

**Document of
The World Bank**

Report No.: 52793

PROJECT PERFORMANCE ASSESSMENT REPORT

REPUBLIC OF SOUTH AFRICA

**CAPE PENINSULA BIODIVERSITY CONSERVATION PROJECT
(TF035923, TF028956)**

January 29, 2010

*Sector Evaluation Division
Independent Evaluation Group*

Currency Equivalents (annual averages)

Currency Unit = South African Rand (ZAR)

2009	US\$1.00	ZAR8.98
2008	US\$1.00	ZAR7.61
2007	US\$1.00	ZAR6.86
2006	US\$1.00	ZAR6.11

Abbreviations and Acronyms

ABI	C.A.P.E. Agulhas Biodiversity Initiative	EPWP	Extended Public Works Program (formerly Poverty Relief Program)
BotSoc	Botanical Society of South Africa		
CAPE	Cape Action Plan for the Environment (Strategy and Action Plan 1998-2000)	FFEM	French GEF
C.A.P.E.	Cape Action for People and the Environment (Implementation Program)	FFI	Flora and Fauna International
		GEF	Global Environmental Facility
		GoSA	Government of South Africa
		ICR	Implementation Completion Report
CapeNature	Western Cape Nature Conservation Board	TMF	Table Mountain Fund
		TMNP	Table Mountain National Park
		UNDP	United Nations Development Program
CBD	Convention on Biodiversity		
CCU	C.A.P.E. Co-ordination Unit	WCNCB	Western Cape Nature Conservation Board, CapeNature
CEPF	Critical Ecosystem Partnership Fund	WfW	Working for Water Program
CIC	C.A.P.E. Implementation Committee	WWF-SA	World Wildlife Fund for Nature (South Africa)
CFR/CFK	Cape Floristic Region/Cape Floral Kingdom	ICR	Implementation Completion Report
CPNP	Cape Peninsula National Park (now Table Mountain National Park)	IEG	Independent Evaluation Group
		IEGWB	Independent Evaluation Group (World Bank)
CPU	Conservation Planning Unit of the Western Cape Nature Conservation Board	IEMS	Integrated Environmental and Management System
DEAET	Eastern Cape: Department of Economic Affairs, Environment and Tourism	KPI	Key Performance Indicator
		MCM	Chief Directorate of Marine and Coastal Management in DEAT
DEAT	National Department of Environmental Affairs and Tourism	MoU	Memorandum of Understanding
		MPA	Marine Protected Area
		PPAR	Project Performance Assessment Report
DWAF	National Department of Water Affairs and Forestry	SANParks	South Africa National Parks
		SANBI/NBI	South African National Biodiversity Institute, formerly National Botanical Institute

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IEGWB Mission: Enhancing development effectiveness through excellence and independence in evaluation.

About this Report

The Independent Evaluation Group assesses the programs and activities of the World Bank for two purposes: first, to ensure the integrity of the Bank's self-evaluation process and to verify that the Bank's work is producing the expected results, and second, to help develop improved directions, policies, and procedures through the dissemination of lessons drawn from experience. As part of this work, IEGWB annually assesses about 25 percent of the Bank's lending operations through field work. In selecting operations for assessment, preference is given to those that are innovative, large, or complex; those that are relevant to upcoming studies or country evaluations; those for which Executive Directors or Bank management have requested assessments; and those that are likely to generate important lessons.

To prepare a Project Performance Assessment Report (PPAR), IEGWB staff examine project files and other documents, interview operational staff, visit the borrowing country to discuss the operation with the government, and other in-country stakeholders, and interview Bank staff and other donor agency staff both at headquarters and in local offices as appropriate.

Each PPAR is subject to internal IEGWB peer review, Panel review, and management approval. Once cleared internally, the PPAR is commented on by the responsible Bank department. IEGWB incorporates the comments as relevant. The completed PPAR is then sent to the borrower for review; the borrowers' comments are attached to the document that is sent to the Bank's Board of Executive Directors. After an assessment report has been sent to the Board, it is disclosed to the public.

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Bank Performance: The extent to which services provided by the Bank ensured quality at entry of the operation and supported effective implementation through appropriate supervision (including ensuring adequate transition arrangements for regular operation of supported activities after loan/credit closing, toward the achievement of development outcomes. The rating has two dimensions: quality at entry and quality of supervision. *Possible ratings for Bank Performance:* Highly Satisfactory, Satisfactory, Moderately Satisfactory, Moderately Unsatisfactory, Unsatisfactory, Highly Unsatisfactory.

Borrower Performance: The extent to which the borrower (including the government and implementing agency or agencies) ensured quality of preparation and implementation, and complied with covenants and agreements, toward the achievement of development outcomes. The rating has two dimensions: government performance and implementing agency(ies) performance. *Possible ratings for Borrower Performance:* Highly Satisfactory, Satisfactory, Moderately Satisfactory, Moderately Unsatisfactory, Unsatisfactory, Highly Unsatisfactory.

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This report was prepared by Lauren Kelly, Evaluation Officer and Ethan Arnheim, Consultant, who assessed the project in December 2007. The report was edited by Bill Hurlbut. Rose Wairimu Gachina and Romaine D. Pereira provided administrative support.

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Principal Ratings

	<i>ICR*</i>	<i>ICR Review*</i>	<i>PPAR</i>
Outcome	Highly Satisfactory	Highly Satisfactory	Satisfactory
Institutional Development Impact**	Substantial	Substantial	_____
Risk to Development Outcome		_____	Negligible to Low
Sustainability***	Highly Likely	Highly Likely	_____
Bank Performance	Satisfactory	Satisfactory	Satisfactory
Borrower Performance	Satisfactory	Satisfactory	Satisfactory

* The Implementation Completion Report (ICR) is a self-evaluation by the responsible Bank department. The ICR Review is an intermediate IEGWB product that seeks to independently verify the findings of the ICR.

**As of July 1, 2006, Institutional Development Impact is assessed as part of the Outcome rating.

***As of July 1, 2006, Sustainability has been replaced by Risk to Development Outcome. As the scales are different, the ratings are not directly comparable.

Key Staff Responsible

<i>Project</i>	<i>Task Manager/Leader</i>	<i>Division Chief/ Sector Director</i>	<i>Country Director</i>
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Preface

This is the Project Performance Assessment Report (PPAR) for the Cape Peninsula Biodiversity Conservation Project (GEF TF-28321, TF-28322, TF-28956) for which a grant equivalent to US\$12.3 million from the Global Environmental Facility (GEF) was approved on February 17, 1998, and became effective on June 1, 1998. The project was closed on June 30, 2005 after a 12 month extension. At appraisal, the project cost was estimated at US\$91.2 million, of which the GEF contribution was US\$12.3 million, international co-financing from the French GEF (FFEM) was US\$1 million and total domestic (government and other) contribution was US\$77.9 million. Actual project costs were US\$105.67 million. Actual total domestic contributions (government and other) exceeded the appraisal target by US\$14.12 million (118.1%) and international co-financing exceeded the appraisal target by US\$0.46 million. However, US\$137,000 of the GEF grant remained undisbursed.

The findings of this assessment are based on an Independent Evaluation Group mission to South Africa in December 2007 where the team met with national and local Government officials, the project implementing agency (the South African National Biodiversity Institute), Table Mountain Park and Table Mountain Fund staff, and project beneficiaries. Since approximately US\$5 million of the US\$12.3 million GEF grant was disbursed as equity investment to the Table Mountain Fund managed by WWF South Africa, IEG worked with the Fund Manager prior to the mission to contact the 81 grantees that received project finance from the Fund. IEG was able to correspond by email or phone with 50 of the 81 grantees that received finance from the Table Mountain Fund. Based on a sample of grant investments selected to ensure representative coverage across the six areas of grant eligibility, IEG conducted site visits to 11 projects. A list of all grantees, including the projects assessed, is included in Annex B. The mission built on a review of project documentation; information available in the project files and archive documents; a review of internal and external literature; and interviews with Bank staff. This assessment also draws on interviews and site visits conducted in South Africa as input for IEG's *Global Program Review of the Global Invasive Species Program* (IEG, 2009).

Following standard IEG procedures, copies of the draft PPAR were sent to the relevant government officials and agencies for their review and comments. However, no comments were received.

Summary

The *Cape Peninsula Biodiversity Conservation Project* was the first GEF project in South Africa. Its objective was to “ensure rehabilitation and sustainable protection of the globally significant flora, and related fauna, of the Cape Peninsula including surrounding marine ecosystems, and to initiate conservation planning and conservation activities for the entire Cape Floral Kingdom.” The project sought to achieve this objective through the implementation of three main components: the establishment of a national park, support for sub-projects administered through a biodiversity conservation fund, and assistance towards the development and implementation of the strategy for the conservation of the Cape. *The overall outcome rating of the Cape Peninsula Biodiversity Conservation Project is Satisfactory.*

Ensuring the rehabilitation and sustainable protection of the Cape Floral Kingdom is a **highly relevant global environmental objective**. South Africa ranks as the third most biologically diverse country in the world and it is the only country to have within its borders an entire plant kingdom: the Cape Floral Kingdom. The Cape area in particular has the highest plant species diversity of any similar-sized temperate or tropical region in the world. The Cape Peninsula is home to over a quarter of the plant species found in the entire Cape Floral Kingdom. The region has more than 9,600 plant species, of which close to 1,400 are endangered or close to extinction. South Africa’s coastal habitat is home to 11,000 species of marine animals, of which 3,500 are endemic to the Cape Floral Region.

Project design relevance is rated **substantial** in so far as, in addition to biodiversity conservation, it sought to promote opportunities for job creation and strengthening of entrepreneurial skill to achieve its very relevant environmental objective. However design could have been strengthened by building greater public awareness and consensus for some of the more sensitive elements of the project, such as the removal of Pines and the Himalayan Tahr from Table Mountain National Park. More attention could also have been given during the project design stage to the development of sustainable alternative livelihoods for those communities affected by the creation and declaration of marine protected areas. Lastly, project design could have built in better mechanisms to enable the incorporation of emerging research findings into ongoing project implementation, especially with regards to invasive alien clearing and rehabilitation efforts.

The project **substantially** achieved its global environmental objective. The project aimed to ensure the rehabilitation and sustainable protection of the globally significant flora and fauna of the Cape Peninsula. By removing 85 percent of the invasive alien species in Table Mountain National Park, the project set the stage for the natural regeneration of the underlying Fynbos, the primary flora identified with the Cape Floral Kingdom. Although further and consistent maintenance is required to assure the steady reclamation of the invaded area, the presence of strong government commitment and international NGO presence sends a positive signal that maintenance will be continued. Native terrestrial fauna were restored, albeit at the expense of a non-indigenous, endangered species. Meanwhile, one of the reasons that the assessment found

performance to be less than highly satisfactory, was the imbalance in attention to the rehabilitation and sustainable protection of the marine habitats. Nevertheless, the three major project components were implemented in a satisfactory manner.

