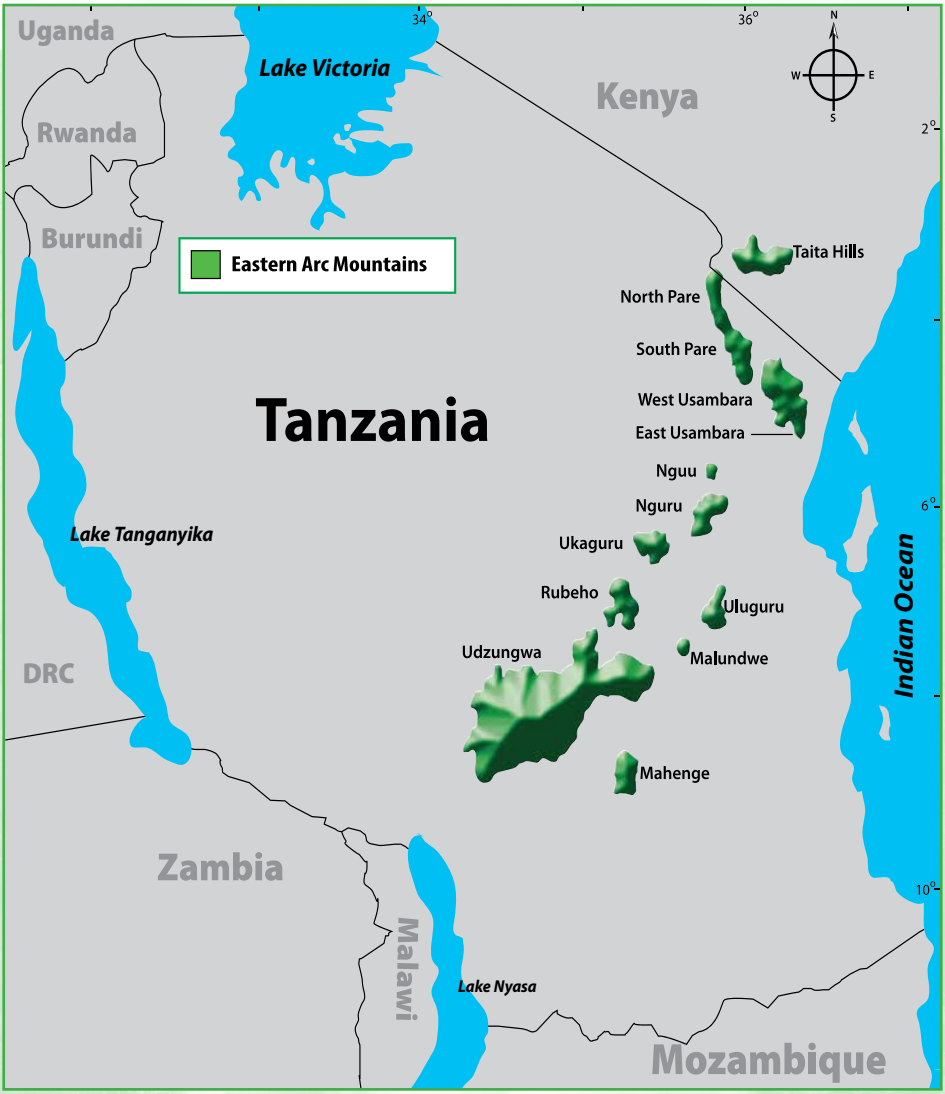
EASTERN ARC MOUNTAINS CONSERVATION ENDOWMENT FUND (EAMCEF)

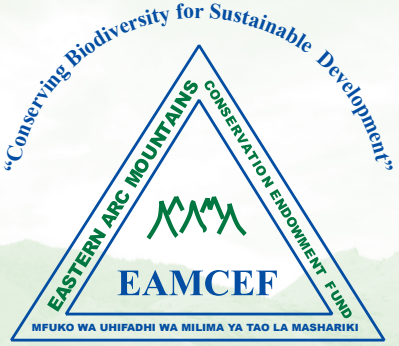
MFUKO WA UHIFADHI WA MILIMA YA TAO LA MASHARIKI

STRATEGIC PLAN 2021 - 2030

JANUARY 2021

LOCATION OF THE EASTERN ARC MOUNTAINS





EASTERN ARC MOUNTAINS CONSERVATION ENDOWMENT FUND (EAMCEF)

MFUKO WA UHIFADHI WA MILIMA YA TAO LA MASHARIKI

STRATEGIC PLAN 2021 - 2030

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January, 2021

List of Acronyms

ANFR	Amani Nature Forest Reserve
BoT	Board of Trustees
CARE	Cooperative for Assistance and Relief Everywhere
CNFR	Chome Nature Forest Reserve
CBO	Community Based Organisation
CFA	Conservation Finance Alliance
CSO	Civil Society Organisation
CSR	Corporate Social Responsibility
EAMs	Eastern Arc Mountains
EAMCEF	Eastern Arc Mountains Conservation Endowment Fund
GEF	Global Environment Facility
GME	Gombe Mahale Ecosystem
JGI	Jane Goodall Initiative
Ha	Hectare
INGOs	International Non-Governmental Organisations
IUCN	International Union for Conservation of Nature
KNFR	Kilombero Nature Forest Reserve
KPIs	Key Performance Indicators
LACs	Local Advisory Committees
MDCI	Mpingo Conservation & Development Initiative
MNFR	Magamba Nature Forest Reserve
MNCs	Multi-National Corporations
MkNFR	Mkingu Nature Forest Reserve
NAMAs	Nationally Appropriate Mitigation Actions
NEMC	National Environment Management Council
NGO	Non-Governmental Organisation
NNFR	Nilo Nature Forest Reserve
NRM	Natural Resource Management

PES	Payment for Ecological Services
SDGs	Sustainable Development Goals
SMT	Senior Management Team
SUSTAIN	Strategy for Growth Corridors in Africa
TaFF	Tanzania Forest Fund
TFS	Tanzania Forest Services Agency
TAFORI	Tanzania Forestry Research Institute
TANAPA	Tanzania National Parks
TANESCO	Tanzania Electricity Supply Company
TAWIRI	Tanzania Wildlife Research Institute
TFCG	Tanzania Forest Conservation Group
TNC	The Nature Conservancy
ToC	Theory of Change
TZs	Tanzanian Shillings
UNFR	Uluguru Nature Forest Reserve
UMNP	Udzungwa Mountains National Park
USNFR	Uzungwa Scarp Nature Forest Reserve
USAID	United States Agency for International Development
VNRCs	Village Natural Resource Committees
WCS	Wildlife Conservation Society
WWF	World Wide Fund for Nature

Contents

FOREWORD

Stretching from Southern Kenya to Southern Tanzania, the Eastern Arc Mountains are among the most important areas for conservation of biodiversity and addressing the global climate change challenges. Conservation of these mountains is being supported by the Eastern Arc Mountains Conservation Endowment Fund (EAMCEF) in collaboration with the Government of Tanzania and various development partners.

EAMCEF is a Trust Fund that was established and became operational in June 2001under the Trustees' Incorporation Act (Cap. 318 R.E 2002). The purpose of establishing the Fund is to act as a long-term funding mechanism to provide sufficient and reliable financial support for effective conservation of the Eastern Arc Mountains (EAMs) in Tanzania. Governed by a Board of Trustees and operating as a Not-for-Profit Conservation Finance Trust, the EAMCEF is managed on a day-to-day basis by an Endowment Fund Secretariat based in Morogoro Municipality and headed by an Executive Director.

In its strategic thinking to achieve its vision *"The Eastern Arc Mountains and the people who depend on them live in harmony as one sustainable ecosystem"*, EAMCEF has developed this Strategic Plan document that will be used to guide the implementation process of the Fund's policy objectives over the next ten years, 2021-2030 so as to contribute in its overall goal *"To sustain the role of Eastern Arc Mountains in providing sufficient quantity and optimal quality of ecosystem services and enhance its climate change mitigation and adaptation potentials"*. The Strategic Plan establishes five major Pillars namely,

Pillar 1: Biodiversity Conservation in Protected Areas and Climate Change Interventions

Pillar 2: Applied Biodiversity and Climate Change Research

Pillar 3: Community Development and Livelihoods Improvement

Pillar 4: Programme Delivery, Partnerships and Implementation Capacity

Pillar 5: Institutional Sustainability and Programme Continuity

To address the above pillars, 16 Strategic Objectives and 16 Strategies with 103 key activities have been developed for implementation that will be monitored and evaluated using the Key Performance Indicators assigned to each.

It is our sincere hope that this Strategic Plan will help to rightly and sufficiently guide the development process of the Eastern Arc Mountains Conservation Endowment Fund during the coming ten years.

Francis B.N. Sabuni,
EXECUTIVE DIRECTOR. **January, 2021.**

Executive Summary

The term 'Eastern Arc' was coined in 1985 to describe the arc of forest-capped ancient crystalline mountains of Eastern Tanzania and South-Eastern Kenya. Though separated from each other, the mountains form a broad arc shape of some 600 km in length. The arc is comprised of thirteen separate mountain blocks which cover a total area of approximately 23,000 km^2. Twelve of the 13 mountain blocks namely; North and South Pare, West and East Usambara, Nguu, Nguru, Ukaguru, Uluguru, Malundwe, Rubeho, Udzungwa, and Mahenge are found in Eastern Tanzania within 15 Districts and 5 Regions. The other mountain block, Taita Hills, is found in Kenya. 3,500 km^2 of the total area is forested. This arc of mountains is geologically ancient, dating back at least 30 -100 million years. Given that individual blocks are isolated from each other, they have played an important role as a refuge for plants and animals, and as centres of evolution over millennia.

More than 70% of the former habitat has been lost. The natural forest on the Eastern Arc Mountains was about 3,500 km^2 in the year 2000. This declined from around 4,750 km^2 in 1955 and an estimated 18,000 km^2 in historical times. The number of forest fragments increased from 852 in 1955 to 1,468 in 2000, with the forest area declining by 15%. The forests are now entirely surrounded by farmland with little chance of being re-connected. The EAMs have high populations ranging from 200 -400 people per square kilometre. The communities rely on the EAMs for firewood and building poles. Others undertake logging, mining, poaching and hunting activities. This has impacted negatively on large mammal populations to the extent of only smaller species remain in some areas. People use fires to clear their farmland further destroying the natural habitats. In response to the growing threats against the forests, the Government of Tanzania established the Eastern Arc Mountains Conservation Endowment Fund (EAMCEF) in June 2001. EAMCEF is a Trust Fund that provides a long term funding mechanism for sufficient and reliable financial support for effective conservation of the EAMs.

EAMCEF supports many government policies including the National Forest Policy which notes that *"Tanzania is one of the fourteen biodiversity hotspots in the world". "Apart from the national parks, the country has other rich variety*

of ecosystems of economic, scientific and aesthetic value. The outstanding ones are the Eastern Arc Mountains which have a high level of endemism". It goes on to state that *"most of them have important genetic resources for medicinal plants, timber tree species and other plants of economic importance. Forests contribute to agricultural stability by regulating water balances, protecting the soil and pollinating the crops. The ecosystems are threatened by a variety of human activities, including the heavy pressure for agricultural expansion, livestock grazing, wild fires and over exploitation of wood resources. These human activities have caused deterioration of ecosystems and soil fertility, reduced water flows and loss of biological diversity".*

EAMCEF's **Vision** is that *EAMs and the people who depend on them live in harmony as one sustainable ecosystem. The forests and mountains will provide goods and services – from water to electrical power, from food and cash crops to medicines – for the people of Tanzania. And the world community will benefit from a protected biodiversity hotspot and a major carbon sink reducing global warming and mitigating climate change impacts.*

Goal *"To sustain the role of Eastern Arc Mountains in providing sufficient quantity and optimal quality of ecosystem services and enhance its climate change mitigation and adaptation potentials"*

The goal is supported by 5 pillars, each with its own strategic objectives.

Pillar 1: Biodiversity Conservation in Protected Areas and Climate Change Interventions

The strategic objectives are:

- To increase the visibility, recognition and support for the EAMs as a biodiversity hotspot and vital carbon sink and rally the international community towards its conservation by 2025
- To reclaim, rehabilitate and conserve 20,000 hectares of the EAMs by 2030
- To secure and conserve 3500km^2 of the EAMs as a carbon sink and climate change mitigation and adaption strategy by 2030

- To protect and promote the biodiversity of the EAMs with special attention to endemic and threatened species by 2030

Pillar 2: Applied Biodiversity and Climate Change Research

The strategic objectives are:

- To increase the knowledge on the EAMs, their role and rich heritage by supporting 300 applied biodiversity and climate change research activities by 2030
- To support the research, discovery and identification of new species in the EAMs by 2030
- To research, monitor, establish and publish the amount of carbon stored in EAMs every 3 years.

Pillar 3: Community Development and Livelihoods Improvement

The strategic objectives are:

- To positively impact the lives of 300,000 people dependent on the EAMs through community development, livelihood and conservation activities by 2030
- To engage 100,000 people in conservation, climate change mitigation and adaption activities by 2030
- To support the successful adoption of 10 alternative livelihood activities by communities neighbouring the EAMs by 2030

Pillar 4: Programme Delivery, Partnerships and Implementation Capacity

The strategic objectives are:

- To maintain a lean, effective and efficient secretariat that supports programme delivery and office operations by 2021
- To partner with 100 public and private sector partners to conserve the EAMs by 2023
- To work with 500 community groups and organisations to conserve the EAMs by 2025

Pillar 5: Institutional Sustainability and Programme Continuity

The strategic objectives are:

- To enhance organisation sustainability by growing the EAMCEF Endowment Fund to US$ 20 million by 2030
- To mobilise US$ 12.5m to support 2021 -2030 EAMCEF Strategic Plan by 2025
- To strengthen EAMCEF's branding, recognition and visibility by 2025

EAMCEF's **Mission** is to "*Catalyse resources to foster conservation of forest biodiversity and resilience to climate change effects in the Eastern Arc Mountains of Tanzania through investment in sustainable community development and livelihood improvement, sustained financing for conservation of protected areas and financial support to applied biodiversity and climate change research".*

Climate change is one of the biggest challenges facing the world today. Global warming will lead to the extinction of many species and make some areas on the planet inhabitable. Forests, given their ability to store carbon are seen as a key strategy against climate change. This places EAMCEF at a strategic position to rally support towards the conservation of the EAMs which store more than 200 tonnes of carbon per hectare. Conserving and reclaiming some of the lost forests can mitigate against the challenges of climate change.

The sustainable development goals support conservation which will make it easier for EAMCEF to rally support for its work. SDG 15 states: "*Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss".* SDG 15 provides additional backing for EAMCEF's core activities that support the achievement of its vision and mission. Other SDGs namely 1: No Poverty; 2: Zero Hunger; 5: Gender Equity; 6: Clean Water & Sanitation; 7; Affordable & Clean Energy; 12: Climate Action; 15: Life on Land will form basis for many of EAMCEF's programming.

EAMCEF does not implement project on its own but leverages the capacity of other organisations. Under this strategic plan, it will continue to provide grants to support project implementation. Partners and communities will continue to receive grants following a competitive and transparent process.

Partners provide EAMCEF with the opportunity to: Increase its geographical coverage of targeted EAMs; Increase its program and project scope; Offer services more cost effectively; Increase its number of beneficiaries; Enhance and strengthen its advocacy power; Support hard to reach communities and; Increase the human resources at its disposal. EAMCEF has not been strong in participating in global networks in the past resulting in weaker networks and contacts outside Tanzania. In order to strengthen its positioning in global conservation circles, it will join networks and organisations such as GEF CSO Network, IUCN and Conservation Finance Alliance.

Currently, EAMCEF has a staff capacity of eighteen (18) people which is insufficient in enabling effective implementation of the Strategic Plan. However, through partnerships, it will be able to access additional staff, physical and financial resources that substantially increase its implementation capacity. Through partnerships, it will increase its implementation capacity by a factor of 200 or more thus better positioning it to achieve the goals and objectives in its 2021-2030 Strategic Plan.

EAMCEF will require US$ 12.5m to support its programing over the 2021-2030 strategic plan period. It will seek to raise an additional US$ 9 million to support its Endowment fund.

1.0 Introduction

The term 'Eastern Arc' was coined in 1985 to describe the arc of forest-capped ancient crystalline mountains of Eastern Tanzania and South-Eastern Kenya. Though the mountains are separated from each other, they form a broad arc shape of some 600 km in length. The arc is comprised of thirteen separate mountain blocks which cover a total area of approximately 23,000 km^2. Twelve of the 13 mountain blocks namely; North and South Pare, West and East Usambara, Nguu, Nguru, Ukaguru, Uluguru, Malundwe, Rubeho, Udzungwa, and Mahenge are found in Eastern Tanzania within 15 Districts and 5 Regions. The other mountain block, Taita Hills, is found in Kenya. 3,500 km^2 of the total area is forested. This arc of mountains is geologically ancient, dating back 30 – 100 million years. Given that individual blocks are isolated from each other, they have been an important refuge for plants and animals, and as centres of evolution over millennia.

