

## CEPF FINAL PROJECT COMPLETION REPORT

### I. BASIC DATA

**Organization Legal Name:** International Centre of Insect Physiology and Ecology

**Project Title (as stated in the grant agreement):** *CEPF Investment Coordination and Sustainability in the Eastern Arc / Coastal Forests Hotspot*

**Implementation Partners for this Project:** International Centre of Insect Physiology and Ecology (ICIPE), BirdLife International (BL), Tanzania Forest Conservation Group (TFCG), World Wide Fund (WWF)

**Project Dates (as stated in the grant agreement):** February 1, 2004 - December 31, 2009

**Date of Report (month/year):** May 2010

### II. OPENING REMARKS

*Provide any opening remarks that may assist in the review of this report.*

The project ran from January 2004 to March 2011, following a no cost extension. It assisted CEPF to implement its conservation investment in the Eastern Arc / Coastal Forests Hotspot, taking advantage of the existence of a number of long-standing conservation and development agencies in the region and building on their contacts and experience.

### III. ACHIEVEMENT OF PROJECT PURPOSE

**Project Purpose:** *An effective, efficient and coordinated approach amongst stakeholders is established to achieve the CEPF conservation outcomes for the Eastern Arc / Coastal Forest Biodiversity Hotspot.*

#### Planned vs. Actual Performance

Indicator	Actual at Completion
Purpose-level:	

<p><b>1. CU is recognised as an effective presence for integrating biodiversity concerns in the EACF hotspot</b></p>	<p>The CU was successfully launched on June 14, 2004 and became operational in the same year. The launch was covered by Citizen TV in Kenya and by an interview in the East African with Bobbie –Jo Kelso of CEPF. The CEPF subsequently became widely recognised as evidenced by media coverage, workshops, and Lols submitted.</p>
<p><b>2. Stakeholders are developing projects that are addressing priority issues identified in the profile.</b></p>	<p>94 stakeholders submitted Lols for 346 prospects of which 103 were approved by for funding. All priority issues were addressed.</p>
<p><b>3. New and innovative partnerships in civil society developed as a result of CU interventions.</b></p>	<p>New and innovative partnerships were developed, forged and nurtured during the entire programme cycle. This ranged from partnerships at an individual level, institutional levels and programmatic levels. Researchers were facilitated to work together in order to maximise conservation outcomes by pooling and leveraging resources and expertise. Twenty-eight grant applicants were advised to write joint proposals ensuring that there was efficient use of resources, allocation of tasks based on expertise and preventing duplication of roles and activities.</p>

**Describe the success of the project in terms of achieving its intended impact objective and performance indicators.**

The project was outstandingly successful in delivering its primary objective as defined by the project purpose. Significant impacts were also made in achieving all the project outputs as detailed below. The participatory approach adopted during the preparation of the Ecosystem Profile in 2003 laid a firm foundation for CEPF investment. The niche identified was extremely relevant and integrated well with the other activities that were ongoing in the region, especially the GEF-UNDP Conservation and Management of the Eastern Arc Mountain Forests, Tanzania, the GEF Medium Sized Project for the Kwale District in Kenya and the USAID Arabuko Sokoke project and Visitors Centre at Fort Jesus, Mombasa. The relevance of CEPF investment was underscored by the signing of a Memorandum of Understanding between Conservation International and Resources and Tourism that provided government support to all CEPF's research projects throughout Tanzania.

Long term impacts beyond the project period will require sustained investment from CI/CEPF and the donor community in general.

**Were there any unexpected impacts (positive or negative)?**

Unanticipated positive impacts include:

- 1) The potential of the forest change maps and some baseline carbon assessments for securing REDD+ funding. This mechanism for funding forest conservation did not exist at the beginning of the project. Significant funding for REDD has already been secured by TFCG and is anticipated for other CU partners.
- 2) The PSC meetings facilitated contacts between the forest departments of Kenya and Tanzania and enabled important issues (that were not directly addressed by the funded projects) to be addressed.
- 3) Partnership between the CU member organisations has led to lasting collaboration, e.g. in the coastal forest programme of WWF and the livelihood initiatives between TFCG and *icipe*.

We are not aware of any unexpected negative impacts.

The primary conclusion that can be drawn is that the Government of Tanzania's Ministry of Natural

