

**2021 - 2030**

# **Strategic Plan**



# Contents

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- 3 INTRODUCTION
- 4 SUSTAINABLE USE OF NATURE
- 6 ACHIEVEMENTS
- 8 VISION STATEMENT
- 10 WHAT IS ACBA & IS IT UNIQUE
- 12 THEORY OF CHANGE
- 16 OBJECTIVES



## Introduction

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Formed in February 2020, the African CSO Biodiversity Alliance (ACBA) provides a platform for African CSOs to speak with one voice on issues of sustainable use of nature that contribute to conservation and equitable benefits from nature. The Alliance, whose members are African CSOs, facilitates sharing of lessons, creates opportunities for collaboration, and influences national, regional, continental and global biodiversity policy processes and practices.

As a network, ACBA mobilizes the strengths of its diverse membership to work in strategic and efficient ways and speak and act collaboratively in an inclusive manner. ACBA highlights the collective contribution of African CSOs towards sustainable use of the continent's biodiversity through good practices, stories, case studies and policy briefs. It serves as a platform for exchanging and sharing knowledge and information and as a marketplace for Alliance members to create opportunities and partnerships that can enhance their work at their community and respective country levels. The network enables African CSOs to mutually support each other and identify areas of common action.

The ACBA members comprise national NGOs or national CSO networks, community-based organizations (CBOs) and individual experts that share ACBA's vision and values. These members are involved in a diverse range of activities in the environment and conservation sector that include research, advocacy and implementing activities on the ground. Their interests are both terrestrial and marine and cover thematic areas such as forests, climate change, biodiversity conservation and the rights of Indigenous People and Local Communities (IPLCs) and peasant farmers and farming communities. These Alliance members are grounded in local society and hence have legitimacy with respect to the reliance of African people on nature. These Alliance members are

grounded in local society and hence have legitimacy with respect to the reliance of African people on nature. They understand the challenges and opportunities for sustainable use of biodiversity and natural ecosystems that can deliver equitable benefits to people and nature. The African CSOs have traditionally played a cortical role in advocating for a transformative policy regime through evidence informed policy and practice, creating spaces and systems for local voices to be heard including supporting improved enabling conditions for sustainable use of natural resources.

ACBA currently has 80 members of which about 40 actively participate in alliance activities from all regions of the continent. The alliance works through three working groups, namely the policy, communications and secretariat. The African Wildlife Foundation (AWF) has been providing secretariat support for the Alliance. The three working groups report monthly to the full ACBA membership.

ACBA has developed a roadmap to guide its work pre-CBD COP 15 and during the COP. The agreements reached by the parties to the Convention will provide a framework for post COP 15 work. This strategic plan is developed in the context of agreements that will be reached at COP15 and the role of CSOs in contributing towards implementation of those commitments.

## Sustainable Use of Nature

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The African Civil Society Biodiversity Alliance (ACBA) recognizes the role that governments, civil society organizations, local communities, small-scale farmers, non-government organizations, research institutes, regional economic bodies, bi - and multi- lateral institutions and private companies across Africa can play towards the success of the post-2020 Global Biodiversity Framework (GBF). While state Parties to the Convention have responsibility for delivering GBF targets and goals, non-state actors may contribute to countries' actions by supporting enabling factors.

ACBA's focus is on the Sustainable Use (SU) of nature (including customary use) by people that aligns to goal (b) of the Convention. To be successful, SU must deliver benefits to people, which is the intent of goal (c) – equitable access and benefit-sharing – that also applies to ecosystem services and functions that support people, and assuring these benefits through successful implementation of conservation of biodiversity across protected lands, territories, fresh waters - and sea-scapes as well as those under the control of Indigenous People and Local Communities.

Sustainable Use is a powerful concept because for any ecosystem to be sustainable it must also be resilient. If an ecosystem is not able to continue to provide goods and services and other benefits in the face of shocks and disturbances, then it is unlikely to be resilient. Similarly, for an ecosystem to be sustainable it must be able to meet today's societal needs without compromising the ecosystem's capacity to do so in the future . Resilient communities require supportive policies, rights, capacitation, institutional arrangements and governance that allow them to evolve in response to new challenges, drivers, stressors and aspirations of society. Vulnerability of IPLCs

and small-scale framers ultimately depends on the dynamics within the socio-ecological system and the extent to which this system is prone to disturbance due to factors such as policies, growing population and climate change. The vulnerability of IPLCs and small-scale farmers can also be due to historical injustices and political and economic processes that can include for example the creation of protected areas and forced removal of the original inhabitants. In many situations IPLCs and small-scale farmers lack opportunities for example to build assets, to access finance and knowledge and to enjoy unfettered rights. When there is an entitlements failure the vulnerability of individuals and social groups increases and conversely their coping mechanisms are severely diminished.

