



CEPF FINAL PROJECT COMPLETION REPORT

I. BASIC DATA

Organization Legal Name: Western Cape Nature Conservation Board

Project Title: *The Gouritz Initiative: Securing Biodiversity and Harnessing Social and Economic Opportunities in Key Corridors*

Implementation Partners for this Project:

Numerous project partners have been involved over the past four years and have played varying roles during this time. Some partners have played a more prominent role as co-complementers, while others have contributed in other ways to the Gouritz Initiative, bearing in mind the extensive Planning Domain which is in excess of 3.2 million hectares or 25% of the land area of the Western Cape Province.

CapeNature as implementation agent has been ably assisted by partners such as the Klein Karoo Study Group, Botanical Society of South Africa, the Wildlife and Environment Society of South Africa, Department of Agriculture (including LandCare), Department of Water Affairs and Forestry, South African National Defence Force, South African Ostrich Business Chamber, Oudtshoorn Municipality, Eden District Municipality, various local Tourism Associations, Gouritzmond Trust, Cape Leopard Trust, Landmark Foundation, Nelson Mandela Metropolitan University, Organised Agriculture, South African National Parks, Department of Environment Affairs and Development Planning, Department of Land Affairs, Garden Route Environmental Education Network, Klein Karoo Study Group, Marine and Coastal Management, Garden Route Initiative, Greater Cederberg Biodiversity Corridor and Landowners involved in Stewardship arrangements with CapeNature.

Project Dates:

May 1, 2005 – March 31, 2009

Date of Report:

May 2009

II. OPENING REMARKS

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

The Gouritz Initiative (GI) is a joint C.A.P.E. (Cape Action for People and the Environment) 20 year strategy and SKEP (Succulent Karoo Ecosystem Programme) priority area strategy, aiming to conserve and restore priority biodiversity in the identified priority corridors, through partnerships and the development of social and economic opportunities that benefit the local communities and promote sustainable land management.

It is a long term, multi-stakeholder landscape-scale conservation and development initiative with funding provided through the Critical Ecosystem Partnership Fund (CEPF). The objective of CEPF is to provide strategic assistance to non-governmental organizations (NGO's), community groups and other civil society partners to help safeguard the earth's biodiversity hotspots, of which the Cape Floral Region and the Succulent Karoo are examples.

The initial Planning Phase with Project Title: "Development of a Strategic Management and Business Plan to ratify the objectives of the Gouritz Megapark Conservation Corridor" commenced during May 2003 and ended during May 2004. Due to the intervention initiated by C.A.P.E. and Conservation International in order to strategically align the C.A.P.E. and SKEP bioregional programs in the GI domain, an extension of three months was approved with the additional output being: "Integration of C.A.P.E. and SKEP visions in the GI strategy" with end date August 2004. The final budget allocation was increased to \$140,247 for the entire planning phase.

A Strategic Management and Business Plan, which was one of the outputs of the planning phase, provided the basis for the implementation of the GI and it was accepted as such by all stakeholders through the GI Steering Committee. This Plan was also used to inform this SKEP anchor project with Western Cape Nature Conservation Board as implementing organization. This report refers to the anchor project, with funding of US\$474 979, and which had a start date of 1st May 2005 and a projected end date of 30 November 2007. The project received two no-cost extensions with final end date March 2009 due to savings particularly on salaries.

After the commencement of the implementation phase the project experienced on-going challenges within the Steering Committee which were already being experienced during the planning phase and this resulted in representatives from the C.A.P.E. and SKEP Co-ordination Units (CU) meeting with CapeNature, Project Management Unit (PMU) staff and members of the Steering Committee (SC), on 11 October 2006, to develop options for a way forward. The meeting agreed that an external review should be undertaken. The second of the Project Coordinators resigned during October 2006 and it was decided that too little time to recruit a new coordinator and conclude the project satisfactorily, hence the Business Unit Manager of CapeNature assumed the coordination function in addition to the existing functions of BU Manager.

The review report 'Independent review of the Gouritz Initiative (GI) with a focus on the Critical Ecosystem Partnership Fund (CEPF) funded project', was submitted on 7 March 2007 and it included as one of the recommendations the drafting of a 'recovery plan' for the GI project by CapeNature. During subsequent stakeholder engagements within the

GI Steering Committee, CapeNature conveyed its intention to submit a no-cost extension to CEPF which would focus mainly on the primary Gouritz Corridor during the remaining project term with three Project Outputs as opposed to the original four. In essence only Output Indicator 1.2 of Project Output 1 relating to the “effective and representative steering mechanism - - -”, was not addressed through the revised project framework.

The project was fully integrated within the operational structures of CapeNature and was coordinated entirely by the Business Unit Manager of CapeNature, supported by the other members of the Management Team. Although the GI Steering Committee did not function as originally anticipated, the broader stakeholder based GI Forum continued to function very effectively as an awareness-raising, capacity-building and advisory mechanism within the GI domain.

Another outcome of the independent review was that the sub-committee of the GI Steering Committee also ‘conduct and in-depth assessment’ of the various governance options available to the GI, being directly related to Output Indicator 1.2. This resulted in the ‘Report to the Gouritz Initiative (GI) on a stakeholder consultation held on 11 March 2008, in Oudtshoorn’. Emanating from this was a separate proposal for funding to CEPF compiled by WESSA on behalf of the interim Steering Committee to investigate this option further. Stakeholders clearly indicated that they supported the creation of a (Gouritz) Cluster Biosphere and this was also confirmed by the consultant who assessed the suitability and feasibility of implementing a biosphere reserve in the GI domain. The Table Mountain Fund and Department of Environment Affairs and Development Planning approved funds for the preparation and submission of the formal Biosphere Reserve application to UNESCO.

As indicated above, it was agreed that CapeNature as the project implementer, would focus on the primary Gouritz Corridor as from March 2008 This was decided mainly because it had become clear during the independent review that the GI domain was too large geographically for meaningful progress to be made with the available capacity within the project and CapeNature. Although the recent focus has been on the primary Gouritz Corridor, activities contributing to the GI vision have continued throughout the domain through the work of CapeNature and its partners. As far as possible an attempt has been made to focus these activities within all the identified corridors in order to make a more substantial impact particularly with the consolidation of the protected area network and establishment and promotion of the conservation economy through projects involving civil society. The most recent map depicting the various protected areas and corridors is included overleaf.

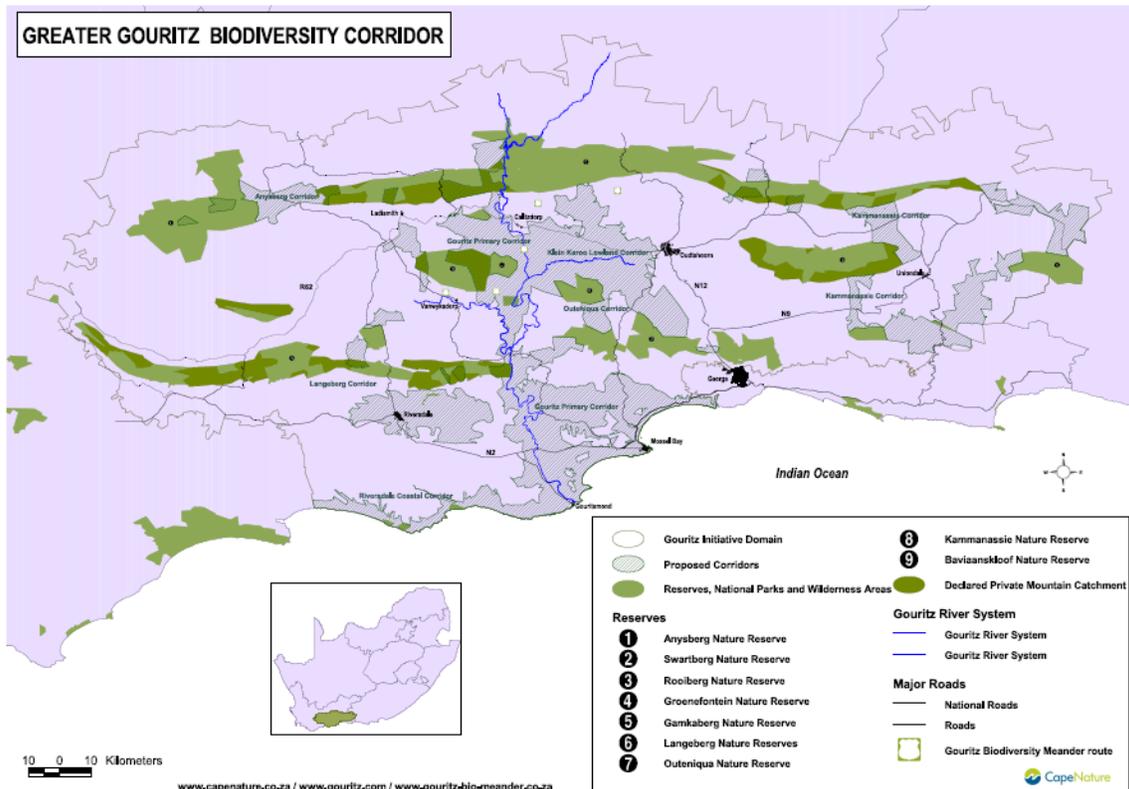
The overall goal of this project remains the collective focus of all stakeholders in the Gouritz Initiative domain, namely:

To have by the year 2020 the natural environment and biodiversity of the Gouritz Initiative effectively conserved into perpetuity, to restore areas wherever appropriate, and to deliver significant and sustainable benefits for the people of the area in such a way that the local communities embrace it, it is endorsed by government and recognized internationally.

This project goal is captured in the vision and mission that were developed in consultation with stakeholders during the planning phase, namely:

By the year 2020 the Gouritz biodiversity corridor supports a system of sustainable living landscapes that is representative of the region's biodiversity through the co-existence of all stakeholders.

