

Final Project Completion Report  
February 2003

# Mainstreaming Biodiversity on the Cape Flats: Project Design Phase

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## 1 Description

Phase1 CEPF funding (\$4000) was used to conduct a detailed participative programme design process. The communities around the pilot sites and other stakeholders were involved in workshops as follows:

Harmony Flats Nature Reserve	29 October
Edith Stephens Wetland Park	12 November
Macassar Dunes	14 November
Wolfgat Nature Reserve	16 November

An integration workshop was held on 19 November to develop a programme for the project to support the kinds of activities that were proposed at the site-level workshops (see Annexure 1 for a summary of proposals).

## 2 Participation

The table below sets out the number of participants at each of the site workshops according to various categories of organisation. The table also summarises the total number of participants attending each workshop, and the number of organisations represented by those participants.

	<b>Harmony Flats</b>	<b>Edith Stephens</b>	<b>Macassar Dunes</b>	<b>Wolfgat</b>
Individuals	10	4	0	2
CBOs / NGOs	12	25	43	51
Educators	3	10	2	1
Politicians	0	1	0	5
City officials	3	4	2	1
Prov & Nat govt	0	0	5	2
Other conserv.	0	6	4	3
Other	0	0	0	1
<b>Total no. participants</b>	<b>28</b>	<b>50</b>	<b>56</b>	<b>66</b>
<b>From no. organisations</b>	<b>13</b>	<b>32</b>	<b>24</b>	<b>40</b>

In addition 18 people, including potential champions from the communities that emerged from the site-level process, from 15 stakeholder or partner organisations participated in the integration workshop.

A database of stakeholders around each site, and for the project as a whole, was designed. Information from participants at the site workshops has been entered, and it will be updated regularly.

## 3 Process

Owen Henderson of Business Presentation Group (BPG) was contracted to facilitate the workshops. He planned the content of the workshops with the Cape Flats Nature team, as well as key City officials, organisations and champions who are involved at the sites and know the history of stakeholder involvement there.

We used the first workshop at Harmony Flats as a 'pilot' to familiarize the Cape Flats Nature team with the Participlan© methodology. The methodology was adapted to suit each site, but generally involved the following steps:

- Participants were asked to answer a question encouraging them to think about what actions they will take and how they will be organised to contribute to achieving to a vision for the conservation area, for example:  
 “12 months from now we agree that the Macassar Dunes system is valued by the surrounding community for its biodiversity and has become a safe place for children to walk and play... the surrounding community has benefited from tourism... what are we doing and what do we look like to achieve this accolade?”
- All ideas were captured in the process and recognised as valid. They were grouped to avoid repetition, and draw out commonalities and differences.
- Participants were then asked to rate the ideas according to what is most important to them and what is most important from a conservation perspective.
- Participants were asked what could prevent them from achieving the vision and what could be done to overcome barriers to success.
- Again, all ideas were captured and grouped.
- A few issues were identified as most important from participants’ and a conservation perspective and were thus chosen to address in more detail. Participants were split into small groups and each group was asked to develop a concrete plan of action around a different issue and report back to the full workshop.

The facilitator, with the assistance of the project team, catered for the three languages of the Western Cape and illiterate people.

#### **4 Outputs**

The activity ideas generated and needs and concerns expressed at these workshops were used to develop the first draft of an objectives tree as the basis for a logical framework that will contribute to a CEPF application and future work plans.

The objectives are:

1. Sustainable management of biodiversity conservation on the Cape Flats is demonstrated.
2. People of the Cape Flats are knowledgeable about and support conservation of the area’s unique biodiversity.
3. Pilot sites demonstrate that biodiversity conservation impacts positively on other aspects of urban life.
4. Leadership in government recognise that biodiversity conservation is essential for sustainable development and are prepared to act on this knowledge and understanding.
5. Sustainable management practice is replicated at other sites within the City of Cape Town’s biodiversity conservation network and shared more broadly.
6. Capacity is built to implement and co-ordinate all outputs, and ensure sustainability.

