

CEPF FINAL PROJECT COMPLETION REPORT

I. BASIC DATA

Organization Legal Name: Western Cape Nature Conservation Board

Project Title (as stated in the grant agreement): *Greater Cederberg Biodiversity Corridor Biodiversity and Business Program*

Implementation Partners for this Project: Potatoes South Africa, South African Rooibos Council

Project Dates (as stated in the grant agreement): December 1, 2006 – January 31, 2009

Date of Report (month/year): 03 April 2009

II. OPENING REMARKS

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

The report is written with specific feedback from the two industries and in some areas the feedback is split to reflect this.

The review of this report should take the following into consideration in terms of the outcomes for the Potatoes Best Practice project. Below are listed the primary constraints on the project:

The pilot project was originally planned for a two year implementation period. Delays with the funding arriving from CEPF saw the project reduced from 24 months to 17 months.

In the first nine months under the Potatoes Best Practice project management of the first consultant did not progress beyond the initial discussions of the guideline document with producers and the delivery of the guideline document to the producers. The consultant then resigned causing a complete halt in progress with the project for four months.

This significantly slowed down the excellent momentum built up for the project. The momentum was further reduced due to the unwillingness of the initial consultant to accompany the second consultant to each of the producer farms he had been working with the net result that the newly appointed consultant had to build the working relationship on his own with many of the producers from scratch.

The insistence of the stakeholders that the potato and rooibos industry deal with the alleged illegal activities was not included in the project planning or expected as an outcome of the project and consumed a significant amount of time in discussions with DEA&DP (Environmental Affairs), however the outcome has been a written commitment from DEA&DP to deliver a letter detailing the process to be followed in terms of a grace period for producers to enter into a rectification procedure under the national environmental legislation and a letter from the industry stating that they are aware of the irregularities and wish to address them.

The two year project at the time of the appointment of the second consultant for the Potatoes industry was essentially fast tracked into an eight month project. At this point in time none of the project planning had been done or any tools developed for piloting of implementation on each of the producer farms. None of the baseline data was available etc. The initial phase of work was to develop these tools and structures, and collect all of the relevant information - these included the following:

Project Structure for implementation.

Pre-audit Checklist

Environmental Management Plan & GIS Maps

Annual/ project plan and scheduling.

Final Audit Proforma.

SPOT 5 Imagery for the Northern Sandveld

Landuse Layers from the Dept of Agric.

CAPE Finescale Conservation Planning Products for the West Coast.

Each of these concept documents were then discussed and developed further with the Rooibos Industry and some with CapeNature and endorsed by the potato task team. Each was translated into Afrikaans. Obviously this took a significant amount of time but the outcome has been that we have both projects aligned in all of these respects in both languages.

The Environmental Management Plans (EMPs) have all of the GIS maps included, Project Framework cross referenced to the guideline document, project plans with schedule and additional information supplied on a CD which includes template record keeping datasheets for water abstraction and Safe use of Agro-chemicals and Safe Storage of Agro-chemical.

The Final Audit Proforma has been developed but has not been seen or endorsed either by the Potatoes SA, Potato Task Team, CapeNature, PDA, DEA&DP, DWAF or the NDA. Further development of the final audit proforma will require input from these stakeholders particularly regarding the weighting of the different aspects of the audit and to reach final consensus on the score that needs to be achieved for the different accreditation categories.

For the potato industry, the audit would be premature and counter productive in terms of the current situation where the producers have now only received the final management plan and where they have been informed through the project manager that the projects identified for implementation on each producer farm will be identified and scheduled early the following year (2009). A final audit at this stage would be demoralising to some of the producers – and would be better to have them identify projects for implementation next year (2009) and be given the opportunity to successfully complete those projects during next year so that they can feel as if they have made advances and the project can audit real progress on each producer farm.

The Potatoes best practice project manager has planned to have all the producers at the final EMP phase by the end of this year for the very particular reason to ensure a co-ordinated effort for the the different phases of implementation and to monitor projects underway in 2009, post pilot phase. It is at that stage that another 21 producer farms will be set up with Final. Early in 2010 projects will be scheduled for the full 40 and add on the next 20 by the end of that year. Implementation has been set out in this way to ensure effective management

Lastly, this year has seen significant increases in the production costs per hectare in potatoes – the cost rising to R 107 000-00 per hectare. The first nine months of this year was a loss to the industry. In this very tight financial climate producers are hard pressed and see the project as another drain on already limited finances, this is a significant constraint in terms of willingness to participate that cannot be underestimated, under these circumstances the result achieved is more than acceptable.