#### IV. PROJECT OUTPUTS

**Project Outputs:**

#### Planned vs. Actual Performance

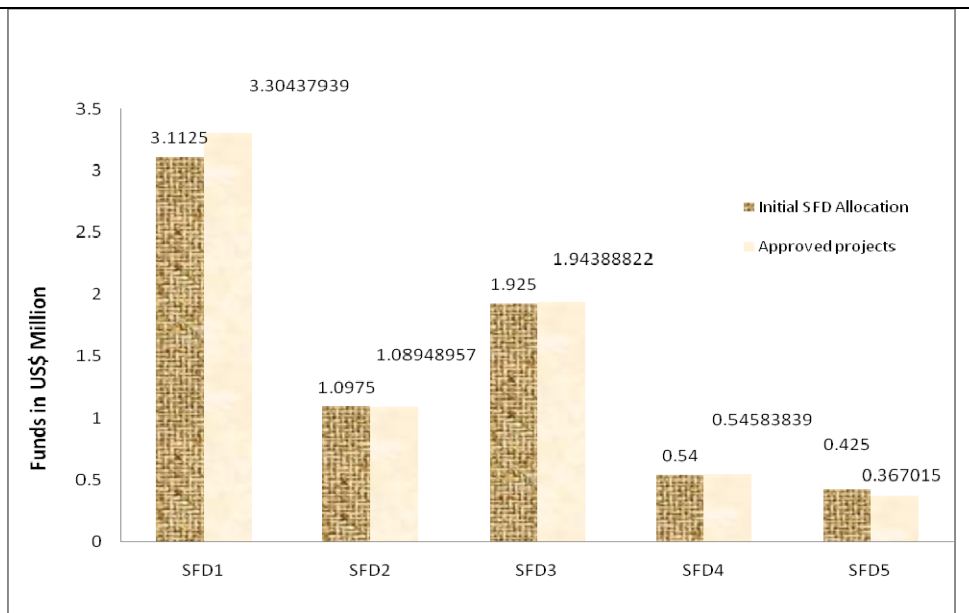
Indicator	Actual at Completion
<p><b>Output 1: An EACF Coordination Unit exists with appropriate mechanisms to facilitate achievement of the Investment Priorities identified in the CEPF Ecosystem Profile.</b></p>	<p>An EACF-CU was constituted in 2004 by 4 institutions based in Kenya and Tanzania. The four organisations are: BirdLife International Africa Secretariat (including its national partners NatureKenya and the Wildlife Conservation Society of Tanzania (WCST)); the International Centre of Insect Physiology and Ecology (ICIPE), the Tanzania Forest Conservation Group (TFCG), and WWF - East Africa Regional Programme Office (in partnership with WWF – Tanzania Programme Office). They first met in January 2004 to develop a proposal to CEPF to fund CU operations to facilitate the achievement of CEPF's desired outcomes in the region, in collaboration with CEPF in Washington. This proposal was submitted by March and approved in April.</p> <p>The CU began reviewing proposals as early as February 2004 but was not formally launched until June 14<sup>th</sup>. The launch was attended by directors from various organisations including the Kenya Forest Research Institute (KEFRI), Kenya Wildlife Service (KWS), Forest Department - Kenya, Forest and Bee-Keeping Division - Tanzania, and the National Museums of Kenya. The event was covered by Citizen TV in Kenya and by a subsequent interview in the East African with Bobbie –Jo Kelso of CEPF. By the end of 2004, a total of 189 Letters of Inquiry (LOIs) had been received by the CU. By the end of 2009, this number had grown to 346, of which 103 were approved for funding.</p>
<p><i>1.1. MoU and ToRs for the Coordination Unit finalized between ICIPE, BirdLife International, WWF-EARPO and TFCG by end of Q1 Y1.</i></p>	<p>The MoUs and ToRs for the CU were drafted in February 2004 and signed in March 2004. The MoU comprised a preamble and 7 articles : Article 1 Interpretation; Article 2 General, dealing with the purpose and objectives of the CU; Article 3, detailing Governance, Structure and Responsibilities, and including the creation and constitution of a Project Steering Committee, Organisational Representatives, Programme of work, and Employment of CU staff; Article 4, on Procedures, including Reporting, and stipulations for PSC and CU meetings; Article 5 on Finance and including details on the Fiscal Year, Bank Account, Fund Transfers, Accounting Procedures; Article 6 on Force Majeure; and Article 7 on Administrative Procedures, including Conflict Resolution, Entry into Force and Duration of the Agreement, and an Indemnity Clause. The MOUs were approved by CEPF and signed by the Directors (or their authorised representatives) of the four partner institutions.</p>
<p><i>1.2. Mechanism for liaison with the CEPF African Grant Director in place.</i></p>	<p>The CEPF African Grant Director attended the 4<sup>th</sup> meeting of the CU in March 2004 at which the basic mechanisms for liaison were agreed. Discussions included issues relating to the use of Grant-Writer, reporting formalities and formats, eligibility for grants, ensuring the transparency of the CU, filter and other criteria for acceptance/recommendation of Lols, and workplans. Subsequent liaison included attendance by John Watkin at all CU meetings whenever possible, and by extensive telephone and email consultations</p>