Examples of practical activity ideas generated at the workshops include (these relate mainly to objective 2, but contribute to others as well):

- At Edith Stephens Wetland Park, community involvement in bird monitoring activities was suggested. Participants proposed that the Park be formally launched and that regular events, for example featuring popular local musicians and drama groups, be hosted to promote the Park, its plants and its birds.
- At Harmony Flats, where there is little history of community involvement, a group was elected to co-ordinate activities from the site workshop. They have met and planned a door-to-door campaign to promote understating of value of the Reserve in the surrounding community. They intend to explain the riches of the Reserve, introduce a

recycling project they are initiating to keep the Reserve clean and raise funds, and recruit people living in houses bordering the Reserve for a fire-fighting course so they can assist in combating one of the major threats to this habitat.

- At the Macassar Dunes workshop, participants suggested that each community-based organisation present should take its members to visit the dunes as a way to educate the community about the area's biodiversity and its value.
- At the Wolfgat workshop, members of the Mitchells Plain Urban Renewal Forum and the Khayelitsha Development Forum agreed to work together to host a Clean-Up Day, which City Councilors and a Member of Parliament agreed to participate. It was suggested that an information pack be compiled to assist teachers to use the Reserve as an outdoor classroom, and that volunteers from the two community forums should meet with school principals to encourage them to get their teachers to do so. A further recommendation was that a 'Junior Rangers' programme be initiated to involve youth groups in conservation activities in the Reserve.
- At the integration workshop, community champions asked Cape Flats Nature to host a regular 'champions forum' to enable a sharing of experiences and ideas that will build champions' capacity to drive community involvement.

Participants made it clear that the practical suggestions are unlikely to be translated into action without support and encouragement. In this way the suggestions provide a platform on which Cape Flats Nature can base its work programme.

Key needs and concerns expressed by communities have been incorporated into the project's programme. These are:

- Job creation
- Security & crime in open spaces
- Land for housing and other community facilities
- Sustainable plant harvesting
- Commitment from politicians

## **5 Success factors**

Factors that contributed to the success of the process:

- Key roleplayers from the City, from the communities where possible, and from other organisations working at each site were involved in developing the questions that framed the workshop sessions.
- A wide range of community organisations was approached, as well as individuals living on the immediate boundary of the sites where appropriate.
- At one site, with a history of conflict between specific individuals and City officials, influential politicians were invited to open and give direction in the workshop.
- The process allowed every participant to contribute meaningfully as equals, despite differences in status, conservation knowledge and understanding, language and literacy level.
- The process focused on generating specific actions.
- The questions and process focused participants' attention on what actions they would take, rather than generating a list of demands to authorities or the project. This is likely to make a positive contribution to managing expectations, as no promises were made, apart from feedback from the process.
- The process did not assume peoples' needs and wishes, but at the same time was open about the fact that conservation is a priority for Cape Flats Nature through the rating questions.

- The separation of importance to individuals from importance to conservation assisted in de-emphasizing issues that could simply further personal or organizational political agendas.
- A highly skilled facilitator was used.

## **6 Next steps**

The following actions have been taken to record the workshops and provide feedback on the outcome:

- Business Presentation Group provided Cape Flats Nature with workshop reports including photographs of all workshop sheets with the grouped ideas and summary tables.
- Full reports of the workshops have been posted on community notice boards, broadcast on community radio and circulated to key organisations and City officials.
- The project team is arranging to provide feedback to key community development forums, to catalyse selected actions suggested in the workshops.
- Feedback on the process is being given at key City forums such as the Cape Flats Flora Working Group, the Environmental Services Forum and the Nature Conservation Management Forum.
- Video footage of the workshops is being used to compile communications materials that to inform communities, City officials and politicians, and others about the project's pilot sites and Cape Flats Nature's work.

The project team has planned its work programme for 2003 on the basis of the outcome of the workshops. The development and implementation of a communications strategy is part of this process.

## **7 Acknowledgement of donors**

Cape Flats Nature wishes to thank CEPF for the funding that made this process possible.

The City of Cape Town and the Table Mountain Fund have provided skeleton seed funding for the project for the first three years, which enabled Cape Flats Nature to mobilise community participation for this process.

