



PROJECT IMPLEMENTATION REPORT (PIR)

for the project:

Effectively mainstreaming biodiversity conservation into government policy and private sector practice: piloting sustainability models to take the Critical Ecosystem Partnership Fund (CEPF) to scale

FY19

July 1, 2018 – June 30, 2019

Executing Partners



Project Information			
Project Title:	Effectively mainstreaming biodiversity conservation into government policy and private sector practice: piloting sustainability models to take the Critical Ecosystem Partnership Fund (CEPF) to scale		
Country(ies):	Bolivia, Brazil, Burundi, Cambodia, China, DR Congo, Eritrea, Ethiopia, Kenya, Lao PDR, Malawi, Mozambique, Myanmar, Paraguay, Rwanda, South Sudan, Tanzania, Thailand, Uganda, Vietnam, Yemen, Zambia and Zimbabwe	GEF ID:	5735
GEF Agency(ies):	Conservation International (CI)	Duration In Months:	60
Other Executing Partners:	Critical Ecosystem Partnership Fund (CEPF)	Start Date:	04/1/2016
GEF Focal Area(s):	Biodiversity	Actual Project Close Date:	03/31/2021
GEF Grant Amount:	USD 9,800,000	Date of Last Steering Committee Meeting:	02/2019
Expected Co-financing:	USD 84,500,000	Mid-Term Review-Planned Date:	10/1/2018
Total Project Cost:	USD 94,500,000	Mid-Term Review-Actual Date:	10/8/2018
Co-financing Realized as of June 30, 2019:	USD 48,091,350	Terminal Evaluation-Planned Date:	01/31/2021
Date of First Disbursement:	4/1/2016	Terminal Evaluation-Expected Date:	01/31/2021
Disbursement as of June 30, 2019:	USD 8,521,785	PIR Prepared by:	Jack Tordoff, Managing Director, CEPF
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The CI-GEF Project Agency Project Implementation Report (PIR) is composed of five sections:

- Section I: Project Implementation Progress Status Summary:** provides a brief summary of the project as well as the implementation status and rating of the previous and current fiscal years;
- Section II: Project Results Implementation Progress Status and Rating:** describes the progress made towards achieving the project objective and outcomes, the implementation rating of the project, as well as recommendations to improve the project performance, when needed;
- Section III: Project Risks Status and Rating:** describes the progress made towards managing and mitigating project risks, the project risks mitigation rating reassessment as needed, as well as recommendations to improve the management of project risks;
- Section IV: Project Environmental and Social Safeguards Implementation Status and Rating:** describes the progress made towards complying with the Environmental & Social Safeguards and the Plans prepared during the PPG phase, the safeguard plans implementation rating, as well as recommendations to improve the project safeguards;
- Section V: Project Implementation Experiences and Lessons Learned:** describes the experiences learned by the project managers and the lessons learned through the process of implementing the project.

SECTION I: PROJECT IMPLEMENTATION PROGRESS STATUS SUMMARY

PROJECT SUMMARY

The biodiversity hotspots are the most biologically diverse yet threatened ecoregions globally. Remaining natural habitats within the hotspots cover only 2.3% of the planet's surface, yet support 90% of the Earth's biodiversity. The hotspots are also characterized by high levels of threat, arising from the continuing drive for economic expansion and growth that fails to take account of biodiversity and ecosystem services.

Since its inception in 2000, CEPF has been engaging and strengthening civil society to conserve biodiversity within the global hotspots. CEPF's long-term goal for each hotspot is to ensure that civil society, collaborating with other sectors, is capable of conserving the diversity of species and ecosystems by addressing current threats affecting their integrity and functioning, and by preventing the emergence of new threats.

Key barriers to the achievement of this goal include:

- Lack of costed long-term visions;
- Limited institutional capacity and financial sustainability of multi-sector conservation programs;
- Limited track record of Civil Society Organizations (CSOs) at influencing public policy or establishing effective partnerships with private companies in sectors driving biodiversity loss;
- Limited knowledge, awareness or application/replication of successful approaches.

The project will demonstrate the removal of these barriers. The objective of the project is to use innovative tools, methodologies and investments, and build related capacities, through which civil society in three pilot biodiversity hotspots: Cerrado; Eastern Afromontane; and Indo-Burma, in partnership with public and private sector actors, can cost effectively conserve biodiversity and progress towards long-term institutional sustainability, and to replicate demonstrated approaches in nine additional hotspots. The project includes the following four components:

1. Developing long-term conservation visions, financing plans and associated strategies for biodiversity hotspots;
2. Ensuring the financial and institutional sustainability of multi-sector conservation programs;
3. Amplifying the impacts of CEPF investments through enhanced and innovative public and private sector partnerships;
4. Replicating success through knowledge products and tools.

PRIOR PROJECT IMPLEMENTATION STATUS (FY18)

The project started on April 1, 2016. The project has now been under implementation for two years and one quarter. As implementation approaches the mid-point, progress remains good. There have been a few delays with individual activities, as is to be expected with any large, complex project, but these have not significantly affected delivery at the outcome or component levels, and the project is on track to meet all objective-level indicators.

Progress has been good in all three pilot hotspots. Over the last year, the focus in the Cerrado was on developing the grant portfolio, by awarding grants to CSOs. In the Eastern Afromontane, the focus was on building a cohesive grant portfolio, as well as providing capacity building for grantees. In Indo-Burma, where the grant portfolio was the most developed at the beginning of the year, the focus was on filling remaining gaps in the portfolio, strengthening civil society capacity at organizational and network levels, and exploring innovative models for private sector conservation finance. Twenty-two grants totaling \$2.4 million were awarded in the Cerrado during FY18. They brought the total number of grants awarded in the hotspot since the beginning of the project to 27. These grants total \$3.1 million, equivalent to 45% of the total amount that is expected to be awarded as grants in the Cerrado over the course of the project. Over the same period, 28 grants totaling \$1.6 million were awarded in Indo-Burma, bringing to 68 the total number of grants awarded in the hotspot since the beginning of the project. These grants total \$4.8 million, equivalent to 89% of the total amount that is expected to be awarded as grants in Indo-Burma over the course of the project. In the Eastern Afromontane, 13 grants were awarded during FY18, with a total value of \$1.2 million. They brought the total number of grants awarded in the hotspot to 38, with a combined value of \$1.5 million. This is equivalent to 87% of the total amount of grant making planned for the hotspot.

Under Component 1 in the Eastern Afromontane, after a delay (due to the need for approval of the CEPF Secretariat procurement plan by the World Bank), it was finally possible to contract BirdLife International to prepare the long-term vision. Given the decision to focus implementation on Kenya, Rwanda, Tanzania and Uganda, the long-term vision was not prepared for the hotspot as a whole but for the Albertine Rift and Eastern Arc Mountains sub-region. This narrower geographic scope allowed for the development of a more coherent vision, to address shared challenges faced by the four countries. In Indo-Burma, the long-term vision was endorsed by the CEPF Donor Council in October 2017, and key recommendations began to be

implemented, including taking learning from demonstration projects into national policy and decision-making processes, involving the media in promoting the conservation agenda, and strengthening the capacity of CSOs to engage with actors in the public and private sectors. In the Cerrado, preparation of a long-term vision and associated financing plan is now scheduled for the mid-point of the project, so no activities related to Component 1 were implemented during the year in the Cerrado.

Under Component 2, grants aiming to strengthen the organizational and technical capacity of CSOs were awarded in all three pilot hotspots. Priority was given to proposals aiming to strengthen the capacity of Indigenous People's organizations and/or women's groups. Also under this component, the first grant aiming to demonstrate an innovative model for private sector financing of conservation was awarded in Indo-Burma. This grant proposes to leverage support from the agriculture sector towards conservation of globally significant biodiversity in the inundation zone of Tonle Sap lake, Cambodia.

Under Component 3, grants aiming to integrate biodiversity conservation and sustainable use into production landscapes through enhanced and innovative public and private sector partnerships were awarded in all three pilot hotspots. In two of the three hotspots, grant making was almost complete by the end of FY18, with only a small number of pipeline grants pending award. The exception is the Cerrado, where grant making is still at the mid-point in terms of volume. There is a need to accelerate the rate of grant awards during FY19, in order to complete the grant portfolio in the Cerrado and leave enough time for grants to be implemented to meet the targets in the project result framework.

Under Component 4, the CEPF website was comprehensively updated as a learning platform. The updated website, which went live in December 2017, contained a new "Learning" section, which allows CEPF grantees to share case studies, reports and other materials that offer lessons and best practice for conservation practitioners in biodiversity hotspots around the world. Also during the year, the first exchange visit was conducted between CSOs in different hotspots. Ten participants from India and Nepal involved in bustard conservation efforts in the Himalayas and Western Ghats visited Indo-Burma to learn about an initiative to mainstream biodiversity into rice cultivation in Cambodia.

All anticipated risks were mitigated, no safeguard issues were encountered and no grievances were raised.

CURRENT PROJECT IMPLEMENTATION STATUS (FY19)

The project started on April 1, 2016. The project has now been under implementation for three years and one quarter, meaning that the project mid-point has already passed. In October 2018, an external consultant carried out the project mid-term review, which made the following observations:

"All the evaluation elements were rated as Satisfactory or Highly Satisfactory. This reflects the solid accomplishments of the project in terms of establishing a portfolio of 166 small and large sub-grantees across the 3 pilot hotspots. While certain structural changes, streamlining of processes, and greater customization of approaches towards RITs would benefit the achievement of the overarching project goals, the Progress Towards Results appears to be well on track, and the efforts on gender; indigenous, quilombola, and traditional communities; as well as sustainability have been impressive."

Overall, the project remains on track to meet all objective-level indicators. Project implementation focuses on three pilot hotspots. Good progress continues to be made in each, although there is significant variation among the three hotspots, due to the different starting conditions and operating contexts. During FY19, activities in the Cerrado concentrated on developing the grant portfolio: by value, two-thirds of the grant awards to CSOs made during FY19 were in this hotspot. The mid-term assessment was conducted in April 2019, in Brasilia, Brazil, with the participation of more than 60 stakeholders. This provided a venue for evaluating progress with implementation to date, sharing lessons and good practice among CSOs stakeholders, and adapting the grant-making approach and priorities for the remainder of the project. The mid-term assessment also provided an opportunity to get stakeholders' input into the long-term vision for the Cerrado, which will be elaborated and endorsed in FY20. The focus in the Eastern Afromontane during FY19 was quite different, given that the overall program there is scheduled to end in FY20. A final round of small grants was awarded, concentrating on piloting and consolidating community-based approaches to the conservation of Key Biodiversity Areas (KBAs). Capacity building for local CSOs was also emphasized, with a series of trainings being organized with a particular focus on gender, social safeguards and biodiversity mainstreaming. These trainings were very well received, and will form the basis of one of the innovative knowledge products to be developed under Component 4 of the project in FY20. The final assessment of the CEPF grant portfolio in the Eastern Afromontane will take place in July 2019. In the Indo-Burma Hotspot, where the grant portfolio was already well developed, there was a limited amount of grant making: mainly the award of small grants that had been solicited under earlier calls but delayed due to administrative reasons (in particular the need for local CSOs to demonstrate that they were officially registered and had a bank account into which they could receive foreign funds). The final assessment of the CEPF portfolio in Indo-Burma was held in May 2019, in Siem Reap, Cambodia, with the participation of more than 130 stakeholders from CSOs, government partners and donor agencies, including most of the 108 grantee organizations. This was a very successful meeting, which allowed exchange of

experience among stakeholders, catalyzed new collaborations, and enabled impacts to be documented. There was a continued focus on capacity building in the hotspot, with selected grantees being trained in gender mainstreaming, financial management and monitoring.

