term funding conservation actions led by civil society organizations.
    1.4. An overview of public policies in development sectors with a (potentially) large footprint on biodiversity, such as agriculture, forestry, fisheries, tourism, mining and energy, and strategies employed by and available to civil society organizations wishing to influence these policies.
    1.5. An overview of industries with a (potentially) large footprint on biodiversity, such as cocoa, rubber, palm oil, oil and gas, including a review of key change agents (i.e., market-leading and influential companies) in each industry, and a discussion of strategies employed by civil society organizations to mainstreaming biodiversity conservation into private sector business practices.
    1.6. A brief summary of the interconnected issues of biodiversity conservation and climate change in the hotspot and the need to address them in an integrated way in a post-covid world

2. A draft table (as shown in **Annex 2**) for inclusion in the long-term vision proposing criteria and targets for each of the following five conditions, which need to be met for the Guinean Forests to graduate from CEPF support:

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

   These criteria and targets should emanate directly from the stakeholder consultations and be informed by literature review and previous work undertaken by the RIT, CEPF and grantees.

3. A draft table for inclusion in the long-term vision setting a baseline for each graduation target and proposing milestones for each graduation target in each investment phase (i.e., 2022-2026, 2027-2031, etc.) (as shown in **Annexes 3 and 4**).

4. A draft table for inclusion in the long-term vision proposing actions that can be taken by CEPF to influence the changes required for the graduation targets to be met.

5. A draft financing plan for inclusion in the long-term vision (maximum length: 5 pages). This plan should describe the financial targets for implementation of the actions necessary to achieve the graduation targets, summarize funding projections from other sources (if any), and thus identify the funding gap.

6. A draft theory of change for inclusion in the long-term vision (maximum length: 3 pages), which sets out along a causal pathway the actions that should be taken by CEPF to reach the graduation criteria, including intermediate steps, which CEPF may not necessarily be directly involved in. The theory of change can be presented in narrative or diagrammatic form or some combination of the two. The theory of change must present and test the assumptions made about how the proposed actions will bring about the desired outcomes. These could include some 'critical assumptions' that would be triggers for reconsidering CEPF's continued engagement in a region if they were found to no longer be met.

7. A set of metrics for monitoring and evaluation possibly linking to SDGs and/or draft post 2020 Global Biodiversity Framework

8. A draft summary of the long-term vision for inclusion in the long-term vision (maximum length: 3 pages).

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

5. Submission of proposals

- The consultant or team of consultants should submit a brief presentation of the proposed methodology and budget, together with relevant CV(s), to the email CEPF-GFWA-RIT@birdlife.org

- The deadline for submission is the **14th October 2021.**

Annex 1. Content of Long-Term Visions

The long-term visions will set clear targets for "graduation," that is, the conditions under which CEPF can withdraw from a hotspot with confidence that effective biodiversity conservation programs will continue in a self-sustaining manner. This does not necessarily mean that biodiversity is no longer threatened, but only that the conservation movement, collectively, is able to respond to all present threats and any future threats that could reasonably be expected to arise. Five conditions need to be met in order for a hotspot to graduate from CEPF support.

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

For each hotspot (or sub-region), the first step will be to take the five graduation conditions and make them locally relevant by setting specific criteria and targets. According to the current framework, five criteria are suggested for each condition, making 25 criteria in total (**Annex 2**). The number of criteria under each condition can be adjusted, according to the relative emphasis that needs to be placed on meeting it. At least one SMART (i.e., Specific, Measurable, Achievable, Relevant and Time-bound) target will be set for each criterion (**see Annex 2 for examples**). Then, milestones will be set for each target, to enable monitoring of progress during each investment phase and guide course correction if needed (**see Annex 3 for examples**).

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

Identifying Actions

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

Once the graduation targets have been set, the next step will be to evaluate each one to determine whether: (1) CEPF can directly effect the changes required for it to be met (e.g., by making grants to implement the necessary changes); (2) CEPF can indirectly effect the required changes (e.g., by strengthening civil society capacity to advocate for them); or (3) the required changes are dependent on external factors beyond CEPF's ability to influence. This step will result in a list of actions that CEPF can take to directly or indirectly influence the required changes (and monitor changes outside of its sphere of influence). The next step will be to order these actions into phases, with actions that are preconditions for other actions being scheduled first. Examples of the types of actions that could be set and how they could be scheduled by investment phase are presented in **Annex 4**.