	throughout the project period.
<b>1.3. EACF CU meeting held at least quarterly.</b>	<p>The first meeting of the EACFCU-meeting was held in January 2004 where it was agreed to hold monthly meetings for the first six months and quarterly meetings thereafter. Hosts, Chairmen and Recorders were rotated between the four CU member institutions. Nine meetings were held in 2004, and 4 in every subsequent year up to the end of December 2009, making a total of 29 meetings over the entire grant period. At least one meeting a year was held in Tanzania. In addition to the representatives from the four member institutions, national Birdlife partners (Nature Kenya and the Wildlife Conservation Society of Tanzania) routinely attended meetings when these were held in their own countries. Occasional ex-officio members included Dr Tom Butynski (CI), Drs Neil Burgess and Felician Kilihama (of the Conservation and Management of Eastern Arc Mountain Forests Project, CMEAMF, run by the Forest and Bee-Keeping Division, FBD, in Tanzania), Francis Sabuni (Eastern Arc Mountain Conservation Endowment Fund, EAMCEF), and members of FBD and the Forest Department (FD) of Kenya (subsequently the Kenya Forest Service (KFS)). John Watkin, African Grant Director for CEPF, attended most meetings, starting in March 2004, or was consulted during them by telephone. Jorgen Thompsen, CI-CEPF Vice President, attended the 13th meeting in February 2006 while on mission in East Africa.</p>
<b>1.4. Appropriate administrative, technical, and financial management strategies (including a Project Steering Committee (PSC)) are in place for the EACF Coordination Unit to deliver within budget.</b>	<p>Appropriate administrative, technical, and financial management strategies, including the formation of a Project Steering Committee were detailed in the MoU that was signed in March 2004, and were further refined and elaborated as needed over the remaining project period. Key issues were agreed at the first CU meeting in January 2004 and included the following arrangements: meetings in Kenya and Tanzania; ICIPE as the focus for communication with CEPF and receipt and subsequent dispersal of funds for CU; ICIPE responsible for accounting and reporting to CEPF; each member of the CU responsible for attendance at all meetings and timely and effective inputs into accounting and reporting; Chair of next meeting responsible for convening the subsequent meeting; Draft minutes to be circulated by following day; emails cc'd to all members and CEPF Grants Manager; and quarterly (initially 6 monthly) financial and biannual technical reports to be submitted to CEPF within a month of the end of each reporting period. By December 2009, 15 financial and 13 technical reports had been submitted.</p> <p>Six PSC meetings were held, rotating between Kenya and Tanzania, each chaired or co-chaired by representatives of the directors of FD and FBD. Its purpose was to provide overall direction and guidance to the conservation programme of the Co-ordination Unit in the Eastern Arc and Coastal Forest Biodiversity Hotspot in order to deliver programme objectives. Membership comprised one representative from each of the Coordination Unit Members, one representative of the Forestry and Beekeeping Division of the United Republic of Tanzania, one representative of the Forestry Division of Kenya, one representative of the CMEAMF and the EAMCEF, and co-opted members as required. The latter included representatives from the national Birdlife partners, the Vice President's office in Tanzania, the CEPF African Grant Director and CI and CEPF technical staff. In addition to its principal objective, the PSC was helpful in resolving related issues such as problems with financing compensation payments for the Derema Corridor. It also provided a rare and usual forum for the forest departments in Kenya and Tanzania to discuss issues of mutual interest.</p>
<b>1.5. Financial sustainability of the</b>	A consultancy was advertised in 2006 to develop a sustainable financing strategy for the CU and the hotspot. Applicants were screened by the CU in consultation with CEPF and two consultants with extensive experience of CI and

<p><i>Coordination Unit is planned for through the development of a funding strategy by end of Y3.</i></p>	<p>its operations were selected. Key recommendations from the consultancy included: 1) raising in addition to routine funding a minimum target of between 5 and 6 million dollars a year for the total hotspot area of 6,710 ha; 2) an emphasis on truly sustainable fund raising based on Payments for Ecosystem Services (especially watersheds but also carbon) and the existing EAMCEF and working with KFS to create a Forest Trust Fund for Kenya; 3) strengthening funding for community livelihood programmes, building on and replicating successes at Arabuko-Sokoke Forest; 4) engaging with the private sector, especially tourism; 5) developing a sustainable charcoal sector policy; and 6) formalising and providing ongoing support for the EACF-CU.</p> <p>During the project period, civil society groups that received CEPF grants reported leveraging or co-financing of at least \$3,728,338.29 from other sources.</p>
<p><b>Output 2: Stakeholders within civil society and government are aware of the CEPF process, goals and achievements and are sharing experiences.</b></p>	<p>By using a variety of communication tools the Coordination Unit was able to provide detailed information to representatives from at least 120 civil society organizations and key government departments in Kenya and Tanzania whilst providing more general information to hundreds of thousands of people through the mass media. Through the CU web page detailed information of the investment was made accessible to anyone with access to the internet. By adopting an interactive approach to many of the communication event, the CU was able to ensure that there was an active dialogue rather than just an outward flow of information. Feedback from participants at the lessons learned workshop and communication strategy planning workshops was integrated into CU operations.</p>
<p><b>2.1.</b> <i>Communication strategy developed by Y1 Q1 and implemented accordingly.</i></p>	<p>A communication strategy was developed with input from a wide range of stakeholders. The strategy aimed to ensure that stakeholders within civil society and government are aware of the CEPF process, goals and achievements and are sharing experiences. Key elements of the communication strategy were implemented including a dedicated website (cepf.tfcg.org); regular e-news circulated to over 300 people including all grantees; articles in the Arc Journal; three dedicated editions of the Arc Journal with information about the projects supported; regular media updates resulting in eight radio programmes, ten newspaper articles and four television programmes as well as two BBC world service radio programmes and one BBC World picture story about CEPF projects.</p>
<p><b>2.2.</b> <i>Four consultative meetings held in Kenya and Tanzania to inform stakeholders on the functioning of the CU by Y1 Q2.</i></p>	<p>Four consultative meetings were held in Mombasa, Dar, Morogoro and Tanga to inform stakeholders on CEPF, the functioning of the Coordination Unit and how civil society organisations could apply. 146 people from 101 organisations participated in the meetings.</p>

