

CEPF FINAL PROJECT COMPLETION REPORT

I. BASIC DATA

Organization Legal Name: National Botanical Institute

Project Title (as stated in the grant agreement): Mainstreaming Biodiversity on the Cape Flats: Building Good Practice in Sustainable Management

Implementation Partners for this Project: City of Cape Town, Table Mountain Fund, Botanical Society of South Africa

Project Dates (as stated in the grant agreement): October 1, 2003 – September 30, 2007

Date of Report (month/year): January 2008

II. OPENING REMARKS

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

This project was seen by some as a high risk investment and this may provide a useful perspective from which to engage with its overall success as outlined in this report.

The local government context in which the project worked provided challenging and unstable conditions. The position for City Biodiversity Management did improve over the period of the project. While the project cannot claim this as a direct achievement, it played some part in creating favourable conditions. The project maintained high level political support in the City despite more than one change of government over the project period.

This report is best read together with independent evaluations that were completed at the middle and end of the project:

- Soal S and Van Blerk R(2005): 'Report to Cape Flats Nature on the outcome of an evaluation'
- Soal S, Langley H and Jacobs V (2007): 'Looking at policy out of practice: A report to Cape Flats Nature on the outcome of its evaluation'

Lessons from the mid-term evaluation are captured in popular form in the booklet and video entitled 'networking people and nature in the city'. These are available on request.

III. ACHIEVEMENT OF PROJECT PURPOSE

Project Purpose: *Sustainable conservation management of sites in the City of Cape Town's biodiversity network is achieved through active partnerships between government, the private sector and community-based organisations.*

Planned vs. Actual Performance

Indicator	Actual at Completion
Purpose-level:	

<p>1. By the end of the project, a new cohort of skilled people-centered urban conservation managers from the Cape Flats has secured sustainable conservation management at four pilot sites</p>	<ul style="list-style-type: none"> • The new cohort of skilled people-centred urban conservation managers is in place at all four pilot sites. • The political, social and institutional foundation for sustainable management is secure, even though site managers still face many challenges in their day-to-day work.
<p>2. By the end of the project, local leadership drives community conservation efforts at four pilot sites on the Cape Flats and is starting to emerge at an additional two sites</p>	<ul style="list-style-type: none"> • 21 community partner organizations are actively engaged in conservation projects at the four pilot sites, while a further two lend political support and/or expertise to activities. • 16 community partner organizations engaged in stakeholder design workshops at two additional sites, and eight have shown indications of further involvement. • The Champions' Forum has met quarterly since 2003 and the level of discussion has gained depth.
<p>3. By 2006q4, Cape Flats Nature Trust provides an appropriate financial vehicle and institutional structure, and has raised at least \$1,5 million, to sustain Cape Flats Natures work until at least 2012</p>	<ul style="list-style-type: none"> • It was decided not to form a trust, and rather to use existing mechanisms to provide an appropriate financial vehicle for the project. A Memorandum of Understanding allows for project partners to raise and ring-fence funds for the partnership. • Site Managers are now permanently employed by the City of Cape Town with operational budgets allocated to each site. • The Cape Flats Nature team is permanently employed by SANBI. • Cape Flats Nature's operational budget is fully funded until the end of 2009. An additional \$110,000 is budgeted until 2011. Different models for meeting ongoing community partner activity needs are being explored and funds have been allocated for fundraising.
<p>4. By 2005q4, Cape Flats Nature Trust and the value of its work is recognised by Capetonians</p>	<p>Cape Flats Nature has received the following awards in recognition of the value of its work:</p> <ul style="list-style-type: none"> • 2003 Green Trust Award finalist • 2003 Cape Times / Caltex Award • 2005 Impumelelo Award • 2007 Cape Times / Vodacom Award finalist
<p>5. By the end of the project, the people of Cape Town, particularly the Cape Flats, have experienced and value the four pilot sites, and are knowledgeable about and support conservation of the area's unique biodiversity</p>	<ul style="list-style-type: none"> • 20,085 people participated in formal education, youth development, volunteer and awareness raising activities • 304 income generation opportunities were created through alien clearing, wetland restoration and other conservation management activities • 14 people from the Cape Flats are employed by the City at the sites, and for the first time a critical mass of people from the Cape Flats (Xhosa and Afrikaans speaking) are working at management level in conservation in the City • The sites featured in 12 articles in the mainstream press, and 25 in the community press. In addition, economic and conservation jobs opportunities at the sites were advertised in the community press on at least five occasions. • The project and one of its sites featured for two weeks in a 30 second promotion aired

