

# CEPF FINAL PROJECT COMPLETION REPORT

## I. BASIC DATA

Organization Legal Name: Dr. Peter Carrick

Project Title (as stated in the grant agreement): *Landscapes and Livelihoods: Strategic Ecological Advice, Mentoring, and Support for Biodiversity-Based Livelihoods in Namaqualand*

Implementation Partners for this Project: Nurture-Restore-Innovate, the Namaqualand Restoration Initiative and its partners, primarily: Namaqualand Wilderness Initiative – Conservation International, De Beers, Plant Conservation Unit - UCT

Project Dates (as stated in the grant agreement): October 1, 2007 – June 30, 2009

Date of Report (month/year): July 2009

## II. OPENING REMARKS

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

## III. ACHIEVEMENT OF PROJECT PURPOSE

**Project Purpose:** *To establish an effective Namaqualand-based field ecologist position to support and capitalize on the biodiversity-based livelihood opportunities created by the NRI and NWI and other projects, and to create continuity for these projects and emerging opportunities, beyond 2008.*

### Planned vs. Actual Performance

Indicator	Actual at Completion
Purpose-level:	

<p><i>1. A field ecologist is established and operational in a flexible but well-structured Namaqualand-based entity that facilitates the integration of high quality ecological knowledge into current and future conservation efforts in the region (initially the entity primarily services ecological needs of the NRI and NWI projects, and later develops, and possibly restructures, in order to meet the biodiversity information needs of other projects and institutions).</i></p>	<p>In order to ensure the continuity and sustainability of the ecologist's position and thereby ensure continuity and support for the NRI, NWI and other projects, the new entity has been transitioned from the CEPF-catalyst funded entity (c. NGO model) to a paid-for-service entity (c. Consultancy or contract model), while retaining the original goals and ideals.</p> <p>The experiences of partnering with other organizations throughout the project considerably refined the concept of partnership that the project should seek. Principally the project should seek long-term partnerships with other organizations (that share aims concerning biodiversity &amp; livelihoods), but that the partnerships should allow us a role in directing the process that achieves the desired outcomes. It is very difficult to effect positive changes in other projects or organizations simply by offering occasional advice to these organizations. We therefore have to take on a number of associated tasks with these partners to ensure that our ecological advice is implemented effectively, and often play a large role in proposal writing and contracts.</p> <p>The Landscapes &amp; Livelihoods project explored possible opportunities and partnerships with a number of other institutions, including: Richtersveld community &amp; Alexkor, WWF, SKEP as a scientific advisor, CI, various projects in the Baviaanskloof &amp; legal cases. Key partner organizations were identified, from our refined understanding of the partnerships the project should seek, and the partnership concept developed further with these organizations.</p> <p>It is exciting that all the partners that we have identified have expressed the desire to work with us. These are: De Beers with which we have three contracts on the table; Richtersveld community and Vula Environmental with whom we have started a restoration business in 2008 - we will work on follow-up proposals to government to continue this for three years; Namakwasands with whom we are in discussion to partner for year long contracts chiefly in assessment and advice; and CI with whom we are working to align towards reaching their goals for 2010. Many of these engagements were initiated by the other party.</p> <p>Finally contracts to July 2010 were secured with CI and De Beers, which ensures the sustainability of this project in the medium-term. Continued ecological direction and support for the NWI project forms the foundation for a close partnership with CI, and for short-term contracts on other CI projects. Contracts to provide the full range of technical specifications, mentorship and support for two restoration implementation businesses, and to provide specialist direction, advice and assurance to the entire rehabilitation program for De Beers</p>
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	<p>Namaqualand Mines are either concluded or being drawn up. We have played a large role in providing the Richtersveld community with a plan, budget and framework for a proposal to government to continue and expand the restoration research and implementation begun in 2008. We have also stressed the urgency, but the proposal needs to be concluded by the Richtersveld community and their internal and external directors, and the long-term future of this project remains unsure at this stage. Namakwasands have been unresponsive to concluding a long-term contract to support monitoring and restoration.</p>
<p><i>2. The ecologist develops knowledge and understanding of Namaqualand ecology, ecosystem functioning and restoration, particularly regarding techniques and protocols for restoration teams developed by the NRI.</i></p>	<p>The ecologist has read an absorbed literature relating to Succulent Karoo &amp; Namaqualand ecology in general (particularly in the first months of the project). The ecologist has also gained a more specific understanding of dynamics that relate to ecological restoration by reading specific scientific and restoration literature. The ecologist has deepened his knowledge and understanding of Namaqualand ecology by reviewing and commenting on each chapter of the NRI 'Best Practice' book, other NRI protocol documents, and understanding other reports on Namaqualand.</p> <p>Further knowledge has been gained, on various field trips, from other scientists particularly those in the Namaqualand Restoration Initiative, repeated visits to three mining operations, field trips and contributions to numerous products with Peter Carrick, and conducting two excellent studies related to restoration on the Namaqualand coast.</p> <p>The majority of the ecologist's time is spent sharing knowledge with partners and land-users in Namaqualand, or actively mentoring land-managers e.g. restoration teams, which is the greatest catalyst for developing deep understanding.</p>
<p><i>3. The ecologist develops knowledge of stewardship agreements, national and regional priorities which will allow him/her to effectively integrate rigorous scientific understanding into other land-use and local government activities as well as the NWI.</i></p>	<p>The ecologist has read an absorbed literature relating to Succulent Karoo &amp; Namaqualand ecology in general (particularly in the first months of the project). He has read literature relating to stewardship, and engaged with a number of implementors of stewardship; and for the Three Peaks Conservancy, started to understand the institutionalization needed.</p> <p>The ecologist has conducted a literature survey for the Livestock Management Guidelines for the Namaqualand District Municipality; synthesised previous biodiversity assessment reports in SA to develop his own template for biodiversity assessment in the Three Peaks area; and understood reports and literature on Namaqualand and the Kamiesberg that can inform the biodiversity assessment.</p> <p>Knowledge sharing with partners and land-users,</p>

