

INCEPTION REPORT

DOCUMENT FOR DISCUSSION WITH SANBI PROJECT TEAM TOWARDS FINALISATION OF A
FINAL WORK PROGRAMME

13 DECEMBER 2018

THE C.A.P.E LEGACY PROJECT

**FACILITATION AND DOCUMENTATION OF A PARTICIPANT-DRIVEN SUMMATIVE AND
FORMATIVE EVALUATION OF CAPE ACTION FOR PEOPLE AND THE ENVIRONMENT
(C.A.P.E.)**

JUNE 2018 – FEBRUARY 2021

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THE C.A.P.E. LEGACY PROJECT
FACILITATION AND DOCUMENTATION OF A PARTICIPANT-DRIVEN SUMMATIVE AND FORMATIVE
EVALUATION OF C.A.P.E. ACTION FOR PEOPLE AND THE ENVIRONMENT (C.A.P.E.)
JUNE 2018 – FEBRUARY 2021.

1 INCEPTION PROCESS

This report follows a meeting of the C.A.P.E. Legacy Project consultants with SANBI and the C.A.P.E. Exco, on October 25th, 2018, in Cape Town, and a project team meeting with SANBI on October 9th, 2018.

These meetings were designed to launch the C.A.P.E. Legacy Project – and agree on process, approach, emphasis and priorities. This document outlines the approach as formed and agreed at this stage, and replaces the proposal as the guiding document for the next phase of the project.

2 C.A.P.E. GOALS AND ITS M&E FRAMEWORK – INITIAL OBSERVATIONS

The C.A.P.E. Legacy team’s initial impressions of the project are that a vision spanning 20 years and extending into whole landscapes is ambitious, far reaching, and has potential for extensive and significant impact. C.A.P.E. has offered significant innovations, especially with regards to its challenge to traditional nature conservation in its intention to bring people, and the benefit they might gain, into play with nature. C.A.P.E. also offers a unique breadth of approach, viewing conservation as happening most effectively at landscape, and not only species level. Furthermore, C.A.P.E. has been determined to build innovative institutional presence and capacity around its objectives, especially through partnership between and across sectors – structured relationships such as those of the Landscape Initiatives and biodiversity corridors include community, government and professional conservation.

The C.A.P.E. programme goal provides the central guiding question for the Legacy Project: To what extent and in what form has this been achieved? -

“By the year 2020, the cooperation of capable institutions ensures that the biodiversity of the CFR is conserved, sustainably utilised and effectively managed, delivering significant benefits to the people of the region in a way that is embraced by local communities, endorsed by government and recognized internationally.”¹

The 2011 Strategic Objectives for the C.A.P.E. project provide the most current iteration of the C.A.P.E. goals. They have evolved to some extent from the original 2000 vision, but remain essentially consistent. Directional and strategic wins and losses at this mid-point will be an interesting theme for discussion in the course of the evaluation.

¹ C.A.P.E. ACTION PLAN FOR THE ENVIRONMENT: STRATEGY. Prepared for WWF (South Africa). C.A.P.E. Project Team. May 2000

The C.A.P.E. Strategic Objectives offer both a framework for the final report, and for the evaluation design:

- Strengthening institutional capacity, governance and communication for coordinated action
- Enabling local level engagement and co-ordination through landscape initiatives
- Integrating biodiversity into land-use planning and environmental management
- Securing biodiversity through protected areas including biodiversity stewardship
- Protecting biodiversity through sustainable production initiatives
- Promoting ecosystem based adaptation to climate change through integrated catchment management
- Delivering sustainable socio-economic and cultural benefits to local communities
- Developing innovative approaches through research and knowledge networks

3 CENTRAL QUESTIONS

The Legacy Project is a summative and formative evaluation of the 20 years of C.A.P.E, and the prospects and opportunities for taking the achievements, especially the structural and institutional capacity that has been built over time, into the future. The possible conclusions and decisions are wide open at this point in time, and range from closing C.A.P.E. as a formal entity altogether, through to energising and optimising the partnership into the future. With an opportunity to re-visit the entire concept, the C.A.P.E. Legacy Project is an exciting and important point in C.A.P.E's history. The questions and themes to be pursued will be formulated and/or refined in the first major partners' meeting, planned for February 2019, which will focus on framing the focus, extent and the limits of the C.A.P.E. Legacy Project. At each opportunity to discuss as a collective, progress and emerging options or themes will be tabled for reflection together.

