

CEPF FINAL PROJECT COMPLETION REPORT

I. BASIC DATA

Organization Name: Conservation International

Project Title: Facilitating Implementation in the Priority Mega-Reserves and Lowland Corridors in the CFR

Project Dates: July 2002-June 2004

Date of Report: Sept. 4, 2004

II. OPENING REMARKS

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

CI's presence in the C.A.P.E. Floristic Region has evolved dramatically since opening a regional office in C.A.P.E. Town in 1998. Limited activities in the arena of climate change in South Africa were initiated and in 1999 a substantial program focusing on Transfrontier Conservation Areas in Southern Africa was established. In 2001, investment from the Critical Ecosystem Partnership Fund, CI's Global Conservation Fund and the Swiss Development Corporation tremendously expanded CI's involvement in the C.A.P.E. Floristic Kingdom and Succulent Karoo. However, a decision was made by the institution to maintain a limited and facilitative role within South Africa itself, given the existing capacity for conservation implementation in the country. In this capacity, CI carried out this project, working through and with local partners to achieve the purpose of the project: **Civil society, including private sector industry, were actively supported in the design and implementation of strategies to secure core conservation areas and expand sustainable land use in the three megareserves (Cederberg, Gouritz, and Baviaanskloof) regions and the C.A.P.E. Lowlands corridor.**

III. ACHIEVEMENT OF PROJECT PURPOSE

Project Purpose: Civil society, including private sector industry, actively supported in the design and implementation of strategies to secure core conservation areas and expand sustainable land use in the three megareserves (Cederberg, Gouritz and Baviaanskloof) regions and the Cape Lowlands corridor.

Planned vs. Actual Performance

Indicator	Actual at Completion
Purpose-level:	
<i>1. Public-private partnerships implementing conservation strategies for the three megareserves by 1 Jan 2003.</i>	Public-private partnerships were supported for the establishment of three megareserve initiative project management units. Numerous civil society projects were catalyzed through the steering structures of the initial projects developed through this project. Two of three piloted megareserves have secured \$1million of block GEF funding to continue implementation of their conservation strategies, while an alternative model of a loose association of implementers is proposed to facilitate the GI strategy. More importantly, the conservation agencies (and in the GI and Cederberg regions, the Dept of Agriculture) operating in the megareserve areas have realigned their budgets to provide greater staff and financial support to the management of conservation areas in these regions.
<i>2. Civil society entity fully funded and implementing land acquisitions for conservation in megareserve core areas and priority lowland remnants according to guidelines for a world class, innovative Trust mechanism by 1 July 2004</i>	CAPE Stewardship Trust effectively set up within the Table Mountain Fund, based on stakeholder decision to avoid duplication of structures. The Trust is being managed by a partnership and WWF and CI have each secured \$20,000 in non-CEPF funding to capitalize this trust for the first year.
<i>3. Private sector representatives from the wine, fruit, flower, tourism and ostrich industries implementing pilot projects to support biodiversity conservation in the lowlands corridor by 1 July 2004.</i>	South African Wine and Brandy has submitted the first industry-led conservation initiative to CEPF, the industry has integrated biodiversity regulations into their production standards, and over 90 wine producers have expressed interest in the initiative as a result of the catalytic funding from this project. Additionally, a set of sustainable veld management guidelines were developed and adopted by the SA Ostrich Business Chamber and several biodiversity-based tourism enterprises were launched in the northern extension of the Cederberg Biodiversity Corridor in Nieuwoudville.

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

We believe that the project was highly successful and that CI successfully played its catalytic and capacity-building role as a facilitator for project development and implementation in the CFR megareserves and Cape Lowlands. Three megareserve initiatives now exist and are generating conservation activities and awareness in the landscape that will support long-term persistence of biodiversity in these regions. CI played a catalytic role in supporting the public entities hire project management staff, establish steering structures, develop new skills and share lessons between these new projects at a regular forum whose value was recognized and integrated into the long-term C.A.P.E. program with GEF funding. CI also helped the initiatives develop their plans, source additional funds for land consolidation through purchase and stewardship. Finally, CI championed and established a partnership with the wine industry leader in the region that is now leading a new Biodiversity and Wine project.