We take ownership of the sustainable utilization of the unique biodiversity of the area by ensuring global recognition through partnerships, continuous awareness and responsible decision making for the benefit of all people now and in the future.



MAP SHOWING PROTECTED AREAS AND CORRIDORS IN THE GI DOMAIN

(The current exchange rate of R8.30 to the US\$ has been used throughout this report although the initial exchange rate for the project was R7.01 and has been applied consistently in all subsequent CEPF financial reports.)

III. ACHIEVEMENT OF PROJECT PURPOSE

Project Purpose: *CapeNature and civil society partners are implementing strategic and effective conservation activities that contribute to the conservation and restoration of priority biodiversity in the Gouritz (Swartberg-Gamkaberg-Rooiberg) Corridor.*

Planned vs. Actual Performance

Indicator	Actual at Completion
Purpose-level:	

<p><i>There is consensus between all relevant stakeholders on priority actions.</i></p>	<p>Relevant stakeholders in the Gouritz Corridor are in agreement about the actions which need to be taken in order to secure priority biodiversity in this primary corridor. This consensus has resulted from sustained engagement with the various role players and partners during the implementation phase, both through one-on-one interactions, and collective interventions.</p> <p>Originally attempts were made to gain consensus through a GI Steering Committee but this was not successful for the reasons provided elsewhere in this report. What did work effectively in promoting and confirming agreement between relevant stakeholders was achieved through making use of the broader stakeholder group known as the GI Forum.</p> <p>This Forum has become the collective structure through which consensus has been facilitated concerning priority actions around the Protected Area expansion program, as well as the involvement of civil society partners in projects which contribute to the conservation and restoration of priority biodiversity as well as establishing and promoting a conservation economy. CapeNature as the sole nature conservation agency in the GI domain has obviously played the most prominent role in attracting funding for, and implementing priority actions within the SKEP anchor project for which it is responsible.</p> <p>Individual civil society stakeholders like land owners have been engaged on a one-on-one basis in order to gain consensus on priority management actions involving their land. Government agencies as well as local authorities have also been consulted and involved in decisions around policy, legislation and actions which involve priority measures.</p> <p>Through the GI Forum consensus has also been reached about how to deal with the complexities around the future governance and management of the Gouritz Initiative. Consensus has been reached by the relevant role players that the most appropriate organizational structure to pursue in such a large domain with multiple priority corridors and multiple stakeholders, is a Cluster Biosphere. Stakeholders representing the GI Forum, including CapeNature, is poised to submit the formal application to UNESCO with seed funding provided by the Table Mountain Fund and the provincial Department of Environmental Affairs and Development Planning.</p> <p>Considering the economic and social diversity of stakeholders resident in the GI domain, and the geographic extent of the area, it is unrealistic to expect that there will be consensus on all issues. The Cluster Biosphere model is likely to have the best chance of success when focused within a specific geographic area such as an individual corridor where stakeholders can find common ground and a unifying purpose.</p>
<p>2. Civil society and other partners are actively</p>	<p>The actions of project staff has resulted in</p>

<p><i>involved in activities that contribute to natural resource management in the Gouritz Corridor domain</i></p>	<p>CapeNature and numerous other partners being actively involved in activities that contribute to natural resource management in the Gouritz Corridor and beyond. These partners include government agencies, NGO's, business, local authorities, traditional healer groups, Rastafarian groups, suppliers of goods and services (contractors), and landowners.</p> <p>In order to take informed and proactive decisions regarding sustainable natural resource management, project and CapeNature staff have ensured that civil society and other partners are informed of what projects should be undertaken where, and have influenced the funders to fund the appropriate projects.</p> <p>For example, project and CapeNature staff have ensured that developments taking place in the Gouritz Corridor are done in an informed and environmentally sensitive manner by engaging with the regulatory authority, namely the Department of Environment Affairs and Development Planning (DEA&DP). Civil society members and other government agencies have been capacitated to report illegal activities to the law enforcement section of the DEA&DP. The relevant staff members within the DEA&DP have been made aware of the Gouritz Initiative and the priority corridors and are ensuring that all development applications are dealt with accordingly. Staff working for the Department of Agriculture are fully informed about the importance of the Gouritz Initiative and the priority corridors and subsequently all applications for rezoning and cultivation of virgin land are managed in the appropriate manner, by taking biodiversity considerations into account in the decision-making process.</p> <p>Fine-scale maps have been produced for the entire Klein Karoo and Riversdale Coastal Plain. Maps are currently being produced for the northern part of the Swartberg Mountain range which will result in "wall-to-wall" fine-scale maps for all priority corridors in the entire GI domain. Various decision-support tools have been developed using these maps in order to inform activities that may impact on the natural environment, and to inform CapeNature and partners where to focus conservation-based land consolidation and community-based projects. The latest consolidated decision support tool is called BioVision and it is being actively used.</p> <p>Project staff have influenced the Ostrich Industry, Tourism Industry, Game/Wildlife Industry, relevant government departments, NGO's, local authorities and land owners to contribute to sustainable natural resource management through formal projects. Examples are, the Ostrich Management and Biodiversity Project, the Gouritz Biodiversity Meander (tourism), the implementation of the Wildlife Translocation Policy of CapeNature in the corridors, the South African Defence Force biodiversity and awareness- raising project, the</p>
--	---

	<p>Spekboom Restoration project aimed at addressing accelerated climate change , the Cape Leopard Project, Habitat Rehabilitation on Ostrich pilot sites in the Lowland Corridor, CapeNature's Conservation Economy projects involving job creation and capacity building within local communities, Community Based Natural Resources projects, Eden Land Reform and Sectoral Plan, Area Wide Planning, the Groenefontein People and Place Information Centre, the Aloe project, formal input into the Integrated Development Plan (IDP) of the Oudtshoorn Municipality, and EcoSchools.</p>
<p>3. Private land owners and statutory reserve managers utilize the Gouritz Corridor in an ecologically sustainable and financially viable way</p>	<p>The Gouritz Corridor and secondary corridors are now being utilized in a more ecologically sustainable and financially viable way than before the project started due to a multi-faceted and integrated approach by project and CapeNature staff. Strategic Management Plans have been compiled for each of the priority Corridors within the GI domain in order to guide and influence the Protected Area Expansion program as well as civil society project identification and implementation. Management Plans have been compiled for all statutory reserves and private land which has been incorporated into the CapeNature Stewardship Program. The Environmental Impact Assessment process is strictly followed for all activities which may have an adverse effect on the natural resources in the corridors.</p> <p>Input has been provided to the Local Authorities (Municipalities) regarding the Spatial Development Frameworks including the determination of the urban edges of towns. This process of engagement with local authorities has been one of the most daunting because of the high turnover of staff within these local authorities, but also as a result of a lack of political will.</p> <p>The GI project has been instrumental in influencing and guiding the spending of financial resources by partners in excess of R13 million (US\$1,5 million) annually in the corridors for activities contributing directly to biodiversity conservation. These funds are spent on statutory reserves and private land which has been contracted into the conservation estate through Stewardship.</p>
<p>4. CN is achieving their management objectives through effective partnerships with civil society and other stakeholders.</p>	<p>CapeNature and project staff have of necessity, realized that it is impossible for any conservation agency and implementer of a bioregional program like the GI to achieve their management objectives without effective partnerships. The main implementation partners have been mentioned at the beginning of this report.</p> <p>The management objectives of CapeNature are fully aligned with the vision and purpose of the GI and hence it has been relatively simple to promote and strengthen these partnerships during the term of the project.</p> <p>One lesson learned in this respect has been that the partnership must contribute tangibly to the deliverables of any project. In other words the</p>

	<p>partnership must work for the project and not vice versa.</p> <p>Land owners as custodians of biodiversity on private land, have been invaluable partners in setting up stewardship arrangements as part of the Protected Area expansion program, as well as for land acquisition using the R10 million received from the Lesley Hill Succulent Trust through WWF.</p> <p>Government departments like the Department of Agriculture have been instrumental in assisting with projects like the Ostrich Industry and Biodiversity Management project as well as Area Wide Planning.</p> <p>Commercial and business sectors like the South African Ostrich Business Chamber and the Tourism role players have been critical partners in the ongoing projects aimed at addressing the negative impacts of ostriches on biodiversity, and to highlight and attract visitors to view and appreciate the unique biodiversity of the region, respectively.</p> <p>Provincial and National government have been instrumental in contributing financially to community-based biodiversity projects within the GI domain in excess of R13 million (US\$1,5 million) per annum. Examples are the Working for Water, Working on Fire, Working on Wetlands, Integrated Catchment Management and CoastCare projects.</p> <p>The Wildlife and Environment Society of South Africa has been instrumental in assisting with the environmental awareness projects, and particularly with the Eco Schools program in the GI domain.</p>
<p>5. CN and partners generate and access adequate resources to holistically and sustainably manage the Gouritz Corridor Region;</p>	<p>CapeNature(CN) and partners are securing adequate resources to holistically and sustainably manage the Gouritz Corridor and other priority biodiversity areas within the GI domain. Core funding for CN is secured annually from the provincial government of the Western Cape as recurring grants. This is only sufficient to provide for the basic management costs of CN and all project funding is secured from other sources, mostly government. The core CN funding for the GI domain is at least R13 million (US\$1,5 million).</p> <p>The additional (special) funding secured by CN on an annual basis is at least R9 million (US\$1,1) for biodiversity-related projects in the GI domain. The total core and project funding secured and managed by CN in the GI domain per annum is at least R22 million (US\$2,6 million). Even if more funds were secured than this, CN would find it impossible to spend it responsibly and effectively due to staff capacity constraints. The special funding alone provides at least 230 job opportunities per annum for previously unemployed community members in rural areas, most of them from historically disadvantaged backgrounds. The above-mentioned funding excludes that which is secured by CapeNature partners for biodiversity-related projects, such as Department of Water Affairs and Forestry, Marine and Coastal Management, local authorities, Department of Agriculture, Department of Environmental Affairs</p>