The Eastern Arc Mountains rank among the world's top five sites for their diversity of plants, herpetofauna, birds and mammals when compared with the 21 tropical forest World Heritage sites. This archipelago of isolated massifs has also been dubbed the "African Galapagos" for its treasure-trove of endemic plants and animals. They also hold among the highest numbers and concentrations of rare and endangered species and genera of flora and fauna in the whole of Eastern Africa. These include 1,000 plant taxa believed to be threatened with extinction and 95 vertebrate species -- the highest concentration of threatened species in the world. This diversity includes 'flagship species'; such as five primate species (Red Colobus monkey, two species of Mangabey monkey and three species of nocturnal Galago) and all known species of African violets (*Saintpaulia sp*).

The EAMs are predicted to enter the critically threatened list of eco-regions in the next 20 years. The EAMs are part of the Eastern Afromontane hotspot, one of 34 of the world's richest places for biodiversity that are under continuing extreme threat of loss of their original vegetation. The forest area has been reduced from 18,000 square Kilometres in ancient times, to 4,750 in 1955 and 3,450 square Kilometres as of 2000. An estimated 0.1% of the forest cover is lost per year, endangering this unique heritage. Today, most of the remaining forests are found in 150 government forest reserves as well

as private and village forest reserves. The loss of the forests means that not only the unique treasures of nature, but also the livelihoods of those who rely on them are threatened.

In response to the growing threats against the forests, the Government of Tanzania established the Eastern Arc Mountains Conservation Endowment Fund (EAMCEF) in June 2001. EAMCEF is a Trust Fund that provides a long term funding mechanism for sufficient and reliable financial support for effective conservation of the Eastern Arc Mountains.

EAMCEF's **Vision** is that *Eastern Arc Mountains and the people who depend on them live in harmony as one sustainable ecosystem. The forests and mountains will provide goods and services – from water to electrical power, from food and cash crops to medicines – for the people of Tanzania. And the world community will benefit from a protected biodiversity hotspot and a major carbon sink reducing global warming and mitigating climate change impacts.*

EAMCEF's **Mission** is *"Catalyse resources to foster conservation of forest biodiversity and resilience to climate change effects in the Eastern Arc Mountains of Tanzania through investment in sustainable community development and livelihood improvement, sustained financing for conservation of protected areas and financial support to applied biodiversity and climate change research".*

2.0 Situation Analysis

2.1 Status of the Eastern Arc Mountains

The Eastern Arc Mountains are at least 30 million years old and are made up of ancient rocks dating from the Precambrian epoch. For millions of years the forests of the Eastern Arc Mountains were connected to lowland forest areas that stretched as far as the Congo Basin to the East. This forest connection was severed as Africa dried out, with final separation occurring over 10 million years. The montane forest is characterized by large trees such as *Ocotea usambarensis*, *Allanblackia stuhlmanii*, *A. ulugurensis, Ochna holstii, Podocarpus latifolius, P. falcatus, Ilex mitis, Cornus volkensii, Newtonia buchananii, Pachystela msolo*. In the sub-montane forests the timber trees *Khaya anthothea* and *Milicia excelsa* are also present. Rubiaceae and Acanthaceae dominate the shrub and ground layers.

Biodiversity

From the 1970s, the 'Eastern Arc Mountains' were identified as a component of the Afromontane archipelago-like regional centre of endemism by White (1983). The Eastern Arc Mountains are also a Global 200 Eco-region of WWF (Olson and Dinerstein 1998), part of a biodiversity hotspot of Conservation International (Mittermeier et al., 1998; 2004) and part of an Endemic Bird Area of BirdLife International (ICBP 1992; Stattersfield et al., 1998).

In terms of **plants,** there are at least 3,473 species (4,234 taxa) in 800 genera in the EAMs, of which at least 453 species (554 taxa) and around 40 genera are believed endemic, including trees, shrubs and herbs. There are also high rates of endemism in the non-vascular plants, with 32 known endemic bryophytes. Endemic plants are not only found in the forests, but also in the montane grasslands, wetland areas, rocky outcrops, and in the drier 'rain shadow' (west and north) areas.

Vertebrates comprise several hundred species, of which at least 118 are endemic to the EAMs. There are over 50 Eastern Arc endemic species of amphibians, concentrated in the reed tree frogs (*Hyperolius*), forest tree frogs (*Leptopelis*), viviparous toads (*Nectophrynoides*), narrow-mouthed frogs

(family *Microhylidae*), and caecilians. The Eastern Arc Mountains are home to 50% of the members of the caecilian family, *Scolecomorphidae,* among which the genus *Scolecomorphus*, with three species, is endemic. New species of amphibians continue to be discovered in the EAMs.

At least **32 species** of reptiles are endemic to the Eastern Arc Mountains, the majority of these being chameleons in the genera *Chamaeleo*, *Rhampholeon* and *Kinyonga*. Reptile endemism is particularly high for an African mountain system as cool and moist habitats are not ideal for exothermic reptiles. New species of reptiles also continue to be discovered in the Eastern Arc Mountains.

There are 21 Eastern Arc endemic species of **birds** and four endemic genera (*Xenoperdix, Sceptomycter, Modulatrix, and Swynnertonia*). Some bird species have extremely limited distributions, for example the Taita thrush (*Turdus helleri*, CR) and Usambara akalat (*Sheppardia montana*, CR) occur only in a few square kilometres of forest in the Taita Hills and West Usambaras, respectively. In addition, the Uluguru bush-shrike (*Malaconotus alius*, CR) is confined to one nature reserve in the Uluguru Mountains, with less than 100 km2 of suitable habitat remaining. Some bird species have disjunctive distribution patterns covering parts of the Eastern Arc, the Southern Rift and the Zimbabwe Highlands; for example, the monotypic genus *Swynnertonia* and the Long-billed tailorbird (*Orthotomus moreaui*).

There are a total 12 endemic species of **mammals** in the Eastern Arc Mountains including three species of primate, the Sanje mangabey (*Cercocebus sanjei*, EN), Udzungwa red colobus (*Procolobus gordonorum,* EN), and the Mountain dwarf galago (*Galagoides orinus*). There are also newly described species in the Eastern Arc Mountains, such as the giant elephant shrew (*Rhynchocyon udzungwensis, VU*), the shrew *Congosorex phillipsorum (CR)* and the near-endemic highland mangabey (*Rungwecebus kipunji, CR*), which is also a new genus of monkey.

The Eastern Arc Mountains also support an **invertebrate fauna** that is exceptionally rich in endemic species, although it remains poorly known. Information on spiders and millipedes indicate that up to 80% of invertebrate species (and many genera) may be strictly endemic to a single mountain. These patterns seem to be repeated across other invertebrate groups, including butterflies. There are 78 butterfly species which are either

endemic (43) or near-endemic (35) to the Eastern Arc Mountains. Among the dragonflies are two species strictly endemic to the East Usambaras.

Threats

More than 70% of the former habitat has been lost. The remaining natural forest on the Eastern Arc Mountains was around 3,500 km^2 in the year 2000. This declined from around 4,750 km^2 in 1955 and an estimated 18,000 km^2 in historical times. The number of forest fragments increased from 852 in 1955 to 1,468 in 2000, with forest area declining by 15%. The forests are now entirely surrounded by farmland with little chance of the forests being re-connected. The EAMs have high populations ranging from 200 -400 people per square kilometre. The communities rely on the EAMs for firewood and building poles. Others undertake logging, mining, poaching and hunting activities. This has impacted on large mammal populations to the extent of only smaller species remaining in some areas. People use fires to clear their farmland further destroying the natural habitats.

Forest Management

Central government. The largest amount of the remaining natural habitat on the mountains is found within national Forest Reserves, managed for water catchment and biodiversity conservation. 200,000 ha of forest and grassland habitats are protected within the Udzungwa Mountains National Park. Other gazetted Nature Forest Reserves include Kilombero Nature Forest Reserve in Udzungwa Mountains, Uluguru Nature Forest Reserve in Uluguru Mountains, Nilo Nature Forest Reserve and Amani Nature Forest Reserve in the East Usambara Mountains, Uzungwa Scarp Nature Forest Reserve in the Udzungwa Mountains, Mkingu Nature Forest Reserve in the Nguru Mountains, Magamba Nature Forest Reserve in the West Usambara Mountains and Chome Nature Forest Reserve in South Pare Mountains, all managed by the Tanzania Forest Services (TFS) Agency.

Though small, other forest management regimes play an important 'buffer' role, meeting livelihood needs of local communities and reducing pressures on the nature forest reserves and national park.

District authorities, under the President's Office Regional Administration and Local Government. There are 13,814 ha of Local Authority Forest

Reserves in the EAMs.

Village. Village Land Forest Reserves (Sacred, uncultivated forests) cover 298,897 ha of forest habitat.

Private. Particularly on tea estates in the East and West Usambara and the Udzungwa Mountains.

2.2 EAMCEF Focus Sites

The mountain blocks EAMCEF will concentrate on are East Usambara Mountains, West Usambara Mountains, Udzungwa Mountains, Uluguru Mountains, Nguru Mountains and South Pare Mountains. They are found in Korogwe, Mkinga, Muheza, Mlimba, Kilolo, Mufindi, Mvomero, Morogoro, Lushoto and Same Districts, Ifakara Township and Morogoro Municipality. EAMCEF will concentrate on 9 out of the more than 150 forest sites in the 12 district councils, with 50% of the biodiversity in the EAMs. These 9 sites encompass a total area of 451,365 ha, or 20% of the EAMs. They cover 50% of the remaining 3,500 km^2 of forest natural habitat in the EAMs, including true wilderness. They are uninhabited with no visible human impacts and still have large mammals, such as elephant, buffalo and lion. The sites have outstanding examples of evolutionary and biogeographical processes and a wealth of species of plants and animals (vertebrates) that are endemic to the EAMs. The 9 sites are well-distributed across the EAMs and hold more than 53% of 554 plant taxa and 76% of 118 vertebrate species endemic to the EAMs. Their habitats provide refuge to 77% of the 170 single-site endemic plant taxa and 70% of the 47 single-site endemic vertebrate species restricted in their distributions to a single mountain block of the EAMs. Each of these core areas holds from 1 to 68 plant taxa and 1-11 vertebrate species that are unique (endemic) to that site. The 9 sites, which constitute a proposed World Heritage Site, are:

Amani Nature Forest Reserve (ANFR) and Nilo Nature Forest Reserve (NNFR) that are found in the East Usambara Mountains: The East Usambara Mountains ranks fourth and holds 123 (22%) of the 554 plant taxa endemic to the EAMs. A total of 36 taxa (7% of EAMs endemics) are restricted to these mountains, of which 16 taxa are from Amani Nature Forest Reserve. Threatened plant species found in Amani include 8 species

of the Genus *Saintpaulia* (African violet), *Leptonychia usambarensis, Cephalosphaera usambarensis* and *Allanblackia stulhmanii*. The East Usambara Mountains rank fourth and hold 32 (27%) of the 118 vertebrate species endemic to the EAMs. A total of 7 endemic species are restricted to the East Usambara Mountains, of which 2 amphibians (including the critically endangered *Parhoplophryne usambarica*) and 1 reptile are recorded only from Amani Nature Forest Reserve. There are 35 threatened vertebrate species within the East Usambara Mountains, of which 23 species are found in Amani, including 12 endemic to the EAMs.

Kilombero Nature Forest Reserve (KNFR) that is in the Udzungwa Mountains: The Udzungwa Mountains are the most important and hold 221 (40%) of the 554 plant taxa endemic to the EAMs. A total of 144 taxa (14% of EAMs endemics) are restricted to these Mountains, of which 1 species is recorded only from Kilombero Nature Forest Reserve. They hold the most or 44 (37%) of the 118 vertebrate species endemic to the EAMs. A total of 19 endemic vertebrate species (16%) are restricted to these mountains. The critically endangered shrew *Congosorex phillipsorum* is endemic to Ndundulu Forest in Kilombero Nature Forest Reserve. Threatened species within the Udzungwa Mountains include 50 vertebrates, of which 29 species are found in Kilombero, including 12 endemic to the EAMs.

Uzungwa Scarp Nature Forest Reserve (USNFR) that is in the Udzungwa Mountains: As noted, the Udzungwa Mountains hold 221 (40%) of the 554 plant taxa endemic to the EAMs. A total of 144 taxa (14% of EAMs endemics) are restricted to the Udzungwa Mountains, of which 6 species are recorded only from Uzungwa Scarp Nature Forest Reserve. The Udzungwa Mountains hold 44 (37%) of the 118 vertebrate species endemic to the EAMs. A total of 19 endemic vertebrate species (16%) are restricted to the Udzungwa Mountains, of which 6 threatened species of amphibians are recorded only from Uzungwa Scarp Nature Forest Reserve. Threatened species include 50 vertebrates, of which 37 species are found in the Uzungwa Scarp Nature Forest Reserve, including 22 endemic to the EAMs.

Uluguru Nature Forest Reserve (UNFR) that is located in the Uluguru Mountains: The Uluguru Mountains hold 211 (38%) of the 554 plant taxa endemic to the EAMs. A total of 80 taxa (38% of EAMs endemics) are restricted to these Mountains, of which 68 taxa are found in Uluguru

Nature Forest Reserve. The genus Impatiens stands out with the Ulugurus being a centre of radiation. Of the 13 endemic species of Impatiens found within Uluguru Nature Forest Reserve, 8 are restricted in their distribution to this site. There are 3 endemic species of African violet – *Saintpaulia*. The mountains hold 39 (33%) of the 118 vertebrate species endemic to the EAMs, which makes them third in endemic vertebrates. A total of 12 endemic vertebrate species (10%) are restricted to these mountains of which 8 species are recorded only from Uluguru Nature Forest Reserve. These include 2 critically endangered species (Uluguru bush-shrike *Malaconotus alius*, the reptile *Nectophrynoides cryptus*) and 3 others.

Mkingu Nature Forest Reserve (MkNFR) that is in the Nguru Mountains: The Nguru Mountains hold 137 (25%) of the 554 plant taxa endemic to the EAMs. They are the fifth in importance in EAMs endemic plants. A total of 28 taxa (5% of EAMs endemics) are restricted to these mountains, of which 19 taxa are found in the Mkingu Nature Forest Reserve. They hold 46 (39%) of the 118 vertebrate species endemic to the EAMs - more than the Udzungwa's. 14 endemic vertebrate species are restricted to these mountains, of which 11 are found in the Mkingu Nature Forest Reserve. Threatened species include 26 vertebrates, of which 25 species are found in Mkingu Nature Forest Reserve, with 17 endemic to the EAMs.

Magamba Nature Forest Reserve (MNFR) that is located in the West Usambara Mountains: The West Usambara Mountains hold 144 (26%) of the 554 plant taxa endemic to the EAMs. They are third in importance in EAMs endemic plants. A total of 37 taxa (7% of EAMs endemics) are restricted to these mountains, of which 1 species is found in Magamba Nature Forest Reserve. They hold 21 (18%) of the 118 vertebrate species endemic to the EAMs. They are fifth in importance in endemic vertebrates. Four endemic species are restricted to these mountains, of which one endangered bird species is found only in Magamba Nature Forest Reserve. Threatened species within the West Usambara Mountains include 24 vertebrates, of which 8 species are found in Magamba, including 6 endemic to the EAMs.

Chome Nature Forest Reserve (CNFR) that is located in the South Pare Mountains: The South Pare Mountains hold 54 (10%) of the 554 plant taxa endemic to the EAMs. They are the sixth most important block in endemic plants. A total of 6 taxa (1% of EAMs endemics) are restricted to them, of which 2 taxa are found only in Chome Nature Forest Reserve.

They hold 8 (7%) of the 118 vertebrate species endemic to the EAMs. One endemic vertebrate species is restricted to these mountains, a threatened (VU) bird (*Zosterops winifredae*), which is found only in the Chome Nature Forest Reserve. Threatened species include 5 vertebrates, of which all 5 species are found in Chome Nature Forest Reserve, including 4 endemic to the EAMs. Chome is one of Tanzania's Important Bird Areas due to the presence of two important species: South Pare White-eye, endemic to these mountains and listed as vulnerable; and Hunter's Cisticola (restricted range species, Endemic bird area 109).

Udzungwa Mountains National Park (UMNP) that is in the Udzungwa Mountains: The Udzungwa Mountains is the most important mountain block in terms of EAMs endemic plants and second for endemic vertebrate species. 19 endemic vertebrate species (16%) are restricted to these mountains, of which 3 reptiles are recorded only from Udzungwa Mountains National Park. Udzungwa Mountains is Tanzania's only national park with as many as 10 species of primate, two of which are endemic to the mountain block and endangered. They are the Udzungwa red colobus (*Piliocolobus gordonorum*) and the Sanje mangabey (*Cercocebus sanjei*). Threatened species include 50 vertebrates, of which 29 species are found in Udzungwa Mountains National Park, including 16 endemic to the EAMs.

