

# CEPF FINAL PROJECT COMPLETION REPORT

## I. BASIC DATA

Organization Legal Name: South African Ostrich Business Chamber

Project Title (as stated in the grant agreement): *Ostrich Industry Biodiversity Management Project*

Implementation Partners for this Project: [CapeNature](#), [Department of Agriculture, LandCare](#), [Klein-Karoo Agri](#), [South African Ostrich Producers Association](#), [South African Ostrich Processors Association](#)

Project Dates (as stated in the grant agreement): November 1, 2007 - September 30, 2009

Date of Report (month/year): [October 2009](#)

## II. OPENING REMARKS

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

The project officially started (coordinator appointed) 6 months prior to the end date. As it was impossible to deliver on all the outputs in such a short time span, a 4 month extension (to coincide with CEPF's SKEP investment round-up) was requested and granted. Nearing the "new" end date, another 7 months extension was requested and granted. The total duration of the project was thus 17 months. Some activities were amended during that time frame, but the original outputs remained.

## III. ACHIEVEMENT OF PROJECT PURPOSE

**Project Purpose:** *To initiate a process through which farmers in the major ostrich-producing areas in the Klein Karoo are implementing improved land management practices, utilising veld in an improved and sustainable way, and ensure the sustainability of the ostrich industry and continued international market access*

### Planned vs. Actual Performance

Indicator	Actual at Completion
Purpose-level:	

<p><i>1. At least five farmers are implementing improved land and biodiversity management farming systems.</i></p>	<p>Four of the participating farmers are implementing components of their biodiversity management plans – this resulted in approximately 8 500 ha being under improved veld management. Two non-participating farmers sought grazing capacity and biodiversity management advice from the Project, which resulted in an additional approximately 1 500 ha under improved management.</p>
<p><i>2. At least three farmers have entered into Stewardship arrangements with CapeNature for areas on their farms with high biodiversity value.</i></p>	<p>Four of the participating farmers are in various stages of negotiations with CapeNature regarding their Stewardship Programme.</p>
<p><i>3. The SAOBC is actively supporting farmers to engage in biodiversity management farming methodologies</i></p>	<p>The SAOBC has, through this Project, developed an “Ostrich Standard” (Good Agricultural Practice) document and a Long Term Biodiversity Management Strategy. These documents will be distributed through the networking systems of Organised Agriculture. The SAOBC is also partner in a SKEPPIES project that actively assists farmers to switch from flock breeding in natural veld to pen breeding. The SAOBC has also, through this Project, developed a compliance and monitoring system, as well as a streamlined “change of land use” application process.</p>
<p><i>4. The SAOBC is working closely with the Biodiversity and Business Forum and the Good Food Alliance to develop biodiversity management systems to ensure ongoing market security.</i></p>	<p>The SAOBC participated in all the GCA meetings that were held and was part of the process of developing a “Well Managed Farm Code” that is in the process of being finalized.</p>
<p><i>5. A long term biodiversity management plan for the ostrich industry is produced</i></p>	<p>A Long Term Biodiversity Management Strategy for the ostrich industry was produced and accepted by the Project Management Team. This document will be used to leverage funding for components (smaller projects) within the strategy.</p>

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

On a ***farm-level*** the project succeeded in making the participating farmers aware of the necessity to do biodiversity management on their farms, and it also introduced the Stewardship concept to the farmers. Improved veld management however requires management changes (with cost implications) and will not happen overnight. The notions of “sustainable use of natural veld” and “acceptable carrying capacity levels” have been accepted by all the farmers. However, the developed monitoring system now needs to be implemented to ensure the implementation of these notions.

On an ***industry level*** the development of the Long Term Biodiversity Management Strategy demonstrated the commitment of the industry to manage the risk of losing markets – indications are that biodiversity management (“ethical trade” / “clean production”) will become trade imperatives over time. The industry has also committed some funding towards the establishment of a Biodiversity Unit, which will be responsible for the roll-out of the Long Term Biodiversity Management Strategy.

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

Farmers not participating in the project sought advice from the Project regarding veld management and carrying capacity. This demonstrated a need for a biodiversity “one stop shop” (Biodiversity Unit) for the industry.

Carrying capacity/veld management/economic results (done by 2 specialists) from the participating farmers (“sample”) were accepted by the industry, even though the sample was not

scientifically chosen. It was accepted that these figures represented the reality on the ground, and that they could be used as base for developing strategies. As the project developed, it became apparent that a pen breeding system is the most beneficial for both biodiversity and the ostrich producer. Some farmers however show resistance towards this system (for various reasons) and alternatives had to be investigated and included in the long term biodiversity management plan.