Setting Financial Targets

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

The financing plans will form the basis for regional fundraising strategies, to be developed by the Secretariat after the completion of the long-term visions as a guide to fundraising efforts for each hotspot. These strategies will be used to leverage funding from regional donors, as well as non-traditional sources, such as private companies. They will also determine the current capacity level of the RIT and the need (if any) to enhance this to support fundraising efforts at the hotspot level. In this way, the strategies will contribute to strengthening existing RITs, which is part of CEPF's strategy.

Creating a Theory of Change

A theory of change defines all the steps required to bring about the desired result, in this case graduation, beginning with the actions taken by CEPF and including intermediate steps along a causal pathway, which CEPF may not necessarily be directly involved in. A theory of change can be expounded

in narrative form or as a flow diagram or other visual form. A key element of any theory of change is its assumptions, which explain how the proposed actions are expected to bring about the desired outcomes. It is important to test these assumptions, in order to ensure that the theory of change is robust. This is especially true for CEPF, because assumptions that are reasonable for one hotspot may not necessarily hold true for another hotspot.

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

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

In particular, it may be necessary to make additional assumptions dealing with contingencies (e.g., political instability or restrictions on the activities of civil society organizations) that would represent significant reversals for CEPF's efforts at achieving graduation. These may include some 'critical assumptions' that would be triggers for reconsidering CEPF's continued engagement in a region if they were found to no longer be met.

Annex 2. Conditions, suggested criteria, and example targets for hotspots to graduate from CEPF support

Graduation condition	Suggested criteria	Example targets
1. Conservation priorities and best practices Global conservation priorities (e.g., globally threatened species, Key Biodiversity Areas (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.	***Globally threatened species.*** Comprehensive global threat assessments conducted for all terrestrial vertebrates, vascular plants and at least selected freshwater taxa.	Global threat assessments are completed for at least 90% of all recorded species of terrestrial vertebrate, vascular plant and at least three major freshwater taxa in the hotspot, and with results incorporated onto the IUCN Red List.
	Key Biodiversity Areas. KBAs identified in all countries and territories in the hotspot, covering, at minimum, terrestrial, freshwater and coastal ecosystems.	KBAs are identified in all countries and territories in the hotspot, covering terrestrial, freshwater and coastal ecosystems, with broad-based support for these priorities among government and civil society.
	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.	Reservoirs of natural capital are identified in all countries and territories in the hotspot for at least three ecosystem services essential to healthy, sustainable societies (e.g. climate resilience, freshwater, provisioning etc.) and incorporated into national economic accounts.
	Conservation plans. Conservation priorities incorporated into national or regional conservation plans or strategies developed with the participation of multiple stakeholders.	Globally threatened species, KBAs and/or conservation corridors are incorporated into at least one national conservation plan or strategy in each hotspot country or at least one regional conservation plan or strategy developed with the participation of multiple stakeholders.
	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.	Conservation management practices are adopted and institutionalized by at least 90% of CEPF priority KBAs, as a basis for their sustainable management over the next 10 years.
2. Civil society capacity Local civil society groups dedicated to conserving conservation priorities collectively possess sufficient organizational and technical capacity to be	***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.	At least 20 local civil society organizations (including ones with a development-focused mission) are engaged in biodiversity conservation, with at least three of them playing a leadership role, in each hotspot country.

Graduation condition	Suggested criteria	Example targets
effective advocates for, and agents of, conservation and sustainable development for at least the next 10 years.	***Institutional capacity.*** Local civil society groups collectively possess sufficient institutional and operational capacity and structures to raise funds for conservation and to ensure the efficient management of conservation projects and strategies.	At least 20 local civil society organizations in the hotspot have a civil society tracking tool score of 80 or more.
	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.	At least 20 partnerships, alliances, networks or similar mechanisms exist that enable civil society groups to leverage their complementary capacities and maximize impact.
	Financial resources. Local civil society organizations have access to long-term funding sources to maintain the conservation results achieved via CEPF grants and/or other initiatives, through access to new donor funds, conservation enterprises, memberships, endowments, and/or other funding mechanisms.	At least five local civil society organizations in each country have access to stable and diversified long-term funding sources sufficient to maintain their current programs indefinitely without relying on international donors.
	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.	Biodiversity conservation models demonstrated or promoted by local civil society are incorporated into at least one national or sub-national policy and the business practices of at least two influential private sector companies per year.
3. Sustainable financing Adequate and continual financial resources are available to address conservation of global priorities for at least the next 10 years.	***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.	The three largest public sector agencies responsible for conservation in each hotspot country have sufficient financial resources to effectively deliver their missions.
	Civil society funding. Civil society organizations engaged in conservation in the hotspot have access to sufficient funding to continue their work at current levels.	At least 9 of the 10 largest civil society organizations engaged in conservation in the hotspot have access to sufficient secured funding to continue their work, at least at current levels, for at least the next five years.
	Donor funding. Donors other than CEPF have committed to providing sufficient funds to address global conservation priorities in the hotspot.	Donors other than CEPF are committed to providing funding for conservation in the hotspot that, in combination with public sector and civil society funding, is sufficient to address global conservation priorities for at least the next 10 years.

