

CEPF FINAL PROJECT COMPLETION REPORT

I. BASIC DATA

Organization Legal Name: South African National Biodiversity Institute

Project Title (as stated in the grant agreement): *Custodians of Rare and Endangered Wildflowers Phase 2*

Implementation Partners for this Project: Cape West Coast Biosphere

Project Dates (as stated in the grant agreement): December 1, 2006 – May 31, 2009

Date of Report (month/year): July 2009

II. OPENING REMARKS

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

The CREW phase two project was a pilot to investigate the option of drawing together three aspects, namely, biodiversity conservation, community interaction and developing conservation livelihoods. The project was conducted in Mamre, a small town on the West of South Africa on the border of the City of Cape Towns border. This town originated as a Moravian mission station and therefore has an extremely rich historical and cultural value. Most of these Moravian mission stations were situated in the rural areas and the mainstay of the economy was small scale agriculture. Due to the communal system in Mamre a large proportion of the surrounding area around the town is communal commonage. These communal commonages house some incredibly special biodiversity and extensive connected corridors still exist. Unfortunately, most of the commonage is not well managed and the biodiversity is under severe pressure by alien invasive vegetation, overgrazing and illegal harvesting. This project's focus was to engage the local Mamre community to create awareness about the special biodiversity and to involve the community in taking responsibility for conserving their biological heritage as well as deriving sustainable benefits.

III. ACHIEVEMENT OF PROJECT PURPOSE

Project Purpose: *Conserve threatened plants and habitats in the Mamre region by involving local civil society in sampling priority areas, monitoring threatened plants and supporting the community to develop conservation livelihoods.*

Planned vs. Actual Performance

Indicator	Actual at Completion
Purpose-level:	

<p>1. Collaborative management structure set up to coordinate and guide conservation and tourism activities in Mamre</p>	<p>A management group has been setup with representatives from the major conservation stakeholders working in Mamre. The management group aim was to ensure that the partners working in the area align their plans and ensure that no duplication took place. CREW, the City of Cape Town, Cape Flats Nature and the West Coast Biosphere project formed part of the management group. The group met quarterly to discuss the implementation of individual project and discuss challenges and brainstorm solutions. The group was also responsible for planning activities together so that we could support each other in the implementation of the various projects.</p>
<p>2. Mamre community aware of special biodiversity features and the community is trained and capacitated to conserve and contribute to the management of biodiversity in the area.</p>	<p>The project structured a feedback mechanism to the community stakeholders to make sure that the community was informed of the progress of the project as well as giving the community an opportunity to input and be a part of the implementation of the project. Through the Stakeholder workshop held in the beginning of the project in collaboration with Cape Flats Nature we gained buy-in from the community stakeholders and made sure that constant feedback was given to the community. Through the activities of the Biodiversity facilitator (local person employed to liaise between conservation projects and the local community) we have created awareness about the importance of the biodiversity in the area. We have engaged various groups in Mamre in the active management of the commonage lands. The activities included alien clearing, farmer workshops, botanical identification training, basic ecological training courses and developing tourism activities in Mamre.</p>
<p>3. Suite of spatial conservation products developed to prioritise areas for conservation action</p>	<p>During the project the CREW team conducted field trips on the Mamre commonage lands to map distribution of rare and threatened plants. This was done in collaboration with community volunteers that attended the field trips to assist with searching for and monitoring the rare and threatened plants. This information was collated and a spatial layer of rare and threatened plant localities was provided to the City of Cape Town to include in their Bionet conservation plan. This additional data supplied by our project assisted in identifying the Mamre area as one of the priority areas for conservation in the City of Cape Town.</p>
<p>4. Tourism activities strengthened to facilitate sustainable livelihood development.</p>	<p>We conducted tourism stakeholder workshops in collaboration with the City of Cape Town. The workshops were to develop a vision for tourism in Mamre and to identify the needs of the community. The community identified the need for trained tour guides as well as tourism products that included the most popular local attractions as well as giving visitors a “true” Mamre experience. In partnership with Touching Earth Lightly we conducted training sessions and developed a one day route for Mamre. The community also identified a lack of available material to market Mamre so we also developed an information map for the town.</p>

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

Before the start of this project the various community stakeholders did not work together and operated independently. Through the stakeholder workshop we presented an opportunity for the community to discuss the issues they are having together. The community groups in Mamre are much more aligned and communicate and collaborate more frequently. Through the establishment of the management group we communicated to the community in a coordinated manner. We relayed our information to the community through the same feedback mechanism and this resulted in the community getting all conservation related information from one source, which avoided any confusion. A great deal of effort went into structuring this feedback mechanism and developing the relationship with the community group. This solid foundation paved the way for much easier interaction with the community during the implementation phase of the project. The strong support we received from the community in the beginning of the project resulted in us achieving our objectives and outputs.

