

CEPF FINAL PROJECT COMPLETION REPORT

Organization Legal Name:	Wilderness Foundation
Project Title:	Baviaanskloof Mega-Reserve Consolidation Project (54201)
Date of Report:	21 October 2011
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CEPF Region: Cape Floristic

Strategic Direction: Consolidation

Grant Amount: \$110,000

Project Dates: 1 October 2008 to 30 September 2011

Implementation Partners for this Project (please explain the level of involvement for each partner):

Eastern Cape Parks Board (now known as ECPTA/Eastern Cape Parks and Tourism Authority): ECPTA were effectively the recipients of the support and outputs over the project period.

Department of Economic Development and Environmental Affairs, Eastern Cape Province: As the mother department for the ECPTA they were aware and supportive of the project activities mostly through their involvement with the Baviaanskloof Liaison Forum.

Patensie Citrus Limited: This organisation has been involved in the Biodiversity and Citrus Initiative since it was started and they were involved through their members as well as by providing support through the use of facilities and expert input in order to understand the technical aspects of citrus production so that common ground could be found with conservation objectives.

Biodiversity and Citrus Initiative Working Group: The working group includes both citrus farmers and representatives from ECPTA. It has effectively acted as the platform to guide and develop interactions between the citrus industry and the ECPTA.

Baviaans Municipality: Most of the land that makes up the Baviaanskloof Mega-reserve falls within the jurisdiction of this municipality. While they played no direct role in the implementation of this project, they have been supportive of interventions to date and have been kept informed of progress through the Baviaanskloof Liaison Forum and the Baviaans Tourism Forum.

Conservation Impacts

Please explain/describe how your project has contributed to the implementation of the CEPF ecosystem profile.

The project has made a contribution by supporting at least two strategic directions:

- Support civil society involvement in the establishment of protected areas and management plans in CFR biodiversity corridors

This has been achieved mainly through the work done around the Biodiversity and Citrus Initiative as well as the initial work of the Proud Partner Programme which developed into the stewardship programme in and around the Baviaanskloof.

- Promote innovative private sector and community involvement in conservation in landscapes surrounding biodiversity corridors

This was largely achieved through the stakeholder engagement component of the project which created an enabling environment for the private sector and communities to get involved in conservation related activities in the broader Baviaanskloof area.

In addition the project has made an important contribution to promoting management effectiveness within a key biodiversity corridor and in so doing assisted in building the capacity of ECPTA.

Please summarize the overall results/impact of your project.

Planned Long-term Impacts - 3+ years (as stated in the approved proposal):

The proposed intervention will focus on the consolidation and strengthening of implementation activities within three specific areas: Biodiversity and Citrus Initiative; stakeholder engagement and protected area management. These three focus areas have been agreed on by the relevant role players as those most likely to secure the sustained conservation impact required. In general the project proposes a 'light touch' support and facilitation function to promote the ECPB taking a lead in the range of activities underway and to ensure that the Baviaanskloof Mega-reserve is managed to its full potential. The three main focus areas represent both the key weaknesses of the ECPB as well as the opportunities presented by the accomplishments of the PMU to date.

Actual Progress Toward Long-term Impacts at Completion:

The Baviaanskloof Mega-reserve has been established as a protected area with considerable biodiversity assets that is also a major player in the regional economy of the region. It is now generally considered to be well managed and supportive of a range of employment and tourism related opportunities that can be further developed in the long term.

This project specifically addressed protected area management issues and the range of support activities undertaken will enable reserve management to focus on expansion and consolidation matters including those related to private land and stewardship. The work of the citrus component is expected to be developed further and built upon so that in time this productive sector can make a meaningful contribution to both the regional economy as well as supporting conservation objectives.

Planned Short-term Impacts - 1 to 3 years (as stated in the approved proposal):

The project purpose is to support the ECPB in 3 specific components (Biodiversity and citrus, PA management support, stakeholder process support) as part of a structured handover process in order to sustain the impact of the conservation accomplishments achieved to date. The short-term impact will be an improvement in overall management capacity through a reduction in the

role of the PMU and an increase in the role of the ECPB. Other short term impacts will include an improved capacity of the ECPB to manage the complex range of stakeholder involvement processes and relationships thereby improving perceptions of the organisations ability to manage the Mega-reserve.

