

# FINAL PROJECT COMPLETION REPORT

## I. BASIC DATA

**Organization Name:** Wilderness Foundation

**Project Title:** *Baviaanskloof Mega-Reserve Project: Mega-Reserve Vision and 5-Year Development and Management Plan*

## II. OPENING REMARKS

The project has a long-term goal of conserving the biodiversity of the Baviaanskloof Mega Reserve with the delivery of benefits and the full support of local communities, endorsement by government and international recognition. In order to achieve this goal it was important to provide a clear vision, development and management plan to provide the framework in which to operate. The input and support of stakeholders at the initial stage of a project of this magnitude is vital and hence emphasis on this aspect.

This project has successfully created the desired framework, which will enable the implementation phase to take place.

The project has exceeded most of the purpose indicators with particular success in attracting funding for implementation. The extensive stakeholder process required was however underestimated but the time extension allowed for the completion of this aspect.

With the change in status to a World Heritage Site as well as the establishment of a new management authority (Eastern Cape Parks Board) further attention will need to be given to securing satisfactory institutional arrangements, supporting effective management as well as clarifying the status of the Protected Area.

## III. ACHIEVEMENT OF PROJECT PURPOSE

**Project Purpose:** To establish an effective and sustainable vision and 5-year development and management plan for the Baviaanskloof Mega-reserve area that is accepted by the stakeholders.

### Planned vs. Actual Performance

Indicator	Actual at Completion
<b>Purpose-level: To establish an effective and sustainable vision and 5-year development and management plan for the Baviaanskloof Mega-reserve area that is accepted by the stakeholders. This vision and plan is to include: (1) plans for expanding the protected areas, (2) plans for sustainable community utilisation of biodiversity which benefits local communities and biodiversity and (3) plans to enhance co-operative governance, promote community participation and to support institutional</b>	

<b>capacity for management.</b>	
<i>Indicator 1: Effective management of the Baviaanskloof Mega-reserve by the designated management agency</i>	The magnitude of the management responsibility is enormous and in fact increasing as the area expands. The current management is less than effective but this will be addressed as a critical area in the GEF project.
<i>Indicator 2: Stakeholders and local communities effectively involved in decision-making and management of the Baviaanskloof Mega-reserve</i>	Various meetings and workshops were held over an 18-month period (Feb 2003-August 2004) with the local communities, Landowners & Municipalities to discuss the vision of the BMRP. The key performance areas as well as broad principles regarding possible projects of the BMRP were discussed and agreed on. A Stakeholder Working Group was established to assist with guidelines in terms of Project implementation.
<i>Indicator 3: Partnerships between civil society and Baviaanskloof mega-reserve management secured.</i>	Several completed and ongoing
<i>Indicator 4: Objectives and spatial extent of the Baviaanskloof Mega-reserve are incorporated into the statutory approved Integrated Development Plans of the Cacadu municipalities by June 2005</i>	Some BMR plans have been included into the local municipal Integrated Development Plans (IDP's)(4 local, 2 district, 1 metro municipality). Interactions regarding inclusion of plans into the Cacadu District Municipality (DM) IDP have been discussed with the Executive Mayor, Municipal Manager & Mayoral Committee and there is general agreement that once the plans are included in the local municipal IDP's, they will be incorporated in the DM IDP.
<i>Indicator 5: Boundaries of the Baviaanskloof Mega-reserve effectively contribute to corridor conservation of CFR biodiversity</i>	Significant contribution is envisaged and the plans reflect this. As the project is implemented the contribution will be realised.
<i>Indicator 6: Project Management Unit established and operational.</i>	A Landowner Liaison Manager and a Special Projects Coordinator have been employed to complement the work of the already established PMU.

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

The Baviaanskloof Mega-Reserve Project is firmly established within the broader conservation community and most importantly amongst local stakeholders as an ambitious project that can produce significant gains for biodiversity conservation as well as the regional economy. The project has been widely embraced at a senior political level both municipal and provincial.

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

**Positive**

- Extended stakeholder process resulted in higher levels of buy in and support than expected including landowners and local communities.
- The Baviaanskloof as one of three Mega Reserves is providing examples (negative and positive) with specific reference to process from which other initiatives can learn.
- Improved levels of cooperation across institutional boundaries particularly as a result of involvement in forums such as the Protected Areas forum and other CAPE driven initiatives.
- Improved opportunities for funding for implementation.

