

Annual Portfolio Overview Succulent Karoo Biodiversity Hotspot

Through Close of Program, December 2012

1. Introduction

The only global biodiversity hotspot in an arid ecosystem, the Succulent Karoo covers parts of southwestern South Africa and southern Namibia that is characterized by its diverse and endemic flora, especially succulents and bulbs. The hotspot is home to 6,356 plant species, 40 percent of which are endemic or unique to the region. In addition to its floral diversity, the hotspot is a center of diversity for reptiles and invertebrates and supports a variety of mammals and endemic birds.

In 2003, when CEPF first prioritized its investments and analyzed the threats to biodiversity in this region, poverty, lack of capacity, land conversion, and lack of awareness of the conservation value of the landscape were clearly the greatest problems. These were attended, unsurprisingly, by uninformed land-use decisions and invasive plant species taking over patchy and disturbed landscapes. These threats did not abate during the period of CEPF investment, and if anything, there were even more worrying issues, at least in South Africa. The country was under huge economic pressure: to recover from the global financial crisis of 2009; to ensure that the promise of economic equity matched that of political equity from the post-apartheid era; and to remain a bastion of stability and driver of growth on the continent. In South Africa's Northern and Western Cape provinces, where enormous forces were pushing for increased productivity of land in the name of wealth creation for historically disadvantaged communities, the contravening argument for conservation of unique sites and corridors became that much more tenuous.

During CEPF's first five years of investment, from 2003-2008, the focus was on mobilizing local stakeholder participation, securing political support, mainstreaming conservation into planning and policy, engaging key industrial sectors, and retaining and restoring critical biodiversity areas. Success resulted both in terms of actual hectares of land under better forms of conservation and in terms of conservation targets and priorities becoming better integrated into South African and Namibian institutional frameworks. Significantly, the Succulent Karoo Ecosystem Program, or SKEP, became an accepted overarching framework for biodiversity conservation and sustainable development in the hotspot for the period of 2001-2021.

In 2010, CEPF moved into a "consolidation" phase to ensure the continuation of its success. In total, the portfolio attempted to respond to several continuing issues: slow adoption of stewardship and other best practices throughout the Northern Cape; very limited funding for civil society in a sparsely populated region; uncertain incentives for landowners to conserve land; and multiple remaining steps to make the Western Cape's Knersvlakte protected area and Namibia's Sperrgebiet National Park into more than just "paper parks." Addressing the factors to ensure the long-term success of conservation efforts was the focus for CEPF.

2. Niche for CEPF Investment

2.1. Overview

The ecosystem profile for the region was formally approved in February 2003, and over the subsequent seven years, through March 2010, CEPF awarded 79 grants for \$7,274,727 to 52 unique organizations. Conservation International served as the initial manager of the coordination unit, but after two years, this task was divided between the South African National Biodiversity Institute (SANBI) and the Namibia Nature Foundation (NNF). Upon reflection from the five-year assessment report, completed in November 2008, CEPF's donors authorized a phase of consolidation grants, with five grants for a total of \$1,387,404.57 running from January 2010 through December 2012.

The consolidation grants fell within five investment priorities, which themselves built on the strategic directions identified in the 2003 ecosystem profile. The strategic directions in the ecosystem profile focused on specific corridors, engaging industry, research, mainstreaming, awareness-raising, and capacity building. The five investment priorities of the consolidation grants continued in this direction:

1. Sustain stewardship, improved livestock management, and local economic development investments in the Northern Cape Province.
2. Institutionalization of the SKEP learning network and mainstreaming conservation in the Namakwa District.
3. Expansion of mechanisms to make greater use of an existing trust fund (the Leslie Hill Succulent Karoo Trust, managed by World Wildlife Fund-South Africa) for land acquisition and stewardship.
4. Strengthening of the nascent Knersvlakte protected area in the Western Cape Province of South Africa.
5. Strengthening of the nascent Sperrgebiet National Park in Namibia.

2.2. Portfolio Status

CEPF committed the entire allotment of funds for consolidation in the region through five sole-source awards, four in South Africa and one in Namibia, all to well-established organizations that had received funding during the 2003-2008 investment period, as shown in Table 1.