Some of the emerging key questions to be raised as a starting point for the C.A.P.E. Legacy Project include:

- How and to what extent over the last 20 years, have the objectives of C.A.P.E. been achieved?
- Where is the most work still to be done?
- What has been the influence of C.A.P.E. on the organisations in the partnership and approaches to biodiversity conservation?
- What has been the C.A.P.E. impact for its level of effort / spend?
- Where is C.A.P.E. now positioned?
- How has the context changed, as a result of C.A.P.E. and other changes over this time?
- What is the best use of the opportunities that C.A.P.E. has built up during the next decade?
- How has C.A.P.E.'s understanding of capacity development shifted.

4 IDEAS FOR STRUCTURE OF THE FINAL FINDINGS REPORT DOCUMENT

Although highly malleable as the stories, insights and interpretations of multiple stakeholders and partners begin to coalesce, an indicative overview of the possible structure for the final product helps to guide the direction that the C.A.P.E. Legacy Project begins with.

Indicative framework for the C.A.P.E. Legacy Project document with main sources of information:

Chapter	Primary data sources
1) Introduction – Background to the evaluation and introducing C.A.P.E	Desk review
2) C.A.P.E’s history – the chronology – both of C.A.P.E. and of the context as shaped by C.A.P.E, and as it in turn shaped C.A.P.E. and partners, while also showing the points at which C.A.P.E. made a particularly strong difference, and how.	Desk review, interviews, workshops
3) Environmental impact	Desk review, case studies, chronology process, and anecdotal accounts through interviews
4) Social impact	Desk review, interviews, workshops and case studies
5) Summary of outcomes and impacts against the Strategic Objectives. Much of the narrative would have been developed through 2,3 and 4 above. Consolidating the themes and key conclusions against the objectives provides a lens for analysis.	Desk review, interviews, workshops
6) Good practice - Process and key determinants of success	Workshops
7) Lessons learned	Workshops
8) The opportunities following 2020	Discussion in LIKE and CIC meetings and workshops

5 ROLES AND CONTRIBUTIONS

The Legacy Project is envisaged as a highly participatory, community-centred and led process, in which C.A.P.E, partners and stakeholders are centrally involved.

Roles are viewed loosely as follows:

The Singizi consultancy team

- Support C.A.P.E. and SANBI as coordinators.
- Facilitate the collective to identify and pursue its questions and concerns around C.A.P.E.’s outcomes, processes, effectiveness, legacy..
- Seek responses on the legacy questions, and then engage with these inputs.

- Formulate and express conclusions, recommendations and insights, with participation, into a legacy narrative.

C.A.P.E. CIC and EXCO

- Holds contractual responsibility for delivery with Table Mountain Fund (TMF), the funders of the Legacy Project.
- Regular oversight, guidance, project steering meetings – in this sense the CIC, and EXCO, form the reference group for the evaluation.
- Engage the full range of its partners, including donors, government partners, NGOs and landscape initiatives.
- Support the Legacy Project team in gaining access to participants, endorsement of the project and encouragement to participate fully.
- Contribute key items to desk review.
- Lead on maximising institutional strengthening of the whole partnership, using existing spaces and processes.

SANBI

- C.A.P.E. Legacy project contract holder with Singizi.
- Administration and oversight of process and deliverables.
- Management of logistics and stakeholder engagement.
- Contribution of 1-2 Legacy Project team members.
- Collate and organise all secondary data and desk review for Singizi joint review and analysis.

C.A.P.E. membership and Landscape Initiatives

- These are the primary project informants, core stakeholders and the main data source for all inputs, insights, information.
- C.A.P.E. partners will be invited to participate in evaluation learning seminars (to be convened by SANBI) in which aspects of the evaluation, its methods and process are delved into more deeply.
- Contribute key items and analysed / summarised data to the desk review.
- Participate through senior and operational staff and members to workshops and meetings enabling the sharing of information, meaning-making and conclusions and recommendations.
- Host field visits to consulted and agreed respondents and projects, including coordinating access to and participation by constituencies.
- Host individual interviews with selected key informants.