Actual Progress Toward Short-term Impacts at Completion:

Eastern Cape Parks and Tourism Agency/ECPTA (formerly Eastern Cape Parks Board) have established themselves as a credible agency within the Baviaanskloof region and the management structures and personnel in place are recognised as effective and contributing to local development and resource management agendas.

Stewardship has been accepted as the methodology of choice to include both the Biodiversity and Citrus initiative as well as other privately owned land that can contribute to conservation objectives.

The METT system has contributed to the success of this project in the Baviaanskloof and this has demonstrated its value to the ECPTA who have adopted this approach across the organisation.

The need for well thought out and structured stakeholder engagement strategies is now well entrenched in the Baviaanskloof as an important component of the overall management strategy.

Please provide the following information where relevant:

Hectares Protected: 199 425ha

Species Conserved: not applicable

Corridors Created: The Biodiversity and Citrus Initiative interacted with farmers covering an area of approximately 8000ha. A corridor was planned and is in effect being developed but has not yet been formalized.

Describe the success or challenges of the project toward achieving its short-term and long-term impact objectives.

The project is considered to have been successful in achieving the short term impact objectives and there is every indication that that the activities undertaken will ensure that the same is applicable in the long-term.

A cohesive and effective management team has been established in the Baviaanskloof and now that the initial work has been completed (much of which was creating a strong foundation for further interventions) attention is being given to biodiversity specific (research and adaptive management); stakeholder engagement as well as expansion and consolidation activities including stewardship. The appointment of competent staff and the ability to develop planning tools and then achieve planned targets are two of the factors that support short term and projected long term outcomes. It is possible that challenges in the long term could include those related to budgets and the resultant impact on the ability of the agency to manage the Baviaanskloof appropriately but this scenario is unlikely given the momentum created and the status of the area as a World Heritage Site.

Were there any unexpected impacts (positive or negative)?

The extent to which ECPTA would be able to absorb and expand on the initial work of the Wilderness Foundation PMU particularly with regard to stewardship, management effectiveness and the citrus related work was underestimated. This resulted in positive unexpected impacts relating to the roll out of the METT system across the ECPTA reserve network as well as the expansion of the Coordinators Stewardship responsibility to include the whole of the Eastern

Cape Province. There is arguably a negative aspect to the latter as the focus in and around the Baviaanskloof could then be seen as becoming less effective as the area (and number of potential properties) becomes too large for a small unit to service.

Project Components

Project Components: *Please report on results by project component. Reporting should reference specific products/deliverables from the approved project design and other relevant information.*

Component 1 Planned:

Biodiversity and Citrus Initiative support and co-ordination: This initiative will be consolidated and strengthened through further implementation of the strategy and farm level intervention including owner driven corridor development, through further interaction with the citrus industry to ensure the future management of the initiative and by maximising the marketing potential of the products

Component 1 Actual at Completion:

The existing Biodiversity and Citrus Initiative will be consolidated and strengthened through the provision of coordination and support activities.

The Biodiversity and Citrus Initiative has been absorbed as a key performance area of the Baviaanskloof Mega Reserve Coordinator and can be considered to be adequately coordinated so that it can function into the future.

The PMU concluded its involvement in this activity. Coordination and support is being provided by Green Choice and Eastern Cape Parks and Tourism Agency staff.

5 Biodiversity and Citrus sites will be used to pilot farm level planning activities for wider adoption by a further 5 properties, with the support of the PMU and ECPB.

These sites are now subject to negotiation as part of the broader stewardship approach. The idea is to conclude formal agreements to bring the properties into the conservation estate under contract. The PMU continues to monitor progress and make input as required.

10 sites have been assessed and implementation is being piloted on these farms. The PMU concluded its involvement in this activity.

1 owner driven corridor will be developed by project end with the support of the PMU and ECPB.

The corridor concept is also at an advanced stage and part of the expanding stewardship approach. The PMU has been kept up to date with progress by the ECPTA/Baviaanskloof management team.

The development of corridors is being aligned with and supported by Biodiversity Stewardship initiatives. The PMU concluded its involvement in this activity.