3.0. Government of Tanzania Policy Framework

3.1 Government of Tanzania Policies

The EAMCEF's work supports various policies and strategies of the Government of the United Republic of Tanzania. Some of these policies are:

- National Environmental Policy (1997)
- The National Forest Policy (1998)
- Tanzania's Vision 2025
- National REDD+ Strategy (2013)
- National Climate Change Strategy (2012)
- National Water Policy (2002)
- Forest Act (2002)
- Environmental Management Act (2004)
- Women in Development Policy (1992)
- Wildlife Policy (1998)
- National Tourism Policy (1999)
- National Beekeeping Policy (1998)
- National Land Policy[1] (1997)
- Agriculture and Livestock Policy (1997)
- Tanzania's Rural Development Strategy (2001)
- The National Energy Policy (2003)
- The National Science and Technology Policy[2] (1996)
- National Employment Policy[3] (2008)
- The National Fisheries Sector Policy and Strategy (1997)[4]

1 National Land Policy. Ministry of Lands and Human Settlements Development, Dar Es Salaam, Tanzania. 1997
2 The National Science and Technology Policy for Tanzania. Ministry of Science, Technology and Higher Education. 1996
3 The National Employment Policy. Ministry of Labour and Youth Development.2008
4 National Fisheries Sector Policy and Strategy (1997)

3.2 Overview of Selected Policies

Tanzania's Vision 2025 states that *"it is envisioned that the fast growth will be pursued while effectively reversing current trends in the loss and degradation of environmental resources (such as forests, fisheries, fresh water, climate, soils, biodiversity) and in the accumulation of hazardous substances".*

[5]**The National Forest Policy** notes that *"Tanzania is one of the fourteen biodiversity hotspots in the world". "Apart from the national parks, the country has other rich variety of ecosystems of economic, scientific and aesthetic value. The outstanding ones are the Eastern Arc Mountains which have a high level of endemism*". It goes on to state that *"most of them have important genetic resources for medicinal plants, timber tree species and other plants of economic importance. Forests contribute to agricultural stability by regulating water balances, protecting the soil and pollinating the crops. The ecosystems are threatened by a variety of human activities, including the heavy pressure for agricultural expansion, livestock grazing, wild fires and over exploitation of wood resources. These human activities have caused deterioration of ecosystems and soil fertility, reduced water flows and loss of biological diversity".* EAMCEF directly supports this policy through its conservation activities.

The National Environmental Policy seeks "*to prevent and control degradation of land, water, vegetation and air which constitute our life support systems"; "to conserve and enhance our natural and manmade heritage, including the biological diversity of the unique ecosystems of Tanzania*" and "*to raise public awareness and understanding of the essential linkages between environment and development, and to promote individual and community participation in environmental action*[6]. The policy points out key environmental problems that require urgent attention, including; land degradation, environmental pollution, loss of wildlife habitats and biodiversity, and deforestation. The document also states that "*The private sector, and the community of Non-Governmental Organisations therefore offer a national network that should be tapped, enabled and strengthened in support of efforts to achieve environmental objectives.* EAMCEF also directly supports this policy.

5 The National Forest Policy, March 1998.

6 The National Environmental Policy (December 1997). The United Republic of Tanzania, Vice Presidents Office

Under the **National Climate Change Strategy (2012),** enhancing conservation of forest diversity is recognized as an important strategic intervention to enhance climate change adaptation in the forest sector. The strategy recognizes the invaluable contribution of forests to the national income and the role of forests as a carbon sink. Recognizing that climate change impacts on forests and ecosystems, the strategy states interventions to ensure protection and conservation of the forest through application of best practices for example; in expanding forest cover, conserving soil and water. EAMCEF's activities supports this policy through the conservation of forests in the EAMs.

The **National REDD+ Strategy (2013)** recognizes the role of forest and forest conservation efforts in mitigating climate change through reduced emissions from deforestation and forest degradation (REDD+). The strategy seeks to unlock the forest potential through benefits arising from internationally approved system of forest carbon trading. The strategy identifies major causes of deforestation and forest degradation such as energy needs (charcoal and firewood demand), illegal and unsustainable harvesting of forest products, forest fires, agriculture expansion, settlements and resettlements among others. It is part of the Nationally Appropriate Mitigation Actions (NAMAs) to reduce greenhouse gas emissions as agreed by Parties to the United Nations Framework Convention on Climate Change (UNFCCC). EAMCEF has been strong supporter of this strategy.

The **Forest Act (2002)** seeks to promote/enhance the contribution of the forest sector to sustainable development, to encourage participation of citizens in conservation, and to facilitate greater public awareness on forestry issues. The Act encourages stakeholders' participation in planning, management, use and conservation of forest resources and delegates powers to communities and individuals to exercise their rights to use and manage forest resources. Effective implementation of the Act is envisaged to enhance conservation of forest biodiversity, water catchment, and soil fertility as well as greater public awareness of the value of conserving forests. EAMCEF's conservation, livelihood and awareness activities in the EAMs directly support the Forest Act.

According to the **National Water Policy (2002)**[7]**,** *"Tanzania has about 33.5 million hectares of forests and woodlands. Out of this, about two thirds consist*

7 National Water Policy. Ministry of Water and Livestock Development, July 2002

of woodlands on public lands that are under enormous pressure from expansion of agricultural activities, livestock grazing, fires and other human activities. The forests offer habitat for wildlife, bee keeping, unique natural ecosystem and genetic resources, and have an important effect on the conservation of water resources". The policy stresses the need to protect water as a vulnerable resource facing pressure from increasing multi-sectoral demands of the rapidly growing population, environmental degradation and growth in economic activities such as irrigated agriculture, industrial production, hydro-power production, mining, livestock keeping, fisheries, environmental sanitation and for wildlife water use. EAMCEF's activities in the EAMs directly supports the water policy by conserving the EAMs that supports 14 million people.

Environmental Management Act (2004): This Act provides for *"legal and institutional framework for sustainable management of environment; to outline principles for management, impact and risk assessments, prevention and control of pollution, waste management, environmental quality standards, public participation, compliance and enforcement; to provide basis for implementation of international instruments on environment".* Its objective is to promote the enhancement, protection, conservation and management of the environment. EAMCEF's activities are in line with this Act.

The **Wildlife Policy (1998)** covers the management of protected areas. The policy addresses national challenges such as; conservation of areas with great biodiversity, support and expansion of Protected Area networks, integration of wildlife conservation with rural development, improving income from wildlife resources, enhancing the recognition of intrinsic value of wildlife to the rural people, as well as creating enabling environment for international co-operation in wildlife conservation.

The **National Land Policy**[8] is against the allocation of sensitive areas such as water catchment areas, mountains, forests, national parks, rivers, river basins and banks, seasonal migration routes of wildlife, national heritage and areas of biodiversity to individuals. The policy calls for creation of mechanisms to protect sensitive areas which EAMCEF supports through its reclamation and conservation work.

8 National Land Policy. Ministry of Lands and Human Settlements Development, Dar Es Salaam, Tanzania. 1997

The **National Beekeeping Policy (1998)** recognizes the role of forests in providing shelter and food for bees. The policy also covers beekeeping for ecosystem conservation and management as well as beekeeping in areas such as public land, national parks and game reserves, forest reserves and plantation. The EAMs are an important habitat for bees and EAMCEF supports apiculture activities.

The **National Energy Policy[9].** This policy notes that the heavy dominance of fuel-wood continues to be a major threat to forests. The policy aims at creating enabling conditions for provision of secure, reliable, affordable, safe, efficient, cost effective and environmentally friendly modern energy services to all. EAMCEF supports fuelwood efficient stoves, solar power and biogas in line with the policy.

The **Women in Development Policy**[10] advocates *"Simple and cheap energy sources e.g. biogas, coal, electricity, etc., together with improved wood/fuel efficient cooking stoves, be used in the rural and urban areas to reduce women's workload".* EAMCEF supports women empowerment.

EAMCEF therefore supports key policies and strategies of the Government of the United Republic of Tanzania through its conservation and alternative livelihood activities.

9 National Energy Policy. Ministry of Energy and Minerals. 2003

10 Policy on Women in Development in Tanzania. Ministry of Community Development, Women Affairs and Children, 1992.

4.0 Distilling the Lessons Learned

4.1 Community participation is key to successful conservation

One significant learning for EAMCEF since its establishment is that communities are key to any successful conservation activity. Locking out communities from protected areas is insufficient and often fails due to the limited resources and personnel that mandated authorities have in policing the sites. If communities feel unappreciated and vilified, they will not support measures to conserve the EAMs. If, on the other hand, they are sensitised, appreciated, consulted and involved, they will support authorities in the conservation of the EAMs. It is not all members of the community who degrade the forests and its biodiversity. Even those who do are sometimes forced by circumstances into actions that destroy the rich biodiversity of the EAMs. By partnering with communities, the EAMs and its biodiversity can be conserved while sustainably supporting the livelihoods of the communities that surround them. Ideally, the communities are the first line of defence in the conservation of the EAMs.

4.2 Working with mandated authorities enhances the success of conservation initiatives

Conservation initiatives need to involve the government mandated authorities. Criticising, undermining and fighting mandated authorities does not work. While there have been many concerns about the degradation of the EAMs, it's not always because the mandated authorities do not care or are corrupt. Rather it's often because they lack sufficient resources and support to perform their roles effectively. EAMCEF has partnered with mandated authorities and leveraged its limited resources against theirs for the conservation of the EAMs. Mandated authorities have skilled and experienced staff and facilities that are geared to support conservation. They also have the legal authority to enforce laws and regulations and take action against those degrading the EAMs. What they often lack is sufficient resources to effectively and efficiently play their role. Through win-win partnerships, EAMCEF has been able to improve the conservation of the EAMs. Working with mandated authorities also provides long term sustainability of the programmes and activities carried out with them.

4.3 Alternative livelihoods are key to conservation of protected areas

In the course of EAMCEF's work, it has become evident that many of the people who degrade the EAMs do not do so because they do not value it. Rather, they are poor and often lack livelihoods. Lack of employment and income generation opportunities force some of them into negative activities such as charcoal burning and logging. Firewood is often the only affordable or accessible energy source to cook with, especially for women, who largely bear this role. Without alternative livelihoods, the EAMs will always be under threat. It is therefore important to promote viable alternative livelihood activities that can reduce the pressure on the EAMs, if they are to be conserved in the long term.

4.4 The importance of demonstrating that conservation pays

Conservation should not be done for conservation's sake. If communities are to support conservation, they need to see the benefits. It is important to demonstrate and prove that conservation pays. Experience from the EAMs as well as other areas in Tanzania, Kenya, Rwanda and Uganda have shown that communities are more likely to support conservation once they see the benefits. By providing new income opportunities such as eco-tourism, beekeeping and butterfly farming for example, communities are able to experience and appreciate the benefits of conservation thus supporting it. Engaging communities in tasks such as boundary and forest roads maintenance, tree planting, mine and narcotics destruction, provides valuable jobs and incomes that increases the benefits of conservation. Furthermore, it injects money into the local economy supporting money circulation.

4.5 One is never too young to learn about and participate in conservation

Many conservation activities tend to focus on adults, believing that only they can conserve. However, if conservation is to be sustainable, children and the youth need to be involved. EAMCEF has worked with schools in the EAMs to educate children on the importance of conservation. Children are more open to new ideas than adults and are therefore great allies. They are often sent to look for firewood or graze animals by their parents.

Educating them about conservation increases their awareness of the impact of their actions for a lifetime. They also help to sensitise their parents about conservation. By working with children, EAMCEF has been building the EAMs conservation army of the future.

4.6 The EAMs require a global brand, visibility and recognition

While the EAMs ecosystem is an important biodiversity landscape, it's not the only one in the world. There others around the globe that rank both higher and lower than it. There are other major attractions such as the Serengeti, Selous and Kilimanjaro in Tanzania alone. All these hotspots are competing for attention from development partners, global conservationists and environmentalists. Each seeks the support of donors and governments and the competition is fierce and intense – given the limited resources available. It's no different with tourism. While countries have different attractions, each competes and fights to attract more tourists to their products. Having or managing a biodiversity hotspot is therefore not enough – the EAMs through EAMCEF have to fight for a space on the high table. It is important to communicate and fight for visibility and recognition on a global level. During the last two decades, EAMCEF has focused much more in securing the most valuable parts of the EAMs. Unfortunately, little has been done on building the EAMs brand on the global level thus undermining resource mobilisation activities and funding of conservation in the EAM. The next decade will be dedicated to getting the EAMs a seat on the high table – building its brand and visibility.

4.7 Conservation requires teamwork and collaboration from multiple actors

EAMCEF has been very successful in assembling a coalition of organisations interested in conserving the EAMs. This has included public institutions with a mandate for their protection, private organisations such as NGOs as well as communities. It has partnered with them in securing the EAMs and creating alternative livelihoods for communities. There is no other organisation in Tanzania that has achieved the kind of success it has despite its limited resources. Many of these organisations have worked with EAMCEF largely because of the grants that it provides – which effectively makes it a donor. It has been able to effectively sub grant the resources

at its disposal to a variety of actors be they government agencies, NGOs, community groups, research and academic institutions while demanding results, transparency and accountability. Being on the ground in Morogoro, rather than Dar-es-salaam has made it more sensitive to local realities. The ability to leverage its funds to maintain the coalition will remain critical to its work in the EAMs. EAMCEF has the capacity to offer its infrastructure and systems to donors interested in supporting these organisations but cannot do so for a variety of reasons. Its strategy has reduced duplication and increased efficiency and impact.

4.8 Leveraging Government Development and Management Plans

EAMCEF has funded activities/projects which are priorities of as well as components of the overall District Development Plans of each target District as well as the General Management Plans of each target forest site. In doing so, it has enhanced local ownership, programme continuity and the sustainability of initiatives. It has involved members of the Local Advisory Committees (Councillors), District Management Teams (DMTs), Regional Secretariats, responsible Government Ministries, Departments and Agencies in monitoring the implementation of funded projects thereby enhancing local ownership and increasing projects implementation efficiency. This has contributed to the success and sustainability of many of its activities as it complements rather than competes with development initiatives of district and regional authorities. Working with, rather than ignoring local government structures and officials is critical for the long term success and sustainability of conservation activities.

4.9 Payment for Ecological Services (PES)

More than 90% of Tanzania's hydro-electricity is produced at major hydro-power stations such as Kidatu, Mtera, Kihansi, Nyumba ya Mungu, Pangani, Hale and Julius Nyerere Hydro-Power Station (under construction). Without the EAMs, these dams would lose most of the water they need to run with major negative consequences on Tanzania's industry and population as has happened in the past. The water sourced from the EAMs supports about 25% of Tanzania's population or approximately 14 million people. Populations and industries in towns such Dodoma, Iringa, Coast, Tanga, Dar-es-Salaam, Morogoro, Ifakara, Lushoto, Mwanga, Same,

Korogwe, Soni, Kilosa, Muheza, Kibaha, Mpwapwa, Mvomero, Gairo, Mikumi, Chalinze, Kilindi, Handeni and Kilolo rely on water from the EAMs. The destruction of the EAMs would negatively influence water supplies to more than 25% of its population while affecting the viability of the water companies. There is a strong case for PES in the EAMs. Getting companies to appreciate this and contribute to conservation efforts is however challenging as most tend to think short term. Given that a number of significant beneficiaries are state owned companies, it is important to seek government support in getting them to support PES. Policy supported levies may be the way to go, as has been done for TaFF which benefits from forest levies.

4.10 Capitalising on Endowment Funds

EAMCEF was set up as an endowment fund. The idea behind the use of an endowment fund meant that conservation activities could continue indefinitely once the targeted amount of US$ 30 million was achieved. The Trust Fund would be a long term funding mechanism that provided sufficient and reliable financial support for effective conservation of the EAMs thus providing exit for development partners in addition to complementing the Tanzanian Government's long term efforts and policies to conserve the mountains. If successful, it will provide an important model as well as best practice for the use of similar funds and approaches to conserving other biodiversity areas of global interest in Tanzania and beyond. However, the fund is yet to achieve its US$ 30 million capital target that will generate sufficient revenues to sustain EAMCEF's current activities. This has not stopped EAMCEF from supporting conservation activities through. It has adopted a strategy that enables it mobilise funds from donors to support conservation activities that enabling it reinvest all the earnings from the investments of the fund. Though slow, EAMCEF currently has US$ 12 million. There is US$ 18 million dollars to go. EAMCEF has learnt that capitalising an endowment fund is a herculean though noble task given the disinterest in most donors in investing in the long term.

5.0 External Environment

A Political, Economic, Social, Technological, Environmental and Legal (PESTEL) Analysis was conducted to flash out key issues, drivers and trends that impact on EAMCEF and its work.

5.1 Political

Political factors influencing EAMCEF and its work include:

Table 1: Political Drivers

Political Driver	Strategic Response
The Value of the EAMs	The wealth contained in the EAMs attracts politicians, investors and cartels interested in exploiting them thus providing a challenge to their conservation.
Focus on trade rather than AID	The increased focus on trade rather than aid works against funding for conservation activities as it is largely geared to activities that support business.
Recognition of the EAMs	EAMs requires political support from influential countries and conservation organisations if it is to become recognised as a World Heritage Site
Forest Ownership	There are significant forests in community and private hands. This will require support from key stakeholders if they are to be conserved
Competing Development Priorities.	The Government of Tanzania has to manage many competing development priorities such as health, education and water thus limiting the resources available to conservation needs such as the EAMs.