6 APPROACH

Singizi upholds the following principles, which will guide the Legacy Project:

Developmental Evaluation

- Ensure that this is a learning and development exercise for C.A.P.E, SANBI and partners.
- Enable a considered reflection on all it has done and accomplished.
- Support the partnership to make meaning, and draw lessons through reflection on its own practice and achievements.
- Support processes by which learning can be absorbed and translated, as it emerges, into new thinking for the partnership.
- Encourage insights on what it takes to work in partnership over time and space.

Participatory

- Facilitation of an engaged, interactive and social process.
- Following concepts and principles of constituency leadership, by inviting communities, landscape level structures and the C.A.P.E. membership to guide the priorities for discussion, the focus of emerging conclusions or observations, interpretation of information collected, and recommendations for the future.
- Through briefing and continual support, test ideas and explore leads and materials. throughout the process with designated responsible person(s) from inside of SANBI and C.A.P.E.

Utilisation-focused

- The evaluation might become a vehicle for stimulation and renewal within the C.A.P.E. partnership.
- Reflection and participation should immediately benefit the participants, through providing platforms to communicate, evolve thinking, share and develop meaning and insights.
- Supporting SANBI and C.A.P.E. intention for capacity development through participatory evaluation.

Grounded and appreciative

- Plot the outcomes of C.A.P.E.'s existence (institutional, community, environmental, cultural, policy, national, etc.).

7 METHODS: FOUR INTERLINKING LENSES

Four major perspectives on data will be brought together in order to understand the processes and achievements of C.A.P.E. in the last 20 years, and to explore the options for the future:

a) Secondary data and document review

A major desk review and synthesis report will evaluate routinely collected data for environmental and social indicators, where it is available, drawing on evaluations (particularly during C.A.P.E's GEF funded phase), annual data summary reports over the last 20 years, minutes from key meetings,

articles in journals or the press, reports on C.A.P.E. projects as well as overview reports on C.A.P.E. structures and systems.

We view the document review as an important part of telling the C.A.P.E. story. We aim to compile as complete a bibliography of C.A.P.E. documents, both internal (minutes, reviews and evaluations), from and between partners (programme outlines, knowledge exchange, strategic plans) and public (published research outputs, information brochures and publicity documents).

The review will help to document institutional process, strategic thinking and priority areas identified by C.A.P.E. It should reflect C.A.P.E.'s thinking and approach to conservation, as well as the development of its brand. It will also provide a perspective on the resourcing afforded to different components of the programme, and over time, in order to understand C.A.P.E.'s priorities and conservation emphasis and how these changed.

Further, this bibliography will be time-linked, reflecting changes in partnership activity, what value the partners gained from or added to the C.A.P.E. idea. The volume and content of documents covering the full suite of C.A.P.E. activities, at different periods during the programme, may illustrate shifting priorities, for example from primary research and the development of planning tools to knowledge exchange and examination of practice.

b) The biography

Linking the desk review with a workshopped reflective process, and validating through various engagements throughout the Legacy Project, the team will ascertain the C.A.P.E. story of the last 20 years. The biography will serve the dual purposes of providing a discussion thread to which people may add their interpretation and reflections, as well as forming an important part of the evaluation content.

Questions might include: How has C.A.P.E. responded over time? How have relationships been formed, grown and shifted? How has the context changed over this time, and where has C.A.P.E. been placed in this changing landscape? Where might C.A.P.E. have influenced the context, including the culture of environmental management in South Africa and in the C.A.P.E. catchments? How (if at all) was C.A.P.E. influential in forming what we now consider normal practice? How have understandings of 'environment' (and conservation, utilisation and management) developed over the last 18 years?