	autonomous meetings with various actors, and assisting experts and scientists on the region was also pivotal in developing a broad understanding related to stewardship and the ecology of the region.
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**Describe the success of the project in terms of achieving its intended impact objective and performance indicators.**

The project has been successful in achieving its purpose. The project has exceeded its impact objectives and performance indicators in that greater emphasis has been placed on sustaining Landscapes & Livelihoods beyond the CEPF funded period, and a large proportion of time and effort has been spent on achieving this aim.

The ecologist has performed extremely well in familiarizing himself with the technical understanding necessary to support a number of different projects, and in setting up & managing a work base remotely.

**Were there any unexpected impacts (positive or negative)?**

A number of opportunities have been explored for ensuring the long-term sustainability of Landscapes & Livelihoods, and this has defined the type and nature of partnerships that are required, and in which this project can effect change. We have started to act on these lessons in terms of how we seek, identify, engage and involve partners, and the nature of the relationships we have started building with partners. In a nutshell: Landscapes & Livelihoods can be more effective by playing a large role in few projects, with the right partners, than playing a small role in many projects or with many partners.

**IV. PROJECT OUTPUTS**

**Project Outputs:**

**Planned vs. Actual Performance**

Indicator	Actual at Completion
<p><b>Output 1: NRI / De Beers restoration teams (comprising about 18 people working full-time, in the first year) are trained in the new ecological restoration methods that have been developed by the NRI, and the teams are mentored in ecological good practice from their inception to beyond the life of NRI (2008); and efficiency, quality and understanding within the teams (and other implementors) is dramatically improved by the support, products and tools provided by the ecologist; while the teams provide examples of achievable, high quality ecological restoration for Namaqualand lowlands.</b></p>	
<p><i>1.1. On a monthly basis the ecologist spends time with each restoration team in the field advising and mentoring the teams in the specific tasks being undertaken at that time or season, and seeks solutions and greater efficiency for difficulties encountered, by liaising closely with the NRI and others, and furthermore, plays a</i></p>	<p>The ecologist played the principle role in facilitating advice &amp; mentoring to the restoration teams, and in particular facilitated technically complex tasks involved in seed cleaning &amp; preparation, in addition to seed collection, erecting netting, setting out restoration packs &amp; transplants, mapping and following of the specifications. These activities account for majority of the ecologist's time for March.</p>