**Annexure 1: Outcome of site-level workshops**

**Cape Flats Nature programme design process:  
Proposals and issues from site-level workshops**

Awareness raising	Harmony Flats	Edith Stephens	Macassar Dunes	Wolfgat
	<ul style="list-style-type: none"> <li>• Communicate through existing structures</li> <li>• Door-to-door campaign around sites</li> <li>• Pamphlets &amp; newsletter in all languages</li> <li>• Community workshop</li> </ul>	<ul style="list-style-type: none"> <li>• Use local drama groups</li> <li>• Use special commemorative days to host events</li> </ul>	<ul style="list-style-type: none"> <li>• Inform community about pressure of housing development</li> <li>• Build awareness about indigenous vegetation</li> <li>• Have a day to invite all community centres</li> <li>• Hold an awareness raising day for other groups</li> <li>• Organisations can volunteer for the project</li> <li>• Have a table at schools and other sports events</li> </ul>	<ul style="list-style-type: none"> <li>• Awareness campaign in Mitchells Plain &amp; Khayelitsha</li> <li>• Whistle blowing campaign with rewards for stopping people damaging the environment</li> <li>• Door-to-door campaign</li> </ul>

Education	<p style="text-align: center;"><b>Harmony Flats</b></p> <ul style="list-style-type: none"> <li>• Learn from other reserves</li> <li>• Teachers to arrange meeting with principals</li> <li>• Involve teachers &amp; kids in designing signs</li> <li>• Create posters for schools</li> <li>• Bring school groups to see the place and look for ants, tortoises, butterflies, bugs etc</li> <li>• After-school programme</li> </ul>	<p style="text-align: center;"><b>Edith Stephens</b></p> <ul style="list-style-type: none"> <li>• Planned education programmes</li> <li>• Link with EMDCs</li> <li>• Creches and schools use site for outings</li> <li>• Site-specific materials developed</li> </ul>	<p style="text-align: center;"><b>Macassar Dunes</b></p> <ul style="list-style-type: none"> <li>• Workshop teachers &amp; learners about value of the dunes</li> <li>• Visit each school for an hour workshop</li> <li>• Visits by schools on site</li> <li>• Organise a meeting for all schools in the area</li> <li>• Give input at SGBs</li> <li>• Start with the nearest schools</li> <li>• Have worksheets for school visits</li> <li>• Run school competitions</li> <li>• Run educational workshops at community level</li> <li>• Educate current users eg sangomas, woodcutters</li> </ul>	<p style="text-align: center;"><b>Wolfgat</b></p> <ul style="list-style-type: none"> <li>• Get schools to bring children</li> <li>• Link with EMDC South to involve teachers</li> <li>• Produce an info pack for teachers</li> <li>• Volunteers to meet with principals</li> <li>• Educate local law enforcement</li> </ul>
Training	<p style="text-align: center;"><b>Harmony Flats</b></p> <ul style="list-style-type: none"> <li>• Skills audit</li> <li>• Access project management and conservation training</li> <li>• Link with other conservation NGOs/CBOs</li> <li>• Include lifeskills</li> <li>• Train tour guides</li> <li>• Train community in hospitality</li> </ul>	<p style="text-align: center;"><b>Edith Stephens</b></p> <ul style="list-style-type: none"> <li>• Motivate steering committee</li> </ul>	<p style="text-align: center;"><b>Macassar Dunes</b></p> <ul style="list-style-type: none"> <li>• Ask EEU UCT to train in proposal writing</li> <li>• Train tour guides</li> <li>• Training in project management to ensure sustainable</li> <li>• Invite a nature conservation official to train one person from each organisation</li> </ul>	<p style="text-align: center;"><b>Wolfgat</b></p> <ul style="list-style-type: none"> <li>• NGO services to be sourced where relevant</li> <li>• Train staff for enviro education centre</li> <li>• Motivate people involved in projects</li> <li>• Hospitality training</li> </ul>