Table 1. Succulent Karoo Region Consolidation Grants by Investment Priority

Organization	Grant	Amount	Active Dates
<i>Investment priority 1: Sustain stewardship, improved livestock management, and local economic development investments in the Northern Cape Regions of the Succulent Karoo</i>			
Conservation South Africa	Consolidating Implementation of Conservation Action in CEPF SKEP Priorities in the Namakwa District	\$341,131	Jan 2010 – Dec 2012
<i>Investment priority 2: Institutionalize the SKEP learning network and mainstream local level governance for conservation</i>			
South African National Biodiversity Institute	Institutionalize the SKEP Learning Network, Embed Local Level Governance and Mainstream Biodiversity Conservation	\$299,971	Jan 2010 – Dec 2012

Organization	Grant	Amount	Active Dates
<i>Investment priority 3: Expansion of mechanisms to make greater use of the Leslie Hill Succulent Karoo Trust (LHSKT) for land acquisition and stewardship arrangements</i>			
WWF – South Africa	Supporting Innovative and Effective Protected Area Expansion through the Leslie Hill Succulent Karoo Trust	\$146,301	Feb 2010 – June 2012
<i>Investment priority 4: Complete efforts to ensure good management of the Knersvlakte Priority Area in South Africa</i>			
Western Cape Nature Conservation Board	Consolidation of the Knersvlakte Conservation Area	\$300,000	Jan 2010 – Dec 2012
<i>Investment priority 5: Complete efforts to ensure good management of the Sperrgebiet Priority Area in Namibia</i>			
Namibia Nature Foundation	Strategic Support for Consolidation of the Management and Development of the Newly Proclaimed Sperrgebiet National Park and Adjacent Areas	\$300,000	Feb 2010 – Dec 2012
Total		\$1,387,404.57	

2.3. Coordinating CEPF Grant-Making

Consolidation programs did not have formal coordinating entities or regional implementation teams beyond the U.S.-based Grant Director. However, in the Succulent Karoo Region, SANBI had formally constituted a SKEP “biome” program (complementing its other programs for fynbos, Eastern Cape, grasslands, freshwater, and marine) and served as the informal coordinator for CEPF, at least in South Africa. SANBI’s SKEP program was based at the Centre for Biodiversity Conservation in Cape Town’s Kirstenbosch National Botanical Garden, co-located with Conservation International and relatively close to both WWF and CapeNature. Thus, the relationship between the South African grantees was quite strong.

CEPF budgeted for the U.S.-based Grant Director to visit the region twice during the three-year period. This included a visit to the South African part of the hotspot in March 2011 and meetings with all the grantees other than the Namibia Nature Foundation. The visit included office- and site-based meetings along the corridor between Cape Town and Springbok. The Grant Director was also able to attend, as a side trip from a visit to the Maputaland-Pondoland-Albany hotspot, the SKEP Partners Conference in Van Rhynsdorp (adjacent to Knersvlakte) in October 2011. Representatives from Namibia Nature Foundation attended that event.

2.4. Performance Assessment

Performance is best understood in relation to the nature of consolidation activities themselves, which have broad constituencies and ambitions to institutionalize conservation approaches – work which does not expect to yield results within the short-term. The logical framework in Section 6 summarizes the work.

In general, progress varied with the complexity of the grants. The grants for work in the Knersvlakte and Sperrgebiet were to support formalization of protected areas that were created during the first five-year investment period. Work included management planning, community liaison, boundary demarcation, and all the work necessary to make these places become meaningful as “parks.” While the work was certainly challenging, it was straight-forward. Similarly, the grant for the Leslie Hill Succulent Karoo Trust involved analysis of tax incentives and contract law – expert-driven tasks that were also straight-forward. On the other hand, the grants to Conservation International and SANBI, which were designed to replicate best practices, generate political support at district and provincial levels, and

leverage more funding, required buy-in from multiple parties and were easily disrupted by politics. However, both organizations were robust enough to have adapted their work to ensure continued progress.