<p><i>leading role in the formal training sessions conducted in 2008.</i></p>	<p>The ecologist also co-lead refresher training in netting methods (by coordinating training for members of the team at Namakwasands and coordinating practical learning from their environmental managers and restoration implementors), and in setting out restoration packs.</p> <p>The ecologist played a primary role in the 2008 formal training week 24-29 August in Port Nolloth. Potential managers and team members were trained for restoration businesses on both De Beers and Alexkor mines. About 35 people were trained, and the ecologist conducted lectures, coordinated practical training in the field and examination, as well as key support activities. The ecologist continues to advise, support and mentor teams at both De Beers and Alexkor, but has strategically reduced the level of support from that offered in 2007 as the requests for support should be increasingly initiated by the teams.</p> <p>The ecologist gave refresher training to both the NMR (Koingnaas) and Richtersveld-Vula (Port Nolloth) teams on a range of restoration activities. The ecologist now plays the principal role in delivering advice &amp; mentoring to the restoration teams on all activities related to restoration implementation. He now also proactively interacts with the teams and the business managers to interpret, guide and ensure that implementation follows the specifications &amp; quality standards set.</p>
<p><b>1.2.</b> <i>The ecologist represents and interacts on behalf of the new entity, the NRI and the restoration teams at relevant meetings and fora; and contributes to products that will develop and promote ecological restoration (particularly in the Namaqualand lowlands) e.g. training manuals, restoration guidelines book, ongoing experimentation and contracts for restoration implementors.</i></p>	<p>The ecologist participated in a number of engagements with management of De Beers Namaqualand Mines (NM) and other mining operations, as well as government &amp; others active in the region.</p> <p>The ecologist has increased his role in meetings with De Beers management and restoration team managers. And is increasingly autonomous in his meetings with other partners, scientists and civil society. The ecologist played a lead role in mapping areas specified for restoration in 2008/09. The ecologist undertook, with only remote supervision, a formal scientific assessment of the restoration conducted in 2007/08, and study of novel transplant methods and its efficacy, integrating evidence from a number of areas and mines. The ecologist excelled at both these studies which has significantly contributed to the ecological input to future restoration (the transplant protocol has been radically improved efficiency).</p> <p>The ecologist continues in his increased role in meetings with Mine management and restoration team managers. He has been particularly effective in building good cooperative relationships with the managers of the Richtersveld-Vula restoration team, and with the environmental team at De Beers. The ecologist strives to improve the productivity and efficacy of the methods used by the restoration teams in all their tasks. He now also plays a larger</p>

	<p>role in producing documents and reports that disseminate understanding on restoration methods and practice.</p>
<p><b>Output 2: Namaqualand Wilderness Initiative staff and local stewards (ie local government, private and communal farmers) are aware of, understand, and are applying ecological good practice in the development and implementation of stewardship agreements, management plans and supporting ecological knowledge in a way that mitigates threats and supports biodiversity-based livelihoods within the proposed 70,000 ha corridor from the Kamiesberg Mountains to the Coast (focussing on the proposed 25,000 ha Three Peaks Conservancy).</b></p>	<p>NWI activities are focused on the Three Peaks Conservancy, and the ecologist's primary activity for output 2 is to conduct a biodiversity assessment of all the properties that have been prioritised for the conservancy. Complete the assessment of criteria and the plan of action for the Biodiversity Site Assessments. Visit properties within the Three Peaks Conservancy, map biodiversity features and landscape units, conduct assessments, and conclude the biodiversity assessment report.</p>
<p><i>2.1. The ecologist supports the negotiation process by NWI staff to secure a minimum of three stewardship agreements (focussing on two communal and one private conservancy agreement in the three peaks area) by providing and coordinating ecological input for the negotiating process in various forms, including developing products and presentations.</i></p>	<p>Activities are focused on the Three Peaks Conservancy. Together with NWI staff, the ecologist has started distributing information about stewardship to farmers and is looking for possible interested parties.</p> <p>Activities are focused on the Three Peaks Conservancy. Together with NWI staff, the ecologist continues to distribute information about stewardship and build relationships with willing landowners in the priority area. The ecologist presented short session in September on the ecological importance of Three Peaks area at the Kamiesberg farmers association's quarterly meetings. Three landowners have expressed interest in stewardship agreements. The ecologist is providing biodiversity information to assist DTEC &amp; landowners in assessing &amp; motivating for concluding contracts.</p> <p>The ecologist contributed to the draft feasibility report for stewardship in October, which combines all the sections (biodiversity, socio-economic and institutional) and allowed feedback from partners and an assesment of the progress of the project as a whole. Negotiating with landowners is to a large degree dependent on the outcomes of a feasibility study for stewardship and the decisions and activities of the NWI staff.</p>
<p><i>2.2. The ecologist is providing ecological input into the development of the management plans and answering questions, refining management activities, and monitoring conservation impacts at an appropriate scale, which will support community and private landowners (as well as local government) to implement and audit stewardship agreements.</i></p>	<p>The ecologist's primary activity is to conduct a biodiversity assessment of all the properties that have been prioritised for the Three Peaks Conservancy.</p> <p>Collection, review and collation of biodiversity information (mostly from previous studies) has been completed. The ecologist co-ordinated knowledge sharing and input to stewardship and assessment plans from Peter Carrick, DTEC, N Cape Nature on one field trip; and from CI international specialists on another, and he has begun the criteria and the plan of action for Biodiversity Site Assessments.</p> <p>The ecologist completed his assessment of properties in the Three Peaks area, combining remote spatial analysis &amp; ground-truthing with</p>