## Negative

- The stakeholder process opened up sensitive debates around traditional leaders and support base with political connotations that will need to be addressed. This could also be seen as a means to resolve an issue that could make a positive contribution to the greater project

## IV. PROJECT OUTPUTS

**Project Outputs:** Enter the project outputs from the Logical Framework for the project

### Planned vs. Actual Performance

Indicator	Actual at Completion
<b>Output 1: Project Management Unit established and operational.</b>	
<i>Indicator 1.1 PMU project manager, ecological scientist and extension officer appointed to manage the PMU.</i>	Completed
<i>Indicator 1.2 Monthly review meetings of the PMU to monitor progress in project.</i>	Completed and ongoing
<i>Indicator 1.3 PMU Port Elizabeth infrastructure in place</i>	Completed
<i>Indicator 1.4 Baviaanskloof PMU infrastructure in place</i>	Completed
<i>Indicator 1.5 Funding agencies approached additional funding for the Baviaanskloof Mega-reserve Project</i>	Initiated and ongoing. Funding secured from Lotto Board, WWF (TMF), Roberts Family Trust, Poverty Relief (DEAT) under review process, Private investors approached
<i>Indicator 1.6 Vehicles purchased X3</i>	Completed
<b>Output 2: Stakeholders identified and consulted.</b>	
<i>Indicator 2.1 Data base of stakeholders compiled</i>	Completed but ongoing due to large planning domain. Two data bases: One database focused on stakeholder groups, organizations, associations, institutions, initiatives and government departments and NGO's; another much larger geospatial database focused on landowners in the planning domain.
<i>Indicator 2.2 Stakeholders consulted to develop draft vision</i>	Completed – using mass meetings, internet, mail, focus groups, BSC, and task teams
<i>Indicator 2.3 Stakeholders consulted to develop draft development and management plans</i>	Completed - using, focus groups, BSC, and task teams
<i>Indicator 2.4 Vision and 5-year development and management plans finalised with stakeholder input.</i>	Completed - using mass meetings, internet, mail, focus groups, BSC, and task teams
<b>Output 3:</b>	
<i>Indicator 3.1 Wilderness Foundation contracted to become implementing agency for the first 3 years of the Baviaanskloof Mega-reserve Project</i>	Completed
<i>Indicator 3.2 BSC constitution developed, membership defined and BSC operational</i>	Completed
<i>Indicator 3.3 BSC meetings held 4 times per year to oversee the Baviaanskloof Mega-reserve Project</i>	Completed and ongoing
<i>Indicator 3.4 Full-time Wilderness Foundation Baviaanskloof Coordinator appointed</i>	Not completed. The position of Coordinator has not been filled with the Project Manager responsible for

	carrying out all Baviaanskloof related functions.
<i>Indicator 3.5 Development of Memorandum of Understanding (MOU) for the management of the Baviaanskloof Mega-reserve involving relevant stakeholders</i>	Drafted and awaiting further negotiation with the relevant agencies
<i>Indicator 3.6 Wilderness Foundation coordinate project progress</i>	Ongoing
<i>Indicator 3.7 PMU involves civil society in vision and development and management plan development</i>	Specific phase completed but process is ongoing
<i>Indicator 3.8 Coordination and participation with C.A.P.E. structures and related initiatives</i>	Ongoing
<i>Indicator 3.9 Development of alliances with other NGOs and civil society agents interested in the Baviaanskloof mega-reserve.</i>	Alliances and partnerships forged with a variety of role-players. Most of the groups interested in the BMR area are members of the Baviaanskloof Steering Committee. Individual interactions are held with these organizations and others when the need arises.
<b>Output 4: Mega-reserve vision integrated into regional planning processes</b>	
<i>Indicator 4.1 Review of existing status of regional planning processes affecting the Baviaanskloof Mega-reserve area.</i>	Completed and reviewed as appropriate
<i>Indicator 4.2 Develop a database of contact institutions and individuals responsible for municipal Integrated Development Plans</i>	Completed & Ongoing: Have contact details of applicable Local Municipality spatial planners and IDP managers. In addition the PMU has secured a database of the relevant consultants.
<i>Indicator 4.3 Local authorities in the Cacadu Municipal Area engaged to integrate Baviaanskloof mega-reserve planning process into region planning initiatives</i>	Complete & Ongoing: Relevant plans included into Integrated Development Plans of local municipalities.
<b>Output 5: Mega-reserve boundaries and management priorities identified and agreed upon</b>	
<i>Indicator 5.1 Institutional arrangements defined and agreed on/ current legal protected status clarified</i>	Institutional arrangements defined but current legal status of Protected Area has not yet been finalized partly due to changes in status as a world heritage site as well as the establishment of the new Eastern Cape Parks Board as the responsible management authority.
<i>Indicator 5.2 Ecological priorities identified, including current land use and land ownership database compiled</i>	Completed with ongoing database management
<i>Indicator 5.3 Management priorities identified, inclusive of cooperative management strategies and incentive schemes</i>	Ongoing with increasing focus on cooperative management and incentive agreements
<i>Indicator 5.4 Research priorities that relate to the management of the proposed mega-reserve are identified</i>	Initial research priorities identified by PMU; Scientific Working Group (scientific advisory subcommittee) approved by BSC. This task team will review and present the research priorities amongst other tasks.
<i>Indicator 5.5 Cultural-historical priorities that has impact on the management and design of the mega-reserve need to be identified. This will involve mapping of cultural resources and categorizing priority of these resources</i>	Pilot study completed and published (Binneman 2003). Next phase will be carried out as part of a Lottery Board funded project: heritage management plan
<i>Indicator 5.6 Social priorities identified by means of an investigation by a social anthropologist into the needs of affected communities</i>	Completed (Roote 2003). Further studies will be undertaken as part of the GEF project.
<i>Indicator 5.7 Mega-reserve boundaries identified, including critical land acquisition priorities</i>	Completed though ongoing, Implementation Pilot Areas identified to guide initial acquisition and