5.2 Economic

Economic factors influencing EAMCEF and its work in the EAMs include:

Table 2: Economic Drivers

Economic Driver	Strategic Response
Infrastructure Development	The construction of Infrastructure such as roads, dams, airports and power lines often interferes with local environments. It will increase threats to natural ecosystems as they are opened up.
Corruption	Corruption undermines conservation activities and speeds up the degradation of the EAMs as responsible staff are bribed to look the other way.
Inflation	Increases the cost of overheads and services making programming more expensive
Unemployment	Increases the number of those who degrade the EAMs in order to earn a living.
Regional integration	Will make it easier to protect regional heritages such as the EAMs.
Mineral discoveries	The increasing discovery and exploitation of new minerals will impact negatively on conservation given that some are in biodiversity rich areas such as the EAMs.
Chinese Market	Has increased the demand for resources such as timber thus threatening the EAMs.
Currency Fluctuations	Affects the amount of money in Tanzanian shillings that EAMCEF receives hence affecting planning and project budgets.
Lower Middle Income Status	Will impact negatively on the development partners working in Tanzania in the long term as they prefer poorer countries.

5.3 Social

Social factors influencing EAMCEF and its work include:

Table 3: Social Drivers

Social Driver	Strategic Response
Covid 19	Has disrupted global social, political and economic activities. Will lead to more funds being diverted to support heath and the economy to the detriment of other sectors.
SDGs	Supports environment which will make it easier to rally support for conserving the EAMs.
Corporate Social Responsibility	Corporations are increasingly supporting social and environmental causes. It will make it easier to mobilise support for the EAMs and EAMCEF.
Media	The increased coverage of the media on issues such as the environment and conservation will support the conservation of the EAMs and help EAMCEF achieve its vision.
High levels of poverty	The high levels of poverty in Tanzania and in the EAMs contributes to environmental degradation. EAMCEF will continue to develop programming targeting livelihoods.
High Population Growth	Increases pressure on the EAMs as communities seek more land for agriculture/settlements as well as resources such as food, building materials and medicines.

5.4 Technology

Technological factors that will impact on EAMCEF and its work include:

Table 4: Technological Drivers

Technological Driver	Strategic Response
Social media	Social media is a cost effective way to reach a global audience quickly and efficiently. It can support branding and visibility and promote conservation activities.
Mobile Money	It makes it easier and cheaper to transfer funds to partners and staff for activities
Communication Technologies	Innovative communication technologies such as Zoom, Skype, Microsoft Teams, Face Book Live and Linkedi-in make it easier and cheaper to communicate with partners.
Smart Phones	Support easier and quicker communication with staff and partners making it easier to manage programmes and projects.
E-government	Easier to access and research government documents online.
Digital Technology	This makes it easier to capture stories of impact and communicate them electronically through tools such as you tube rallying support for the EAMs & EAMCEF

5.5 Environmental

Environmental factors that will impact on EAMCEF include:

Table 5: Environmental Drivers

Environmental Driver	Strategic Response
Climate change	Climate change has become a key concern to the global community. This provides EAMCEF with an opportunity to develop innovative programs that tap into this.
Increased poaching of elephants & rhinos & killing of Lions	Increased poaching of elephants and rhinos as well as the killing of lions has attracted the attention of conservationists and environmentalists. This makes it harder to attract their attention to less known species and habitats in the EAMs.

Table 6: Legal Drivers

Legal factors that will impact on EAMCEF include:

Legal Driver	Strategic Response
Legal Framework	EAMCEF's work is in line with at least 19 Acts, Policy Documents and Strategies of the Tanzanian Government which makes it easier to conduct its conservation work
Governance	EAMCEF is an independent and autonomous institution legally established under the Trustees Incorporation Act thereby supporting effective implementation and enhanced partnerships and collaborations without much interference

Strategic Response:

Covid 19 has negatively impacted the social and economic activities of the world especially in 2020. Conservation activities have not been spared, especially those that rely on tourism activities to raise revenues. Social distancing and travel restrictions have affected conservation, environment and natural resource management activities. Funds are being diverted to support health interventions and help economies recover. The impacts are

expected to last for years. While Tanzania has weathered part of the storm, the impact on tourism will impact negatively on many organisations and individuals. EAMCEF will work with its partners to ensure that the virus does not negatively impact on the EAMs.

Climate change is one of the biggest challenges facing the world today. Global warming will lead to the extinction of many species and make some areas of the planet inhabitable. Forests, given their ability to store carbon, are seen as a key strategy against climate change. This places EAMCEF at a strategic position to rally support towards the conservation of the EAMs which store more than 200 tonnes of carbon per hectare. Conserving and reclaiming some of the lost forests can mitigate against the challenges of climate change and support adaptation measures.

The sustainable development goals support conservation which will make it easier for EAMCEF to rally support for its work. SDG 15 states: "*Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss".* SDG 15 provides additional backing for EAMCEF's core activities which support the achievement of its vision and mission. Other SDGs namely 1: No Poverty; 2: Zero Hunger; 5: Gender Equity; 6: Clean Water & Sanitation; 7; Affordable & Clean Energy; 12: Climate Action; 15: Life on Land will form basis for many of EAMCEF's programming.

Social media presents a great opportunity for EAMCEF to market and promote the EAMs and rally support towards its conservation. Given the large number of biodiversity hotspots under threat, it can leverage on the fame of Tanzania as a tourism destination to rally support for the EAMs.

6.0 Internal Environment

6.1 EAMCEF's Key Internal Strengths, Challenges, Opportunities and Threats

EAMCEF has several key strengths it can capitalise on, weaknesses it needs to address, opportunities that it can exploit and threats it needs to mitigate against. Some of the key ones are included below:

Table 7: Key Strengths, Challenges, Weaknesses & Threats

Strengths/Competitive Advantages	Weaknesses/Competitive Dis-Advantages
Origins: EAMCEF originated from a government and World Bank GEF activity which gives it favour with the government & development partners.	**Branding & Visibility:** EAMCEF is not well known outside Tanzania which weakens its ability to mobilise support for the EAMs.
Endowment Fund: Gives donors a sustainability and exit strategy making EAMCEF more appealing.	**Geographical Coverage:** EAMCEF only covers 9 out of the more than 150 reserved sites in the EAMs which exposes the remaining ones to degradation.
Facilities: EAMCEF owns its premises in Morogoro and has vehicles, equipment and furniture. This supports its ability to effectively implement programs.	**Story Telling:** EAMCEF has not effectively communicated successful stories of change. This limits its influence & ability to mobilise support.
Good Will: EAMCEF has enormous goodwill from communities, Government, NGOs and CBOs.	**Insufficient Funding:** The organisation does not have sufficient resources to conserve the EAMs
Credibility: EAMCEF has strong credibility amongst partners including Government agencies, I/NGOs & communities	**Global Space:** EAMCEF has not effectively participated in global conservation discussions thus limiting its influence.

Track record: EAMCEF has a successful track record in project implementation which strengthens its appeal.	**Memberships:** It is not affiliated with key international formations or registered with most global agencies that weakening its appeal.
Networks/Partnerships: The organisation does not implement activities on its own but does so through partners. This enables it leverage on their capacity to implement its vision.	**EAMs:** The EAMs are not well known outside Tanzania which limits EAMCEF's ability to mobilise resources to support them.
Board: EAMCEF has a strong and credible Board with members from the Government, private sector, academia, NGOs and communities.	**World Heritage Site:** The EAMs have not yet become a World Heritage Site which undermines some conservation activities and opportunities.
Market leader in conservation of the EAMs: EAMCEF is the leading organisation in conservation in the EAMs.	**Endowment Fund:** The Fund only has one third of the funds that it needs to achieve EAMCEF's sustainability.
Location: EAMCEF is based in Morogoro which is close to the EAMs. This increases its ability to run programs cost effectively.	**Small Grants:** Due to insufficient funds, EAMCEF only funds one third of its proposals that it receives. Projects are small undermining their impact.
Local Advisory Committees (LACs): Has successfully involved the community in project monitoring through LACs making it more participatory and efficient.	**Implementation:** Being an endowment fund and trust, it does not directly implement projects. This leaves it heavily dependent on partners.
Village Natural Resource Committees (VNRCs): That increases the community's participation and management in the EAMs.	**Resource Mobilisation:** EAMCEF has not had sufficient capacity to support fundraising activities thus limiting its resources
Supports government policies: such as National Environment Policy (2021) and The National Forest Policy (1998) amongst others.	**Unique Value Proposition:** EAMCEF has not effectively identified its Unique Value Proposition which undermines its market positioning

Opportunities to Capitalise On.	Threats to Counter
Tanzania's Beauty: Tanzania is known for its beautiful natural assets such as wildlife and beaches. It will be easier for EAMCEF to sell the country to interested partners who already know attractions such as the Serengeti and Kilimanjaro	**Covid 19:** May divert focus and some resources away from climate change, conservation, environment and natural resource management to health. EAMCEF will strengthen its capacity to compete and mobilise resources for the EAMs
Climate Change: Is a key global agenda. It will support the conservation of the EAMs by making it easier to mobilise support.	**Fragmented Forests:** This undermines the ability to conserve the EAMs because they are not all connected.
EAMs: The attractiveness and appeal of the EAMs will make it easier to sell and mobilise support for its conservation.	**Competition:** From better known ecosystems such as the Serengeti and Selous reduces financial support for the EAMs.
Corporate Social Responsibility: There are opportunities to leverage on the companies that need the EAMs such as power, water and tourism corporations to support its conservation.	**Minerals:** The discovery of precious metals such as gold may undermine the political will to conserve the EAMs
Social Media: Can support EAMCEF's communication, branding, management and fundraising.	**Endowment Funding:** Donors are unwilling to support endowment funds which undermines its conservation activities. EAMCEF will continue to mobilize resources for programme activities to allow re-investment of revenue from the Endowment Fund so as to enhance further its financial and programme sustainability
Government: EAMCEF has strong relationships with various government ministries, agencies and the Vice President's office. This can be leveraged on to support its conservation vision and mission for the EAM.	

Strategic Response

EAMCEF's track record includes the successful implementation of projects that has seen forests regenerated and conserved, supporting infrastructure rehabilitated and community livelihoods improved. Furthermore, it has improved knowledge on the value and importance of the EAMs. EAMCEF has however not been effective in story telling which is crucial in rallying support for the EAMs. Under this strategic plan, it will be more aggressive in telling powerful stories about its work and achievements in order to attract the resources required to support the EAMs.

Despite its best efforts, EAMCEF has been unable to mobilise funds to fully capitalise its Endowment Fund. This is because most donors are unwilling to invest funds in a Fund that cannot demonstrate results in the short term. This has forced EAMCEF to re-invest its earning to build its endowment fund though this has also been challenging given fluctuating capital market conditions. Building an endowment fund requires innovative approaches. It needs to be aggressively pursued – making it a full time job. Building an endowment fund is a long term effort that can be frustrating. It however pays off once success is achieved. EAMCEF will continue to seek funds to capitalise the endowment fund as a long term sustainability strategy.

Capturing impact that is attributable to EAMCEF's activities has been challenging – especially in a conservation context. It requires robust monitoring systems that are able to attribute changes to particular actors or events. This is even more challenging where conservation is involved. The use of multiple partners in project implementation increases the challenge. It demands the capacity to connect the dots and learn from both successes and failures which is also not easy but necessary.

EAMCEF has been able to rally and support local organisations towards the conservation of the EAMs, largely because of the grants that it provides. This has given it leverage as a convenor that will support efforts to lobby more development actors, including government to increase support for the EAMs.

7.0 EAMCEF Theory of Change

The Theory of Change (ToC) depicts how EAMCEF's interventions contributes to attaining the project's goal of sustaining the role of Eastern Arc Mountains in providing sufficient quantity and optimal quality of ecosystem services and enhance its climate change mitigation and adaptation potentials. The ToC envisages three pathways to achieve the desired goal/ impact i.e. (i) Creating Supportive Environment; (ii) Creating Behaviour Change of Communities and Responsible Authorities; and (iii) Climate change.

Pathway I: Creating Supportive Environment (Policy and Strategies)
➢ If researchers will provide strategic knowledge and evidence on practice and laws, then gaps and loopholes in policies/practices and laws negatively impacting and or enhancing the EAMs and adjacent communities will be well understood and addressed by responsible authorities.
➢ Intermediary actors (Community Based Organizations, local governments, etc) will use robust evidence to influence decision makers (responsible authorities)
➢ Responsible authorities will formulate and adopt participatory conservation strategies so that technical and financial resources can flow to support Government own conservation actions.
➢ Participatory conservation strategies will put communities at the centre of conservation efforts to rehabilitate/restore EAMs Ecosystem.
➢ Sustainably conserved EAMs Ecosystem will supply sufficient quantity and optimal quality ecosystem services.

Pathway II: Creating Behaviour Change of Communities and Responsible Authorities
➢ If conservation actors will generate and disseminate impactful information on EAMs ecosystem then communities and responsible authorities will understand and appreciate the role and the need of conserving the EAMs so that communities will effectively support and participate in conservation action by managing sustainable livelihood options outside EAMs, stopping livelihood activities inside EAMs forests and expose illegal activities to the responsible authorities thereby reducing unsustainable resource exploitation in the EAMs. ➢ If responsible authorities will invest in supporting community conservation actions and address illegal activities, then EAMs will be restored and rehabilitated. ➢ Healthy and sustainably conserved EAMs ecosystem will then prevail

Pathway III: Climate change
➢ Conservation actors intentionally contributes towards adaptation, mitigating effects of climate change and resilience of communities around forests

Key Assumptions

The underlying assumptions are;

- Authorities respond positively when engaged and develop appetite to participate in constructive policy dialogue
- Communities and institutional stakeholders are willing to take an active role in conservation activities along the EAMs if supported with resources and relevant knowledge.

- Communities will respond to forestry laws and bylaws if amended, informed and enforced
- Communities will be able to adapt and mitigate climate change effects if provided with necessary resources and knowledge.
- Sufficient resources will be available for sustainable conservation of the EAMs
- Alternative livelihood options will be adopted by the eligible communities
- Conserving and restoring the EAMs will mitigate and adapt against climate change impacts.
- Corruption will be significantly reduced to support more effective enforcement of laws and by-laws
- There will be political support and goodwill towards conservation of the EAMs both at national and international level
- Population growth and economic development will be manageable to reduce pressure on the EAMs.

8.0 Strategy Pillars

8.1 Biodiversity Conservation in Protected Areas and Climate Change Interventions

This pillar supports EAMCEF's thematic focus on *"Conservation of Protected Areas and Climate Change activities to improve the ecological functions of the priority Eastern Arc Mountains and strengthen the management capabilities of the responsible institutions"*. It supports EAMCEF's key reason for existence which is to fight for the conservation of the EAMs. It is in line with the first and second pathway of the Theory of Change.

Under this pillar, EAMCEF will tackle various threats to the EAMs such as illegal agriculture, mining, drugs, poaching, pet trade, charcoal burning and logging activities amongst others. It will seek to reinforce boundaries, reclaim land and restore forests. EAMCEF will repair roads and trails and support more effective monitoring of the forests in partnerships with the government mandated agencies and communities

This pillar supports SDG 15 which states: *"Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss"*. It will support targets:

- Target 15.1: "*by 2021, ensure the conservation, restoration and sustainable use of terrestrial and inland water ecosystems and their services, in particular forests, wetlands, mountains and drylands."*
- Target 15.2: "*by 2021, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and sustainably increase afforestation and reforestation globally"*
- Target 15.4: "*by 2030, ensure the conservation of mountain ecosystems, including their biodiversity, in order to enhance their capacity to provide benefits that are essential for sustainable development"*
- Target 15.5: "*take urgent and significant actions to reduce the degradation of natural habitats, halt the loss of biodiversity, and by 2020, protect and prevent the extinction of threatened species"*
- Target 15.7: "*take urgent action to end poaching and trafficking of protected species of flora and fauna and address both demand and supply of illegal wildlife products"*

It will support and complement mandated agencies to enable them carry out their role more effectively. Its efforts will ensure that the forests and diversity in the areas in which it is active are conserved for future generations.

The EAMs are not as visible as they should be. While they are well known to local stakeholders and to some degree, national ones, the EAMs are not visible on a global level. This is partly because little has been done to communicate their importance to the world. They have a weak global brand. EAMCEF will seek to build the profile and brand of the EAMs over the next 10 years.

EAMCEF has done well in reducing human destructive activities in the EAMs. Through its partners, it has restored boundaries, reduced encroachment, reclaimed forest land, repaired roads amongst other activities that have secured the EAMs. The challenge however, is the heavy focus on human activities with little attention paid on the biodiversity jewel itself. There is not much shared about its rich diversity, which species are endangered, those that are threatened and how they are adapting to climate change. There is little about the vegetation, endangered plants or their value. Little is known about the state of the rivers, their water flow, health and their biodiversity. There is a need to increase focus on the jewel itself by directing and capitalising on research done by EAMCEF and others to get the world to appreciate the EAMs.