Overall Efficiency of the project is rated **Substantial**. A study commissioned by South African National Parks (SANParks) to assess the economic impact of the Park found that the operation of the Park had a significant macroeconomic effect on Cape Town, the Western Cape, and South Africa. It also found that several efficiency gains had been achieved as a result of the declaration and unification of the Park and the transfer of its management to SANParks including a reduction of duplication of overheads and services; personnel rationalization; increased ability to leverage funding; and a freeing up of City resources. While the number of people employed in the operation and management of the Park decreased, investment in the park directly created and sustained between 300-600 jobs.

The decision to channel project funds through an already existing fully operational trust fund in South Africa – the Table Mountain Fund – was a highly efficient aspect of project design. The decision eliminated the initial costs necessary for establishing such a fund, including its administrative and allocative mechanisms. Project costs however were 16 percent higher than estimated at appraisal while the target for the rehabilitation objective (removal of all invasive alien species) was scaled back to 85 percent removal by project close. This latter objective was partly affected by a large fire (2000) that resulted in increased vegetation growth patterns making clearing more difficult than originally planned. The fire and the subsequent change in vegetation contributed to the project's request to extend the project by one year. The extension was also requested in response to the depreciation of the rand during implementation.

Monitoring and Evaluation was a substantial part of project design and implementation. The project supported the development of an environmental management information system – the first of its kind in the country – which was later piloted in three other national parks with the intention of eventually rolling it out across all of South Africa. Data collected by SANParks through this system has been utilized in various ways to enhance management of the park.

Both Bank and Borrower performance were **Satisfactory**. Project preparation benefited from a PDF-B grant that financed studies executed by the South African National Parks Board. These studies provided baseline information for the conservation activities to be undertaken by the project. Bank supervision maintained focus on the financial sustainability of the park and worked closely with Table Mountain Fund management to revise its investment strategy during a critical period. The Government of South Africa fully owned the project and supported its implementation through the passage of timely and effective conservation-related legislation. Both implementing agencies, WWF-SA and SANParks, performed satisfactorily. However, performance of the latter could have been enhanced through more effective cooperation with community members.

The risk to development outcome of this project is **negligible to low**. The Table Mountain National Park is now financially sustainable, it is protected through legislation;

its environmental education program has been mainstreamed within the curriculum of the provincial Department of Education, and new legislation requires effective wildfire management by the Park and other agencies. The Fund itself is outperforming targets for project funding and has provided extensive catalytic resources for community based conservation projects that have attracted a high level of co-finance. The CAPE strategy is now under implementation and funded through several projects, including two GEF projects, the Cape Action Plan for the Environment Implementation Program and the Agulhas Biodiversity Initiative. Potential risks requiring mitigation in the future include the need for continued financing and support for the maintenance of the areas cleared of invasive alien species, continued urban expansion, and unanticipated security issues that arose during project implementation that could affect tourism in the park.

Lessons Learned

In countries where the World Bank does not have an active lending program, it may consider the benefits of implementing grant financing from the Global Environment Facility, if available, in a manner that integrates global environmental and poverty alleviation objectives. Landscape restoration activities, such as invasive alien clearing, offer opportunities for both conservation of native flora and fauna and job creation and entrepreneurial skills development, if the project is designed to target disadvantaged communities. If designed correctly, members of communities trained to clear IAS in key biodiversity sites can also engage in annual maintenance, however recurrent funding is required and few countries apart from South Africa have yet to assign a high national priority to the activity.

Efforts to restore native flora and fauna should take into account both the level of public awareness and competing public values concerning invasive alien species. Biodiversity values will need to be balanced against other public use values such as recreation, as in the case of the decision to remove the pine trees from Table Mountain National Park. A decision to eradicate one alien species in favor of another native one – such as the case concerning the removal of the Himalayan tahr in favor of the Klipspringer – should be vetted publicly and options other than eradication should clearly be considered. Public consultation and consensus building campaigns can help to determine the optimal level of eradication of local flora and fauna that will benefit the biodiversity agenda and secure community support for local conservation efforts.

Projects that finance research, whether basic or applied, should include a mechanism to adapt research findings into ongoing implementation of complementary project activities. A heavy investment was made in invasive alien species clearing and rehabilitation, both through a subcomponent of this project and through several applied research grants funded by the Table Mountain Fund. This research was published and disseminated, but not systematically incorporated into the ongoing overall program. A mechanism was also needed to channel information arising from implementation to update the Table Mountain Fund's grant proposal processes to align it with program needs – i.e. so that the Fund could effectively serve as a think tank for on-the-ground project implementation.

Managing a small grant mechanism for biodiversity conservation requires an investment in project development to assure that the fund as a whole is geared toward achieving its programmatic (and landscape) goals. Project development necessarily involves thinking about partnerships, often at the design stage, since the right combination of actors will be needed to apply and adapt research beyond the small pilot applications supported by a fund such as the TMF. A range of partners should be brought into the project development process, including local land use decision makers in the government and/or conservation agencies, community based organizations and NGOs that can provide follow-on resources, universities interested in furthering the research aim, donors, and the private sector. Since applied research will need to be adapted and scaled-up, getting buy-in from those key constituents that are charged with land-use decisions up-front can help to prioritize grant approval processes and can contribute to enhanced sustainability of the outcomes of successful interventions.

Vinod Thomas
Director-General
Evaluation

Background

The *Cape Peninsula Biodiversity Conservation Project* was the first GEF project in South Africa. Although not approved until 1998, World Bank staff began to discuss the concept with members of the Government of South Africa in 1994, almost immediately after the transition from apartheid. Interviews with members of South Africa's biodiversity community and with World Bank staff revealed a very high level of enthusiasm surrounding the opportunity to work in a country that hosts an entire plant kingdom, the Cape Floral Kingdom, where lessons on ecosystem management and landscape planning were abundant, but where information sharing was previously limited due to the political climate.

The World Bank's engagement with South Africa's Department of Environmental Affairs and Tourism (DEAT), launched more than a decade ago, set the stage for an environmental partnership that went beyond discussion of the design and implementation arrangements of a traditional biodiversity conservation project. Rather, South Africa held the view that environmental management can contribute to poverty alleviation by providing jobs (for example, through nature based tourism), improve public health via pollution abatement and protect and maintain a natural heritage which in the case of South Africa, is of high global significance. Against the backdrop of the bulk of the Bank's assistance for biodiversity conservation in the Africa region at the time, this outlook represented an advancement in the way the Bank engaged its clients in this area, particularly with respect to the use of GEF funds.

The *Cape Peninsula Biodiversity Conservation Project* (1998-2006) was designed to support ongoing national conservation and livelihood initiatives on and around the Cape Peninsula and to provide for a strategic planning process to identify priorities and develop an action plan for the Cape Floral Region. The Cape Peninsula encompasses the Peninsula Mountain chain that stretches over an area of some 470 km² and is known to be one of the most biodiverse areas in the world: the peninsula has more than 2,285 species of plants (more than New Zealand) and of these, 90 are considered endemic.

One of the preliminary lines of inquiry pursued by this PPAR was whether the GEF funding was needed in a country and project setting where the domestic contribution far exceeded the grant finance. Given the magnitude of the task at hand, GEF funds are designed to catalyze support, not supplement existing funds. The PPAR found that the GEF finance was critical on two fronts: on (1) promoting and financing the geographic extension of the conservation activities, from within and around the perimeter of the table mountain national park to the cape floral region as a whole and (2) fast-tracking the official creation of the national park – a condition of effectiveness of the project that helped to resolve access issues related to land ownership on the Peninsula and merge management under a single conservation authority. Although afforded some level of protection prior to the project – the Government of South Africa had declared the Cape Peninsula a Protected Natural Environment (CPPNE) in 1989 under the Environment Conservation Act – the proclamation of a National Park facilitated the consolidation of a conservation area that had previously been managed by 14 different national, provincial, and local government authorities and was also partly privately owned. In fact, following

effectiveness, some 187 staff were transferred from the municipal authorities to SANParks as part of the consolidation effort.

Following implementation of the Cape Biodiversity Conservation Project, the World Bank has supported a number of full and medium size GEF financed projects in South Africa for nature conservation, renewable energy, and the phase-out of toxic chemicals, including a follow-on operation to this one, approved in 2004, the C.A.P.E. Biodiversity Conservation and Sustainable Development Project, which continues to support the environmental and development outcomes achieved through the *Cape Peninsula Biodiversity Conservation Project* thus helping to assure the sustainability of its development outcomes.

Project Objectives, Design and Implementation Arrangements

OBJECTIVE

1. The **objectives** of the Cape Peninsula Biodiversity Conservation Project were to (1) ensure rehabilitation and sustainable protection of the globally significant flora and related fauna of the Cape Peninsula including surrounding marine ecosystems, and to (2) initiate conservation planning and conservation activities for the entire Cape Floral Kingdom. This PPAR reviews the achievements of the project against these two related objectives.

COMPONENTS

2. The project was designed with three main components. The first component, to (1) facilitate the establishment and strengthen initial management of a new Cape Peninsula National Park, was implemented to achieve the project's first objective of rehabilitating and ensuring the sustainable protection of the Cape Peninsula. The second component, which (2) supplemented the resources of the existing Table Mountain Fund to expand NGO-managed community-based conservation activities supported both objectives by directing resources towards the new national park and throughout the Cape Floral Kingdom. The third component was directed solely at achieving the second objective. The third component (3) supported the preparation of the first comprehensive conservation strategy for the entire Cape Floral Kingdom. Detailed description of the activities financed by these three project components follow:

3. **Component 1: Facilitate the establishment and strengthen initial management of a new Cape Peninsula National Park.** (Costs at appraisal were estimated at US\$76.4 million, including US\$7 million GEF funding; actual total costs were US\$ 85.05 million including US\$6.3 million of GEF funding). This component entailed the creation and initial management of a new national park covering about 300 km² of the Cape Peninsula. The component financed the core costs of park staff and its initial capital investment. It also supported several aspects of park maintenance, including invasive alien plant control, environmental education, fire control and management,

improved tourist infrastructure, capacity building knowledge management and a marine protection program. These activities are described below:

- (i) *The Invasive Alien Plant Control Programme.* Accelerated clearing of invasive alien species (particularly acacia and pine trees) and annual follow-up maintenance using labor intensive techniques to facilitate natural regeneration of indigenous species.
- (ii) *Environmental Education.* Upgrade special centers in the park to support an increase in tourism, as well as to promote the participation of disadvantaged communities (on-site).
- (iii) *Fire Control and Management.* Based on the reported success of a then recently contracted helicopter (on stand-by) during the fire season for the northern part of the Cape Peninsula, support the contracting of a second helicopter (on stand-by), in combination with stand-by labor groups, to maintain and enhance fire control and management capacity in the park for controlled burning programs and wildfire control. Specific quantitative indicators associated with this objective required an 80% reduction of area burnt in uncontrolled wildfires by year 6 and also by year 6, at least 20% of total vegetation requiring a regular fire regime would be subject to a controlled burning program.
- (iv) *Improved Tourist Infrastructure.* Support the creation of minor gateways (as opposed to major gateways that offer a financial rate of return) and the creation and maintenance of footpaths.
- (v) *Capacity Building.* Build capacity among a corps of independent contractors who would later take on alien species clearing, footpath maintenance, and other park-related tasks on a competitive basis. A target of at least 50 percent was set for the share of conservation work outsourced to entrepreneurs by year 3 (and remaining above this for the rest of the program).
- (vi) *Marine Protection Program.* Maintain biodiversity and functional marine ecosystems by incorporating the Peninsula's marine environment into the terrestrial national park. Incorporation of the marine area into the park would specifically aim to halt and reverse threats such as over exploitation of rock lobster, abalone, alikreukel, and certain line fish species, and combat pollution from nutrient loading, sewage, industrial effluents, oil spills, and storm water. A feasibility study would be conducted to incorporate the marine environment into the park, identification of boundaries and legal requirements, public relations and media efforts.
- (vii) *Knowledge Management.* Studies on issues related to park management, the research for which would be derived associated with the M&E system of the project. Study topics were to include: identification of legal mechanisms for securing conservation control of land; land use planning in an urban interface; analysis of visitor use patterns; impacts of management actions on

surface hydrology; cost-benefit analysis of alien plant control methods; restoration of transformed habitats; identification of new biological control agents; and a feasibility study for control of the Himalayan tahr.