Fifteen grants totaling \$1.5 million were awarded in the Cerrado during FY19. They brought the total number of grants awarded in the hotspot since the beginning of the project to 42. These grants total \$4.7 million, equivalent to 67% of the total amount that is expected to be awarded in the hotspot over the course of the project. During FY19, in the Eastern Afromontane, 14 grants were awarded, with a total value of \$500,000. They brought the total number of grants awarded in the hotspot to 65, with a combined value of \$2.9 million. This equivalent to 100% of the total funding allocation for the hotspot; no further grant making is planned. Over the same period, 12 grants totaling \$236,000 were awarded in Indo-Burma, bringing to 80 the total number of grants awarded in the hotspot since the beginning of the project. These grants total \$5.0 million, equivalent to 96% of the total amount that is expected to be awarded as grants in Indo-Burma over the course of the project.

Under Component 1, the preparation of the long-term vision for the Cerrado Hotspot began, with the stakeholder consultations held as part of the mid-term assessment in April 2019. The original plan had been to launch the long-term vision exercise in January 2019 but a decision was taken to postpone the consultations, due to uncertainty following the general elections in Brazil, which ushered in an administration hostile to environmentalism. Consequently, the long-term vision document will not be finalized and endorsed until FY20. Following review by the CEPF Working Group in September 2018, the long-term vision for the Albertine Rift and Eastern Arc Mountains Region of the Eastern Afromontane Hotspot was endorsed by the Donor Council in December 2018. In Indo-Burma, where the long-term vision had been endorsed in FY18, implementation of the key recommendations continued during FY19.

Under Component 2, grants aiming to strengthen the organizational and technical capacity of CSOs were awarded in all three pilot hotspots. As in previous years, priority was given to proposals aiming to strengthen the capacity of Indigenous People's organizations and/or women's groups, although more fundable proposals were received in the former category than the latter, suggesting that particular actions must be taken to make CEPF funding accessible to women's groups in the remainder of the project. Also under this component, a grant aiming to demonstrate an innovative model for private sector financing of conservation was awarded in the Cerrado, to FUNDACCER, a not-for-profit organization established by the Federation of Coffee Growers. This grant aims to establish a reward program for coffee producers who manage their land in ways consistent with conservation of biodiversity and restoration of hydrological services. In the Eastern Afromontane Hotspot, implementation of three projects that are working towards the establishment of water-related payment for ecosystem services (PES) systems continued during the year.

Under Component 3, grants aiming to integrate biodiversity conservation and sustainable use into production landscapes through enhanced and innovative public and private sector partnerships were awarded in all three pilot hotspots. In the Cerrado, these grants fell into two broad categories: ones aiming to influence public policy through research and/or field demonstrations; and ones promoting biodiversity-friendly management practices into production sectors (mainly agriculture). In the Eastern Afromontane, the main focus of these grants was on promoting new management models for protected areas. In Indo-Burma, where the portfolio was already well developed, only a single grant was awarded under this component during FY19. This aimed at demonstrating biodiversity-friendly practices for tourism development in cave ecosystems. Monitoring of active grants continued throughout the year, and impacts were documented and verified as grants closed.

As the focus of the project gradually shifts from grant making in the pilot hotspots to documenting and disseminating best practice from the grant portfolios there, activities under Component 4 gained pace. The year saw an exchange visit between grantees in the Indo-Burma and Mountains of Central Asia Hotspots, a learning exchange among the Regional Implementation Teams (RITs) from the three pilot and six other hotspots, and a call for proposals for multi-hotspot grants that replicate best practice demonstrated in the pilot hotspots to other hotspots. This call generated 48 Letters of Inquiry, of which six were selected to develop full proposals. These grants aim to replicate best practice to the Eastern Afromontane, Himalaya, Mesoamerica and Mountains of Southwest China Hotspots, as well as, in one case, globally. Also under this component, six models, tools and best practices have been identified as the subject for innovative knowledge products to promote wider replication: freshwater fish conservation zones; wildlife friendly agriculture; the project design masterclass; the gender toolkit; the "Solutions worth Sharing" model; and Indigenous People and Community Conserved Areas (ICCAs). Consultancies to develop these knowledge products will be procured, starting in early FY20.

All anticipated risks were mitigated, no safeguard issues were encountered and no grievances were raised.

Summary of Project Progress Rating

PROJECT PART	PRIOR FY18 IMPLEMENTATION PROGRESS RATING	CURRENT FY19 IMPLEMENTATION PROGRESS RATING ¹	RATING TREND ²
OBJECTIVE	S	S	Unchanged
COMPONENTS AND OUTCOMES	S	S	Unchanged
RISKS	HS	HS	Unchanged
ENVIRONMENTAL & SOCIAL SAFEGUARDS	HS	HS	Unchanged

¹ **Implementation Progress (IP) Rating:** Highly Satisfactory (HS), Satisfactory (S), Moderately Satisfactory (MS), Moderately Unsatisfactory (MU), Unsatisfactory (U), and Highly Unsatisfactory (HU). For more details about IP rating, please see the Appendix I of this report

² **Rating trend:** Improving, Unchanged, or Decreasing

SECTION II: PROJECT RESULTS IMPLEMENTATION PROGRESS STATUS AND RATING

This section describes the progress made towards achieving the project objective and outcomes, the implementation progress rating of the project, as well as recommendations to improve the project performance. This section is composed four parts:

- a. Progress towards Achieving Project Objective
- b. Progress towards Achieving Project Outcomes (by project component)
- c. Overall Project Results Progress Rating, and
- d. Recommendations for improvement

a. Progress towards Achieving Project Objective:

This part of the report assesses the progress in achieving the objective of the project.

PROJECT OBJECTIVE:	To demonstrate innovative tools, methodologies and investments, and build related capacities, through which civil society in three pilot biodiversity hotspots, in partnership with public and private sector actors, can cost-effectively conserve biodiversity and progress towards long-term institutional sustainability, and to replicate demonstrated approaches in nine additional hotspots
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OBJECTIVE INDICATORS	END OF YEAR INDICATOR STATUS	PROGRESS RATING ³	COMMENTS/JUSTIFICATION
Indicator a. Number of long-term conservation visions and financing plans for biodiversity hotspots developed and implemented with clear targets for CEPF graduation and endorsed by civil society, government, donor and/or private sector actors	2 - (Indo-Burma long-term vision endorsed and implemented during FY18; Eastern Afromontane long-term vision (covering the Albertine Rift and Eastern Arc Mountains) endorsed and implemented during FY19; Cerrado long-term vision under preparation)	O	The long-term vision for the Indo-Burma Hotspot was endorsed by the CEPF Donor Council in October 2017; the vision is now being implemented. The long-term vision for the Albertine Rift and Eastern Arc Mountains Sub-region of the Eastern Afromontane Hotspot was endorsed by the CEPF Donor Council in December 2018; and is now being implemented. Preparation of the long-term vision for the Cerrado Hotspot began in April 2019, a little behind schedule, due to a deliberate decision to postpone the stakeholder consultations until there was more clarity about the implications of the change in administration in Brazil on political space for civil society. These consultations were able to continue unimpeded, and there is sufficient time to complete the long-term vision and have it endorsed by the end of the project.

³ **O**= Overdue; **D**= Delayed; **NS**= Not started on schedule; **IS**= Under implementation on schedule; and **CA**= Completed/Achieved

OBJECTIVE INDICATORS	END OF YEAR INDICATOR STATUS	PROGRESS RATING ³	COMMENTS/JUSTIFICATION
Indicator b. Number of civil societies and CEPF grantees in the pilot hotspots that improve their financial and institutional sustainability	23 - (130 local CSOs have received CEPF grants; baseline and final civil society tracking tool data are available for 32 of them, of which 23 show increased financial and institutional sustainability)	IS	Since the start of the project, 187 grants (67 large and 120 small) have been awarded in the pilot hotspots. These grants total \$12.6 million, equivalent to 89% of the total amount that is expected to be awarded in the three pilot hotspots over the course of the project. These grants directly support 130 local CSOs. The financial and institutional sustainability of these organizations is being tracked by means of the civil society tracking tool. Grantees complete baseline tools at the start of their grants but the final tools are not completed until the end of the period of CEPF support. To date, final tools have been completed by 32 local CSOs (3 in Cerrado, 7 in Eastern Afromontane and 22 in Indo-Burma), of which 23 (2 in Cerrado, 4 in Eastern Afromontane and 17 in Indo-Burma) show increased scores over the period of CEPF support.

OBJECTIVE INDICATORS	END OF YEAR INDICATOR STATUS	PROGRESS RATING ³	COMMENTS/JUSTIFICATION
Indicator c. Total area of production landscapes, protected areas, and conservation corridors implementing biodiversity conservation and sustainable use	365,562 hectares of production landscapes, 196,715 hectares of protected areas and 1,754,700 hectares of conservation corridors	IS	The baseline figures are 1,862,161 hectares of production landscapes, 1,392,957 hectares of protected areas and 0 hectares of conservation corridors. Since the project start, conservation and sustainable use of biodiversity has been strengthened in an additional 365,562 hectares of production landscapes (agricultural land (including grazing land) in Cambodia, Kenya, Mozambique and Zambia, community fisheries in Cambodia, and community forests in Vietnam), while 196,715 hectares of protected areas (in Cambodia and Kenya) have new management models featuring direct participation of civil society, and one conservation corridor, totaling 1,754,700 hectares, has enhanced ecological connectivity through the adoption of biodiversity-friendly management practices by private companies. To ensure accurate reporting, results are collated from grantees' final completion reports. To date, 60 grants have closed, most of which are either small grants or are working on elements of the program that are not appropriately measured by area-based metrics. Anticipated results are, therefore, much greater than those reported to date.
Indicator d. Number of policy demonstration models and management best practices adopted in number of additional biodiversity hotspots	1 (best practices for mainstreaming biodiversity conservation into rice cultivation)	IS	According to the project design, policy models and management best practices will be demonstrated in the pilot hotspots before being disseminated to additional hotspots. This will begin in earnest in FY20, with the planned award of six multi-hotspot grants, and the development of six innovative communication products. Nevertheless, in FY18, best practices for mainstreaming biodiversity conservation into rice cultivation demonstrated in Cambodia were replicated in India.

OBJECTIVE IMPLEMENTATION PROGRESS RATING	JUSTIFICATION
S	The project has made good progress. Since the start of the project, 187 grants (67 large and 120 small) have been awarded in the pilot hotspots. These grants directly support 130 local CSOs. Of the grantees for which data are already available, most demonstrate increased financial and institutional sustainability. The grants are already contributing to significant areas of production landscapes, protected areas, and conservation corridors that are implementing biodiversity conservation and sustainable use.

b. Progress towards Achieving Project Expected Outcomes (by project component).