The strategic pillar will also contribute to SDG 13 by supporting target 13.3; "*improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning*". EAMCEF will work with its partners and communities in carrying out some climate change mitigation and adaptation activities. It will also carry out sensitization campaigns to create awareness amongst surrounding communities on climate change.

The pillar also contributes to SDG 6, *"Ensure availability and sustainable management of water and sanitation for all"* by contributing to the achievements of 3 targets namely Target 6.1:"*by 2030, achieve universal and equitable access to safe and affordable drinking water for all*", Target 6.6:"*by 2020 protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes*" and "*support and strengthen the participation of local communities for improving water and sanitation management*". EAMCEF will protect the Eastern Arc Mountains forests that provide water that in turn supports more than 25% of Tanzania's population. It will ensure that the water catchments are protected.

8.2 Applied Biodiversity and Climate Change Research

This pillar supports the EAMCEF thematic focus on *"Applied Biodiversity and Climate Change Research activities relevant to the conservation of biodiversity and responsive to climate change effects in the priority Eastern Arc Mountains"*. It is in line with the third pathway of the Theory of Change.

There is a need to improve the understanding and knowledge of the EAMs. Biodiversity and climate change research will support this. Biodiversity surveys are not evenly distributed across the Eastern Arc Mountains, despite the investments of time and resources in the last few decades. Amani, Nilo, Uluguru, Mkingu and Kilombero Nature Forest Reserves have all been intensively surveyed for biodiversity. However, Chome, Magamba and Uzungwa Scarp Nature Forest Reserves and the Udzungwa Mountains National Park have not been so intensively investigated.

The overall reality however is that the research has only scratched the surface of this biodiversity hotspot. Far more research is required to unravel its treasures. EAMCEF will support additional research to better understand the EAMs, its role and biodiversity. In doing so, it will also encourage other actors to support greater research on the EAMs. Research will enable stakeholders and government establish and appreciate the impact that climate change is having on the EAMs as well as the biodiversity and communities that they host. It will also enable stakeholders better understand how the EAMs are mitigating against and adapting to climate change as well as the carbon it stores.

8.3 Community Development and Livelihood Improvement

This pillar supports the EAMCEF thematic focus on *"Community Development and Conservation, Livelihood Improvement and Climate Change activities for poverty reduction and improvement of social welfare of forest adjacent communities".* It is in line with the first pathway of the theory of change. Poverty is a key contributor to the degradation of the EAMs. Providing alternative livelihoods is key to the conservation of the EAMs.

It is critical that the neighbouring communities see and experience the benefits of conservation. In short, conservation must pay! Communities need to be partners not enemies in the race and fight to conserve the EAMs. EAMCEF will seek to empower communities by providing alternative livelihood opportunities as well as unlocking the benefits of conservation. It will involve them in conservation activities as a long term sustainability strategy.

The community development and livelihood improvement pillar will support several Sustainable Development Goals including SDG 1, namely "*End poverty in all its forms everywhere".* It will support targets such as "*by 2030 build the resilience of the poor and those in vulnerable situations, and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters*"; "*by 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions*". The livelihood activities implemented by EAMCEF will seek to combat poverty which is a key contributor to the degradation of EAMs.

The pillar will contribute to SDG 7: "*Ensure access to affordable, reliable, sustainable and modern energy for all*" by contributing to Target 7.1: *By 2030, ensure universal access to affordable, reliable and modern energy services.* Target 7.2: *by 2030, increase substantially the share of renewable energy in the global energy mix.* Target 7.3: *by 2030, double the global rate of improvement in energy efficiency.* Target 7b: *by 2030, expand infrastructure and upgrade technology for supplying modern and sustainable energy services for all in developing countries.* EAMs provides 90% of the hydro- power generated by the Government of the United Republic of Tanzania. EAMCEF will also promote biogas, solar energy as alternative sources of energy. Fuel efficient wood stoves will reduce the demand for wood fuel thus supporting the achievement of this SDG while conserving the forests.

EAMCEF will contribute to SDG 5 *"Achieve gender equality and empower all women and girls*" by contributing to several targets including Target 5.1:"*end all forms of discrimination against all women and girls everywhere*"; and Target 5.5 "*ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life*". Women will be given priority in all key activities.

8.4 Programme Delivery, Partnerships and Implementation Capacity

In order to achieve its vision and mission, as well as the goals and objectives of this Strategic Plan, EAMCEF will need to develop and adopt effective and efficient strategies through which it can implement its activities. It will require effective staffing, organisation structure and implementation approaches. Given that it does not implement activities directly, it will require strong partnerships. This pillar will cover the operational strategies required to implement the vision and mission. It is in line with the third pathway of the Theory of Change.

The conservation challenges facing Tanzania are immense given the size of the country and rich biodiversity that it holds. With half its population living in poverty, the threat to biodiversity and its rich resources cannot be understated. EAMCEF's capacity will never be sufficient to address many of the challenges that the EAMs face. It therefore needs to capitalize on a "*Leverage approach*" that enables it partner organizations that support its vision in achieving its 2021-2030 Strategic Plan.

Partners provide EAMCEF with the opportunity to:

- Increase its geographical coverage of targeted EAMs.
- Increase its programme and project scope
- Offer services more cost effectively
- Increase its number of beneficiaries
- Enhance and strengthen its lobbying and advocacy power
- Support hard to reach populations and communities
- Increase the human resources at its disposal

Currently EAMCEF has a staff capacity of eighteen (18) people which is insufficient in enabling it effectively implement the Strategic Plan. However, through partnerships, it will be able to access additional staff, physical and financial resources that substantially increase its implementation capacity. Through partnerships, it will increase its implementation capacity by a factor of 200 or more thus better positioning it to achieve the goals and objectives in its 2021-2030 Strategic Plan.

8.5 Institutional Sustainability and Programme Continuity

This pillar will support EAMCEF's long term sustainability strategy through the endowment fund. EAMCEF was envisaged as a self-financing mechanism through which conservation, research and livelihoods activities could be supported into perpetuity. Under this pillar, EAMCEF will focus on its long term goal of financial independence through the development of a US$ 30 million fund. The goal will be to build the endowment fund to US$ 20 million through various strategies that include re-investing incomes as well as mobilising funds through special events and friend's networks.

In addition to building its endowment fund, it will mobilise resources through a resource mobilisation strategy and team to enable it undertake its conservation activities. This will ensure that conservation, climate change, research and livelihoods improvement activities continue. EAMCEF will ensure that sufficient resources are mobilised to support programme continuity. It will be supported by a more detailed Resource Mobilisation Strategy. The pillar is in line with the third pathway of the Theory of Change.

9.0 Strategic Plan Goals, Objectives and Activities

9.1 Strategic Goal

The overall goal of EAMCEF is to conserve the EAMs for the benefit of current and future generations. The strategic plan goals are aligned with that of the Theory of Change, namely;

To sustain the role of Eastern Arc Mountains in providing sufficient quantity and optimal quality of ecosystem services and enhance its climate change mitigation and adaptation potentials.

The strategic objectives support the goal and three pathways of the Theory of Change as well as the thematic focus of EAMCEF (conservation of protected areas and climate change, applied biodiversity and climate change research and community development and livelihoods). They are:

9.2 Pillar 1: Biodiversity Conservation in Protected Areas and Climate Change Interventions

EAMCEF's key mandate is to conserve the EAMs. It cannot do this alone but rather needs to work with mandated agencies, communities amongst other public and private organisations. Conserving the EAMs is a herculean task that requires a multi-actor and multi-sector approach if conservation efforts are to be successful. Having the EAMs declared as a World Heritage Site will help support this cause.

9.2.1 To increase the visibility, recognition and support for the EAMs as a biodiversity hotspot and rally the international community towards its conservation by 2025

Key activities:

- Support the branding of the EAMs as a global biodiversity hotspot
- Support government efforts to have the EAMs recognised as a World Heritage Site
- Join global conservation networks and seek their support in

the conservation of the EAMs.

- Attend selected international environmental gatherings and promote the EAMs
- Partner with organisations such as WWF, National Geographic and Birdlife International in promoting the EAMs.
- Undertake campaigns to publicise the EAMs and increase global support
- Seek to have the East African Community recognise the importance and need to conserve the EAMs.
- Support initiatives that increase tourism activities in the EAMs.

9.2.2 To reclaim, rehabilitate and conserve 20,000 hectares of the EAMs by 2030

Key activities:

- Destroy illegal mines within protected areas
- Destroy drug/narcotic farms within protected areas
- Remove agricultural farms in protected EAMs areas
- Replant indigenous trees in reclaimed areas of the EAMs
- Involve community in conservation activities in the EAMs
- Adjudicate and secure boundaries of protected areas
- Work with government mandated agencies and authorities to enforce fines and have encroachers charged in court
- Establish a Friends of EAMs Network to support the conservation of the EAMs.
- Encourage private and public organisations including companies, schools and universities to plant trees in the EAMs.

9.2.3 To secure and conserve 3,500km2 of the EAMs as a carbon sink and climate change mitigation and adaption strategy by 2030

Key activities:

- Involve community in conservation activities
- Demarcate and maintain forest boundaries
- Adjudicate boundaries and resolve boundary disputes
- Rehabilitate roads and trails to support conservation and tourism activities in the EAMs
- Strengthen cultural tourism to enhance further alternative livelihood options and reduce pressure from the EAMs.
- Partner and work closely with government mandated authorities such as Ministry of Natural Resources and Tourism, Tanzania Forest Services (TFS) Agency, Tanzania Forest Research Institute (TAFORI), Tanzania Wildlife Research Institute (TAWIRI), Tanzania National Parks (TANAPA) in conservation activities.
- Control and reduce the incidences of forest fires
- Develop an advocacy and policy strategy for the EAMs.
- Work with public and private agencies in lobbying for appropriate conservation policies.
- Support the review and/or enactment of appropriate laws, bye-laws and regulations to protect the EAMs
- Educate and raise awareness on climate change activities amongst the neighbouring communities, stakeholders and Tanzanians in general.
- Support the creation of conservation clubs in education institutions.
- Strengthen Village Natural Resource Committees adjacent to the EAMs
- Establish a Friends of EAMs Network to support the conservation of the EAMs.

9.2.4 To protect and promote the biodiversity of the EAMs with special attention to endemic and endangered species by 2030

Key activities:

- Work with government mandated agencies as well as national and international organisations (such as WWF, Birdlife International and Conservation International) in identifying and maintaining a register of endemic and near endemic species
- Work with mandated agencies as well as national and international (such as WWF, Birdlife International and Conservation International) organisations in maintaining a list/register of endangered, vulnerable and threatened species
- Partner and work closely with government mandated authorities such as Ministry of Natural Resources and Tourism, Tanzania Forest Services (TFS) Agency, Tanzania Forest Research Institute (TAFORI), Tanzania Wildlife Research Institute (TAWIRI), Tanzania National Parks (TANAPA) amongst others in protecting endangered, threatened, vulnerable and endemic and near endemic species
- Partner with non-profit and for profit national and international organisations interested in protecting endemic and endangered, vulnerable and threatened species
- Encourage communities to protect and report species/wildlife that stray from protected areas
- Encourage communities to share pictures of species that may be rare or unknown.
- Support the creation of conservation clubs in educational institutions
- Establish a Friends of EAMs Network to support the conservation of the EAMs.

9.3 Pillar 2: Applied Biodiversity and Climate Change Research

EAMCEF is key player in the conservation of the EAMs. As such, it has an important role to play in supporting research that will shed more light on its importance as well as rally more support for its conservation. Research will facilitate the adoption of effective strategies that conserve the EAMs. This will further support the efforts geared to its recognition as a World Heritage Site.

9.3.1 To increase the knowledge on the EAMs, their role and rich heritage by supporting 300 applied biodiversity and climate change research activities by 2030

Key activities:

- Establish and share a research agenda for the EAMs over the 2021-2030 EAMCEF Strategic Plan period
- Fund research requests from institutions such as Tanzania Forest Research Institute (TAFORI) and Tanzania Wildlife Research Institute (TAWIRI), universities like Sokoine University of Agriculture and University of Dar-es-Salaam amongst others that support EAMCEF's interests
- Support and fund individual scientists with a good track record in research that aligns with EAMCEF's interests.

9.3.2 *To support the research, discovery and identification of new species in the EAMs by 2030*

Key activities:

- Establish and share a research agenda for the EAMs over the 2021-2030 EAMCEF Strategic Plan period
- Fund research requests from institutions such as Tanzania Forest Research Institute (TAFORI) and Tanzania Wildlife Research Institute (TAWIRI), universities like Sokoine University of Agriculture and University of Dar-es-Salaam amongst others that support EAMCEF's interests

- Partner with government mandated agencies and organisations such as National Geographic and Birdlife International to support the discovery and documentation of new species.
- Support and fund individual scientists with a good track record in research

9.3.3 To research, monitor, establish and publish the amount of carbon stored in EAMs every 3 years

Key activities:

- Tender and contract partners to monitor the storage of carbon in the EAMs
- Establish baselines, in consultation with partners, to monitor carbon sequestration in EAMs
- Work with partners to establish an approach and methodology for monitoring carbon sequestration in the EAMs
- Work with research oriented organisations/institutions and government partners to monitor the storage of carbon in the EAMs
- Publish 3-4 carbon storage sequestration reports by 2030.

9.4 Pillar 3: Community Development and Livelihoods Improvement

The pillar will focus on improving the livelihoods of the community. Poverty, unemployment and lack of alternative income generation activities contribute to the degradation of the EAMs. It will also seek to make conservation pay so that communities appreciate its benefits.

9.4.1 To positively impact the lives of 300,000 people dependent on the EAMs through community development, livelihood and conservation activities by 2030

Key activities include:

- Partner with communities, NGOs, schools, companies and public institutions in supporting and improving community

livelihoods

- Support alternative livelihoods activities through grants, training and technical assistance
- Support the introduction of new technologies such as solar lighting that improve people lives
- Support initiatives that increase the productivity of agriculture and livestock as a poverty mitigation mechanism
- Support the introduction of climate resilient crops, livestock and practices to cushion the communities against the impacts of climate change.
- Support the use of alternative cooking technologies such as efficient fuelwood stoves, solar power and biogas
- Support the improvement of infrastructure such as schools, water points and health centres
- Educate the communities on issues of social concern such as HIV and Aids, Gender Based Violence in addition to conservation

9.4.2 To engage 100,000 people in conservation, climate change mitigation and adaption activities by 2030

Key activities include:

- Engage communities in reclamation activities such as clearing of illegal crops, narcotics, mining and charcoal burning activities in protected areas
- Involve communities in boundary maintenance of protected areas
- Involve communities in tree planting activities in areas under reclamation and regeneration
- Engage communities in road clearing and maintenance.
- Involve communities in security and monitoring activities

9.4.3 To support the successful adoption of 10 alternative livelihood activities by communities neighbouring the EAMs by 2030

Key activities include:

- Support the introduction and adoption of alternative livelihood activities that have demonstrated potential (Eco

tourism, apiculture, aquaculture, butterfly farming etc.)

- Use partners to train communities, especially women and youth, on alternative livelihoods
- Provide grants to community groups involved in alternative livelihoods
- Support individuals involved in alternative livelihoods through the use of partners
- Support converted forest degraders to acquire alternative livelihoods
- Attract and encourage national and international private and public organisations to support livelihoods in the EAMs as a conservation strategy.

9.5 Pillar 4: Programme Delivery, Partnerships and Implementation Capacity

Being an endowment fund, EAMCEF does not implement its conservation and climate change agenda on its own. Rather, it works through communities and partners. It however needs to have adequate capacity at Secretariat level to ensure the efficient and effective delivery of programmes.

9.5.1 To maintain a lean, effective and efficient secretariat that supports programme delivery and office operations by 2021

Key activities include:

- Maintain a lean structure that can be sustained by the endowment fund once fully capitalised.
- Secure infrastructure, facilities and equipment to support efficient secretariat operations
- Capitalise on technology to improve the office and field operations of EAMCEF.
- Secure the head office premises to ensure the security of staff, equipment and furniture
- Maintain a head office backed by at least two field offices to support effective and efficient programme delivery.

9.5.2 To partner with 100 public and private sector partners to conserve the EAMs by 2023

Key activities include:

- Develop a data base of public and private organisations that EAMCEF is or can work with
- Sign MOU's with public and private agencies that support the conservation of the EAMs
- Leverage the capacity of partners to implement conservation, climate change mitigation and adaptation, research and livelihoods activities in the EAMs
- Provide grants to partners to support conservation, climate change mitigation and adaptation, research and livelihoods activities in the EAMs
- Work with partners to influence policies that support the conservation of the EAMs as well as other important environmental sites in Tanzania and the region.
- Work with partners to attract more resources for the conservation of the EAMs

9.5.3 To work with 500 community groups or organisations to conserve the EAMs by 2025

Key activities include:

- Develop and maintain a data base of community organisations that EAMCEF can work with
- Strengthen the capacity of groups in governance, project management and conservation
- Provide grants to community organisations implementing conservation, livelihood and climate change activities
- Work with community groups and education institutions to sensitise communities on environment, conservation and climate change

9.6 Pillar 5: Institutional Sustainability and Programme Continuity

EAMCEF was designed as a self-financing mechanism. The long term objective is to have a fully funded endowment fund that supports its sustainability. It is yet to meet this objective with only a third of the US$ 30 million it requires having been raised. This pillar will support EAMCEF achieve its sustainability.