	<p>and Development Planning, and NGO's. It is difficult to quantify the funds from these sources but a conservative estimate is R3 million (US\$0,36 million) per annum.</p> <p>All indications are that the quantum of government funding for biodiversity-related projects in the GI domain will be sustainable and will increase on a year-to-year basis. This is mainly due to the impact that the GI project and CapeNature have had on catalyzing funding from stakeholders in the GI domain and the Western Cape Province including decision-makers and politicians.</p> <p>The more critical challenge is to develop the appropriate human capacity to continue to manage the increasing financial resources which are provided in a responsible and effective manner.</p>
<p>6. Partners generate and share relevant information and lessons within the Gouritz Corridor and the larger CAPE, SKEP, and other national programmes (e.g. the National Conservancy Association.)</p>	<p>Project partners have shared relevant information and lessons both in formal knowledge exchange interventions, and informally as part of the on-going engagement on an individual basis. Various formal exchanges have taken place between project staff, CapeNature, and the partners in the GI Forum, SKEP and C.A.P.E. Task Teams, SKEP and C.A.P.E. Coordination Units and other landscape initiatives like the Garden Route Initiative (GRI) and Greater Cederberg Biodiversity Initiative (GCBC). Project staff also took part in Knowledge Exchanges to the Philippines, Bolivia, Peru and Canada during which partnerships were cemented and new ones established.</p> <p>On-going contact is made between participants who were involved in the 4-day Landscape Initiative Knowledge Exchange (LIKE) held on the Swartberg Nature Reserve (Gamkaskloof) during 2008. This workshop was also attended by Conservation International delegates and a Corridor Network (CORNET) Group has been established to share relevant information and lessons.</p> <p>Other examples of events used are the Cederberg Conservancy Knowledge Exchange held during October 2008, the Interfaces 2008 held in Oudtshoorn, the Farmer's Day Workshop, GI Forums, and Stewardship Task Team. In excess of 75 topics have been presented as part of the on-going capacity building and awareness raising interventions which form part of the GI Forum meetings which take place every three months. The GI website has been used to good effect in disseminating information about biodiversity products such as guideline documents, management plans, fine scale vegetation maps, and newsletters.</p>
<p>7. CN aligns their Business plan and APOs with the GI vision</p>	<p>All CapeNature Strategic Plans, Management Plans, Annual Plans of Operation, and budgets are aligned with the vision of the GI throughout the planning domain. In fact, all the projects and activities undertaken by CN in the GI domain contribute directly to the GI vision.</p>

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

The Gouritz Initiative (and the more focused Gouritz Corridor Project) has contributed effectively to achieving the intended impact objective and performance indicators in tangible and significant ways during the past four years of implementation. The GI is a long term, multi-stakeholder landscape-level conservation and development initiative, and hence the long-term goal is focused on an initial implementation period of 15 years (2005-2020). Obviously, the initiative itself does not have an end date as the GI vision will not be “achieved” by 2020.

During the planning phase (May 2003 to May 2004) a sense of euphoria was experienced among those stakeholders who were involved in informing the geographic extent of the Planning Domain and identification of key activities required for each management sector through the CPLAN exercise. The findings were captured in a GIS database which has subsequently formed the basic reference for the project throughout implementation. This also held true for stakeholders involved in the formulation of the collective vision and mission of the GI.

When project implementation started during May 2005 stakeholders and implementers alike, realized the complexities of implementing such a project. Unrealistic expectations and “vested interests” of some stakeholders had a restraining influence on the progress of project implementation. The geographic extent of the domain is in excess of three million hectares and this alone is a major challenge. Also, the domain is located within five CapeNature business units or geographic management units and this creates additional challenges with regard to planning, accountability and reporting. This has been effectively addressed and managed since CapeNature implemented the recovery plan at the end of 2007.

Given the setbacks experienced during the initial period of implementation with the original Output Indicator 1.2 (“--implementation of effective and representative steering mechanism--”), the GI project has made significant progress in implementing strategic and effective conservation activities that contribute to the conservation and restoration of priority biodiversity in the GI domain, particularly the primary Gouritz Corridor which has been the focus area. CapeNature and civil society partners have agreed on key biodiversity areas (corridors and sites) based on informed scientific processes including fine scale vegetation mapping exercises which include landscape transformation layers. These have been used to develop and refine decision support tools like BioVision which in turn inform the protected areas expansion program as well as influencing the location of the projects which contribute to biodiversity conservation through job creation involving civil society.

The project has influenced the manner in which CapeNature conducts its business and has had a significant impact on key stakeholders such as landowners, business, government officials and communities. The impact is such that all relevant sectors, both statutory and private, are contributing to the vision of the GI by giving serious consideration to biodiversity conservation challenges in their respective disciplines and strategies, as well as the way in which they live and work. The projects referred to earlier, confirm these facts.

The ostrich industry was identified during the planning phase as the single industry with the greatest impact on the biodiversity of the lowland areas in the GI domain. Engagement with the ostrich industry has resulted in action being taken by the industry role players. Priority lowland areas are now being restored and rehabilitated through the project which is managed by the SA Ostrich Business Chamber in partnership with CapeNature, Department of Agriculture, and the 10 landowners involved in this pilot project. Management plans have been produced for most of these farms and habitat rehabilitation projects started on four of the sites. Stewardship agreements are being finalized with some of the landowners and best practice guidelines have been developed as well as a Long Term Biodiversity Management Strategy.

The GI project has resulted in significant and sustainable benefits being delivered to the people and communities in the Gouritz Corridor as well as other areas within the GI domain. Specific reference is made to projects elsewhere in this report, but it is important to mention that the

biodiversity conservation projects which have been implemented by partners such as CapeNature, Department of Agriculture, municipalities and business have resulted in at least 230 new jobs being created in the GI domain with each job holder supporting an average of six people which translates into 1380 benefits derived.

At least R12.0 million (US\$1.5 million) non-core funding has been spent by CapeNature and other partners per annum in the GI domain and this is steadily increasing. For example, the Hessequa Municipality which is located within the Riversdale Coastal Plain, has approved R2.8 million for the 2009/10 financial year and has spent R9.0 million on biodiversity-related projects during the past four years. In fact the Mayor of Hessequa who has been instrumental in approving these significant levels of funding was one of only three members of civil society who was awarded the C.A.P.E. Conservation Award for 2008. CapeNature has approved R7.0 million for conservation economy projects involving civil society for the 2009/10 financial year.

Other projects which have emanated directly as a result of the influence of the GI project are the Cape Leopard Project involving the Cape Leopard Trust and Landmark Foundation with whom CapeNature has signed an MoU. The Gouritz Biodiversity Meander project has involved partners such as CapeNature, the Nelson Mandela Metropolitan University, Tourism operators in the Klein Karoo, Cape Town Routes Unlimited and the local tourism offices in the Gouritz Corridor. Other projects involving the very important Game Farming industry and Aloe industry have also materialized.

From the above-mentioned examples it is clear that the GI project has been catalytic in influencing its partners and the people of the region to focus on the long-term goal of the project as well as ensuring that CapeNature and civil society partners implement strategic and effective conservation activities that conserve and restore priority biodiversity in priority biodiversity corridors as identified during the planning phase.

Were there any unexpected impacts (positive or negative)?

Positive

The high level of support for the GI project from academic institutions and scientists from various disciplines was not anticipated and this made a significant contribution to the level of funding for research and restoration projects in the domain. A loose affiliation of academics from various institutions including universities and the CSIR formed the Klein Karoo Study Group and collectively contributed in excess of R4 million (US\$ 0,5 million) to promoting the objectives of the GI. These projects contributed to the knowledge base for the area and provided a basis and catalytic effect for other subsequent projects.

Negative

During the planning phase consensus could not be reached among stakeholders within the steering structure about CapeNature as the preferred institution to house the GI project and this continued to be the case when the implementation phase commenced during May 2005. There was even some resistance to the fact that CapeNature was the chair of GI Steering Committees. This all came to a head when the C.A.P.E. and SKEP Coordination Units called for an independent review of the project. After the review process CapeNature continued as project implementer in the absence of there being a formal Steering Committee chaired by CapeNature.

On a positive note – subsequently all stakeholders have recognized the essential role which CapeNature plays in the GI domain, not only as key conservation agency, but also as key contributor to the realization of the vision of the GI in collaboration with all its partners. Consensus has been reached by the stakeholders as to the way forward for the GI and good progress is being made with the preparation of a formal application to UNESCO for the establishment of a cluster Biosphere Reserve.