	<p>many times a day on a mainstream radio station, and the sites featured in three mainstream and six community radio slots.</p> <ul style="list-style-type: none"> • Cape Flats Nature and one pilot site featured on two mainstream television programmes.
<p>6. By 2004q4, vibrant environmental education programmes stimulate the use of sites as outdoor classrooms and improve the quality of education</p>	<ul style="list-style-type: none"> • Each site has established relationships with the closest schools and runs regular environmental education programmes. • Two sites each have a dedicated Environmental Education Officer. • An educational guide for the Cape Flats has been updated and is being translated into the other two official languages used in the City. One site has a booklet of lesson plans developed by an education NGO based at the site. • The project is encouraging role players in the City to co-ordinate work in this area to improve the quality of environmental education and increase access.
<p>7. By 2005q4, the four pilot sites contribute economically to the surrounding townships by attracting local, national and international visitors</p>	<p>While this component of the project was not funded, the project's work has laid a foundation for tourism development at the sites:</p> <ul style="list-style-type: none"> • At one site the national Department of Environmental Affairs and Tourism is investing in a visitor facility. • A hiking trail is planned through two of the sites, providing a social rationale for an ecological corridor linking two major conservation areas. • One site is on a sustainable development tourism route.
<p>8. By the 2005q4, the four pilot sites are recognised as contributing to quality of life (education, health and wellbeing, economically) in surrounding townships</p>	<p>See 4, 5 and 9.</p>
<p>9. By the end of the project, leadership in government recognises that biodiversity conservation is essential for sustainable development on the Cape Flats, is prepared to act on this knowledge and understanding, and provides ongoing political support for Cape Flats Nature</p>	<ul style="list-style-type: none"> • Biodiversity Management staff in the City of Cape Town more than doubled from 65 in 2005 to 141 in 2006. • In 2005, on completion of the demonstration phase funding from the City of Cape Town, an additional \$110,000 was provided for replication and roll-out. • All Cape Flats Nature staff are now permanently employed by SANBI.
<p>10. By 2006q2, the City of Cape Town takes and implements policy decisions to lead public/private partnerships for biodiversity conservation on the Cape Flats</p>	<ul style="list-style-type: none"> • The City of Cape Town continues to drive the Cape Flats Nature partnership in its replication and roll-out phase, and has allocated resources appropriately. • The City is drawing on lessons from Cape Flats Nature as it consolidates and integrates its Biodiversity Management function and revises its Integrated Metropolitan Environmental Policy.
<p>11. By the end of the project, lessons learnt at four pilot sites have been captured, shared widely and are implemented in the City of Cape Town's biodiversity network, in other towns and cities in the CFK, and beyond</p>	<ul style="list-style-type: none"> • Lessons from the project have been documented in print and audio-visual format, and presented at many local and international forums. • The lessons are incorporated into the revision of the City's Integrated Metropolitan Environmental Policy, and are reflected in

	<p>documents of IUCN, UNEP, UNESCO and ICLEI.</p> <ul style="list-style-type: none"> • SANBI is actively pursuing the transfer of lessons from the project to other South African cities through the development of a national urban conservation programme.
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Describe the success of the project in terms of achieving its intended impact objective and performance indicators.

The project has established strong partnerships as a basis for sustainable conservation management of sites in the City of Cape Town’s biodiversity network. The partnership operates at an institutional level, with the conservation community in the City and more broadly, and with community partners. The business sector has been involved only on a small scale with individual once-off activities.

This partnership has achieved sustainable conservation management of project sites to the extent that the sites remain and have built the social relationships necessary for this to be sustained. The final evaluation raises questions about the extent to which biodiversity management and even basic management is effective at project sites and more widely at sites managed by the City’s Biodiversity Management Branch. However, the institutional framework within which improvements can be made is in place, and work towards implementing the necessary policies and processes is already underway in the City. The project is well placed to support further development in this area based on experience in building practice at the pilot sites.

The likelihood of the project’s success being sustained is strengthened by the fact that all the institutional partners are heavily invested and draw on the project’s work to build support for broader efforts in their organizations.

Were there any unexpected impacts (positive or negative)?

Partner organizations have drawn on the experience of Cape Flats Nature to change the way in which they work in ways that were not entirely anticipated. Within SANBI, the experience of Cape Flats Nature is leading to the development of a national urban conservation programme. The experience of Cape Flats Nature has contributed towards the expansion of resources available to biodiversity management in the City of Cape Town. The Table Mountain Fund draws on Cape Flats Nature’s experience in supporting the development of other projects in the Cape Floristic Region, specifically in the distribution of very small grants. And the Botanical Society has drawn on the experience to experiment with different ways of expanding its membership and following into previously disadvantaged communities. Within the C.A.P.E. programme, the project has helped to breathe life into life issues of community engagement, access and benefit.

By framing Cape Flats Nature as catalyzing a paradigm shift in urban conservation management that puts people at its centre, and as building a new generation of urban nature conservation managers in a context of a national socio-economic development, transformation and employment equity drive, the project inadvertently created division in the nature conservation community with which it worked. It left more experienced nature conservators feeling that their contribution towards building the new paradigm was not valued. The tensions that emerged were exacerbated by the need for the project to profile its work in support of its lobbying and advocacy efforts, and with this the nature conservators associated with the project. The project’s mid-term evaluation revealed an unintended polarization between the ‘social’ and ‘nature’ aspects within the conservation community, and extensive work went into addressing this in the second half of the project and in the development of the roll-out strategy.