4. **Component 2: Expand NGO-managed community-based conservation activities in support of a new national park and throughout the Cape Floral Kingdom by supplementing the capital resources of the Table Mountain Fund operated by WWF-SA.** (Costs at appraisal were estimated at US\$13.0 million; Actual costs were US\$18.75 million, including US\$7 million capital, of which US\$5 million was GEF finance, and associated land donations/purchases for an estimated market value of US\$6 million).

5. **Component 3: Support the preparation of the first comprehensive conservation strategy for the entire Cape Floral Kingdom** (Costs at appraisal was estimated at US\$1.1 million; actual costs were US\$1.8 million. All costs for this component were supplied through GEF finance). This component, managed by WWF-SA, supported the development of a long-term strategy to ensure the conservation of the Cape Floral Kingdom and adjacent marine ecosystems, and to prepare a five year investment program focused on strategic priorities. It addressed for focal areas: terrestrial biodiversity, marine biodiversity and coastal zone management, institutional, legal and policy factors, and financial, economic and social aspects.

IMPLEMENTATION ARRANGEMENTS

6. The project was implemented by two organizations, South African National Parks (SANParks) and WWF-South Africa. SANParks was charged with the implementation of all the activities associated with achieving the project's first objective, by managing the establishment of a new Cape Peninsula National Park, later named the Table Mountain Park. WWF-SA was responsible for ensuring the achievement of the second objective. WWF-SA coordinated the development of the conservation Strategy for the Cape Floral Kingdom. WWF-SA also manages the Table Mountain Fund which financed conservation activities financed by the project directed both at sustaining the Park and the surrounding Cape Floral Kingdom.

Table 1: Cape Peninsula Biodiversity Conservation Project

Development Objectives	Components	Implementing Institution
Rehabilitate and maintain indigenous terrestrial flora and fauna on the Cape Peninsula and marine conservation in immediately surrounding areas.	<i>Cape Peninsula National Park</i>	SANParks
Rehabilitate and maintain indigenous terrestrial flora and fauna on the Cape Peninsula and marine conservation in immediately surrounding areas.	<i>Table Mountain Fund</i>	WWF-South Africa
Development of a conservation strategy for the Cape Floral kingdom, of which the Cape Peninsula forms part.	Strategic Planning for the CFK	Coordinated by WWF-SA

Evaluation Findings

RELEVANCE OF OBJECTIVES

Relevance of the Global Environmental Objective (GEO)

7. The objective of ensuring rehabilitation and sustainable protection of the globally significant flora and related fauna, including the surrounding marine environment, of the Cape Peninsula, and to initiate conservation planning and conservation activities for the entire Cape Floral Kingdom was and remains a **highly relevant** global environmental objective (GEO). South Africa ranks as the third most biologically diverse country in the world and it is the only country to have within its borders an entire plant kingdom: the Cape Floral Kingdom. The Cape area in particular has the highest plant species diversity of any similar-sized temperate or tropical region in the world. The Cape Peninsula is home to over a quarter of the plant species found in the entire Cape Floral Kingdom. The region has more than 9,600 plant species, of which close to 1,400 are endangered or close to extinction. South Africa's coastal habitat is home to 11,000 species of marine animals, of which 3,500 are endemic to the Cape Floral Region.

RELEVANCE OF DESIGN

8. The relevance of design is rated **substantial**. A stand alone World Bank implemented GEF project – it was not blended with IBRD/IDA finance – project design was in line with the overall development strategy for South Africa at the time the project was approved and remains relevant today.

9. Although there was no formal CAS in place at the time of project approval, the project was presented to the Board at the same time the Government of South Africa approved the first World Bank lending operation since 1966, *the Industrial Competitiveness and Job Creation Project*,¹ which outlined (through a Memorandum to the President) the strategic focus of the Bank's program in South Africa at that time. Four priority areas were identified: (1) growth and macroeconomic stability, (2) poverty alleviation, (3) capacity building and (4) regional issues. The *Cape Peninsula Biodiversity Conservation Project* was designed to contribute to the first three priority areas. The establishment and strengthening of the Table Mountain National Park would contribute to economic growth by spurring increased tourism. Disadvantaged communities would benefit from direct employment opportunities inside the Park (the project targeted a 400 person beneficiary group) and through indirect activities generated by increased tourism. Capacity would be strengthened through resources earmarked for the training of small-scale entrepreneurs.

10. Although IBRD continues to engage only to a limited extent with South Africa – mainly through Technical Assistance and Economic and Sector Work -- the Bank's GEF

1. The World Bank extended eleven loans for a total of (then) US\$242 million to South Africa between 1951-1966. Characteristic of this lending period, the Bank assisted South Africa with projects that helped expand the country's rail and harbor systems, together with electricity generation and transmission.

program features a portfolio that integrates job creation and poverty reduction into its conservation projects. An IEG Country Assistance Strategy Completion Report Review (CASCRR) for FY2000-FY2006 found that Bank assistance during this period contributed little to outcomes with respect to employment generating growth. This assessment found, however that this project's design paid attention to employment generation opportunities and entrepreneurial skills creation especially amongst disadvantaged communities, but agrees that the small scale of the operation could not have contributed to overall growth.

11. Although substantially relevant, there were some shortcomings in design which were identified through interviews conducted during the PPAR mission. There appears to have been an imbalance in the attention and resources dedicated to addressing threats associated with rehabilitating the terrestrial flora as opposed to the marine systems. This is in part due to the fact that project preparation was informed by several years of extensive research on terrestrial IAS identification and control conducted by the University of Cape Town in association with the Council for Scientific and Industrial Research (CSIR) and terrestrial IAS eradication was already underway through the Working for Water Program.² However, considering that by one estimate some 30,000 people along South Africa's coast rely on sustained fisheries for their livelihoods, more attention to the impact of the demarcation and enforcement of the marine protected areas (and the development of alternative livelihoods) was warranted.

12. Project design could have also been strengthened by building in a public awareness campaign prior to implementation that could have sought community consensus on such sensitive issues as the removal of pines and the removal of the Himalayan *tahr*. Lastly, although invasive alien species were identified as the biggest threat to the terrestrial biodiversity of the Cape Peninsula at appraisal, over the course of project implementation, a growing crime rate threatened the sustainability of the gains being made by enhancing the management of the park.

13. The overall relevance of this project is **substantial**. The project's objectives were highly relevant from the point of view of conserving global biodiversity. However, as a World Bank implemented project, the design of the project could have been more relevant if some of the risks associated with sustainable livelihoods, particularly in relation to the marine protected areas, were better taken into account. The project could have also conceived a public relations strategy in anticipation of the removal of the invasive fauna and flora (specifically, the Himalayan tahr and the pines). Apportioning a vast amount of the resources towards invasive alien species clearing to rehabilitate the park was a relevant design decision at project conception, however increasing security concerns over the life of the project threatened to weaken revenues from tourism which over time, if not addressed, could threaten the sustainability of the Park (the first objective of this project).

² The Working for Water (WfW) programme, launched in 1995 and administered through the Department of Water Affairs and Forestry, works in partnership with local communities, to whom it provides jobs, and also with Government departments including the Departments of Environmental Affairs and Tourism, Agriculture, and Trade and Industry, provincial departments of agriculture, conservation and environment, research foundations and private companies.

EFFICACY

14. As presented in the first section of this review, this project had two main objectives: (1) ensure rehabilitation and sustainable protection of the globally significant flora and related fauna of the Cape Peninsula including surrounding marine ecosystems, and to (2) initiate conservation planning and conservation activities for the entire Cape Floral Kingdom.

15. The project **substantially** achieved its first objective of ensuring the rehabilitation and sustainable protection of globally significant flora and related fauna of the Cape Peninsula. The specific activities put in place to achieve this aim were the creation of a national park and support for its effective management and support provided to the already existing Table Mountain Fund to expand conservation activities in and around the park.

The Table Mountain National Park

16. The project supported the creation and initial management of a new national park covering about 300 km² of the Cape Peninsula, the Table Mountain National Park.³ IEG held several meetings with SANPARK managers and staff and conducted site visits within and around the park to review project achievement and the current status of park management. IEG found that the project was successful in establishing the foundations for sustainable management and operation of the Park and the globally significant biodiversity contained within. GEF finance included support for several aspects of park maintenance, including invasive alien plant control, environmental education, fire control and management, improved tourist infrastructure, capacity building knowledge management, and a marine protection program

17. *Invasive Alien Plant Control on the Cape Peninsula.* The primary flora associated with the Cape Flora Region is Fynbos, or “fine bush” in Afrikaans. About 40% of project finance was directed towards addressing the underlying threat to biological diversity in the Cape Floral Kingdom, namely the spread of invasive alien species (IAS), in particular the *Acacia Cyclops* and *Acacia Seligma*. The specific aim of the six-year IAS clearing program was to remove the entire infestation of woody, seed-bearing alien invasive plants in the newly designated national park. However, shortly after mid-term, this original objective was deemed to have been “unrealistic” and the target was revised downwards to 85 percent. As explained in the ICR, the unrealistic targets set did not take into account the difficulty of reaching invasive strands that were either at high altitude, or that were deemed to be too dense, and therefore too time consuming or cost-ineffective to clear. Moreover, a large fire that occurred in 2000, around project mid-term, increased the area that needed to be cleared.

18. The design of this activity was based on work already underway through the Working for Water Program, which had financed approximately 1000 ha of clearing in the park prior to the project. Under that program, twenty-two developmental contractors

³ Former South African President, Nelson Mandela, proclaimed the establishment of the Cape Peninsula National Park on Environment Day, May 29, 1998.

from disadvantaged communities were trained in alien species clearing techniques by the University of Stellenbosch's Center for Entrepreneurship. The IAS component of the GEF project sought to extend training and opportunities to a greater number of disadvantaged communities and set the goal that by year 3, 50% of alien clearing work would be outsourced to contractors from disadvantaged communities: 30 contractors would be trained in year 1, 20 in years 2 and 3 with at least 400 jobs created by year 3.⁴

19. Although the quantitative employment targets were surpassed for this activity, several aspects of the contractor program require further consideration if a similar program were to be repeated in a future project. For example, the project introduced a contractor scheme which paid workers for pre-defined pieces of work. Workers interviewed for this assessment in the Red Hill community were concerned that wages paid on this basis were not consistent with standard minimum wage requirements. In addition, the piecemeal contractual approach did not offer job security. IEG understands that the approach was designed in a way that targeted disadvantaged community members and that the wages set were designed to dissuade competition on the open market. As indicated in the ICR, 400 jobs were created to assist with the eradication of invasive alien species in the park. However, IEG learned that job attrition was high because the clearing methods employed by the project were more labor intensive than were expected by participants. On the other hand, IEG also found that the supervised and accredited training of contractors offered an opportunity to community members which, in the absence of the project, would not have been as widely available. While aspects of the procurement and contractual arrangements should be honed in like projects in the future, this was a sound innovation that could potentially be replicated in IAS components in similar biodiversity conservation projects supported by the World Bank. It also offers a follow-up opportunity whereby the Bank could support a "trainers-of-trainers" initiative for accredited contractors: efforts could be made to link this group of beneficiaries to training events hosted by the Global Invasive Species Program (GISP) in Africa and abroad.