IV. PROJECT OUTPUTS

Project Outputs:

Planned vs. Actual Performance

Indicator	Actual at Completion
Output 1: CN's land consolidation strategy is implemented (for various levels of stewardship categories) for securing priority biodiversity in the identified Gouritz Corridor	CapeNature has implemented its land consolidation strategy for securing priority biodiversity in the primary Gouritz Corridor as identified using various decision support tools.
<i>1.1. Core staff in place (Conservation Services Manager: expansion of protected areas), trained and actively involved in the CN stewardship programme.</i>	The Conservation Services Manager has been seconded to implement the Protected Area Expansion program and serves on the Stewardship Task Team. All Stewardship training sessions and workshops are attended by the manager to stay abreast with new developments and legislation, both provincially and nationally. Other CapeNature staff are also being capacitated and informed by the manager on the latest stewardship methodologies.
<i>1.2. CN maintaining the existing effective outreach and capacity building activities with stakeholders, building on the stakeholder engagement process of the first phase of implementation and communicating the CN stewardship programmes</i>	CapeNature is actively involved in the Gouritz Initiative Forum and assisting in expanding the stakeholder base. CapeNature informs the agenda of the GI Forum and provides regular feedback on progress with relevant projects. One-on-one engagements with landowners are continuing and 20 properties are currently in the process of being included in stewardship arrangements, either through purchase, or formal stewardship.
<i>1.3. Redeployment of additional CN Manager/Ecologist to assist with the maintenance of stewardship sites in compliance with the Protected Areas Act is confirmed</i>	The Conservation Services Manager has been permanently seconded as stewardship negotiator and all Conservation Managers are responsible for the maintenance of stewardship sites in their conservation areas once established. A separate application has been submitted to the Table Mountain Fund to appoint an additional Extension Officer for four years to focus specifically on land consolidation (stewardship and purchase) which will benefit the unique gene pools of Cape mountain zebra populations on the Gamkaberg and Kammanassie nature reserves.
<i>1.4. Reconfirm alignment of KPAs of other CN staff to also focus on the expansion of Protected Areas programme</i>	The performance agreements of all staff involved in the expansion of Protected Areas have been revised to include this KPA and all facets of the GI vision have been integrated within CN staff and operational structures.
<i>1.5. CN PA Expansion Programme staff are implementing priorities in Gouritz Corridor through stewardship methodology</i>	All staff who are involved in the expansion of Protected Areas program are implementing priorities in all corridors based on the decision support tools which have been developed through the GI project such as BioVision. This includes land consolidation through stewardship as well as land purchase. The Corridor team is revising the expansion strategy for the next 5 years based on the latest decision support information and system available.
<i>1.6. Priority land contracts drafted, signed, and 80 633 ha proclaimed within new legal framework by YR6 (March 2009).</i>	Six contracts have been signed and 17 more properties are committed to either contract nature reserve status or biodiversity agreement status. This equates to 86 184 hectares within the primary Gouritz Corridor which is already under improved

	land management. This does not include the property which is being purchased currently using the funds made available by the Lesley Hill Succulent Karoo Trust through WWF. An amount of R10 million (US\$1.2 million) has been approved for land acquisition in the Gouritz Corridor. A key property which exceeds 3000 hectares is currently being purchased and the remaining funds will be used to purchase other properties which have been identified using BioVision as a decision support tool.
1.7. CN staff support CAPE/SKEPstewardship task team and strategy development (including legal expertise)	The Protected Area Expansion manager attends all stewardship task team meetings including the C.A.P.E. task team meetings which are held six-monthly and workshops arranged to discuss legal issues around stewardship.
1.8. Plan developed for each of the identified corridors and incorporated in Expansion of Protected Area Strategic Plan	Five Corridor Plans have been developed as part of the Expansion of Protected Areas program.
1.9. Annual programme review conducted in December 2008 and programme verified and/or amended.	The program was reviewed during December 2008 and the Corridor team also took part in the C.A.P.E. and SKEP Pathfinder studies during August 2008 which assessed the GI project and devised a plan to sustain the gains made to date. Stakeholders in the GI domain were also involved in a separate Pathfinder study which was coordinated by the GI Forum with the assistance of the Wildlife and Environment Society of South Africa. The results were written up by the C.A.P.E. office in a report for all landscape initiatives.
1.10. Land acquisition strategy implemented for priority properties as part of WWF project using Lesley Hill Succulent Karoo Trust funds	The land acquisition strategy has been implemented as indicated in 1.6 above. The property Naauwklouf is currently being purchased and a new priority property list has been compiled based on the BioVision decision support tool developed by post doctoral student Dr John Gallo with the support of the Gouritz management team and experts working in the Klein Karoo. The remainder of the Lesley Hill Succulent Karoo Trust funds will be spent on these newly identified properties based on landowner willingness and the criteria which have been developed as part of BioVision.
1.11. Fine Scale Mapping for Riversdale Coastal Plain completed and information being used to identify and revise stewardship priorities	The fine scale vegetation mapping project has been completed and the information has been used to compile CBA (Critical Biodiversity Area) maps. These maps have been used to identify core areas which have been incorporated into the 5 year strategic expansion plan. The 6 local authority (municipal) nature reserves in these critical areas are in the process of being declared contract nature reserves.
1.12. Eden District Municipality land audit completed and priority land identified for possible stewardship agreements	The land audit has been completed by the Eden District Municipality and a municipal resolution now needs to be taken before stewardship negotiations can commence.
1.13. Eden Land Reform Sectoral and Area Based Plan completed with GIS biodiversity layers included	The Gouritz Initiative was represented on the Steering Committee and all the GIS and other information available was provided to the consultants who incorporated this into the draft plan which was rejected by the Eden District Municipality because of the non-performance of the consultants. It was decided that the services of another

	<p>consultant would be procured in the new financial year to complete the plan. The two main reasons why the consultant did not perform is due to the lack of suitable skills of the project team as well as the unrealistic budget quoted for the project.</p>
<p>Output 2: Civil society is undertaking priority actions in the Gouritz Corridor in a way that is promoted, supported, and coordinated through a CapeNature Business Unit Management Team</p>	<p>The Management Team has promoted, supported and coordinated the Gouritz Corridor establishment process in an effective and efficient manner which has resulted in civil society becoming involved in undertaking priority actions which contribute to the greater GI vision. The focus has been on the primary Gouritz Corridor, but priority actions are also taking place within the secondary corridors with the support and coordination of other CapeNature staff. These actions (projects) are contributing tangibly to the establishment of a Conservation Economy in the Gouritz Corridor and other priority areas within the GI domain.</p>
<p><i>2.1. Core staff of CN and partners are actively engaged in identifying projects and applying for appropriate funding</i></p>	<p>All staff involved in the corridors are actively engaged in identifying projects and securing appropriate funding in collaboration with partners. The GI project has been catalytic in promoting and securing funds for biodiversity related projects on an annual basis. On-going (annual) projects include the Alien Vegetation Management projects which secure at least R4 million (US\$ 0.5 million) per annum in the GI domain.</p>
<p><i>2.2. A working relationship has been established between the various CN staff involved in projects (Community Conservation Manager, Conservation Managers, Conservation Services Manager, Tourism Officer, Ecologist and the Conservation Services Manager PA expansion) to align projects according to the Business Plan which incorporates the GI vision.</i></p>	<p>The CapeNature and GI Business Plans are aligned with one another in such a manner that all projects which are approved by the Management Team contribute to the GI vision. The Management Team includes the Gouritz Corridor staff as well as all 8 CapeNature staff involved in the Gouritz Corridor. As from 1 April 2009 the two Corridor staff have been fully integrated into the CN structures and budgets. These managers meet formally on a monthly basis to discuss, plan and report on projects.</p>
<p><i>2.3. Two (2) biodiversity conservation projects which support unemployed members of civil society have been developed and funding has been secured from alternative funding sources e. g Spekboom Restoration project</i></p>	<p>There are a number of national and provincial poverty relief programs which provide funds for biodiversity-related projects and which contribute to job creation and poverty alleviation. The main programs are Working on Wetlands, Working on Fire, Working for Water, Siyabulela and Working for Woodlands. Over the project term the GI and CapeNature staff, together with their partners, have managed to secure in excess of R18 million (US\$2.2 million) for these projects which have provided at least 180 job opportunities per annum for unemployed members of civil society in the GI domain. Most of these people support about five family members which equates to 900 people benefiting from these projects on an annual basis. More recently additional funds were secured from the provincial government for Integrated Catchment Management in the GI domain and the amount received was directly linked to the fact that there is a landscape initiative in the region which has already shown success in managing similar projects. An amount of R1.6 million (US\$ 0.2 million) has been secured for the Gouritz Corridor alone. An amount of R9.0 million (US\$ 1.0) has been secured for the</p>

	<p>rest of the GI domain for 2009. This includes funding for alien vegetation management, wetland rehabilitation and fire management. All this funding is recurring funding.</p> <p>The Spekboom Restoration Project is funded by the Gamtoos Irrigation Board in the Eastern Cape as part of the Working for Woodlands Program and has provided R200 000 (US\$ 24 000) for the projects in the Gouritz Corridor. R280 000 has been secured for the management of the recently established Still Bay Marine Protected Area.</p>
<p>2.4. The Business Unit Management Team has influenced three (3) existing projects with the appropriate biodiversity outcomes</p>	<p>Project and other management team staff have played an active role in influencing the outcomes and success of numerous biodiversity-related projects. This has been achieved by team members becoming part of the project team and representing the GI and CapeNature.</p> <p>Some examples of these projects are the Gouritz Biodiversity Meander, Ostrich Industry Management and Biodiversity, Aloe, Spekboom Restoration, Still Bay Marine Protected Area, South African National Defence Force, Working on Wetlands, Working for Water, People and Parks, BioVision, Biosphere Reserve, and Working on Fire.</p>
<p>2.5. Engagement with civil society and specifically poor rural communities to promote participation in biodiversity conservation projects as part of CNs objective of establishing a Conservation Economy</p>	<p>The Community Conservation staff in the Gouritz project, together with those in CapeNature have made a concerted effort to engage with communities particularly those in rural areas. This has been done within the context of the People and Parks program which is a national one initiated by the Department of Environment Affairs, as well as the Community Based Natural Resources Management & LED and Youth Development Programs of CapeNature.</p> <p>These engagements have taken place at schools, during open days on nature reserves, at reserve liaison committee meetings and People and Parks meetings with Natural Resource User Groups including Traditional Healers and Rastafarians.</p>
<p>2.6. Annual programme review conducted in December 2008 and programme verified and/or amended.</p>	<p>The project development and management program was reviewed during December 2008 and each project was evaluated in terms of its contribution to the establishment of a Conservation Economy in the Gouritz Corridor and beyond. The majority of these projects are on-going from one financial year to the next as sustainable funding has been secured through the GI and CapeNature from partners.</p>
<p>2.7. Project staff support and attend CAPE and SKEP project meetings and workshops</p>	<p>Project staff have attended all the relevant C.A.P.E., SKEP, Task Team workshops and meetings where they have contributed effectively and constructively to the discussions. The Conservation Services Manager gave a presentation on the Gouritz Corridor project at the annual CN Biodiversity Review at Kirstenbosch during 2008. Meetings have also been attended with the Garden Route Initiative during the project term and valuable lessons shared with other project staff.</p>
<p>2.8. Game stocking rate maps and document produced as guide to decision-making for CapeNature, consultants and game farmers</p>	<p>The game (commercially-utilized wildlife) farming industry was identified during the planning phase of the GI as an important sector due to the fact that their activities have the potential to significantly impact either positively or negatively on biodiversity. The GI staff and CapeNature have made certain that</p>