Therefore, ACBA is fully aware that Sustainable Use is not possible without embracing diverse conservation approaches that deliver benefits to society and nature. Central to all this are supportive rights, governance, policies and the creation of spaces and systems that give voice to local communities, small-scale farmers and indigenous people. Sustainable use needs to be a collective responsibility of humanity because nature's contributions to people are not limited to IPLCs and small-scale farmers alone. ACBA acknowledges that there are varied scales and types of benefits of sustainable use of nature. Some are very localized, such as pollination; others extend over vast distances, such as clean air or food provision through trade; yet others are intangible such as cultural and educational values. All of these need to be considered.

While the CSO Alliance recognizes the contribution of protected areas (PAs) to biodiversity conservation, there is significant biodiversity outside of these protected areas that deserves equal attention. Therefore, the CSO Alliance is fully committed to articulating a holistic and African approach to conservation because nature plays a vital role in our lives while our economies are embedded in it. This means delivering conservation through a package of other effective conservation measures (OECMs) that includes restoration of degraded ecosystems, applying tools such as nature-based solutions, ecosystem-based approaches and adaptation and promoting the rights and effective participation of IPLCs and small-scale farmers. What is critical that ACBA's strives to make sure that the bottom-up approach, originally envisioned by OECMs, becomes a reality.



## Achievements Since Establishment

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Although established as an informal and loose alliance of African civil society organizations in February 2020, the grouping decided to provide some structure and focus on how it works. It defined a vision, mission, values and principles to guide its work. While its broad focus is on influencing the post-2020 GBF, the ACBA members felt the alliance could not assume such a massive undertaking ahead of COP 15. Accordingly, the Alliance decided to focus its interventions around sustainable use (SU). The Alliance believes that SU is not only one of the objectives of the Convention on Biological Diversity (CBD), but is it also an essential concept for the livelihoods of Indigenous People and local communities, especially in Africa and other parts of the developing world. The Alliance also believes that the failure to achieve the AICHI targets and arrest the biodiversity crisis was due to disproportionate focus on conservation at the expense of the other two objectives of the Convention. Even in the post-2020 GBF deliberations, SU and equitable benefit sharing continue to be in the shadow of conservation. Importantly, the Alliance feels that equitable benefit sharing should go beyond the reference to genetic resources and include all aspects of nature. Most significantly, ACBA believes that tackling the biodiversity crisis calls for people to be at the centre of all interventions, something the Alliance feels remains rhetoric at the international level.

Having defined its focus, the Alliance commissioned a series of products that would showcase sustainable use activities. The products include six case studies, three policy briefs, a commentary and alternative think piece around area based conservation and a post-2020 global target which advanced the notion of raising the recommended proportion of intact nature protected globally to 30% by 2030 (referred to as 30x30) focusing on areas important for biodiversity.

These products have shaped the Alliance's engagement strategy with key stakeholders such as the African Group of Negotiators (AGN), national biodiversity focal points, the African Development Bank (AfDB) and large international NGOs. The Alliance has hosted three webinars since its establishment. The first webinar on financing biodiversity from diverse sources was co-hosted with the AfDB as part of a series of webinars on the financing biodiversity theme. The second webinar was on the concept of 30x30 that resulted in ACBA producing a discussion paper offering other perspectives on 30x30 that was presented to the AGN. The Alliance has since prepared a multi-author science paper as a counterpoint to 30x30 that looks at how there exist different ways of contributing to global targets. The third webinar focused on how community-based natural resources management (CBNRM) can deliver inclusive, fair and equitable conservation of nature in a manner that benefits people.

The African Civil Society Biodiversity Alliance (ACBA) has also established a networking relationship with the Chinese Civil Society Alliance to share experiences and lessons with respect to the work of CSOs in Africa and China to address the biodiversity crisis and explore opportunities for joint activities at COP 15 and post-COP 15 collaboration. The partners have since launched joint webinars on agreed thematic topics and after sharing approaches to voluntary contributions by non-state actors, have launched separate exercises to capture these voluntary contributions.