IV. PROJECT OUTPUTS

Project Outputs:

Planned vs. Actual Performance

Indicator	Actual at Completion
<p>Output 1: Sustainable conservation management is demonstrated at four pilot sites within the City of Cape Town's biodiversity conservation network: Edith Stephens Wetland Park, Harmony Flats Nature Reserve, Macassar Dunes and Wolfgat Nature Reserve.</p>	
<p>1.1 User-friendly annual conservation management plans developed in consultation with surrounding communities and implemented, drawing on expert advice where necessary, at two sites by 2004q4, and at all sites by 2005q4, 2006 q4</p>	<ul style="list-style-type: none"> • Annual planning and the form of community engagement around it was guided by the outcomes of the original stakeholder design process at each site • Annual evaluation and planning takes place at the Champions' Forum and from there at site-level forums. Site-level processes vary, depending on how local community involvement is structured. • Initial consultation was superficial because the managers were new and still building relationships and structures for consultation, but has deepened over time. • Based on feedback from the mid-term review, the project intervened to strengthen annual plans by enabling access to botanical and conservation management expertise. • The final evaluation shows that more work is required in developing an integrated vision of the value of each site to guide planning.
<p>1.2 Partnership projects with local communities plan and implement the following actions that contribute to the management of the sites annually, based on the annual conservation management plan and an evaluation of the previous year's activities, by 2004q4, 2005q4, 2006q4: -alien clearing at four sites -flora monitoring at one site -bird monitoring at one site -fire prevention mechanism in place at two sites -regular litter clearing at one site</p>	<ul style="list-style-type: none"> • Activities were developed as set out. • Some activities, for example alien clearing, depend on access to funds and are not conducted annually. The regularity of monitoring activities varies depending on volunteer turnover and capacity. • Financial controls in community partner organizations were too weak to fund contracts, so activities were been funded individually. • Where community partners have established a good track record, the project is now working to build financial independence. Developing a framework for this process is part of the roll-out strategy.
<p>1.3 Interventions aimed at minimizing threats and maximizing benefits through integration into new local development initiatives developed and implemented at one site by 2005q2 and another site by 2006q2</p>	<ul style="list-style-type: none"> • At one site a political process was facilitated to define boundaries to a neighbouring informal settlement, and a community partner campaign to build awareness about the value of the site enabled. • One site is included in the Cape Care Route tourism initiative. • Two sites were included in a City-led partnership to deliver socio-economic benefits from biodiversity along a coastal corridor. City has approved funding for Cape Flats Nature to conduct a feasibility study and develop a business plan for a hiking trail along this

	<p>corridor.</p> <ul style="list-style-type: none"> The national Department of Environmental Affairs and Tourism has invested in the development of tourism infrastructure at one site.
<p>1.4 Infrastructure needs identified in consultation with the surrounding communities, and funding and construction catalysed at two sites by 2004q4 and at all sites by 2006q4</p>	<ul style="list-style-type: none"> Operational bases are established for all sites, although there are plans for some to be improved. All sites have infrastructure development plans and are in the process of raising the necessary funds from City capital budgets or external donors. The final evaluation points to a need for infrastructure development to be viewed comprehensively across the Biodiversity Network, rather than on a site-by-site basis.
<p>1.5 Infrastructure use policy developed in consultation with the surrounding communities and implemented at one site by 2004q2 and at all sites if appropriate by 2006q2</p>	<ul style="list-style-type: none"> An infrastructure use policy was developed in consultation with a community steering committee at the only site where it was appropriate. There have been problems in implementing the policy relating to broader City policy and availability of resources eg opening on weekends.
<p>1.6 Cape Flats Nature Trust established by 2004q1 and funds raised to support Cape Flats Nature for a further five years (2007-2012) by 2006q4</p>	<ul style="list-style-type: none"> It was decided not to form a trust, and rather to use existing mechanisms to provide an appropriate financial vehicle for the project. A Memorandum of Understanding allows for project partners to raise and ring-fence funds for the partnership. Site Managers are now permanently employed by the City of Cape Town with operational budgets allocated to each site. The Cape Flats Nature team is permanently employed by SANBI. Cape Flats Nature's operational budget is fully funded until the end of 2009. An additional \$110,000 is budgeted until 2011. Different models for meeting ongoing community partner activity needs are being explored and funds have been allocated for fundraising.
<p>Output 2: A new cohort of skilled urban conservation managers and champions from surrounding townships established to conserve the biodiversity of the Cape Flats, and is supported by Cape Flats Nature to implement all other outputs.</p>	
<p>2.1 Cape Flats Nature's team strengthened to support further project implementation by employing an administrator and Capacity Building Manager by 2003q4 and securing the continued employment of the Project Manager from 2005q2</p>	<p>The project team was employed and remained constant for the entire period of the project.</p>
<p>2.2 A future urban reserve management team of six members at varied levels (eg self-taught, students, graduates, experienced) is employed and seconded to the City by 2004q2</p>	<ul style="list-style-type: none"> This team was employed by SANBI from 2004 and seconded to the City on the basis of an agreed Terms of Reference. In January 2005, the three student posts were integrated into the City's training and development programme. From July 2005, the three qualified reserve managers were employed by the City with