	<p>biodiversity information collected during site visits. The ecologist has completed writing up the bio-assessments and summarizing this information in the report. (There are a total of 15 private farms and 2 communal areas in the Three Peaks Priority Area. Biodiversity assessments were completed for 10 private farms, owned by 8 private land owners, and 2 communal areas; 4 farms were not assessed because of unwilling landowners, and 1 for other reasons.)</p>
<p><b>2.3.</b> <i>The ecologist has provided text and insights into a minimum of 1 practical product per quarter that promotes general biodiversity based livelihoods in the NWI corridor e.g. the development of ecotourism brochures, conservation farming articles for Land Bou, environmental awareness booklets for local councillors, articles in the local newspaper or IDP brochures on the NWI biodiversity.</i></p>	<p>Participated in and contributed to the Tweerivier walking workshop 27-28 March, and wrote an article for a newsletter CI/NWI in April. Participated in SKEP strategy workshop in Springbok, a week's training in facilitation and project management, and stewardship workshops in Kamieskroon in addition to numerous meetings with NWI, CI, NRI members and others from partner organisations (e.g. Kamiesberg municipality, DTEC, N Cape Nature, consultants etc.)</p> <p>Participated in and contributed to the communication workshop hosted by CI in July aiming to, in collaboration with their partners, develop an effective communication strategy for distributing information that will promote their stewardship initiative and general environmental awareness. Conducted a literature review that informed and structured the Livestock Management Guidelines being developed for the Namaqualand District Municipality. Took part in two national radio interviews with RSG (principle afrikaans radio for rural areas) in July: one on stewardship, and one of the NRI's rolling out of restoration with restoration teams. Attended Interfaces combined forum on fynbos and arid zone ecology in August and presented a talk. Assisted with coordinating and running a specialist workshop aiming to gather input for the Livestock Management Guidelines at the conference. Participated in a workshop on behavior change in communities to further conservation in December. Attended and contributed to the NWI strategic planning workshop for 2009 December.</p> <p>The ecologist contributed to the development of recommended land-uses for the Three Peak area that would help conserve natural resources and promote sustainable land use practices. Four private properties and one of the communal areas were prioritized for initial engagement with landowners. In June the ecologist presented the 4 private properties and 1 communal area's biodiversity assessments to the Northern Cape Stewardship forum to get consensus that the properties are of high conservation value and thus warrant efforts to sign stewardship agreements with landowners/users. All the properties were approved by the forum.</p>
<p><b>Output 3: Building the Namaqualand biodiversity-focused entity that has been catalysed by CEPF, NRI and NWI, so that it is</b></p>	

<p><b>developed for long-term sustainability, to provide continuity to existing projects, and to provide services to mining operators, emerging NGO initiatives, the SKEP Coordination Unit, local government and others, on ecological aspects of rural regeneration in the greater Namaqualand region.</b></p>	
<p><i>3.1. Long-term feasibility and the opportunities for further ecology-based support and business contracts is assessed within the greater Namaqualand's projects and institutions (and a plan for the development and structure of the entity is devised).</i></p>	<p>A number of opportunities have been explored for the long-term sustainability of Landscapes &amp; Livelihoods, and has defined the type and nature of engagements and partnerships that can be developed by the project.</p> <p>A comprehensive and integrated system for implementing restoration at mining operations has been developed in order to roll out the implementation of restoration. Contract, quoting &amp; payment systems have been developed. Core roles and tasks within our major existing partnerships have been developed into systems, and the supporting structures are being developed to be effective at these tasks (e.g. capacity, hardware, software, communication tools, assesment and projcet tracking tools).</p> <p>In order to explore and understand the more feasible and sustainable options for structuring the new entity (while maintaining the ideals and integrity), numerous business development consultancies and other experts were sourced and short-listed. These 'business development specialists' were contacted, but the majority offered largely generic advice or solutions, and did not offer useful, incisive strategic or structural advice for the new entity. As a consequence further engagements with these business development entities was not pursued, and a substantial proportion of the budget for professional services was not used as it is not deemed to be an efficient use of the funds (this will be returned to CEPF for use in other conservation projects).</p> <p>A small group of professionals and specialists were able to provide useful advice or services, but were largely specifically targeted professionals (and not 'business development specialists'). They were :</p> <p>Marycke Roche – Chartered Accountant  Linley Dollman - Corporate Lawyer  Cormac Cullinan and others – Environmental lawyers and small environmental consultancy with similar ideals &amp; outlook.  Charl May – Attorney with good understanding of small partnerships &amp; contracts.  Marc van Olst – Entrepreneurship &amp; business structure expert (more corporate)  Allon Raiz - Entrepreneurship development expert (more development &amp; venture capital)  Alex Hetherington – PR, Media &amp; corporate relations</p> <p>Ownership, management, legal frameworks, remuneration, income sustainability, partnership agreements, business structure, focus and</p>