20. During its discussions with SANParks, IEG also raised concerns about the manner by which the targets for the IAS activities were being measured and reported. IEG noted that greater emphasis seemed to be placed on recording the number of hectares initially cleared than those that were being maintained. In terms of ensuring the sustainable protection of the peninsula, the latter aim is just as critical as the former.

21. The project was designed to clear 2500 ha of initial infestation per annum with the clearing of all woody alien invasive seed bearing plants by December 2003 so that only a maintenance program would be required thereafter. Data provided by the project confirms that the 85-90% of the park area was cleared at least once. However, site visits conducted as part of this assessment revealed uneven maintenance across some sites that had been cleared during the project period. IEG also witnessed some remaining scattered and stacked piles of brushwood at select sites that had not been removed or burned in situ

4. A review of the contractor program was undertaken by a World Bank senior procurement specialist in March 2002. It revealed some weaknesses in the procurement process related to the contractor program and recommended that the procurement process be tightened. Following the review, a Bank appointed consultant reviewed each contract award against the Bank's procurement guidelines.

(the IEG mission was conducted during the Cape Summer when fires on such sites can be very intense and result in hydrophobic consequences which should be avoided).

22. *Removing Alien Invasive Fauna.* To help meet the objective of ensuring the rehabilitation and sustainable protection of the *fauna* of the Cape Peninsula, the project financed the removal of a non-indigenous, but nevertheless threatened species, the Himalayan Tahr (*Hemitragus jemlahicus*). The underlying objective was to allow for repopulation of the Klipspringer, an indigenous antelope species. According to a former program manager of the Table Mountain Fund interviewed by IEG, removal of the Himalayan Tahr was essential for several reasons. The Himalayan Tahr competes for the same ecological niche occupied by the Klipspringer. It is prone to cause excessive soil and rock erosion as well as severe plant damage. It is also a prolific breeder, and can reproduce at a rate of around 23 percent per annum. An alien species, the Tahr also has no natural enemies on the mountain.

23. Although successful –54 Klipspringers were introduced into the Park after elimination of the Tahr– the intervention was one of the most controversial aspects of the project, generating public outcry amongst animal rights groups and local citizens, some of whom organized themselves under the banner “Friends of the Tahr.” Members of this group challenged the removal of the species in light of the fact that the Tahr have over time become part of the Cape Town heritage. Public outcry was also focused on the manner by which the *Tahr* were being eliminated (i.e. sharpshooting).

24. *Environmental Education.* IEG confirmed that an environmental education program had been put in place by the park. The Table Mountain National Park’s Environmental Experience (EE) Programme aimed at the disadvantaged youth of Cape Town, transported children from schools on the Cape Flats and took them to the Park for educational activities. SANParks confirmed that the Park hosts more than 20,000 students per year. The Park has developed a curriculum and training program for over 500 teachers which has been endorsed by the Western Cape Department of Education. Teachers who participate and pass are qualified to provide environmental education to school children in the Park. The project also helped finance the rehabilitation of educational centers such as the Sunbird Centre in Silvermine, the Bordjiesrif in the Cape of Good Hope section, and the Hoerikwaggo People’s Trail.

25. *Footpaths.* The original project target of rehabilitating 37 footpaths was reduced to 14 in 2003 but by the end of the project, 19 footpaths (87 km) were completed. Resources originally targeted towards footpath rehabilitation were reprogrammed to aid implementation of the invasive clearing effort after a major fire resulted in changed vegetation growth patterns (and subsequent alien growth). In a meeting with SANParks, IEG was presented with an update on the footpath program indicating that 225 km of footpaths had been rehabilitated by December 2007, including 5km of boardwalks, involving an investment of some 205,000 people days over 4 years . As part of the project, SANParks had recruited and trained local community members in footpath construction, in areas such as trimming, rock interventions, boardwalk construction, etc. SANParks continued to finance this activity after project end.

26. *Fire Management.* SANParks prepared a comprehensive fire management plan in 2001. The first prescribed burn to regenerate vegetation and reduce fuel loads from alien vegetation was carried out in April 2002 and was reported to have been highly successful. A volunteer fire fighting unit has been trained which has been deployed during fire fighting operations and link roads were constructed for the specific purpose of supporting fire fighting in the park. Evidence provided by the ICR related to the success of the fire management component was confirmed in a meeting with SANParks, namely that fires after the establishment of the management program are smaller and of shorter duration and fire preparedness and services are much better organized.

27. *Marine Protection Program.* Although the long-term objective of this subcomponent was to maintain biodiversity and functional marine ecosystems by incorporating the Peninsula's marine environment into the terrestrial national park, GEF funds were used to finance the preliminary work of conducting a feasibility study for incorporating the marine environment into the park, identifying boundaries and legal requirements, undertaking a baseline study of reef fish populations, and elaborating a proposal for a marine enforcement pilot program. The Marine Park was proclaimed in 2004, with law enforcement and marine environmental education functions devolved from the Chief Directorate of Marine and Coastal Management, supported by the Marine Living Resources Fund.

The Table Mountain Fund

28. The Table Mountain Fund (TMF), was founded in 1993 by the World Wide Fund for Nature- South Africa (WWF-SA) to mobilize community support for conservation of the Cape Peninsula and to finance small-scale NGO and community-managed conservation initiatives in and around the then Cape Peninsula Protected National Environment. Set up as a capital trust fund, by 1998, WWF-SA had raised almost US\$2 million that, five years after its launch, was generating an annual net income of about US\$100,000. The *Cape Peninsula Biodiversity Conservation Project* supplemented the existing fund with an additional US\$ 5 million to support ongoing conservation of the biodiversity of the Cape Peninsula and its adjacent marine ecosystems and provide an opportunity to expand activities across the broader Cape Floral Kingdom.⁵ The decision to further capitalize the WWF-SA trust fund rather than establishing a separate one allowed the project to utilize existing grant application systems, peer review, project payment tracking and contract management.

29. The original governance structure of the TMF was amended in 2004. Its original six-member Board of Trustees featured two institutional representatives each from WWF-SA, South African National Parks, and the Cape Peninsula National Parks Committee. Trustees served three-year terms with the option of re-nomination. However due to the collapse of the Cape Peninsula National Parks Committee (See Bank Performance section), the Board was restructured with individual representatives

5. Although fungible, GEF funds were only deemed eligible to finance conservation activities across the broader Cape Floral Kingdom, whereas domestic contributions were exclusively focused on the Cape Peninsula. Yet apart from the geographical focus, there did not appear to be any division between fund sources (GEF or domestic) concerning the types of activities deemed eligible for finance, with the exception of the purchase of land (ineligible under GEF guidelines at the time).

(although WWF-SA remains an institutional member). However, the restructured Board, although technically sound and arranged in manner that organizationally promotes coordination, lacks community representation.⁶ As noted in the ICR, the Board should also exercise caution to avoid potential conflict of interests that could arise in relation to the role of WWF-SA, since it is both a service provider and a member of the Board.

30. The project provided US\$5 million of additional capital into the existing Table Mountain Fund managed by WWF-SA to support conservation activities in and around the park system. As of June 2008, the Fund had supported some 81 projects within 7 focal areas: a) Applied Research that Supports Biodiversity Conservation (20); b) Building Environmental Awareness (11); c) Capacity Building(17); d) Conservation Within the Working Lowlands & Urban Areas (7); e) Control of Alien Invasive Species and Restoration of Natural Biodiversity (22); f) Enhancement of the Global Conservation Status of the Cape Floral Kingdom (2); g) Protection of Prioritized Habitats: Terrestrial, Freshwater and Marine (2).

31. Based on a sample of grant investments selected to ensure representative coverage across the six areas of grant eligibility, IEG conducted site visits to 11 projects. IEG visited three projects in the applied biodiversity conservation research category, three environmental awareness projects; three projects involving conservation within the working lowlands and the urban areas; one invasive alien control project and one project mapped to the grant category of protection of prioritized habitats (see Annex B).

32. This review found that while much of the research funded by the TMF is published and peer reviewed in scientific journals, the project lacked a feedback loop to channel research findings into its activities under implementation. Findings from IAS related research funded by the Table Mountain Fund (component B), for example, were not systematically fed into the supervision of IAS clearing and maintenance activities funded by other parts of the project (component A). In other cases, where applied research was conducted in riparian areas, the research offers valuable lessons in regard to the restoration of cleared riparian areas, where current practice mainly relies on the unaided recovery of native species from residual individuals and soil stored seed banks. This research should be more widely disseminated. In the Diep River corridor, home to the critically endangered Cape Flats Sand Fynbos and Endangered Cape Flats Dune Strandveld, IEG met with the then newly appointed conservator to discuss the challenges of environmental management in an area earmarked for development in response to South Africa's vast public housing shortage. Meanwhile, some of the grants in this category reviewed by this assessment were less applied research than an effort to collate existing basic and applied research, such as was the case with the wetlands research conducted of the Moddervlei wetlands.

33. Both through the aforementioned site visits and meetings with the Table Mountain Fund manager and staff, IEG found that it is critical for small conservation oriented grants at the design stage to inform and include the appropriate decision-makers who may eventually need to be involved in land-use planning decision-making if the research is to be expanded. Some of the project sites visits, including Diep River

6. The restructured (2004) TMF Board of Trustees includes two representatives from WWF-SA, 1 from SANParks, 1 from the CAPE Implementation Team, 1 from the Fynbos Forum, and 1 from the City of Cape town.

Corridor, demonstrated good pilot results but their expansion were stymied by a lack of landscape level planning and buy in by relevant decision-makers.

34. Meanwhile, the strategic focus of the Table Mountain Fund improved over the life of the project. This was due to two main factors. Fund staff began to work in parallel on the development of the Cape Action for People and the Environment, or the C.A.P.E. strategy (see below) and the GEF contribution allowed the TMF to extend both its strategic and geographical reach. Beginning in 1999, the Fund began to adopt a more programmatic approach, based on a set of priorities, whereby project and strategic partnership development began to assume a greater degree of importance than before.⁷ In a report produced by early members of the TMF team, it was recognized that one of the most notable changes made following GEF funding and the expansion of the fund was a newly adopted attitude towards the need to work outside of formal conservation areas. This included a drastic shift in the way that WWF-SA had viewed the Cape Flats, an expansive, low-lying, poverty stricken area situated to the southeast of Cape Town. Referred to as the “triage rule”, the WWF-SA strategy did not direct funds to the Flats, despite the fact that the area presents an opportunity to work on Lowland Fynbos rehabilitation as well as presenting an array of conservation oriented livelihood opportunities. As noted in the ICR, it is important that the TMF, now a signatory to the C.A.P.E. Memorandum of Understanding, continue to directly support implementation of the C.A.P.E. strategy (discussed below). A TMF Strategic Plan drafted at the time of project closure supports this.