<p><b>2.3. Awareness raising materials produced and disseminated by CU and other stakeholders by Y2 (and subsequently as necessary).</b></p>	<p>Posters and leaflets with information about how to apply in English and Swahili were designed and distributed at the outset of the investment. Three dedicated editions of the Arc Journal with articles on CEPF and CEPF-financed projects were developed, distributed and put online at <a href="http://www.tfcg.org">www.tfcg.org</a>. 500 T-shirts with information about CEPF were designed and distributed as part of World Environment Day.</p>
<p><b>2.4. Lessons learned documented and shared between stakeholders.</b></p>	<p>Three lessons learned workshops were held to document lessons learnt. The first lessons learnt meeting was held on 27th and 28th June 2006 for monitoring, research and awareness raising grantees (Strategic Funding Direction 3). The workshop involved 40 people including grantees, government departments and CEPF representatives.</p> <p>The second lessons learned workshop was held in Amani. Between 11th and 12th September 2006. 18 people participated in the workshop including representatives of: civil society organisations implementing forest connectivity projects financed by CEPF; the Forestry and Beekeeping Division of the Government of Tanzania and CEPF. Workshop reports for each workshop were circulated to all participants and other stakeholders.</p> <p>The third lessons learnt workshop, held for grantees under strategic funding direction 1, was attended by 26 people including the Grant Director, Grantees, Coordination Unit, a World Bank representative and some government representatives from Kenya and Tanzania.</p>
<p><b>2.5. Engagement with a diversity of stakeholders including the private sector, development agencies etc.</b></p>	<p>Regular presentations were made to different stakeholders such as the Tanzanian Informal Discussion Group on the Environment attended by donors, NGOs, research institutions and government representatives and the Regional and National Coastal Forest Task Forces.</p> <p>Several meetings were held with the Conservation and Management of the Eastern Arc Mountains Forest project (CMEAMF).</p> <p>In 2006, a Memorandum of Understanding was signed between the Forestry and Beekeeping Division, Tanzania and Conservation International outlining data sharing commitments. An event was organised in Dar es Salaam to celebrate the signing</p> <p>An update on the community grants programme was provided to community representatives in Tanzania at the Mjumita annual workshop.</p> <p>Letters were sent to key members of the East African Community to introduce CEPF's work plus a copy of the Arc Journal about CEPF's investment.</p>
<p><b>Output 3: Civil society stakeholders supported to design effective conservation projects in line with the CEPF EP and submit</b></p>	<p>Support to Civil Society stakeholders from research organisations, the private sector and conservation/development NGOs was limited to advice from internal reviewers in the CU and CEPF and external reviewers identified by BirdLife and included in their database (see Output 4.2). Community based organisations (CBOs), however, required intensive support which was provided through Training of Trainer workshops, dissemination of Swahili guidelines and continuous mentoring. This succeeded to the point where 145 community</p>

<b>proposals to CEPF.</b>	microgrants (51 in Kenya and 94 in Tanzania) were dispersed directly to CBOs for a total of \$ 251,529. This funding improved livelihoods and benefited natural resources in addition to strengthening the network and improving the governance of CBOs in the hotspot.
<b>3.1. Strategy for supporting all potential applicants to CEPF developed by Y1 mid Q2.</b>	A strategy was developed and circulated within CEPF and the CU by June 2004, and subsequently translated into Kiswahili, printed and availed to all potential applicants. The latter were identified by a mapping process that built on previous knowledge and contacts established by CU members (including BirdLife national partners) and consultations with government officers at District levels.
<b>3.2. Strategy (e.g. workshops, training sessions) implemented starting in Q2.</b>	The strategy was fully implemented. Four TOT (Training of Trainers) workshops were held in Mombasa, Morogoro, Dar-es-Salaam and Tanga were held and 60 participants trained. The participants subsequently assisted CBOs in their areas to develop and submit proposals.
<b>3.3. .At least 30 CBOs have submitted LOIs for CEPF funds by the end of Y2.</b>	60 CBO's had submitted LOIs by December 2005, and by the end of the project a total of 145 community grants had been disbursed.
<b>3.4. Applicants assisted as necessary to complete Part 2 of applications</b>	Applicants were assisted as necessary to complete Part 2 of the applications, mainly through the CU assisted review process CBO grants were under \$20000 and therefore were not required to go to Part 2 of the application process.
<b>Output 4: A comprehensive and complementary suite of CEPF projects (within budget) is in place to fully address the SFDs/IPs identified in the EP.</b>	All SFDs were addressed through a suite of 346 proposals of which 103 were approved for funding for a total of USD 7,195,901 as detailed below.
<b>4.1. Projects that adequately address all 5 SFDs and 25 IPs have been initiated by end of Y3.</b>	By the end of December 2009, 346 project proposals had been submitted covering SFD 1 (151), SFD2 (51), SFD3 (94), SFD4 (30), SFD5 (9) and 11 others cutting across more than one SFD. Of these, 103 projects were approved and funded at a total of USD 7,195,901 (see allocations in the graph below). By the close of this initiative, a total of 88 of these projects had been closed (implementation complete) while 13 were still active.