# Highlights

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## SETUP AND ADMIN ACHIEVEMENTS

- The Alliance established a register of members and defined three working groups (Policy, Secretariat, and Communications) to guide its work.
- The Alliance meets monthly to receive updates from the working groups and to take decisions on key matters.
- Adopted the name African CSO Biodiversity Alliance (ACBA)

## CASE STUDIES, POLICY BRIEFS AND STATEMENTS

- Alternative views of 30x30 submitted to AGN
- Science paper on alternative ways of achieving global targets
- Contributed to statement by African heads of state at UNGA
- Five case studies prepared by members
- Three policy briefs
- Videos - commitments to provide short videos were made

## DIALOGUES AND WEBINARS

- Area-based conservation - 30x30
- Financing Diversity from all sources – jointly hosted with the African

## Development Bank

- Community-based natural resources management for ACBA members and a separate webinar jointly hosted with China
- Three dialogues with the African Group of Negotiators
- Planning and information sharing dialogues were held with China

## AWARENESS

- A logo and website were developed
- A monthly newsletter was launched
- Very active on social media
- Zoonosis campaign
- Great Apes campaign
- ACBA members adopted a set of key messages to assist with its advocacy
- Draft communications strategy in place

### **CBD Engagements**

- The ACBA membership has also actively engaged with the CBD processes commenting on official documents and also participating in webinars and the Subsidiary Body for Scientific, Technical and Technological Advice (SBSTTA) meetings. Members have commented on text, contributed to SBSTTA discussions and participated in webinars on sustainable use

### **VOLUNTARY COMMITMENTS**

- ACBA launched a process to invite voluntary commitments from members in support of targets agreed by member states at COP 15.



## Vision

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Africa's biodiversity thrives and underpins equitable, socially and economically resilient livelihoods.

## Mission

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Our mission is to elevate, amplify and create spaces and systems for local voices to participate and influence decision making processes, in the conservation of Africa's biodiversity for the mutual and equitable benefit of people and the environment.

We recognize and respect the rights of all African people to access and utilize natural resources for their livelihood security in a manner that is sustainable and resilient.

## Values

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ACBA embraces the following values in all aspects of its work:

- **RIGHTS** – based approach (Human Rights, fairness, equity – gender, age)
- **TRANSPARENCY AND ACCOUNTABILITY** – to people we represent and to each other
- **EMPOWERMENT** (capacity building, knowledge sharing, decision-making)
- **INCLUSIVITY** (diversity, respect, equal voice, tolerance, representation, participation)

## What is ACBA and is it Unique?

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ACBA's founding members envisioned an informal network of CSOs with a big voice and wide reach, cemented together by recognizing that nature is essential to Africa's development and that its conservation must deliver people and nature positive outcomes.

There are several factors that contribute to ACBA's uniqueness:

- Providing a coherent and amplified voice of African CSOs shaping the conservation and development agenda of the continent.
  - Promotes African grown solutions using African thought leaders and informed by local knowledge, local reality and practices. It engages with knowledge and counterparts from other regions on the basis of mutual respect".
- Creating unique knowledge informed by local level experiences for others
  - As a platform ACBA brings together diverse partnerships to create knowledge and share lessons. This knowledge is shared through its own website, webinars and publications but also through member channels.
- Being a "university" without walls for CSOs
  - ACBA has emerged as a "university" on sustainable use for its members. Through a range of initiatives and internal meetings and webinars, the members learn new concepts and ideas that they can take to their constituencies, and building a cadreship of organised and politicised network working in environment, conservation, and development.
- Voluntary platform enriched by diverse experiences from all corners of Africa
  - An attractive feature of ACBA is that it is a voluntary platform where innovation is organic and not externally imposed.
- Network of diverse individuals and CSO membership
  - The network is dynamic because its members bring their individual and organisational knowledge and expertise to share and inform discussions around sustainable use and related topics.
- Enabling the possibility to co-create programmes and fund-raise with like-minded CSOs
  - Facilitating identification of collective project initiatives by African CSOs that contribute to the post 2020 GBF goals and targets.
- Providing economies of scale in delivering organizational development (OD) support to fragmented and small African CSOs
  - ACBA can design training programmes for the Alliance around common technical themes and advance organizational development.
- Presenting to Global Financing Mechanisms, coherent and consolidated project proposals that reflect the commitment of African CSOs

## How we Work

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ACBA's approach rests on clearly defined principles and on our two pillars: outreach and engagement sharing knowledge and influencing – integrated through our theory of change and implemented through our three objectives.