Information	Harmony Flats	Edith Stephens	Macassar Dunes	Wolfgat
	<ul style="list-style-type: none"> <li>• Signs for the site that say how to behave and explain what is there</li> </ul>	<ul style="list-style-type: none"> <li>• Info centre &amp; board</li> <li>• Info on how to take care of plants</li> <li>• Info about wetlands</li> <li>• Info about use of certain plants</li> </ul>	<ul style="list-style-type: none"> <li>• Put bill boards on Baden Powell and get sponsors to advertise</li> </ul>	<ul style="list-style-type: none"> <li>• Staffed info desk on site</li> <li>• Signage to explain appropriate behaviour</li> </ul>
Communication	Harmony Flats	Edith Stephens	Macassar Dunes	Wolfgat
		<ul style="list-style-type: none"> <li>• Communication officer / community liaison to feedback to stakeholders</li> <li>• Update database</li> <li>• Quarterly Wetlands News (1000s copies)</li> <li>• Formal AGM to report to communities</li> </ul>	<ul style="list-style-type: none"> <li>• Develop tools to support education efforts</li> <li>• Present outcomes at KDF plenary and ask 12 WDFs to communicate</li> </ul>	<ul style="list-style-type: none"> <li>• Regular communication on progress</li> <li>• Compile a report on the history to be distributed to participants</li> </ul>
Marketing	Harmony Flats	Edith Stephens	Macassar Dunes	Wolfgat
	<ul style="list-style-type: none"> <li>• Investigate name, maybe change</li> </ul>	<ul style="list-style-type: none"> <li>• Develop marketing strategy</li> <li>• Launch the site</li> <li>• Print t-shirts</li> <li>• Form partnerships with community newspapers and radio stations</li> </ul>	<ul style="list-style-type: none"> <li>• Participants to market site in their organisations</li> <li>• Involve religious forums and churches</li> <li>• Link with community newspapers &amp; radio's</li> <li>• Market the site for weddings</li> <li>• Market the Dunes to tourists</li> <li>• Network with the tourism offices and companies</li> </ul>	

Community involvement	Harmony Flats	Edith Stephens	Macassar Dunes	Wolfgat
	<ul style="list-style-type: none"> <li>• Activities for young people on the weekend</li> <li>• Recruit volunteers for a friends group</li> <li>• Reward volunteers with free access to other sites / K'bosch etc</li> <li>• Host events on site</li> </ul>	<ul style="list-style-type: none"> <li>• Organise music shows</li> <li>• Encourage recreational use</li> <li>• Involve youth groups in flora &amp; bird monitoring</li> <li>• Partnership with NGOs / CBOs to promote site</li> <li>• Site to be used by NGOs for activities eg counseling</li> <li>• Workshop draft management plan in community structures</li> </ul>	<ul style="list-style-type: none"> <li>• Big events, beauty contests etc</li> <li>• Develop projects for volunteer involvement</li> <li>• Organise volunteer group</li> <li>• Take youth groups there on weekends</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage lifeskills training programmes to bring youth</li> <li>• Holiday programmes</li> <li>• Reward volunteers (debate about pay vs other rewards)</li> <li>• Develop junior rangers programme</li> <li>• Organised monthly activities to invite different groups</li> <li>• Organise a treasure hunt for children</li> </ul>
Security	Harmony Flats	Edith Stephens	Macassar Dunes	Wolfgat
	<ul style="list-style-type: none"> <li>• Involve nearby community in building fence</li> <li>• Employ an “opsigter”</li> <li>• The “opsigter” must stay on-site permanently</li> <li>• Train volunteers from around site</li> <li>• Ground rules must be implemented</li> <li>• Involve gangsters in alternative activities</li> </ul>		<ul style="list-style-type: none"> <li>• People on site</li> <li>• Use aliens for fencing</li> <li>• Ask neighbourhood watch / police to accompany groups</li> <li>• Organise traffic cops to lead the group</li> <li>• Invite tourists to community activity days (safety in numbers)</li> </ul>	<ul style="list-style-type: none"> <li>• Involve neighbourhood watch (pay) &amp; local law enforcement</li> <li>• Encourage high use to improve safety</li> <li>• Ask Council to fund security (electric fence! &amp; people)</li> </ul>