III. ACHIEVEMENT OF PROJECT PURPOSE
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Project Purpose: *Business and key industries in the Greater Cederberg Biodiversity Corridor will become committed partners, are informed, are contributing to, and are taking ownership of biodiversity conservation within the Greater Cederberg Biodiversity Corridor.*

Planned vs. Actual Performance

Indicator	Actual at Completion
Purpose-level:	

<p><i>1. Business and key industries participate and take ownership of biodiversity conservation through successful implementation and roll-out of approximately 20 Best practices interventions each for the Potato and Rooibos industries and 10 interventions for the 4x4 industry over the next two years.</i></p>	<p>Excellent participation from Potatoes South Africa was achieved. The project was piloted in the Northern Sandveld which has been a hotspot in terms of the rapid transformation of natural vegetation and the over abstraction of underground water resources. The industry established a task team with the specific aim of giving leadership, advice and support to the consultant with the implementation of the project. Some 50 producers indicated their willingness to participate and 24 producers were short listed by the regional offices of Potatoes SA and CapeNature in terms of their importance as potential custodians of threatened vegetation and importance as leader farmers for the industry. Outputs at the conclusion of the project are as follows, 18 producers with final management plans on their properties, one producers with a final draft of the management plan on the property, which is regarded by the industry in this pilot phase as a very good outcome. The industry has undertaken to internalize the cost of the project from January 2009 to July 2009 and has given the indication that they would like to see the project developed and refined over the next three years, a further outcome - the first of the technical working groups (a water technical working group) has been established by the research Division of Potatoes SA to develop specific guidelines relating to irrigation scheduling additionally links have been established with the Wageningen University to support this technical working group and to assist the industry & the consultant to develop criteria & indicators for measuring environmental performance of this project.</p> <p>SARC fully committed to biodiversity conservation by establishing the Rooibos Biodiversity Initiative (RBI), developing Biodiversity Best Practice Guidelines for the Rooibos industry and implementing them through 20 interventions (20 producers; 35 farms)</p> <p>The 4x4 industry drafted a strategy that fosters co regulation integrating environmental norms and standards for the industry.</p>
<p><i>2. The GCBC corridor linking off-reserve priority areas and statutory reserves, and are managed in an ecologically sustainable and financially viable manner.</i></p>	<p>The Biodiversity and Business project and the GCBC initiative have taken a coordinated approach to linking the projects to existing Stewardship activities. Producer farms that are participants in the Biodiversity and Business projects have been earmarked for stewardship negotiation where the property forms part of the core corridor and could contribute to conservation of priority biodiversity. Three RBI producers entered the Stewardship program with CapeNature</p>

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

In terms of establishing the guidelines & project implementation process and piloting with 24 potato producers, the project has been a real success – the report on the indicators in project outputs below should bare this out.

The RBI was successful in producing a comprehensive Biodiversity Best Practice Guidelines for rooibos production and recruiting 20 candidates committed to implementing these during the piloting phase of the project. Environmental Management Plans (EMP's) were developed for each of the participants after executing pre-audits of each one, and final audits conducted to establish a base-level score to identify gaps and ensure continued improvement.

The establishment of an audit and certification system was initiated to provide a platform for recognition for compliance by producers to the Best Practice Guidelines. The Guidelines, EMP's and Audit system are aligned to form an integrated production system where biodiversity best practices are incorporated into rooibos production.

Two articles appeared in the written media covering the work of the RBI and two radio interviews were broadcast. The RBI played an important role in the establishment of the Green Choice Alliance (GCA), a forum dedicated to providing support to biodiversity and business initiatives and campaigning throughout the supply chain to align sustainably produced goods with retailers' and consumers' needs.

Ties were established with other business & biodiversity projects (potatoes, ostriches, wool, wild flowers, citrus) and several meetings and exchange visits held to share ideas and identify barriers and opportunities to success. The Sandveld Potatoes Biodiversity Best Practices project and the RBI have joined hands to align it's best practices, EMP's and auditing systems to ensure greater credibility and to ensure producers are not bombarded with different systems

Were there any unexpected impacts (positive or negative)?