The Initiative will be housed within an appropriate structure that will ensure its future management and maximise the marketing opportunities associated with the initiative with the support of the industry and ECPB.

The Initiative is appropriately housed and administered by ECPTA and the Baviaanskloof Mega-reserve Coordinator in particular.

The initiative is being driven by the industry with support from Green Choice and ECPTA. The PMU concluded its involvement in this activity.

Component 2 Planned:

Protected area management support: The management of the core Baviaanskloof Nature Reserve will be improved through the provision of support, facilitation and mentoring services.

Component 2 Actual at Completion:

The development of an annual plan of operations will ensure the integration of activities with specific reference to 'Mega-reserve' activities.

The PMU was actively involved in assisting the reserve management team to develop annual plans of operation for the various sections comprising the Baviaanskloof Mega-reserve and progress with implementation has been monitored as part of the project activities.

The reserve management team draw up an annual plan of operations as part of the standard operating procedure. The PMU concluded its involvement in this activity.

The use of the METT system will be supported as a tool to evaluate improved management effectiveness with a 25% improvement in scoring by project end.

The PMU pioneered the use of the METT system with the Baviaanskloof and this has subsequently been implemented across the entire ECPB reserve system. On commencement of the project the METT score for the Baviaanskloof was 50% and the score in September 2011 was 77%. The PMU concluded its involvement in this activity.

Mentoring and capacity building support services will be provided for ECPB personnel with specific reference to taking over current PMU functions. This will include support for tourism product planning processes and the development of funding proposals.

Support was provided to the four regional reserve managers as they wrestled with the challenges associated with reduced budgets and ever increasing responsibilities. Their progress has been monitored and there is confidence that the capacity is in place to continue many of the activities initiated by the Wilderness Foundation PMU

The PMU concluded its involvement in these activities as planned.

Component 3 Planned:

Stakeholder process co-ordination support: The existing relationships and programmes will be maintained and managed as part of the ECPB management strategy for the Mega-reserve. By consolidating the activities of the Baviaanskloof Steering Committee and the Partner Programmes, stakeholder confidence in ECPB to manage the Mega-reserve will be enhanced.

Component 3 Actual at Completion:

Annual and quarterly stakeholder engagement strategies will be developed for each year of the project and thereafter.

Stakeholder engagement remains a key activity in the Baviaanskloof and is entrenched within the planning activities carried out by the management activities for the reserve. In line with this the PMU concluded its involvement in these activities.

By the end of year one of the project the Baviaanskloof Steering Committee will be managed effectively by the ECPB as the basis of their stakeholder engagement strategy.

The Baviaanskloof Steering Committee evolved into the Baviaanskloof Liaison Forum which is effectively managed by ECPTA and does form the basis of their stakeholder engagement strategy

The PMU concluded its activities within this deliverable by attending the Baviaanskloof Liaison Forum (formerly the Baviaanskloof Steering Committee) on 24 August.

The Partner Programmes will be absorbed by ECPB and consolidated as a core activity within their broader stakeholder engagement strategy

The PMU has been part of the discussions that have seen the formalization of a Stewardship Programme as a natural extension and development of the initial work of the Proud Partner Programme. In addition to covering the Baviaanskloof Mega-reserve area ECPTA have committed to rolling out stewardship across the province far exceeding what was initially envisaged. This needs to be recognised as an important development that would not have been possible without the funding for this project as well as the support given to ECPTA by the CAPE programme.

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

All component level targets planned have been achieved.

Please describe and submit (electronically if possible) any tools, products, or methodologies that resulted from this project or contributed to the results.

The nature of the project, which was largely based on support and mentoring for the Baviaanskloof management team, meant that no materials were produced. This was also not an intended outcome of the project.

Lessons Learned

Describe any lessons learned during the design and implementation of the project, as well as any related to organizational development and capacity building. Consider lessons that would inform projects designed or implemented by your organization or others, as well as lessons that might be considered by the global conservation community.

The success of this project has been based on the ability to understand the issues and challenges faced by the reserve management team and to work with them and support them to develop appropriate responses. It is only through these kind of interactions that trust is developed that allows the working relationship to be taken to the next level. The involvement of the Wilderness Foundation team in difficult times and the recognition that we are there to assist enabled this relationship to be forged relatively early on in the project which meant that the project was implemented on a sound institutional footing.