	<p>funding from the project on the basis of an agreed Terms of Reference.</p> <ul style="list-style-type: none"> From July 2006, the City employed the team permanently.
<p>2.3 Quarterly Champions' Forums enable site drivers and partners to share experiences, draw lessons and build skills in 2004, 2005, 2006, 2007</p>	<ul style="list-style-type: none"> The Champions' Forum has met quarterly since 2003. It is usually attended by two nature conservators and three community champions from each site. The programme for the Champions' Forum is developed in the Forum, and includes lesson sharing processes and skills development opportunities in fields such as conservation ethics and conflict resolution. The level of discussion has gained depth over the years.
<p>2.4 Volunteer support and reward system is piloted at one site by 2004q4 and implemented at all sites as appropriate by 2005q4</p>	<ul style="list-style-type: none"> Volunteers are involved at all project sites. Rewards include certificates, t-shirts and access to training at Champs' Forums and networking opportunities like the CAPE Partners' Conference. Access to rewards is agreed in the Champs' Forum. The varied context for volunteers at different sites and the fluidity of their involvement meant that it was appropriate for the volunteer system to remain informal. Cape Flats Nature's experience is feeding into a set of basic principles agreed across agencies in the City.
<p>2.5 Skilled specialists contracted to support activities including fundraising, tourism development, marketing, process facilitation, environmental education development and evaluation</p>	<ul style="list-style-type: none"> Fundraising: Institutional resources were raised to sustain the human capacity of the project and further fundraising work is being supported through project partners. Tourism development: Specialist input has been accessed through partner processes, for example the Cape Care Route. Process facilitation: Skilled specialists were contracted to support the stakeholder design process at the additional sites. Marketing: Pro bono services were secured through the CAPE CCU for strategy development, and design and layout professionals were contracted to ensure that a relevant image of people in nature was developed for the project through print materials produced under 3.3, 3.4 and 5.4. Environmental education: A skilled specialist supported the revision of an environmental education resource for use on the Cape Flats. Evaluation: Skilled specialists were contracted to support a mid-term evaluation in 2005 and final evaluation in 2007.
<p>Output 3: Campaign conducted to gain broad support for conservation of the four pilot sites and Cape Flats Nature's work through awareness raising, promoting use of the sites by the people of the Cape Flats, and securing benefits from biodiversity conservation for the local communities surrounding the pilot sites.</p>	
<p>3.1 At least one popular activity is planned and implemented in partnership with local communities</p>	<p>All activities initiated in 2003 have continued to run annually, showing signs of sustainable partnerships:</p>

<p>at each site annually to attract people from the surrounding communities, particularly youth (in and out of school), to ensure that the sites are used appropriately, and/or to overcome barriers to participation eg safety by 2004q4, 2005q4, 2006q4</p>	<ul style="list-style-type: none"> • SEEP/Cape Flats Nature Trail through a number of sites • Fun days for large numbers of learners to reclaim sites as safe spaces • Clean-up hikes <p>In addition, a number of sites have held school holiday programmes when capacity permits, and new experimental activities were introduced eg a 'Carols by Candlelight' concert in 2004, and 'Health and Conservation' activities in 2005 and 2007.</p> <p>The 50th anniversary of one site was used as an opportunity to draw existing and new partners into celebrating the park through a community festival.</p> <p>Access to most activities was designed to encourage interaction between previously racially segregated communities.</p>
<p>3.2 A total of at least four community based organisations with a common value base, which haven't previously used the sites, are introduced to the sites by 2004q4 and 2005q4</p>	<ul style="list-style-type: none"> • This was done annually. • The list of engaged community partners has grown to 29, and the number of community organizations using infrastructure available at one site has also grown. • The range of sectors in which these organizations work include youth, health, community development, social services, peace building, skills development, tourism
<p>3.3 The profile of the four pilot sites and their unique natural attributes is raised through regular coverage in mainstream (at least two articles and two radio slots) and community media (at least four articles and radio slots), and widely distributed project and site-level partner media including a pamphlet and video for each site by 2004q4.</p>	<ul style="list-style-type: none"> • The sites featured in 12 articles in the mainstream press locally, and two internationally. • The project and one of its sites featured for two weeks in a 30 second promotion aired many times a day on a mainstream radio station, and the sites featured in three mainstream radio slots. • Cape Flats Nature and one of its sites featured on two mainstream television programmes. • The sites featured in 25 articles in the community press. In addition, economic and conservation jobs opportunities at the sites were advertised in the community press on at least five occasions. • Project sites featured in at least six community radio slots. • Pamphlets were produced for all sites. The pamphlet for one site was also laminated for use as a poster in schools, clinics and libraries, and another was designed to open out into a poster format for this purpose. • An additional leaflet and other promotional material was developed specifically for a door-to-door campaign in an informal settlement at one site. • Videos were produced for two sites, and a video letter to the Mayor is planned for a third site.
<p>3.4 Cape Flats Nature Trust and the value of its work is recognised by Capetonians through regular coverage in mainstream (at least two articles and</p>	<ul style="list-style-type: none"> • Cape Flats Nature featured in all of the mainstream and community media related to sites outlined in 3.3. • Cape Flats Nature featured at least annually in