35. The project was **Highly Effective** in achieving its second objective, of initiating conservation planning and conservation activities for the entire Cape Floral Kingdom. A Cape Action Plan for the Environment (CAPE 2000 Strategy) was completed in 2000. As noted by the ICR, the CAPE strategy presented a first serious attempt to apply the Convention on Biodiversity (CBD) ecosystem approach to conservation, and catalyzed a paradigm shift from species-based and “in-park” conservation management approaches to landscape-level conservation strategies and activities across the country.

36. The scientific approach adopted by CAPE, the first of its kind in the world, pioneered a new way of identifying biodiversity priorities. It designed a scientifically defensible protected area network, and stimulated a focus on the Cape Lowlands as a conservation priority. Both the National Spatial Biodiversity Assessment (2004) and the National Biodiversity Strategy and Action Plan (2005) incorporated insights and lessons from the project.

37. According to the *Evaluation of GEF Activities in South Africa (1997-2008)* conducted just prior to this assessment, the CAPE strategy has also influenced landscape and bioregional planning in the Subtropical Thicket Ecosystem Project, Succulent Karoo Ecosystem Project, and National Grasslands Biodiversity Program, as well as projects in the Eastern African Marine Ecoregion (Kenya, Tanzania, and Mozambique), Central

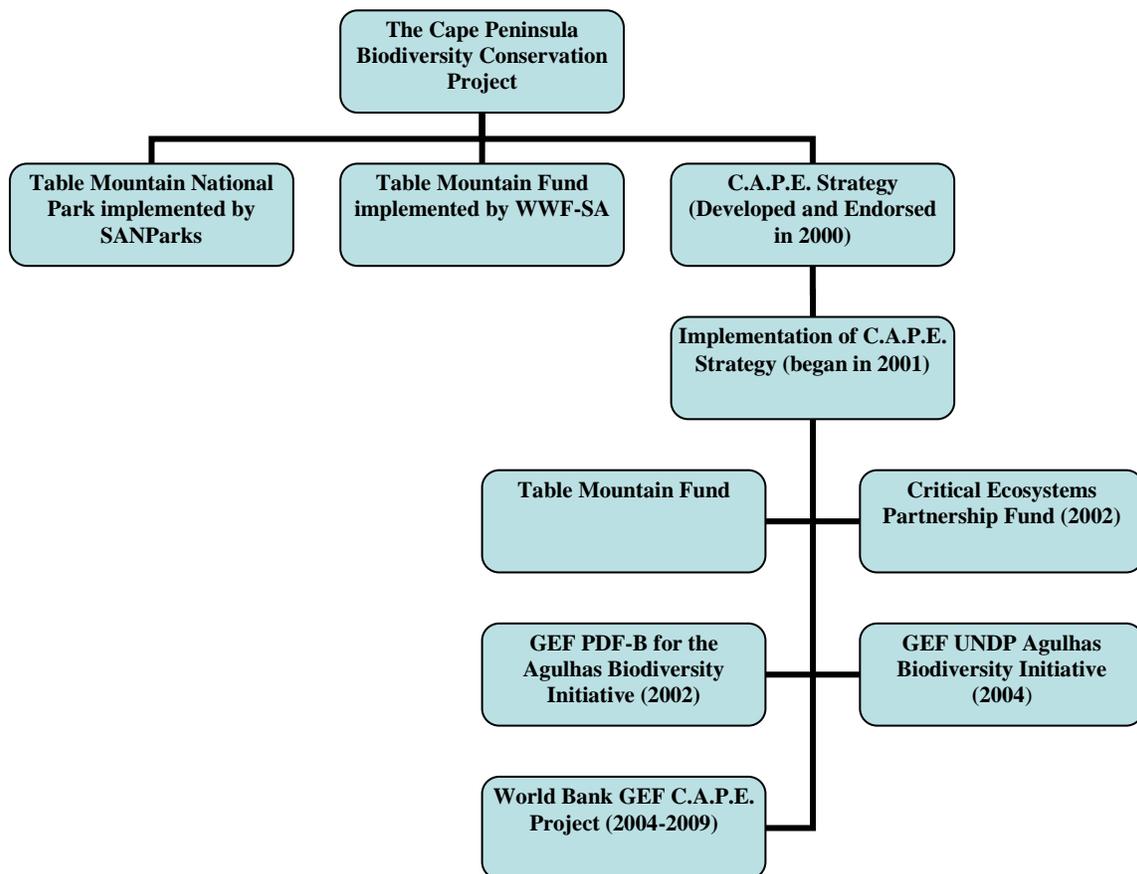
8. Beginning in 1999, the TMF adopted a set of six priorities against which grants could be approved and funded. These priorities were: 1) Protection of Prioritized Habitats; (2) Conservation of CFK lowlands; (3) Environmental awareness; (4) Management of alien vegetation; (5) Applied Research and Institution Building; (6) Enhancement of the Global Conservation Status of the CFK.

Annamites (Vietnam), and Eastern Africa Coastal Forests, and the dryland ecoregional programs of the World Wide Fund for Nature (WWF 2006).

38. A Memorandum of Understanding (MOU) on the implementation of the C.A.P.E. strategy was signed in 2001 by key government departments, NGOs, and statutory conservation bodies. The Department of Environmental Affairs and Tourism is designated as the lead agent at the national level.

39. The implementation phase of the C.A.P.E. strategy began in 2001. Currently under implementation, the formulation of the strategy has served as a coordination mechanism for multi-donor support, ensuring a spatial approach to conservation planning. The following diagram demonstrates the various project instruments and funding mechanisms that have been catalyzed to assist with the implementation of the strategy, including a follow-on World Bank implemented GEF project entitled the *C.A.P.E. Biodiversity Conservation and Sustainable Development Project*.

Figure 1: Project instruments and funding mechanisms



40. Overall project efficacy is rated **substantial**. The project substantially achieved its objectives. It substantially achieved its first objective of ensuring the rehabilitation and sustainable protection of globally significant flora and related fauna of the Cape Peninsula. The project successfully fast-tracked the establishment of a national park. The

project's support for the consolidation of different categories of public and private lands and for the merger of the more than a dozen conservation authorities into a single entity helped to put in place a sound park management system. The project aimed to ensure the rehabilitation of the native *Fynbos* on the Cape Peninsula– the primary flora associated with the Cape Floral Kingdom, the smallest of the six floral kingdoms on Earth – by eradicating 100% of the invasive alien species in the project area. While the project fell short of its target, due to the ambitious nature of the target but also due to implementation delays associated with a large fire, the project was highly effective in achieving its second objective, the initiation of conservation planning and conservation activities for the entire Cape Floral Kingdom.

EFFICIENCY

41. Overall Efficiency of the project is rated **Substantial**. While this project was financed with a US\$12.3 million grant from the Global Environment Facility, interviews for this review attested that the grant was critical in catalyzing both political and financial domestic support for the effective creation of the national park. Total actual project costs, which were derived mostly from domestic support were equivalent to US\$105.67 million. The GEF grant helped to fast-track the consolidation of lands needed for the effective conservation of the native flora and fauna of the Cape Peninsula and it facilitated the merger of numerous management bodies into a streamlined system of park management, namely SANPARKS. As discussed below, economic studies conducted of the park have demonstrated that it is financially self-sustaining and contributes to the overall economy of Cape Town. In fact, Table Mountain National Park is now the second most profitable of the twenty-two parks run by SANParks in South Africa. Additionally, with less than US\$1 million directed towards the development of the Cape Strategy, the GEF grant has helped to put in place a landscape level action plan identifying the priority areas for conservation of the Cape Floral Region around which several donors have coalesced. The specific findings regarding the cost-effectiveness of select project activities are discussed below.

The Economic Impact of the Establishment of Table Mountain National Park

42. The project did not conduct an economic or financial rate of return analysis. However, the Table Mountain National Park (SANParks) commissioned a study in 2004, by the University Of Cape Town Graduate School Of Business to assess the macroeconomic impact of the Park.⁸ IEG reviewed the study and interviewed members of the assessment team during its mission. The assessment found that Park operations have had a significant macroeconomic effect on Cape Town, the Western Cape, and South Africa. After taking into account all multiplier effects, the assessment estimated that expenditure at the Park had made a cumulative contribution to Gross Domestic Product of R 377 million during the lifetime of the project (1998-2004) including a contribution of R132 million to the area's Gross Geographic Product (GGP), the provincial equivalent of GDP. Several efficiency gains were achieved as a result of the declaration and

⁸ , (Standish, B. et al, *The Economic Contribution of the Table Mountain National Park (October 2004)* (this reference should probably go in a footnote rather than in the main text),

unification of the Park and the transfer of its management from some fourteen agencies within the City of Cape Town SANParks. The assessment cited a reduction of duplication of overheads and services; personnel rationalization; increased ability to leverage funding; and a freeing up of City resources. While the number of people employed in the operation and management of the Park decreased, investment in the park directly created and sustained between 300-600 jobs (between 103-158 indirect jobs were also created during the project period as a result of operational and project expenditures).

Cost-Effectiveness of the Table Mountain Fund

43. The decision to channel project funds through an already existing fully operational trust fund in South Africa was a highly efficient aspect of project design. The decision eliminated the initial costs necessary for establishing such a fund, including its administrative and allocative mechanisms. GEF funds did not finance salaries of permanent staff employed by WWF-SA. Rather time spent by WWF-SA staff was incorporated into the operating costs of the Fund.

Cost-Effectiveness of Invasive Alien Species Clearing

44. At project appraisal, the spread of invasive alien species, particularly, *Acacia cyclops*, was deemed the greatest threat to the integrity of the unique biodiversity of the Cape Peninsula. For this reason, a significant share of project resources, through components 1 and 2, were directed towards the clearing of invasive alien species. As recognized by the project, the cost of vegetation control rises quickly with the density of the stand. The PAD estimated the costs of initial clearings – from US\$90 per hectare for a lightly infested stand to about US\$1,200 for a heavily infested hectare. The heavy-up front investment to initially clear was justified on the basis that, once cleared, maintenance costs would be much more moderate. Follow-up annual maintenance of a lightly infested stand was estimated to cost approximately US\$16 per hectare. . Follow-up maintenance on a dense stand would cost approximately US\$500 per hectare. The Project Appraisal Document stated that these costs would only “decrease thereafter.” Project documentation indicated that most areas were only lightly infested, so that the annual follow-up cost would amount to about one-fifth to a quarter of the initial clearing investment. The project, including the separate economic analysis conducted, lacks analysis of the comparative efficiency or cost-effectiveness of identifying and applying appropriate or alternative clearing techniques, including mechanical, chemical, and/or biological control methods. As initial clearing progressed, the project lacked a systematic evaluation of its IAS operations that, if performed, could have resulted in recommendation of ways to enhance efficiency for clearing of like species in similar sites.