This project was also characterized by many scheduled interactions some with very specific agendas and others merely contact sessions. The importance of both needs to be recognised as in many cases the managers appreciate the informed and constructive dialogue which results in robust discussion and often leads to improved decision making.

1. The concept of a reserve management team as the unit with which to interact on a project of this nature (mentoring, support etc) works well and has formed the basis of similar interactions with other organisations and projects.
2. It takes a while to develop a good working relationship with this team but when that is secured significant progress can be made.

Plan and implement with the most favorable situation in mind. In the early stages of the project the prospects for securing what was needed to continue with the work of the PMU was unlikely. The ideal situation included competent reserve managers, an ecologist and a stewardship coordinator all working together and resourced to ensure that the vision of the Baviaanskloof Mega-reserve could be achieved. While it took considerable effort to realize this situation it was not considered an option to lower the requirements but rather to look at a diversity of funding sources and approaches to secure the resources necessary.

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

This project was designed with three elements in mind: 1) identify opportunities for support along with the ECPTA Baviaanskloof management team and incorporate their input into the design; 2)

Ensure that the activities can mostly be carried out by the project manager and the management team either as group or individual sessions; 3) Ensure that the project allows for a specific time and activity that indicates ECPTA taking on full responsibility for an activity. All three of these elements contributed to the success of the project.

Project Implementation: (aspects of the project execution that contributed to its success/shortcomings)

The project was also implemented so that activities had four distinct phases: 1) Wilderness Foundation doing activity; 2) Wilderness Foundation supporting ECPTA doing the activity; 3) ECPTA doing the activity and Wilderness Foundation monitoring progress; and finally 4) ECPTA taking full responsibility for the implementation of an activity with Wilderness Foundation playing no role whatsoever.

This simple flow ensured that activities and responsibilities were able to be absorbed relatively easily within ECPTA and stakeholders were carried along in this process without a sense that they ha

Other lessons learned relevant to conservation community:

The impact of well structured mentorship and team support initiatives should not be underestimated. They also provide a suitable environment to carry out activities associated with the handover from a project initiator (in this case Wilderness Foundation) and the project recipient (in this case ECPTA). This sort of intervention enables a far more sustainable transfer of responsibility that allows the conservation agency to embed project activities within its own annual operational plans.

There are many similar opportunities (in this case across the CFR) that could benefit from this approach particularly in organisations that are transforming and looking at means to ensure that capacity is built at all levels.

Additional Funding

Provide details of any additional funding that supported this project and any funding secured for the project, organization, or the region, as a result of the CEPF investment in this project.

Donor	Type of Funding*	Amount	Notes
Wilderness Foundation	Project co-financing	\$146 571	<ul style="list-style-type: none"> • Provision of office facilities and services @ 857.00/month = \$30 857.00 • Use of project vehicles: 3 vehicles @ \$857.14/month = \$92 571.00 • Use of computers: 3x laptops @ \$71.42/month = \$ 7714.00 • Use of site office and overnight accommodation at Wilderness Foundation Baviaanskloof facility: \$15 428.00
Citrus Industry	Project co-financing	\$20571	<ul style="list-style-type: none"> • Use of facilities for meetings, workshops etc @ \$142.00/month = \$ 5142.00 • Time of industry experts, leaders and marketers @ \$428.00/month = \$1542.00
Eastern Cape Parks Board	Project co-financing	\$5142	<ul style="list-style-type: none"> • Provision of facilities for workshops, meetings etc @ \$142.00/month = \$5142.00

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

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

NOTE: In the original project plan an amount of \$5142.00 was budgeted as co-financing to be received from the Baviaans Municipality for the provision of facilities for workshops, meetings etc. This was however not required and is therefore not reported as co-financing that was realized.

Sustainability/Replicability

Summarize the success or challenge in achieving planned sustainability or replicability of project components or results.

A major risk was that ECPTA would not be in a position to take over protected area planning and management activities previously carried out by the Wilderness Foundation Project Management Unit who were engaged in a structured exit strategy as part of the implementation of this project. The ability of the agency to provide excellent staff who have proved more than capable has

exceeded expectations and has allowed planned activities to be implemented with considerably more impact than might have been the case.