<p>two radio slots) and community media (at least four articles and radio slots), and widely distributed project and partner media (at least one article in partner publications, an annual project video by 2004q2, 2005q2, 2006q2, 2007q2, a project poster by 2004q4), and a summary of the project's annual plan 2004q1, 2005q1, 2006q1, 2007q1)</p>	<p>BotSoc's Veld & Flora, the City's Enviroworks, the public City Works for You and/or Contact staff newspaper, SANBI News and C.A.P.E. e-News.</p> <ul style="list-style-type: none"> • A project pamphlet was produced in 2005. Regular summaries of the project's annual plan were produced, although these lost relevance once the project pamphlet was developed. • A project poster display was developed for a fundraising event in 2005. Press clippings of the project's work are laminated and used for display purposes when hosting visits. • The video 'bridging the gap' was produced in 2004 and 'networking people and nature in the city' in 2006
<p>3.5 The capacity of educators to use the sites is enhanced through the participative development of learning points, activities and materials, and the provision of training and support on-site at two sites by 2004q4, and at all sites by 2005q4.</p>	<ul style="list-style-type: none"> • A partnership with the Western Cape Education Department's local Education Management Development Centres engaged local educators in developing lesson plans for the use of two sites as outdoor classrooms. • An educational guide for the Cape Flats has been updated and is being translated into the other two official languages used in the City. • One site has a booklet of lesson plans developed by an education NGO based at the site. • Interpretive signage was installed at all sites.
<p>3.6 A comprehensive environmental education programme is catalysed, implemented at all sites by 2004q4, and promoted among educators and school principals annually by 2004q4, 2005q4, 2006q4.</p>	<ul style="list-style-type: none"> • Each site has established relationships with the closest schools and runs regular environmental education programmes. • Programmes are most comprehensive at the two sites that each have a dedicated Environmental Education Officer employed by the City. • The programmes were promoted by through the partnership with the WCED as reported in 3.5, through annual environmental events at other sites, and through school visits in preparation for these activities. • To improve quality the project established links with SANBI's environmental education staff and supported City officials to complete the C.A.P.E. environmental education training programme. • Cape Flats Nature is encouraging role players in the City to co-ordinate work in this area to improve the quality of environmental education and increase access.
<p>3.7 Interventions are identified and implemented to overcome security risks, particularly for women and children, in partnership with women's organisations and other relevant forums from the surrounding communities at one site by 2004q4, two further sites by 2005q4 and the fourth site by 2006q4</p>	<ul style="list-style-type: none"> • A women's self-defense programme was held as part of the summer school holiday programme at one site. Women's organizations and organizations working to end violence against women were encouraged to use the hall at the site, as a way of building relationships with this sector in the surrounding community. • The development of a hiking trail through two further sites and an enviro centre at one of them is part of a plan to increase security by creating a presence. These projects are not a

	<p>cure for security risks, but are part of a solution. At one of these sites, Cape Flats Nature is also piloting the provision of recycled bicycles for community volunteers to monitor mainly illegal dumping, but this will improve security as well.</p> <ul style="list-style-type: none"> At the fourth site, the development of a visitor facility adjacent to the site will improve security.
<p>3.8 Use of two sites for recreation and other purposes compatible with conservation is measured by 2004q4, and increases by 2005q4 and 2006q4</p>	<ul style="list-style-type: none"> A system for measuring informal recreational use was developed and tested at one site where there are clearly visible boundaries. However there is no controlled access at the site and the system was too ad-hoc to be implemented consistently. It was decided that it would be inappropriate to try and implement a system at other sites. <p>All sites maintain records of contact with participants in formal activities:</p> <ul style="list-style-type: none"> 2004: 8,873 2005: 5,274 2006: 5,938 <p>The figures decreased from 2004, because a decision was taken to pay attention to quality of interaction.</p>
<p>3.9 Sustainable medicinal plant harvesting and/or cultivation and/or nurseries linked to at least two sites by 2005q4</p>	<ul style="list-style-type: none"> This was achieved at one site, and is in the plans for developments at two other sites. In addition, Cape Flats Nature has initiated a project to establish Green Futures Colleges at two sites. This will enable the cultivation of medicinal plants, among other indigenous plants, for sale at cost price to community members.
<p>3.10 A minimum number of jobs and/or income generation opportunities are created through conservation management, alien clearing, and tourism initiatives across the four pilot sites annually: 90 by 2004q4, 100 by 2005q4, 110 by 2006q4</p>	<ul style="list-style-type: none"> 2004: 82 2005: 95 2006: 127
<p>Output 4: Advocacy campaign conducted to secure support for biodiversity conservation on the Cape Flats at all levels of government and lobby, particularly local government leadership, around specific issues as necessary.</p>	
<p>4.1 Sub-councils, key party constituency offices and community development forums in areas around pilot sites, and key City Directors briefed annually on Cape Flats Nature's work 2004q2, 2005q2, 2006q2, 2007q2</p>	<ul style="list-style-type: none"> Regular briefings were held as set out, although not necessarily annually for all role players and the briefing of party constituency offices was deprioritised. Sub-council briefings became more difficult as responsibility shifted to site managers and they did not always have support from their line managers for doing this political work, but it is now acknowledge as an important part of the role of a district manager in the City.
<p>4.2 Concise briefing documents about biodiversity conservation on the Cape Flats and its benefits for townships developed and distributed annually to politicians and officials by 2003q4, 2004q4, 2005q4, 2006q4</p>	<p>Briefing documents were compiled, but the project pamphlet and video have been used instead of an annual brief since 2005.</p>