This part of the report assesses the progress towards achieving the outcomes of the project.

COMPONENT 1	Developing long-term conservation visions, financing plans and associated strategies for biodiversity hotspots
Outcome 1.1:	Long-term conservation visions developed for the Cerrado, Eastern Afromontane and Indo-Burma Hotspots, with participation of civil society, government, donor and private sector actors

OUTCOMES TARGETS/INDICATORS	END OF PROJECT INDICATOR TARGET	END OF YEAR INDICATOR STATUS	PROGRESS RATING ⁴	COMMENTS/JUSTIFICATION
Outcome indicator 1.1.1: Number of long-term visions incorporating resource mobilization strategies that support the mobilization of new funding, and policy targets addressing key drivers of biodiversity loss and guiding the development of new policy demonstration models	3 long-term visions incorporating resource mobilization strategies and policy targets	2 long-term vision, incorporating resource mobilization strategy and policy targets	IS	Long-term visions (incorporating resource mobilization strategies and policy targets) have been prepared for the Albertine Rift and Eastern Arc Mountains Sub-region of the Eastern Afromontane Hotspot and the Indo-Burma Hotspot. Preparation of a long-term vision for the Cerrado Hotspot has begun and will be completed in FY20.
Outcome indicator 1.1.2: Number of hotspots with clear targets for graduation of civil society from CEPF support	3 pilot hotspots with graduation targets	2 pilot hotspot with graduation targets	IS	Targets for graduating civil society from CEPF support have been set for the Albertine Rift and Eastern Arc Mountains Sub-region of the Eastern Afromontane Hotspot and the Indo-Burma Hotspot. For the Cerrado Hotspot, graduation targets will be set during preparation of the long-term vision in FY20.
Outcome indicator 1.1.3: Number of civil society, government, donor and/or private sector actors that	10 endorsements of the long-term visions	8 endorsements of the long-term visions	IS	The long-term vision for the Albertine Rift and Eastern Arc Mountains Sub-region of the Eastern Afromontane Hotspot was endorsed by the CEPF Donor Council in December 2018. The vision has also been endorsed by five leading international conservation NGOs in the region: BirdLife International; IUCN; Fauna & Flora International; Tropical Biology

⁴ **O**= Overdue; **D**= Delayed; **NS**= Not started on schedule; **IS**= Under implementation on schedule; and **CA**= Completed/Achieved

OUTCOMES TARGETS/INDICATORS	END OF PROJECT INDICATOR TARGET	END OF YEAR INDICATOR STATUS	PROGRESS RATING ⁴	COMMENTS/JUSTIFICATION
endorse the long-term visions				Association; and Wildlife Conservation Society. The long-term vision for the Indo-Burma Hotspot was endorsed by the CEPF Donor Council in October 2017 and by the IUCN Asia Regional Office in January 2019. The long-term vision for the Cerrado Hotspot has not been completed yet.

COMPONENT 1 IMPLEMENTATION PROGRESS RATING	JUSTIFICATION	RATING TREND
S	Further progress is being made on component 1. Long-term visions have been prepared and targets for graduating civil society from CEPF support have been set for the Albertine Rift and Eastern Arc Mountains region of the Eastern Afromontane Hotspot and the Indo-Burma Hotspot. The cerrado hotspot will follow during FY20. The long-term visions for the Albertine Rift and Eastern Arc Mountains Sub-region of the Eastern Afromontane and Indo-Burma Hotspot were endorsed by the CEPF Donor Council and several other organizations.	Unchanged

COMPONENT 2	Ensuring the financial and institutional sustainability of multi-sector conservation programs
Outcome 2.1:	Increased capacity and credibility of conservation-focused civil societies in the Cerrado, Eastern Afromontane and Indo-Burma Hotspots
Outcome 2.2:	Increased and more sustained financial flows to civil societies engaged in the conservation of biodiversity, from diverse sources, including non-traditional sources

OUTCOMES TARGETS/INDICATORS	END OF PROJECT INDICATOR TARGET	END OF YEAR INDICATOR STATUS	PROGRESS RATING ⁵	COMMENTS/JUSTIFICATION
Outcome indicator 2.1.1: Number of pilot hotspots that show at least 20% improvement in collective civil society capacity tracking tool scores	3 pilot hotspots with 20% improvement over duration of project	1 pilot hotspot with 20% improvement over duration of project	IS	At the start of the project, baselines were set for the Cerrado (score = 0 out of 10), the Eastern Afromontane (score = 5 out of 10) and Indo-Burma (score = 3 out of 10). The baseline score for the Cerrado was revisited during the mid-term assessment in April 2019 and revised to 3 out of 10. The baseline score for the Eastern Afromontane was an average of individual scores for Kenya (7), Rwanda (5), Tanzania (2) and Uganda (7). The final tracking tool for Indo-Burma was completed as part of the final assessment in May 2019. Stakeholders assessed that the score had increased to 4 out of 10, equivalent to a 33% improvement. The final tools for the Eastern Afromontane and the Cerrado will be completed in FY20 and FY21, respectively.

⁵ **O**= Overdue; **D**= Delayed; **NS**= Not started on schedule; **IS**= Under implementation on schedule; and **CA**= Completed/Achieved

OUTCOMES TARGETS/INDICATORS	END OF PROJECT INDICATOR TARGET	END OF YEAR INDICATOR STATUS	PROGRESS RATING ⁵	COMMENTS/JUSTIFICATION
Outcome indicator 2.1.2: Number of CEPF grantees, number of Indigenous People's organizations and number of women's groups that show at least 10% improvement in civil society tracking tool scores	60 grantees, including at least 5 Indigenous People's organizations and 5 women's groups, with 10% improvement over duration of project	14 grantees, including 0 Indigenous People's organizations and 0 women's groups, with 10% improvement over duration of project	IS	Since the start of the project, CEPF grants have been awarded to 130 local CSOs across the three pilot hotspots. These include nine Indigenous People's organizations and one women's group to date. Baseline civil society tracking tools are completed within three months of the start of each grant, and final tools are completed at the end of the period of CEPF support, to allow monitoring of change over time. To date, baseline and final tracking tool scores are available for 32 grantees, of which 14 showed improvements of 10% or more. None of the grants to Indigenous People's organizations or women's groups have closed, so final tracking tools are not yet available for these organizations.
Outcome indicator 2.1.3: Number of CEPF grantees that show at least 20% improvement in gender mainstreaming tracking tool scores	30 grantees with 20% improvement over duration of project	8 grantees with 20% improvement over duration of project	IS	Since the start of the project, CEPF grants have been awarded to 158 CSOs (local and international) across the three pilot hotspots. Baseline gender tracking tools are completed within three months of the start of the period of CEPF support and again at the end. To date, baseline and final tracking tool scores are available for 33 grantees, of which eight showed improvements of at least 20%.
Outcome indicator 2.2.1: Funds available in sustainable financing mechanisms to support priorities in long-term conservation visions, including: <ul style="list-style-type: none"> • sustainable financing mechanisms from non-traditional sources (e.g. private sector, new economic and financial instruments, etc.) • conservation finance generated by innovate private sector models 	USD 20 million of additional funding in sustainable financing mechanisms, including USD 5 million from non-traditional sources and USD 2 million from private sector models	USD 292,600 of additional funding in sustainable financing mechanisms, including USD 237,600 from non-traditional sources and USD 55,000 from private sector models	NS	The baseline figure is USD 8.9 million available in sustainable financing mechanisms in the pilot hotspots (all in Eastern Afromontane). Of the 187 grants awarded in the pilot hotspots since the start of the project, six aim to demonstrate innovative models for private sector financing of conservation. A grant in Cambodia (now closed) aimed to leverage support from the agriculture sector towards conservation of globally significant biodiversity in the inundation zone of Tonle Sap lake. Also in Indo-Burma, plans are being developed to establish a nature conservation foundation in Vietnam able to receive charitable donations from private companies and individuals. Three ongoing grants in Kenya and one in Uganda are working to develop water-based PES services schemes. Furthermore, a closed grant to Maasai Wilderness Conservation Trust in Kenya supported the sale of credits on the voluntary carbon market; the first sale generated USD 237,600 but this amount is expected to rise each year. In the Cerrado, a recently awarded grant aims to develop an incentives model for Brazilian coffee producers to adopt practices that are friendly to biodiversity and enhance delivery of hydrological services. The project has leveraged long-term financing from Lavazza and Nespresso. In 2019, their contributions totaled USD 55,000.

COMPONENT 2 IMPLEMENTATION PROGRESS RATING	JUSTIFICATION	RATING TREND
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HS	Progress for this component is highly satisfactory. A large amount of grants has been awarded to CSOs: 158 in total - of which 130 were local CSOs - across the three pilot hotspots. Progress towards targets is being made with improving civil society tracking tool scores and gender mainstreaming tracking tool scores.	Unchanged
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COMPONENT 3 Amplifying the impacts of CEPF investments through enhanced and innovative public and private sector partnerships

Outcome 3.1: Integrating biodiversity conservation and sustainable use into production landscapes implemented with public and private sector actors across at least total 1,000,000 hectares in the Cerrado, Eastern Afromontane and Indo-Burma Hotspots

OUTCOMES TARGETS/INDICATORS	END OF PROJECT INDICATOR TARGET	END OF YEAR INDICATOR STATUS	PROGRESS RATING ⁶	COMMENTS/JUSTIFICATION
Outcome indicator 3.1.1: Number of hectares of production landscapes that demonstrate effective ways of mainstreaming biodiversity	1 million hectares of production landscapes with effective biodiversity mainstreaming	365,562 hectares of production landscapes with effective biodiversity mainstreaming	IS	The baseline figure (according to the updated project results monitoring framework of 30 June 2016) is 1,862,161 hectares of production landscapes with effective biodiversity mainstreaming (comprising 1,238,398 hectares in the Eastern Afromontane and 623,763 hectares in Indo-Burma). Of the 187 grants awarded in the pilot hotspots since the start of the project, 46 (eight in the Cerrado, 29 in the Eastern Afromontane and nine in Indo-Burma) aim to demonstrate effective ways of mainstreaming biodiversity into production landscapes. These are expected to deliver at least an additional 749,094 hectares of production landscapes with effective biodiversity mainstreaming. The grants that have closed to date mainstreamed biodiversity conservation into 200,000 hectares of agricultural and grazing land in Kenya, 100,000 hectares of agricultural and grazing land in Zambia, 1,500 hectares of agricultural land in Mozambique, 2,406 hectares of agricultural land in Cambodia, 61,049 hectares of community fisheries in Cambodia, and 500 hectares of community forests in Vietnam.
Outcome indicator 3.1.2: Number of protected areas with new management models featuring direct participation of civil society organizations or indigenous and local communities that show improvements in SP1 METT scores	20 protected areas with new models	1 protected area with a new model	IS	The baseline figure (according to the updated project results monitoring framework of 30 June 2016) is nine protected areas (all in Indo-Burma) with new management models. Of the 187 grants awarded in the pilot hotspots since the start of the project, 23 (10 in the Cerrado, six in the Eastern Afromontane and seven in Indo-Burma) aim to demonstrate effective models of protected area management inclusive of civil society participation. These are expected to deliver an additional 54 protected areas with new management models. To date, only one of these grants has closed and had its results verified; this developed a new management