Graduation condition	Suggested criteria	Example targets
	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.	The ministry of finance and at least two line ministries in each hotspot country have incorporated conservation priorities into their plans and policies and use them as criteria for allocating significant financial resources in key development sectors (e.g. agriculture, fisheries, energy, etc.).
	Long-term mechanisms. Financing mechanisms (e.g., trust funds, revenue from the sale of carbon credits, etc.) exist and are of sufficient size to yield continuous long-term returns for at least the next 10 years.	Sustainable financing mechanisms (e.g., endowment funds, green taxes, payments for environmental services, etc.) supporting the conservation of CEPF priority KBAs operate and yield funding such that financial constraints are no longer identified as a barrier to effective conservation management for at least 90% of CEPF priority KBAs.
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.	***Legal environment for conservation.*** Laws exist that provide incentives for desirable conservation behavior and disincentives against undesirable behavior.	Each hotspot country's commitments under multilateral environmental agreements are reflected in its national laws (not only environment-related laws but also those for key development sectors), and these laws are elucidated through detailed regulations that provide for sufficient incentives and disincentives to encourage behavior consistent with them, and these laws or regulations are updated at least once every 10 years.
	Legal environment for civil society. Laws exist that allow for civil society to engage in the public policy-making and implementation process.	Local civil society organizations in all hotspot countries legally allowed to convene, organize, register, receive funds, and engage in conservation activities and these laws taken advantage of by local civil society organizations working in any sector (e.g., environment, public health, education, etc).
	Education and training. Domestic programs exist that produce trained environmental managers at secondary, undergraduate, and advanced academic levels.	At least 90% of all senior leadership positions in government conservation agencies and leading conservation NGOs are staffed by local country nationals.
	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.	At least 70% of protected areas in each hotspot country have their boundaries demarcated on the ground and are patrolled regularly (at least two weeks out of every month), and if at least 50% of arrests for conservation offenses lead to a penalty being imposed (fine, confiscation, imprisonment, etc.).

Graduation condition	Suggested criteria	Example targets
	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.	At least two key change agents (i.e., market-leading and influential companies) in each business sector in the hotspot with a large biodiversity footprint (actual or potential) have introduced business practices supportive of the conservation of natural habitats and species populations across their operations.
5. Responsiveness to emerging issues Mechanisms exist to identify and respond to emerging conservation issues.	***Biodiversity monitoring.*** Nationwide or region-wide systems are in place to monitor status and trends of the components of biodiversity.	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.
	Threats monitoring. Nationwide or region-wide systems are in place to monitor status and trends of threats to biodiversity.	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.
	Natural capital monitoring. Nationwide or region-wide systems are in place to value and monitor status and trends of natural capital.	Systems are in place to value and monitor status and trends in at least three ecosystem services essential to healthy, sustainable societies (e.g., freshwater provision, carbon sequestration, crop pollination, etc.) across at least 90% of the hotspot by area, and results are being used to guide the allocation of conservation and development resources.
	Adaptive management. Conservation organizations and protected area management authorities demonstrate the ability to respond promptly to emerging issues.	The major conservation organizations in all countries in the hotspot can demonstrate that they have adapted their missions, strategies or workplans to respond to an emerging conservation issue at least once during the past three years.
	Public sphere. Conservation issues are regularly discussed in the public sphere, and these discussions influence public policy.	Conservation issues are regularly (i.e. at least monthly) discussed in the public sphere (e.g., in national and local media, internet-based forums, public forums, etc.) in all countries in the hotspot, and these discussions are seen to periodically influence relevant public policy (i.e. at least annually in each country).