	<p>the Game Translocation Policy of CN is applied very strictly in the corridors to ensure appropriate introductions. Maps were compiled to assist all concerned to be in a more informed position when dealing with applications to introduce game into the GI corridors. The fact that the revised translocation policy has not been finalized due to the national initiative to coordinate a translocation policy centrally, has been problematic. CapeNature has also made use of co-funding to produce Wildlife Management Plans for two of the Protected Areas, namely Swartberg and Kammanassie. This will inform the management of wildlife in these two key biodiversity areas.</p>
<p>Output 3: Complementary and long-term capacity for the sustainability of the Gouritz Corridor activities is secured by end March 2009.</p>	<p>Recurrent complementary long-term funding has been secured by CapeNature and its partners to continue with activities which contribute to the vision of the GI. Details have been provided in this report regarding the quantum of this funding but in summary the total allocation per annum for the GI domain is in excess of R30.0 million (US\$ 3.6 million) if the core funding (R16.0 million) of CapeNature is included. What is a challenge is the lack of human resources within CapeNature to actually manage the significant levels of funding available. These constraints are being addressed in collaboration with the Provincial Government. CapeNature is in a unique and privileged position considering the global recession because the level of funding for biodiversity conservation is increasing on a year by year basis.</p>
<p><i>3.1. Revise CN Business Plan to include additional capacity requirements after March 2009.</i></p>	<p>The CapeNature Business Plan has been revised and a meeting has been arranged where the Corridor staff in the Western Cape will meet with the Executive members of CN to discuss the additional capacity requirements and how these are going to be addressed in the long term.</p>
<p><i>3.2. Explore funding opportunities and submit relevant funding proposals to potential funders</i></p>	<p>The relevant CapeNature staff in the GI domain continue to explore opportunities for securing sustainable funding for existing and new projects. Currently the special funding is the maximum which can be managed effectively and responsibly by the staff involved. Additional capacity will have to be built before any additional annual funding is sought and secured.</p>
<p><i>3.3. Additional capacity requirements motivated to CN Executive for approval based on Business Plan and recommendations of consultants investigating CN Business Case and Stewardship Programme capacity</i></p>	<p>The additional capacity requirements to achieve the 2020 targets as reflected in the GI vision, is reflected in the Protected Area expansion strategy as well as the Business Case of CapeNature. This strategy will be presented to the executive of CapeNature in the near future.</p> <p>CapeNature has also approved and funded a new post of Program Manager: Corridors, Biospheres & World Heritage Sites. This post has now been filled and the incumbent will fulfill a critical role in ensuring that there is a coordinated approach between the various landscape initiatives and will also source additional funding for projects.</p>
<p><i>3.4. Municipalities, Government, and other structures are funding biodiversity conservation projects in the Gouritz Corridor (Oudtshoorn Municipal area) (e.g.</i></p>	<p>Government and NGO's have stepped up to the mark since the GI project was initiated and the stream of funding has steadily increased on a year-by-year basis. The Oudtshoorn Municipality is the</p>

<p><i>through the IDP funding) from January 2009.</i></p>	<p>first local authority in the GI domain which has included the biodiversity conservation projects in their Integrated Development Plan for 2009. CapeNature has also taken part in the public participation process to local communities to promote the projects and their benefits.</p>
<p>3.5. CN staff trained and capacitated through formal training and local and international knowledge exchange interventions</p>	<p>GI and CapeNature staff have taken part in a multitude of training interventions during the project term which have developed their knowledge and skills to a level where they have contributed more meaningfully to the project outputs and targets. Formal training has included the Relate With Confidence and Insights Courses attended by all managers involved in the project. Knowledge exchange excursions have taken place annually between the various landscape initiatives like Greater Cederberg Biodiversity Corridor and Knersvlakte. International knowledge exchanges have taken place to the Philippines, Bolivia, Peru, the Caribbean, and Canada. This has not only capacitated the corridor staff who attended but has also provided opportunities for sharing lessons learned and new developments around corridor establishment and management, including climate change mitigation projects. On-going communication continues within the networks which have been established during these engagements.</p>
<p>3.6. Awareness raising and capacity building among stakeholders being facilitated through the quarterly Gouritz Initiative Forum meetings, Farmer workshop, Eco-schools Outreach, Quarterly Ecological meetings</p>	<p>Awareness raising and capacity building has received much attention during the term of the project as this is critical in such a diverse and widely dispersed geographic region. A complicating factor is the deep divide between rich and poor which is inextricably linked to the previously advantaged and the historically disadvantaged groups in South Africa. This is no different in the GI domain where some of the most impoverished communities live and work, especially in the rural areas which form the largest sector in the domain. Engagement with stakeholders in such a vast landscape required far more than a few workshops and strategic meetings. Since the completion of the planning phase awareness raising and capacity building has been managed from a multi-faceted and multi-dimensional approach. This has necessitated more time which is one of the reasons why the focus had to change from the entire GI domain to the primary Gouritz Corridor. Various strategies have been employed to achieve this Output Indicator including the quarterly GI Forum meetings which have been held since the planning phase. These meetings are well attended by a wide spectrum of stakeholders and more than 75 topics have been presented and discussed since November 2005. This is a broad stakeholder group representing all of the sectors in the Gouritz Corridor. A very successful Farmers Day workshop was held to coincide with the Interfaces 2008 (combined Fynbos Forum and Arid Zone Forum held in Oudtshoorn) conference attended by over 300 delegates from across South Africa. The workshop was held in collaboration with partners such as the</p>

	<p>Department of Agriculture, SA Ostrich Business Chamber, CapeNature, and the Oudtshoorn Municipality. The event was also sponsored by these partners.</p> <p>The Eco Schools Program has been used to reach schools in the Gouritz Corridor and the National Environmental Days have been used as a catalyst for involving learners and educators, as well as GI partners such as Department of Forestry, CapeNature, Marine and Coastal Management, CoastCare, Junior LandCare, Conservancies, and municipalities.</p> <p>An amount of R8.0 million (US\$ 1.0 million) over three years has been provided by the national Department of Environment Affairs to an NGO, Masifudise, to establish a Youth Service Program in the Overberg area of the GI domain. This program will build capacity of young people from disadvantaged communities so that they can compete in the job market after having gained the necessary life skills and knowledge. CapeNature will be involved in biodiversity conservation awareness raising interventions as part of this program.</p> <p>The quarterly ecological meetings (QEMs) arranged by CapeNature have also been utilized to raise awareness and also to build capacity of GI and CapeNature staff.</p> <p>Posters and brochures depicting projects and activities within the Gouritz Corridor were also produced and displayed for, and during the Interfaces 2008 conference held in Oudtshoorn which was attended by more than 300 delegates involved in conservation from across South Africa.</p> <p>The Ostrich Industry Management and Biodiversity Project was instrumental in promoting awareness among the farming community about the importance of farming in a conservation-friendly manner. Assistance was provided with the printing and dissemination of additional copies of the Guideline document as well as the Long Term Biodiversity Management Strategy document. Stewardship and habitat rehabilitation signboards were also produced and erected on the ostrich project pilot farms to advertise the project to the broader farming community.</p> <p>The Reserve Liaison Committee which was established involving representatives from civil society living in the vicinity of the Gamkaberg Nature Reserve has also provided an opportunity for awareness raising and capacity building. The same has been the case with the Community Based Natural Resources Management forums established with natural resources user groups living in the vicinity of the Swartberg and Gamkaberg Nature Reserves. Sites have been identified on these reserves with these members of civil society where they can perform cultural and religious rites and practices.</p>
--	---

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

The project has been successful in delivering all the intended outputs for the Gouritz Corridor project and the Gouritz Initiative as a whole. This has been described in some detail elsewhere in this report but further motivation and explanation is provided below.

Originally there were four project outputs which were agreed to for the GI project. After the independent review process CapeNature decided that, based on the findings, it would focus on the primary Gouritz Corridor and a no-cost extension was approved by CEPF to end March 2009 with three of the original outputs instead of four.

Although the original project output 1 (“**A functional GI project management mechanism established and fully integrated with CN and larger stakeholder and government structures**”) is no longer part of the revised project, all but one of the output indicators (1.2) has been addressed during the subsequent implementation process. In addition, the broader stakeholder based GI Forum has functioned very effectively as an awareness raising and capacity building mechanism in the absence of an effective steering committee. The Forum has been used to achieve the same result and this has led to the decision by the stakeholders to pursue the Biosphere Reserve model going forward.