### THEORY OF CHANGE

The Strategy's Theory of Change (ToC) is summarized in Figure 1. It explains how outcomes for each of the three objectives will interact to fulfill the overarching impact. The ACBA strategic plan will bring about people-centered and nature-positive dimensions to the sustainable use of Africa's biodiversity and ecosystems informed by the needs and priorities of IPLCs and small-scale farmers. .

The ToC is iterative and flexible. This means it will be continuously updated in response to changes in the social, political, or natural environment during the strategic plan implementation. It will be used to:

- Validate how the outcomes and areas of intervention achieve the desired impact and check the alignment of the proposed outcomes under the three objectives;
- Serve as a primer to explain to stakeholders program priorities and outcomes, and to demonstrate how ACBA works and how it will create meaningful and lasting impact; and
- Monitor and evaluate the progress of delivering the objectives

### Principles

- Leverage diversity of partners underpinned by unity of purpose
- Partner with non-traditional conservation groups that are impacted and impact conservation goals
- Share knowledge and other resources and material amongst the group
- Compassion for people and nature
- Commitment to meaningful community and inter-generational engagement
- Amplify the voices of the African people

# Theory of Change

<b>IMPACT</b>	<b>Africa's has thriving biodiversity and ecosystems delivering equitable and economically resilient livelihoods and national development based on the rights of people to sustainably use their natural resources</b>		
<b>INTERMEDIATE RESULTS</b>	<ul style="list-style-type: none"> <li>• Demonstration of effective leadership by ACBA members, joint programming, strategic partnerships and mutual support</li> <li>• IPLCs &amp; small-scale farmers sustainably manage landscapes in ways that benefit people and nature</li> <li>• Local needs drive transformative nature conservation models that build from the bottom up</li> <li>• Partners use their convening power to influence government and investors to prioritise biodiversity</li> <li>• Greater advocacy leads to improved accountability and transparency in investment decisions and management approaches</li> <li>• The importance of nature to the functioning of other sectors acknowledged and funded</li> <li>• Improved land use planning and restoration of degraded ecosystems</li> </ul>		
<b>AREAS OF INTERVENTION</b>	<ul style="list-style-type: none"> <li>• Demonstration of effective leadership by ACBA members, joint programming, strategic partnerships and mutual support</li> <li>• IPLCs &amp; small-scale farmers sustainably manage landscapes in ways that benefit people and nature</li> <li>• Local needs drive transformative nature conservation models that build from the bottom up</li> <li>• Partners use their convening power to influence government and investors to prioritise biodiversity</li> <li>• Greater advocacy leads to improved accountability and transparency in investment decisions and management approaches</li> <li>• The importance of nature to the functioning of other sectors acknowledged and funded</li> <li>• Improved land use planning and restoration of degraded ecosystems</li> </ul>		<ul style="list-style-type: none"> <li>• Help members develop OD strategy/plan</li> <li>• Capacity to collect, analyse and manage data, plan, report and monitor</li> <li>• Identify creative and practical actions to enhance learning that members are already doing</li> <li>• Encourage member pairing to allow bi-lateral or direct learning among members</li> <li>• Internal guidelines on what to include in donor funding contracts</li> <li>• Define voluntary commitments that contribute to the post-2020 GBF</li> <li>• Influencing donors to prioritize ACBA's core interests</li> <li>• Exploring joint project development and implementation to avoid competition</li> <li>• Creating strong partnerships with financial institutions e.g. African Development Bank, Bank of Africa etc.)</li> <li>• Exploring the creation of an ACBA fund</li> </ul>
<b>OUTCOMES</b>	<ul style="list-style-type: none"> <li>• Sustainable use of biodiversity supporting people's needs and development</li> <li>• Conservation &amp; development models shaped by local voices</li> <li>• Financial and investment practices transformed</li> <li>• Empowered IPLCs &amp; small-scale farmers</li> </ul>	<ul style="list-style-type: none"> <li>• An effective and capable cadre of African CSOs leaders</li> <li>• Enhanced capacity to monitor and report</li> <li>• Members sharing and learning from each other and from other partners</li> <li>• Improved contract negotiation skills</li> </ul>	<ul style="list-style-type: none"> <li>• Alliance capacity in co-project design and implementation enhanced</li> <li>• Project initiatives and ideas matched with donor priorities</li> <li>• Identify non-traditional funding sources of funding</li> </ul>
<b>OBJECTIVES</b>	To influence national, regional and global policy frameworks that enhance biodiversity conservation and sustainable development in Africa	To strengthen the ability of African CSO Biodiversity Alliance members to become effective and efficient organizations to deliver sustainable use of biodiversity through organizational development	To identify and design sustainable financing mechanisms to support African CSO initiatives
<b>CRITICAL CONDITIONS</b>	<b>Rights, good governance, strong institutions and equitable benefit sharing</b>	<b>Capacity of CSOs to be effective</b>	<b>Sustainable funding</b>