Were there any unexpected impacts (positive or negative)?

The awareness generated in the wider CRF has been tremendous and has led to numerous complementary projects developed by local government, NGOs and individuals. Additionally, long-standing relationships between conservation agencies at the ground level have been established which is leading to greater collaboration, important efficiencies (using the same consultant to look at two megareserve areas rather than doing each separately), and avoidance of duplication without any intervention. Occasionally, confusion between CI and C.A.P.E. occurred as a result of this broad support project, however, the timing was crucial while the coordination unit focused on securing GEF funds for longer-term implementation.

IV. PROJECT OUTPUTS

Project Outputs:

Planned vs. Actual Performance

Indicator	Actual at Completion
Output 1: 20 year vision and 3 year implementation strategies for each of the three megareserves facilitated with local partners.	
<i>1.1 Appropriate civil society and government organisations for driving strategy development identified for each megareserve by 31 July 2002.</i>	Wilderness Foundation and the Western C.A.P.E. Nature Conservation Board were supported to develop project applications. A workshop was held and several visits were made to each of the reserves to assist the project application process.
<i>1.2 Proposals for the development of a conservation and management strategy co-developed with the public-private partnership for Baviaanskloof Megareserve by 1 August 2002; for the Gouritz mega-reserve by 1 September 2002; and for the Cederberg Megareserve by 1 December 2002.</i>	Proposals were submitted by the agencies although over a slightly delayed timeframe as each of the reserves faced particular issues that required support by CI as a perceived "independent broker" in the initial phases of project development and implementation.
<i>1.3 Links to CI and other technical assistance for the development of the megareserve strategies facilitated based on needs identified during regular meetings with Megareserve Project Teams.</i>	CI's Director played a direct role in the initial stages of the establishment of formal steering structures for each of the megareserves. Each has pursued a slightly different approach and several lessons were shared across the projects through liaisons between CI and the project coordinators. The CI director had regular e-mail and phone contact with each of the megareserve coordinators and the Directors of the agencies to discuss strategies and roll out and participated in recruitment, tender development, technical advisors to consultants hired by the megareserve teams, supported implementation of communication and launch events, represented the megareserves to local municipalities to ensure their integration in local government land-use and development planning, and sourced additional funds (\$300,000 for Baviaanskloof and \$200,000 for Cederberg.) The Scientific Advisor provided technical input on the fine-scale planning activities for the Baviaanskloof and the GI and regularly advised the development of the Baviaanskloof Land Consolidation Strategy. The Director supported the WF process to review the Baviaanskloof project and supported and advised the Director through the transition. Finally, A Business Plan Template for Megareserves was