3. Portfolio Highlights by Strategic Direction

3.1. Investment Priority 1. Sustain stewardship, improved livestock management, and local economic development investments in the Northern Cape Regions of the Succulent Karoo

This investment priority had three components, the first two of which were centered on the Namakwa District in the Northern Cape, and the third to generate financing for small-scale livelihood and conservation work throughout the Succulent Karoo. The grantee, Conservation International's South Africa program, which became an independent and locally-registered entity called Conservation South Africa (CSA), ensured that local economic development in the Namakwa District supported biodiversity conservation by mentoring community, government, and corporate partners to implement best practices related to land management, stewardship agreements, livestock production, and livelihood activities. CSA also supported implementation of the Northern Cape Department of Tourism, Environment, and Conservation (DTEC) stewardship strategy in Namakwa District by providing ecological expertise and facilitating district-provincial government links leading to completion of stewardship agreements. Lastly, during the first phase of investment, CSA managed a small grants fund called SKEPPIES. The consolidation grant was designed to establish the fund as an independent sustainable financing vehicle by completing legal processes, conducting a strategic review for expanding the small grant portfolio, securing new financing, and upgrading systems for project application, approval, and reporting.

CSA led implementation of this Investment Priority based on its history with SKEP and its long-standing commitment to the Northern Cape. Apart from having been the initial coordinator of CEPF's investment in the region and the manager of SKEPPIES, CSA was, and remains, a leading proponent of stewardship and market-based measures for conservation.

CSA had to be opportunistic in its work on this grant. It had synergies and momentum with many other partners in the Northern Cape, including its own Conservation Stewardship Program, and was able to complement livestock and agricultural efforts in the Succulent Karoo with those that it ran in the Cape Floristic region under the auspices of Green Choice. Unfortunately, not all promised contributions to SKEPPIES, particularly from DeBeers Consolidated Mines, materialized. This lack of funding, along with the timing of the CEPF consolidation grant, led to significant downsizing of the SKEPPIES staff. On the other hand, CSA raised money from the Citi Foundation Micro-Enterprise Development Programme to build the capacity of ten businesses within the SKEPPIES portfolio.

3.2. Investment Priority 2. Institutionalize the SKEP learning network and mainstream local level governance for conservation

Complementing Investment Priority 1, the grant to SANBI had three components, the first of which was to ensure that products developed during the first phase of CEPF investment in the Namakwa District, notably in planning, stewardship, land reform, monitoring, evaluation, and project development, were used by relevant government and civil society stakeholders. The second component continued the local emphasis by supporting the Namakwa Biodiversity Advisory Forum (NamBF), which was intended to influence and

improve the management practices of local institutions for decision making about biodiversity. The final component ensured that the lessons of the first 5-year investment period were captured in case studies, publications, earning exchanges, a website, and eNews bulletins.

SANBI led implementation of this Investment Priority based on its national mandate to lead conservation in the country's six biomes per the 2004 National Environmental Management – Biodiversity Act. SANBI was a natural entity to capture and disseminate lessons, and it did something very similar in its Grasslands program and through the CEPF consolidation grant in the Cape Floristic region. Its role of being a leader at a district and provincial level reflected the limited capacity in the region and also a natural extension of SANBI's role leading the CEPF coordination unit.

SANBI was opportunistic in its work on this grant. With the 20-year SKEP development program at its mid-point in 2012, and with the national government soliciting concepts in anticipation of GEF-5 (the fifth replenishment of the Global Environment Facility), SANBI personnel tried to position the Succulent Karoo as a region for dramatically more funding. On the other hand, they had challenges generating momentum on the Namakwa Biodiversity Advisory Forum, where potential members, initially, did not perceive advantages from participating. SANBI overcame this by placing a Namakwa Project Manager within the offices of the district municipality. That positioning altered the discourse on conservation within the municipality. Understood by the shorthand of mainstreaming, the Project Manager aligned municipal local economic development programs with SKEP biodiversity priorities. Local plans now account for bioregional plans, climate change adaptation, and wind energy development.

SANBI's work led to production of Namakwa Critical Biodiversity Area maps, an Environmental Management Framework, a Spatial Development Framework, and a Climate Change Vulnerability Assessment for the district. These are now models for the rest of the country.