The CapeNature land consolidation strategy has been successfully implemented in the Gouritz Corridor and 86 184 hectares of land, 83 607 hectares of which is located in the Gouritz Corridor, has been secured for conservation under contract agreement as part of the Stewardship Program. A total of 17 more landowners are either committed to contract nature reserve status or biodiversity agreement status. This includes two of the ostrich industry project pilot sites, six local authority nature reserves and the SA National Defence Force land near Oudtshoorn. As part of the land acquisition strategy an amount of R10.0 million (US\$ 1.2 million) has been approved by the Lesley Hill Succulent Karoo Trust through WWF for land purchase. One key property of more than 3 000 hectares in extent situated within the Gouritz Corridor is currently being purchased for R5.2 million and the remainder of the funds will be used to acquire other priority properties as informed by the latest decision support software.

The land consolidation strategy has been informed by on-going fine scale vegetation mapping exercises which have been catalyzed by the GI project. These maps have in turn informed the development of decision support tools like the recently refined BioVision software developed by Dr Gallo in collaboration with CapeNature and various scientists and specialists.

Civil society is undertaking priority actions in the Gouritz Corridor in a way that is promoted, supported and coordinated through a CapeNature Business Unit Management Team.

The GI domain stretches geographically across four business units of CapeNature with the primary Gouritz Corridor located in the one where the management team resides and operates. The Gouritz Mega Park Business Unit Manager has also been acting as Project Coordinator for the GI project since November 2006 and has successfully integrated the GI vision and anchor project targets into all the plans, budgets and activities of CapeNature. This has resulted in a very effective team adopting an integrated, multi-faceted approach and by garnering the support of the relevant civil society role players which have been mentioned earlier in this report, the main ones being the Department of Agriculture, municipalities, WESSA, WWF, SA Ostrich Business Chamber, Nelson Mandela Metropolitan University, the GI Forum, Department of Environment Affairs and Development Planning, and the Klein Karoo Study Group. The Project Coordinator also ensured that the business unit managers and relevant staff of CapeNature in the other three business units align their plans, budgets and activities with the vision of the GI.

The significant achievements of the Gouritz Corridor project through its civil society partners including CapeNature, has been reported on in some detail in this report. The GI as a bioregional program has been catalytic in generating support and funding from national and provincial

programs such as Working for Water, Working on Fire, Working for Wetlands, Working for Woodlands, Siyabulela, Integrated Catchment Management, CoastCare, Junior LandCare, Area Wide Planning, Youth Service Program, Eco Schools, and others. NGOs and academic institutions have also become involved in projects in the GI domain. All these projects have contributed towards biodiversity conservation and local economic development in some tangible way.

The impact which these projects have made in terms of social and economic opportunities for rural communities and previously disadvantaged members of civil society cannot be ignored. The GI project has indirectly influenced the acquisition of at least R30 million of funds, including annual CapeNature core funding for conservation-related projects in the various corridors in the planning domain. This has resulted in the creation of at least 230 new jobs per annum.

The project has had limited capacity and therefore CapeNature has provided much of the support and impetus in the landscape where it operates particularly the rural communities. In this way the GI vision has been promoted and established in the minds and actions of the people living and working in these areas. This is an on-going process and will continue into the future in order to realize the 2020 short-term target.

Complementary and long-term capacity for the sustainability of the Gouritz Corridor activities is secured by the end of March 2009.

This output has been realized in that adequate complementary and sustainable funding has been secured for priority activities within the Gouritz Corridor and other priority areas within the GI domain as a result of successful funding proposals and the exploration of innovative funding opportunities. This fact has been clearly articulated elsewhere in this report with relevant examples.

What has not been fully realized is to secure additional funding to create the capacity within CapeNature to further expand the protected area network and maintain these sites effectively, and to secure funding from all the municipalities. This is further addressed below.

Project and CapeNature staff have been privileged to receive substantial training during the project term and six staff members took part in international knowledge exchange events relating to corridor establishment and maintenance. One also included aspects about community conservation. Four formal local knowledge exchanges took place involving other landscape initiatives.

Awareness raising and capacity building among stakeholders has been very successful and has resulted in the achievement of many of the outcomes of the project including the involvement of school learners and educators in the Eco Schools program and six annual National Environmental Days.

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

All three outputs were effectively realized as described above. There were individual output indicators which were not realized in their entirety but this did not have any substantive effect on the overall impact of the project. These specific output indicators are referred to below in order to justify the above statement.

Output Indicator 1.13:

All the project commitments for the Eden Land Reform Sectoral and Area Based Plan were met. The only outstanding product is the plan itself which was not produced by the consultants because the project steering committee discontinued the services of the service provider due to non-performance. This has no negative reflection on the overall impact of the GI project. A new service provider will be procured by the Department of Land Affairs to complete the report.

Output Indicator 3.3:

As mentioned earlier, there is more than sufficient operational funding from CapeNature and its partners to fund the implementation of the GI vision but more capacity is required within CapeNature to establish and maintain the Biodiversity Corridors themselves. In other words more stewardship and corridor staff are required. Additional posts have been identified and included in the CapeNature business case which was submitted to Provincial Treasury but the final outcome will only be known during November 2009. A Gouritz Corridor Expansion Strategy has been compiled with various scenarios which will be presented to the Executive of CapeNature for a decision regarding additional capacity.

Output Indicator 3.4:

Government and other structures like NGO's are providing significant funding for biodiversity projects in the GI domain but there is still a general lack of commitment from the local authorities (municipalities). The only exception of the six local municipalities in the GI domain has been the Hessequa Municipality which has provided consistent funding during the past four years due to the commitment and political will of the Mayor who in turn was positively influenced by local CapeNature staff. The Oudtshoorn municipality has only now agreed to incorporate the biodiversity conservation projects in the Gouritz Corridor into their Integrated Development Plan. The Eden District Municipality has also appointed an Environmental Manager for the first time as a result of the influence which the GI has had on the relevant decision makers.

V. SAFEGUARD POLICY ASSESSMENTS

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

This project has specifically been designed to ensure that:

- Environmental and social impacts have only been positive. (The local civil society and environmental specialists involved in the region were also consulted regularly during the project implementation process to ensure that no negative impacts occurred.)
- The health of the affected local civil society has only benefited from this project because it is contributing towards a more ecologically viable environment.
- The local civil society is benefiting from the actions that have been instituted to protect their environment and have been consulted on an on-going basis to ensure that the affected communities are not negatively impacted upon by this 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.

1. One of the lessons which relates back to the planning phase and has had implications ever since, is the fact that the planning domain is too extensive and the project too ambitious, particularly for the time frames and targets agreed to in the log frame. The expert workshops which were held during the planning phase were influenced by members of civil society who had a limited and subjective understanding of the practicalities of establishing a landscape-scale conservation project like the GI. More pragmatism and realism should have been brought to play by having a balanced spectrum of participants during these workshops. The sheer extent of the

domain within such a biologically, socially and economically diverse environment was far too large given the capacity and time constraints within the project. This contributed to the fact that stakeholders who had a vested interest in the GI project attempted to force their unrealistic expectations on the Project Management Unit. It also led to the project team attending to matters far beyond the reasonable scope of the project. These are two of the reasons which led to the independent review and the decision of CapeNature to focus the available resources mainly on the primary Gouritz Corridor.

2. Another lesson linked to the above is that there needs to be socio-economic expertise and not only environmental scientists involved during the planning and implementation of such a complex landscape initiative. Conservation can only be achieved by balancing the needs of society with those of the environment. Furthermore, conservation achievements can only be sustained in an environment where there is on-going engagement of the various sectors to address human threats and impacts on the natural environment. It requires the commitment of everyone to become better at working socially, and that this is done in such a way that more and more people of different social stature and interest become involved in the project as it unfolds.

3. The Project Coordinator involved in the project during the planning phase did not apply for the post of coordinator for the implementation phase because of the fact that his work had been made unbearable and had been undermined by some stakeholders who did not agree with the manner in which the project was being coordinated or the direction it was taking. The two coordinators who occupied this demanding post during the implementation phase also resigned prematurely and for related but different reasons. The fact that there was a lack of continuity from the planning to the implementation phase was a drawback for the project. This was exacerbated by the resignation of the two coordinators during the implementation phase. Things stabilized when the coordination function was integrated within the CapeNature management structures from November 2006.

As reported in the independent review report: "The project coordinator was, according to the Job Specification, "Directly responsible and accountable to CapeNature: Gouritz Megapark Business Unit Manager **and** the Chair: GI Steering Committee". This dual reporting line caused concerns, particularly given the fact that the SC Chairs were senior CN officials. The GI is broader than the CN anchor project, but the conditions described reinforced the perception that the GI is a CN project."

Various insights and lessons have emerged from the above-mentioned.

Firstly, the stakeholders should have been better informed and understood the difference between the GI stakeholder driven process and the GI anchor project with CN as implementer. Herein lies the problem: key stakeholders refused to understand and/or accept that firstly, there is a difference between the GI and the anchor project although the two are interlinked, and secondly, that CN is the implementer of the anchor project because it is the institution which applied for, and received the grant from CEPF. Also, being the conservation agency responsible for biodiversity conservation in the region, it was the logical choice. Without the direct involvement and contribution of CapeNature there would be no anchor project or GI, for that matter.

Secondly, a misconception which became even more destructive to the progress of the GI anchor project was the fact that key stakeholders within the GI including the Steering Committee perceived the anchor project as their opportunity to mobilize support and resources in the form of an activist group to oppose all developments in, and impacts on, the natural environment in the GI domain. This was another one of the divisive influences which led to the independent review process.

Thirdly, the fact that the Project Coordinator had dual reporting to the BU Manager of CN as well as the Chair of the SC only became contentious when no stakeholder were prepared to take on the responsibility for chairing the SC of the GI anchor project. The CEO of CN then agreed to act as chair with the consent of most of the stakeholders present as it was argued the CEO of CN would have substantial political and administrative clout if and when it was required. When the CEO resigned from CN he was replaced as chair of the SC by the Director: Operations of CN because once again nobody else within the SC was openly prepared to take on this challenge.

