

CEPF FINAL PROJECT COMPLETION REPORT

Organization Legal Name:	Table Mountain Fund
Project Title:	Building and Consolidation Capacity for Conservation in Implementing Agencies in the Cape Floristic Region
Date of Report:	23 April 2012
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CEPF Region: Cape Floristic Region

Strategic Direction: Consolidation

Grant Amount: \$300,000

Project Dates: 1 Nov 2008 to 31 Dec 2011

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

South African National Biodiversity Institute (C.A.P.E. Capacity Development Programme and C.A.P.E. Biodiversity Conservation and Sustainable Development Project component 5.2)

WWF South Africa

Conservation Impacts

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

Please summarize the overall results/impact of your project.

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

By 2020, focused capacity development activities within the CFR will result in improved conservation management capacity across the region.

Actual Progress Toward Long-term Impacts at Completion:

CEPF's continued investment in capacity development in the CFR has set the foundations for improved conservation management in the region. A more strategic approach to developing a cadre of young professionals for the sector, funded by the National Treasury, is now being implemented via SANBI, which will stand the region and the entire South African conservation sector in good stead into the future.

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

Build on the gains of the C.A.P.E. Capacity Development Programme by facilitating capacity development within relevant local government institutions, ensuring a more effective transition of graduates into the workplace and more effective mentoring of interns/subordinates as well as improving the understanding around the impact of capacity development interventions

Actual Progress Toward Short-term Impacts at Completion:

Building on the lessons from the CAPE Capacity Development Programme, interns and mentors benefitted from a more effective workplace orientation which included participating in the development and implementation (as “pilot participants”) for a formal intern induction and career development process, as well as mentorship development. The project also provided for longer internship opportunities (of two years) compared to the previous internships which were for one year. These opportunities provided interns with a better rounded opportunity in preparation for the workplace. Barring one, every single one of the interns has now found either contract or permanent work in their field of choice and interest. Some have been significantly promoted in their new jobs. This is testimony to a robust and highly successful approach which is now bearing significant fruit.

The technology and approach developed through this investment has and continues to be a significant informant and guideline for the SANBI Presidential Jobs Fund project. Members of the project reference group are contributing technically to the design of the Jobs Fund Project, and will be heavily informed by the TMF Capacity Building experiences.

The project’s work with Local Economic Development (LED) and Integrated Development Planning (IDP) officials in the two pilot district municipalities (West Coast and Eden District Municipalities) and their component local municipalities drew substantially on the work of the CEPF funded project aimed at supporting improved opportunities for grassroots communities to become involved in conservation action.

LED and IDP officers were supported through a process of developing their understanding of the role that the environment plays in supporting local development in their region. Substantial results were achieved in particular on the West Coast where local municipalities drew on the expertise of the facilitators to support the public participation processes in support of the development of the next generation IDPs.

Please provide the following information where relevant:

Hectares Protected: N/A
Species Conserved: N/A
Corridors Created: N/A

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

The project has delivered well on its impact objectives for the capacity development of young professionals as detailed above. Eight placements were provided through a variety of host organizations including the Wildlife and Environment Society of South Africa, the Biodiversity and Wine Initiative, the Climate Action Partnership, the Cape West Coast Biosphere Reserve Company, the Nature’s Valley Trust, the City of Cape Town and Cape Research Centre at SANParks.

In its work with local government, challenges have included the impact of local government elections which resulted in the unavailability of the necessary officials both in the run-up to the elections as well as in the months following the elections. This was an especially difficult process causing significant delays to the project in municipalities where political leadership had changed.

In addition, the LED and IDP portfolios in local municipalities were found to be under-capacitated. In a number of the municipalities in the pilot regions, these portfolios experienced significant staff turnover, and in some cases the LED and IDP portfolio was held by the same official. This meant that it was difficult to even get municipal officials to engage with the process in the beginning.

Were there any unexpected impacts (positive or negative)?

Local municipalities not targeted as part of the project, learning of the project underway, contacted the project implementer for support in including green economy projects into their IDPs.

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: Engage with key municipal officials around adopting a cohesive approach to capacity development.

Component 1 Actual at Completion:

The project engaged with key municipal officials as well as Western Cape provincial government officials in the Departments of Environment and Development Planning as well as local government around adapting a cohesive approach to capacity development. The project sought synergies with these departments' capacity development interventions to prevent duplication of effort.

Component 2 Planned: Local economic development (LED) officers at local municipalities are aware of how biodiversity and environmental resources underpin LED and how these resources can provide LED opportunities

Component 2 Actual at Completion:

LED officers are aware of how biodiversity and environmental resources underpin LED. A roadmap has been developed collaboratively with LED and IDP officials as a resource to support officials with including environmental projects into the municipal IDPs. Project identification processes have been supported in two municipalities, both of which feature prominently in the long term plans for municipal support for work by TMF and the CAPE community. Through the supportive micro-granting initiative also funded by CEPF, these officials have been introduced to new entrants to biodiversity conservation and participated in, supported, and witnessed their project work.

