

CEPF FINAL PROJECT COMPLETION REPORT

I. BASIC DATA

Organization Legal Name: WWF-South Africa

Project Title (as stated in the grant agreement): The Table Mountain Fund Capacity Building Program for the Cape Floristic Region

Implementation Partners for this Project: WWF South Africa

Project Dates (as stated in the grant agreement): Sep 1, 2002-Dec 31, 2006

Date of Report (month/year): February 2007

II. OPENING REMARKS

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

III. ACHIEVEMENT OF PROJECT PURPOSE

Project Purpose: *Conservation organisation in the CFR have the technical capacity to implement C.A.P.E. programs and persons from disadvantaged backgrounds especially black people and women achieve eligibility for placements in management positions within these organisations.*

Planned vs. Actual Performance

Indicator	Actual at Completion
Purpose-level:	
1. <i>Demographic profile of management will change as a result of 15 new positions in middle and upper management being occupied by CBP graduates</i>	As a result of the project, there are currently 14 previously disadvantaged staff in new management positions.
2. <i>33% of the C.A.P.E. projects managed by persons with technical skills obtained through completing courses funded by the CBP</i>	Although there has been 281 short course technical training (including conference attendance), it cannot be verified whether this is a third of the current C.A.P.E. personnel in a management role as the C.A.P.E. database does not indicate whether the listed personnel are in management positions.

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

To date the programme has had the following number of interventions:

28 placements

20 long course

281 short course.

Although these numbers may not seem particularly impressive, in at least one instance, two new posts were created in an organisation in response to TMF-funded placements.

In other cases, placements led to employment, even if not (yet) at the management level, and long and short courses helped those already in management positions to develop the skills they found they still lacked.

Were there any unexpected impacts (positive or negative)?

None

IV. PROJECT OUTPUTS

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

Planned vs. Actual Performance

Indicator	Actual at Completion
Output 1: Capacity of the Table Mountain Fund to manage the CEPF Capacity Building Program (CBP) in place	
1.1 <i>Management and administrative support system of TMF expanded by end of month 2</i>	This has been completed.
1.2 <i>Proposal review mechanism operational by month 6, and TMF Project Approval Group meeting quarterly to approve applications</i>	The Capacity Building Programme Project Advisory Group (CBP PAG) was established and met regularly to discuss candidate applications and the strategic direction of the programme.
1.3 <i>Financial management system, responsible for investment, grant disbursement and accounting operational from date of grant approval</i>	WWF was responsible for the financial management of the programme. An external audit by Conservation International found the financial management system to be efficient.
Output 2: Monitoring and evaluation system effective	
2.1 <i>All grantees and supervisors submitting quarterly progress reports to TMF</i>	The reporting system was changed from quarterly to six monthly. Several grantees failed to adhere to the contractual agreement to submit reports. Few supervisors contributed to reports, and final reports were often not submitted at all as the only motivation for reporting was the need for financial disbursement. We underestimated the time it takes to follow-up on the submission of reports as well as responding to reports.
2.2 <i>Annual evaluation reports from TMF CPB submitted to CEPF</i>	We commissioned a mid-term evaluation, the report was submitted to CEPF. We also commissioned a final evaluation, which has also been submitted to CEPF.
2.3 <i>Programme annually realigned according to ongoing results of monitoring and evaluations and continued needs assessments</i>	The log-frame was amended as a result of the mid-term review.
Output 3: C.A.P.E implementation agencies aware of program and needs determined	
3.1 <i>Communication materials produced by end of month 3</i>	Two newsletters were produced in the early stages of the programme. No further materials were developed.
3.2 <i>All 1500 CAPE stakeholders aware of Capacity</i>	The programme manager made several presentations at the C.A.P.E Implementation

<i>Building Program (CBP) by end of month 4</i>	Committee meetings. The programme manager also developed relationships with relevant C.A.P.E partners; informing them of the programme.
3.3 <i>3 needs analysis workshops conducted, 1 in each major town for the different regions of the CFR by end month 4</i>	Three needs analysis workshops were conducted.
3.4 <i>comprehensive document detailing needs and strategies produced by end of month 6, and updated yearly</i>	This did not happen. An operations manual was completed and is available on request.
3.5 <i>needs analysis translated into refined selection criteria for project approval process by end of month 6, and updated yearly based on programme evaluation</i>	The needs analysis undertaken was inadequate and therefore provided little direction for the programme at that time.
Output 4: Candidates successfully complete CBP courses and placement programs using CEPF small grants	
4.1 <i>A minimum of 5 students complete conservation Masters degree programmes in each of years 2,3,4, with comprehensive CEPF bursaries</i>	The focus on Masters' degrees was changed to allow for other more relevant tertiary education. To date 20 candidates have completed relevant tertiary education.
4.2 <i>A minimum of 20 conservation managers (10 starting in each of years 3 and 4) have either successfully completed or are in their 2nd year of placement in Cape organisations, by year 5.</i>	To date 28 candidates have completed placements. About 80% of these are still in management positions.
4.3 <i>33% of annual grants disbursement are made to improve C.A.P.E. agency capacity through inservice training, non-academic "hands-on" training, booster academic training, conservation internships etc.</i>	As stated earlier, this percentage cannot be confirmed.
Output 5: TMF support programme effective	
5.1 <i>All conservation managers complete placements and 75% continue to be employed within C.A.P.E. conservation agencies for 2 years</i>	See 4.2 above
5.2 <i>2 cross-cutting workshops held per annum</i>	We undertook 3 cross-cutting workshops for the duration of the programme. With progression of the programme, it was decided that one-on-one interactions with candidates was more beneficial.
Output 6: Long term funding for CPB secured	
6.1 <i>CEPF funding commitment matched and secured by TMF by end of year 5 to allow program continuation</i>	This was not achieved as WWF viewed this as a pilot programme.