This reinforced the perception among some members that the GI is CN run and dominated, rather than CN being a key partner in the initiative. Even when CN stood down from the chair when the C.A.P.E. and SKEP coordination units intervened and it was decided to carry out an independent review of the GI project, nobody from the SC willingly agreed to act as interim chair pending the outcome of the review.

Fourthly, the Steering Committee (SC) was supposed to perform oversight, advisory and facilitation functions according to its Constitution but this never materialized for various reasons. This role conveyed to the SC was not inherently flawed in itself, but some influential members within the SC misconstrued this role as implying that they could insist that CapeNature operate beyond its mandate as regulatory biodiversity conservation agency. The GI was perceived by them as being an environmental pressure group which it is not. These SC members did not understand that the functions of the SC had to take place within the context of good governance and collective responsibility. The important role of CN as project implementer was also not recognized or acknowledged in this process within the SC until much later. Also, some stakeholders within the SC did not understand another proviso of success, namely the demand that work happens within institutional constraints and with reference to the requirements of working with public monies. Accountability, procedure and protocols come with the territory.

Fifthly, the Project Coordinator has to be a person who stands independent of his/her vested interests in the project, or of those of any stakeholders or SC members. In addition, a strong objective approach to the coordination of the project is essential. This implies that the coordinator must be someone who is assertive but at the same time consultative in approach. This will only work if the stakeholders forming the SC are mature and objective enough to understand the principles and issues raised above.

In addition, there is an argument both for a coordinator to come from within the domain, as well as for appointing someone from outside the domain. If someone is appointed from outside as was the case during the planning phase then the coordinator brings the advantage of not having vested interests and will hopefully apply an objective approach. This person must then also display very strong leadership abilities in influencing the SC and other stakeholders during the project as he/she may be perceived as being an outsider. This coordinator was not accepted by some members of the Project Management Unit although he was positively disposed towards the implementing institution, in this case CapeNature.

On the other hand, during the implementation phase the coordinator came from within the domain and had the support of the SC but was not well disposed to the implementing institution which created divisions and dissension within the SC and the PMU.

4. One of the basic lessons learned early on in the project is that a landscape initiative such as the GI is a long-term process which requires resilience, patience and stamina by all those involved. It is not a project which can be given inflexible targets which are unrealistic and do not make provision for the demographics and level of general environmental awareness of civil society and the specific communities involved in the project. Provision must be made for time to engage with stakeholders one-on-one if necessary, particularly in a rural environment where people are cautious about 'workshops' attended by diverse and un-mandated players. It does well as a means of distributing information and getting people to meet one another but it does not work so well as a means of thorough consultation and, certainly not as a means of governance. In order to structure the stake holder engagement process a Stake Holder and Community Engagement Strategy was developed. This was used to complement the Community Conservation Strategic Plan as well as the Communication and Marketing Strategy which were developed.

5. An additional challenge has been engaging and involving the local municipalities and historically disadvantaged groups in the project steering structure and projects. It was almost impossible to attract these two stake holder groups to the steering committee meetings and hence the project team decided to apply a different strategy, namely to reach out to these politicians and officials, and community groups, respectively. For the local historically disadvantaged communities the approach has been to engage with them and involve them directly in employment opportunities within the CapeNature projects which

focus on establishing a Conservation Economy. In so doing direct contributions are made to local economic development and the conservation of biodiversity within the so-called “poverty pockets” in the GI domain. This has been very successful in creating sustainable livelihoods while at the same time promoting biodiversity conservation.

It has been far more difficult to involve the local authorities in conservation initiatives which contribute to the achievement of the GI vision. Here, the approach has been to embark on a sustained and structured engagement process since the planning phase. This has been very successful in the Hessequa Municipality where CapeNature influenced and gained the support of the Mayor shortly after project inception. The Eden District Municipality has only recently created a new post of Environmental Manager and the Oudtshoorn Municipality recently included the LED projects of CapeNature into their Integrated Development Plan. None of the other local authorities have contributed in a tangible way to biodiversity conservation yet. However, CapeNature and relevant partners will continue to pursue the stake holder engagement strategy described above.

Valuable lessons have been learned in the process. All stakeholders must be willing to allow for extensive dialogue between all parties. There is no easy way to engage with society at a landscape scale like the GI and it has taken five years for the GI to get to the point where there is agreement, albeit from a representative segment of civil society in the GI domain, to establish a Cluster Biosphere Reserve as an “overall guiding and coordination mechanism” for the GI.

6. Reporting to the donor about the performance of a project of this magnitude is a challenge but is essential in informing the donor and stakeholders, including the C.A.P.E. and SKEP Coordination Units, about project progress and the effective use of donor funds in reaching targets. Reporting during the initial stages of implementation did not reflect what was actually being achieved through the project particularly by CapeNature as implementing agent. This was again a reflection on the unhealthy relationship between some members of the SC and project management unit, and CapeNature as institutional home of the GI anchor project. The point is that all partners who are contributing positively and effectively to achieving the vision of the GI should be included in the performance reporting for the project. This shortcoming was addressed when CapeNature integrated the project within the Business Unit Management Team. Since then accurate and comprehensive reporting reflected the substantial achievements by all civil society partners across the domain.

In summary, it can be stated that most of the above-mentioned lessons could not be avoided as the processes and institutional arrangements followed were necessary at the time. The negative outcome of some of these processes and arrangements soon became predictable given the set of unique circumstances and the individuals involved in the landscape. What is more important is that the GI anchor project has been successful in achieving all its outputs and that the revised project which focused mainly on the Gouritz Corridor has paved the way for further project implementation and expansion by CapeNature and its partners.

The future of the broader Gouritz Initiative in pursuit of the collective agreed vision has also been assured through the iterative processes which have been followed together with stakeholders and the subsequent decision to establish a Cluster Biosphere Reserve. This structure is likely to satisfy the aspirations and interests of those who are still currently not so favorably disposed towards CapeNature as the key role player in the domain, although it must be said that the indispensable role of CapeNature in realizing the GI vision and particularly in establishing and maintaining the corridors, and establishing a Conservation Economy, is being acknowledged with ever increasing conviction by all relevant stake holders.

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

The initial size of the GI domain more than doubled to over 3 million hectares during the expert workshops which were held with scientists and other role players during the planning phase. Furthermore, the domain cuts across the boundaries of four Business Units within CapeNature, which has posed additional management and reporting challenges both to the coordinator and the responsible CN Business Unit Manager. The focus of the project was limited to the primary Gouritz Corridor after the independent review report which highlighted the size of the domain as a shortcoming in the design of the project.

Good science underpinned the definition of the domain and key conservation corridors and this is seen as an aspect which has contributed to the success of the project by providing a sound planning base and giving the project credibility among stake holders and donors alike. However, the fact that there was a dearth of socio-economic input and detail in the CPLAN and GIS database was a shortcoming. This has however, not impacted negatively on the overall implementation of the project due to the fact that CapeNature and its strategic partners are successfully addressing the social and economic challenges through the projects which have as their aim the establishment of a Conservation Economy within the priority areas of the GI domain.

The revised project output which focused on ensuring that priority actions are undertaken by civil society in the Gouritz Corridor through the direct involvement of the CapeNature Business Management Team, has had significant success. This project model has enabled CapeNature and its civil society partners to generate significant levels of additional funding for biodiversity-related projects in pursuit of the establishment of a Conservation Economy.

The project was designed to be housed within CapeNature as institutional home. This was the correct decision but did result in substantial challenges developing within the Project Management Unit (PMU) and to a far lesser degree within the GI Steering Committee. This did not contribute directly to the failure of the project in any way, but did negatively affect the relationship between the scientific advisor and the PMU (during the planning phase), and later between the Coordinator (who was also the scientific advisor) during the implementation phase. This was reported on in more detail in section VI of the report. These unnecessary challenges were not as a result of poor project design but rather due to avoidable personal misconceptions, a lack of understanding of critical practical and governance issues, and mere intransigence of some individuals within the PMU and SC.

The fact that the project was designed with dual reporting lines by the project coordinator to both the Gouritz Megapark Business Unit Manager and the Chair: GI Steering Committee, although logical caused concerns, particularly given that the SC Chairs were senior CapeNature officials. Given the presiding environment within the SC and Project Management Unit at the time it was inevitable that there would be this anomaly of contested interests irrespective of whether the coordinator reported to only the BU Manager, or to both the SC and the BU Manager.

The project design made provision for a Project Coordinator whose focus was the day-to-day coordination and management of the project together with the other members of the Project Management Unit (PMU) in collaboration with the CapeNature staff in the Business Units. This was the appropriate design at the time, but the two incumbent coordinators found themselves in the unenviable position of not having the inherent ability, experience or support (in the case of the second coordinator) from certain quarters within the PMU to coordinate the project effectively and successfully.

This situation was remedied after the second coordinator resigned and it was agreed that the Business Unit Manager of CapeNature would assume the coordination functions in addition to the management of the Business Unit. This was also the case after the Community Conservation Manager resigned and these functions were integrated into the Business Unit. This placed unrealistic demands on the Business Unit Manager and other CapeNature staff but through strategic and adaptive management, and a focused team effort, the project reached new heights.

The project output which focused on the securing of priority biodiversity in the identified corridors, and particularly the Gouritz Corridor, was aligned to the CapeNature land consolidation strategy adopting the various levels of stewardship categories as early as the planning phase. This project design has also ensured that the protected area expansion program has incorporated the latest fine scale vegetation maps and decision support tools within the GI domain and developed through funding from the C.A.P.E. and SKEP Programs.