Up until 2011 C.A.P.E. Monitoring & Evaluation (M&E) was guided both by internal systems and donor funding requirements, with the programme and its projects enjoying a level of financial support from GEF, UNDP and the World Bank during this phase. The first 10 years of C.A.P.E. are therefore generally well-documented. The end of the GEF phase and the accompanying evaluation were a critical point in C.A.P.E.'s history, with the 2011 C.A.P.E. strategic objectives emerging from reflection at this mid-term point. The Legacy Project will take the longer view, considering the unfolding of C.A.P.E.'s original vision, both before and after 2011.

c) Partnerships

We will also seek to understand the C.A.P.E. experience through a lens on partnerships. What have been the processes, institutional and relational arrangements for the partnership that constitute the C.A.P.E.'brand' or contribution?

Exploring partnerships will involve ensuring that the Legacy Project reaches out to a wide range of stakeholders: from community to national or provincial levels; from a range of sectors (NGO, networks, community or interest group structures, government, research institutions, private sector); and including representatives from across a range of spaces.

Participant engagement will provide a critical lens through which to shape and explore the evaluation questions, beginning with engagement through the CIC meeting in February 2019, a series of field visits and interviews between April and August, and a LIKE meeting in August 2019 which will be largely devoted to the Legacy Project.

d) Legacy

The purpose of the Legacy Project involves understanding the legacy that C.A.P.E. has built up over the last 20 years, and how best that might be used for continued social and environmental benefit into the future. This is essentially the bottom line: What is the C.A.P.E. legacy? What outcomes have emerged? What is likely to persist as a result of C.A.P.E.? What is, could and should C.A.P.E. be in the next 20 years ... and what should it not be?

8 DATA SOURCES

The sources of input to the evaluation will be:

Desk review

- As outlined above, and discussed in greater detail below, the desk review and secondary data will provide substantial content to the time-line, evidence of impact through core indicators, and historic detail especially up until the 2011 evaluation.
- A list of desirable documents is provided below, and C.A.P.E. and SANBI are requested to provide support in preparing an organised, indexed bibliography to the Legacy Project.

Workshops

- Regular CIC and LIKE meetings will include a Legacy Project element during 2019-2021, customised depending on the stage of the project and its consultation needs over the project period.
- These will constitute interactive workshops, integrated with routine C.A.P.E. and LIKE processes, with a view to, for example, tracing C.A.P.E.'s Theory of Change and how it has evolved over the years, drawing out the chronology of events and the chains of results and effects outwards from C.A.P.E, reviewing findings and extracting meaning.
- The team may request additional workshops, particularly in the Landscape Initiatives, although every effort will be made to synchronise the Legacy Project with existing plans for meetings where they already exist.

Semi-structured interviews and focus group discussions

Gathering the information to address the questions and identify the key contextual shifts that shaped C.A.P.E.'s work, to include, for example:

- Interviews with key contributors across the C.A.P.E. partnership and history.

- Facilitated processes, potentially including most-significant change processes.
- One-on-one interviews with past and present leadership from partnership organisations and other key informants.
- Use of social media platforms.
- Meetings with a cross section of staff of partner organisations.
- Engagement with external role players e.g. farmer days, Catchment Management Agencies.
- Focus groups related to specific strategic objectives in the C.A.P.E. strategy or partnership task teams - offering a similar resource to interviews, but with the added value of simultaneously functioning as reflection and learning spaces.

Analysis

- The evaluation team (Singizi and SANBI representatives) will synthesise and compile data collected through desk review, workshops, interviews, technical review and focus group discussions.
- Case stories will be identified and elaborated, if needed, to give insight into project outcomes and/or deepen and illustrate findings of the meta-evaluation into a synthesis report, for example, cases might highlight the implications of political (provincial) vs bioregional (e.g. fynbos biome) boundaries on C.A.P.E. Cases that highlight CAPE's impact in, for example, the various Landscape Initiatives and their structures, CapeNature, Eastern Cape Parks and Tourism Agency (ECPTA), City of Cape Town (CoCT) and Nelson Mandela Bay Municipality (NMBM).
- Collective analysis or sense-making meetings with key participants and stakeholders of the partnership is a critical analytical step to ensure that conclusions are relevant, the process is participatory, decisions are owned and appropriate, and conclusions reflect reality.
- Some early emerging questions to explore include: Did C.A.P.E. provide the model for collaborative local level conservation management? Or does this pre-date C.A.P.E.? To what extent can we say that C.A.P.E. pioneered, institutionalised or developed collaborative management? To what extent is this approach now taken for granted? What was the impact of C.A.P.E. as funding hub and funding recipient in its first 10 years? And how was sustainability achieved in the post-funding era?