The process unlocked a requirement to legalize the illegal activities, this has seen the focus of the DEA&DP narrow to collaborate with other government departments to address the illegal activities in the Sandveld. The intergovernmental collaboration effort is still in development and all indications are positive, the activities of this project in combination with the GCBC and the Sandveld Action Plan has supplied DEA&DP with the motivation to focus their activities and it motivated for the expansion of their capacity for law enforcement. These activities have been communicated to the management committee of Potatoes SA and have facilitated action in that the industry has forwarded a letter to DEA&DP to allow them to address the issue of illegal activity – this was an unexpected impact but one that has significantly contributed to building momentum for the project.

The establishment of the Green Choice Alliance (GCA) provided a strong platform for cooperation among the various projects. This led to the identification of shared challenges like the sustainability and continued funding of projects, entrenching projects in industry, aligning best practices to ensure broader stakeholder endorsement and greater credibility. This in turn led to funding for studies to investigate the possibilities of generic principles across all industries, identify the successes and shortcomings of the various projects, and suggest possible options for establishment of recognition, certification and marketing systems to provide industry with opportunities for sustainable market access.

Entyce Beverages, the largest packer/brander of rooibos in the world pledged their support for the project in writing.

The RBI received strong support from the Western Cape's Department of Environmental Affairs and Development Planning, who now make participation in the RBI a condition of approval for new rooibos developments within their area of jurisdiction.

Certification of any producer requires full compliance to legislation, adding pressure on producers to ensure that no illegal activities like unauthorized land clearing and water extraction take place. In terms of the Rooibos Biodiversity Initiative, there has been a sense that landowner with illegal developments on might not want to participate in the project in the future.

IV. PROJECT OUTPUTS

Project Outputs:

Planned vs. Actual Performance

Indicator	Actual at Completion
Output 1: Initiated and structured the GCBC Biodiversity and Business programme.	.
<i>1.1. Formalized a Memorandum of Agreement for project roll-out with industry.</i>	Formal Grant agreements with Terms of reference were concluded with Potatoes SA. And SARC These were signed by CapeNature and Potatoes SA. And SARC.
<i>1.2. Established office and recruitment of staff.</i>	Potatoes Best Practice: A consultant was appointed to undertake the work and after nine months the first consultant resigned and was replaced by a second consultant for the remaining eight months of the contract term. The consultant was given all of the required office set up equipment including a laptop, office consumables, cell phone etc. RBI: A Project Manager (consultant) was appointed.
<i>1.3. Investigated and sourced additional operational and supplementary funding as required.</i>	Additional funding for the project was secured from Potatoes SA (operational funds), Conservation International, SARC and Woolworths.
Output 2: Completed Planning Phase, the developed and endorsement of the best practice guideline reports for all three targeted industries.	.
<i>2.1. Aligned and endorsed the Rooibos tea best practices strategy for implementation.</i>	The Best practice guideline was developed and endorsed by the stakeholder base. 150 copies of the document was printed and distributed. The Guideline was launched as part of the media event of the Sandveld Biodiversity Farmers Day in October 2008.
<i>2.2. Aligned and endorsed the 4x4 best practices strategy document for implementation</i>	The4x4 strategy document has been endorsed by the relevant stakeholders and was awaiting final comments from the provincial department of environmental affairs and development planning as well as the national department of environmental Affairs and tourism. The strategy document was approved by the National Minister for Environmental Affairs in November 2008.
<i>2.3. Developed, completed and thereafter endorsed the potato best practice strategy for implementation (co-funded).</i>	A consortium of consultants was appointed (made possible through co-funding from Potatoes SA, CI and Woolworths) to develop the potato biodiversity best practices guideline document. The document was developed through a broad stakeholder process that included all the relevant government departments mandated with the management of natural resources, the NGO sector, private producers, CapeNature, civil society. The process was facilitated and assisted from the GCBC PMU. The final product was launched at a media event in Kirstenbosch in 2007 with the full endorsement of all the participating parties.
Output 3: Implemented sustainable management systems and models for integrated production	