3.3. Investment Priority 3. Expansion of mechanisms to make greater use of the Leslie Hill Succulent Karoo Trust (LHST) for land acquisition and stewardship arrangements

In the mid-1990s, WWF South Africa, part of the international WWF federation but an independent, locally registered organization, became trustee of a fund designed to acquire private land and place it conservation. Over the years, the LHST became incredibly valuable, investing over \$8 million and protecting 172,000 hectares. Paradoxically, however, the trust deed limited its funds only for land acquisition, which while still a fundamental way of promoting conservation, was just one of several mechanisms. Private landowners holding property valuable for conservation could also be engaged through land swaps, tax incentives, or stewardship easement methods. Thus, the CEPF grant to WWF enabled it to explore these mechanisms and possibly "unlock" the trust deed, facilitating the release of as much as \$2 million. The grant was designed to support legal analysis into the South African tax code, create pro forma legal contracts covering a range of owner-manager relationships, and support innovative acquisitions in Namaqualand and Knersvlakte. Also, through CEPF support, WWF was able to develop a consensus land target strategy among planners from South Africa National Parks, the Northern Cape Department of Environment, and the Western Cape Nature Conservation Board. WWF and the LHST operated with a willing-buyer / willing-seller approach.

WWF's work, including a "how to" guide for land-owners to take advantage of tax incentives for conservation and contractual structures for nonprofit organizations (known as Section 21 companies in South Africa) that manage conservation areas were well in use by close of the project. As a coda to WWF's work, BirdLife South Africa later assumed responsibility for promoting further improvements to land legislation incentivizing conservation. [BirdLife's work, building on that of WWF, led to new legislation in 2015.]

3.4. Investment Priority 4. Complete efforts to ensure good management of the Knersvlakte Priority Area in South Africa

Over the period of 1999 through 2008, the Western Cape Nature Conservation Board created the Knersvlakte conservation area through the assembly of public lands and the purchase of private farms. Purchases were often made via the Leslie Hill Succulent Karoo Trust. CEPF was a critical funder for the various biologists, spatial planners, community organizations, and Cape Nature as the assembled plots ultimately became a 62,000-hectare functioning conservation area, with a dedicated staff and budget based in Vanrhynsdorp. While CEPF considers this one of its greatest achievements, much remained to be done to ensure the Knersvlakte's sustainability, starting with its formal proclamation as a Provincial Nature Reserve. Cape Nature, as the legal authority responsible for the area, was the natural grantee. Apart from guiding the political process for the formal proclamation, Cape Nature's grant was also designed to support park management planning and implementation, stewardship agreements on neighboring properties, and engagement of local economic development authorities.

While the work of the Cape Nature team proceeded well on-site, the major shortcoming was the delay in park proclamation. Subsequent to the announcement of the impending proclamation, in June 2010, there was a two-month period for public comment. During that time, a mining claim was raised with the Department of Minerals and Resources. This was followed by objections from neighboring farmers who were concerned that the reserve would lead to an increase in the number of "damage-causing" animals (e.g., black-backed jackal, caracal, leopards) that take refuge in the reserve and exit the fences to hunt livestock on the adjacent properties. Cape Nature continued to advocate for park proclamation via its Cape Town headquarters while on-site reserve staff addressed farmer concerns. The reserve staff actively attended farmer association meetings, solicited input from farmers on "damage causing animal hotspots," and worked with farmers to place camera traps and conduct other ground-truthing exercises. Reserve staff also took farmers to a field demonstration site with two adjacent plots of land, one managed for livestock and one "unmanaged" as a reserve. The incidence of damage-causing animals was no higher on the reserve than it was on the livestock farm. The goal was to disabuse farmers of the notion that Knersvlakte represents a threat to their livestock.

Due to Cape Nature, the reserve was provided with three full-time personnel and a dedicated annual budget that stood at \$72,000 in 2011 and \$200,000 in 2012 for use on fence removal/maintenance/ construction, control of invasive plants, and training of staff not only in job-related skills (e.g., chainsaw operation), but also in personal health and household financial management.

As a coda to this grant, Knersvlakte Nature Reserve was formally proclaimed under South African's National Environmental Management Protected Areas Act on 24 September 2014 and given a three-year budget of \$450,000.