Component 3 Planned: Municipal officials and their consultants are proficient in interpreting biodiversity data in spatial plans

Component 3 Actual at Completion:

LED and IDP officials were provided with the biodiversity data and spatial plans available, however as their core function does not require proficiency in interpreting this data, they have been referred to their municipal planner for additional support where required.

Component 4 Planned: Interns and mentors action improved approaches to internships and mentoring respectively

Component 4 Actual at Completion:

The development and piloting of an Intern Induction workbook has helped significantly in orienting the cadre of young professionals to the world of work as well as to their host organizations and the sector. The intern's induction process, supporting the delivery of the workbook, was well attended and uniformly positive feedback was received from the interns. This process is now adopted as a standard within TMF and WWF South Africa, and the resource is being applied within SANBI as well.

Mentors benefited from the mentorship training piloted through the CAPE capacity development programme.

This targeted approach of supporting both the mentor and intern has yielded a significantly improved internship experience.

Component 5 Planned: Key information on capacity development beneficiaries across the CFR is gathered

Component 5 Actual at Completion:

An intern database has been developed. In addition, a series of 4 short films have been produced tracking the career path of both past and current interns and documenting their reflections on what being part of the TMF internship programme has meant to them. These films will be used by TMF, WWF South Africa and SANBI-Green Matter to profile the capacity building work at a national level and to attract further support and investment in this essential aspect of conservation development in South Africa.

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

None

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

Four short videos – (links below)

Phindile - <http://vimeo.com/34079862>

Abigail - <http://vimeo.com/39357430>

Ishmail - <http://vimeo.com/39328624>

Thumeka - <http://vimeo.com/39341795>

Intern induction workbook

LED and IDP green projects roadmap

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.

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

One key element was the decision to outsource the municipal engagement aspect. The motivation for this was to find a partner who we could work with, long term, rather than hire a consultant or contract employee who would leave at project end, with no lasting contribution to capacitation of this critical piece of the overall strategic intention. In hindsight, this was a mistake.

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

A more strategic approach to the internship process led to a better rounded experience for both interns and mentors. This is a major success and will be transferred into the national (sector-wide) initiative being lead by SANBI.

In engaging with local municipalities, as a first step, there should have been better liaison and with the relevant provincial departments (Environment and Local Government). Some of the difficulties in engaging directly with municipal officials might have been avoided if a directive had been issued by the Department of Local Government. The provincial department of environmental affairs and development planning already had local government support programmes planned and better alignment and collaboration with these was essential.

The support of Municipal Managers for this project might have secured better engagement of the IDP/LED officials – this support was only secured in certain municipalities. Building relationships with Municipal Managers should be seen as a priority in future projects that aim to engage at local authority level. This might require a number of one-on-one meetings to develop working relationships.

It was generally found that IDP officials do not see environmental management as part of their mandate. Instead they tend to focus on IDP projects related to basic services and infrastructure provision, without acknowledging that sustainability should be integral to the planning thereof in order to address the environmental impacts of such projects. This approach is also partially a response to the demands of the constituents, who still await the provision of basic services. This project has helped to put projects that promote sustainability more clearly onto the agenda.

The work of the 'building project development capacity of new entrants to the conservation sector' project, also funded through CEPF, played a significant role in building stronger working relationships in the target municipalities and provided tangible examples for how the environment can support them in meeting the IDP and LED targets.

Other lessons learned relevant to conservation community:

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
TMF		60,000	

***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.)*

Sustainability/Replicability

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

The sustainability of the young professionals development component has exceeded what even our wildest dreams might have dared hoped for. SANBI has now successfully secured approximately \$ 37.5m from National Treasury to lead a national initiative, based to a great extent on the pioneering work within the C.A.P.E. community, of which the CEPF investment has formed a core component. CEPF can justifiably be proud of initiating and catalyzing, whilst not entirely solo, a new way of working that has addressed a deep and pressing need within the South African conservation sector.

The future and manner in which we take the municipal capacity development component forward is at this stage a little unclear. A number of options are on the table and being explored – the one looking the most promising is via an arrangement with the Development Bank of Southern Africa (DBSA) which has a mandate to support the development and maintenance of municipal infrastructure, in particular.

Summarize any unplanned sustainability or replicability achieved.

As indicated above.

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

CEPF's support for this project has helped to formalize capacity development interventions in the CFR, many of which are being taken up beyond the region.

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.cepfn.org, 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

(Enter Grant Term)

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.	No			Please also include name of the protected area(s). If more than one, please include the number of hectares strengthened for each one.
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.	No			
4. Did your project effectively introduce or strengthen biodiversity conservation in management practices outside protected areas? If so, please indicate how many hectares.	No			
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