The community stakeholders are aware of the special biodiversity of the area and through the conservation office we have established the community has a place to gain access to information about the conservation of biodiversity and there is a support system for the community. Our fieldwork phase of the project was also very successful. We approached the community stakeholders before doing any fieldwork to present our plans as well as securing permission to visit communal sites through the appropriate local structures. Although the community groups were skeptical at first, we included them in field trips so that they could gain practical experience of what we were doing. We already had a good relationship with the City Of Cape Town environmental management branch and we could very easily integrate the data into the Bionet conservation plan. We discussed the format that we needed to present the data and this ensured that our data was effortlessly integrated into the conservation plan.

The tourism aspect of the project was the most challenging for the project team. Our expertise was in conservation and identification of rare and threatened plants. We had to ensure that we engage the right tourism partners to achieve this output. The Mamre community hosts a very successful Annual flowershow but has been struggling to develop further tourism initiatives. This area has so much potential and our project is one of the initiatives to develop the tourism industry in Mamre.

Were there any unexpected impacts (positive or negative)?

At the initial stakeholder workshop the community expressed concerns that the youth of the area was losing their connection to the environment. The youth of Mamre is increasingly becoming involved in drug and alcohol abuse. The community wanted to develop programmes that involve the youth in environmental and conservation related activities. With the experience that CREW had with eco clubs in Nieuwoudtville and St Francis we decided to establish an eco club in Mamre. We included the management of the activities in the job description of the BF and we have had an overwhelming response to the establishment of this group. Through the activities we have created awareness about biodiversity with the parents of the members of the eco club and designed some activities that included the parents.

During the tourism workshops we discovered that the City of Cape Town heritage department was also involved in a project (The Mamre Revitalization Project) to restore some of the old buildings in Mamre. We approached the Department to collaborate on this project and it has been a very successful engagement. We had already been working in the area for 9 months and had setup relationships with the community partners. We assisted the heritage department to conduct the workshops and have been included in the project. The main aim of the Mamre revitalization project is develop skills in the community to construct buildings using local materials and using the old methods of construction to compliment the current historical buildings in Mamre. One of the buildings that will be constructed is an information centre and we have been fortunate to be involved in the tourism training. The tour guides we trained will be using the Information centre as their base once the building is completed.

The major negative outcome was that the landownership issue in Mamre remains unresolved. We have found it challenging to engage conservation agencies to manage the land because the ownership of the land is in question. This has had an impact on the project in that the City of Cape Town cannot manage the area because they cannot spend their resources and funding on areas that they are not officially delegated to be the management authority. This has made formal conservation options for the Mamre commonage areas very challenging. The small scale farmers are also aware that there is no management authority so they have not developed a sustainable agricultural model yet. We did conduct farmer workshops to address the overgrazing problem (this was additional activities we engaged in that was not in the listed outputs for this project) and discovered that many of the farmers did not have the training and expertise required for running sustainable livestock farming businesses. They were not aware of grazing rotation, carrying capacity and basic business management skills. One of the projects we want to continue in this area is to address this gap.

IV. PROJECT OUTPUTS

Project Outputs:

Planned vs. Actual Performance

Indicator	Actual at Completion
Output 1: Biodiversity facilitator and CREW volunteers setup and activities guided by project management and Project advisory structure.	The biodiversity facilitator was employed and trained. CREW engaged the volunteers in Mamre and established group to assist CREW with monitoring and conserving rare and threatened plants. The project management group was setup and representatives from Cape Flats Nature, City of Cape Town, Cape West Coast Biosphere Project and CREW. The management group meets quarterly to report on progress of projects and discuss the way forward. The information discussed at the management group meeting is reported to the local Mamre development forum by the City of Cape Town site manager and the Biodiversity Facilitator.
<i>1.1. Management group consisting of CREW, City of Cape Town, Mamre community and Cape Flats Nature representatives established by end of Jan 2007</i>	The management structure works extremely well. The management group consists of representatives of CREW, Cape Flats Nature, City of Cape Town and West Coast Biosphere Project. Meeting as held quarterly to discuss implementation of progress of projects and it has been useful as platform to discuss challenges and possible solutions. The Mamre site manager (SM) and CREW biodiversity facilitator (BF) attend these meeting and feedback the information to the community groups. This is done buy both the SM and the BF attending the local Mamre forums and stakeholder group meetings
<i>1.2. Cape Flats Nature and City of Cape Town supported to conduct stakeholder workshop.</i>	We supported the Cape Flats Nature team to conduct this very important workshop. The aim of the workshop was for the local community to identify there needs and discuss a vision for conservation and tourism in Mamre. This was a critical step to gain input and Buy-in from the community. We could address their concerns and get an idea of what the

	major opportunities and challenges are. We invited all the local Mamre stakeholder groups and presented all the different organizations and projects working in the area. The workshop also developed a way forward and the workshop report has been used to guide were the projects working in the area focus their resources and energy.
1.3. Project advisory structure established with the support of Cape Flats Nature and the City of Cape Town.	This was not completed as we were advised by the community that we should work through existing structures as too avoid establishing another forum with meetings to attend. The community felt that the Local development forum adequately represents the major stakeholder groups so we had to engage this group and use it as our project advisory structure. The SM and BF attend the PF meetings and feedback the information from the project management committee and this process has been a lot more effective.
1.4. Biodiversity facilitator employed by end May 2007	The post of BF was advertised locally and we employed a young, keen passionate individual from the Mamre community. This has been a great success in that the BF already has contact with the community and understands the community structures. Through this position we could also illustrate to the community that there are job opportunities in conservation. The main aim of the BF is build capacity in the community and to ensure that there is an easy line of communication to and from the community. The BF has become an important community asset and is involved in numerous community initiatives.
1.5. Management group actively managing the activities of the biodiversity facilitator and CREW volunteers by the end of May 2007	The management group reviews the work plans of the SM and BF and they report to the management group on a quarterly basis
1.6. Project advisory group meeting quarterly to guide project, give feedback and provide strategic input.	The SM and BF attended the POF meetings to feedback to the community about our work. The comments and feedback from the community was discussed at the management meetings with our conservation stakeholders
1.7. Effective monitoring and evaluation system developed and setup by end of Apr 2007	The CAPE programme established a monitoring and evaluation system as one of the project development toolkits. With the support of our partners we decided to include evaluation sessions as part of our quarterly meetings. This allowed us to track our progress and identify challenges and develop a strategy to overcome obstacles.
1.8. Base for project operations established in Mamre by the end of Jun 2007	The project managed to secure office space in the local municipal building in Mamre. In collaboration with the environmental management division of the City of Cape Town we motivated for securing office space for the SM and BF. This partnership has worked very well in that we can share resources and the SM and BF can support each other in the implementation of their work plans. We purchased a computer and printer for the office and this has now become a resource for the community. The BF is part of the local flowershow and tourism committee and supports these committees. The Mamre office has become the hub of conservation activities. This