3.5. Investment Priority 5. Complete efforts to ensure good management of the Sperrgebiet Priority Area in Namibia

Similar to the Knersvlakte, during the first five years of implementation, CEPF supported the Namibia Nature Foundation as it facilitated the creation of the 2.6 million-hectare Sperrgebiet National Park, itself part of a combined 25 million hectares of contiguous land under conservation. CEPF consolidation grant funds enabled Namibia Nature Foundation to make the park fully functional. The grant included engaging with the park's neighboring communities and mining and fishing industries, building park operational capacity, implementing management plans, and conducting research and outreach activities. Namibia Nature Foundation, while a private entity, effectively managed the park on behalf of the Parks and Wildlife Directorate of the Ministry of Environment and Tourism.

The grantee faced various challenges. First, the Foundation had a change in its senior leadership and in its lead project officer. A second challenge was from the portfolio perspective. Where at one time, there may have been visions of closer bilateral cooperation between South Africa and Namibia in management of the Succulent Karoo, during the CEPF consolidation phase, there was little connection across the border to South Africa. Nonetheless, SANBI made efforts at collaboration, inviting representatives from the Namibia Nature Foundation to the Succulent Karoo exchange in December 2011.

By the close of the grant in December 2012, NNF had:

- Created a Park Advisory Committee that was meeting quarterly.
- Created a Project Management Group that prepared annual park budgets.
- Created a park infrastructure plan.
- Trained park staff in HIV/AIDS awareness and prevention such that the park was a leader in the country, with its staff then leading outreach in the community and to peer entities.

4. Collaboration with CEPF Donors, Other Donors and Local Government

By their nature, the five consolidation grants were far-reaching. Even if they were focused on the Succulent Karoo hotspot, the type of work – sharing lessons learned, government capacity building and awareness, ensuring good management of important protected areas – overlapped with that of other donors, like the GEF and World Bank, which had, and have, nationwide environmental management programs in South Africa and Namibia. However, one reason for CEPF's continued involvement in the Succulent Karoo, and particularly the Northern Cape, was the lack of significant donor funding in the region. This is perhaps the reality of semi-arid landscapes with a low population density. There are neither the charismatic megafauna, forests of global significance, or a big group of people attracting investment. It is more likely in the future that collaboration with donors in the Succulent Karoo occurs indirectly via donor investment in mining, energy, or perhaps governance. At the time of portfolio close, SANBI, as the lead entity in South Africa, and Namibia Nature Foundation, through its relations with the Namibian Ministry of Environment and Tourism, engaged with donors in order to elicit their greater interest in the region.

5. Conclusion

CEPF invested, successively, in three hotspots in South Africa: the Cape Floristic Region, the Succulent Karoo (including parts of Namibia), and Maputaland-Pondoland-Albany (including parts of Swaziland and Mozambique). While the hotspots are unique, they abut one another, are centered in the same country, have similar or the very same sets of stakeholders, and at least within South Africa, are subject to the same legal and institutional regimes. Thus, even as the investment in the Cape, and then Succulent Karoo ended, CEPF's work in South Africa continued. Lessons from the Cape and Succulent Karoo were carried to Maputaland. Leading organizations that received funds in the Cape and Succulent Karoo often received funds from the other investments, allowing the groups to strengthen their efforts. Government engagement and policies that were first addressed in the south (Cape) and west (Succulent Karoo) were further addressed in the country's east (Maputaland).

Among the four South African grantees, as well as other stakeholders in the Northern and Western Cape (e.g., municipal and provincial agencies, public protected areas, private landowners), there was impressive collaboration through bodies like the Northern Cape Stewardship Forum and via the auspices of the board meetings of the Leslie Hill Succulent Karoo Trust. In particular, SANBI, as the leader of the SKEP program, operated with a mandate of leading work on the goals espoused by CEPF. It is also valuable that all the grantees, including Conservation South Africa, were locally based organizations with long-term commitments, and funding, for the Succulent Karoo. One challenge, or perhaps reality, is that there is limited integration across the border, between the four South African grantees and the one Namibian grantee.

In an environment like the Succulent Karoo, the perennial challenge will be social. There are limited ways to make a living, and the options that do exist are hard and not typically lucrative. Young and educated people leave the region, making it that much harder to address challenging issues of science and governance. The 20-year SKEP program oriented itself to address such fundamental issues. Compatible land-use solutions, stewardship, decision-making, payment for ecosystem services schemes, tax incentives, reform of agricultural grazing practices, and efforts which create, literally thousands of jobs are needed to address the major drivers of biodiversity loss in the Succulent Karoo. The CEPF consolidation program provided an important bridge as the stakeholders planned for the future.