9.6.1 To enhance institutional sustainability by growing the EAMCEF Endowment Fund to US$ 20 million by 2030

Key activities include:

- Invest endowment funds in safe interest earning instruments
- Re-invest interest/earnings from endowment fund
- Capitalise on special events to mobilise funds
- Seek donors willing to support the endowment funds
- Establish and capitalise on Friends of EAMs to mobilise funds for the endowment fund.
- Work with consultants, where necessary, to support fundraising for the endowment fund.
- Capitalise on crowd funding to mobilise funds for the endowment fund.

9.6.2 To mobilise US$ 12.5m to support 2120 -2030 EAMCEF Strategic Plan by 2025

Key activities include:

- Implement the 2021 to 2030 EAMCEF Resource Mobilisation Strategy
- Recruit a Resource Mobilisation Officer to spearhead fundraising activities
- Establish a Resource Mobilisation Team to support fundraising activities
- Forge consortiums with credible national and international NGOs, contractors, companies, universities and government agencies to jointly bid for large funding.

- Market innovative products and services that are in line with EAMCEF's vision and mission
- Work with consultants, where necessary, to support fundraising efforts.

9.6.3 To strengthen EAMCEF's branding, recognition and visibility by 2025

Key activities include:

- Identify and partner with recognised global brands that support or are active in the conservation, environment, natural resource management and climate change space.
- Attend strategic conservation meetings nationally, regionally and internationally
- Seeking accreditation with global institutions such as UNEP, World Bank/GEF, Birdlife International, IUCN, African Union, the East African Community.
- Establish and be active on social media pages such as Facebook, Instagram and Twitter
- Maintain an up to date and attractive website

10 Competitor Analysis

10.1 The Competition

EAMCEF faces several friendly competitors in the development space in Tanzania. These include:

Table 8: Key Competitors

Competitor	Competitor	Competitor
The Nature Conservancy (TNC)	Wildlife Conservation Society (WCS)	Jane Goodall (JGI)
World Wide Fund for Nature (WWF)	The International Union for Conservation of Nature (IUCN)	Mpingo Conservation & Development Initiative
Africa Wildlife Foundation (AWF)	Tanzania Forest Conservation Group (TFCG)	World Conservation Society (WCS)
Tanzania Forest Fund (TaFF)		Birdlife International

World Wide Fund for Nature: WWF is the world's largest conservation organisation with over five million supporters worldwide. It works in more than 100 countries and supports 3,000 conservation and environmental projects. The foundation aims to *"stop the degradation of the planet's natural environment and to build a future in which humans live in harmony with nature"*. Its current work is organized around these six areas: food, climate, freshwater, wildlife, forests, and oceans. WWF scientists and its partners identified 238 ecoregions that represent the world's most biologically outstanding terrestrial, freshwater and marine habitats. It has been active in the EAMs as one of these regions. WWF has invested over $1 billion in more than 12,000 conservation initiatives since 1995. Registered as a foundation, more than half its funding is received from individuals with government donor sources accounting for a fifth of the revenues. Corporations support a tenth of its income. There are opportunities for greater cooperation between WWF and EAMCEF in the conservation of the EAMs. It receives funding from both international and local sources through donors such as USAID.

Working with WWF may convince donors such as USAID to fund the EAMs.

African Wildlife Foundation: AWF supports critical important biodiversity and offers people economic opportunities. Over the last 5 decades, it has invested in community based conservation to protect safe havens for wildlife while simultaneously improving human well-being. It believes in empowering communities to engage in sustainable natural resource management. It supports conservation enterprises such as sustainable agriculture and ecotourism development to create thriving communities. In conservation, it protects species populations such as the Gorilla, Ethiopian Wolf and Gravy Zebra from further decline by training rangers, using sniffer dogs and working with communities. AWF is securing the Tsavo-Mkomazi elephant population by improving anti-poaching patrol capacity by recruiting and empowering local community scouts, reducing human-wildlife conflict. In collaboration with IUCN, AWF has been implementing the Sustainability and Inclusion Strategy for Growth Corridors in Africa (SUSTAIN) in the Kilombero landscape since 2015. The program supports communities on land and forest restoration, water source management, climate-smart agriculture, food security, climate resilience, and business partnerships for inclusive green growth. AWF is managing the Manyara ranch on behalf of Monduli District Council and has developed it into a multi-use wildlife sanctuary with a high-quality livestock program and thriving wildlife population. Though it has a stronger focus on wildlife as well as conservation, it believes in involving communities and strengthening their livelihoods just like EAMCEF. Given that it does not operate in the same area as EAMCEF, they are not direct competitors. It does receive funding from USAID, which does not fund the EAMs directly. AWF has been influential in convincing donors such as USAID to fund other competing landscapes.

Jane Goodall: The organisation has been active in the Gombe Mahale Ecosystem (GME) since 1960. It focuses on the ecosystem's chimpanzees which are subjects of global importance. It is home to many other endangered or threatened species such as the red colobus monkey, bush baby, elephants, pangolins, mninga trees and serval cats. As part of JGI's commitment to creating alternative livelihood options for people living in and around critical habitat, it supports beekeeping activities. As part of

the Gombe Masito-Ugalla conservation program, it is supporting 7,600 local coffee farmers through the Kanyovu Coffee Cooperative Society. By teaching farmers how to maximize yields and profit from their land, it reduces the pressure on surrounding forests. In agroforestry, it provides training on how to establish woodlots that can be used as cooking fuel, and seedlings of fruit-bearing trees that can provide both food and a source of income. JGI teaches communities how to build and cook with new stoves that only use half of the wood used by traditional stoves. Its activities are similar to those of EAMCEF with the exception of additionally focusing on the conservation of Chimpanzees. JGI does not operate in EAMs though it has similar activities and approaches. It has benefited from USAID funding.

The Nature Conservancy: TNC's conservation approach focuses on working with local communities, governments, and organizations to conserve and enhance Africa's shared resources. With regard to climate change, it focuses on innovative, science-based solutions that match the urgency of the crisis, such as restoring forests and water ecosystems. It has several projects in Tanzania. One is the *Tuungane Project* which is creating healthier families, fisheries and forests on the shores of Lake Tanganyika. The Nature Conservancy is also leading a coalition of 10 partners in the *Northern Tanzania Rangelands Initiative* to conserve wildlife corridors, secure communal land rights and benefits for indigenous communities. EAMCEF can partner with TNC to support projects in the EAMs.

Conservation International envisions a fundamental shift in how nature is leveraged as a solution to climate change. It seeks to end all loss of high-carbon ecosystems such as primary forests, peat lands and mangroves, while enabling degraded ecosystems to recover, removing an incredible amount of carbon from the atmosphere through restoration. It strives to protect tropical forests around the world, working directly with the communities who live in, and depend on, these forests. From promoting forest-friendly activities like producing shade-grown coffee or participating in ecotourism, Conservation International helps protect natural resources and boost income for local communities. It works to protect nature by identifying and protecting key natural habitats and wildlife critical for fresh water, food security, climate security, and economic and social prosperity; integrating the value of nature into decision making and combating the illegal wildlife trade. Its activities are largely similar to those of EAMCEF with the exception of combating

wildlife trade. It sources its funding internationally and therefore does not directly compete with EAMCEF. It can be an ally in the EAMs.

The International Union for Conservation of Nature (IUCN): This is a membership Union composed of both government and civil society organisations. It harnesses the experience, resources and reach of its more than 1,300 member organisations and the input of more than 15,000 experts. This diversity and vast expertise makes IUCN the global authority on the status of the natural world and the measures needed to safeguard it**.** IUCN works to build sustainable landscapes, protect primary forests and advance the rights of forest communities. Through its forest initiatives, IUCN helps countries implement effective forest and land-use policies, achieve national priorities and meet international commitments on climate change, biodiversity and land degradation. Its Forest Landscape Restoration activities include new tree planting, managed natural regeneration, agroforestry, and improved land management to accommodate a mosaic of land uses, including agriculture, protected wildlife reserves, managed plantations, riverside plantings and more. IUCN assesses the impacts of climate change on species and ecosystems. Through its work on ecosystem-based mitigation, adaptation and disaster risk reduction, it highlights the important role of nature-based solutions to climate change. IUCN can be an EAMCEF partner in the conservation of the EAMs.

Birdlife International: Is a global partnership of conservation organisations (NGOs) that strives to conserve birds, their habitats and global biodiversity, working with people towards sustainability in the use of natural resources. It has 121 Birdlife Partners worldwide one per country or territory. It is driven by the belief that local people, working for nature in their own places but connected nationally and internationally through its global Partnership, are the key to sustaining all life on this planet. This unique local-to-global approach delivers high impact and long-term conservation for the benefit of nature and people. Birdlife is widely recognised as the world leader in bird conservation. It believes that the world's natural forests are of critical importance for birds and other biodiversity, natural habitats and ecosystem services. *Bird Life's Forests of Hope Programme* aims to prevent deforestation, protect trees and to restore natural forests in the tropics. Birdlife focuses on forest areas that are of high importance for biodiversity and ecosystem services and has a project in the Rufiji area. There are opportunities for

pursuing joint projects that support the birdlife in the EAMs. Given that it sources its funding internationally, its fundraising activities do not impact negatively on EAMCEF.

Tanzania Forest Conservation Group: TFCG was established in 1985. It envisages a world in which Tanzanians and the rest of humanity enjoy the diverse benefits from well conserved and high biodiversity forests. It focuses on Tanzania's most important forests; namely the Eastern Arc Mountains and Coastal Forests. TFCG's participatory forest management programme provides direct support to site based activities in 12 Districts by building the capacity of Village Natural Resource Committees; linking forest adjacent communities involved in Participatory Forest Management (PFM) with the government and with each other; and providing technical support in preparing management plans, by-laws and where applicable joint management agreements. Its activities are similar, in many ways to those of EAMCEF with the exception that it implements them directly. Given its activities in the EAMs, it is an ally in terms of the conservation of the mountains. It is however a competitor in resource mobilisation given that it is also a local organisation that works in the same area. There are however opportunities for collaboration to avoid duplication and support their joint mission of conserving the EAMs.

World Conservation Society (WCS): WCS envisions a world where wildlife thrives in healthy lands and seas, valued by societies that embrace and benefit from the diversity and integrity of life on earth. It has been active in Tanzania since 1956. It works to protect Tanzania's unique biodiversity and rich natural heritage through science, landscape level interventions, community support, species conservation and addressing key global challenges. WCS range of activities include training, research, monitoring, institutional and community support, education. It is also involved in the creation, extension and management of protected areas. The WCS Tanzania program employs over 100 full time staff, with an additional 6 expatriates. It has offices in Arusha, Iringa, Mbeya and Zanzibar which support the 5 main land/seascape programs. It has programs in the southern highlands, Ruaha-Katavi, Tarangire Ecosystem, Zanzibar Forest and a Marine program. It does not have a programme in the EAM currently. It uses a community approach that supports livelihoods and has similarities to EAMCEF's. It supports research which covers both ecosystems and species (which EAMCEF

does not currently support). WCS also works with regional and district authorities, government agencies and NGOs. It is a potential EAMCEF partner given that it works with a whole range of partners globally including TAWIRI, TANAPA and Tanzania Natural Resources Forum.

Tanzania Forest Fund (TaFF). This is a Conservation Trust Fund established by the Forest Act Cap. 323 as a mechanism to provide long term, reliable and sustainable financial support to Forest Conservation and Sustainable Forest Management (SFM). TaFF became operational in July 2010 as a Not-for-Profit organization governed by Board of Trustees. The main intent of establishing the Tanzania Forest Fund was to mobilize and provide stable and long term sources of funding for conservation and sustainable management of natural resources in Tanzania. It is therefore similar to EAMCEF as a trust fund. TaFF provides assistance to stakeholders who are committed to sustainable management of forest resources including improving livelihoods of communities adjacent to forests, protected areas and forest plantations. Priority areas for funding includes forest resource conservation and management aimed at ensuring proper forest land management as well as ecosystem conservation, community based conservation and sustainable livelihoods focusing on promoting community conservation initiatives at improving benefit sharing of community adjacent to forest resource bases, and applied and adaptive research on management of forest resources and livelihood. The establishment of TaFF was inspired by EAMCEF. Unlike EAMCEF, it operates nationally and focuses on forests. It also has more reliable funding given that it benefits from a levy of 2% of every prescribed fee payable under the Forest Act as well as a levy of 3% of any royalty payable under the Act. It is also funded through grants and donations. Other sources include revenues realized by sale of any confiscated forest produce as well as any income generated by investments. Its activities in general complement rather than undermine EAMCEF.

Mpingo Conservation & Development Initiative (MDCI): The organisation promotes forest conservation in south-eastern Tanzania by finding and creating opportunities where local communities can benefit from sustainably managing their forests. It supports community based forest management so that communities can own, manage and benefit from their forests. MDCI also facilitates ethical, sustainable and long-lasting forest-based income generating opportunities that encourage communities

to practice sustainable forest management. MDCI works in the Miombo woodlands, coastal forests, Ruvuma landscape and Angai forest. It has no activities in the EAM. MDCI focuses on Village Land Forest Reserves (VLFRs) managed by the Village Council and Village Natural Resource Committees while EAMCEF is focused on protected areas. It focuses on the Mpingo tree while EAMCEF's focus is wider. It is therefore not playing in the same space as EAMCEF and is not a direct competitor.

10.2 Common Threads

There are several aspects that are common amongst these organisations:

- Working with communities to conserve natural resources is now common practice and is not unique to EAMCEF. It is therefore not a competitive advantage.
- Community empowerment and livelihoods programs are also common amongst all the key conservation players. This has now become best practice in conservation.
- Key conservation players also support the protection of species. For example Jane Goodall (Chimpanzee), AWF (Gorilla, Gravy Zebra, and Ethiopian Wolf), WWF (elephants and Lions amongst others). EAMCEF needs to identify some flagship species to support and promote.
- Only WWF, Birdlife International and TFCG are active in the EAMs. They can be considered both friendly competitors and potential allies.

11. Products and Services

In order to rally support for the EAMs and mobilise the resources required to achieve its vision and mission, it is important that EAMCEF segments and identifies different products and services that appeal to various development partners. EAMCEF can offer different "products and services".

11.1 Climate Change Mitigation and Adaptation

The climate change mitigation and adaptation product will focus on climate change. It will involve:

- Reclaiming and conserving the forests so that they help mitigate the effects of climate change
- Helping communities mitigate and adapt to climate change through improved agricultural practices

Pitch/Rationale: The Mountains and their forests are a key defence against climate change. Without the mitigating effect they have against climate change, weather patterns will become more erratic and unpredictable. EAMCEF supports The United Nations Framework Convention on Climate Change (UNFCCC). It supports the New York Declaration of Forests which states that deforestation must be halved by 2020, and halted by 2030, while hundreds of millions of degraded forest landscapes and agricultural lands must be restored. It will contribute to SDG 15: "*Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss"* by supporting targets. Communities need help in mitigating and adapting to climate change. If not, it will increase the pressure on the EAMs. Agricultural practices will need to be improved, resistant seeds adopted and water sources secured.

11.2 Carbon Sequestration

Though closely linked to climate change, this will focus on the amount of carbon stored in the EAMs. EAMCEF will capitalise on a dual strategy. The first will be conserving as much of the existing EAMs forests as possible. The second will increase the carbon storage capacity by reclaiming degraded or encroached forest land and rehabilitating it. Sources of degradation include

forest fires, agriculture, and mining, narcotics, logging and charcoal trade. Studies will be conducted every three years to establish the amount of carbon stored in the EAMs.

Pitch/Rationale: With a total land area of 5,350 square kilometres, the EAMs consist of more than 900,000 hectares of forest cover. 152 million tonnes of carbon are stored in its forests thus forming a valuable asset against climate change. Each hectare of forest cover lost releases 200 tonnes of carbon. Increasing the land under forests (both public and private) will help increase the amount of carbon stored. It therefore supports The United Nations Framework Convention on Climate Change (UNFCCC). It also supports the New York Declaration of Forests as well as SDG 15. It also supports National REDD+ Strategy (2013) which recognizes the role of forests and forest conservation efforts in mitigating climate change through reduced emissions from deforestation and forest degradation.

11.3 Environment, Conservation and Natural Resource Management

This product will focus on conservation and will emphasize on the biodiversity aspects of the EAMs. It will be based on the rich endemic and nearly endemic nature of some of the species found here and the threats they face. The forests of the EAMs will be key to saving this heritage for future generations. In addition, the presence of plants that could hold medicines for existing and future diseases will be reiterated. Some of the plants used to treat current diseases will be mentioned. It will also argue the economic value of some of these resources.