Monitoring and Evaluation

M&E DESIGN

45. One of the “lessons learned” from this project, as reported in the ICR, is to “avoid over-design.” According to the ICR, the project “benefitted from a broad-brush Log frame, which clearly set out the project objectives and key performance indicators but avoided detail (10% design and 90% implementation).” This assessment concurs with the original IEG ICR Review comment that the log frame originally established for the project was actually quite detailed and, even so, this may not be a general lesson that is useful to extend to other World Bank administered GEF biodiversity projects.’ The design of the project’s M&E system is rated by this assessment as **substantial**, since it was comprehensive in its coverage of all of the project’s components, with one caveat related to the monitoring and reporting of its IAS components. The project log frame was designed with clear, measurable indicators in relation to the “clearing” aspects of the IAS component however the log frame lacks indicators that measure maintenance, or the regeneration or rehabilitation of the native flora (particularly relevant for dense strands).⁹

M&E IMPLEMENTATION: PUTTING AN ENVIRONMENTAL MANAGEMENT SYSTEM IN PLACE

46. The project successfully assisted with the development and initial implementation of an Integrated Environmental Management System, based on ISO 1400. The system has begun to collect information on the legal mechanisms for securing conservation easements, analysis of visitor use patterns, impacts of management actions on surface hydrology, identification of new biocontrol agents etc. As a result of the integrated environmental monitoring system which was supported by the project, several aspects of park maintenance are now monitored and evaluated regularly. M&E implementation is rated **substantial**.

M&E Utilization

47. Several adjustments were made to the project during implementation as a result of monitoring and evaluation exercises. An evaluation commissioned by the Park in 2004 of GEF-financed materials developed as part of the Environmental Education subcomponent led to changes in the teachers’ workshop format and in the production of model lesson plans. Detailed fire records are now maintained and mapped regularly and the Fire Risk Map is updated annually. Annual fire management evaluations are conducted in order to prepare for the next fire season and to plan for prescribed burns.

10. The project log frame (PAD Annex 1) was designed with clear, measurable indicators in relation to the “clearing” aspects of the component. Key performance indicators include “...the removal of...*all* invasive alien seed bearing plants. by year 6.... [so that]... all natural areas previously infested with invasive aliens [would be] in maintenance by year 6.” A specific quantitative target is provided of “2500 ha/year of land cleared of initial infestation of alien invasive species.” No such target, however, is provided for maintenance, nor are there any qualitative indicators to address any of the risks identified by the project associated with the quality of clearing activities (which are often site and species specific).

Erosion monitoring has led to the revision of the Footpath Development Manual. The park monitors the status of the invasive alien species clearing activities. However, as noted in meetings with SANParks, a stronger link needs to be established between the monitoring of IAS clearing and that of the impact that clearing activities have on biodiversity. At the time of this assessment, IEG was informed that an IAS clearing monitoring and evaluation system was under development, to assess impact and enable adaptive management on an ongoing basis. M&E utilization is rated **substantial**.

48. The design, implementation, and utilization of the project's Monitoring and Evaluation system are rated **substantial**.

BANK PERFORMANCE

Quality at Entry

49. The quality of project entry is **Satisfactory**. This project was designed to strengthen existing initiatives, such as the Table Mountain Fund and the ongoing conservation of the Cape Peninsula. The decision to further capitalize an existing conservation fund managed by WWF-SA was practical and engendered efficiencies that could not have been achieved by creating a separate stand-alone fund by this one GEF project. The capacity building and job creation aspects of the project were in line both with the holistic manner that South Africa manages its twin objective of biodiversity conservation and poverty alleviation and the Bank's mission.

50. Project preparation benefited from a US\$85,000 PDF-B grant that financed a set of studies executed by the South African National Parks Board. These studies were designed to provide baseline information for the conservation activities that would be undertaken by the project. Study topics included: conservation threats and strategic priorities in the Cape Floristic Region; marine biodiversity and the proposal of a pilot marine conservation program; alien plant control options assessment and research program; environmental information and monitoring and evaluation systems; park management budget and financial projections; and trust fund project approval mechanisms.

51. However, as discussed in the section on the relevance of project design, quality of entry could have been strengthened by increased attention to marine livelihood issues, enhanced attention to seeking public consensus on sensitive issues related to the removal of pines and the Himalayan tahr.

Quality of Supervision

52. Supervision is rated Satisfactory. World Bank supervision missions were consistent in their focus on the need to ensure a financially secure future for the park system, including the maintenance of the areas cleared of invasive species. Discussions with SANParks concerning the financial sustainability of the park were launched during the early stages of project implementation. Partly as a result of the emphasis placed on the financial sustainability of the park from the early phases of project implementation, Table Mountain National Park is now the second most profitable of the 22 parks run by

SANParks. Annual park revenue from admissions increased from a level of US\$2 million at project start to about US\$8.6 million at project closure. (At project close, the park was generating about US\$2 million over and above its operating budget). The project underwent an independent audit, conducted by Price Waterhouse Cooper, that met Bank requirements per the World Bank Guidelines.

53. The Bank supervision team also worked closely with the managers and staff of the Table Mountain Fund. The value of the South African Rand fluctuated greatly over the lifetime of the project. Early on, due to a significant depreciation of the Rand, the value of the Fund far surpassed initial fund-raising goals. Bank supervision helped to identify and move forward a proposal to expand the scope of TMF-funded activities at a faster pace than was expected. Bank supervision was critical again, in 2003, when the Fund experienced a sharp devaluation (reflecting a “paper loss” of US \$1 million) due to currency fluctuations and a general downturn in markets. Per guidance provided by the Bank, the TMF moved swiftly to devise a more diversified and lower risk investment strategy.

54. Bank supervision missions also flagged and helped correct for other issues, including delayed execution of an expected financial contribution for invasive alien clearing from SANParks as well as a “surplus funds” issue. During an early supervision mission, the Bank observed that the financial reporting system employed by SANParks did not clearly identify charges to the Park for corporate services and that, instead, a “surplus” was registered that was then transferred to SANParks headquarters in Pretoria. To the extent that this “surplus” *de facto* was a subsidy to the central park structure, this presented difficulties from the GEF project perspective. Bank supervision emphasized that any “real” surplus generated by the park should be used for investment in the park itself.

BORROWER PERFORMANCE

55. Overall Borrower performance is rated **Satisfactory**.

56. **Government Performance is rated Highly Satisfactory.** The Government of South Africa demonstrated a high degree of ownership of the project. It approved and enacted several pieces of supportive legislation including a new Biodiversity Act, a Protected Areas Act, a National Veld and Forest Fire Act, alien species control legislation, marine protection legislation and legal protection of both the Table Mountain National Park and some of its associated Marine Protected Areas.

57. **Implementing Agency Performance is Rated Satisfactory.** The project was implemented by two agencies, the South African National Parks (SANParks) and WWF-SA. The former was charged with overseeing the implementation of all project subcomponents associated with the establishment and maintenance of the Table Mountain National Park. WWF-SA was charged with managing the Table Mountain Fund and coordinating the Cape Strategy. SANParks performance was satisfactory, in relation to the overall management of the park. However its performance revealed some shortcomings in relation to its management of the community forums that had been assembled to provide local voice and advice to enhance the management of the newly

created park system. A committee called the Cape Peninsula National Park Committee was assembled for the purpose of engendering a high level of ownership and community-level participation in the nascent park management arrangements, particularly regarding the social dimensions of park management, as well as to seek technical feedback from qualified local scientists on environmental aspects, such as Fynbos Management. However the committee was never fully utilized and was disbanded by DEAT in 2003. Interviews with committee members revealed that instead of disbanding the committee, its composition could have been revisited to enhance the relevance of its skill mix to better serve park management needs. This would have maintained the advisory role envisioned for key community members who have had a long-standing stake in land use decisions in and around the park

58. The fund was managed by WWF-SA in a highly satisfactory manner. Financial asset management has been successful and funds have been utilized in a strategic and cost-effective manner. The development of the co-financing criteria for the grant applications was successful in leveraging additional support for conservation activities. The fund was audited by an external firm annually. This assessment nevertheless observed that there is room for enhanced coordination between the TMF and the small grants mechanism administered by the Critical Ecosystem Partnership Fund in South Africa, particularly in relation to programs being implemented in the Cape Flats. WWF-SA also carried out a highly successful oversight and coordination effort of Cape Action Plan for the Environment, or the Cape 2000 Strategy.

SAFEGUARDS

59. The project triggered four Bank safeguard policies: Environmental Assessment (OP4.01), Natural Habitats (OP 4.04), Forestry (OP 4.36) and Pest Management (OP 4.09). Although not triggered, the issue of resettlement arose during project design in reference to one community that was relocated by the Government of South Africa to an area outside the park perimeter just prior to its demarcation. The assessment found there to be no violation of safeguards; issues that arose concerning two operational policies, namely environmental assessment and resettlement, are relayed below:

60. **Environmental Assessment** The World Bank engaged in a discussion with SANParks during the preparation/appraisal stage of the project about the plausibility of implementing an Environmental Management System (EMS) in accordance with ISO 14001 in all of the national parks in South Africa. As the initial manager of this project noted, there is a common belief that biodiversity conservation projects and projects financing support for institutions and agencies in charge of managing parks and reserves, do not need Environmental Assessments since their objective is to protect the environment. However, experience suggests otherwise. Many of the institutions and agencies that the Bank helps to build or strengthen do not always have a good track record in terms of infrastructure development, energy, water and waste management systems. They also lack the authority and sometimes the capacity to monitor environmental management in private joint ventures within the park or across adjacent areas. Triggered by this discussion which was held initially as part of the Cape Peninsula Biodiversity Conservation Project, SANParks agreed to prepare and implement an Environmental Management System for the Table Mountain Park, and then to extend the

system to all the parks in South Africa (after first rolling it out in Kruger, Golden Gate, and Tsitsikamma National Parks). SANParks became the first agency in Africa to adopt an overall EMS approach and then disseminated it in the region.

61. In addition to the environment management system, a separate project specific Environmental Assessment was prepared by the University of Cape Town Environmental Evaluation Unit (EEU). It was circulated to interested NGOs for comment. The EEU of UCT continued to be involved as an independent party to review implementation of the associated Environment Management Plan on an annual basis, advise the National Parks Board and WWF-SA accordingly and participate in the EIAs for infrastructure works.

62. **Resettlement** Although OP 4.10 was not triggered, the PAD indicated that for the purpose of establishing or managing the park, the Redhill Squatter Community, some 125 families who live on private land (14 ha) adjacent to the future park, had elected to relocate to land which falls outside the proposed park boundaries prior to initializing the establishment of the park. IEG visited the Red Hill community, many residents of which were given contracts by the project to do invasive alien species clearing. The assessment learned that although an appropriate site for relocation was appointed by the State, as a result of negotiations that have been on-going for six years, the community had not been moved to the location promised.