Job creation / livelihoods	Harmony Flats	Edith Stephens	Macassar Dunes	Wolfgat
	<ul style="list-style-type: none"> <li>• Link to arts &amp; craft centres</li> <li>• Give local people jobs by building fence and cleaning the reserve</li> <li>• Take-away / coffee shop</li> </ul>	<ul style="list-style-type: none"> <li>• Have a curio shop on site</li> <li>• Link with local entertainment for tourists</li> </ul>	<ul style="list-style-type: none"> <li>• Cook for tourists</li> <li>• Have stalls for small businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Create jobs through alien clearing</li> <li>• Community tourism</li> <li>• Recycling</li> <li>• Export fynbos</li> <li>• Teach people how they can live off the sea sustainably</li> <li>• Train tour guides</li> <li>• Develop economic nodes around the site (petrol, food, craft etc)</li> <li>• Use waste to make crafts eg wire cars</li> <li>• Build a bakery</li> </ul>
Plant harvesting / nursery	Harmony Flats	Edith Stephens	Macassar Dunes	Wolfgat
			<ul style="list-style-type: none"> <li>• Start veggie gardens, seed bed and nursery in degraded areas</li> <li>• Sustainable harvesting</li> <li>• Find nearby land to grow medicinal plants</li> <li>• Research about indigenous plants</li> </ul>	<ul style="list-style-type: none"> <li>• Create a fynbos nursery</li> <li>• Sustainable medicinal plant harvesting</li> <li>• Link to urban agriculture</li> </ul>
Clean up & recycling	Harmony Flats	Edith Stephens	Macassar Dunes	Wolfgat
	<ul style="list-style-type: none"> <li>• Recycling campaign to raise funds</li> <li>• Clean up campaign as income generating activity for the unemployed</li> </ul>		<ul style="list-style-type: none"> <li>• Recycle tins for donations</li> <li>• Volunteer cleaning campaign</li> </ul>	<ul style="list-style-type: none"> <li>• Source a recycling programme</li> <li>• Sell tins etc to fundraise</li> <li>• Develop clean up campaign by end of January 2003 involving volunteer groups and schools and politicians</li> </ul>

Alien clearing	Harmony Flats	Edith Stephens	Macassar Dunes	Wolfgat
	<ul style="list-style-type: none"> <li>• Ask WfW for funding</li> </ul>		<ul style="list-style-type: none"> <li>• Ask for WfW funding</li> </ul>	<ul style="list-style-type: none"> <li>• Train people</li> </ul>
Infrastructure	Harmony Flats	Edith Stephens	Macassar Dunes	Wolfgat
	<ul style="list-style-type: none"> <li>• Braai facilities</li> <li>• Playing park for children with merry-go-rounds and trampolines</li> <li>• Flower gardens, small water bridges, landscaping, walls to paint and look at</li> <li>• Education centre / after school care (Cassablanca Community Hall?)</li> <li>• Look-out tower to attract tourists</li> <li>• Provide paths for walking in different directions</li> </ul>	<ul style="list-style-type: none"> <li>• Review plan to relate to tourist / job creation needs</li> <li>• Multi-cultural museum about people</li> </ul>	<ul style="list-style-type: none"> <li>• Build enviro centre for education programmes</li> <li>• Provide tourist attractions</li> <li>• Build facilities for community activities</li> <li>• Playing park for children</li> <li>• Create a space for traditional healers to work</li> <li>• Build camp site and trails for 4x4s</li> </ul>	<ul style="list-style-type: none"> <li>• Reroute Baden Powell Drive</li> <li>• Controlled access</li> <li>• Have a curio stall</li> <li>• Have benches and recreational areas</li> <li>• Develop a hiking trail</li> <li>• Build a guest house</li> <li>• Toilet facilities</li> </ul>
On-site management	Harmony Flats	Edith Stephens	Macassar Dunes	Wolfgat
	<ul style="list-style-type: none"> <li>• Work with nature conservation officials</li> </ul>	<ul style="list-style-type: none"> <li>• Employ full-time on-site manager</li> <li>• Ensure buy-in from all stakeholders</li> <li>• Management plan communicated &amp; finalised</li> </ul>	<ul style="list-style-type: none"> <li>• Involve community members in conservation activities</li> <li>• Work with the Council to maintain the place</li> <li>• Look after volunteers' needs – food &amp; transport - &amp; address expectations</li> </ul>	<ul style="list-style-type: none"> <li>• Identify people from surrounding communities who are studying conservation to work there</li> <li>• Involve youth in maintaining the reserve</li> </ul>