## **OUTREACH AND ENGAGEMENT**

ACBA operates in a dynamic and complex environment of diverse actors with divergent interests and audiences. These include state actors, IPLCs, including smallscale farmers, national and international NGOs, the private sector, regional economic bodies and public and private donors. The Alliance needs to be able to discern potential partners as well those that need to be influenced. Therefore, ACBA will respond rapidly to capitalize on engagement opportunities and tailor communications materials appropriately. ACBA must also leverage external developments, policy processes, and audience demands to disseminate its message out. The Alliance will develop a communications strategy to guide its outreach and engagement.

## **KNOWLEDGE AND INFLUENCING**

Biodiversity conservation is a complex interaction of social, economic and ecological systems, with natural systems that take time to respond. As the issues are technical and social, solutions need to involve multiple stakeholders at multiple levels of governance, cutting across sectors.

The knowledge that is generated by members through their work is available for use by funding partners and development agencies, conservation organizations, government policy makers, NGOs, journalists, the private sector, researchers and practitioners at all levels, as well as local communities. ACBA's members, therefore, generate knowledge at many levels, and it can be utilized by a range of actors at local, national and global levels.

The sheer numbers on the ACBA platform has given members voice and access to audiences that they could not access on their own. In terms of influence ACBA will look to build on this strength and magnify efforts among the 80 strong membership.

## **ORGANISATIONAL FRAMEWORK**

The Alliance delivery model is informal, flexible, nimble and respectful of its membership diversity. The members have considered whether to remain an informal network or to become a formal entity with registration and supportive secretariat. Formality has the potential to result in the evolution of a competing secretariat. Accordingly, the members decided to maintain the current informal platform supported by the African Wildlife Foundation (AWF) and leverage its members' collective strengths. The AWF will provide legal cover for ACBA for contracting purposes while members are legal entities capable of signing contracts for joint implementation activities.

The members will continuously review the delivery model and make required modifications in response to the dynamic external environment and members' needs. This will include reviewing the merits of adopting a membership charter that defines the rules of engagement and reviewing the type of secretariat capable of supporting members needs. The alliance will welcome individuals (friends of ACBA) who share ACBA's mission and values to support the work of the alliance.

## Focus Areas

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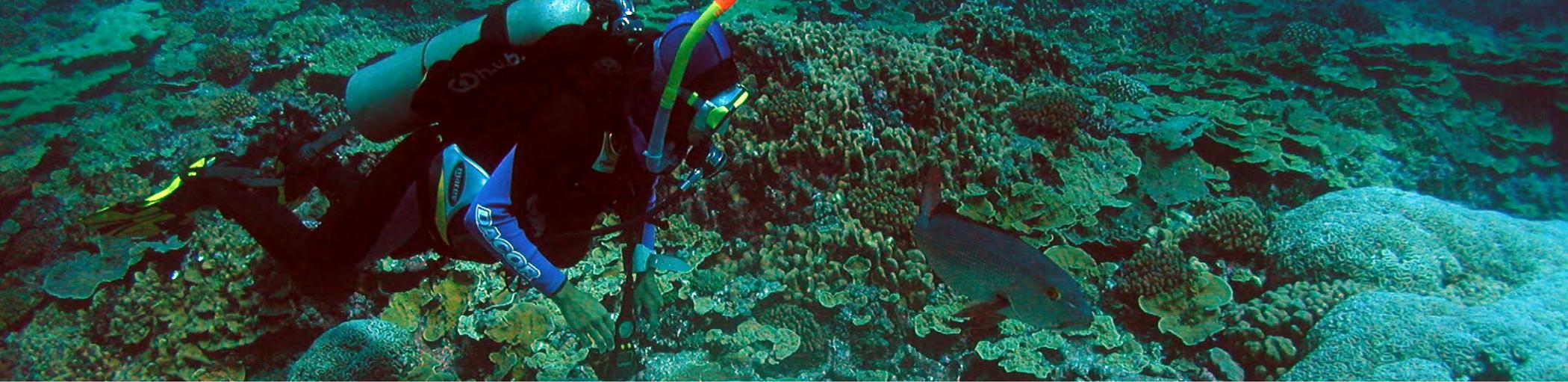
Despite its recognized importance to humanity, the global trend is an increasing loss of critical biodiversity and degradation of ecosystem integrity. The African Civil Society Biodiversity Alliance has three key areas of interventions designed to enhance the capacity of its members to tackle biodiversity loss and ecosystem degradation, influence key actors, and mobilize resources to implement its conservation activities. These focus areas are: capacity to influence policy frameworks, strengthening the capacity of its members to become effective and efficient non-state actors and mobilize financial resources to undertake its conservation work.