<p>based on environmental aspects for best practices.</p>	
<p><i>3.1. Discussed and decided if integrated production system should be designed or aligned and implemented for potato and rooibos industries.</i></p>	<p>The guideline documents are evidence of the fact that it was decided that the focus would be on integrated production systems. Thus the guideline addresses general farming practice which includes adherence to environmental legislation, management and establishment of buffers, management of special habitats, waste management, alien invasive management, livestock and game animal management and the conservation of biodiversity and linkages with the GCBC. The guideline also addresses specific issues related to water management, soil management and integrated pest management practices for the production area.</p> <p>The Rooibos integrated production system was designed and implemented and is aligned with the potato industry.</p>
<p><i>3.2. Design suitable systems and models for accreditation, self-regulation, monitoring, evaluation and auditing for best practices for the potato, rooibos and 4x4 industry.</i></p>	<p>The potato biodiversity best practices project is well structured. The following elements have been built into the structure, a Pre-audit checklist, Environmental Management Plan, Annual Plan of Operation, Audit Proforma, project funding secured and project partner (Wageningen University) to develop criteria & indicators for monitoring environmental performance, the initial 19 producers have been accredited in house within the industry as participants in the project, the system of accreditation will follow an in house audit annually for each of the producers and an external review every two or three years to ensure transparency. The RBI system for monitoring and evaluation designed through standard EMP template with an aligned auditing system designed. The 4x4 industry has initiated and developed of an off road co regulated strategy with environmental norms and standards and environmental management plans as a key requirement.</p>
<p><i>3.3. Investigate and align role of retailers and consumer behaviour regarding producers of "green products".</i></p>	<p>The project is fully aligned and integrated with the activities of the green Choice Alliance – forum meeting were attended and awareness raising days were undertaken in collaboration with the GCA to develop awareness of the drive towards a “greener product” from this industry.</p> <p>SARC is a founder member of GCA, which investigates opportunities for market access and promotes sustainably produced products among retailers and consumers. Presentations were made to Entyce Beverages, the largest packer/brander worldwide and distributor of the leading SA Rooibos brands, and their full support gained. Eight Rooibos bulk buyers and processors have also pledged their support.</p>
<p>Output 4: Accreditation, through suitable developed systems on a minimum of 20 rooibos tea, 20 potato farms, and 10 4x4 trails. These to serve as best practice examples for each industry.</p>	
<p><i>4.1. Five pilot (based on biodiversity best practice guidelines) potato and rooibos farms for 2007; 15 potato and rooibos</i></p>	<p>19 Potato producers have final management plans in place and the first biodiversity best practices projects will be initiated in 2009 for completion and</p>

<i>farms for 2008.</i>	audited by December 2009. All 19 producers have been accredited as participant best practice producers. One producer ended his participation in the project in late December 2008. 20 Rooibos producers (35 farms) implementing best practices and are accredited as participant best practice producers. SARC to set up “industry certification” system for the first number of years until the market starts to demand independent certification. The determination of actual pass requirements for compliance, levels of compliance and format of certification underway. Administrative difficulties regarding the obtaining of documented proof of legality of all developments present an obstacle for certification of many producers otherwise complying with best practices.
4.2. Five pilot (based on biodiversity best practice guidelines) 4x4 trails for 2007 and 5 for 2008.	10 4x4 trials, based on best practice, have been accredited by the industry.
Output 5: Industry engagement processes, lessons learned and results where shared and disseminated.	
5.1. Sharing lessons and progress at suitable conservation and industry forums and conferences. Especially include lessons and ongoing discussions with Biodiversity and Wine Initiative.	Project progress reporting was undertaken at monthly GCBC PMU meeting, at three monthly Potato Task team Meeting, at Potato working Group Meetings, at Potato Management Committee Meetings, at National Potato training days for young farmers, at the annual AGM, regular meeting with the Rooibos Tea Consultant, information was disseminated at agricultural shows, and through numerous newspaper articles and radio interviews. Two Green Choice Alliance Forum meetings were attended for information transfer and knowledge exchange.
5.2. Provide opportunities for exchange visits from landscape initiatives (including GI and Baviaans), with their roleplayers, to visit the GCBC.	Exchange visits were made to the Flower Valley Conservation Trust and Agulhas Biodiversity Initiative as part of learning and sharing of information and knowledge with other biodiversity and best practice projects.
5.3. Establish and manage a Biodiversity and Business Forum, targeting especially the large landscape projects.	The Green Choice Alliance serves as the biodiversity and business platform for connecting various stakeholders including the relevant biodiversity and business projects, NGO's, government agencies and retailers.