Institutionalising the legacy

- A document alone is less likely to become alive in C.A.P.E. without organisation development process support throughout, and particularly in the final year, working to stimulate thinking and connections and animate the C.A.P.E. and SANBI systems to generate new thinking for the future in a way that also builds institutional and relational capacity to pursue that future.

Documenting the results

- Through interactive report writing the Legacy Project will be captured into reports generated out of engagement and exchange, which capture and reflect fresh thinking.

9 PARTICIPANTS

There is potential for participation by a wide range of individuals and structures both at the centre, and across the Landscape Initiatives. The planning meeting in February 2019 could include a prioritization and planning process for the budgeted engagement time. The group could agree on the number of interviews, workshops, visits and areas to be included. Some of the options for these encounters are outlined to include:

- SANBI and the C.A.P.E. Exco and CIC structures.
- Across or outside of organisational participants, individuals involved in the early or formative history of C.A.P.E.
- C.A.P.E. members and stakeholders ² (Table below):

Agulhas Biodiversity Initiative	Eastern Cape Department of Economic Development, Environmental Affairs and Tourism	South African National Biodiversity Institute
Baviaanskloof Mega Reserve		South African National Parks
BirdLife South Africa		Table Mountain Fund
Botanical Society of South Africa	Eastern Cape Department of Rural Development and Agrarian Reform Eastern Cape Parks and Tourism Agency	Upper Breede Collaborative Extension Group
Cape West Coast Biosphere Reserve Company		Western Cape Stewardship and Protected Areas Expansion Reference Group
Cape Winelands Biosphere Reserve Company	Environmental Monitoring Group	Western Cape Department of Agriculture
CapeNature	Fauna and Flora International	Western Cape Department of Environmental Affairs and Development Planning
City of Cape Town	Flower Valley Conservation Trust	Western Cape Biodiversity Planning and Implementation Forum
Conservation South Africa	Garden Route Biosphere Reserve	Wilderness Foundation
Department of Agriculture Forestry and Fisheries	Gouritz Cluster Biosphere Reserve	Wildlife and Environment Society of South Africa
Department of Environmental Affairs and Tourism	Greater Cederberg Biodiversity Corridor	World Wide Fund for Nature - South Africa (WWF-SA)
Department of Water and Sanitation	Indigo Development and Change	
Development Bank of South Africa	Kogelberg Biosphere Reserve Company	
	Living Lands	
	Nelson Mandela Bay Municipality	
	Open Africa	

A first step in outlining the demographics of the C.A.P.E. partnership will be to cluster these members, and any other Legacy Project participants, in terms of their history in C.A.P.E. (when did they join), projects they might have been part of, membership of Exco, attendance or membership of CIC, links to Landscape Initiatives, links to other collectives, such as Fynbos Forum (along with a mapping of the major collectives other than C.A.P.E. which enable collaboration around specific spatial or ecological themes)

² The C.A.P.E. Programme. <https://www.sanbi.org/biodiversity/science-into-policy-action/mainstreaming-biodiversity/cape-programme/>

Once an organizational overview of participants is prepared, the level and type of engagement with each is to be agreed.

These might include:

- Delegated or invited to join the reference or oversight group for the project, as convened by the Exco
- Invitation to CIC or LIKE meetings and workshops for the Legacy Project
- Individual or focus group interviews
- Visits to sites and/or landscape initiatives as agreed in consultation with partners.
- As the process evolves, a survey might be formulated, enabling participation of a far wider group of informants if this is seen to be useful and appropriate.

10 THE EMPOWERMENT PROPOSAL

Skills transfer is a corollary to the Legacy Project evaluation. The project strategy for achieving capacity building includes the following:

Participation in practice

Engagement, participation and inclusion from design through to submission are intended to raise skills and grasp of M&E, while providing optimal results and content. Participant leadership, engagement, and inclusion will be informative for all concerned. As a co-designed, participatory evaluation, the internal team will share responsibility for design, interviews, field visits and outreach, analysis and report writing processes

Staff allocated to Legacy Project team

SANBI has expressed a desire to use the evaluation to grow its evaluation capacity. Staff interested in evaluation have been allocated to the Legacy Project team.