Of all the 103 funded projects 44 (42.7%) were full grants (>USD20, 000) while 59 (57.3%) were small grants (<USD20, 000). The project portfolio grew significantly from 189 proposals that had been submitted at the end of the first year (2004) to 333 by the end of 2008.

Most of the grant applications were received in the first three years of the programme. Later in 2008 and 2009, this changed from proposal submissions and reviews to project implementation and monitoring of the implementation of approved projects. The number of approved projects therefore grew considerably within the earlier years (from 16 by end of 2004, to 103 by end of 2008).

A tracking mechanism was put in place to ensure that funded projects adequately addressed all 5 SFDs and 25 IPs.

A project database (MS Excel) was developed and maintained in the following manner: On being received, proposal was allocated a Grant number for ease of tracking. Other information was captured in separate columns on the following: contact details (including lead), project title, project description, whether any of the CU members was associated with the project, budget, SFD, IPs, main thematic area of focus, and all reviewer comments.

Using the project database, regular review and analysis were conducted based on which feedback was provided to the Coordination Unit members and CEPF. This was in form of quarterly presentations at meetings and four detailed Annual Project Portfolio Analysis Reports (Attachments for 2004, 2005, 2006 and 2007-08 reports).

The reports and presentations highlighted key SFDs and IPs, allocation of funds by SFDs/IPs. Gaps in coverage of SFDs, IPs, priority species, sites and thematic areas were also identified and highlighted to guide in the reviewing, and processing of new proposals/Letters of Inquiry (LoIs). The reports also provided an analysis of allocated and remaining funds. This would be used as the basis for planning how to invest the remaining funding in a cost-effective way and fill the existing gaps. The priority SFDs and gaps in IPs were addressed through subsequent reviews and decisions on project proposals.

**4.2. Panel of expert**

A panel of expert reviewers were identified and helped to review the submitted



<p><i>reviewers identified and operational as appropriate to the proposals submitted.</i></p>	<p>proposals. The reviewers were people with a long experience and expertise working in the region on various aspects. They included ecologists, natural and social scientists and taxonomists among others.</p> <p>To ensure there was enough pool of reviewers, a database was developed and was regularly populated. It included contact details and area of expertise and grew from 163 at the end of 2004 to <b>237</b> entries at the end of 2005. This database proved to a valuable resource.</p> <p>By relying on the expertise of the panel of external and internal reviewers, the review process went smoothly. Reviewer comments and recommendations influenced decisions on proposals submitted.</p> <p>At the end of the programme and reviews, a thank you note was circulated to individual internal and external expert reviewers expressing gratitude for the support provided (see attachments for templates used).</p>
<p><b>4.3. Transparent, objective and timely (within 6 weeks of LOI receipt) review process in place, understood by other stakeholders and operational by Y1 Q1.</b></p>	<p>In order to ensure transparent, objective and timely review process, various mechanisms were put in place:</p> <ul style="list-style-type: none"> <li>• A clear review process was documented, published and disseminated widely amongst the reviewers (see attachment). Review templates with clear guidelines and procedures, including the scoring system were also developed.</li> <li>• To ensure that understanding by the applicants and other stakeholders the review process was publicised widely through posting it on the CEPF and TFCG websites (<a href="http://www.cepf.net">www.cepf.net</a> and <a href="http://cepf.tfcg.org">http://cepf.tfcg.org</a>), publishing it in form of brochures and pamphlets, and presenting it at stakeholder meetings.</li> <li>• To ensure the process was transparent, there were checks and balances. For example reviewers (either internal or external) were not allowed to review proposals submitted by them, their institutions or for which they had interest. This ensured there was no conflict of interest and did not compromise the credibility and the ability of the reviewers to provide unbiased and subjective evaluations.</li> <li>• The final decisions were based on majority consensus and were mostly arrived at during the quarterly CEPF/CU meetings.</li> <li>• To ensure that the process was timely, Lol reviews were done in batches as they came in, thus reducing chances of backlogs. Only when further expert review was required were the proposals sent to independent external reviewers. The proponents whose Lols were favourably reviewed were then required to develop full proposals.</li> </ul>
<p><b>4.4. Appropriate and innovative partnerships identified and facilitated using lessons learned and existing linkages.</b></p>	<p>Appropriate and innovative partnerships were facilitated through several mechanisms and various stages and at levels of programme implementation. For example, during the proposal writing &amp; review process and project implementation stages and at the overall programmatic implementation level. The grantees and other stakeholders forged linkages and synergies that would benefit their work, ensure there was an exchange of expertise and technical input, maximise resources and ensure that these partnerships thrive in the long-term even beyond the CEPF investment period. During the project development stage and the review process, some proponents were asked to merge proposals in order to maximise cost effectiveness and ensure that applicants work together. A total of 28 proponents were asked to merge their proposals with successful ones working together through the project implementation stage.</p> <p>Project implementers were also linked up with other CEPF- and non-CEPF funded projects. . To enhance and promote further collaboration between projects, a matrix of who is working where was frequently circulated with contact details and if possible where they were working and the area of specialization.</p>