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

The CBP has generally achieved the required outputs. These have had a significant short-term impact on individuals in particular, but also on organisations and the sector as a whole.

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

Yes, some outputs were unrealized, see above. In our opinion, it did not affect the overall impact of the project.

V. SAFEGUARD POLICY ASSESSMENTS

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

Not applicable.

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.

Please note that the lessons learned are from the final evaluation which was completed in December 2006. In our opinion, it fairly reflects our thoughts on the subject

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

- Building the capacity of individuals must take place with due attention to broader institutional support. Capacity development for the conservation sector must simultaneously tackle:
 - Institutional capacity (including human resource – and performance management strategies that give effect to sound organisational strategies; coherent skills plans and career pathing; formal recognition of mentoring functions);
 - Individual capacity (through formal qualifications, shorter courses and institutional mentoring, with attention to relevance, coordination and integration);
 - The capacity of tertiary institutions and informal providers to deliver relevant and educationally sound basic and advanced training for conservation practitioners.

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

- Long Courses:
 - Commitment from the candidate and the organisation, to time requirements, workplace assignments, etc.
 - Realistic expectations about job opportunities associated with the qualification, informed by a clear policy of the current or potential employer.
 - Alignment with organisational skills development plan (if the candidate is employed).
 - Informed assessment of the relevance of the qualification, including its content, for the career path the candidate has in mind and the organisation's skills plan (where relevant).
 - Active engagement with higher degree institutions, to inform curricula with current content and professional requirements
- Organisational Placements or Internships
 - The necessary organisational support.
 - A sound organisational policy covering internships, placements, learnerships etc.
 - Suitable mentors appointed formally upon informed consent.
 - Organisational recognition of the role of mentoring.
 - Interns clear on what can and cannot be expected from organisations.
 - Written guidelines for both mentors and interns.
 - Ongoing support for mentors and interns e.g. periodic opportunities to meet with other mentors and interns.
 - A support mechanism outside the home organisation, should either mentor or intern require this.

- A basic contract between intern and organisation, and between the organisation and funding agency.
 - Adherence to regular reporting requirements, which should encourage meaningful reflection, sharing of lessons learned, the diagnosis of problems and appropriate responses
- Short Courses
- Commitment from the candidate and the organisation, to time requirements, workplace assignments, etc.
 - Realistic expectations about accredited training and job opportunities associated with the training.
 - Alignment with an organisational skills development plan (if the candidate is employed).
 - Screening and evaluation of training providers, to ensure high educational quality and recognised accreditation where required.
 - Sound assessment of the relevance of the course and its content, for the candidate's current work or future career path, and the organisation's skills plan (where relevant).
 - Active engagement with the training provider, to inform and guide the content.
 - Support to help candidates integrate the learning with previous training and workplace requirements
 - Tracking of individual and organisational benefit and improvement
- Conference attendance
- An orientation to learn and make useful contacts, and guidance on how best to do this.
 - A 'buddy' to provide orientation, introductions, etc. for first time conference participants
 - An informed choice of conference, with maximum relevance to the work or study context.
 - Active participation of the sponsored delegate, e.g. through a session in a workshop or a poster; support from an experienced colleague to prepare and evaluate this contribution
- Strategy and needs analysis: The TMF-CBP lacked a strong strategic framework and the benefit of a comprehensive, CFR-wide capacity needs analysis, giving it a responsive (or reactive) nature which was in part a strength, but which also limited its impact. Future programmes need to work proactively with a clear strategic framework which links activities firmly to the broader biodiversity conservation goals in the CFR. Such a strategy needs to retain some flexibility to respond to particular or changing circumstances, but should be informed by comprehensive needs analyses at the levels of:
- The C.A.P.E. programme, including the capacities needed within the 'communities of practice' working on particular conservation-related tasks
 - The partner organizations
 - Individuals within organisations.
- Future capacity building programmes should also strongly consider strategies for communication, monitoring and evaluation, on-going support to beneficiaries, and the capacity building process itself.
- Future programmes need to work in a more strategic way with organisations in the CFR to build capacity in depth, and retain it. This will require taking a strategic overview of the needs in the CFR and the current capacities of the organisations to meet them, and then developing a coherent programme of training interventions and funding of key positions to fill gaps. It will also involve working with the conservation agencies in developing a collaborative approach to

biodiversity conservation in the CFR – very much the focus of the C.A.P.E. programme. At the level of particular conservation tasks, a useful approach would be to build ‘communities of practice’, rather than focus solely on individual capacity.

- **Communications:** The TMF-CBP and conservation in the CFR would have benefited from concerted efforts to communicate the Programme’s achievements in transforming the face of conservation in the region, including the highly positive and successful ways in which many participants or organisations responded. The many success stories can go far to help transform the public - and to some extent political perspective that conservation remains an elitist activity, or that black South Africans are not interested in biodiversity conservation. Such publicity could also garner further financial and institutional support for capacity development. Future programmes should prioritise concerted communications, without exploiting individuals and their circumstances.

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.

No additional funding was secured.

Donor	Type of Funding*	Amount	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.)*

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.

A no cost time extension has been granted. The C.A.P.E Co-ordinating Unit has taken responsibility for the overseeing of the extension. Elements of this programme will be incorporated into the greater C.A.P.E capacity building programme.

VIII. ADDITIONAL COMMENTS AND RECOMMENDATIONS

None.

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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