Oversight and integration

The C.A.P.E. Exco and SANBI are best positioned, and hold most contractual responsibility, to form a Legacy Project Reference group comprising senior decision-makers who are requested to meet occasionally to steer the process, and provide insight, oversight and reflection. Integral to the process, they will also remain and be asked to extend their interest and influence as the custodians of learning integration into C.A.P.E.'s thinking and action.

Direct 'training'

SANBI has offered to form an M&E Forum, which it has been agreed will be open to any C.A.P.E. member wishing to remain informed of the main steps in the Legacy Project process, and to hear about the thinking behind the design, evaluation process and emerging insights. Each stage of the evaluation will be shared at mini-seminars to be hosted by SANBI, to which the wider network is invited as participants. The purpose of this group is primarily educational, in order for presentations and discussion to provide insights on evaluation processes. Unlike the Exco-led group mentioned above, this is not an oversight group.

11 DOCUMENT REVIEW

The following documents are intended for review. We will depend on the assistance of C.A.P.E. partners for the collection of the complete list (and the contribution of any other documents that the partners might be aware of that would further enhance the review):

1. A list of C.A.P.E. personnel / funded positions and contact details.
2. A list of prior and present task teams and their coordinators.
3. A list of the task team documents.
4. Documents that show the level of C.A.P.E. funding to each task team and its progress / annual reports.
5. Minutes/ proceedings of quarterly Task Team Roundtables (18 x 4 documents?).
6. Landscape Initiatives - Steering Committee Minutes, annual progress and financial reports, and Proceedings of bi-annual forums / LIKEs
7. Proceedings of the biannual Protected Areas Forums, dated by year
8. CIC minutes
9. EXCO minutes
10. 2007 External audit of SANBI's C.A.P.E. project accounts
11. Aides Memoire of the joint WB/ UNDP supervision mission in 2006
12. CCU minutes
13. CCU Cumulative summary Implementation Progress reports.
14. CCU Implementation Progress Reports and Financial Management reports
15. M&E Framework and M&E reports against KPIs
16. Proceedings of the C.A.P.E. Partners Conferences 2004 – 2006
17. A report on the C.A.P.E. Goldfields Course on Conservation Education – including evidence of how this course has contributed, e.g. years offered enrolment, post-course employment, course evaluation etc.
18. Annual / progress reports of the Ecological Reserve Determination Co-ordinator and Estuaries co-ordinator, since 2006
19. C.A.P.E. website, including, the C.A.P.E. stakeholder database, project database, a repository of reports, information on signatory and implementation partners, electronic e-news bulletin.
20. All the review and input documentation that was produced for the 2011 revised strategy.
21. The Fynbos Forum: Its Impacts and History – 40-year review by Caroline Gelderblom & Julia Wood.

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12 PROPOSED PROCESS, WORK PLAN AND DELIVERABLES

STEP IN THE PROCESS	TIMING
PHASE 1. INCEPTION	<i>28 persondays</i>
A series of meetings and workshops, to clarify the evaluation terms, questions and process and to generate an initial impression; to finalise a work programme for the first year of the evaluation, in close consultation with the SANBI team and C.A.P.E. Exco. Refinement of evaluation objectives and purpose, approach, process and evaluation plan.	Meeting held 25th October
Initial document review – particularly a process of building an inventory of available and desirable documents, and an overview of the seminal pieces.	Completed
DELIVERABLE 1: Inception report including detailed workplan for the remainder of the evaluation	This document
SYNTHESIS REPORT OF PREVIOUS EVALUATIVE WORK ³ , including final evaluations, LIKE reports, internal reflections and secondary data on C.A.P.E. Strategic Objectives indicators and case studies.	Nov 2018 to Feb 2019
DELIVERABLE 2: Final synthesis report	Feb 2019
PHASE 2. EVALUATION DESIGN AND FRAMEWORK	<i>10 persondays</i>
Ongoing process management and exchange with SANBI/reference group on the synthesis report as it has emerged, its implications, leading to a CIC workshop as the first major information exchange with partners, and presentation of the draft synthesis report. Exchange, discussion and meetings to plan the next steps of the evaluation in detail, and agree on questions, case studies, additional secondary data for analysis, and primary data collection or consultation needed.	Nov 2018 to Apr 2019
Facilitation of a C.A.P.E. CIC meeting to: i) Establish the C.A.P.E. biography - significant events in the life of C.A.P.E; ii) Recap the C.A.P.E. Theory of Change and share initial insights on accomplishment; iii) Co-design the Legacy Project field processes framework, and iv) Present and discuss of an overview of key emerging observations from the desk review.	28th February 2019
DELIVERABLE 3. Revised evaluation design Report on evaluation design and framework including method followed to develop it, a record of engagements, the theory of change and key evaluation questions surfaced, methods and process proposed for addressing the key evaluation questions, and identification of case studies through which to explore key questions.	Apr 2019