	<p>is used as a base of operations for the SM and BF as well as the conservation information office for the community. We had access to a board room in the building and this has been used for conducting community workshops and training events.</p>
<p>Output 2: Biodiversity facilitator and local volunteers trained and capacitated to conserve threatened plants, contribute to managing critical sites and implement conservation projects.</p>	<p>Biodiversity facilitator training included herbarium methods, plant identification, basic ecology, environmental education and project management. A series of basic botany and ecology courses were designed for the CREW volunteers. The CREW volunteers and BF is actively involved in the conservation management of the Mamre Nature Garden and the adjacent commonage lands.</p>
<p><i>2.1. CREW volunteers, biodiversity facilitator and local nature conservation capable of identifying and monitoring threatened plants occurring in the Mamre priority sites by the end of Year 1</i></p>	<p>We conducted a series of basic plant identification courses in the first year of the project. We had originally planned to use plant specialist to conduct the training but found the level of education amongst most the volunteers we work with is low and we need to ensure that the courses we simplified to aid the learning process. We developed very basic botany and ecology courses to start with. Then we conducted a series of training courses on identifying the major plant families found in the Fynbos Biome. All identification we structured to have a formal presentation session as well as practical field session. These materials have been very useful and we have conducted the courses in other areas. During the project we also established a local eco club at the school in Mamre. These young learners has also been engaged in the awareness building activities for the Mamre commonage areas and they have been actively involved in management activities as the Mamre Nature Garden.</p>
<p><i>2.2. Biodiversity facilitator and CREW volunteers capable of managing a small scale site specific conservation project by the end of year 2</i></p>	<p>The BF attended a project management course and used one of the local projects as an example during the course to develop a proposal for the project. Although the first project was a very small initiative to establish a community vegetable garden this project has received funding though the community and the eco club and volunteers are involved in the implementation of the small scale project. We had originally planned to support the community to develop a proposal that they take full responsibility for but we have experienced problems with the registration of the local empowerment project as a NPO. Currently there is no formal legally entity that can manage funds and projects in the community. We have engaged the help of Legalwise (a NGO that offers free legal advice and services) to assist the community. Unfortunately we could not get the NPO registered before the end of this project. We will continue to support the community to get their NPO registered.</p>
<p><i>2.3. Broker a co-operative management agreement between landowners of the priority sites, Cape Nature and the CREW volunteers</i></p>	<p>This output could not be achieved for the following reasons:</p> <ul style="list-style-type: none"> - The Mamre commange lands are currently in the trust of the Department of Land Affairs. There is a land reform process underway and this has implications for all the communally owned land. At this stage there is a managemet plan that has been

	<p>developed for the area but it has to be ratified by the Minister of Land Affairs. This is a complicated issue and the Department of Land Affairs is currently dealing with this issue. This has had major impacts on our project as well as partner conservation stakeholder projects. Until the ownership of the land is transferred and the management plan is implemented we don't have the opportunity to implement this.</p> <ul style="list-style-type: none"> - There is no designated community land management authority so it is challenging to implement conservation plans in the area - There is no delegated authority to manage the Mamre commonage lands. The City of Cape Town is currently managing the land but because they are not officially delegated as the conservation authority is challenging for them to continue with management activities <p>We have supported the community to develop a letter to the Department of Land Affairs to urge the Department to resolve the land ownership issue. We conducted a community workshop to develop the letter and we have gained support and input from all our conservation partners. The letter will be sent to the Department of Land Affairs by the community.</p>
<p>Output 3: Priority sites identified and sampled with the assistance of the Biodiversity facilitator and CREW volunteers</p>	<p>We sourced fragments layer for the area and systematically sampled the commonage areas around Mamre. The focus of this fieldwork was to identify priority areas based on the presence of rare and threatened species.</p>
<p><i>3.1. Most updated spatial fragments layer sourced from project stakeholders with the assistance of the Biodiversity facilitator and CREW volunteers</i></p>	<p>The spatial data was sourced from CapeNature, SANBI and the City of Cape Town. We used the fragments layer to decide on the areas that needed to be sampled.</p>
<p><i>3.2. Vegetation fragments sampled and information fed through to the City of Cape Town's prioritization process by the end of Oct 2007</i></p>	<p>We focused on mapping the rare and threatened plants to identify which of the commonage areas are most important. The information that we collected was sent to the City of Cape Town as a spatial layer to include in the Bionet conservation plan</p>
<p><i>3.3 Priority sites identified with the assistance of the Biodiversity facilitator and CREW volunteers by the end of Dec 07</i></p>	<p>Through our data collection we have identified the Mamre Nature Garden and the adjacent commonage area as the priority for the community to get involved in conserving. All community related projects and activities are conducted in this area.</p>
<p>Output 4: Intergrated tour route showcasing the unique biodiversity, cultural and historical aspects of Mamre developed and launched at Mamre Annual Flowershow</p>	<p>We developed a tour route in collaboration with the community stakeholders. A test tour was conducted at the 2008 Mamre Flowershow. We have now trained and certified 4 tour guides and developed a proposed one day Donkey cart trail. We are currently looking for funds to implement and market the donkey cart trail.</p>
<p><i>4.1. Other CAPE based tourism projects approached to identify lessons learnt.</i></p>	<p>We approached the CAPE team to advise us and approached projects to gain lessons learnt. This was useful to ensure that we check the process that we</p>