	<p>At a programmatic level, CEPF also forged and promoted synergies with other programmes and initiative, e.g. the Conservation and Management of the Eastern Arc Mountains Forest (CMEAMF) Project funded by UNDP/GEF, the Eastern Arc Mountains Conservation Fund (EAMCEF) and WWF Coastal Forests Ecoregional Programme, among others.</p> <p>Another mode of sharing information and raising the profile of CEPF and informing stakeholders about ongoing activities was through publishing articles in newsletters and the web (<a href="http://cepf.tfcg.org">http://cepf.tfcg.org</a> and <a href="http://www.cepf.net">www.cepf.net</a>). Stakeholders were also referred to these websites for effective access to information on CEPF investment. There were clear links with Forest Departments in the respective countries and greater involvement of staff both at high level and middle level in the CEPF programmes.</p>
<p><b>4.5. Projects are in place throughout the hotspot and are monitored to maximise cost-effectiveness and impact of the CEPF investment.</b></p>	<p>BirdLife monitored and had a tracking mechanism to regularly analyse from the database and document the project spread and coverage of SFDs, IPs, sites, species, implementing institutions, This was fed back to the Coordination Unit to ensure that the investment was well targeted to maximise cost-effectiveness in terms of delivering conservation outcomes and coverage of priority sites and species by subsequent projects.</p> <p>Highlighted gaps in species &amp; sites coverage were used in targeting small grants that were provided to Postgraduate students. This information was very well captured in the Annual portfolio synthesis reports and was shared accordingly. Some of the project reports were reviewed and key highlights, achievements identified and shared. In terms of monitoring the impact of CEPF programmes in the Eastern Arc and Coastal Forests of Kenya and Tanzania, there was a close link between the Coordination Unit and the BirdLife-coordinated “Instituting standardised and sustainable biodiversity monitoring system” project. Some of the outputs that significantly contributed to this include information on threats and investment published as a status and trends report; maintaining and populating the outcomes database and the production and dissemination of the forest change map. The improved understanding of the biological knowledge of the region through inventories at lesser known sites and discoveries and re-discoveries of new species by the various projects funded by CEPF is a clear evidence of the cost-effectiveness of the CEPF project.</p>
<p><b>4.6. Projects being implemented by a diversity of stakeholders including CBOs, NGOs, private sector, appropriate parastatals, research institutions and universities.</b></p>	<p>The 103 approved projects were well distributed among local and international grantees. A total of 264 proposals were submitted by applicants from Kenya and Tanzania, 60 from the USA, 17 from UK, 15 from Rest of Europe and 2 from South Africa. Of these applications, 60, 25, 9, 8 and 1 were approved respectively. The applicants ranged from CBOs (55 proposals), NGOs (192 proposals), private sector (18 proposals including 4 from freelance researchers), appropriate parastatals/research institutions (31 proposals) and universities (44 proposals).</p>

**Describe the success of the project in terms of delivering the intended outputs.**

The success of this programme is based on Coordination Unit model where each constituent organization had clear roles and responsibilities that ensured harmony, synergy and focus. A total of 103 proposals were funded cutting across all the five Strategic Directions and 25 Investment Priorities. The efficient, timely and transparent review ensured that only proposals that were addressing key priority objectives of the programme were funded. By relying from a pool of over 270 expert reviewers that had an extensive experience in their respective fields n ensured that the review process was transparent. The regular review and analysis of funded projects and identification of gaps in the portfolio in the course of the granting cycle ensured that existing gaps in coverage of species, sites and other thematic issues represented by the SFDs and IPs were addressed on time and ensured that resources were allocated

wisely and appropriately. Most of the partnerships that were developed between individuals, institutions and programmes are still working for biodiversity conservation and are likely to endure and have a long lasting impact on biodiversity conservation in the region.

***Were any outputs unrealized? If so, how has this affected the overall impact of the project?***

The intended web-based review of proposals was not achieved because by the time this review method was to be initiated; already we were passed a stage where a lot of reviewing was needed. However, this did not impact on the overall delivery of the project.

## V. SAFEGUARD POLICY ASSESSMENTS

***Provide a summary of the implementation of any required action toward the environmental and social safeguard policies within the project.***

No safeguard policy assessments were required.