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

As early as the planning phase it was realized that project execution needed to focus on efforts to get “to the people” rather than expecting people to attend advertised meetings and workshops as was initially envisaged, particularly in the case of historically disadvantaged communities. One-on-one discussions were held with landowners and other individual role players and this was particularly successful in promoting the land stewardship concept. Specific meetings were also arranged with local municipalities who are crucial potential partners in a successful integrated spatial biodiversity conservation initiative. Involving the local authorities in tangible partnerships remains one of the on-going challenges as described earlier.

This method of stake holder engagement has been the key to many of the later project successes achieved but is also very time-consuming and this resulted in delays in reaching certain project targets. The fact that two no-cost project extensions were made possible by both the favorable exchange rate and the savings on project salaries provided valuable time to expand and consolidate the stake holder engagement process.

Integrating the GI vision and the Gouritz Corridor in particular, into the CapeNature business plans, spatial frameworks and Business Unit management structures has been catalytic in gaining additional support for the project as a bioregional program both provincially and nationally. This has in turn generated additional support and substantial levels of sustainable funds to execute numerous biodiversity-related projects which have been referred to elsewhere in this report.

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.

The details below do not include funding secured from CEPF for projects catalyzed as result of the GI project, for example the Ostrich and Tourism industry projects.

(An exchange rate of R8.30 to the US\$ has been used below)

Donor	Type of Funding*	Amount	Date Received	Notes
Table Mountain Fund	C	\$7 830	January 2009	Preparation of submission to UNESCO for Gouritz Cluster Biosphere Reserve
Hessequa Municipality	C	\$4 820	2007	Contribution for Gouritzmond Estuary Management Plan
Department of Environment Affairs and Development Planning (DEA & DP)	B	\$487 350	February 2009	Preparation of submission to UNESCO for Gouritz Cluster Biosphere Reserve, Integrated Catchment Management (ICM) funds and establishment of Still Bay Marine Protected Area
Cape Leopard Trust	A	\$42 000	2008/9	Management of Cape Leopard Project in Gouritz Corridor

Gouritzmond Trust	C	\$4 820	2007	Contribution to Gouritzmond Estuary Management Plan
Van Rensburg Family Trust	C	\$27 700	2008	Contribution for management of Cape Mountain zebra population on Kammanassie
WWF (Lesley Hill Succulent Karoo Trust)	B	\$1.2 million	2008	Land acquisition in the Gouritz Corridor
Klein Karoo Study Group (CSIR <i>et al</i>)	D	\$500 000	2005 - 2008	Numerous scientific projects carried out under auspices of academic institutions and the CSIR.
CapeNature	A	\$450 000	2005 - 2009	Co-funding since start of implementation phase during May 2005
DWAF (Working for Water)	B	\$1.71 million	2005 - 2009	Alien Vegetation Management in the GI domain and Spekboom Restoration in Gouritz Corridor
SANBI (Working for Wetlands)	B	\$481 000	2005 - 2009	Wetland rehabilitation projects
Hessequa Municipality	B	\$337 000	2008/09	Various biodiversity related projects approved
Working on Fire	B	\$145 000	2005 - 2009	Contribution to fire suppression and fire fighting activities

***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.

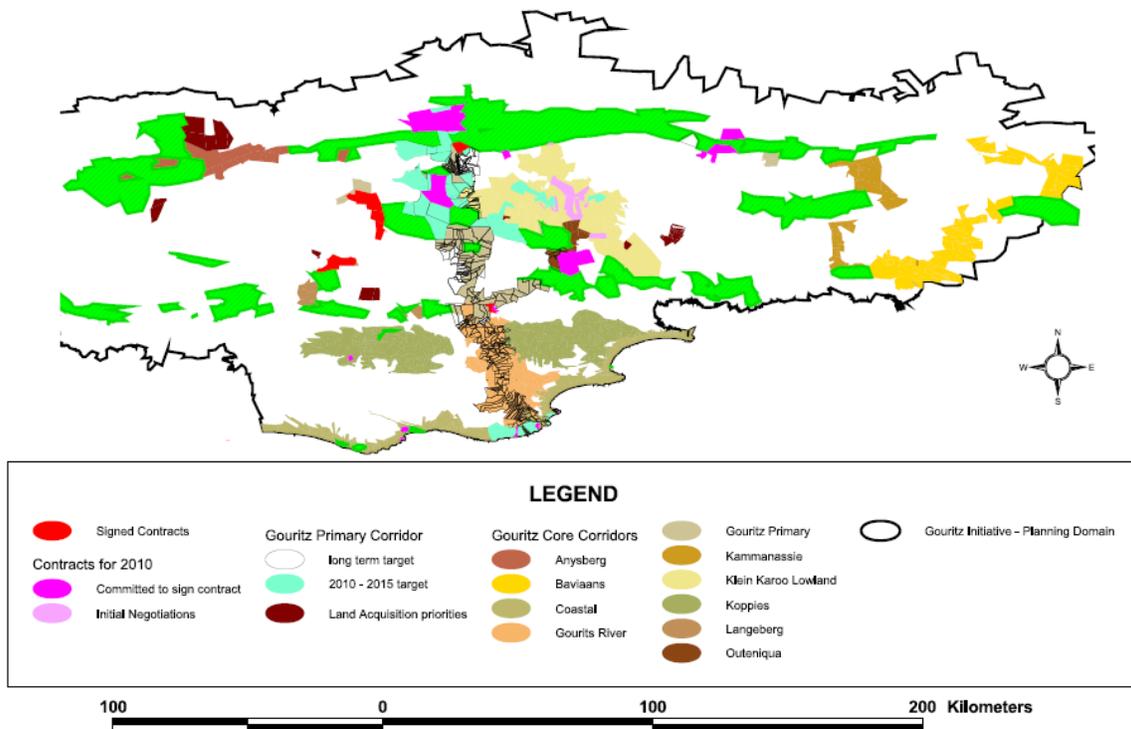
CapeNature will continue to pursue the long-term vision of the Gouritz Initiative in all its facets through the outputs as identified in the GI project. These outputs form an integral part of all the corporate objectives of CapeNature and hence will be funded as long as, and to the levels that CapeNature is funded in future. Substantial levels of special (external) funding have been leveraged through the anchor project and there is no doubt that this will continue in future even in the context of the global recession. For example, CapeNature has been privileged to receive R23.0 million (US\$ 2.8 million) in additional funding for biodiversity conservation projects for the 2008/09 financial year from the Provincial Government. Of this funding R4.0 million has been allocated to the GI domain for new projects. This funding will be recurring and will increase year-on-year. One aspect of sustainability which still needs to be adequately addressed is the additional capacity required for the expansion of protected areas program and this is receiving focused attention by the BU Manager and CapeNature Executive as reported earlier.

In addition there is the recurring funding received from Working for Water, Working on Wetlands, Working on Fire, Working for Woodlands, CoastCare, Junior LandCare and other sources. Two of the seven municipalities are now allocating recurring funding to biodiversity conservation projects. Involving the municipalities remains an on-going challenge.

Through the impact that the anchor project has had, and the expectations and momentum generated, CapeNature will, together with its partners in the GI domain, continue to build on the progress made thus far. This includes the commitment of CapeNature to the stakeholder driven Cluster Biosphere Reserve initiative. This is emphasized by the fact that CapeNature has created a new post of Program Manager: Corridors, Biospheres, and World Heritage Sites. CapeNature is currently busy preparing an application to expand the current World Heritage Sites in the GI domain substantially from the one which now includes the Swartberg Nature Reserve.

CapeNature as the conservation agency driving the GI vision together with its partners is continually revising its plans, strategies and tactics to ensure the best possible progress and outcomes. For example, the recently revised five-year corridor expansion strategy for the primary Gouritz Corridor is included below.

Gouritz Corridor Expansion Strategy 2010-2015



VIII. ADDITIONAL COMMENTS AND RECOMMENDATIONS

This project has provided opportunities for CapeNature and stakeholders to gain a unique understanding of what it means to collaborate for a common cause, and new skills and knowledge have been gained by all involved in the process. Project and CapeNature staff have been privileged to work together in this project and to manage the substantial resources provided

by CEPF during the past six years since inception. These members of staff have also had the opportunity to attend formal training and knowledge exchange interventions both locally and internationally, which will stand them in good stead for the on-going challenges during implementation of the project.

The Gouritz Initiative has matured beyond recognition as a process during the past two years and is now poised to take full advantage of the stakeholder buy-in and support particularly in the Gouritz Corridor where most of the resources of CapeNature and CEPF have been focused. The most challenging hurdle since project inception has been that of facilitating consensus among stake holders regarding the preferred collaborative civil society governance structure. It has taken years to get to where the GI finds itself now and there is still a substantial challenge of creating a viable, effective Cluster Biosphere Reserve. There is sufficient goodwill, enthusiasm and belief that the broad conservation and related socio-economic objectives will be realized.

The Critical Ecosystem Partnership Fund (CEPF) has generously provided the stake holders in the Gouritz Initiative domain with the unique opportunity to establish a collective long term vision for the region and to capacitate and mobilize civil society partners through the now completed anchor project. CapeNature is committed to continuing the process of realizing the GI vision as an integral function of its core business. The other civil society stake holders continue to be encouraged to partner with CapeNature in the pursuit of this vision.

CapeNature thanks the CEPF on behalf of its partners and indeed all the stake holders in the domain for providing the financial resources which have brought the GI to the point where it now finds itself. The patience shown and on-going support given through some challenging times, is appreciated. The CEPF is encouraged to continue supporting biodiversity conservation initiatives and related projects like the GI in future.

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.

Please include your full contact details below:

Name: Ivan Donian

Organization name: Western Cape Nature Conservation Board

Mailing address: Private Bag x6546

George, 6530, South Africa

Tel: +27 44 8025321

Fax: +27 44 8025313

E-mail: idonian@mweb.co.za