The African CSO Biodiversity Alliance (ACBA) recognises that addressing the root causes of biodiversity loss is complex. It will take a combination of efforts, including that of exploring other effective conservation measures (OECMs) as well as conservation practices of IPLCs and small-scale farmers, a commitment towards addressing consumption and production patterns, understanding the role of biodiversity in climate mitigation and adaptation, addressing other drivers such as global trade, investment trends, extractives and food production systems. ACBA appreciates that the history of spatial protection targets on the African continent has been fraught with the abuse of the rights of people that we do not want repeated in the name of conservation. The issues are interdependent and cannot be addressed individually.

### INFLUENCING POLICY FRAMEWORKS

Policy influencing is complex. As a first step it requires understanding the agenda setting process and making sure our issues get onto the agenda and reach the right people. The second step involves policy making, which can be about new policies or modifying existing ones. For this step, ACBA members and their partners need to get as close to the “policy fire” as possible. Effectiveness of any policy process depends on effective participation, transparency, inclusiveness and power relations. For too long IPLC and small-scale farmer voices have been sidelined from policy processes. As a result enacted policies are seldom sensitive to realities on the ground, barely represent interests and aspirations of those most affected and become difficult to implement as they are out of touch with practice. Having reliable data and access to information can strengthen IPLC and small-scale farmers’ capacity to influence policy outcomes. The third step involves the actual implementation of the policies. ACBA’s main focus has been to try to influence the post-2020 global biodiversity framework so that sustainable use is prioritized and that there are financial resources and capacity to implement agreed targets.

ACBA also highlights the fact that significant biodiversity lies outside protected areas in lands that are under the control of indigenous people and local communities. For indigenous people, local communities and small-scale farmers adopting other effective conservation means such as nature-based solutions and ecosystem-based approaches can be an effective means for achieving conservation targets while supporting local livelihoods.



In addition, not all lending and investment practices are biodiversity positive. ACBA recognizes that conservation and investor communities need to listen to each other so that all financial flows are biodiversity positive projects and processes and that all development is designed with nature at the center. Investments that negatively impact on biodiversity and ecosystems should be redirected and policy should attract investments that can enhance conservation effectiveness and are biodiversity positive.

### **CAPACITY STRENGTHENING**

Organizational development is a means to create thriving organizations that can undertake effective conservation programs, generate results and impact, and be accountable. Strong organizations reduce the risk of failure to deliver due to weak capacity. In the broadest sense organizational development (OD) is above and beyond human resources and the back office functions. It is concerned with the overall organization capability to perform and adapt. In the context of ACBA, it also involves the power of learning from each other. ACBA will undertake a needs assessment of its members to identify capacity gaps, skills residing within the Alliance and skills to be sourced outside the Alliance. Based on the needs assessment, members will be supported to develop organizational development plans.

### **MOBILIZING FINANCIAL RESOURCES**

Non-state actors are important in the efforts to address the biodiversity crisis and are already involved in finding solutions. The ACBA has identified a lack of financial resources for biodiversity as one of the constraints to their effective participation in addressing the biodiversity crisis. This strategy will look at how the ACBA members can be supported to mobilize financial resources from traditional and non-traditional sources. One aspect of resource mobilization is influencing investors to prioritize ACBA's core areas of interest and doing this in a way that does not translate into competition or crowding between members.

The success of a platform such as ACBA, even though currently informal, requires administrative support, capacity to generate and disseminate knowledge, organize events and a nimbleness to respond to fast moving biodiversity agendas. This all requires technical support and funding. The platform currently benefits from in-kind contributions from its members. Looking ahead, in-kind support will remain vital and the Alliance will also welcome funding contributions from its membership and strategic partners. Continuous growth in membership will broaden the range of in-kind support available to the platform as well as member contribution.