	developed that is currently being rolled out throughout the WCNCB protected areas to improve management in their reserves. This Framework has also been presented as a potential model to the new Park Authority in the Eastern C.A.P.E. as a basic model for protected areas throughout that Province. (Note that this model will also be shared with the conservation authorities in the Succulent Karoo Hotspot.)
1.4 3 workshops on relevant cross-cutting issues conducted with megareserve project teams	Three workshops were held and lessons on megareserve project design, stakeholder engagement strategies, and business planning were held. Proceedings and presentations are available and requests by several of the megareserve initiatives to continue the Forum and the evolution and expansion of the program that will be led by the C.A.P.E. Coordination Unit with GEF funds is a positive indication of this project's impact on regional capacity.
1.5 20-yr vision and 3 year implementation strategies completed for Baviaanskloof megareserve by 1 August 2003, for Gouritz Megareserve by 1 September 2003, and for Cederberg by 1 December 2003	Greater Cederberg Corridor Initiative Strategy developed by local partner and officially launched in June 2004. Gouritz Initiative Strategy developed and launched on 27 August 2004 and, as a result of a staff change, the strategy for the Baviaanskloof is likely to be launched by the end of 2004.
Output 2: A strategy for linking NGOs and industry players for biodiversity conservation in the C.A.P.E. Lowland Corridor developed.	
2.1 TOR for Biodiversity and Business Manager developed in collaboration with CELB by 1 July 2002.	As a result of our inability to secure co-funding from CELB, this post was never filled. The TOR do exist and CI is exploring opportunities to fill this crucial niche in the future.
2.2 Biodiversity and Business Manager hired by 30 July 2002 and introduced to CELB approach and techniques for corporate engagement by 1 September 2002.	See above.
2.3 Stakeholder assessment of each industry (including contact details, size of business, indication of current impact on biodiversity e.g. positive or negative activities currently used as part of the business, indication of potential impact on biodiversity e.g. amount of natural veld owned, indication of interest in conservation, constraints to involvement, etc. to be further developed with CELB) for biodiversity and business conducted by 1 December 2002.	This assessment was conducted as part of the GEF preparation process and all documentation is available from the C.A.P.E. Coordination Unit.
2.4 Research on the impact of each of the major industries threatening biodiversity in the CFR, namely wine, fruit, flower harvesting, tourism, and ostrich farming consolidated by 1 March 2003.	Same as above
2.5 Biodiversity and Business Training Workshop designed on the basis of the research and carried out in collaboration with CELB for potential private sector partners and interested NGOs by 1 May 2003.	
2.6 Criteria for selecting private sector partners developed in collaboration with CELB, CI, C.A.P.E., and other local partners by 1 July 2003.	
2.7 Preliminary strategy for effective intervention in each of the key industries to maximize benefits to biodiversity completed by 1 September 2003.	

<p>2.8 <i>Launching of appropriate pilot projects by private sector partners facilitated by 1 December 2003.</i></p>	<p>The Biodiversity and Wine Initiative was launched at C.A.P.E. Wines 2004. Ecodesign and Earthworks are now directly involved in the design of new, biodiversity-friendly tourism infrastructure that will support the vision of the Cederberg Corridor in Nieuwoudtville.</p>
<p>2.9 <i>Pilot projects evaluated and and final intervention strategy completed for each of the key industries by 1 July 2004.</i></p>	<p>Pilot projects in the wine and ostrich industries are only just now coming into the C.A.P.E. portfolio. The ability to get such projects up and running in the span of 6 months is a testimony to the value of a dedicated project coordinator--a lesson for consideration in future projects. However, we radically underestimated the difficulty in getting the appropriate players together at regular intervals for them to oversee the implementation strategies.</p>
<p>Output 3: An innovative framework for a C.A.P.E. Trust mechanism for securing strategic lands in core megareserve areas and priority lowlands remnants established.</p>	
<p>3.1 <i>A steering committee of relevant and interested parties established by 31 August 2002.</i></p>	<p>This body was created and several members still meet on regular occasion. However, the project was integrated into the portfolio of the Table Mountain Fund and is now being managed according to their project steering structures and procedures.</p>
<p>3.2 <i>International best practices for Trust mechanisms and legal requirements for Trust establishment in South Africa reviewed by 31 December 2002.</i></p>	<p>Completed through a grant to the Botanical Society of SA.</p>
<p>3.3 <i>Funding strategy for the Trust mechanism developed by 1 March 2003.</i></p>	<p>Completed by CI and brokered a partnership with WWF-SA to launch a Stewardship Trust to support the expansion of private conservation areas in the C.A.P.E. Lowlands.</p>
<p>3.4 <i>Map of land-use prices for region developed and mechanism for regularly updating this map developed by 1 July 2003.</i></p>	<p>Developed and housed within the CPU.</p>
<p>3.5 <i>Operations Manual for Trust Mechanism developed by 1 July 2003.</i></p>	<p>See 3.1</p>
<p>3.6 <i>Legal procedures for establishing the Trust complete by 1 December 2003.</i></p>	<p>See 3.1</p>
<p>3.7 <i>Approval Board and Secretariat for Trust established and operational by 1 March 2004.</i></p>	<p>See 3.1</p>
<p>3.8 <i>First deal for land purchase facilitated in collaboration with the Trust Secretariat by 1 July 2004.</i></p>	<p>First land deal identified and pipelined for stewardship incentive by 1 September 2004 using operational principles developed for the Trust.</p>
<p>3.9 <i>Lessons learned captured, operations manual revised, and hand-over to independent civil society body for management by 1 July 2004.</i></p>	<p>Stewardship Trust concept profiled at 27 July CIC meeting, but public launch determined to not be appropriate at this moment. Julia Wood will oversee the disbursement of grants from the fund for up to R10,000, all others will go through the Trust Approval Group of CI, WWF-SA, BOTSOC, and TMF. The WCNCB will be strongly supported in their extension work through this project and it is anticipated that 7,000 hectares of priority lowland habitats can be secured through this Trust mechanism in the first year.</p>
<p>Output 4: CEPF proposal review and implementation of the larger C.A.P.E. strategy participated in.</p>	
<p>4.1 <i>Agreement between CI, C.A.P.E. Coordination Unit, and CEPF on procedures for review agreed</i></p>	