<p>4.3 Annual site tours for City leadership and other politicians conducted to promote and provide information on Cape Flats Nature's work at the four pilot sites, and conservation on the Cape Flats by 2003q4, 2004q4, 2005q4, 2006q4</p>	<p>Tours were conducted for two years, targeting different groups of politicians, mainly in the City.</p> <p>Given lessons from the limited impact of earlier tours, alternative forms of advocacy were explored:</p> <ul style="list-style-type: none"> • A Partnership Celebration at one site was attended by a Mayoral Executive Committee member and local councillors. • The lessons booklet 'networking people and nature in the city' has a forward from the Mayor and she launched it at her closing banquet for the GEF Assembly in 2006.
<p>4.4 Politicians invited to attend at least five events spread across the sites each year by 2004q4, 2005q4, 2006q4</p>	<ul style="list-style-type: none"> • Relevant politicians from across the political spectrum were invited to at least five events annually, and attended between three and five. • The project has received consistent support from Mayoral Executive Committee level despite changes in the governing party.
<p>4.5 City Council resolutions secured strategically to support the work of Cape Flats Nature eg formation of the Cape Flats Nature Trust in 2004q1, recognition that sustainable management has been demonstrated at the four pilot sites and approval of roll-out strategy in 2006q1</p>	<ul style="list-style-type: none"> • City portfolio committees unanimously took a resolution to support the replication and roll-out phase of Cape Flats Nature's work, and allocated funds for this purpose. Final approval was given by the Mayoral Executive Committee. • The lessons booklet 'networking people and nature in the city' has a forward from the Mayor and she launched it at her closing banquet for the GEF Assembly in 2006.
<p>Output 5: Lessons for sustainable urban conservation management practice from Cape Flats Nature's work at four pilot sites are captured and shared, and Cape Flats Nature's approach is introduced at two additional sites in the City within the context of a roll-out strategy for the City's biodiversity network.</p>	
<p>5.1 Ongoing monitoring and evaluation system in place by 2003q4</p>	<p>A comprehensive monitoring and evaluation system was put in place, including:</p> <ul style="list-style-type: none"> • Independent evaluation processes mid-term and at the end of the project • Annual project and site planning and evaluation internally and with stakeholders • Quarterly reviews at site and project level • Written plans and evaluations of all meetings and activities
<p>5.2 Annual evaluation conducted involving stakeholders at sites in the process by 2004q3, 2005q2, 2006q3, 2007q2</p>	<ul style="list-style-type: none"> • Annual evaluation to inform planning takes place at the Champions' Forum and from there at site-level forums. • Progress with specific issues at individual sites has been evaluated in the Champions' Forum using a community exchange format. • Site-level stakeholders were involved in the mid-term and final project evaluations through the Champions' Forum and individual interviews.
<p>5.3 Lessons and plans presented at least once a year in the Cape Flats Flora working group / City Biodiversity Forum, relevant City committees eg Nature Conservation Management, Environmental Services and in broader forums eg Fynbos Forum in 2004, 2005, 2006, 2007</p>	<p>Cape Flats Nature presented regularly to these forums as long as they have operated, and sought out additional forums for access to a broader range of relevant City departments and NGOs.</p>

<p>5.4 A lessons on good practice' booklet and video from major mid-term external evaluation produced by 2005q3</p>	<p>The booklet and video 'networking people and nature in the city' were produced, based on the mid-term evaluation.</p> <ul style="list-style-type: none"> • 1000 of the 1500 booklets printed have been distributed so far, many on request. • The video is shown to the many local and international visitors to the project.
<p>5.5 A strategy is in place to replicate sustainable management practice across the network as appropriate by 2006q1</p>	<p>The first phase of a replication and roll-out strategy has been agreed by the partnership and implementation has begun.</p>
<p>5.6 City officials trained to implement sustainable management at other sites by 2006q3</p>	<p>The following training was conducted for City officials in 2007 as part of the roll-out strategy:</p> <ul style="list-style-type: none"> • Introduction to a case study learning approach based on Cape Flats Nature's experience of the mid-term evaluation and subsequent monthly case study learning workshops with the nature conservators at the current sites • Inter-personal communication as a basis for building strong working relationships with colleagues and community partners in a context of high diversity • Developmental supervision as a means of building to support the sustainable management of staff in a context of many new entrants and a transforming practice
<p>5.7 Sustainable management is initiated at two additional sites in the biodiversity network by 2007q2</p>	<p>Two additional sites were identified, site managers appointed through the City, funded by the project for a year, and stakeholder design workshops have taken place.</p>
<p>5.8 WESSA and leadership in government in NMM are informed of lessons learnt through input in at least two meetings by 2004q4 and 2005q4, written reports and other project media</p>	<ul style="list-style-type: none"> • Meetings with WESSA and leadership in the Nelson Mandela Bay Metro and the sharing of project materials took place, and less formal opportunities for lesson-sharing have also been used. • This work is continuing through CAPE's Urban Conservation Task Team.
<p>5.9 Lessons learnt from four pilot sites shared with government leadership and implementing agents from other cities and towns in the CFR and beyond through a workshop hosted by 2006 q2</p>	<p>Lessons were shared at:</p> <ul style="list-style-type: none"> • Urban Nature SA 2005 • Urban Nature International 2006 <p>Cape Flats Nature hosted many field trips, including in 2006:</p> <ul style="list-style-type: none"> • ICLEI – Local Governments for Sustainability • Global Environment Facility <p>Cape Flats Nature has served as a model to inspire other urban people and nature based initiatives, as seen in:</p> <ul style="list-style-type: none"> • Ted Trzyna (ed) 2005. 'The Urban Imperative: Urban Strategies for Protected Area Agencies'. Proceedings of a workshop at the 5th IUCN World Parks Congress, Durban, SA. September 2003 • CAPE's Fynbos Fynmense booklet (2006) • Proceedings of Africities conference in Nairobi 2006, side event on African Cities, Ecosystems and Biodiversity • ICLEI and UNEP (2007) 'Viumbe Hai: African Cities, Ecosystems, and Biodiversity'
<p>5.10</p>	<p>Cape Flats Nature presented at:</p>