# Objectives and Key Outcomes

## OBJECTIVE 1:

To Influence national, regional and global policy frameworks to enhance biodiversity conservation and sustainable development in Africa

OUTCOMES	AREA OF INTERVENTION	INDICATORS
1. The post-2020 GBF elevating sustainable use of biodiversity in ways that support people's needs and development in Africa	<ul style="list-style-type: none"> <li>• Publication of impactful communication materials, case studies, policy briefs and stories</li> <li>• Media engagement that highlights ACBA's work and its position</li> <li>• Develop campaigns around key issues</li> <li>• Lobbying and advocacy strategy focused on critical areas</li> <li>• Developing and refining key ACBA messages.</li> <li>• Engage relevant stakeholders to influence the post-2020 GBF</li> </ul>	<ul style="list-style-type: none"> <li>• <i># of communications products, digital metrics</i></li> <li>• <i># of major events and campaigns that raise awareness about SU and ACBA's work</i></li> <li>• <i># of website visits</i></li> <li>• <i># of newspaper articles</i></li> <li>• <i># webinars</i></li> <li>• <i># position papers presented to key actors like AGN</i></li> <li>• <i>inputs into key CBD documents</i></li> <li>• <i># of campaigns</i></li> </ul>
2. Local voices and needs shaping the continent's development and conservation models and agenda	<ul style="list-style-type: none"> <li>• Production and dissemination of thought leadership articles/pieces</li> <li>• Increased investment in research on critical challenges facing biodiversity in Africa</li> <li>• Participation in key regional &amp; international meetings like APAC to present findings</li> <li>• Exchange visits (can be virtual) and platforms organised for members to learn from each other and other actors</li> <li>• Documenting local efforts and indigenous knowledge and practices in SU initiatives and taking them to scale</li> </ul>	<ul style="list-style-type: none"> <li>• # of thought pieces published</li> <li>• # of published scientific articles</li> <li>• attendance in events and influencing discussion</li> <li>• amount of money dedicated to research</li> <li>• # of webinars and dialogues organised</li> <li>• # of exchange visits</li> <li>• # of stories documenting lessons shared and learned</li> <li>• # international and regional meetings attended</li> </ul>

OUTCOMES	AREA OF INTERVENTION	INDICATORS
<p>3. Financial and investment practices transformed for SU of biodiversity</p>	<ul style="list-style-type: none"> <li>• Helping identify public policy and incentives that reduce adverse risks</li> <li>• Engaging banks, private companies and development financial institutions to mainstream biodiversity</li> <li>• Raise awareness by all actors of actions that have negative impacts on biodiversity</li> <li>• Explore opportunities to piggyback on climate finance to raise funding for biodiversity</li> <li>• Identifying and stopping activities like illegal wildlife trade and conversion of wildlife habitat that are negative for biodiversity</li> </ul>	<ul style="list-style-type: none"> <li>• lending institutions have conditions that lead to biodiversity positive outcomes</li> <li>• - # \$ invested by private sector to match spending by governments on biodiversity</li> <li>• - level of investment in NbS; restoration; forestry; green infrastructure</li> </ul>
<p>4. Empowered Indigenous People and local communities &amp; small-scale farmers with rights to sustainably manage and benefit from their resources are recognized</p>	<ul style="list-style-type: none"> <li>• Improve economic flows to rural and urban communities engaged in nature-based and nature compatible enterprises</li> <li>• Strengthen institutional support for communities to participate in biodiversity economy effectively</li> <li>• Facilitate value addition to and commercialization of selected value chains.</li> <li>• Support inclusion of equitable benefit sharing models in the design of interventions.</li> <li>• Developing tools that can create democratic spaces for communities to shape the biodiversity agenda from the bottom up</li> <li>• Highlight the importance of land-use planning</li> </ul>	<ul style="list-style-type: none"> <li>• Level and proportion of income accruing to communities from nature-based economy</li> <li>• # of value chains assessed</li> <li>• % household income from value addition initiatives.</li> <li>• # of initiatives with local ownerships</li> </ul>

## OBJECTIVE 2:

To strengthen the ability of African CSO Biodiversity Alliance members to become effective and efficient organizations to deliver sustainable use of biodiversity through organizational development