	planned.
4.2. Tourism expert approached to assist with the development of the Tour route and information maps	We had the support of the City of Cape Town Tourism department in developing the tour route and info maps. We also engaged Stephen Lamb (touching Earth Lightly) and Ivan Groenhoff to assist with the development of the trails, information maps and tour guide training. We currently have two day trails mapped and we are looking for funds to implement the trails.
4.3. Unique biodiversity, cultural and historical features to be included in Tour route identified by end of Apr 2008	We conducted a community workshop to develop a vision for tourism in Mamre. All community stakeholders were invited to the workshop and we discussed the major attractions in Mamre and potential routes.
4.4. Tourist information maps developed and printed by the end of July 2008	The info map was discussed at the initial tourism workshop and the community gave their input in content and format of the map. The information was sourced from the community for the info map and the CREW team developed the brochure (appendix1). We printed info maps and it is available for distribution in the community. They have found this info map very useful as it includes information about the cultural, historical heritage and the biodiversity of Mamre
4.5. Select and capacitate volunteers to be tour guides on the route	We decided to pilot a new approach to training tour guides. We have learnt from other projects that guides are selected on their availability and they are not necessarily the right personality type and don't have a passion for tourism. In these cases local community members are trained but then cannot create a sustainable livelihood. We decided to conduct a tour guide training workshop with the community and through that process identify suitable candidates for further certified tour guide training. This process worked very well in that we could identify suitable candidates for further training. We advertised the tour guide training workshop in the community and had 12 participants. After the tour guide training workshop the tour guides was involved in conducting the test tours at the Mamre Flowershow and candidates for further training was selected by performance at the test tours as well as evaluations by the trainers.
4.6. Tour route piloted at Mamre Flower show in Mid Sep 2008	The test tour at the Flowershow was a great success. We set up a booking system at the flowershow and had a stand at the entrance of the flowershow. Flyers were printed to distribute as part of the flowershow marketing and they were made available on the day. We conducted 5 tour sessions with a total of 77 visitors taking part in the tour. The tour route included stops at the major historical attractions in Mamre as well as a walk to the granite renosterveld in the town. The tour was split into sections and each of the tour guides had a section to present. Feedback from the visitors was extremely positive and they felt the tour was well organized and the tour guides gave a very passionate account of the historical and cultural aspects of Mamre. The visitors found the tour very informative and enjoyed

	the local personal stories the tour guides told about life in Mamre.
<i>4.7. Evaluation of Tour route conducted by the end of Sep 2008</i>	We conducted a post flowershow evaluation session with the tour guides and the flowershow committee.
Output 5: Civil society group involved in accessing funds to continue conservation projects in Mamre	We engaged the CAPE programme and TMF to assist with the development of priority project for the continuation of work on Mamre. TMF expressed interest in funding project in Mamre and we have sent a proposal to TMF for consideration. We conducted a workshop with the community and conservation partners to identify priority projects. An additional project proposal was sent to GEF small grants fund.
<i>5.1. Project development advisory group established by the end of Jul 2008</i>	We did not establish a separate advisory for this but we used our Management group to discuss future priority projects. This worked out well because the conservation stakeholders could guide and advise the project based on practical experience of implementing projects in Mamre. We conducted a project planning session with CAPE and TMF to decide on the priority projects that we wanted to pursue.
<i>5.2. List of potential funders compiled by the end of Jul 2008</i>	Due to delays in the project we requested a no cost extension for the project. We made use of a fantastic initiative of the CAPE programme, the Conservation Marketplace to gain access to information on the potential donors. We identified TMF and the GEF small grants fund as two important donors to approach for continuation of projects in Mamre.
<i>5.3. Small scale site specific conservation project designed by the biodiversity facilitator and CREW volunteers during Project management training</i>	Two project proposals we developed with the assistance of the CREW volunteers and the BF. One of the major threats to the biodiversity in Mamre is overgrazing. We designed a project to support the small scale farmers in the area to establish a more sustainable land use practices. The main aim of this project is to influence local farmers to improve their grazing practices to mitigate impacts of overgrazing. The second project is to develop a fine scale map of the priority areas. We realized during our field work phase that there is a large connected upland – lowland corridor. The areas are heavily impacted by alien invasive vegetation and map this corridor at a fine scale to identify the pristine pieces of vegetation. This cannot be done by a desktop planning project because it is difficult to assess the condition of the veld from satellite imagery. The aim of the project will be to map the corridor on a fine scale, specifically assessing the condition of the sites so that it can supplement the City of Cape Town Bionet conservation plan. This map will be used to inform conservation management activities on the ground. The map will also inform the community of where the top priority areas are for conservation and the potential areas for the expansion of agricultural activities. The BF and community is developing a project to revive the allotment gardens of Mamre and they will be seeking funds to implement this project on their