⁶ **O**= Overdue; **D**= Delayed; **NS**= Not started on schedule; **IS**= Under implementation on schedule; and **CA**= Completed/Achieved

OUTCOMES TARGETS/INDICATORS	END OF PROJECT INDICATOR TARGET	END OF YEAR INDICATOR STATUS	PROGRESS RATING ⁶	COMMENTS/JUSTIFICATION
				model for one protected area (Kulen Promtep Wildlife Sanctuary in Cambodia).
Outcome indicator 3.1.3: Number of globally threatened species with reduced threats to their populations through mainstreaming of biodiversity into production landscapes and/or implementation of new protected area models	20 globally threatened species with reduced threats to their populations	9 globally threatened species with reduced threats to their populations	IS	Of the 187 grants awarded in the pilot hotspots, 37 (six in the Cerrado, 17 in the Eastern Afromontane and 14 in Indo-Burma) aim to reduce threats to populations of at least 37 globally threatened species. To date, four of these grants have closed and had their results verified. These reduced threats to populations of nine globally threatened species: chimpanzee (<i>Pan troglodytes</i> , EN); eastern gorilla (<i>Gorilla beringei</i> , CR); eastern hoolock gibbon (<i>Hoolock leuconedys</i> , VU); Myanmar roofed turtle (<i>Batagur trivitatta</i> , CR); Cantor's giant softshell turtle (<i>Pelochelys cantorii</i> , EN); black-faced spoonbill (<i>Platalea minor</i> , EN); spoon-billed sandpiper (<i>Eurynorhynchus pygmaeus</i> , CR); great knot (<i>Calidris tenuirostris</i> , EN); and Saunders's gull (<i>Larus saundersi</i> , VU).
Outcome indicator 3.1.4: Number of conservation corridors with enhanced ecological connectivity through the incorporation of financial incentives into policy and the adoption of biodiversity-friendly management practices by private companies	6 conservation corridors with enhanced ecological connectivity	1 conservation corridor with enhanced ecological connectivity	IS	Of the 187 grants awarded in the pilot hotspots since the start of the project, 15 (13 in the Cerrado and two in Indo-Burma) aim to enhance ecological connectivity within conservation corridors. The expected contribution of these grants towards the target is eight conservation corridors with enhanced ecological connectivity. To date, one of these grants has closed. This enhanced ecological connectivity in one conservation corridor (Tonle Sap Lake and Inundation Zone in Indo-Burma), through promoting uptake of wildlife-friendly rice cultivation techniques in production landscapes outside protected areas.
Outcome indicator 3.1.5: Number of indigenous and local communities that have increased, gender-equitable access to ecosystem services	250 communities with increased, gender-equitable access to ecosystem services	55 communities with increased, gender-equitable access to ecosystem services	IS	The baseline figure (according to the updated project results monitoring framework of 30 June 2016) is 22 communities with increased, gender-equitable access to ecosystem services (seven in Kenya, Rwanda, Tanzania and Uganda, and 15 in Indo-Burma). Of the 187 grants awarded in the pilot hotspots since the start of the project, 79 (15 in the Cerrado, 40 in the Eastern Afromontane and 24 in Indo-Burma) aim to provide indigenous and local communities with increased, gender-equitable access to ecosystem services. The expected contribution of these grants towards the target is at least an additional 313 communities with increased, gender-equitable access to ecosystem services. To date, results from the 24 closed grants total 55 communities (30 in Eastern Afromontane and 25 in Indo-Burma).

OUTCOMES TARGETS/INDICATORS	END OF PROJECT INDICATOR TARGET	END OF YEAR INDICATOR STATUS	PROGRESS RATING ⁶	COMMENTS/JUSTIFICATION
Outcome indicator 3.1.6: Number of women and number of men that receive direct socio-economic benefits through increased income, food security, resource rights or other measures of human wellbeing	25,000 women and 25,000 men with direct socio-economic benefits	2,463 women and 2,327 men with direct socio-economic benefits	IS	The baseline figures (according to the updated project results monitoring framework of 30 June 2016) are 11,939 women and 14,844 men with direct socio-economic benefits (comprising 690 women and 690 men in Kenya, Rwanda, Tanzania and Uganda, and 11,249 women and 14,154 men in Indo-Burma). Of the 187 grants awarded in the pilot hotspots since the start of the project, 63 (13 in the Cerrado, 26 in the Eastern Afromontane and 24 in Indo-Burma) aim to provide women and men with direct socio-economic benefits. The expected contribution of these grants towards the target is at least an additional 9,426 women and 9,425 men with direct socio-economic benefits (this is an underestimate, because many grantees do not provide precise estimates). To date, confirmed results from the 19 grants to have closed total 2,463 women and 2,327 men (1,000 women and 1,000 men from Eastern Afromontane and 1,463 women and 1,327 men from Indo-Burma).
Outcome indicator 3.1.7: Number of women and number of men that receive indirect socio-economic benefits through enhanced and more secure delivery of ecosystem services	125,000 women and 125,000 men with indirect socio-economic benefits	10,034 women and 10,043 men with indirect socio-economic benefits	IS	The baseline figures (according to the updated project results monitoring framework of 30 June 2016) are 32,054 women and 32,054 men with indirect socio-economic benefits (comprising 28,554 women and 28,554 men in Kenya, Rwanda, Tanzania and Uganda, and 3,500 women and 3,500 men in Indo-Burma). Of the 187 grants awarded in the pilot hotspots since the start of the project, 46 (13 in the Cerrado, 26 in the Eastern Afromontane and seven in Indo-Burma) aim to provide women and men with indirect socio-economic benefits. Results will be collated from grantees' final completion reports. The expected contribution of these grants towards the target is at least an additional 17,399 women and 17,688 men with indirect socio-economic benefits (again, this is an underestimate). Confirmed results from the seven grants to have closed to date total 10,034 women and 10,043 men (10,000 women and 10,000 men from Eastern Afromontane and 34 women and 43 men from Indo-Burma).

COMPONENT 3 IMPLEMENTATION PROGRESS RATING	JUSTIFICATION	RATING TREND
S	Good progress has been made with awarding grants (187 grants in total in the three pilot hotspots since the start of the project). This is now starting to generate results in terms of hectares of production landscapes with effective biodiversity mainstreaming, number of globally threatened species with reduced threats, communities with increased gender-equitable access to ecosystem services, conservation corridors with enhanced ecological connectivity, and number of women and number of men that receive direct socio-economic benefits. A good gender balance is achieved for the socio-economic benefits.	Unchanged

COMPONENT 4 | Replicating success through knowledge products and tools

Outcome 4: | CEPF investments in other hotspots strengthened through the adoption of successful models and tools developed in the pilot hotspots

OUTCOMES TARGETS/INDICATORS	END OF PROJECT INDICATOR TARGET	END OF YEAR INDICATOR STATUS	PROGRESS RATING ⁷	COMMENTS/JUSTIFICATION
Outcome indicator 4.1.1: Number of additional hotspots that have long-term implementation structures	9 additional hotspots with long-term implementation structures	0 additional hotspots with long-term implementation structures	NS	Preparatory work to replicate tools and approaches from the pilot hotspots to other hotspots has begun but results are not expected until FY20, because sufficient time is needed to demonstrate and refine them.
Outcome indicator 4.1.2: Number of additional hotspots that have regional resource mobilization strategies	9 additional hotspots with regional resource mobilization strategies	0 additional hotspots with regional resource mobilization strategies	NS	Preparatory work to replicate tools and approaches from the pilot hotspots to other hotspots has begun but results are not expected until FY20, because sufficient time is needed to demonstrate and refine them.
Outcome indicator 4.1.3: Number of successful policy demonstration models that have been adopted in at least one additional hotspot	2 policy demonstration models adopted in at least one additional hotspot	0 policy demonstration models adopted in at least one additional hotspot	IS	Following a call for proposals in February 2019, three proposals have been invited for multi-hotspot grants that aim to replicate successful policy demonstration models (all from the Indo-Burma Hotspot) to other hotspots. Two of these grants propose to replicate the community-based fish conservation zone model (to the Himalaya and Mesoamerica Hotspots), while the third proposes to replicate wildlife-friendly agriculture models (to the Himalaya Hotspot).
Outcome indicator 4.1.4: Number of management best practices that have been adopted in at least one additional hotspot	2 management best practices adopted in at least one additional hotspot	0 management best practices adopted in at least one additional hotspot	IS	Following a call for proposals in February 2019, three proposals have been invited for multi-hotspot grants that aim to replicate best practices for mainstreaming biodiversity conservation in other hotspots. One proposes to replicate good practices related to the identification of Key Biodiversity Areas as a tool for safeguarding sites of conservation importance from incompatible development, another proposes to replicate good practice related to addressing China's overseas environmental footprint with regard to timber imports from the Solomon Islands, while the third proposes to replicate good practice with a citizen-science web platform as a tool to promote biodiversity-sensitive development in China.

^{7 7} **O**= Overdue; **D**= Delayed; **NS**= Not started on schedule; **IS**= Under implementation on schedule; and **CA**= Completed/Achieved

COMPONENT 4 IMPLEMENTATION PROGRESS RATING	JUSTIFICATION	RATING TREND
S	Under this component, granting has started in FY19 according to plan and results will be obtained in FY20.	N/A

c. Overall Project Results Rating

OVERALL PROJECT RESULTS IMPLEMENTATION RATING

OVERALL RATING	JUSTIFICATION	RATING TREND ⁸
S	The project is on schedule. Since the start of the project 187 grants were awarded in total in the three pilot hotspots. These grants directly support 158 CSOs, of which 130 are local CSOs. Although only part of these grants have been closed, the project is already reporting progress towards targets such as for improving civil society tracking tool scores and gender mainstreaming tracking tool scores, access to funding from sustainable financing mechanisms, production landscapes, protected areas and conservation corridors with effective biodiversity mainstreaming, globally threatened species with reduced threats, communities with increased access to ecosystem services, and number of women and number of men that receive direct socio-economic benefits. A good gender balance is achieved for the socio-economic benefits.	Unchanged

d. Recommendations`

CORRECTIVE ACTION(S)	RESPONSIBLE PARTY	DEADLINE
N/A	N/A	N/A

⁸ Rating trend: Increasing, Unchanged or Decreasing

SECTION III: PROJECT RISKS STATUS AND RATING

a. Progress towards Implementing the Project Risk Mitigation Plan

This section describes the activities implemented to manage and reduce high, substantial, modest, and low risks of the project. This section has three parts:

- a. Ratings for the progress towards implementing measures to mitigate project risks and a project risks annual reassessment
- b. Recommendations for improving project risks management

b. Progress towards Implementing the Project Risk Mitigation and Plan Project Risks Annual Reassessment