OUTCOMES	AREA OF INTERVENTION	INDICATORS
1. An effective and capable cadre of African CSOs leaders	<ul style="list-style-type: none"> <li>• Conduct a continuous needs assessment of members</li> <li>• Help members develop OD strategy/plan especially addressing youth and IPLCs needs</li> <li>• Support team building processes</li> <li>• Empowerment of IPLCs men and women for gender responsive interventions</li> <li>• Strong negotiation skills at policy and funding levels</li> <li>• Capacitating the literacy of local communities to be able to make more informed decisions around key environmental &amp; technological issues that affect them</li> </ul>	<ul style="list-style-type: none"> <li>• Typology of African CSO leadership</li> <li>• Approved OD plan</li> <li>• Training modules</li> <li>• CSO annual reports</li> <li>• Meeting minutes</li> </ul>
2. Enhanced capacity to monitor and reports	<ul style="list-style-type: none"> <li>• Capacity to collect, analyse and manage data</li> <li>• Capacity to plan and report</li> <li>• M&amp;E for accountability, progress assessments and learning</li> <li>• Raise awareness about the importance of data ownership</li> </ul>	<ul style="list-style-type: none"> <li>• Technical and financial reports on time</li> <li>• M&amp;E plan</li> <li>• Quality reports produced on time</li> </ul>

OUTCOMES	AREA OF INTERVENTION	INDICATORS
<p>3. Members sharing and learning from each other and other partners</p>	<ul style="list-style-type: none"> <li>● Establishing an intranet/knowledge platform, conducting virtual meetings of members, organizing training programs, webinars and conferences etc.</li> <li>● Identify creative and practical actions to enhance learning that members are already doing</li> <li>● Encourage member pairing to allow bi-lateral or direct learning among members</li> <li>● Build an external expert network that can engage with members regularly</li> <li>● Identify/designate centres of excellence within and outside the Alliance</li> </ul>	<ul style="list-style-type: none"> <li>● # of members requesting participation and/or pairing</li> <li>● # of experts available to engage with members</li> <li>● # of training sessions</li> <li>● # of centres of excellence identified relevant to ACBA</li> </ul>
<p>4. Members empowered to negotiate contracts that protect their rights</p>	<ul style="list-style-type: none"> <li>● Internal guidelines on what to include in donor funding contracts</li> <li>● Exploring CSO rights to data</li> </ul>	<ul style="list-style-type: none"> <li>● # of contracts guaranteeing rights to data</li> </ul>



### OBJECTIVE 3:

To identify and design sustainable financing mechanisms to support African CSO initiatives

OUTCOMES	AREA OF INTERVENTION	INDICATORS
1. Alliance capacity in collaborative project design and implementation enhanced	<ul style="list-style-type: none"> <li>• Provide appropriate capacity in areas such as financial &amp; project management and project reporting;</li> <li>• Engage partners on project co-design and co-implementation</li> <li>• Define voluntary commitments that contribute to the post 2020 global biodiversity targets provide a baseline for identifying funding needs</li> </ul>	<ul style="list-style-type: none"> <li>• # of co-designed and/or co-implemented projects</li> <li>• # of project reports accepted by donors</li> <li>• # Number of national CSOs strengthened in setting up projects</li> </ul>
2. Project initiatives and ideas matched with donor priorities	<ul style="list-style-type: none"> <li>• Identifying donor priorities</li> <li>• Respond to call for proposals</li> <li>• Influencing donors to prioritize ACBA's core interests</li> <li>• Exploring joint project development and implementation to avoid competition</li> </ul>	<ul style="list-style-type: none"> <li>• Pipeline of projects</li> <li>• # signed funding contracts</li> <li>• # of ACBA core interests prioritized by donors</li> </ul>
3. Identify non-traditional funding sources	<ul style="list-style-type: none"> <li>• Identifying crowdfunding platform</li> <li>• Indicate funding target</li> <li>• Identifying what ACBA will offer donors as we are not offering a financial return</li> <li>• Creating strong partnerships with financial institutions e.g. African Development Bank, Bank of Africa etc.)</li> <li>• Exploring the creation of an ACBA fund</li> </ul>	<ul style="list-style-type: none"> <li>• Amount raised from non-traditional sources</li> <li>• # of strategic partnership with sub-regional organs and DFIs</li> <li>• ACBA fund framework and capitalisation</li> </ul>

## Implementation

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To achieve its outcomes, ACBA members will seek to align with the objectives, thematic work areas and theory of change outlined in this strategy.

The Policy working Group will continue to provide coordination around thematic area of policy influencing frameworks and facilitating joint project design and implementation amongst members. Where it is deemed strategic, the group will promote partnerships with non-members.

The communications working group will remain dedicated to outreach and engagement with key stakeholders to advance ACBA's mission. In this regard the communications team will finalise the communications strategy.

To move from strategy to action, ACBA members will be guided by an annual work plan. The plan will enable monitoring progress towards achieving strategic outcomes and staying aligned to the external environment.

## Monitoring and Evaluation

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An M&E plan will be developed as part of the voluntary commitments exercise. The Strategic Plan's mid-term review will be carried out in 2025.