	own.
5.4. Project proposal sent to potential funders by end of year 2	The Fine scale mapping project has been sent to TMF for funding and the small scale farmers support project has been sent to GEF small grants fund for funding. The community has engaged their local councilor to assist in accessing funds for the revival of the allotment gardens.

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

This project was a pilot project and at the start of the project we did not realize that outputs we identified were very ambitious. This project has been extremely challenging; particularly the establishment of partnerships with government departments and the community stakeholders. The major success was getting the buy-in from the community and getting the community excited about their biodiversity and the importance of conserving it. We managed to build a very good relationship with the community stakeholders and the feedback mechanism worked extremely well in that the community was always aware of what we were doing and how they were involved in the process. We also made sure that we presented projects to the community first before implementing the projects. This was the key to building a trusting relationship between the community and the conservation stakeholders.

We were fortunate to find a suitable local young person to be employed as the biodiversity facilitator. He is passionate about the conservation of the biodiversity in Mamre and this has resulted in him being able to influence other community stakeholders to become involved in conservation. We also found that employing a local person from the community contributed to gaining trust and buy in from the community.

We developed a series of basic botanical and ecological training courses for the community. This contributed to the awareness of the biodiversity particularly plants. Those locals that attended the course have a better understanding of why there is a need to conserve our biodiversity. This awareness of the biodiversity has manifested itself in the consciences considerations that are made when the community is planning events and activities in the area. A wonderful example of this is that the Moravian church now requests a permit, training and supervision during its annual children's flower festival (traditional event where children go into the Mamre Nature Garden to collect wildflowers for decorating the church. The SM and BF brief the children and teachers before the activity and closely monitor the activities on the day.

The investment made in training the BF has not only been beneficial to him but has also given the community someone that assists them with various projects. The BF is now on the Tourism committee, the Flowershow committee and attends all the development meetings. He is currently assisting the Flowershow committee to develop an event plan for the 2009 Mamre Flowershow.

He has also been an invaluable help to setting up local workshops and assisting the tour guide trainers with organizing logistics for the training courses and liaising with community members. The tourism aspect of the project has been very successful. During the initial tourism workshop the community developed a vision for the tourism in Mamre and identified some of the key sites and aspects of the town they wanted to showcase. With the help of our tourism experts we integrated the needs and ideas of the community to develop the tour route for Mamre. The community was extremely impressed with the test tours that were showcased at the 2008 Mamre Flowershow and fully support the development of this as an official tour route for the town.

The project was also designed so that we can transfer some of the responsibility of the sustaining the project to the community. We have realized that this does take time for communities to be fully independent to raise funds and continue projects but we feel that we have a very positive start. We planned the priority projects with the community and developed the proposals with their input. We will follow the same model for future projects to ensure that the necessary capacity is built in the community to initiate and implement projects on their own with minimal support from the conservation stakeholders.

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

One of the outputs we wanted to achieve was facilitating a co-operative management structure for the commonage areas. This has not been possible because the land reform process is still underway and it will still be at least one year before the matter is resolved. The overall impact on the project is that we cannot ensure that the priority sites will be conserved. Currently the community is aware of its importance and is committed to conserving these areas but there is no legal protection status for the commonage areas. This is a problem for the City of Cape Town because they cannot continue working in the area unless the matter is sorted out. They have however shown commitment to doing what they can manage the commonage lands in collaboration with the community.

Accessing funds for the follow up priority projects will be challenging if we cannot clarify whether the projects will be sustainable or not. We have had to come up with creative ways to get around these challenges but it has not had an adverse affect on the project. We could still deliver on most of the outputs.

V. SAFEGUARD POLICY ASSESSMENTS

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

VI. LESSONS LEARNED FROM THE PROJECT

Describe any lessons learned during the various phases of the project. Consider lessons both for future projects, as well as for CEPF's future performance.