The single biggest risk to the success of the project was based on the assumption that the Eastern Cape Parks and Tourism Agency would be in a position to assume the responsibilities for the Baviaanskloof and build on the initial work of the Wilderness Foundation PMU. In order to minimize the potential impact if this did not take place focus was on enabling the Baviaanskloof team to be able to operate in a semi-autonomous manner. This allowed for considerable local capacity to be built and proved effective in allowing the Baviaanskloof to pilot a number of activities that have subsequently been adopted by the organisation more broadly. Despite the risk being managed the ECPTA have exceeded our expectations and there is no reason to doubt their ability to consolidate and build on the successful work carried out in the Baviaanskloof.

Summarize any unplanned sustainability or replicability achieved.

The concept of stewardship within ECPTA has been well accepted and expanded beyond the Baviaanskloof which has opened up options for private landowners close to the other reserves managed by the agency. This has obviously got conservation benefits beyond what was initially planned and foreseen.

The METT system has been entrenched within the management of the Baviaanskloof and this is likely to be passed on to new managers and key members of the reserve management team so that the benefits that this intervention has had on improving management effectiveness is likely to persist well into the future. The simple concept of building a team ("reserve management team") that provides input and debate around protected area management issues is also now well entrenched and has been adopted by many of the other ECPTA reserves.

Safeguard Policy Assessment

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

N/A

Additional Comments/Recommendations

This project has demonstrated the value of a structured and well developed handover plan when conservation NGO's are involved in work that later gets taken over by conservation management agencies. There are probably still opportunities within the CFR (and other hotspots) for peer learning and mentorship which could still be explored and the Wilderness Foundation would be prepared make a contribution in developing such a programme if required.

Information Sharing and CEPF Policy

CEPF is committed to transparent operations and to helping civil society groups share experiences, lessons learned, and results. Final project completion reports are made available on our Web site, www.cepf.net, and publicized in our newsletter and other communications.

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*****If your grant has an end date other than JUNE 30, please complete the tables on the following pages*****

Performance Tracking Report Addendum

CEPF Global Targets

(1 October 2008 to 30 September 2011)

**Provide a numerical amount and brief description of the results achieved by your grant.
Please respond to only those questions that are relevant to your project.**

Project Results	Is this question relevant?	If yes, provide your numerical response for results achieved during the annual period.	Provide your numerical response for project from inception of CEPF support to date.	Describe the principal results achieved from July 1, 2007 to June 30, 2008. (Attach annexes if necessary)
1. Did your project strengthen management of a protected area guided by a sustainable management plan? Please indicate number of hectares improved.	yes	199 425 ha	199 425 ha	Baviaanskloof Nature Reserve 199 425ha It is difficult to be specific as this project influenced management effectiveness across the protected area by working closely with the reserve management team including the reserve managers.
2. How many hectares of new and/or expanded protected areas did your project help establish through a legal declaration or community agreement?	no	-	-	Please also include name of the protected area. If more than one, please include the number of hectares strengthened for each one.
3. Did your project strengthen biodiversity conservation and/or natural resources management inside a key biodiversity area identified in the CEPF ecosystem profile? If so, please indicate how many hectares.	yes	199 425 ha	199 425 ha	Baviaanskloof Nature Reserve 199 425ha It is difficult to be specific as this project influenced management effectiveness (and therefore biodiversity conservation) across the protected area by working closely with the reserve management team including the reserve managers.
4. Did your project effectively introduce or strengthen biodiversity conservation in management practices outside protected areas? If so, please indicate how many hectares.	yes	8 000ha	8 000 ha	Baviaanskloof Mega-reserve including the Baviaanskloof Nature Reserve. A component of this project included working with Citrus farmers in the Gamtoos River Valley through the Biodiversity and Citrus Initiative which had influence over privately owned land both productive and natural.
5. If your project promotes the sustainable use of natural resources, how many local communities accrued tangible socioeconomic benefits? Please complete Table 1 below.	no	-	-	-

If you answered yes to question 5, please complete the following table