Annex 3. Example milestones for selected graduation targets

Graduation condition 2. Civil society capacity Local 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.			
Graduation target	**Milestone for first investment phase (2016-2020)**	**Milestone for second investment phase (2021-2025)**	**Milestone for third investment phase (2026-2030)**
2.1 At least 20 local civil society groups are engaged in biodiversity conservation, with at least three of them playing a leadership role, in each hotspot country.	At least 10 local civil society organizations are engaged in biodiversity conservation in each country.	At least 15 local civil society organizations are engaged in biodiversity conservation, with at least one of them playing a leadership role, in each country.	At least 20 local civil society organizations are engaged in biodiversity conservation, with at least three of them playing a leadership role, in each country.
2.2 At least 20 local civil society organizations in the hotspot have a civil society tracking tool score of 80 or more.	At least 10 local civil society organizations in the hotspot have a civil society tracking tool score of 80 or more.	At least 20 local civil society organizations in the hotspot have a civil society tracking tool score of 80 or more.	Target expected to be met in previous phase.
2.3 At least 20 partnerships, alliances, networks or similar mechanisms exist that enable civil society groups to leverage their complementary capacities and maximize impact.	At least 10 partnerships, alliances, or networks enable civil society groups to leverage their complementary capacities and maximize impact.	At least 20 partnerships, alliances, or networks enable civil society groups to leverage their complementary capacities and maximize impact.	Target expected to be met in previous phase.
2.4 At least five local civil society organizations in each country have access to stable and diversified long-term funding sources sufficient to maintain their current programs indefinitely without relying on international donors.	No progress towards target expected in this phase.	At least one local civil society organization in each country has access to long-term funding sources sufficient to maintain its current program indefinitely without relying on international donors.	At least five local civil society organizations in each country have access to long-term funding sources sufficient to maintain their current programs indefinitely without relying on international donors.
2.5 Biodiversity conservation models demonstrated by local civil society are incorporated into at least one national/sub-national policy and the business practices of at least two influential companies per year.	No progress towards target expected in this phase.	At least three conservation models demonstrated by local civil society are incorporated into public policy or private sector business practices over five years.	Biodiversity conservation models demonstrated by local civil society are incorporated into at least one national/sub-national policy and the business practices of at least two influential companies per year.

Annex 4. Example actions for meeting selected graduation targets

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

4.1 Each hotspot country's commitments under multilateral environmental agreements are reflected in its national laws, and these laws are elucidated through detailed regulations that provide for sufficient incentives and disincentives to encourage behavior consistent with them, and these laws or regulations are updated at least once every 10 years.	Support pilot projects that demonstrate conservation incentives and disincentives relevant to national laws. Strengthen the capacity of local civil society organizations to influence public policy.	Support pilot projects that demonstrate conservation incentives and disincentives relevant to national laws. Support grantees to document results of pilot projects and use to influence relevant laws and regulations.	Support grantees to document results of pilot projects and use to influence relevant laws and regulations.
4.2 Local civil society organizations in all hotspot countries legally allowed to convene, organize, register, receive funds, and engage in conservation activities and these laws taken advantage of by local civil society organizations working in any sector (e.g., environment, public health, education, etc).	The required changes are dependent on external factors beyond CEPF's ability to influence.	The required changes are dependent on external factors beyond CEPF's ability to influence.	The required changes are dependent on external factors beyond CEPF's ability to influence.
4.3 At least 90% of all senior leadership positions in government conservation agencies and leading conservation NGOs are staffed by local country nationals.	Support local academic organizations to deliver training in conservation leadership.	Support local academic organizations to deliver training in conservation leadership.	Target expected to be met in previous phase.
Graduation target	**Actions for first investment phase (2016-2020)**	**Actions for second investment phase (2021-2025)**	**Actions for third investment phase (2026-2030)**
4.4 At least 70% of protected areas in each hotspot country have their boundaries demarcated on the ground and are patrolled regularly (at least two weeks out of every month), and if at least 50% of arrests for conservation offenses lead to a penalty being imposed (fine, confiscation, imprisonment, etc.).	Support protected area demarcation at CEPF priority KBAs. Strengthen capacity of civil society organizations in protected area management and thereby strengthen their credibility with government.	Support grantees to document results of protected area demarcation at CEPF priority KBAs and promote amplification by national conservation agencies. Support pilot projects to enhance enforcement of protected area and wildlife protection legislation at CEPF priority KBAs.	Support grantees to document results of pilot projects and promote amplification by national conservation agencies.
4.5 At least two key change agents (i.e., market-leading and	Support pilot projects that demonstrate models for sustainable production	Support grantees to document results of pilot projects and promote	Support grantees to promote adoption of biodiversity-friendly

influential companies) in each business sector in the hotspot with a large biodiversity footprint (actual or potential) have introduced business practices supportive of the conservation of natural habitats and species populations across their operations.	that is supportive of the conservation (or restoration) of natural habitats and species populations. Strengthen capacity of civil society organizations in sustainable production and thereby strengthen their credibility with the private sector.	amplification at other conservation areas through adoption into private sector practices. Support strategic partnerships between civil society organizations and key change agents in the private sector.	business practices by key change agents in the agriculture, mining and tourism sectors.