PROJECT RISKS	PRODOC RISK MITIGATION MEASURE	MITIGATION MEASURES IMPLEMENTATION	PROGRESS RATING ⁹	COMMENTS/JUSTIFICATION	PRODOC RISK RATING	CURRENT FY19 RISK RATING	RISK RATING TREND ¹⁰
Risk 1: Lack of suitable organizations to become long-term implementation structures	CEPF currently works with RITs in the hotspots where it is active but these do not necessarily have the common agenda or capacity mix necessary to become long-term stewards of the long-term conservation visions and supporters of the emergence of strong local civil societies. To mitigate this risk, a detailed stakeholder mapping has been conducted and a model for long-term implementation structures has been developed that accommodates differences in institutional landscapes within and among hotspots	The RITs for all three pilot hotspots have begun to implement the steps necessary to enable evolution into long-term implementation structures, including development of long-term visions and establishment of advisory committees or similar structures.	IS	The RITs for the pilot hotspots have the necessary qualifications to become long-term implementation structures. To this end, the scope of work for the Eastern Afromontane and Indo-Burma RITs was revised in FY17 and they were provided with additional resources. In FY18, the RITs began to implement the steps necessary to enable their evolution into long-term implementation structures, including elaboration of the long-term vision and establishment of advisory committees. In the case of the Cerrado, the RIT did not begin work on the long-term vision until FY19. A terms of reference has been prepared for an evaluation of lessons learned by the RITs for the Eastern Afromontane and Indo-Burma Hotspots. This will be conducted in FY20 by an independent consultant, funded with co-financing. Among other things, the evaluation will look at the suitability of the incumbent organizations to serve as the RIT under a future phase of investment, and make recommendations for strengthening RIT performance.	L	L	Unchanged

⁹ **O**= Overdue; **D**= Delayed; **NS**= Not started on schedule; **IS**= Under implementation on schedule; and **CA**= Completed/Achieved

¹⁰ **Rating trend:** Increasing, Unchanged or Decreasing

PROJECT RISKS	PRODOC RISK MITIGATION MEASURE	MITIGATION MEASURES IMPLEMENTATION	PROGRESS RATING ⁹	COMMENTS/JUSTIFICATION	PRODOC RISK RATING	CURRENT FY19 RISK RATING	RISK RATING TREND ¹⁰
<p>Risk 2: Resources for long-term conservation finance from non-traditional sources not available</p>	<p>The other key pillar of sustainability of the project will be to establish long-term conservation financing mechanisms. Traditional sources of resources for biodiversity conservation are decreasing in many countries in the pilot hotspots and are not necessarily being replaced by non-traditional sources. This risk has been mitigated through an analysis of the availability of non-traditional sources of conservation finance in the pilot hotspots, which will be updated and expanded during Y1 and Y2. The risk will be further mitigated by targeting grants towards countries and initiatives that offer the greatest opportunities for leverage</p>	<p>The number of grants that aim to leverage resources from non-traditional sources for long-term conservation has increased to six. Following a feasibility study conducted in FY18 in Indo-Burma, a specific opportunity has been identified and is being actively pursued.</p>	<p>IS</p>	<p>New grants were awarded during FY19, bringing to six the number that aim to leverage resources for long-term conservation from non-traditional sources. These comprise: a grant in the Cerrado on financial incentives for biodiversity-friendly coffee production; three grants in the Eastern Afromontane on water-based PES schemes and one on voluntary carbon credits; and one in Indo-Burma on wildlife-friendly agriculture. In Indo-Burma, plans are being developed to establish a nature conservation foundation in Vietnam that can receive charitable donations from private companies and individuals, and make grants to civil society organizations.</p>	<p>M</p>	<p>M</p>	<p>Unchanged</p>

PROJECT RISKS	PRODOC RISK MITIGATION MEASURE	MITIGATION MEASURES IMPLEMENTATION	PROGRESS RATING ⁹	COMMENTS/JUSTIFICATION	PRODOC RISK RATING	CURRENT FY19 RISK RATING	RISK RATING TREND ¹⁰
Risk 3: Lack of interest from CSOs	The public-private partnership approach followed by this project is novel to many CSOs, especially local groups, many of which lack the necessary skills and tools, and some of which may have philosophical reservations about working with the private sector. To mitigate this risk, stakeholders in the three pilot hotspots were consulted during the PPG to identify target countries within the priority hotspots with existing or potential interest and capacity among CSOs to partner with private sector. Also, the project will provide targeted capacity building to CSOs to develop the necessary capacity and credibility to engage with government and private sector actors (informed by the long-term conservation visions developed in Y1)	Targeted capacity building continued to be provided to CSOs to develop the necessary capacity and credibility to engage with government and private sector actors.	IS	In the Eastern Afromontane, BirdLife International, Fauna & Flora International and the Tropical Biology Association organized three training events during FY19. Among other subjects, these covered proposal writing, biodiversity mainstreaming into public policy and gender. Participants included CEPF grantees from the target countries of Kenya, Rwanda, Tanzania and Uganda.	L	L	Unchanged

PROJECT RISKS	PRODOC RISK MITIGATION MEASURE	MITIGATION MEASURES IMPLEMENTATION	PROGRESS RATING ⁹	COMMENTS/JUSTIFICATION	PRODOC RISK RATING	CURRENT FY19 RISK RATING	RISK RATING TREND ¹⁰
Risk 4: Political space for civil society to influence public policy constricted in pilot countries	With a few exceptions, the political space available for civil society is expanding in most countries in the pilot hotspots, enabling them to have greater influence over public policy. However, relationships between government and civil society are dynamic, and political space for civil societies can be constricted if they are perceived as moving into sensitive areas. This risk will be mitigated through careful selection of civil society partners with a track record of constructive partnership with government, and fully involving government partners in the framing of policy questions addressed by the project	CEPF and the RITs have continued to ensure that all grantees in the pilot hotspots have a track record of constructive partnership with government.	IS	When LolS in Indo-Burma are reviewed, particular attention is given to applicants' track record of constructive partnership with government. Shortlisted LolS are presented for review to National Advisory Committees, whose members include government representatives. In the Eastern Afromontane, all active large grants receive the endorsement of at least one relevant local government counterpart. In the Cerrado, CEPF and the RIT check that proposed work is well accepted by the relevant municipal governments.	M	M	Unchanged
Risk 5: Opportunities for reform of particular policies do not arise during project duration or reforms take a long time	Mainstreaming biodiversity into public policies needs to be advanced according to the timeframes and processes of government, which may not necessarily match those of the project. This risk will be mitigated by giving strong weighting to time-bound opportunities for influencing policies when establishing public policy targets for the project, and by developing science-demonstration-policy models that fully engage government partners in the framing of policy questions, selection of demonstration sites, and the integration of the ensuing lessons into the policy process	Public policy targets have been established for the Albertine Rift and Eastern Arc Mountains countries of the Eastern Afromontane Hotspot, giving strong weighting to time-bound opportunities for influencing policies. Guidance has been provided to applicants to develop science-demonstration-policy models that fully engage government partners.	IS	Policy targets were set for Indo-Burma in FY17 and the Eastern Afromontane in FY18. For the Cerrado, policy targets at the municipal level will be set as part of the process to develop the long-term conservation vision in FY19. Guidance was provided to applicants in all three hotspots to help them develop science-demonstration-policy models that fully engage government partners in the framing of policy questions, selection of demonstration sites, and the integration of the ensuing lessons into the policy process.	M	M	Unchanged

PROJECT RISKS	PRODOC RISK MITIGATION MEASURE	MITIGATION MEASURES IMPLEMENTATION	PROGRESS RATING ⁹	COMMENTS/JUSTIFICATION	PRODOC RISK RATING	CURRENT FY19 RISK RATING	RISK RATING TREND ¹⁰
Risk 6: Lack of interest from private sector actors	Private sector actors active in sectors with large biodiversity footprints in the pilot hotspots comprise a mix of multinational companies, some of which have existing commitments to biodiversity conservation, and companies from emerging economies (especially Brazil and China), which may have less prior exposure to the business case for biodiversity conservation. To mitigate this risk, economic valuations, biodiversity risk assessments and certified commodity market analyses will be supported through grants to civil society partners, to help present a convincing business case to private sector actors to engage in development of biodiversity-friendly management practices	Guidance has been provided to applicants to incorporate economic valuations, biodiversity risk assessments and certified commodity market analyses into their grant proposals, to help present a convincing business case to private sector actors to engage in development of biodiversity-friendly management practices.	IS	During FY19, guidance was provided to FUNDACCER on the need to engage with the private sector not only in the initial phase of the establishment of the reward program for coffee producers but also throughout the program. FUNDACCER was also advised to establish a hybrid approach, having a fund with private and public resources if possible. Lastly, FUNDACCER was advised to work closely with the private sector and to focus on gathering technical and financial evidence of interest to it. In the Eastern Afromontane, four projects promoting PES schemes intend to engage domestic and/or medium-scale private sector actors (e.g., bottlers, mining). The CEPF Secretariat and RIT gathered these four groups during the design process for mutual support in strategizing how to best engage the private sector. In Rwanda, the grantee was advised on a conservation agreements model, whereas in Kenya and Uganda, the grantees were advised on the differences in engagement between corporate social responsibility and a direct PES model.	M	M	Unchanged

<p>Risk 7: Strongly asymmetry in the capacity of civil society to influence government policy as compared to private sector</p>	<p>Private sector actors, particularly large corporations with large biodiversity footprints, not only have the incentive to influence government policy to avoid restrictive environmental policies and regulations but also the means to do so, given their resources, expertise and position as creators of jobs and wealth. Conversely, CSOs often lack the resources and specialist expertise necessary to influence policy, not to mention credibility in the eyes of policy makers. To mitigate this risk, a central strategy of the project (i.e. Outcome 2.1) is to increase the capacity and credibility of CSOs, individually and collectively, to enable them to more effectively influence public policy even in the face of opposition from vested interests within private sector. In addition, opportunities to engage private sector actors as champions of mainstreaming biodiversity into public policy will be proactively sought out. Such opportunities may exist where companies expect to benefit from policy changes that take the form of incentives rather than regulations. In this way, the power asymmetry will be turned to the advantage of CSOs seeking to influence public policy</p>	<p>Opportunities have been identified to engage private sector actors as champions of mainstreaming biodiversity into public policy.</p>	<p>IS</p>	<p>In FY19, the main opportunity identified to engage promising private sector actors in mainstreaming biodiversity in the Cerrado focused on coffee. This led to a grant by invitation to FUNDACCER. It also involved direct engagement with international coffee roasters, including via a determining meeting in Paris in July 2018. Currently, and for the medium term, coffee roasters (in particular Nespresso, Lavazza and Nestlé) have committed to finance part of the fixed costs associated with the project team. Local players (such as Cooxupe, Cafebras and Expocaccer) have also been approached for a contribution to finance the team's costs. During FY19, in the Eastern Afromontane Hotspot, a consortium of international oil companies (the Chinese National Oil Company, Total and Tullow Oil) continued their exploration for oil and gas in Murchison Falls National Park in Uganda. Wildlife Conservation Society supported the park management authorities (Uganda Wildlife Authority) in attempting to mitigate risks from the exploration process, itself, as well as future extraction plans. In the Indo-Burma Hotspot, Mars Foods purchased rice that conformed to the Sustainable Rice Platform standards from 200 farmers. This provided a financial incentive for the introduction of wildlife-friendly farming practices to 1,000 hectares of agricultural land, with benefits for Bengal florican (<i>Houbaropsis bengalensis</i>, CR) and other globally threatened bird species. The relationship with Mars Foods and Brico (a local rice miller in Cambodia) is expected to be a long-term one, providing a sustainable source of funding for conservation efforts in the Tonle Sap Lake and Inundation Zone corridor.</p>	<p>M</p>	<p>M</p>	<p>Unchanged</p>
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PROJECT RISKS	PRODOC RISK MITIGATION MEASURE	MITIGATION MEASURES IMPLEMENTATION	PROGRESS RATING ⁹	COMMENTS/JUSTIFICATION	PRODOC RISK RATING	CURRENT FY19 RISK RATING	RISK RATING TREND ¹⁰
<p>Risk 8: Effects of climate change and variability override conservation actions on the ground</p>	<p>While they may only be manifested gradually over the project lifetime, the effects of climate change and variability are projected to compound other pressures on natural ecosystems. This risk will be mitigated by addressing threats to biodiversity that are amenable to on-the-ground interventions, such as habitat loss, fragmentation and over-exploitation, thereby reducing aggregate pressure on natural ecosystems. The project will also adopt climate change adaptation strategies that enhance resilience of natural systems and plan for future climate change scenarios, in particular by enhancing ecological connectivity within conservation corridors. Moreover, the project will incorporate analysis of climate change projections into the long-term visions, which will feature, <i>inter alia</i>, monitoring of climate change impacts and response by international donors, to enable adaptive response by civil society to changing threats and opportunities</p>	<p>Guidance has been provided to applicants to incorporate into their grant proposals, where appropriate, climate change adaptation strategies that enhance resilience of natural systems and plan for future climate change scenarios, in particular by enhancing ecological connectivity within conservation corridors. Analysis of climate change projections is being incorporated into the long-term vision for the Cerrado Hotspot.</p>	<p>IS</p>	<p>Guidance was provided to applicants in the pilot hotspots to incorporate climate change adaptation strategies into their proposals, where relevant. An analysis of climate change projections (based on a literature review) is being incorporated into the long-term vision for the Cerrado Hotspot, preparation of which began in FY19 and will be completed in FY20.</p>	<p>L</p>	<p>L</p>	<p>Unchanged</p>