Pitch/Rationale: The EAMs are under continuous threat with only 30% of the original forest still in place. Without sustained conservation efforts, there may be little or nothing left of this forest by the turn of the century. The remaining forests are found in 150 government forest reserves, private as well as village forests. However, deforestation, through activities such as illegal logging, charcoal burning, clearing forests for agriculture, overgrazing, hunting, poaching, mining, narcotics, firewood collection, building materials harvesting and forest fires continue to be key drivers for the destruction of this key global biodiversity heritage. It will argue that the destruction of the EAM will have major negative consequences on the environment, biodiversity and the communities that depend on them.

11.4 Species Protection

Species protection will be closely linked to conservation, environment and natural resource management. The difference however is that it may focus on a particular species or group of species or habitat. This will involve protecting particular species by protecting their habitats. It will also protect them from poaching and pet trade.

Pitch/Rationale: The 9 sites EAMCEF focuses on are well-distributed across the EAMs and hold more than 53% of 554 plant taxa and 76% of 118 vertebrate species endemic to the EAMs. Their habitats provide refuge to 77% of the 170 single-site endemic plant species and 70% of the 47 single-site endemic vertebrate species found only in the EAMs. Each of these core areas holds from 1 to 68 plant species and 1-11 vertebrate species that are unique and endemic to the EAMs. They are a proposed World Heritage Site. Many species are endangered and vulnerable such are the Udzungwa Red Colobus and the Sanje Mangabey. The number of endemic plant and animal species lost to date is unknown. Humanity has a duty to protect biodiversity for future generations. It will argue that the value of plant biodiversity and species is for future medicines or economic uses. The species in question could be endemic such as *Saintpaulia spp.* They could also be widespread but considered important such as elephants and Lions. The importance of that species and need to protect it will form the key argument.

11.5 Renewable and Clean Energy

This product will largely focus on three aspects:

- Safeguarding the forest for electricity generation. It will establish the number of megawatts created by various dams along the rivers. The US$ value of this power will also be established.
- Providing energy alternatives to fuel wood such as biogas
- Improving wood fuel stoves to reduce forest degradation.

Pitch/Rationale: This will depend on the focus of the proposal:

Hydro-electricity: More than 90% of Tanzania's hydro-electricity produced at major hydro-power stations such as Kidatu, Mtera, Kihansi, Nyumba ya Mungu, Pangani and Hale rely on the EAMs. The Julius Nyerere Hydro-Power Station, now under construction at the Stigler's Gorge, will also greatly rely on the EAMs. This energy is renewable and supports efforts to combat climate change and therefore needs to be sustained. Without the EAMs, these dams would lose most of the water they need to run with major negative consequences on Tanzania's industry and population. Previous closures of dams such as Mtera (2011, 2015) and Kidatu (2015) due to low water levels are a warning as to what the future portends if the EAMs is not protected. Benefits to the people of Tanzania include increased availability of clean and renewable electricity from hydro-power. There will be less electricity rationing as well as generation plant closures due to the reliable water flow owing to the protection of the mountain forests thus saving companies such as TANESCO money. This will result in reduced power prices due to lower power generation costs. Other savings will come from reduced de-siltation costs and wear and tear of valuable turbines that run into billions of Tanzanian shillings. *Cooking:* Supporting biogas and improved fuelwood stoves reduces time spent by women on collecting firewood for cooking and amount of firewood required to cook thus conserving forests.

11.6 Livelihoods and Poverty Alleviation

The livelihoods and poverty alleviation product will be premised on three grounds:

- That poverty and unemployment leads to forest degradation
- That the forest resources can be sustainably used to support livelihoods through beekeeping, eco-tourism and butterfly farming for example.
- That conservation can only be sustainable in the long term if communities benefit from it.

Pitch/Rationale: The forests are an important source of livelihoods to the more than 1 million people living around the forests. The EAMs are a source of medicinal herbs, wild fruits, vegetables, building poles, fuel

wood, and fibre for mats, roofing and fencing. This is in addition to the water supplies and rain that are key to agricultural activities and hence employment and income for the EAMs communities. Degrading the EAMs will have negative consequences for the people living around the EAMs as well as Tanzanians in general. Conservation can help alleviate poverty of the people living around the EAMs. Friendly conservation activities such as beekeeping, butterfly farming and ecotourism can support livelihoods, increase incomes and reduce poverty.

11.7 Water

The water product will focus on the number of people relying on water from the EAMs. It will focus on the cities and people who would be affected. It will target development partners, companies and authorities who are interested in water. It will also be linked to Payment for Ecological Services (PES).

Pitch/Rationale: The water sourced from the EAMs supports about 25% of Tanzania's population or approximately 14 million people. Populations and industries in towns such Dodoma, Iringa, Coast, Tanga, Dar-es-Salaam, Morogoro, Ifakara, Lushoto, Mwanga, Same, Korogwe, Soni, Kilosa, Muheza, Kibaha, Mpwapwa, Mvomero, Gairo, Mikumi, Chalinze, Kilindi, Handeni and Kilolo rely on water from the EAMs. The destruction of the EAMs would negatively influence water supplies to more than 25% of its population creating a monumental crisis in future. It could lead to community conflicts over water. It is important that efforts are made to protect the EAMs when there is still time to forestall this crisis. The benefits of conserving the forests include reliable and sustained water supply to about 14 million people representing more than 25% of Tanzania's population. The water is critical to industry and commercial activities. For the water companies, it means better utilisation of the holding capacity of water dams through reduced siltation, reduced dam de-siltation costs thus reducing maintenance costs and increasing profits. It will also improve water quality flowing into and harvested from the water dams reducing treatment costs and shortening processing periods. The savings should reduce consumer water bills.

11.8 Biodiversity Research

This product will support the discovery of new species. This would appeal to those interested in the discovery of new species such as National Geographic and Birdlife International.

Rationale/Pitch: That the forests still hold many undiscovered species that need to be identified and conserved for future generations. Biodiversity surveys are not evenly distributed across the EAMs, despite the investments of time and resources in the last few decades. While Amani, Nilo, Uluguru, Mkingu and Kilombero Nature Forest Reserves have all been surveyed, Chome, Magamba and Uzungwa Scarp Nature Forest Reserves and the Udzungwa Mountains National Park have not benefited as much. There are many more species yet to be discovered.

11.9 Agriculture and Food Security

This product would focus on agriculture, food security and nutrition. It would argue that agriculture supports employment and income generation for youth, women and men. Their destruction would affect millions of people in Tanzania. It would appeal to development partners, companies and authorities that are interested on agriculture, food security and nutrition.

Pitch/Rationale: The EAMs supports both small farmers and large-scale plantations who capitalize on its high rainfall and fertile soils to produce cash crops that include tea, sugar cane (Kilombero and Mtibwa sugar estates) and rice amongst others. Agriculture contributes 29% to Tanzania's gross domestic product and is a key contributor to employment and incomes. The benefits of conserving the EAMs for agriculture include reliable rainfall that is critical for agriculture and livestock. The forests reduce soil erosion saving millions of tonnes of fertile soils that is critical to sustainable agriculture. It improves water flow within river channels and streams providing more water for irrigation as well as stabilising ground water systems including aquifers that support agriculture. There will be less flooding caused by heavy rains that destroys crops and livestock. Rivers will be less likely to dry out during drought safeguarding agriculture and livestock. This in turn will reduce conflicts between the communities and wild animals due to improved forest conditions. It will also reduce the destruction of the EAMs. The product will also focus on increasing the productivity of farmers and communities.

11.10 Tourism

This product would focus on tourism and showcase the EAMs as a high potential and undiscovered gem for adventure. The focus of tourism could be broad covering everything there is to see, or more specific and focusing on bird watching for example. This product would appeal to development partners, companies and authorities that are interested on tourism, travel and adventure.

Pitch/Rationale: The EAMs is home to the Udzungwa Mountains National Park that is renowned to have the second largest biodiversity richness of a national park in Africa. The park is home to the elephant, buffalo, lion and leopard. Six species of primate are found here and two are endemic, the Iringa Red Colobus Monkey and the Sanje Crested Mangabey Monkey, amongst other wildlife. It also hosts the Amani Nature Forest Reserve also known as the Last Paradise which is a marvel of nature with unique flora and fauna. It is estimated to have about 2,000 vascular plant species per Ha. The *Amani Botanical Garden* is the largest garden in Africa. More than 10,000 tourists visit the mountains every year. Benefits to tourism include increased opportunities for Tanzania to earn income from the EAMs and its valuable biodiversity through tourism. Reduced threats to the survival of the Udzungwa Mountains National Park would result in increased foreign exchange, employment and incomes.

12. Operating Strategy

12.1 Geographical Focus

Under this strategic plan, EAMCEF will support the conservation and management of 8 Nature Forest Reserves and the Udzungwa Mountains National Park, which form the core of the proposed Eastern Arc Mountains World Heritage Site. It will concentrate on 9 out of the more than 150 forest sites in 15 district councils, representing 50% of the forest cover and biodiversity in the EAMs, The sites are:

- Amani Nature Forest Reserve (ANFR) and Nilo Nature Forest Reserve (NNFR) that are found in the East Usambara Mountains.
- Kilombero Nature Forest Reserve (KNFR) and Uzungwa Scarp Nature Forest Reserve (USNFR) found in the Udzungwa Mountains
- Uluguru Nature Forest Reserve (UNFR) that is located in the Uluguru Mountains
- Mkingu Nature Forest Reserve (MkNFR) that is in the Nguru Mountains
- Magamba Nature Forest Reserve (MNFR) that is located in the West Usambara Mountains
- Chome Nature Forest Reserve (CNFR) that is located in the South Pare Mountains
- Udzungwa Mountains National Park (UMNP) that is in the Udzungwa Mountains

The target protected areas and mountain blocks are found in Korogwe, Mkinga, Muheza, Kilombero, Kilolo, Mufindi, Mvomero, Morogoro, Lushoto and Same Districts as well as Morogoro Municipality.

The rationale for selecting these sites are:

- Account for 50% of the forest cover and biodiversity.
- Are areas in which EAMCEF has been active since its establishment in 2001 and therefore understands well.

- Are areas that have previously experienced significant destruction and continue to face significant encroachment threats
- Are areas constituting the proposed Eastern Arc Mountains World Heritage Site
- Are distributed across the entire Eastern Arc Mountains ecosystem

12.2 Leveraging Partnerships

Partnerships offer several advantages that will be used to maximize the returns that EAMCEF invests in conservation. EAMCEF will capitalise on partnerships for:

Table 9: Strategic Advantages of Partnerships	
Project Implementation	**Complement/Provide Technical Expertise in Projects:** EAMCEF does not have all the expertise required to implement its projects and programs. Partnerships enable EAMCEF to access technical expertise that it may not have. **Cost Effective Implementation:** The existing systems within partners' institutions such as staff, equipment, operational manuals, etc. will be used for EAMCEF supported projects. It will capitalise on partnerships to implement projects cost effectively. **Increase its Ground Presence:** Partnerships enable EAMCEF to have a much wider ground presence in the EAMs than it would on its own. They enable EAMCEF leverage on their resources to cover more communities, some of which it cannot reach. **Gain Entry/Strengthen Presence in a Sector:** Partnerships will enable EAMCEF gain entry into new sectors in which it does not have an active presence or strong track record.

	Increase the Human Resources at its Disposal: Through partnerships, EAMCEF will increase the human resources at its disposal. It will be able to have influence over many more people than it engages directly thus amassing greater resources towards the implementation of the Strategic Plan **Leverage Resources to Achieve Common Goals:** Through partnerships, EAMCEF will leverage its resources against those of its partners to achieve common goals. This is especially where resources are insufficient. The resources used comprise of both financial and in-kind resources. **Access markets:** As it seeks to promote livelihoods and community development through the sustainable use of resources, partnerships will be valuable in enabling EAMCEF access communities to markets. **Complement and Consolidate Expertise**: EAMCEF will leverage the strengths and skills of its partners in the implementation of more complex programs, enabling them achieve their intended goals and objectives.
Involve Communities	**Ensure Community Participation*:*** EAMCEF will capitalise on partnerships to increase the involvement of communities. This will be done by working with community based groups such as Community Based Organisations, Village Natural Resource Committees and Water User Associations amongst others. **Influence Behaviour.** Partnerships with communities will enable EAMCEF influence their behaviour thus increasing the chances of the success of its conservation and livelihood programs.

Increase its Impact	**Increase its programmatic scope:** Through partnerships, EAMCEF can increase its programmatic scope within the EAMs. **Gain Entry:** It will also quickly gain entry into new areas in the EAMs by riding on the presence of a partner who is already active there. This will save it from having to invest significant amounts of funds and resources gaining a presence. It can also ride on the goodwill of existing partners. **Increase its number of community members and beneficiaries:** EAMCEF desires to reach as many beneficiaries or community members as possible. It will achieve this through strategic partnerships. **Access hard to reach communities and populations:** EAMCEF does not have the capacity to reach and work with all the communities and populations on its own. Through partnerships, it will be able to increase its reach in targeted areas of the EAMs.
Influence the policy & operating environment	**Statutory Power:** Capitalise on statutory power exercised by government mandated agency partners to develop policies in order to achieve a common objective. **Influencing Policy:** Partnerships allow EAMCEF to influence the policy changes. **Enforcing Policy:** By working with statutory bodies, EAMCEF can support the enforcement of policy. **Enforcing Laws, Bye-Laws and Regulations:** Its partnerships with mandated agencies will ensure that those encroaching on the EAMs are punished in accordance with the law.

	Exert influence and power. By working through partners, EAMCEF can deal with sensitive issues without antagonising its key Government partners. **Enhance and strengthen its advocacy appeal**: Through partnerships, EAMCEF will increase its advocacy appeal.
Support Sustainability	**Sustainability:** Partnerships help ensure the sustainability of initiatives after funding ends. **Exit Strategy:** Partnerships with organizations, such as community groups, will enable EAMCEF to exit communities or projects.
Stimulate Innovation/ Adoption of Best Practice	**Develop and Test New Innovations:** Partnerships will be crucial in the development and testing of new approaches towards addressing development challenges. Examples include the Payment for Ecological Services (PES) **Support the Adoption and Propagation of Best Practice**: Partnerships will be used to roll-out and popularize best practice.
Resource Mobilisation	**Establish winning Consortiums**: EAMCEF can enhance its chances of winning competitive bids by working with partners in consortiums. **Enhance Credibility**: Partnerships increase the credibility of EAMCEF with donors who do not know it. This can enable it access resources that it cannot access on its own. **Increase Resources:** Through partnerships, EAMCEF can influence donors to provide more resources to particular causes or sectors.

Some of the critical partners that EAMCEF already works with and will be involved:

Table 10: EAMCEF Partners		
Category	Partners	
Government Ministries	President's Office-Regional Administration and Local Government(PORALG) Vice President's Office-Division of Environment (DoE) Prime Minister's Office Ministry of Finance and Planning	Ministry of Natural Resources and Tourism – Forestry and Beekeeping Division Ministry of Water Ministry of Agriculture Ministry of Livestock and Fisheries Development
Government Agencies	Tanzania Forest Services (TFS) Agency Tanzania National Parks (TANAPA	National Environment Management Council (NEMC)
Research Institutes	Tanzania Forestry Research Institute (TAFORI)	Tanzania Wildlife Research Institute (TAWIRI)
Academic Institutions	Sokoine University of Agriculture Mzumbe University	University of Dar-es-Salaam
Local Authorities	Same Lushoto Korogwe Muheza Mkinga Mvomero	Morogoro Morogoro Municipality Mlimba Ifakara Township Kilolo Mufindi.

Non-Governmental Organizations	Tanzania Forest Conservation Group (TFCG) Wild Wide Fund for Nature (WWF) Care International in Tanzania Wildlife Conservation Society of Tanzania (WCST)	Tanzania Association of Foresters (TAF) Tanzania Natural Resource Forum (TNRF) Mtandao wa Jamii wa Usimamizi wa Misitu Tanzania (MJUMITA) Mpingo Conservation and Development Initiative (MCDI)
Companies	Unilever Songas TANESCO TANGA-UWASA	WAMI-RUVU Water Basin Authority Pangani Water Basin Authority Rufiji Water Basin Authority

The number of partners will be increased over the strategic plan period with MOU's being signed with key partners.

12.3 International Partnerships

EAMCEF has not been strong in participating in global networks in the past resulting in weaker networks and contacts outside Tanzania. EAMCEF is however a member of Consortium of African Funds for the Environment (CAFÉ'). In order to strengthen its positioning in global conservation circles, it will join networks and organisations such as:

GEF CSO Network: GEF recognises the role Civil Society Organisations play in safeguarding the global environment. From identification, execution and monitoring of GEF programs and projects, to influencing its governance and decision making process, to liaising with communities, and advocating with governments, civil society has become one of the GEF key partners. EAMCEF will join this network to strengthen its networking and partnership activities as well as promotion of the EAMs.

The International Union for Conservation of Nature (IUCN): This is a membership Union composed of both government and civil society organisations. It harnesses the experience, resources and reach of its more than 1,300 member organisations and the input of more than 15,000

experts. This diversity and vast expertise makes IUCN the global authority on the status of the natural world and the measures needed to safeguard it**.** IUCN works to build sustainable landscapes, protect primary forests and advance the rights of forest communities. By joining IUCN, EAMCEF will be able to advocate from within, strengthen networks and partnerships as well as rally support for the EAMs.