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

This project was very successful in terms of achieving the intended outputs, considering the challenges outlined in the initial portion of the report above. The project planning, set-up and development phases were fully achieved. The pilot phase was a resounding success but did fall just short of the 100% success mark. More importantly, the project is embedded in the industry, the industry has been funding a significant portion of the cost (operational funding) and is committed to fully funding the project in 2009 indicating that it is now further embedded – note however that the contracts and final appointment of the consultant for 2009 is still pending. The fact that most of the necessary tools for implementation are in place and that a high percentage of the initial pilot producers are committed to the process and have been recognized by the industry as participant producers further strengthens the project in the industry. The project has developed additional structures to the established potato task team (water technical working group) to further develop aspects of best practice and has sourced both funding and expertise to achieve this is indicative of further growth of the project. The project is networked into the retail /

trade through the GCA and retailers are beginning to support the work e.g. (Simba – a local potato crisp manufacturer) has committed to provide irrigation scheduling equipment for the research projects in support of best practice guidelines for irrigation scheduling. Finally from a project perspective numerous information sharing, project progress and media releases ensured that the activities of the project were communicated to a wider audience.

The RBI project can be regarded as a success considering that intended outputs were fully achieved in nearly all cases within the timeframe available, as detailed above. Output quality can also be regarded as good and forms a solid basis for the continuation and expansion of the project. Discussions with the industry towards the middle and end of the project timeframe, has led to embedding of the project within the industry. The issue of sustainability is key and SARC have committed to fund the project for the next year at least. The Project Manager has also initiated a Rooibos Task team to help guide and coordinate project activities.

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

Yes, in part – the target of 20 producers was not achieved. However, a score of 19 out of twenty (95% success) is acceptable for a pilot project such as this and in no way has this outcome diminished the impact of the project.

Certification has proven to be a complex issue that should not be rushed into. The Project Managers with the industries have undertaken to assess a number of possibilities for certification. The aim at this stage is to internalize the certification system initially. Funding from the Netherlands government has been obtained with the express purpose of investigating an appropriate certification system for the Rooibos industry. Overall the impact of this has not diminished the success of the project in terms of its intended outputs for 2008.

V. SAFEGUARD POLICY ASSESSMENTS

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

The environmental safeguards in the project are built into the Environmental Management plans of the producer farms. Legislative compliance is the basis of best practice.

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.

It is advisable to get the industry to co-fund from the outset of the project so as to develop the platform to leveraging full funding for the project once grant funding is exhausted.

Value addition to a product such as potatoes, which is a staple food in SA will be difficult if not impossible to secure, thus incentivising the project will remain a challenge over the medium term.

Developing certification systems in a two year project is not an achievable outcome – these take many years of continuous work to develop. Aim for internal industry led accreditation and a regime of regular external review.

If the industry is well developed structurally, linkages to their strategic directions proved valuable – in particular look at the research areas and see if they can support the development of more exact recommendations guidelines to strengthen the recommendations to producers.

Include legislation and adherence to legislation as a minimum requirement, leveraging commitment from both industry and the government departments simultaneously to correct illegal behavior may be achieved.

Two year projects are not sufficient to really embed a project such as this, a minimum period of 4-5 years would be more applicable.

In the project design having an outcome for certification is a pipe dream for this type of period – certification schemes are highly complex and require a dedicated project of their own. Accreditation on the other hand is more achievable and can be internalized more easily.

An integrated production system is encouraged in the project design as this results in a more balanced and acceptable (at ground level) approach. This could be expanded to include deliverables in the social and economic spheres of the industry. Naturally this expansion in the scope of the project would impact on the timeframes for real delivery and the cost of the project and should be weighed against the ability of the industry to absorb a very expensive project over time.