Structures for participation	Harmony Flats	Edith Stephens	Macassar Dunes	Wolfgat
	<ul style="list-style-type: none"> <li>Elected group of committed people</li> <li>This group must report to the community</li> </ul>	<ul style="list-style-type: none"> <li>Include reps from existing forums in the community</li> <li>Projects Forum to implement vision of site to be initiated by the Steering Committee</li> <li>Role of PF is to support existing activities, initiate new activities and draft proposals</li> <li>Tenants' Forum established</li> <li>Regular fixed meetings to drive the process and monitor progress</li> </ul>	<ul style="list-style-type: none"> <li>MoUs between communities &amp; funders</li> </ul>	<ul style="list-style-type: none"> <li>Establish joint forum of KDF &amp; MPDF enviro clusters</li> <li>Align with legislation</li> </ul>
Managing pressures	Harmony Flats	Edith Stephens	Macassar Dunes	Wolfgat
	<ul style="list-style-type: none"> <li>Set up a volunteer fire fighting team from surrounding houses</li> <li>Implement emergency communication system (for security and fire)</li> <li>Stop sand mining</li> <li>Prevent housing development</li> </ul>		<ul style="list-style-type: none"> <li>Rehabilitate sandmining</li> <li>Campaign against sandmining</li> <li>Housing</li> </ul>	
Vehicle for funding	Harmony Flats	Edith Stephens	Macassar Dunes	Wolfgat
		<ul style="list-style-type: none"> <li>Establish a legal entity eg Trust</li> </ul>		

8 Fundraising	<p style="text-align: center;">Harmony Flats</p> <ul style="list-style-type: none"> <li>• Produce calendar</li> <li>• Approach rich Gordons Bay neighbours</li> <li>• Form partnerships with WESSA &amp; Bird Club</li> <li>• Events to sell food etc</li> </ul>	<p style="text-align: center;">Edith Stephens</p> <ul style="list-style-type: none"> <li>• Secure funding from government structures (local, provincial, national)</li> <li>• Market site to donors</li> <li>• Advertise to corporates / govt for functions</li> <li>• Approach corporate &amp; local business sponsors</li> <li>• Sell plants and postcards with ESWP history</li> <li>• Use tourism to promote income to site</li> <li>• Form a fundraising task team of steering comm</li> </ul>	<p style="text-align: center;">Macassar Dunes</p> <ul style="list-style-type: none"> <li>• Donations box for tourists</li> <li>• Door-to-door fundraising (R1 per house! but nobody's forced to give)</li> <li>• Concerts of music and dance and other cultural events</li> <li>• Charge membership fees</li> <li>• Approach local &amp; provincial government</li> <li>• Mining companies to fund conservation work</li> <li>• Sangomas can cure people and donate money</li> <li>• Ask local businesses for donations</li> </ul>	<p style="text-align: center;">Wolfgat</p> <ul style="list-style-type: none"> <li>• Source poverty alleviation money</li> <li>• Lobby councilors for local government funding</li> <li>• Start the Argus Cycle Tour at Wolfgat and use it to raise funds</li> </ul>
Political support	<p style="text-align: center;">Harmony Flats</p> <ul style="list-style-type: none"> <li>• Attend sub-council meetings</li> <li>• Get a patron like Mandela</li> </ul>	<p style="text-align: center;">Edith Stephens</p> <ul style="list-style-type: none"> <li>• Get legal conservation protected status</li> </ul>	<p style="text-align: center;">Macassar Dunes</p> <ul style="list-style-type: none"> <li>• Proclaim area as a nature reserve</li> <li>• Approach community leaders in wards</li> </ul>	<p style="text-align: center;">Wolfgat</p> <p>Political buy-in for legislative requirements</p>