Conservation Finance Alliance: The alliance is the leading professional association for conservation finance experts and practitioners. Its mission is to promote awareness, expertise, and innovation in conservation finance globally. The CFA is building and supporting a vibrant community of practice around conservation finance innovation, Protected Areas Finance, Environmental Funds (Conservation Trust Funds), and an increasingly diverse set of instruments and solutions that assure finance for nature. Being a member of CFA will support greater networking and learning that will be useful in the capitalisation of the endowment fund.

Being part of critical networks will strengthen its visibility in addition to enabling it forge networks that support its resource mobilisation activities.

12.4 Grants

EAMCEF does not implement project on its own but leverages the capacity of other organisations. Under this strategic plan, it will continue to provide grants to support project implementation. Partners and communities will receive grants following a competitive and transparent process.

EAMCEF will provide three types of grants open to all proponents. These are:

Type	Description
Micro Grants	Project duration from six months to one year. Maximum grant size is Tzs. 10 million.
Discrete/Medium Grants	Project duration from one year to three years. Grant sizes range from Tzs. 10 million. up to Tzs. 100 million. per annum.
Multiyear/Larger Grants	Project duration from three to five years. Grant sizes range from Tzs. 10 million. to Tzs. 100 million per year

Project durations will range from 6 months to 5 years depending on the nature of the project, proposed budget and partners involved. The grants will be disbursed in two tranches of 50% funding each based on the duration of the project, partner's involved, satisfactory implementation of activities, reporting and proper accounting of funds. Partners will submit three reports. The grant levels will be revised from time to time by the EAMCEF Board.

EAMCEF will also implement at a landscape level, a pilot for a few large projects with a longer duration in one or two selected target sites that will include ecosystem/protected areas management and livelihoods/income generating interventions for the adjacent communities.

13. Organisation Structure

13.1 The Board

The Board of Trustees (BOT) is ultimately responsible for the governance of the organisation. It is responsible for policy making and key decision making on the direction and programmes of the EAMCEF. Comprised of 9 members from the Government, National and International NGOs, Academic and Research Institutions, the Business, Legal and Local Communities, the Board meets four times annually. The EAMCEF Executive Director serves as the Secretary and ex-officio member of the Board.

The BOT:

- Vests the Trust's capital with an Investment Manager according to terms stipulated in a Board approved investment policy
- Makes decisions on the governance and management of the Trust
- Obtains from the Investment Manager quarterly and annual reports with respect to the investment activities of the Trust.
- Ensures the establishment and maintenance of a system of books and records and a system of internal controls to safeguard the assets of the Trust
- Appoints auditors and commissions annual financial audits
- Establishes Local Advisory Committees in its areas of operation.
- Engages, appoints and disciplines senior employees

The BOT has 2 Standing Committees that support the governance of the Trust.

- The Board Investment Committee handles issues concerning finance and investment of the Trust's assets.
- The Grants Committee addresses project grant requests to the Trust in addition to overseeing their implementation.

13.2 Secretariat

The EAMCEF Secretariat is headed by an Executive Director and is based in Morogoro Municipality.

The Secretariat:

- Ensures that all projects undertaken by the Trust are effectively implemented and managed and adhere to approved management plans and policies
- Maintains records and books of accounts
- Develops grant guidelines and procedures for soliciting, reviewing and awarding grants for projects to be funded by the Trust
- Conducts resource mobilisation activities to support the programmes and operations of the Trust
- Maintains relations with donors who support the Trust
- Works with and manages partner relationships and projects

The Secretariat will maintain a lean but effective team that comprises of:

- 1 Executive Director
- 1 Programme Officer (Planning and Communication)
- 1 Engagement and Marketing Officer/Resource Mobilization Officer
- 1 Finance and Administration Officer
- 1 Planning and Communication Assistant
- 1 Monitoring and Evaluation Assistant
- 1 Accounts and Administration Assistant
- 1 Resource Mobilisation Officer
- 1 Executive Assistant
- 1 Programme Secretary
- 2 Field Project Officers
- 3 Field Drivers
- 2 Compound Attendants
- 1 Office Attendant
- 2 Head Office Drivers.

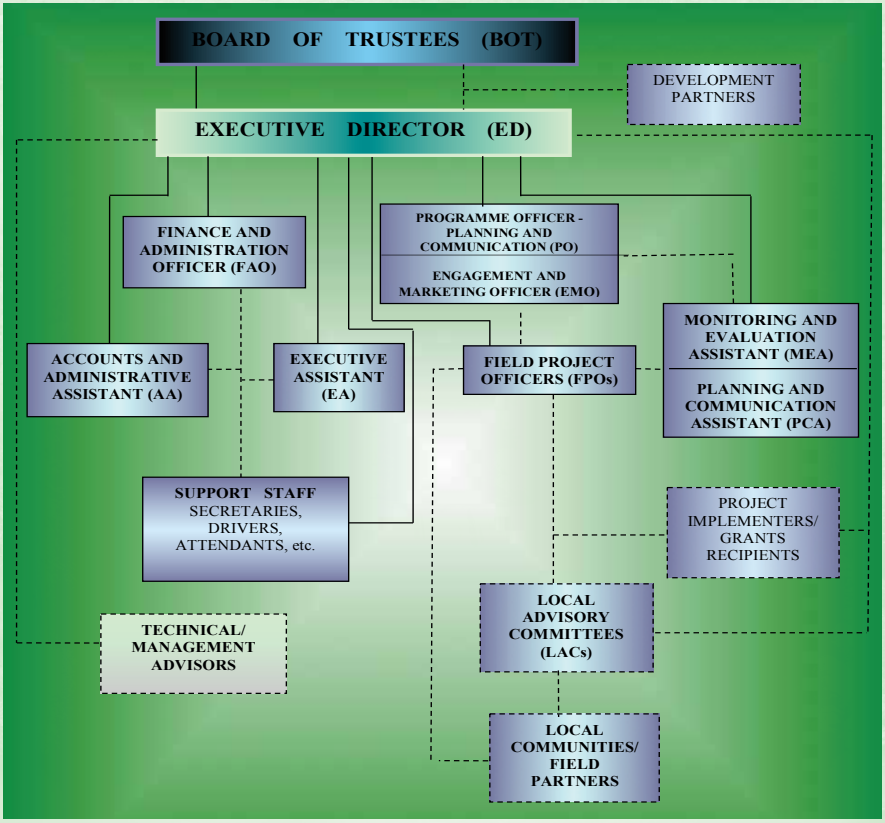
The Resource Mobilisation/Engagement and Marketing position is important in strengthening EAMCEF's resource mobilisation capacity. The

Planning and Communication Assistant position, on the other hand, will spearhead EAMCEF's communication, Public Relations, Website and Social Media activities. The Secretariat will be backed by short term specialized expertise where required.

13.3 Offices

EAMCEF will maintain its head offices in Morogoro. It will also maintain 2 Field Offices to support project implementation and monitoring. Field Offices will provide technical back-up support as well as technical advice to partners implementing EAMCEF supported projects. They will also monitor the projects to ensure they are implemented as agreed, the impact and lessons learned are noted and challenges addressed.

EAMCEF Organization Structure



14. Risks

EAMCEF will monitor and manage risks underpinning its Strategic Plan. The underlying risks are:

Table 11: Risks and Mitigation

Risk Factor	Mitigation
Policy changes that impact negatively on conservation including the EAMs	EAMCEF will use its strong relationships with the Ministry of Natural Resources and Tourism, Vice President's Office, mandated agencies, district councils and other stakeholders in ensuring that policy changes enhance rather than undermine conservation, climate mitigation and adaptation efforts.
Corruption undermines efforts to conserve the EAMs	EAMCEF will cooperate with partners and anti-corruption authorities in fighting corruption in enforcement of laws and bye-laws.
Climate change impacts negatively on the EAMs and those who depend on them	EAMCEF will capitalise on climate mitigation and adaptation strategies to reduce the impact of climate change on the EAMs as well as those who depend on them. This will include measures such as the use of drought resistant seeds, conservation agriculture, tree planting and provision of alternative livelihood options to forest adjacent communities.
Mineral discoveries threaten the protected areas in the EAMs	EAMCEF will work with other conservation actors in discouraging prospecting or licensing of minerals exploration and mining in the EAMs. It will ensure that biodiversity hotspots remain protected by law. Frequent patrols and community participation in conservation will be enhanced further to control illegal mining in the target sites

Communities are unwilling to support conservation measures.	EAMCEF will continuously sensitise communities on the importance of conserving the EAMs and what the repercussions of not doing so are.
Insufficient allocation of government funds to mandated agencies	EAMCEF will continuously engage with government mandated agencies as well as lobby the Ministry of Natural Resources and Tourism through Tanzania Forest Services (TFS) Agency to encourage the Government to allocate sufficient resources to support conservation, climate mitigation and adaptation.
The economy underperforms increasing pressure on the EAMs	EAMCEF will support diverse economic and livelihood activities in order to reduce this risk.
Land tenure systems weaken conservation efforts	EAMCEF will work with mandated agencies, district councils and communities to resolve outstanding land tenure conflicts. It will engage with them to ensure the land under the EAMs is protected. EAMCEF will further enhance the land use and gender equity undertakings in the Eastern Arc Mountains through its grants programme to reduce the risk.
Market fluctuations impact negatively on EAMCEF's capital investments	EAMCEF will diversify its investments in local and international markets to limit the erosion of its capital investments. It will also invest in safer, though low yielding instruments such as treasury bills and bonds.

Through its M&E activities, EAMCEF will monitor these risks, take mitigation steps to ensure that they do not undermine its conservation, livelihoods, climate change and mitigation activities. In the event that significant environmental changes occur that have major impact on this document, the strategy will be reviewed and approved by the Board of Trustees.

15. Tracking Results

15.1 Key Performance Indicators

To gauge its success, EAMCEF will capitalize on Key Performance Indicators (KPI's). These will include:

Strategic Pillar 1: Biodiversity Conservation in Protected Areas and Climate Change Interventions

The indicators will include:

- Area of degraded land reclaimed and reforested
- Area of forest land conserved
- No. of organisations partnering with EAMCEF to conserve the EAMs
- No. of publications, documentaries and media articles that cover the EAMs

Strategic Pillar 2: Applied Biodiversity and Climate Change Research

The indicators will include:

- No. of research projects carried out
- No. of carbon studies carried out in the EAMs
- Number of publications in recognized journals

Strategic Pillar 3: Community Development and Livelihoods Improvement

The indicators will include:

- No. of people benefitting from livelihood and community development activities
- No. of people benefitting from conservation activities
- No. of livelihood activities successfully adopted by communities
- Amount of revenue accrued by forest adjacent communities from Income Generating Activities supported by the EAMCEF

Strategic Pillar 4: Programme Delivery, Partnerships and Implementation Capacity

The indicators will include:

- No. of partners working with EAMCEF

- No. of community groups working with EAMCEF
- Availability of a fully staffed and funded secretariat

Strategic Pillar 5: Institutional Sustainability and Programme Continuity

The indicators will include:

- Amount of funds raised for programme and office operations
- Amount of funds on the endowment fund

15.2 Annual Work plans

EAMCEF will develop annual work plans to support the implementation of the Strategic Plan. These will be approved by the Board of Trustees and shared with the respective donors.

15.3 Review and Alignment of the Strategic Plan

Learning is key to the success of the strategic plan. The EAMCEF Secretariat will review its strategic plan and annual work plan at the end of every year. During this process, the Secretariat will:

- Establish the relevance of this strategy with regard to the evolving environment
- Review the organisation's achievements against its annual work plan and KPI's.
- Develop the following year's annual work plan.

15.4 Evaluation of the Strategic Plan

This strategic plan will be reviewed in its ninth year-- 2 quarters from the end of its term. The evaluation will be carried out by an independent consultant and will be used to establish:

- The success of the strategic plan in achieving its goals and objectives
- Impacts achieved in the EAMs as a result of the strategic plan
- Lessons learned

The results of the evaluation will be used to develop the next strategic plan.

16 Budget

EAMCEF will require US$ 12.5m from donors to support programme and office operations from January 2021 to December 2030 to implement this strategic plan.

Table 12: Projected Budget

COMPONENT	US$	% Allocation
Pillar 1: Biodiversity Conservation in Protected Areas and Climate Change Interventions	2.5mil.	20%
Pillar 2: Applied Biodiversity and Climate Change Research	1.125mil.	9%
Pillar 3: Community Development and Livelihoods Improvement	5.00mil.	40%
Pillar4: Programme Delivery, Partnerships and Implementation Capacity	3.75mil.	30%
Pillar 5: Institutional Sustainability and Programme Continuity	0.125mil.	1%
TOTAL	**12.5Mil.**	**100%**

A further US$ 9 million will be required to support the Endowment Fund

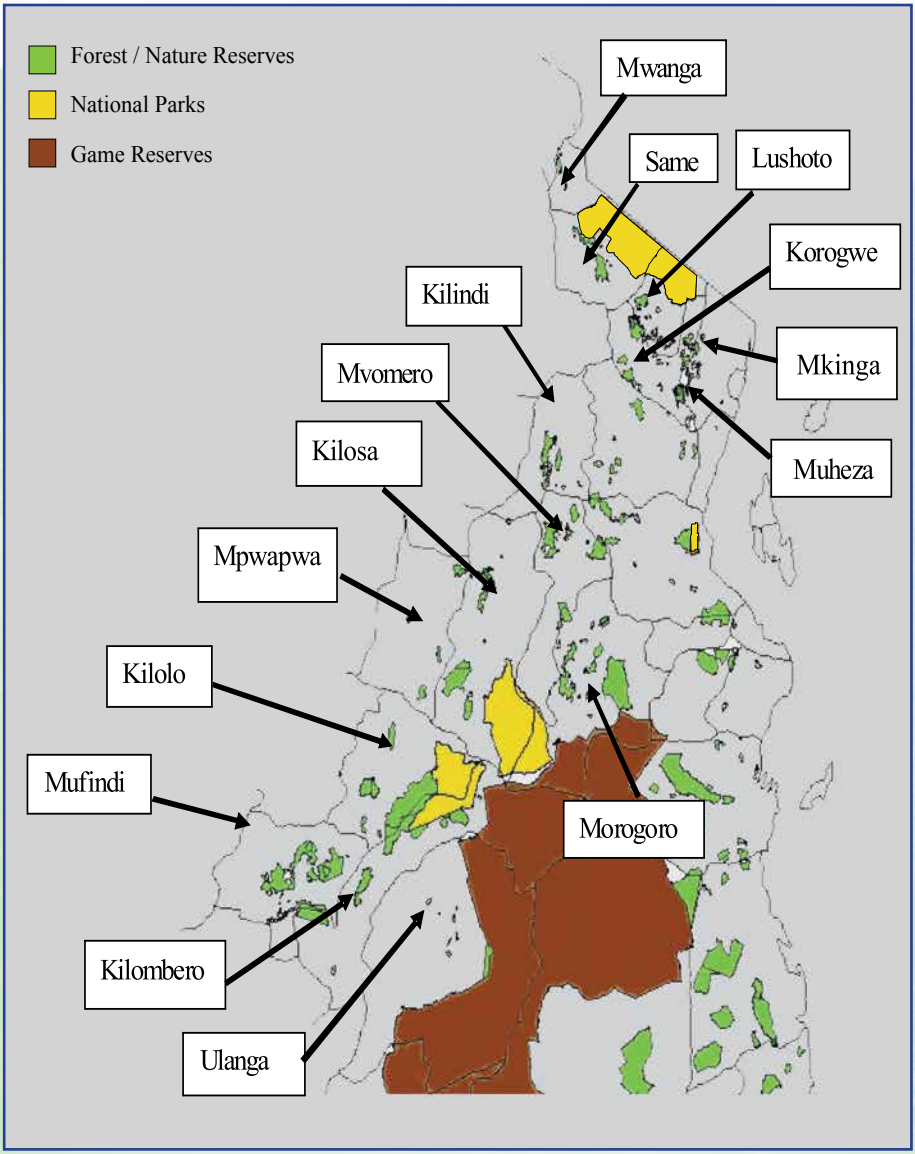
17. Adoption and Effective Date

This Strategic Plan (2021-2030) was adopted and approved for effective operationalization by the EAMCEF Board of Trustees on 30th March, 2021.

Signed for and on behalf of the EAMCEF Trustees,

Chairperson, EAMCEF Board of Trustees

LOCATION OF THE EASTERN ARC MOUNTAINS DISTRICTS



Motto

The EAMCEF's Motto is "Conserving Biodiversity for Sustainable Development"

Vision

EAMCEF's Vision is that Eastern Arc Mountains and the people who depend on them live in harmony as one sustainable ecosystem. The forests and mountains will provide goods and services- from water to electrical power, from food and cash crops to medicines for the people of Tanzania. And the world community will benefit from a protected biodiversity hotspot and a major carbon sink reducing global warming and mitigating climate change impacts.

Mission

Catalyse resources to foster conservation of forest biodiversity and resilience to climate change effects in the Eastern Arc Mountains of Tanzania through investment in sustainable community development and livelihood improvement, sustained financing for conservation of protected areas and financial support to applied biodiversity and climate change research.

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