Leadership and implementing agents in other cities and towns in the CFR and beyond are informed of Cape Flats Nature's work through input at three local government forums and conferences eg World Parks' Congress, South African Local Government Association by 2005q4	2003: World Parks Congress 2004 Institute of Environment and Recreation Management Congress 2005: Urban Nature SA 2006: Urban Nature International, ICLEI; Africities Summit workshop on cities, Ecosystems & biodiversity
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Describe the success of the project in terms of delivering the intended outputs.

Aside from minor changes resulting from adaptive management and delays as set out below, the outputs of this project were extremely well achieved.

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

No outputs were entirely unrealized, although some were found to be unfeasible to complete fully within resource constraints (eg measuring site use, production of videos for each site), some were adapted as conditions changed and/or lessons emerged (eg councillor tours were found to be an inadequate mechanism for engaging local politicians and other opportunities were sought), and others were delayed. The flexibility of CEPF in this regard was greatly appreciated, and contributed positively to the overall impact of the project.

Some outputs happened less regularly than set out in the logframe due to issues such as the dependence on relationships with community partners at site level, and the fluidity of volunteer involvement and capacity. Having the flexibility to adapt to the natural rhythms of these processes contributed to the positive overall impact of the project. Our experience with community partnerships was that it is often the process of engaging and building relationships around the required activities that is more important for ultimate impact than specific individual activities happening at specific intervals. However, it is also crucial to maintain momentum.

Most of the time delays in achieving outputs were due to processes involving other stakeholders taking longer than expected. There is a tension between using the drive of needing to meet logframe deadlines to pressurize institutions to move usefully faster than they may have outside of the partnership, and putting too much pressure on project allies within the institutions you're trying to transform. The extra time and care taken in developing the roll-out strategy, introducing sustainable management at additional sites and resolving some of the branding issues related to media production strengthened the ultimate impact of the project by creating space for the alignment with City processes, which enables mainstreaming in the institution.

In the case of the infrastructure use policy, the power to implement the policy developed was not in the project's hands, and the need to integrate with policy and resource prioritization across the City hampered the successful implementation of the policy. The issues of access related to this remain on the agenda of the partnership.

Fundraising didn't happen as intended, but the basis for sustaining the impact of the project has been laid across the institutional partners. Further fundraising efforts are embedded in the design of the roll-out strategy.

V. SAFEGUARD POLICY ASSESSMENTS

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

No action required.

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)

Partnership is key: The design of the project as a partnership between a range of institutions, a partnership with conservation community and a partnership with communities living around project sites was critical to Cape Flats Nature's success.

At an institutional level, the partnership was well established at the outset, and well led by visionaries and champions from all partners. There was a sound foundation from which the project team could further develop and hold the vision for the project.

Design in ways of building practice by learning together: The partnership with the conservation community was strengthened through the delivery of on-the-ground management through the project, a highly valued resource in this community. However, this partnership may have been less conflicted if a mechanism for peer learning with the rest of the City's Biodiversity Management Branch had been designed in from the beginning, so that everybody's contribution towards building this new practice in the City could be recognized. This may have resulted in broader ownership of the emergent practice and less polarization. However, given the lack of cohesion in the Branch over much of the project period, it is may have been difficult to introduce such mechanisms.

Use the logframe to hold the vision developed through participatory processes: The participative stakeholder design process, as recorded in a previous report to CEPF, was vital in drawing a mandate for the project from a wide range of stakeholders. The process made an invaluable contribution to the development of the CEPF logframe and the logframe has served as an important tool for remaining loyal to the vision and programme developed through this participatory process.

Balancing structure and exploration: Writing the logframe took nearly a year. It was tiresome to wait for feedback and do several rounds of revisions, but the length of time also enabled us to test some of the proposed activities in practice and write more detailed outputs. However, it was difficult for new staff coming into the project with CEPF funding to own a programme that had been thought through in so much detail without them, and similar projects may wish to think through processes to deal with this tension. While the focus of the participatory design process on action plans was helpful in building impetus for ongoing activity at site level, it may have been helpful to also draw out questions that it was hoped the project could answer through its work, and if more of the project outputs could then have been framed as experiments to explore answers to these questions.

Have an integrated team to build an integrated practice: Polarisation between the 'social' and the 'nature' that happened may have been avoided if the project team was more integrated. Specifically, it would have been useful for the team to have access to independent urban biodiversity management expertise. Even if the City's Biodiversity Management Branch had more stable capacity, this would have been useful in modeling and securing the paradigm shift of integrating biodiversity management and social development that the project was attempting to achieve. It may have been difficult to find the appropriate person, given the work with paradigm shift, but it would have been helpful to at least internalize the tensions within the team so that the relevant questions could be framed and answers explored. It was only possible for the project to learn in an integrated way about building an integrated practice by bringing expertise onto the evaluation team that was deeply grounded in decades of urban biodiversity management, and

had made the paradigm shift out of tough experience.