<i>upon by 1 July 2002.</i>	
4.2 <i>CEPF LOE and full proposals reviewed monthly as requested by the CCU and/or CEPF in accordance with the agreed guidelines.</i>	Completed. Director and Scientific Advisor reviewed several proposals on request by C.A.P.E. CCU.
4.3 <i>Small Grants Approval Board Meetings participated in monthly.</i>	
4.4 <i>Quarterly C.A.P.E. Implementation Committee Meetings and other meetings requested by the CCU participated in.</i>	Attended C.A.P.E. Partners Conference and C.A.P.E. CIC meeting during this period.
Output 5: Scientific technical assistance provided on all CI-CEPF activities.	
5.1 <i>Contract with Richard Cowling for CI SA Hotspots Program Scientific Advisor secured by 1 July 2002.</i>	
5.2 <i>Megareserve Steering Committee Meetings are attended by the Scientific Advisor and regular consultations on the development of megareserve, biodiversity and business, and Trust strategies are held between the Program Manager, BBMngr, and Scientific Advisor.</i>	See Megareserve Technical Assistance Indicator 1.3.
5.3 <i>Draft Conservation and Management Strategies for the Megareserves, Biodiversity and Business Preliminary Strategy and Trust Operations Manual are reviewed by the Scientific Advisor as a CFR biodiversity expert.</i>	See relevant project indicators. Trip reports and recommendations are available.
5.4 <i>CEPF LOE and full proposals reviewed monthly as requested by the CCU and/or CEPF in accordance with the agreed guidelines.</i>	Completed. Reviews available through the CCU.
Output 6 The CI-SAHP and local partners are actively supported by the global experience and reach of CI-DC to design, administer, and ensure the financial sustainability of strategic projects in the CAPE FLORISTIC REGION Megareserve and Lowland Corridor.	
6.1 <i>Reviews of CEPF project proposals on the CAPE FLORISTIC REGION which reflect the global expertise of CI are submitted to CEPF by the Africa Division Vice President within 2 weeks of their receipt for integration into comments provided back to applicants.</i>	VP Africa Division visited SAHP and attended the C.A.P.E. CIC, and participated in several key meetings with C.A.P.E. partners. Visited work in Niewoudtville and provided feedback on overall CI-CFR strategy.
6.2 <i>Strategic opportunities for capacity-building and co-funding support for SAHP activities in the CFR are identified during monthly telephonic meetings between the SAHP Director and Vice President of the CI Africa Division.</i>	
6.3 <i>Five new potential funding sources for biodiversity conservation activities in the CFR are identified by CI-DC and a strategy to target these sources is developed in conjunction with the SAHP and Africa Fundraising Director by September 2003.</i>	One potential funding source has been identified and CI-DC is actively seeking to assist co-funding of the Biodiversity and Wine Initiative.
6.4 <i>Three proposals are developed by the Africa Division Staff with the support of the Division Fundraising Director and the SAHP Director to ensure the financial sustainability of the CFR - support function of the SAHP by December 2003.</i>	BWI proposal has been reviewed and actively shared with potential donors by the Africa VP.
6.5 <i>Two additional proposals for funding initiatives by local partners are developed by the Africa Division Staff with the support of the Division Fundraising Director and SAHP Director by July 2004.</i>	Two additional proposals for SAHP are being developed and commitment from Africa VP for fundraising for Program is firmly established.
6.7 <i>Financial Reporting by SAHP overseen by CI</i>	SAHP Financial management has improved 300%,