6. Update on Progress Toward Targets in the Portfolio Logical Framework

There was no logical framework, per se, for this CEPF Consolidation Region. Rather, there were five grants across five investment priorities. The “indicators” in the table below show what was expected across the investment priorities, while the “results” show what the five grants achieved.

Objective	Indicator	Result
<p>Reinforce and sustain the conservation gains achieved as a result of previous CEPF investment in the Succulent Karoo.</p>	<p>20 civil society actors, including NGOs and the private sector, actively participating in conservation programs</p>	<p>Perhaps as many as 50 different registered organizations, local government agencies, communal bodies, advisory bodies, and collections of trainees and past small grantees regularly participated in work leading toward CEPF goals. Twenty are listed here:</p> <ul style="list-style-type: none"> Agri-Namaqua Conservation South Africa Biodiversity and Red Meat Initiative Integrated Development Plan Forum Intergovernmental Forum Knervslakte Protected Area Advisory Committee Liliefontein Red Meat Producers Association Local Economic Development Forum Local engagements in Matzikama Local engagements in Nieuwoudtville Local engagements in Springbok Namakwa Biodiversity Advisory Forums Namibia Nature Foundation Provincial Coastal Committee Richtersveld Conservancy South Africa National Biodiversity Institute Small Miners Forum Union of Communal Farmers Western Cape Nature Conservation Board World Wide Fund for Nature-South Africa
	<p>2 key biodiversity areas, one of 113,000 hectares (Knervslakte) and one of 2.6 million hectares (Sperrgebiet), with strengthened management</p>	<p>The Knervslakte Protected Area (85,5000 hectares) was formally declared and placed under improved management. In addition, 12,554 hectares of adjacent private farmland was placed under formal stewardship with management plans.</p> <p>The 2.6 million-hectare Sperrgebiet National Park in Namibia had improved management through creation of management structures, a dedicated budget, and trained staff.</p>

Objective	Indicator	Result
	\$2,000,000 leveraged	The Development Bank of South Africa contributed \$114,000, and Citi Group contributed \$110,000, for SKEPPIES. Cape Nature provided in-kind support in the form of three staff in Knersvlakte. SANBI provided two staff for work in Springbok and both the Springbok municipality and Northern Cape Department of Environment provided office space.
	62,000 hectares in production landscapes with improved management for biodiversity conservation	12,554 hectares of stewardship land, plus, at the time of portfolio close, five stewardship arrangements – promulgated by the Biodiversity and Red Meat Initiative in Leilifontein – were awaiting formal government approval.

Intermediate Outcome	Intermediate Indicators	Result
Outcome 1: Stewardship and local conservation-based development investments are sustained in priority areas within the production landscape in the Namakwa District; and, an independent SKEPPIES Fund is institutionally consolidated to become a sustainable financing vehicle for conservation in the hotspot. \$350,000	Public-private partnership structure operating effectively in Namakwa District with local environment and development authorities	Biodiversity and Red Meat Initiative (BRI) promoted links with Woolworths supermarket chain; Namakwa Area Biodiversity Forum created collaboration between municipal planners, protected area managers, and agricultural and mining interests. BRI published a quarterly newsletter, "The Stockpost." Due to BRI, 229 stock animals were removed from the landscape with farmers still receiving the same income.
	16 stewardship agreements (covering 62,000 hectares) completed	41 stewardship agreements were completed in Leliefontein for a combined 3,554 hectares. All agreements were with private farmers/ranchers who committed to "zero predator control."
	SKEPPIES Fund governance and operations strengthened such that it receives capital contributions from other donors	The Development Bank of South Africa contributed \$114,000, and Citi Group contributed \$110,000. SKEPPIES established a management committee with Conservation South Africa, SANBI, the Development Bank of South Africa, and the Namakwa District municipality. The South African government's Expanded Public Works Programme now recognizes all active SKEPPIES projects as eligible for job creation credits.