RISK TO DEVELOPMENT EFFECTIVENESS

63. Risk to development outcome is rated as negligible to low. The project helped to secure national park status for the Table Mountain National Park, which encompasses an area of some 25,000 hectares or 83 percent of the land targeted for consolidation. The Table Mountain National Park is now financially sustainable; the Park is protected through legislation; its environmental education program has been mainstreamed within the curriculum of the provincial Department of Education; and newly adopted legislation requires effective wildfire management by the Park and other agencies.

64. The Table Mountain Fund is considered a model fund that, according to the GEF, is outperforming targets for project funding and has provided extensive catalytic resources. GEF financing was a small portion of overall financing for this project; almost all Park co-financing was of domestic origin (national) and the Table Mountain Fund and WWF-SA raised a significant level of co-financing apart from the GEF, signaling strong commitment for conservation activities on and around the Cape.

65. The CAPE strategy prepared under the project is now under implementation and funded through several projects, including two GEF projects, the Cape Action Plan for the Environment Implementation Program and the Agulhas Biodiversity Initiative. Potential risks that will require mitigation in the future include the continued financing and support for the maintenance of the areas cleared of invasive alien species continued urban expansion, and the security issues that have arisen over the course of project implementation that could affect tourism in the park.

66. IEG's field visit included a briefing on the increased security concerns in and around Table Mountain National Park. IEG was informed that, from 2000 to 2004, there

were a series of criminal attacks around the Noordhoek wetlands and beach located in the Table Mountain National Park. The park employed a service, Cybertracker, to help the police and park rangers set up a monitoring program to track and try to prevent the attacks. This system helped to increase the number of arrests shortly after it was implemented in 2004 and was reportedly responsible for preventing several attacks from occurring thereafter.

LESSONS LEARNED

67. **In countries where the World Bank does not have an active lending program, it may consider the benefits of implementing grant financing from the Global Environment Facility, if available, in a manner that integrates global environmental and poverty alleviation objectives.** Landscape restoration activities, such as invasive alien clearing, offer opportunities for both conservation of native flora and fauna and job creation and entrepreneurial skills development, if the project is designed to target disadvantaged communities. If designed correctly, members of communities trained to clear IAS in key biodiversity sites can also engage in annual maintenance, however recurrent funding is required and few countries apart from South Africa have yet to assign a high national priority to the activity.
68. **Efforts to restore native flora and fauna should take into account both the level of public awareness and competing public values concerning invasive alien species.** Biodiversity values will need to be balanced against other public use values such as recreation, as in the case of the decision to remove the pine trees from Table Mountain National Park. A decision to eradicate one alien species in favor of another native one – such was the case concerning the removal of the Himalayan tahr in favor of the Klipspringer – should be vetted publicly and options other than eradication should clearly be considered. Public consultation and consensus building campaigns can help to determine the optimal level of eradication of local flora and fauna that will benefit the biodiversity agenda and secure community support for local conservation efforts.
69. **Projects that finance research, whether basic or applied, should include a mechanism to adapt research findings into ongoing implementation of complementary project activities.** A heavy investment was made in invasive alien species clearing and rehabilitation, both through a subcomponent of this project and through several applied research grants funded by the Table Mountain Fund. This research was published and disseminated, but not systematically incorporated into the ongoing overall program. A mechanism was also needed to channel information arising from implementation to update the Table Mountain Fund’s grant proposal processes to align it with program needs – i.e. so that the Fund could effectively serve as a think tank for on-the-ground project implementation.
70. **Managing a small grant mechanism for biodiversity conservation requires an investment in project development to assure that the fund as a whole is geared toward achieving its programmatic (and landscape) goals.** Project development necessarily involves thinking about partnerships, often at the design stage, since the right combination of actors will be needed to apply and adapt research beyond the small pilot applications supported by a fund such as the TMF. A range of partners should be brought

into the project development process, including local land use decision makers in the government and/or conservation agencies, community based organizations and NGOs that can provide follow-on resources, universities interested in furthering the research aim, donors, and the private sector. Since applied research will need to be adapted and scaled-up, getting buy-in from those key constituents that are charged with land-use decisions up-front can help to prioritize grant approval processes and can contribute to enhanced sustainability of the outcomes of successful interventions.

Annex A. Basic Data Sheet

CAPE PENINSULA BIODIVERSITY CONSERVATION PROJECT (TF-28321, TF-28322, TF-28956)

Key Project Data (amounts in US\$ million)

	<i>Appraisal estimate</i>	<i>Actual or current estimate</i>	<i>Actual as % of appraisal estimate</i>
IDA Credit	12.3	12.19	99.0
Cofinancing	1.00	1.46	146.0
Government and Other	77.9	92.02	118.4
Total project cost	91.20	105.67	115.9

Cumulative Estimated and Actual Disbursements (US\$ million)

	FY98	FY99	FY00	FY01	FY02	FY03	FY04	FY05
Appraisal estimate	5.9	7.0	8.4	9.7	10.9	12.3	12.3	12.3
Actual	0.0	6.0	8.0	9.7	10.3	11.2	11.6	12.2
Actual as % of estimate	0.0	86.0	95.0	100.0	94.5	91.0	94.3	99.2

Project Dates

	<i>Original</i>	<i>Actual</i>
Departure of Appraisal Mission		06/15/1997
Appraisal		11/05/1997
Board approval		02/17/1998
Effectiveness	06/01/1998	06/01/1998
Mid-Term Review	09/14/2000	09/24/2000
Closing date	06/30/2004	06/30/2005

Staff Inputs (staff weeks)

	<i>Actual/Latest Estimate</i>	
	<i>N° Staff weeks</i>	<i>US\$US\$('000)</i>
Identification/Preparation	13.2	79.0
Appraisal/Negotiation	42.8	230.0
Supervision	52.6	289.0
Completion (ICR)	2.6	31.0
Total	111.2	629.0

Mission Data

	<i>Date (month/year)</i>	<i>No. of persons</i>	<i>Specializations represented</i>	<i>Performance rating</i>	
				Implementation status	Development objectives
Identification Preparation	04/1997	5	Team Leader, Environmentalist, Environmental Economist, Ecologist, Financial Management Expert, Sociologist/Anthropologist		
Appraisal/ Negotiation	09/1997 – 10/1997	4	Task Team Leader, Environmentalist, Environmental Economist, Counsel, Financial Management Expert		
Supervision 1	04/1999	1	Task Team Leader	S	S
Supervision 2	10/1999	4	Task Team Leader, Senior Financial Management Specialist, GEF Regional, Operations Analyst	S	S
Supervision 3	05/2000	2	Task Team Leader, Senior Environmental Specialist	S	S
Supervision 4	10/2000	6	Task Team Leader, Project Assistant, Financial Management Assistant, Senior Financial Management Specialist, Conservation, Senior Environmental Specialist	S	HS
Supervision 5	04/2001	3	Task Team Leader, Senior Financial Management Specialist, Senior Environmental Specialist	S	HS
Supervision 6	10/2001	2	Task Team Leader, Senior Environmental Specialist	HS	HS
Supervision 7	05/2002	4	Task Team Leader, Financial Management, Overall support, Environment Consultant	HS	HS
Supervision 8	12/2002	3	Task Team Leader, Environment Consultant, Actuarial Specialist	HS	HS
Supervision 9	04/2003	2	Task Team Leader, Environment Consultant	S	S
Supervision 10	11/2003	2	Task Team Leader, Environment Consultant	S	S
Supervision 11	02/2004	2	Task Team Leader, Environment Consultant	S	S
Supervision 12	11/2004	2	Task Team Leader, Environment Consultant	S	S
ICR	01/2006	2	Lead Operations Officer, Consultant	HS	HS

Performance Rating: S: Satisfactory; HS: Highly Satisfactory

Annex B. Table Mountain Fund Programme Portfolio

Table Mountain Fund (TMF) Programme Portfolio

- Total Number of TMF Projects: 81
 - TMF Investments Themes: 7
- A. Applied Research that Supports Biodiversity Conservation (20)
- B. Building Environmental Awareness (11)
- C. Capacity (17)
- D. Conservation Within the Working Lowlands & Urban Areas (7)
- E. Control of Alien Invasive and the Restoration of Natural Biodiversity (22)
- F. Enhancement of the Global Conservation Status of the Cape Floral Kingdom (2)
- G. Protection of Prioritized Habitats: Terrestrial, Freshwater and Marine (2)

Project Number (IEG)	TMF Code	ZA Project Title	Topic	Responded	Field Visit Conducted
1	ZA 5028	Cape Fold Mountain Region - A Centre of Diversity for Endemic Freshwater Fish	Applied Research that Supports Biodiversity Conservation	No	
2	ZA 5063	GENETIC Diversity and Conservation Status of Reptiles and Amphibians of the Cape Fold Mountains	Applied Research that Supports Biodiversity Conservation	No	
3	ZA 5061	The Distribution of Relictual Gondwanan Invertebrate Fauna of South Africa	Applied Research that Supports Biodiversity Conservation		
4	ZA 5071	Biodiversity & Ecological Significance of Moddervlei - A Partially Restored Seasonal Wetland on the Cape Flats	Applied Research that Supports Biodiversity Conservation	Yes	Yes
5	ZA 5107	A Genetics Evaluation of the Endangered Leucadendron Levisanus & Moraea Aristata with implication for Restoration & Management	Applied Research that Supports Biodiversity Conservation		
6	ZA 5022	Population Viability of Clanwilliam Cedar	Applied Research that Supports Biodiversity Conservation		
7	ZA 5015	Effects of Alien Plant Invasions on Fynbos Seed Banks - Implications for Restoration	Applied Research that Supports Biodiversity Conservation	Yes	Yes
8	ZA 5054	Optimal Ground Preparation Methods for Sand Plain Fynbos Restoration	Applied Research that Supports Biodiversity Conservation	Yes	Yes
9	ZA 5044	Rehabilitation of Rondegat River	Applied Research that Supports Biodiversity Conservation	Yes	No
10	ZA 1022	Cape Peninsula Visitor and User Survey	Applied Research that Supports Biodiversity Conservation		
11	ZA 5091	Conservation of the Black Harrier in South Africa	Applied Research that Supports Biodiversity Conservation		