³ We are aware that the positioning of this part of the evaluation differs somewhat from that in the ToR, where a synthesis report of C.A.P.E.'s previous evaluative work is called for later. However, after our study of the ToR, we see that it will be important for us, and the whole system, to have a developed synthesis in mind of all of C.A.P.E.'s accomplishments over the years in order to base further discussion and evaluative activities. For this reason it is positioned, conceptually, as part of the Inception, even while it goes on some months after the inception report has been submitted, and even while the process of developing the Synthesis report will involve extensive engagement through Phase 2.

STEP IN THE PROCESS	TIMING
PHASE 3. DATA COLLECTION: EVALUATION OF THE OUTCOMES AND IMPACT OF C.A.P.E. ⁴.	<i>61 mandays</i>
Gathering the information to address the questions and identify the key contextual shifts that shaped C.A.P.E.'s work (Estimated 6 workshops and 40 interviews)	Apr 2019 to Aug 2019
Visits and observation of processes and achievements in at least 10 Landscape Initiatives and consultative discussions where the emerging outcomes of the evaluation are shared, feedback and input is solicited and adjustments to the emerging report, including an account of the Theory of Change as it relates to that of the individual C.A.P.E. partnership members made	Apr 2019 to Aug 2019
DELIVERABLE 4: Draft report on findings from the field	Aug 2019
Design and facilitation of 2-day residential Landscape Initiative Knowledge Exchange	27 and 28 August 2019
DELIVERABLE 5: Design of LIKE workshop DELIVERABLE 6: LIKE report	Aug 2019
PHASE 4. DRAWING LESSONS AND FINALISING REPORT	<i>13 persondays</i>
Finalisation of comprehensive evaluation report including identifying, drafting and finalizing key lessons/messages and recommendations in close consultation with the CIC, its Exco and the SANBI team	Sep 2019 - Mar 2020
Workshop as part of the C.A.P.E. CIC meeting to draw conclusions, interrogate recommendations, and formulate the plan for the final year of the Legacy Project	14 November 2019
DELIVERABLE 7. Final evaluation report, including summary document and a summary presentation	End Mar 2020
PHASE 5. WORKING WITH THE LESSONS AND SHAPING THE FUTURE	<i>18 persondays</i>
Concept proposal, developed through partner workshops and driven by internal processes, in close liaison with consultants (refer to empowerment proposal). Understanding the trends and needs for the future partnership/s and developing recommendations for the nature of interventions needed and institutional/partnership vehicle for the future. (If needed. Actual process and brief to be determined closer to the time)	Mar to Dec 2020
DELIVERABLE 8. Concept proposal	End Dec 2020
Presentation and facilitation of culminating event – an evening celebration where the findings, learning/legacy and future of the partnership are presented.	Feb 2021
DELIVERABLE 9. Final concept/ input into final publication	End Feb 2021

⁴ In this period of the evaluation close collaboration with in-house team members (from SANBI or possibly elsewhere) will be especially important, to ensure that the consultative work is done from inside the coordinating body and the institutional memory of this resides with those involved in drawing evaluation conclusions and driving strategy into the future, not just the consultants.