PROJECT RISKS	PRODOC RISK MITIGATION MEASURE	MITIGATION MEASURES IMPLEMENTATION	PROGRESS RATING ⁹	COMMENTS/JUSTIFICATION	PRODOC RISK RATING	CURRENT FY19 RISK RATING	RISK RATING TREND ¹⁰
Risk 9: Political instability impedes project implementation in pilot countries	All pilot hotspots contain countries with a recent history of political instability, and conflagration could prevent work in a country or, at minimum, impede civil society's engagement with government partners. CEPF has wide experience of supporting civil society in countries undergoing or emerging from political conflict, and will continue to engage in such countries, provided opportunities to deliver the project's outcomes exist and the security situation does not present unacceptable risks to staff or partners. If continued engagement became untenable, an alternative pilot country would be selected in the same hotspot	The security situation in each country in the pilot hotspots has been monitored, with a view to discontinuing engagement if it presented an unacceptable risk to staff or civil society partners	IS	No unacceptable security risks arose during the year in countries targeted by the project. The CEPF Secretariat closely monitored the political situation in Brazil, following national elections that brought in a new administration inimical towards environmentalists. Security concerns do not present unacceptable risks to grantees or staff at present but the situation is being monitored. This has already resulted in small changes to two grants, to avoid putting indigenous and local community groups at risk. In Indo-Burma, the security situation in Myanmar continues to be closely monitored. However, there are no grants in areas considered unsafe for project implementation or supervision visits.	M	M	Unchanged

PROJECT RISKS	PRODOC RISK MITIGATION MEASURE	MITIGATION MEASURES IMPLEMENTATION	PROGRESS RATING ⁹	COMMENTS/JUSTIFICATION	PRODOC RISK RATING	CURRENT FY19 RISK RATING	RISK RATING TREND ¹⁰
Risk 10: Changes in institutions providing co-financing to the project could lead to their inability to do so	There is a risk that some of the expected co-financing at the level of individual hotspots may not materialize, leading to more gradual implementation of the long-term visions and reduction in the number of models demonstrated over the duration of the project. This risk has been mitigated by closely engaging with the co-financing institutions during the PPG phase (all of whom are existing donor partners to CEPF at the global or regional scale), to ensure their ownership, involvement and investment. In the event that the identified co-financing institutions are unable to meet their commitments to provide co-financing, alternative partners will be sought	If the identified co-financing institutions had been unable to meet their commitments to provide co-financing, alternative partners would have been sought.	IS	To date, all identified co-financing institutions have met their commitments to provide co-financing. Co-financing confirmation letters are submitted together with this Project Implementation Report. The MacArthur Foundation has, however, indicated that it will end its support to conservation and sustainable development projects in Indo-Burma at the end of FY19, meaning that there will be no further co-financing from this source. By the end of FY19, the MacArthur Foundation had provided 55% of the \$11.85 million in co-financing originally committed. This reduction in co-financing is not expected to have a significant impact on implementation of the project, because the CEPF grant portfolio in the Indo-Burma Hotspot is almost fully developed and implementation of grants is well advanced.	L	L	Unchanged

PROJECT RISKS MITIGATION MEASURES RATING	JUSTIFICATION	RISK RATING TREND ¹¹
HS	All mitigation measures are on schedule and are implemented in a very consistent and robust way.	Unchanged

Recommendations

MITIGATION AND CORRECTIVE ACTION(S)	RESPONSIBLE PARTY	DEADLINE
N/A	N/A	N/A

¹¹ **Rating trend:** Increasing, Unchanged or Decreasing

SECTION IV: PROJECT ENVIRONMENTAL AND SOCIAL SAFEGUARDS IMPLEMENTATION STATUS AND RATING

This section of the PIR describes the progress made towards complying with the approved Environmental and Social Safeguard plans, as well as recommendations to improve the implementation of the safeguard plans, when needed. This section is divided in three parts:

- a. Progress towards Complying with the CI-GEF Project Agency’s Environmental & Social Safeguards
- b. Overall Project Safeguard Implementation Rating
- c. Recommendations

a. Progress towards Complying with the CI-GEF Project Agency’s Environmental & Social Safeguards

MINIMUM SAFEGUARD INDICATORS	PROJECT TARGET	END OF YEAR STATUS	PROGRESS RATING ¹²	COMMENTS/JUSTIFICATION
<p>ACCOUNTABILITY AND GRIEVANCE MECHANISM</p> <ol style="list-style-type: none"> 1. Number of conflict and complaint cases reported to the project’s Accountability and Grievance Mechanism 2. Percentage of conflict and complaint cases reported to the project’s Accountability and Grievance Mechanism that have been resolved 	<p>[No target was set]</p> <p>[No target was set]</p>	<p>1</p> <p>100</p>	<p>IS</p>	<p>All grantees working with local stakeholders are required to establish and disclose a locally appropriate grievance redress mechanism. CEPF and the RITs monitored the grievance mechanisms of individual grants and the grievance email account at CEPF. A single grievance was received during the year, by a grantee in the Cerrado. The grievance was successfully resolved by the grantee, and reported to the CI-GEF Project Agency in the Q3 FY19 quarterly report.</p>
<p>GENDER MAINSTREAMING</p> <ol style="list-style-type: none"> 1. Number of men and women that participated in project activities (e.g. meetings, workshops, consultations) 2. Number of men and women that received benefits (e.g. employment, income generating activities, training, access to natural resources, land tenure or resource rights, equipment, leadership roles) from the project 3. Number of strategies, plans (e.g. management plans and land use plans) and policies derived from the project that include gender considerations (this indicator applies to relevant projects) 	<p>[No target was set]</p> <p>25,000 women and 25,000 men with benefits</p> <p>[No target was set]</p>	<p>0</p> <p>2,463 women and 2,327 men with benefits</p> <p>2 strategies incorporating gender considerations</p>	<p>IS</p>	<p>No target for number of men and women participating in project activities was set in the ProDoc. Hence, these metrics have not been tracked. The number of men and women receiving benefits provides an indication of the number participating in project activities. These metrics are tracked but, because results are collated from grantees’ final completion reports and most grants are still active, the numbers reported here underestimate the final results that will be achieved under the project. Gender considerations were incorporated into the two long-term visions prepared to date and will be incorporated in the Cerrado long-term vision.</p>

¹² **O**= Overdue; **D**= Delayed; **NS**= Not started on schedule; **IS**= Under implementation on schedule; and **CA**= Completed/Achieved

MINIMUM SAFEGUARD INDICATORS	PROJECT TARGET	END OF YEAR STATUS	PROGRESS RATING ¹²	COMMENTS/JUSTIFICATION
<p>STAKEHOLDER ENGAGEMENT</p> <ol style="list-style-type: none"> Number of government agencies, civil society organizations, private sector, indigenous peoples and other stakeholder groups that have been involved in the project implementation phase on an annual basis Number persons (sex disaggregated) that have been involved in project implementation phase (on an annual basis) Number of engagement (e.g. meeting, workshops, consultations) with stakeholders during the project implementation phase (on an annual basis) Percentage of stakeholders who rate as satisfactory the level at which their views and concerns are taken into account by the project 	<p>[No target was set]</p> <p>[No target was set]</p> <p>[No target was set]</p> <p>[No target was set]</p>	<p>158 civil society organizations</p> <p>1,614 women and 1,611 men</p> <p>5 meetings</p> <p>100</p>	<p>IS</p>	<p>158 CSOs (130 local and 28 international) have received grants since the start of the project. The number of women and men receiving direct benefits and/or training is used as a proxy for the number of persons involved in the implementation phase. Since most grants are still active, few data are yet available. A regional meeting of grantees of CEPF and other donors was held in Phnom Penh, Cambodia, in February 2019. CEPF grantees and representatives of government and other stakeholders were brought together for the mid-term assessment for the Cerrado in Brasilia, Brazil, in April 2019, and the final assessment for Indo-Burma in Siem Reap, Cambodia, in May 2019. Regarding the percentage of stakeholders indicator, only one stakeholder raised a grievance in FY19, and they were satisfied with how their concerns were taken into account.</p>
<p>PHYSICAL CULTURAL RESOURCES</p> <ol style="list-style-type: none"> Number of physical cultural resources found in the project area 	<p>[No target was set]</p>	<p>1 resource</p>	<p>IS</p>	<p>One of the grants awarded in FY19 triggers the physical cultural resources safeguard. The resource concerned is Buddhist shrines in limestone caves. Specifically, the grant aims to reduce impacts of tourism on caves that support unique species, adapted to darkness. The grant provided guidance on changes to cave lighting and waste management, to reduce impacts on cave invertebrates and bat roosts. Due to the presence of Buddhist shrines in the caves, the grantee prepared a Physical Resources Plan, which sets out measures to avoid any alteration of cultural features in the cave or any restrictions on access to cultural sites for pilgrims. These measures include use of smart lighting, not physical barriers, to guide tourists and pilgrims in the cave, as well as consultations with monks at local monasteries.</p>
<p>PEST MANAGEMENT</p>			<p>IS</p>	<p>None of the grants awarded to date trigger</p>