Fortunately the activities of the GCA could undertake the communication with the retail and trade in their absence this portion of the project would not have been achieved – the target of 20 producers consumed all the available time – encouraging each project to communicate with the trade could be erroneous – a better approach would be to develop best practice projects and once they are showing promise to create the structures for coordinated communication with the trade.

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

The Potatoes Best Practice perspective:

Project design – The grant period needs some careful consideration – to achieve these outcomes within two years is a very tall order – at its conclusion the outcomes have been achieved but are tenuous as the embedding is still not fully in place. Weaning the project from grant funding by scaling down support over a 4-5 year period would be more advisable, e.g. 100% grant funding for salaries year 1-2, 60% grant funding year 3 & 4 and 30% grant funding year 5 – passing across the full responsibility to industry and raising the full cost in the year post funding remains a challenge – the commitment is there but the systems to route funding or raise funding take time.

The initial set-up phases and development of the guideline document were the easier phases to complete and not surprisingly ran without a hitch.

The fact that these phases were driven through a broad stakeholder approach on the one hand were very effective in assuring buy-in to the guideline and gave initial momentum to the project.

On the other hand the momentum built during this phase culminating in the media launch of the guideline document resulted in unrealistic expectations for the project which had to be managed as the real nitty gritty of the scope of the project became apparent to members of the management committees and producers.

The pressure built through public commitments made to the media could have backfired, discrediting the leadership structures and their standing in the community – a suggestion would be that the project reach the stage of having achieved some of the outcomes before releasing the “good news” to the media.

The loss of the first consultant did result in a significant slow down and loss of momentum for the project, the absence of a very strong industry led driver would have been the answer but at this early stage it was too soon for this to be realized.

In the design of a project such as this it would be a significant advantage to begin with a very focused approach to develop an industry champion as an outcome (the face for the project should not be the project manager) – and that the project manager should not become overly active in leadership role (co-ordination) within the leadership structures of the industry but should wherever possible facilitate the emergence of biodiversity leadership from within the industry so that co-ordination and decision making become industry led activities.

The RBI perspective:

The basic idea of developing a set of principles and “best practices” and piloting them through the participation of producers is sound. Of course it can be expected that obstacles will be encountered as described in the next section, but the project design is basically sound.

The plan to engage first five and thereafter 15 participants proved to be impractical as this required the finalization of the best practice guidelines first and this proved to be impossible within the time-frame available. Developing Biodiversity Best Practices from scratch takes a lot of time and input from various sources. A generic set of principles that cuts across all sectors and carries broad endorsement can be a vital tool in future to ensure the success of other initiatives and obviates the need for each project to start from nothing.

Unless projects continue after the piloting phase, the time-frame for establishing them is generally too short, especially if the project manager also functions as the extension officer. Producers need to be educated from scratch regarding the need for conservation, gain respect for it, and only then really commit to it. After this has happened implementing best practices should be an integral part of farm operations; entrenching this, finding the time and resources for it takes time to occur, longer than the time provided.

It is important that the outputs of initiatives be credible if they are to be taken seriously. If it ends up being just a paper exercise it will have no value i.t.o. sustainable production. In other words if the option of auditing is taken it should not be limp-wristed but be robust both in its requirements and application.

Regarding the above the opinion is that any auditing and certification system should be very well designed and thought through before implementation. Thorough research of the various options for certification is necessary before committing to a particular system to ensure cost-effectiveness and system sustainability. The importance of this was not fully recognized during the design phase of the RBI. Incentive is vital to persuade producers to participate and must have clear benefits; the auditing and certification system has to take cognizance of this.

Liaising with other initiatives and the formation of the GCA proved invaluable to the project as a way of sharing information and solving problems common to all.

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

Potatoes Best Practice

At the outset broad stakeholder endorsement was key to taking the guideline document out with confidence to the producers. Yes there are shortcoming in the guideline which will be rectified as the project develops through implementation experience.

Clear project flow chart – indicating how the project was structured made it easier to communicate how the project fitted into the activities of the industry and the shortcomings that the project had. For e.g. this gave impetus to the research division of the industry to align with the project and develop projects of their own to strengthen the best practices approach both in terms of farming practice and developing monitoring tools to gain a clear picture on environmental performance. This in turn has led to the formation of the first technical working committee.