Building useful links to the community organizations and making them aware of the work we do has been the critical step in our success.

Attending different community meetings that do not directly affect conservation were useful for making a larger proportion of the community aware of the biodiversity. It also gave us an opportunity to mainstream conservation issues into other parts of the community.

Biodiversity facilitator and city site manager being based in the same office and developing work plans together ensured better synergy and support in their work. In this way we could also share resources between the SM and BF

Establishing the eco club was a great way to get buy in from the community. The community was very excited by projects that involved the youth in the area.

We found that working through existing structures not only made it easier for the community to engage in the project but gave us an opportunity to be visible in the community and communicate our work more effectively.

Community workshops should be well planned and facilitated. We found that focused meetings to discuss one project worked very well. Community members have a tendency to try and solve all their problems in one session and the workshop usually ends in frustration. We found that if we approach issues in phases we got much better results. The key is to ensure that the phases of the solving the issue is discussed at the first meeting and that the agenda for that meeting is clearly set out and followed. The workshop also has to have a clearly defined goal and the next meeting should be discussed to establish what the focus of the follow up meeting or workshop will be.

If a process with the community is started then it has to be completed. If a project is left for too long without any progress the community will loose interest and the process will have to be restarted. When this does happen it is more challenging to get the community to engage in the process.

It is important to understand the issues and challenges in a community before commencing a conservation project. At our initial stakeholder workshop we got a sense of the needs and vision of the community and we aligned our projects to address those needs and vision as closely as we could.

Constant communication and feedback is of utmost importance. Even though we did not have any significant progress to report on the BF and SM still attended the POF meeting to feedback to the community. This gave the community the confidence to trust that our project was transparent and fair.

We realized that these community development projects take a long time to get off the ground.

This type of project need a long term investment and short projects don't always work.

The engagement of the community is usually quite erratic. Sometimes you will find that a workshop is well attended and the next is not. The key is to be patient and not become despondent when the project is not working well. Unless the risk to the success of the project is great community interest in projects usually fluctuates.

The most important lesson for doing this type of project is that expectations should not be created that cannot be delivered. This will breakdown any trust built with communities.

Stick to the outputs and deliverables of the project. We tried supporting the community to create an enabling environment for our project to operate in and we supported the community to have their NPO registered. We spent a lot of time trying to sort out the issue but decided that it was better to engage an expert in that field to deal with that particular issue. If we were responsible to managing a process that did not form part of the project and we failed to deliver it would have had a negative impact on the implementation of our project.

We found that working in partnership with other conservation projects gave us the opportunity to share resources and support each other in the implementation of our projects.

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

The project was designed as a collaborative project between conservation stakeholders and the community. The community was engaged to ensure that resources and time spent on this project has longer lasting impact in the community. The community is the custodians of the biodiversity in the area and our focus was to capacitate the community to take ownership of these areas. One of the important factors was that we designed the project as one that involved the community in conservation. This was done by engaging the community in the planning processes. The model that we followed was to design a project that addresses the needs of conservation and the community instead of developing a conservation project and then involve the community in the implementation of that project.

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

The key to the success of the project has been the involvement of the various conservation stakeholders. The management group provided a good platform to discuss implementation and identify possible problems as well as review our implementation status. Through this management group we could identify possible challenges beforehand and brainstorm ideas for overcoming those problems. This was a effective monitoring and evaluation process and we could ensure that our donors and partners are aware of the risks and challenges of the project. Involving the community and the BF in all our activities enabled us to successfully deliver our outputs. We worked with strong partners that gave us access to support from these organizations. We gain access to their network of contacts and expertise to guide and advice the implementation of our project. We also built in a sustainability process by making on of the outputs a funding proposal to continue work in Mamre.

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	Date Received	Notes
Tsuyuko Ogawa	A	\$500	30/03/07	Funding was used to conduct additional community workshops
SANBI	A	\$15 313	2007 - 2009	Project manager salary (30%), office space and administration fees (payments, finance management, etc)
		\$		
		\$		
		\$		
		\$		
		\$		
		\$		

***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.

VIII. ADDITIONAL COMMENTS AND RECOMMENDATIONS

VIII. INFORMATION SHARING

CEPF is committed to transparent operations and to helping civil society groups share experiences, lessons learned and results. One way we do this is by making programmatic project

documents available on our Web site, www.cepf.net, 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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