MINIMUM SAFEGUARD INDICATORS	PROJECT TARGET	END OF YEAR STATUS	PROGRESS RATING ¹²	COMMENTS/JUSTIFICATION
<ol style="list-style-type: none"> 1. Number of hectares where pest management is applied 2. Percentage of pest management area where Integrated Pest Management or Integrated Vector Management is applied 3. Percentage of pesticide applications that comply with the International Code of Conduct on the Distribution and Use of Pesticides 	[No target was set]	0 hectares		the pest management safeguard.
	[No target was set]	N/A		
	[No target was set]	N/A		
<p>INDIGENOUS PEOPLES</p> <ol style="list-style-type: none"> 1. Percentage of indigenous/local communities where FPIC have been followed and documented 2. The percentage of communities where project benefit sharing have been agreed upon through the appropriate community governance mechanisms and documented 	[No target was set]	100 percent	IS	Eleven of the 42 grants awarded to date in the Cerrado, 6 of the 65 grants awarded to date in the Eastern Afromontane and 28 of the 80 grants awarded to date in Indo-Burma trigger the Indigenous Peoples safeguard. All of these grantees have prepared Social Assessments and followed FPIC with affected communities. One grant in Indo-Burma developed benefit-sharing mechanisms for indigenous communities. Under this grant, three communities in China gained access to sustainably harvested medicinal plant resources.
	[No target was set]	100 percent		
<p>INVOLUNTARY RESETTLEMENT</p> <ol style="list-style-type: none"> 1. Number of persons involved in voluntary resettlement 2. Number of persons compensated for voluntary resettlement 3. Number of persons whose access to and use of natural resources have been voluntary restricted 4. Number of persons whose access to and use of natural resources have been involuntary restricted 5. Percentage of persons who gave their consent for voluntary restrictions 6. Percentage of persons who have received compensation for voluntary restrictions 7. Percentage of persons who have received compensation for involuntary restrictions 	[No target was set]	0 persons	IS	Four of the 42 grants awarded to date in the Cerrado, 11 of the 65 grants awarded to date in the Eastern Afromontane and 17 of the 80 grants awarded to date in Indo-Burma trigger the involuntary resettlement safeguard. None has yet reported any restrictions on access to natural resources. No CEPF-funded grants support the resettlement of people (voluntary or involuntary).
	[No target was set]	0 persons		
	[No target was set]	0 persons		
	[No target was set]	0 persons		
	[No target was set]	0 persons		
	[No target was set]	N/A		
	[No target was set]	N/A		
	[No target was set]	N/A		

b. Overall Project Safeguard Implementation Rating

SUMMARY: PROJECT SAFEGUARD IMPLEMENTATION RATING BY TYPE OF PLAN

SAFEGUARDSTRIGGERED BY THE PROJECT (delete those not applicable)	CURRENT FY19 IMPLEMENTATION RATING	RATING TREND
Accountability and Grievance Mechanisms	HS	Unchanged
Gender Mainstreaming Plan (GMP)	HS	Unchanged
Stakeholder Engagement Plan (SEP)	HS	Unchanged
Physical Cultural Resources	HS	Unchanged
Pest Management Plan	N/A	Unchanged
Indigenous Peoples	HS	Unchanged
Involuntary Resettlement	HS	Unchanged

OVERALL PROJECT SAFEGUARD IMPLEMENTATION RATING

RATING	JUSTIFICATION	RATING TREND
HS	CEPF continued to effectively mainstream and implement the safeguard policies down to the sub-grantee level. The ratio of men/women benefitting is almost 1:1 and the number of stakeholders engaged includes almost 160 local and international CSOs. The grievance reported was resolved and there were no restriction of access to and use of natural resources by any of the sub-projects.	Unchanged

c. Recommendations

CORRECTIVE ACTION(S)	RESPONSIBLE PARTY	DEADLINE
No corrective action at this time.		

SECTION V: PROJECT IMPLEMENTATION EXPERIENCES AND LESSONS LEARNED

Required topics

1. Project institutional arrangements, including project governance

The project is being implemented within the context of a wider program, which provides considerable advantages. The overall CEPF program was launched in 2000, 16 years before the start of the GEF project. Over this period, and since the start of project implementation, CEPF has generated almost two decades of experience and applied this to adapt its institutional arrangements. There has been a gradual evolution of CEPF's policies, processes and systems, informed by internal and external evaluations, learning exchanges and day-to-day reflections and improvements. FY19 provided two major opportunities for reflection: the mid-term review in October 2018; and the RIT learning exchange in February 2019, which involved RITs from the three pilot and six other hotspots. Recommendations from both activities have already been implemented, leading to changes in CEPF business practices, as well as in the division of roles and responsibilities among the Secretariat and RITs. Anticipated changes in FY20 include an overhaul of risk management, to bring different aspects of risk (financial, technical, social, reputational, etc.) into a single framework.

As well as benefiting from continual learning and adaptation, implementation of the project has also benefited from institutional stability at the CEPF Secretariat and RITs, where there has been very limited turnover of staff in key positions since the start of the project. Indeed, the only turnover in a leadership position was the change of RIT Team Leader for the Indo-Burma Hotspot, which happened during FY18. This has ensured the retention of institutional memory, facilitated good communications among the CEPF Secretariat, RITs and grantees, and helped the grant portfolios in the three pilot hotspots to develop consistently and strategically.

A major focus of the project has been the institutionalization of good practices through the evolution of RITs into long-term implementation structures for their hotspots. According to the original project design, this was to be piloted in three hotspots during the first three years before being replicated to the other hotspots where CEPF invests in years four and five. Because evolution of RITs into long-term implementation structures represents a substantial change to CEPF's institutional arrangements, progress has been somewhat slower than originally planned. In particular, moving from an arrangement where an organization is contracted as the RIT for five years to one where an organization performs the RIT role indefinitely had implications that required the close involvement of CEPF's donors. In FY17, the role and purpose of the RITs were discussed by the Donor Council (which functions as the Project Steering Committee), with a focus on the relative emphasis on the administrative versus programmatic functions of the RIT. In FY18, the CEPF Working Group and Donor Council considered options for revising the RIT selection process. One of the options presented by the CEPF Secretariat was for sole-source selection of the incumbent organization as the RIT for the next investment phase. Under this option, there was a presumption that CEPF would continue working with the incumbent RIT in a hotspot, provided that its performance during the previous phase was satisfactory. However, in order to achieve a balance between the desire for continuity and the need to ensure transparency and competitiveness, it was decided that, at the end of this investment phase, the Working Group will decide whether the CEPF Secretariat can award or new RIT grant to the incumbent organization on a sole-source basis or, alternatively, undertake a competitive recruitment process. This decision will be informed by an independent evaluation of lessons learned in relation to the incumbent RIT. In the case of the RITs for the Eastern Afrotropical and Indo-Burma Hotspot, this evaluation will be conducted in FY20 and will inform the decision on whether the incumbent organizations will continue in this role into the long-term. In the Cerrado, where the RIT grant continues until the end of the project, the independent evaluation of lessons learned will not be conducted until FY21.

2. Capacity building

CEPF uses a bespoke tool to track changes in the institutional capacity of local civil society organizations. Grantees are asked to complete a self assessment at the start of the period of CEPF support and another at the end. Two-thirds of the grants awarded under the project are still active and, of the ones that have

closed, the grantee organization sometimes received a follow-on grant. This means that the sample size of organizations for which baseline and final tools are both available is relatively small, meaning that caution should be exercised in interpreting the preliminary results. Nevertheless, results to date are informative. In Indo-Burma, for instance, 22 local CSOs had completed baseline and final tools by the end of FY19. Of these, 17 reported increases in their civil society tracking tool scores over the period of CEPF support (in 10 cases, the increase was over 10%), and five reported decreases (only in one case was this decrease by over 10%, due to loss of human and financial resources). The dimensions of organizational capacity where grantees reported the greatest net improvements were management systems and delivery, which increased on average by 13 and 9%, respectively.

3. Implementation of safeguard policies, including gender mainstreaming, accountability and grievance mechanisms, stakeholder consultations

During FY19, CEPF continued to implement its social and environmental safeguard policies, following its well established systems. During the year, CEPF continued to develop guidance materials, to assist grantees to comply with these policies. Principal among these were the [Gender Toolkit](#) and the accompanying [Gender Factsheet](#), published in November 2018, which explain CEPF's Gender Policy and provide practical guidance on how to integrate gender into proposals, project design, monitoring indicators and their organizations. These documents are available for download from the CEPF website, together with other guidance materials, such as a [web story](#) showcasing the work of five grantees in the Eastern Afromontane Hotspot who considered gender in their projects in different ways, and a [web story](#) on how and why to establish grievance mechanisms. In addition, trainings were provided to applicants and grantees in the pilot hotspots, focusing on various aspects of safeguard compliance, gender mainstreaming and establishment of grievance mechanisms. The materials for these trainings, plus the various online documents are available to the CI-GEF Project Agency, should they be useful to other projects in its portfolio.

4. Factors that improve likelihood of long term sustainability of project impacts

The entire project is premised on the idea that promoting the uptake of innovative models that address conservation objectives while delivering economic benefits (be they local or national) into public policy and the business practices of private companies will increase the prospects for long-term sustainability of project impacts. Whether this hypothesis proves to be correct will not become apparent until later in the project (and afterwards). Nevertheless, a range of different strategies are being employed, which will enable learning about the most effective approaches to influence government and private sector actors. Based on review of the preliminary results of activities supported in the three pilot hotspots, six strategies have been identified that will form the basis for innovative knowledge products: freshwater fish conservation zones; wildlife-friendly agriculture; the project design masterclass; the gender toolkit; the "Solutions worth Sharing" model; and ICCAs. Design of the knowledge products will begin in FY20. In May 2019, a stakeholder workshop was held in Siem Reap, Cambodia, bringing together more than 130 representatives of grantees, government partners and donor agencies to review the impacts of the portfolio in the Indo-Burma Hotspot and exchange experience. This workshop identified factors that influence the likelihood of project success and sustainability. These included a long-term commitment to a species, site or conservation issue on the part of the proponent, the ability to turn a series of projects into a program through leveraging funds from multiple sources over many years, and the delivery of tangible benefits to local communities, to maintain their support and engagement.

5. Factors that encourage replication, including outreach, dissemination of lessons learned, and communications strategies

As mentioned above, although some of the key topics have already been identified, the actual documentation of lessons learned under the project will accelerate in FY20. During FY19, the main activities to document and share lessons were the mid-term assessment workshop for the Cerrado Hotspot, and the final assessment workshop for the Indo-Burma Hotspot (the final assessment workshop for the Eastern Afromontane Hotspot took place in July 2019, outside of the period covered by this report). The initial feedback suggests that these stakeholder workshops are an effective way to share lessons and encourage replication, although it is too soon to evaluate objectively whether any actual replication of models will occur as a result. Certainly, participants enjoyed the face-to-face interactions (especially in multi-country hotspot, where opportunities to meet colleagues from neighboring countries are rare), and valued the opportunity to share their work with others (due to the nature of their work, many conservationists in the pilot hotspots are geographically and/or socially

isolated; having the chance to get feedback from an appreciative, sympathetic audience can have important benefits for their morale, notwithstanding more tangible impacts in terms of uptake of good practice demonstrated by peer organizations).