**IV. PROJECT OUTPUTS**

**Project Outputs:**

**Planned vs. Actual Performance**

Indicator	Actual at Completion
<b>Output 1: Implement a pilot project for developing detailed farm level best management plans and providing farm level extension services.</b>	
<i>1.1. Farm level Biodiversity management plans with spatially specific guidelines are developed for at least seven of the ten farms.</i>	Biodiversity Management Plans with spatial guidelines were developed for all ten participating farmers
<i>1.2. Rehabilitation options for degraded land are being tested.</i>	Four identified areas (denuded ostrich camps) are in the process of being rehabilitated. Progress on the success of the different rehab options will be given via identified forums and organized agriculture over the next 3 years.
<i>1.3. Farm level extension service model is being tested with ten farmers for developing biodiversity management plans.</i>	A model where extension is done holistically (CapeNature, SAOBC, Department of Agriculture, LandCare and other roleplayers where necessary – i.e. Dept Roads) has been tested and proved to be successful and asked for by the farmers.
<b>Output 2: Produce an Ostrich and Biodiversity Long Term Management Strategy</b>	
<i>2.1. The Long Term Management working Group is established and working efficiently</i>	This Group has been established and developed the Long Term Biodiversity Management Strategy. The roll-out of the Strategy is a standing point on the agendas of both the Biodiversity Working Group and the Project Management Team.
<i>2.2. Long term biodiversity management tools and incentives have been identified, and a strategy is in place for full development.</i>	A Biodiversity Management Long Term Strategy has been produced and is awaiting roll-out.
<i>2.3. A plan for the ongoing funding and support of the OIBMP has been developed and implemented.</i>	It was accepted that applications for funding for smaller projects within the Strategy will be made continuously. Support of the OIBMP has been demonstrated by the various partners, and their continuous commitment towards biodiversity outcomes in the ostrich industry has been formalized in writing.
<b>Output 3: Establish a link to Biodiversity and Business networks and working groups</b>	
<i>3.1. The Ostrich Industry is a member of the Biodiversity and Business Forum</i>	The SAOBC participated in all relevant GreenChoice meetings.
<i>3.2. Collaboration between existing initiatives/projects to ensure effective</i>	The Project ensured collaboration between CapeNature and LandCare regarding an Area Wide

<i>knowledge management and shared resources is taking place</i>	Planning Process in the Gouritz Lowland Corridors. Existing structures and forums were also utilized as information sharing platforms. Joint planning and strategy development were done by various roleplayers.
<b>3.3.</b> <i>Collective marketing opportunities for biodiversity-minded business are being explored</i>	This is being done through the GCA (Green Choice Alliance)
<b>3.4.</b> <i>Experiences and lessons learnt are being shared at industry, extension officer and farmer levels.</i>	Existing structures and forums were utilized as information sharing platforms, and the biodiversity working group also acted as lesson sharing platform.

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

The (collaborative) farm level extension model proved to be successful – non-participating farmers also utilized this “facility” in order to gain advice on biodiversity related matters. Biodiversity Management Plans were developed for all ten participating farmers – only four of them are actively implementing components of this plan which will lead to improved veld management – more and continued extension is needed to ensure that the other farmers also follow suit.

The fact that a Long Term Management Strategy was developed for the ostrich industry assisted in demonstrating that they are pro-actively engaging in risk management. This Strategy however still needs to be fully adopted by the industry in order to ensure that the industry financially commits towards the roll-out of this strategy.

Collaboration and partnerships proved to be highly successful in the roll-out of this project: joint planning made it possible for resources to be shared and to ensure that effective exchanges took place.

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

The development and implementation of a plan for the ongoing funding for this project has not shown significant benefits up to now. This affected negatively on the impact of the project, as no certainty currently exists for the continuance of the project. Partners and roleplayers are overwhelmingly acknowledging the need for its continuance and some have committed resources and time – uncertainty about its future however makes it difficult to continue with committed responsibilities and functions of the project.

**V. SAFEGUARD POLICY ASSESSMENTS**

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

n/a

**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.***

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

- ↷ Design the project with a realistic time frame: if it aims to change the perceptions of people/industry, 1 year is not enough
- ↷ Limited funding and limited time frames could limit good and effective results.
- ↷ Results (of improved veld management and rehabilitation) will only be seen over a longer period of time – a longer time frame is needed to monitor this.
- ↷ Conservation targets for the ostrich industry needs to be set FIRST in order to identify priorities.
- ↷ One needs to know WHAT one needs funding for before submitting applications – this means that a clear project plan needs to be developed before communication with potential donors commence.
- ↷ Never under-estimate the value of working WITH farmers in seeking answers to challenges – one will only get buy-in from them if they are part of the process right from the start.