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

Together with a number of the lessons above, the following key lessons are drawn mostly from our independent evaluation processes:

There is no other way: If biodiversity conservation is to be secured, particularly in the urban context, it must be framed as contributing to the delivery of environmental services that are vital to the functioning of a city and providing a decent life for its citizens. In a context of extreme poverty, these services must address the needs particularly of people living in low income communities.

Action at each site needs to be determined and prioritized according to the services it offers communities - including ecosystem services, awareness raising, education, recreation, economic activity and space for civic affairs to be conducted - rather than the more traditional 'biodiversity first' approach.

Visuals show the way: While the project was engaged in building the practice on the ground, it was really important to be sharing the possibilities with audiences who often could not imagine this work could be done or had relevance for them. The project team worked hard to develop a new visual image in print and audio-visual media of ordinary people engaging with nature in their urban environment in a range of different ways.

Frame the whole of the practice: Initially, the project focused on introducing social development work into nature conservation practice and relied on existing biodiversity management and basic site management expertise in the City. This limited the ability of the project to build a truly integrated practice that brings together socio-economic development, biodiversity management and basic facility management concerns in the most powerful and effective way. By paying attention to the whole of this practice, it is more possible to avoid the polarization that comes with separation.

Working in partnership means working on relationships: At an institutional level, the project's success in the face of instability in local government relied on a clear and firmly held vision by the project team and other institutional partners, the strength of champions within local government, the dedication of City staff who weathered difficult times and the persistence of the project team. But it was the relationships between all the parties that held it together, and the willingness to deal with tensions that emerged. Support from the C.A.P.E. Co-ordination Unit helped to unblock serious difficulties in the relationship between the project team and the City of Cape Town as a key partner.

Working in partnership with communities is about working *with*, not *for* and not *against*. This requires responsiveness on the part of the project and engagement with both formal mainstream political structures in communities as well as a wide range of interest-based organizations and individuals. The quality and continuity of relationships built with people is key. The project worked at building these relationships through action by community members themselves first, rather than building formal governance structures at the start.

Working on relationships takes time because people take time to change, but it is a worthwhile investment and development doesn't happen without it.

The following lessons are drawn from our internal practice:

Using the action-learning cycle: The project applied the action-learning to all aspects of its work. From community partnership activities to team gatherings to the Champs' Forums, everything was evaluated and the evaluations were then taken into account in planning the next step or revising strategy. Administrative aspects of the project were included in this process, to ensure they supported the objectives of project work every step of the way.

The mid-term evaluation process helped us understand the source of the tensions in the partnership better, and provided the impetus to improve how we manage them.

Access to development expertise and training: Access to independent evaluators using a developmental approach added huge value to the project. As did access to training in developmental supervision, facilitation and conflict resolution embedded in the same approach.

Peer learning: Peer learning methods such as the use of case studies and exchanges proved particularly powerful within the team, among community champions and for sharing with the wider conservation community. The project's location as part of the C.A.P.E. programme and engagement in C.A.P.E. processes enabled the team to work with peers across different projects, more so in the initial stages.

People appreciate space to grow: The success of the project relied on a highly motivated and committed team. This team (both the core team in SANBI and the nature conservators working with the project in the City) remained largely unchanged for the full period of the project. While improved job security and conditions of service over the course of the project may have contributed to this, all team members express a huge appreciation of the 'safe space' the project provided for personal and professional growth.

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.

Donor	Type of Funding*	Amount	Notes
City of Cape Town	Project co-financing	\$210,081	This includes initial seed funding for the demonstration phase and further funding for replication and roll-out
City of Cape Town	Grantee and Partner leveraging	\$621,538	This is an annual figure that is now part of the City's budget
Table Mountain Fund	Project co-financing	\$157,558	This includes initial seed funding for the demonstration phase and further funding for replication and roll-out
Table Mountain Fund	Grantee and Partner leveraging	\$6,492	For a community partner project at a Cape Flats Nature site
SANBI	Project co-financing	\$70,769	This includes only initial commitments for the CEPF project period
SANBI	Grantee and Partner leveraging	\$157,538	This is an annual figure that is now part of SANBI's budget
BotSoc	Project co-financing	\$23,846	For environmental education materials and events, and space in Veld & Flora
BotSoc	Grantee and Partner leveraging	\$10,769	This amount is now allocated by BotSoc annually for the type of items mentioned above
DEAT	Complementary funding	\$230,769	For infrastructure development at one site
LandCare	Project co-financing	\$46,154	For alien clearing
World Bank	Project co-financing	\$5,000	For the development of local language guide

****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.

The project has a work plan until 2010/11, and has a vision to continue beyond this period, particularly with its support of civil society engagement in conservation action on the Cape Flats.

All four positions on the project team have become permanent in SANBI, securing the payment of salaries into the future.

A Memorandum of Understanding allows for each of the institutional partners to raise and ring-fence funds for the partnership. Cape Flats Nature's operational budget is fully funded until December 2009. An additional \$110,000 is budgeted until 2011. Different models for meeting ongoing community partner needs for activities are being explored and funds have been allocated for fundraising.

VIII. ADDITIONAL COMMENTS AND RECOMMENDATIONS
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A big THANK YOU to CEPF for enabling our work!

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.

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