Additional topics

6. Engagement of the private sector

This is one of the topics on which the project is expected to generate considerable experience. As implementation progresses, lessons learned will be communicated in future Project Implementation Reports, as well as in the dedicated communication products to be prepared under the project. For example, wildlife-friendly agriculture, where the private sector plays a key role, will be the topic of both an innovative knowledge product and a multi-hotspot grant in FY20.

7. Financial management and co-financing.

This is another topic on which the project is expected to generate considerable experience. In particular, the project is expected to learn lessons about leveraging conservation financing from innovative sources, including the private sector.

APPENDIX I: PROJECT ANNUAL IMPLEMENTATION PROGRESS RATING

Rating		Overdue (O)	Delayed (D)	Not started on schedule (NS)	Under implementation on schedule (IS)	Completed/Achieved (CA)
Highly Satisfactory (HS)	HS	0%		100%		
Satisfactory (S)	S	20%		80%		
Moderately Satisfactory (MS)	MS	40%		60%		
Moderately Unsatisfactory (MU)	MU	60%		40%		
Unsatisfactory (U)	U	80%		20%		
Highly Unsatisfactory (HU)	HU	100%		0%		

- **Highly Satisfactory:** 100% of the indicators: a) have been completed/achieved, b) are under implementation on schedule, and/or c) have not started but are on schedule, according to the original/formally revised Project Annual Workplan for the project. The project can be presented as an example of “good practice” project,
- **Satisfactory:** 80% of the indicators: a) have been completed/achieved, b) are under implementation on schedule, and/or c) have not started but are on schedule, according to the original/formally revised Project Annual Workplan for the project; except for only 20% that are delayed and/or overdue and need remedial action,
- **Moderately Satisfactory:** 60% of the indicators: a) have been completed/achieved, b) are under implementation on schedule, and/or c) have not started but are on schedule, according to the original/formally revised Project Annual Workplan for the project; while 40% are delayed and/or overdue and need remedial action,
- **Moderately Unsatisfactory:** 40% of the indicators: a) have been completed/achieved, b) are under implementation on schedule, and/or c) have not started but are on schedule, according to the original/formally revised Project Annual Workplan for the project; while 60% are delayed and/or overdue and need remedial action,
- **Unsatisfactory:** only 20% of the indicators: a) have been completed/achieved, b) are under implementation on schedule, and/or c) have not started but are on schedule, according to the original/formally revised Project Annual Workplan for the project; while 80% are delayed and/or overdue and need remedial action, and
- **Highly Unsatisfactory:** 100% of the indicators: a) are overdue, and/or b) delayed in their implementation, according to the original/formally revised Project Annual Workplan for the project.

APPENDIX II: PROGRESS TOWARDS ACHIEVING PROJECT EXPECTED OUTPUTS

INDICATORS	PROJECT TARGET	END OF YEAR INDICATOR STATUS	PROGRESS RATING ¹³	COMMENTS/JUSTIFICATION
Outcome 1.1 Long-term conservation visions developed for the Cerrado, Eastern Afromontane and Indo-Burma Hotspots, with participation of civil society, government, donor and private sector actors				
Output Indicator 1.1.1: Number of approved vision documents incorporating civil society 'graduation' targets	3 approved vision documents	2 approved vision documents incorporate graduation targets. This is an increase of 2 over the baseline of 0.	IS	The long-term vision for the Albertine Rift and Eastern Arc Mountains sub-region of the Eastern Afromontane Hotspot was endorsed by the CEPF Donor Council in December 2018. Preparation of the vision for the Cerrado has begun.
Output Indicator 1.1.2: Number of financing plans defined for implementation of the long-term conservation visions	3 financing plans	2 financing plans have been defined. This is an increase of 2 over the baseline of 0.	O	At the start of FY19, the financing plans for the Albertine Rift and Eastern Arc Mountains and Indo-Burma long-term visions were already in place. The plan for the Cerrado long-term vision will be prepared during FY20. This is slightly overdue, because of the decision to postpone the mid-term assessment to Q4 FY19, following the change in government in Brazil.
Output Indicator 1.1.3: Number of vision documents incorporating a full set of targets covering major sectoral drivers and key policies, developed with broad stakeholder participation	3 vision documents	2 vision documents incorporate a full set of targets. This is an increase of 2 over the baseline of 0.	O	At the start of the year, targets for the Albertine Rift and Eastern Arc Mountains sub-region and the Indo-Burma Hotspot were already in place. Targets will be set for the Cerrado during FY20.
Output Indicator 1.1.4: Number of pilot hotspots with completed strategies for engagement with private sector actors	3 pilot hotspots	2 pilot hotspots have completed strategies for engagement with private sector actors. This is an increase of 2 over the baseline of 0.	O	At the start of the year, strategies for the Albertine Rift and Eastern Arc Mountains sub-region and the Indo-Burma Hotspot were already in place. A strategy for the Cerrado will be developed during FY20.

¹³ **O**= Overdue; **D**= Delayed; **NS**= Not started on schedule; **IS**= Under implementation on schedule; and **CA**= Completed/Achieved

INDICATORS	PROJECT TARGET	END OF YEAR INDICATOR STATUS	PROGRESS RATING ¹³	COMMENTS/JUSTIFICATION
Outcome 2.1 Increased capacity and credibility of conservation-focused civil societies in the Cerrado, Eastern Afromontane and Indo-Burma Hotspots				
Output Indicator 2.1.1: Number of hotspots with long-term institutional structures in place	3 pilot hotspots	The baseline of 0 hotspots remained unchanged at the end of the year.	IS	The RIT grants for the Eastern Afromontane and Indo-Burma Hotspots have been amended, allowing them to evolve into long-term implementing structures. BirdLife and IUCN began to institute the necessary changes and to explore long-term funding sources but this process was ongoing at the end of the year.
Output Indicator 2.1.2: Number of local civil society organizations engaged in biodiversity conservation in each pilot hotspot with a civil society tracking tool score of 80 or more	[No target was set]	23 local civil society organizations have a civil society tracking tool score of 80 or more. This is an increase of 10 over the baseline of 13.	IS	At the start of FY19, 20 local CSOs (five in the Cerrado, five in the Eastern Afromontane and 10 in Indo-Burma) had a civil tracking tool score of 80 or more. Over the course of the year, this figure had increased to 23 (seven in the Cerrado, five in the Eastern Afromontane and 11 in Indo-Burma).
Outcome 2.2 Increased and more sustained financial flows to civil societies engaged in the conservation of biodiversity, from diverse sources, including non-traditional sources				
Output Indicator 2.2.1: Number of regional resource mobilization strategies developed to generate additional revenue	3 strategies	2 regional resource mobilization strategies have been developed. This is an increase of 2 over the baseline of 0.	O	Resource-mobilization strategies for the Albertine Rift and Eastern Arc Mountains countries and Indo-Burma were prepared during FY18. The strategy for the Cerrado will be prepared in FY20, a little later than originally planned.
Output Indicator 2.2.2: Number of models for private sector conservation finance demonstrated	2 models	1 model for private sector conservation finance has been demonstrated. This is an increase of 1 over the baseline of 0.	IS	Mars Foods provided a price premium to 200 rice farmers in Cambodia to produce wildlife-friendly rice conforming to the Sustainable Rice Platform standard.

INDICATORS	PROJECT TARGET	END OF YEAR INDICATOR STATUS	PROGRESS RATING ¹³	COMMENTS/JUSTIFICATION
Outcome 3.1: Integrating biodiversity conservation and sustainable use into production landscapes implemented with public and private sector actors across at least total 1,000,000 hectares in the Cerrado, Eastern Afromontane and Indo-Burma Hotspots				
Output Indicator 3.1.1: Number of policies, programs, or plans incorporating results of policy demonstration models	6 policies, programs or plans	3 policy, programs and plans incorporate the results of policy demonstration models. This is an increase of 1 over the baseline of 2.	IS	Eleven grants to implement policy demonstration models were awarded during the year, bringing the number of grants awarded under this output to 28 (11 in the Cerrado, seven in the Eastern Afromontane and 10 in Indo-Burma). Over the course of the year, one policy was updated to incorporate a demonstration model's results (zoning guidelines for protected areas in Cambodia).
Output Indicator 3.1.2: Number of biodiversity-friendly business practices adopted by key private sector change agents	12 business practices	8 biodiversity-friendly business practices have been adopted by key private sector change agents. This is an increase of 1 over the baseline of 7.	IS	Seven grants to promote biodiversity-friendly business practices were awarded during the year, bringing the number of grants awarded under this output to 17 (nine in the Cerrado, two in the Eastern Afromontane and six in Indo-Burma). Over the course of the year, these grants promoted the adoption of one biodiversity-friendly management practice (i.e. the Sustainable Rice Platform standards) by key private sector change agents.
Output Indicator 3.1.3: Number of new management models involving direct participation introduced at protected areas	20 management models	9 new management models involving direct participation have been introduced at protected areas. This is an increase of 1 over the baseline of 8.	IS	Twenty-two grants to introduce new participatory management models at protected areas were awarded during the year, bringing the number of grants awarded under this output to 32 (13 in the Cerrado, 11 in the Eastern Afromontane and eight in Indo-Burma). To date, these grants have introduced one new management model (most grants are ongoing).

INDICATORS	PROJECT TARGET	END OF YEAR INDICATOR STATUS	PROGRESS RATING ¹³	COMMENTS/JUSTIFICATION
Outcome 4.1: CEPF investments in other hotspots strengthened through the adoption of successful models and tools developed in the pilot hotspots				
Output Indicator 4.1.1: Number of additional (non-pilot) hotspots with long-term implementation structures	9 additional hotspots	The baseline of 0 hotspots remained unchanged at the end of the year	NS	Activities to disseminate successful models and tools from the pilot hotspots to other hotspots began in FY19. They will continue in FY20.
Output Indicator 4.1.2: Number of hotspots with regional resource mobilization strategies	9 additional hotspots	The baseline of 0 hotspots remained unchanged at the end of the year	NS	Activities to disseminate successful models and tools from the pilot hotspots to other hotspots began in FY19. They will continue in FY20.
Output Indicator 4.1.3: Number of countries in other hotspots adopting policy demonstration models	2 countries	1 country has adopted a policy demonstration model from the pilot hotspots. This is an increase of 1 over the baseline of 0.	IS	Best practices for mainstreaming biodiversity conservation into rice cultivation demonstrated in Cambodia were adopted by a civil society organization in India.
Output Indicator 4.1.4: Number of countries in other hotspots replicating management practices for mainstreaming biodiversity	2 countries	The baseline of 0 countries remained unchanged at the end of the year	NS	Activities to disseminate successful models and tools from the pilot hotspots to other hotspots began in FY19. They will continue in FY20.
Outcome Indicator 4.2: Models, tools and best practices developed under the project are widely available and inform other actors developing public-private partnerships for biodiversity conservation globally				
Output Indicator 4.2.1: Number of innovative knowledge products, number of knowledge products related to gender mainstreaming and number of knowledge products related to Indigenous People and conservation made publicly available	6 knowledge products, including at least 1 related to gender mainstreaming and at least 1 related to Indigenous People and conservation	The baseline of 0 knowledge products remained unchanged at the end of the year	NS	The topics for six innovative knowledge products have been identified; production will begin in FY20.