Project Number (IEG)	TMF Code	ZA Project Title	Topic	Responded	Field Visit Conducted
12	ZA 5026	Wetland Classification for the "Ecological Reserve" in the Western Cape (Classification & Evaluation of Wetlands in the Western Cape)	Applied Research that Supports Biodiversity Conservation		
13	ZA 568.1	Baboon Management Strategy	Applied Research that Supports Biodiversity Conservation	Yes	No
14	ZA 5075	Sustainable Harvesting Practices of Wild Rooibos in the Suid Bokkeveld. Northern Cape, SA	Applied Research that Supports Biodiversity Conservation	No	
15	ZA 5096 (& ZA 5096.1)	Assessment of the Reintroduction of Klipspringer into TMNP	Applied Research that Supports Biodiversity Conservation	No	
16	ZA 5094	Conservation of the Endemic Invertebrate Fauna on the Cape Peninsula	Applied Research that Supports Biodiversity Conservation	Yes	No
17	ZA 1361	Increasing the Resilience of Small Scale Rooibos Tea Farmers to Climate Change	Applied Research that Supports Biodiversity Conservation	Yes	No
18	ZA 5007	Conservation of Pocket Afromontane Forests on the Cape Peninsula	Applied Research that Supports Biodiversity Conservation	No	
19	ZA 1013	Medicinal Use of Fynbos	Applied Research that Supports Biodiversity Conservation		
20	ZA 552	Boundaries of Protected Areas: Cape Peninsula Park	Applied Research that Supports Biodiversity Conservation	No	
21	ZA 500	Central & Southern Peninsula Footpaths	Applied Research that Supports Biodiversity Conservation	No	
22	ZA 5035	Vegetation Restoration in the Renosterveld	Applied Research that Supports Biodiversity Conservation		
23	ZA 5016	Cape Envirolink Publication	Building Environmental Awareness		
24	ZA 5013.B	Baviaanskloof Conservation Area - Community Participation	Building Environmental Awareness		
25	ZA 5001	NBI: Kirstenbosch Outreach Greening Programme	Building Environmental Awareness	Yes	Yes
26	ZA 535	Peninsula Mountain Forum: Core Support	Building Environmental Awareness		
27	ZA 5021	Zeekoevlei EE Project	Building Environmental Awareness		
28	ZA 5077	False Bay Ecology Park EE Project	Building Environmental Awareness		
29	ZA 5066	Pride of Groendal	Building Environmental Awareness		
30	ZA 5093	Handbook to Guide the Formulation of Public/Private/ Civil Society Partnership	Building Environmental Awareness		
31	ZA 5003	Pride of Table Mountain	Building Environmental Awareness		

Project Number (IEG)	TMF Code	ZA Project Title	Topic	Responded	Field Visit Conducted
32	ZA 5112	Extending the Fynbos Forum Research Strategy	Building Environmental Awareness	Yes	Yes
33	ZA 5113	Fynbos Management Handbook	Building Environmental Awareness	Yes	Yes
34	ZA 5109 & ZA 5109.1	GIS: Reconnecting Youth with Nature	Building Environmental Awareness	Yes	No
35	ZA 1333.F	Ecoschools Programme: Kirstenbosch & Bethelsdorp Fynbos Nodes	Building Environmental Awareness		
36	ZA 5105	Hoerikwaggo Mountains in the Sea: Coffee Table Book	Building Environmental Awareness	Yes	No
37	ZA 588	Kogelberg Biosphere Environmental Education	Building Environmental Awareness	No	
38	ZA 307.A	Protea Atlas	Building Environmental Awareness		
40	ZA 307.B	Protea Atlas	Building Environmental Awareness		
41	ZA 5114	Botanical Post with the Custodians of Rare & Endangered Wildflowers (CREW) to Support CapeNature	Capacity		
42		CEPF Capacity Building Programme	Capacity		
43	ZA 593	Cape Lowlands: Incentives for Private Land Owners to Conserve Rare Habitats	Conservation Within the Working Lowlands & Urban Areas	Yes	No
44	ZA 5012	St Francis Coastal Open Space System - SCOSS	Conservation Within the Working Lowlands & Urban Areas		
45	ZA 5086	Harmony Flats Expansion Project - Botanical Survey	Conservation Within the Working Lowlands & Urban Areas	Yes	No
46	ZA 5018	Cape Lowlands Conservation Programme	Conservation Within the Working Lowlands & Urban Areas	Yes	No
47	ZA 5040	Nelson Mandela Metropolitan Open Space System: A Strategic Conservation Plan	Conservation Within the Working Lowlands & Urban Areas	No	
48	ZA 5110	Diep River Fynbos Corridor	Conservation Within the Working Lowlands & Urban Areas	Yes	Yes
49	ZA 5106	Biodiversity in Environmental Assessment	Conservation Within the Working Lowlands & Urban Areas	No	
49	ZA 5122	Workshop to Determine Rapid Assessment Methods for Renosterveld	Conservation Within the Working Lowlands & Urban Areas	Yes	No
50	ZA 5079	Bethelsdorp Community Conservation Project: Plan & Implementation Strategy Development	Conservation Within the Working Lowlands & Urban Areas	No	
51	ZA 5048 (&ZA 5048.1)	Cape Flats Nature	Conservation Within the Working Lowlands & Urban Areas	Yes	Yes

Project Number (IEG)	TMF Code	ZA Project Title	Topic	Responded	Field Visit Conducted
52	ZA 5099	Mainstreaming Biodiversity on the Cape Flats	Conservation Within the Working Lowlands & Urban Areas	Yes	Yes
53	ZA 597	Alien Vegetation Control: Silvermine Nature Reserve	Control of Alien Invasive and the Restoration of natural Biodiversity	Yes	No
54	ZA 420.65	Table Mountain: Redhill Fynbos Restoration Project	Control of Alien Invasive and the Restoration of natural Biodiversity	Yes	Yes
55	ZA 5004	Training Volunteer Alien Clearers	Control of Alien Invasive and the Restoration of natural Biodiversity	Yes	No
56	ZA 5023	Hangklip Poverty Relief Through the Organised Treatment and Eradication of Aliens (P.R.O.T.E.A) Project	Control of Alien Invasive and the Restoration of natural Biodiversity	No	
57	ZA 5045.E	Mapping of Duiwenhoks Alien Vegetation	Control of Alien Invasive and the Restoration of natural Biodiversity	Yes	No
58	ZA 5043	Riverlands Nature Reserve - Initial Consolidation of Farm Burger's Post	Control of Alien Invasive and the Restoration of natural Biodiversity		
59	ZA 477	Slangkop Fynbos Restoration Project	Control of Alien Invasive and the Restoration of natural Biodiversity	No	
60	ZA 5011	Special Double Issue to Feature C.A.P.E in the International Journal "Biological Conservation"	Enhancement of the Global Conservation Status of the Cape Floral Kingdom		
61	ZA 596	World Heritage Status for Cape Peninsula (Phase 2) (TMF)	Enhancement of the Global Conservation Status of the Cape Floral Kingdom		
62	ZA 5006	Groote Schuur Estate Planning Process	Protection of Prioritised Habitats: Terrestrial, Freshwater and Marine	Yes	No
63	ZA 5027	CPNP MPA Stock Assessment	Protection of Prioritised Habitats: Terrestrial, Freshwater and Marine	Yes	No
64	ZA 5013	Kouga-Baviaanskloof Reserve Complex - Development of a Conservation Motivation	Protection of Prioritised Habitats: Terrestrial, Freshwater and Marine		
65	ZA 595	Wychwood Kennels - Acquisition of Business Rights	Protection of Prioritised Habitats: Terrestrial, Freshwater and Marine	Yes	No
66	ZA 5104	Western Cape Wetlands Forum Website Development	Protection of Prioritised Habitats: Terrestrial, Freshwater and Marine	Yes	Yes
67	ZA 5067	Facilitating the Protection and Conservation Management of the Cape West Coast Biosphere Reserve	Protection of Prioritised Habitats: Terrestrial, Freshwater and Marine		
68	ZA 1417	Co-ordination of Shark Spotter Programme	Protection of Prioritised Habitats: Terrestrial, Freshwater and Marine	Yes	No
69	ZA5024	TMNP Marine Protected Areas (MPAs) Capacity Building	Protection of Prioritised Habitats: Terrestrial, Freshwater and Marine		

Project Number (IEG)	TMF Code	ZA Project Title	Topic	Responded	Field Visit Conducted
70	ZA 575	Kommetjie Wetlands and Corridor Feasibility Study	Protection of Prioritised Habitats: Terrestrial, Freshwater and Marine		
71	ZA 5065	Assessment of the State of Marine Protected Areas in South Africa	Protection of Prioritised Habitats: Terrestrial, Freshwater and Marine		
72	ZA 575.B	Kommetjie Wetland and Corridor Land Acquisition	Protection of Prioritised Habitats: Terrestrial, Freshwater and Marine	No	
73	ZA 5058	Land Acquisition: ERF CA 948-10 Shiela vd Horst Property	Protection of Prioritised Habitats: Terrestrial, Freshwater and Marine	No	
74	ZA 5008	CPNP - Erven 8607 (Saambou Bank) & 8562 (Winstrom) (in JP's office)	Protection of Prioritised Habitats: Terrestrial, Freshwater and Marine	No	
75	ZA 5009	CPNP: Wildeschutsbrandvlei Properties (in JP's office)	Protection of Prioritised Habitats: Terrestrial, Freshwater and Marine	No	
76	ZA 5095	Western Cape Wetland Inventory (The Identification and Collation of Existing Information on the Wetlands of the Western Cape)	Protection of Prioritised Habitats: Terrestrial, Freshwater and Marine	No	
77	ZA 5000	Viticulture on Mountain Slopes - Legal Precedent Viticulture on Mountain Slopes (in BM's office)	Protection of Prioritised Habitats: Terrestrial, Freshwater and Marine		
78	ZA 5103	Prinskasteel / Keyzers River Source-to-Sea Rehabilitation & Management Plan	Protection of Prioritised Habitats: Terrestrial, Freshwater and Marine	Yes	No
79	ZA 594	Karbonkelberg Boundary Resolution	Protection of Prioritised Habitats: Terrestrial, Freshwater and Marine	No	
80	ZA 1041	Kalk Bay Land Acquisition	Protection of Prioritised Habitats: Terrestrial, Freshwater and Marine	No	
81	ZA 5073 and 5073.1	Leopard & Stock Farmer Interactions in the Baviaanskloof Mega-Reserve	Protection of Prioritised Habitats: Terrestrial, Freshwater and Marine	No	

Annex C. Persons Consulted (TMF)

Name	Title	Agency
Little, Rob	Conservation Director	WWF South Africa
Sandwith, Trevor	Coordinator: Cape Action for People and the Environment/ Deputy Chair: IUCN World Commission on Protected Areas	South African National Biodiversity Institute (SANBI)
Barnett, Mandy	Programme Developer	C.A.P.E.
Huyser, Onno	TMF Manager	Table Mountain Fund
Dorse, Clifford	Biodiversity Coordinator	Biodiversity Management Branch, Environmental Resource Management Department, City of Cape Town
Wood, Julia		Environmental Resource Management Department, City of Cape Town
Holmes, Patricia		Environmental Resource Management Department, City of Cape Town
David M. Richardson	Professor of Ecology Centre for Invasion Biology (CIB)	Department of Botany & Zoology Stellenbosch University
Karen Esler, PhD	Associate Professor Department of Conservation Ecology & Entomology	Faculty of AgriSciences University of Stellenbosch
Goldman, Tanya	Project Manager	Cape Flats Nature Edith Stephens Wetland Park,
Davis, George	Director	Urban Conservation Programme Kirstenbosch National Botanical Garden, SANBI
Peter, Mzwandile		Cape Flats Nature
Day, Liz		Freshwater Consulting Group, South Africa
Van Zyl, Hugo	Coordinator	C.A.P.E Resource Economics Co-ordinator & Independent Economic Researchers (IER)
Croudace, Alida & Jeremy		Red Hill
Barnett, Mandy	Programme Developer	C.A.P.E.
Brett Myrdal		
Guy Preston		
Carlo de Cock		
Gavin Bell		
James Nowicki		
Paul Sieben		
Mandisa Mdala		
Mike Slayen		
Philip Prins		
Brett Myrdal		
Louis de villiers		