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

- ↷ Choose the project sample and size carefully and if possible scientifically (to be representative), in order to prevent having to defend the results.
- ↷ The team overseeing the project and the team “doing the work” need both to be representative of relevant roleplayers, which will give the project credibility and independence.
- ↷ The co-ordination and management of a project need to be independent from the interests of i.e. only producers, processors etc and should be perceived that way by the industry. This enables unbiased decision making and strategy development.
- ↷ A collaborative approach in the project roll-out will contribute towards effective buy-in from all roleplayers.
- ↷ Co-operation, shared resources, joint planning and a clear focus will ensure that implementation takes place effectively.
- ↷ Collaboration and resource sharing of all relevant stakeholders are crucial for project roll-out. (The Biodiversity Working Group (“doing” the work) and a Project Management Team (“overseeing” the project) both consisted of representatives of relevant roleplayers and partners and information and resource sharing became part of this partnership.)
- ↷ Awareness raising needs to be done continuously and existing forums need to be used for this as far as possible.
- ↷ Continuous communication about the project is necessary – posting monthly project progress reports on partner websites in particular proved to be well read.
- ↷ Visible and practical smaller projects (that directly benefit stakeholders) within the bigger picture will make the project more acceptable and credible and will gain support this way. (The rehabilitation that was done can be seen from the roadside and an information board was put up.)
- ↷ Any farm level management change has a cost implication which needs to be factored in.
- ↷ Law enforcement (“catching culprits”) remains a challenge – a Biodiversity Unit should facilitate this as well.
- ↷ The pro-active manner in which challenges are handled could reduce conflict.
- ↷ Income-generating opportunities that present itself as a result of this project needs to be investigated and made part of the “ongoing funding” component of the long term management strategy.

<b>VII. ADDITIONAL FUNDING</b>
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**Provide details of any additional donors who supported this project and any funding secured for the project as a result of the CEPF grant or success of the project.**

<b>Donor</b>	<b>Type of Funding*</b>	<b>Amount</b>	<b>Notes</b>
SAOBC	A	\$22 300	Providing funding to demonstrate commitment to this project and to leverage more funding. In-kind funding: office space, use of facilities
Table Mountain Fund	B	\$1 100	Funding for rehabilitation, a component of the project
Eden District Municipality	B	\$5 500	Providing "Climate Change" funding for rehabilitation
SKEPPIES / DBSA	B	\$15 200	Providing funding to facilitate a change from flock breeding to pen breeding
CapeNature	A	\$35 000	In-kind funding – salaries of representatives, shared resources etc
Department of Agriculture (National, Provincial, LandCare)	A	\$13 900	In-kind funding – salaries of representatives, shared resources etc
NOPSA / (National Ostrich Processors South Africa)	A	\$550	In-kind funding – traveling to meetings
SAOO (South African Ostrich Producers Organisation)	A	\$550	In-kind funding – traveling to meetings
Oudtshoorn Municipality	C	\$400	Provided funding for catering for a farmer's day workshop at the Interfaces Conference
		\$	

**\*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.**

This project will continue in the future – it might have a month or 2 “lag” while funding is sourced. Fundraising plans currently include the development and submission of applications to potential donors for the implementation of components of the Long Term Biodiversity Management Plan; some of which have been submitted already.

The SAOBC has also committed some funding towards the continuance of the project for this fiscal year – there is a potential that the industry could contribute more during the next fiscal year (depending on the economy and the health of the ostrich export markets. At this stage, income derived from ostrich products is declining due to the international financial situation).

The SAOBC's direct financial contribution will be used to leverage other potential donors, as this SAOBC-contribution clearly shows the industry's commitment to sustainability and the creation of a balance between utilization and conservation.

In addition to the direct financial contribution, the SAOBC also committed itself to provide in-kind support like offices, telephone and internet usage and consumables (paper, electricity, etc).

## VIII. ADDITIONAL COMMENTS AND RECOMMENDATIONS

The focus for the next few months, with the funding that the SAOBC provided, will be to solicit external funding for components of the Long Term Biodiversity Management Plan. Elements of this plan will also be addressed during this time, and income-generating pilots will be implemented.

## VIII. INFORMATION SHARING

CEPF is committed to transparent operations and to helping civil society groups share experiences, lessons learned and results. One way we do this is by making programmatic project documents available on our Web site, [www.cepf.net](http://www.cepf.net), and by marketing these in our newsletter and other communications.

These documents are accessed frequently by other CEPF grantees, potential partners, and the wider conservation community.

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