## VI. LESSONS LEARNED FROM THE PROJECT

***Describe any lessons learned during the various phases of the project. Consider lessons both for future projects, as well as for CEPF's future performance.***

This section is taken from the CEPF Final Assessment report, compiled by TFCG.

As part of the Coordination Unit, TFCG led a process to hold a series of lessons learned workshops organized around strategic directions 1, 2 and 3. These were extremely productive meetings bringing together the majority of the grantees to discuss the achievements and adaptive management that projects have engaged in. The full proceedings can be obtained from the [www.cepf.net](http://www.cepf.net) website. Below are some of the overall lessons that have been highlighted.

CEPF grantees have been excellent at communicating about conservation and the importance of the region, although not all relevant communities have been reached. There are opportunities to build on this increased awareness in both countries and in particular to build on lessons that have been learned and shared. However there is a risk that stopping the communication initiatives may undermine the excellent progress made over the last four years.

**Strategic Direction 1: Increase the ability of local populations to benefit from and contribute to biodiversity conservation, especially in and around Lower Tana River Forests, Taita Hills, East Usambaras/Tanga, Udzungwas and Jozani Forest**

- The grants have succeeded in reaching the communities and have significantly increased their capacity to contribute to conservation. They have also improved their livelihoods. This increased capacity is an opportunity for future conservation initiatives.
- There are significant opportunities to link with government particularly in the context of new, more supportive policies. The Forest Departments in both Kenya and Tanzania have been brought together through the Project Steering Committee for the Coordination Unit and have greatly appreciated this forum. They have been further supported through the community micro grants facility that linked community-based organizations and local government officers. However bureaucracy and delays in signing Joint Forest Management agreements can undermine conservation initiatives.

- Many of the initiatives supported by CEPF remain dependent on donor funding. The discontinuation of funding from CEPF and others may mean that these initiatives cease when the funding ends. However there is an opportunity to tap other sources of funding from donors and payments for environmental services.
- The visioning process at the outset of the investment and the training of trainers provided by the Coordination Unit, have provided a strong foundation for the investment. However delays in the transfer of funds, complicated application procedures and excessive consultations have discouraged some grantees.
- CEPF have supported a wide range of nature based businesses which have contributed to improved livelihoods in communities living adjacent to the forests. These businesses represent a significant opportunity for the future particularly if they can be linked with conservation initiatives. However there is some uncertainty as to whether the returns and market shares necessary can be achieved in the absence of further investment

**Strategic Direction 2: Restore and increase connectivity among fragmented forest patches in EACF, especially in Lower Tana River Forests, Taita Hills, East Usambaras/Tanga and Udzungwas**

- Establishing partnerships improves the quality of projects by bringing in varied skills and allows for the sharing of collective experience and expertise (scientific, socioeconomic). Partnerships between civil society organizations can also effect change in government policies and actions.
- CEPF has supported a series of participatory planning workshops at hotspot and site level. These have provided an opportunity for stakeholders to plan jointly, thereby avoiding duplication of effort and allowing for learning from previous experiences while allowing grantees to be aware that they are part of a larger suite of projects. The meetings also introduced a quality control mechanism for proposed projects. e.g. Derema Corridor compensation process – claims were processed under the Land Act instead of through the Agricultural Compensation Act.
- The ecosystem profile and the planning processes behind it have significantly strengthened CEPF investment by providing clear direction based on the experiences and priorities of a wide range of stakeholders, allowing for CEPF investment to build on existing initiatives.
- The CEPF focus on civil society organizations has not only resulted in increased capacity of NGOs and community-based organizations but has also strengthened local and central government partners. This has been enhanced by the dynamic relationship between grantees and CEPF through regular visits by the Grant Director. This has also provided an opportunity for CEPF to improve via feedback from grantees. However, the slow turn around time on grants and weak linkages with initiatives outside of the hotspot remain areas for improvement.
- The hotspot-wide monitoring program that CEPF has supported provides an important resource for stakeholders working on forest connectivity issues and allows for a broader assessment of progress on the restoration of forest connectivity.
- Although lessons have been learned about identifying suitable sites for the restoration of connectivity and about how to restore connectivity there is still a need for clearer guidelines on best practices taking into consideration local factors.

- There is still a need for more innovative and effective approaches to be developed that can offer alternative livelihood practices that are more beneficial to communities than destructive income generating activities; can address human-wildlife conflicts and some of the underlying threats to forest connectivity including population growth, governance and issues of land and natural resource tenure.
- Forest connectivity is strengthened through the inclusion of indigenous knowledge and traditional rights in conservation approaches.
- The case study of the Derema Corridor has raised many issues of which future compensation processes should learn including the importance of managing communities expectations very carefully and providing them with investment advice; good communication between those involved in the process especially the communities; and the need to be realistic about the length of time it takes to raise funds to cover the costs of compensation. Civil society organizations can play a valuable role in facilitating communication but need to ensure that they have appropriate skills to take this on board. Guidelines for a compensation scheme are needed.
- CEPF funding has assured that the actions agreed upon at the stakeholder workshops have been realized and that strong linkages were incorporated in project planning between action in the field and the latest scientific findings.
- CEPF prioritization of the restoration of connectivity has put the issue of connectivity firmly on the conservation agenda and has enabled organizations to leverage additional funding.