	interventions; detailed spatial vision to be published mid 2005 (under GEF and WWF funding).
<i>Indicator 5.8 Infrastructure needs identified</i>	Completed at a broad scale. GEF component will enable more fine scale planning (i.e. Spatial vision)
<b>Output 6: Financial viability study completed</b>	
<i>Indicator 6.1 Review existing feasibility studies</i>	Completed
<i>Indicator 6.2 Financial feasibility study on the Baviaanskloof Mega-reserve conducted</i>	Completed for Eastern Gateway only. The remaining area will be covered with the GEF component, and through partnerships with civil society groups producing similar outputs
<b>Output 7: Strategic Vision and 5-year development and management plans formulated.</b>	
<i>Indicator 7.1 Draft Vision is developed by PMU with stakeholder participation</i>	Completed
<i>Indicator 7.2 Draft 5-year development and management plan is formulated by PMU with stakeholder participation</i>	Completed
<i>Indicator 7.3 Finalised Vision and 5-year Development and Management Plans produced by PMU</i>	Completed
<i>Indicator 7.4 BSC input on vision and plans at draft and final stage, and iterations</i>	Completed
<b>Output 8: Public engaged and involved in finalisation of development and management plans</b>	
<i>Indicator 8.1 Media releases (2monthly) that informs the general public about the developments within the Baviaanskloof Mega-reserve Project</i>	Completed
<i>Indicator 8.2 Public consultation and integration of comments in final vision and 5-year development and management plans</i>	Completed
<i>Indicator 8.3 Document printed and produced</i>	Completed
<i>Indicator 8.4 Distribute to stakeholders and key interested and affected parties ( this should include the print and electronic media)</i>	Completed

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

The project was successful at a number of levels. The setting up of a representative Steering Committee, which enabled provided stakeholders with a platform for formal engagement and the stability of the BSC will be particularly beneficial during the challenges of implementation. The establishment of relationships with civil society groups, NGO's, academic institutions and municipalities as a result of the stakeholder component will prove invaluable as the Mega-Reserve Project develops.

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

Yes. As the project developed the requirement for a Wilderness Foundation Baviaanskloof Coordinator changed and the position of Project Manager was then seen to be the person responsible for the management of the project.

## V. SAFEGUARD POLICY ASSESSMENTS

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

None implemented

## VI. LESSONS LEARNED FROM THE PROJECT

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

- Stakeholder processes need specific attention and skills. They also need to be implemented at a pace that is constructive and supportive or else they can cause increased tension and levels of misunderstanding amongst stakeholders.
- Different styles of engagement are appropriate for different stakeholder groups and individuals
- Make use of local champions as a means to carry positive messages to communities.
- Make use of people with local knowledge to advise on process and approach
- A plan remains a plan, the challenges lie in effective implementation

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

- Initial stakeholder process was insufficient but extension of project period and re-evaluation enabled a potential shortcoming in the final product to be corrected.

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

- Extensive use of a wide spectrum of stakeholders resulted in constructive critical input into the final product
- Establishment of working groups task team or subcommittees as a means to focus stakeholder input is clearly a good approach. However, it is important to note that getting these bodies to function productively is often more difficult than establishing them, and can be very time consuming.
- Ability of the PMU to adapt approach resulted in a successful completion of the project within its objectives.

## VII. ADDITIONAL COMMENTS AND RECOMMENDATIONS

## VI. INFORMATION SHARING

CEPF aims to increase sharing of experiences, lessons learned and results among our grant recipients and the wider conservation and donor communities. One way we do this is by making the text of final project completion reports available on our Web site, [www.cepf.net](http://www.cepf.net), and by marketing these reports in our newsletter and other communications. Please indicate whether you would agree to publicly sharing your final project report with others in this way.

Yes  \_\_\_\_\_

No  \_\_\_\_\_

If yes, please also complete the following:

**For more information about this project, please contact:**

Name: Matthew Norval

Mailing address: Baviaanskloof Mega-reserve Project

PO Box 12509

Centrahil

6006

Port Elizabeth

Republic of South Africa

Tel: +27 (0) 41 582 1885

Fax: +27 (0) 41 582 1905

E-mail: [matthew@sa.wild.org](mailto:matthew@sa.wild.org)