Intermediate Outcome	Intermediate Indicators	Result
<p>Outcome 2: Enabling environment created through embedded learning network, localized governance, and mainstreamed conservation approaches.</p> <p>\$300,000</p>	<p>Best practices for conservation in the hotspot made available to a wider audience through multiple written and electronic media, and local forums and events</p>	<p>The SANBI website has a permanent SKEP page with case studies and thematic sections on “foundations,” “building knowledge,” and “science into policy/action.”</p> <p>Namakwa Biodiversity Advisory Forum: tri-annual meetings with 30 representatives from 15 government and non-government agencies were taking place in Namaqualand at the close of the project.</p> <p>Namakwa Critical Biodiversity Areas Maps, the Succulent Karoo Ecosystem Services report, and the Management Plan for the Commons of the Namaqualand Upland, and eight case studies were prepared and promoted for regional replication.</p> <p>Learning exchanges were conducted for 30 Namaqualand high school students, 25 municipal employees, and 16 livestock farmers.</p> <p>Monthly e-newsletter and SMS updates were broadcast.</p>
	<p>Management effectiveness tracking tool used in all protected areas managed by the Northern Cape DENR</p>	<p>Formal protected areas under the control of South African National Parks and the provinces of the Western Cape (via CapeNature) and Northern Cape (via the Department of Environment and Nature Conservation) had all instituted management tracking systems akin to the World Bank METT.</p>
<p>Outcome 3: Innovative acquisition and/or management arrangements executed, and legal mechanisms completed for the LHSKT.</p> <p>\$159,000</p>	<p>One large individual farmer-owned plot in Namaqualand and one in Knersvlakte placed under improved management via innovative acquisition or stewardship arrangement</p>	<p>Leslie Hill Succulent Karoo Trust and Conservation South Africa facilitated stewardship arrangements adjacent to Knersvlakte Reserve and in Namakwa District, respectively (12,554 hectares).</p>
	<p>Set of legal <i>pro formas</i> developed making use of tax incentives to allow for increased land acquisition and stewardship agreements</p>	<p>Legal documents prepared to facilitate landowners and partners in their applications to place land under stewardship, including “how to” guide to gain tax breaks using a Section 21 (non-profit) company.</p>

Intermediate Outcome	Intermediate Indicators	Result
<p>Outcome 4: Knervlakte protected area management efforts consolidated and expanded.</p> <p>\$300,000</p>	<p>Protected area authority has better trained field staff, financial managers, and operational managers</p>	<p>Six full-time personnel were recruited, trained, and engaged with formal work contracts, which by itself was evidence that the park was becoming a legitimate management entity [and which contributes to the next intermediate indicator.]</p> <p>Protected Area Advisory Committee was established. It includes Cape Nature, SANBI, WWF, Griqua community, famers, Vanrhynsdorp / Matzikama municipal representatives, and Environmental Monitoring Group. The Committee provided direct guidance to the park managers, contributing to the next intermediate indicator.</p> <p>Park personnel attended trainings and knowledge exchange sessions covering multiple topics: health and safety, first aid, herbicide application, chainsaw operations, fence construction, human resources management, operations management, bookkeeping, competitive procurement</p> <p>16 people from the local community were given temporary employment in brush clearing and basic park maintenance.</p>
	<p>Protected area has improved management systems through use of ecosystem and visitor data</p>	<p>A management plan for the protected area was implemented.</p> <p>Knervlakte Advisory Committee met regularly and discussed, among other items, visitor planning and monitoring. Neighboring farmers were part of the committee.</p>
	<p>Corridors and buffer zones in Knervlakte put under stewardship agreements for improved management</p>	<p>12,554 of land adjacent to the protected area was placed under stewardship.</p>
<p>Outcome 5: Sperrgebiet protected area management efforts consolidated and expanded.</p> <p>\$300,000</p>	<p>Protected area implementing park management, business, and tourism plans</p>	<p>Park infrastructure and staffing plan was finalized and implemented. This included placement of signage and training for park personnel (tourism management, HIV/AIDS); and, an ongoing process to prevent future diamond mining in the park. These led to directly to improved management of park and better conservation outcomes.</p>
	<p>Surrounding communities make use of their rights and responsibilities such that they receive marginal economic benefits from park</p>	<p>Four stakeholder groups, in separate quadrants/communities of the park, were formed with representative committees, terms of reference, and work plans to ensure sharing of benefits.</p>