### **Strategic Direction 3: Improve knowledge of biodiversity in EACF**

- It is difficult to measure the impact of awareness raising but in some cases projects are seeing results e.g. FFI and the Pemba flying fox, also activities generally well received at a local, national and international level.
- Through productive partnerships sharing complementary information, data, specimens, avoiding duplication of efforts and documenting biodiversity values and indigenous knowledge, CEPF investment in awareness raising and capacity building has been enhanced. But, not enough involvement of community-based organizations, difficult to get funding through CEPF through lack of capacity.
- CEPF projects have a wealth of information, technical expertise and participant commitment that has already begun building capacity at a local and intuitional level, backed by President Kikwete's emphasis on conservation. But, need to invest further at a district level in encouraging participation, supporting the Forestry and Beekeeping Division with implementation of participatory forest management, and targeting the private sector.
- The CEPF's focus on civil society organizations has benefited from accountability, flexibility, innovative approaches resulting in tangible results for awareness raising and capacity building, although need to be aware of limitations of expertise.
- Rigorous review process meant that funding went to productive nongovernmental organizations.
- CEPF projects utilize a range of methods to communicate findings and raise awareness through Web sites, meetings and other means on a local, national and international level. But, knowledge

of the Eastern Arc and projects limited in general public, insufficient media linkages, and information not always available for decision making.

- Currently CEPF projects have small-scale attempts to provide alternative resources to reduce illegal activities, but this is not always the case and is vital to alleviate poverty and provide financial incentives for conservation.

***Project Design Process: (aspects of the project design that contributed to its success/failure)***

The bringing together of four institutions with complementary expertise and experience was a major factor in the success of the project.

***Project Execution: (aspects of the project execution that contributed to its success/failure)***

There was exceptionally strong and committed support from the CEPF African Grant Director, John Watkin, combined with outstanding scientific expertise contributed by Drs Tom Butynski (CI) and Neil Burgess (WWF-US and CMEAMF). All three individuals had intimate knowledge of the hotspot and their contributions were central to the success of the project. There were also strong synergies with other programmes in the region, particularly CMEAMF and EAMCEF, the BirdLife national partnerships and IBA monitoring, the *icipe* livelihoods programme, TFCGs long standing community initiatives, and WWF's Coast Forests Programme. The project had excellent government buy-in in both Kenya and Tanzania, which was secured and maintained through the PSC.

<b>VII. ADDITIONAL FUNDING</b>
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***Provide details of any additional donors who supported this project and any funding secured for the project as a result of the CEPF grant or success of the project.***

No additional funding was obtained to support the Coordination Unit directly, although civil society partners who were funded through the CU activities have reported leveraging or co-financing of at least \$3,728,338.29 from other sources.

***\*Additional funding should be reported using the following categories:***

- A*** *Project co-financing (Other donors contribute to the direct costs of this CEPF project)*
- B*** *Complementary funding (Other donors contribute to partner organizations that are working on a project linked with this CEPF project)*
- C*** *Grantee and Partner leveraging (Other donors contribute to your organization or a partner organization as a direct result of successes with this CEPF project.)*
- D*** *Regional/Portfolio leveraging (Other donors make large investments in a region because of CEPF investment or successes related to this project.)*

***Provide details of whether this project will continue in the future and if so, how any additional funding already secured or fundraising plans will help ensure its sustainability.***

A consolidation grant proposal has been submitted to CEPF for \$1,840,000. Under Strategic Funding Direction 5, a strategy for sustainable financing (summarised above in section IV.1.5) was developed that is being implemented on an ongoing basis. A key recommendation from this strategy was that further funding should be sought for the Eastern Arc Endowment Fund, and under an SFD 1.5 consultancy for WWF, a proposal for \$ 5,375,250 has been developed for this purpose.

## VIII. ADDITIONAL COMMENTS AND RECOMMENDATIONS

The most outstanding result from this project has been the forging of new partnerships across a wide range of stakeholders in government and civil society. Partnership is the key to successful conservation and management. The Coordination Unit partners have committed themselves to seeking funds within their own programmes to facilitate future collaboration in this hotspot, and it is anticipated that CEPF will continue to support them in this effort

## VIII. INFORMATION SHARING

CEPF is committed to transparent operations and to helping civil society groups share experiences, lessons learned and results. One way we do this is by making programmatic project documents available on our Web site, [www.cepf.net](http://www.cepf.net), and by marketing these in our newsletter and other communications.

These documents are accessed frequently by other CEPF grantees, potential partners, and the wider conservation community.

**Please include your full contact details below:**

Name: Fabian Haas

Organization name: International Centre of Insect Physiology and Ecology

Mailing address: Box 30772-00100

Tel: +254 (20) 8632000

Fax: +254 (20) 8632001/2

E-mail: [fhaas@icipe.org](mailto:fhaas@icipe.org)