<i>Senior Financial Manager.</i>	allowing the rest of the program team to concentrate on project delivery as a result of this project.
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Describe the success of the project in terms of delivering the intended outputs.

The project has achieved all of the aspects of its purpose and outputs. Various indicators of the success of the project have evolved over time as the C.A.P.E. Coordination Unit and SAHP matured. The project was always intended to be catalytic in nature and various agencies involved in implementing activities are having various degrees of success. The C.A.P.E. Coordination Unit is now supporting these projects to achieve their vision with support from the GEF. The CI - SAHP is now working with CCU and other key partners to re-evaluate the gaps and potential conservation opportunities where the capacity building, strategic understanding and lessons learned from this project can be shared to support the wider C.A.P.E. program in 2005.

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

No, all project outputs were realized.

V. SAFEGUARD POLICY ASSESSMENTS

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

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.

The C.A.P.E. Partners conference and the presentation by the Megareserves, Stewardship, and Wine activities at this event in plenary and the small groups highlighted for me that although each of the projects may have their issues and processes, there is no doubt that the CEPF investment in catalyzing these projects was crucial. Although C.A.P.E. does have many other projects, the fact that the Garden Route is only just getting started and the lack of other initiatives that are addressing conservation with civil society at the scale of a landscape reassured me that this investment has been strategic. We are thrilled with the results of the focused effort on the wine industry and that with the catalytic investment, partners and the major industry body are now driving this effort. The lesson for us to share here is that working with industry requires a dedicated effort and that any future projects that we or others look to develop to engage non-traditional conservation sectors will greatly benefit from a driver who comes from the industry. Care must be taken to get the right person and biodiversity issues will be easier to incorporate into industries if they are linked to black empowerment and poverty alleviation issues. These are a few of the lessons, but it has been recognized that the lessons learned during the implementation of this project merit much wider consideration and evaluation beyond reporting to the donor. As a result, CI

has offered to be the first completed project to report back to the CIC on what we have delivered to the C.A.P.E. strategy with CEPF funds...i.e. reporting to the larger C.A.P.E. community the impact and lessons learned by the SAHP over the last two years. This will be followed by a more in depth participatory evaluation of the project as a pilot for the development of a peer review process for C.A.P.E. projects as part of their GEF funded M&E Program.

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

This project has not only regularly liaised with the initial C.A.P.E. founding institutions but has been instrumental at bringing new resources and stakeholders into the C.A.P.E. forum. For example, CI solicited and actively encouraged one of our employees to become a Coordinator for the Cederberg Megareserve, and have brought the experience from Namaqualand National Park to the Baviaanskloof. Additionally, the wine project has brought new private sector energy into the C.A.P.E. Program and has raised awareness about biodiversity issues and C.A.P.E. with over 90 wine producers (and still growing) and SAWB is likely to become the first industry agency to sign the C.A.P.E. CIC. Although the conservation impact of these activities may not be measurable currently, we are confident that the efforts of this project will strengthen the long-term sustainability of C.A.P.E. and enhance its ability to achieve the long-term goal of this Project.

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

In addition to the stakeholder engagement issues mentioned above, all but one of the projects catalyzed with local partners through this project have resulted in realigned budgets and securing of non-CEPF resources for their implementation. By linking projects to existing institutions and focusing on financial viability issues during the implementation of this project (e.g. business planning, fundraising skills training, etc.), it is more likely that these projects will be sustainable in the long term.

VII. ADDITIONAL COMMENTS AND RECOMMENDATIONS

For more information about this project, please contact:

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