	<p>relationships, as well contractual structures were discussed. In addition sharing experiences with small independent professional and ecological businesses that, like this project, seek a balance between ideals and sustainability, emerged as likely the most fruitful means of gaining insight, foresight and understanding for the new entity and its structure. In addition to those above we will seek to share insights with: Umvoto, Botsoc, WWF &amp; Enact.</p> <p>(see Purpose Indicator 1 for the sustainability and contracts that have been developed)</p>
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***Describe the success of the project in terms of delivering the intended outputs.***

The project delivered all the outputs. Having an ecologist gain the thorough specialist understanding necessary to support a number of different projects, and be permanently based in the remote Namaqualand region has been hugely successful in providing a high level of ecological understanding to a range of biodiversity-based projects.

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

All the 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.***

We envisaged contracting 'business development specialists' to help guide the structuring and feasibility of the Landscapes & Livelihoods entity to become sustainable beyond the CEPF funded period. Numerous 'business development specialists' were contacted, but the majority offered largely generic advice or solutions, and could not offer useful, incisive strategic or structural advice specifically for the new entity. As a consequence further engagements with these business development entities were not pursued. The entity has been re-structured and has secured contracts to be sustainable in the medium-term. In the main the guidance could not be contracted in, but required us to do the hard work strategizing, building the right contract base etc. However, direct and specific advice (e.g. turning a thought-out plan and draft into a legal partnership agreement) was provided by the key targeted professionals and specialists (e.g. a highly efficient corporate lawyer).

Through the experiences of this project we have greatly refined the type and nature of partnerships in which we can affect positive change. We have started to act on these lessons in terms of how we seek, identify, engage and involve partners, and the nature of the relationships we have started building with partners. The main lesson: we can be more effective by playing large roles in few projects, with the right partners, than playing a small role in many projects or with many partners.

However, in primarily providing an ecological foundation and support to projects that are primarily controlled and implemented by partner organizations the realization of the aim of the project as a whole is largely or partly dependent on the other organization, irrespective of quality of the ecological support and direction.

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

Having an ecologist gain the thorough specialist understanding necessary to support a number of different projects, and be permanently based in the remote Namaqualand region has been hugely successful in providing a high level of ecological understanding to a range of biodiversity-based projects. This has changed the implementation of these projects, so that implementation is increasingly driven by ecological understanding. However, there are numerous challenges to sustaining a dynamic young professional in the region for the long-term.

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

**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.**

<b>Donor</b>	<b>Type of Funding*</b>	<b>Amount</b>	<b>Date Received</b>	<b>Notes</b>
Department of Public Enterprises – SA Government	B	\$ 185 700	Sep 2008 – Jul 2009	To support the start-up of restoration, a restoration business, research & implementation of restoration in the Alexkor mining area by the Richtersveld Community
De Beers	B	estimated \$ 250 000	Sep 2007 – Jul 2009	Paid directly to the first restoration business started (NMR), to support their development, capitalize the business and pay for services rendered

**\*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.**

See comments above.

The South African Government is providing \$ 185 700 to the Richtersveld community for research, training, development and the running a restoration business for the Alexkor mining area for one year as a result of

participation and proposals developed by the NRI. In terms of the agreement the government has committed increased funding for each of a further three years.

De Beers is providing in excess of \$ 185 700 to the first restoration business for the first year for contracts with, and the establishing of, the business. De Beers are likely to continue the contracts in future years.

Conservation International has provided \$ 80 000 to CI-SA from Conservation Stewards Program, for the period 1 July 2009 – 1 Jan 2010, to continue the work on the NWI project

## VIII. ADDITIONAL COMMENTS AND RECOMMENDATIONS

## 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](http://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.

**Please include your full contact details below:**

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