The project was structured hierarchically and cross referenced from the guideline document, through a pre-audit, Environmental Management Plan to an annual plan of operation – thus from

a broad recommendation in a guideline document to actual actions on the ground to achieve these recommendations. This structure facilitated discussion at all levels from management bodies to individual producers.

Structuring the project in this manner gave direction to the consultant and assurance to the producer that the project “had a plan” and knew where it wanted to go, in a stepwise fashion with known deliverables. Creating this framework kept the focus and more narrowly defined the playing field within which the project would operate, this in turn I think contributed to good delivery of outcomes over time.

Making use of a consultant from within the industry gave me more credibility when discussing biodiversity conservation – this was a lot easier than working from the conservation arena with the producers. The fact that biodiversity conservation was a portion of the approach to better farming practice gave the project more credibility and brought greater understanding from the pilot producers.

As far as possible ensure that the project consultant is not drawn into the strategic operations of the industry. Stretching the project consultant across strategic decision making, project conceptualization and development and project implementation will be extremely difficult to cope with and will significantly reduce the ability of the consultant to deliver on the outcomes.

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Rooibos Biodiversity Initiative

During the development of the best practices strong ties were forged with government institutions and agencies like SANBI, DEA&DP and the WCDA, which ensured that the RBI’s guidelines and implementation are aligned to international, national and provincial policies, plans and programmes as well as legislation.

The process for identifying and recruiting the participants for the piloting phase has been very successful. Emphasizing the leading role they play has assisted greatly in receiving their cooperation, and using certain individuals as spokesmen for the initiative had the effect of legitimizing the RBI among other producers. Continued communication with the participants and *in situ* extension work has proven to be the best way to create awareness, motivate participation and garner support for the RBI. Real changes i.t.o. sustainable practices will only be achieved by “on farm” work and visible changes.

VII. ADDITIONAL FUNDING

Provide details of any additional donors who supported this project and any funding secured for the project as a result of the CEPF grant or success of the project.

Donor	Type of Funding*	Amount	Date Received	Notes

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

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

The Potatoes and Rooibos industries have both undertaken to further source additional funding. CapeNature and the GCBC will offer continued support in terms of extension support.

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

The Potatoes Best practice project will continue through internal funding from the industry in 2009. Grant funding to support this industry funding is required and will require the preparation of funding proposals.

The RBI will continue. It is recognized by SARC as one of their important portfolios and they are committed to extending the project until it is fully embedded in their structures. A contract has already been signed with the consultant for 2009. SARC will attempt to raise funds through various means but has committed to fund it from own pocket if need be. The Netherlands Government has provided € 50,000.00 to support the establishment of a certification system for the rooibos industry.

VIII. ADDITIONAL COMMENTS AND RECOMMENDATIONS

B&B initiatives are not quick fixes, it will require long-term commitment and continued effort if the aim is to truly establish sustainability production.

Regarding the above, commitment from industry structures and role-players is vital. A lot of resources and effort are required to provide the initial momentum to "get the ball rolling", and it's vital to keep that momentum going. Collaborating with other initiatives through various forums assists greatly in maintaining this momentum, and Green Choice Alliance plays a pivotal role in this regard.

Certification systems should add value in the supply chain. Although premium prices are not guaranteed for compliance it should satisfy the demands of buyers and consumers and in this way help strengthen the product's position in the marketplace. Parallel efforts should be made to foster awareness of environmental issues among retailers and consumers. Green Choice Alliance plays an important role in this instance as well.

Support for farmers with respect to the implementation of best practices needs to be addressed. They often need assistance, sometimes of a specialized nature, to implement these. Currently most of the project managers in the initiatives play a dual role as project managers and extension officers, but in the long term if a large number of farmers participate it may be necessary to reassess the roles of PM's and ensure that extension work does not suffer. This contact with farmers on the ground plays a pivotal role in successful implementation.

Communication is of vital importance. Effective communication of high-impact information is an on-going process and the methods and channels used to ensure effective communication takes place must continually be assessed. Not an easy task in an era of information overload!

Government agencies will have to make an effort to fulfill their roles of carrying out policy, enforcement of legislation, providing services and supporting industry initiatives. The support of the relevant government departments and agencies becomes to ensure sustainability.

VIII. INFORMATION SHARING

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

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

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