

EASTERN CAPE PARKS BOARD



INTEGRATED RESERVE MANAGEMENT PLAN STRATEGIC MANAGEMENT PLAN

EAST LONDON COASTAL NATURE RESERVES



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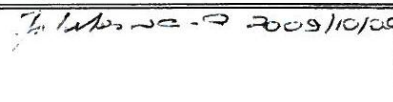
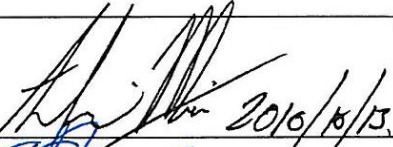
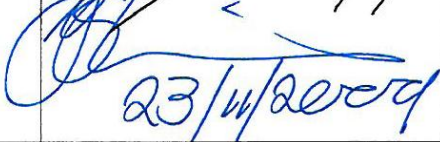
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EASTERN CAPE PARKS BOARD
Integrated Reserve Management Plan - Strategic Management Plan

EAST LONDON COAST NATURE RESERVES

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ACRONYMS

ADM:	Amathole District Municipality
AOP:	Annual Operational Plan
BCM:	Buffalo City Municipality
CAE:	Certificate of Adequate Enclosure
CARA:	Conservation of Agricultural Resources Act 43 of 1983
CDF:	Conservation Development Framework
DEAT:	Department of Environmental Affairs and Tourism (National)
DEAT MCM:	DEAT Marine and Coastal Management
DEDEA:	Department of Economic Development and Environmental Affairs (Provincial)
DAFF:	Department of Agriculture, Forestry and Fisheries
ECA:	Environment Conservation Act 73 of 1989
ECPB:	Eastern Cape Parks Board
EIA:	Environmental Impact Assessment
ELCNR:	East London Coast Nature Reserves
FPA:	Fire Protection Association
GKLM:	Great Kei Local Municipality
HNR:	Hamburg Nature Reserve

H&S:	Health and Safety
IDP:	Integrated Development Plan
KRA:	Key Result Area
LED:	Local Economic Development
mamsl:	Metres above mean sea level
MLRA:	Marine Living Resources Act 18 of 1998
MPA:	Marine Protected Area
NEMA:	National Environmental Management Act 107 of 1998
NR:	Nature Reserve
RPT:	Reserve Planning Team
SAHRA:	South African Heritage Resources Agency
SAPS:	South African Police Service
SDF:	Spatial Development Framework
SMP:	Strategic Management Plan
SOK:	State of Knowledge Report
SWOT:	Strengths, Weakness, Opportunities and Threats.

1 CONTEXTUAL FRAMEWORK

1.1 Location and extent of the reserve

East London Coast Nature Reserves (ELCNR) comprises a number of small Nature Reserves and State Forests situated primarily on the coastline between the Great Kei River in the north-east and the Great Fish River in the south-west (Figure 1).

The coastal Nature Reserves/State Forests include *inter alia* (from north-east to south-west) Cape Morgan, Double Mouth, Cape Henderson, Chintsa West, Kwelera, Blue Bend, Cove Rock, Winterstrand, Kidd's Beach, Kayser's Beach, Chalumna and Hamburg. These coastal reserves represent approximately 60% of the 300km coastline between these two rivers.

The remaining two reserves (Umtiza Forest and Fort Pato) are located inland, approximately 14km and 25km north of East London on the south-western banks of the Buffalo River.

The ELCNR, the collective name for the aforementioned reserves and State Forests, was proclaimed in terms of the National Forests Act 1998, and is approximately 3 424ha in size. The establishment of the Nature Reserves/State Forests which collectively represent the ELCNR is discussed in more detail in **Section 1.3.1**.

The focus of this Strategic Management Plan (SMP) is to develop a common, medium-term (5 year) operational framework for the ELCNR that strategically directs and coordinates the prioritized allocation of resources and capacity to the portions comprising ELCNR in order to achieve the described vision for the reserve (see **Section 2.2**).

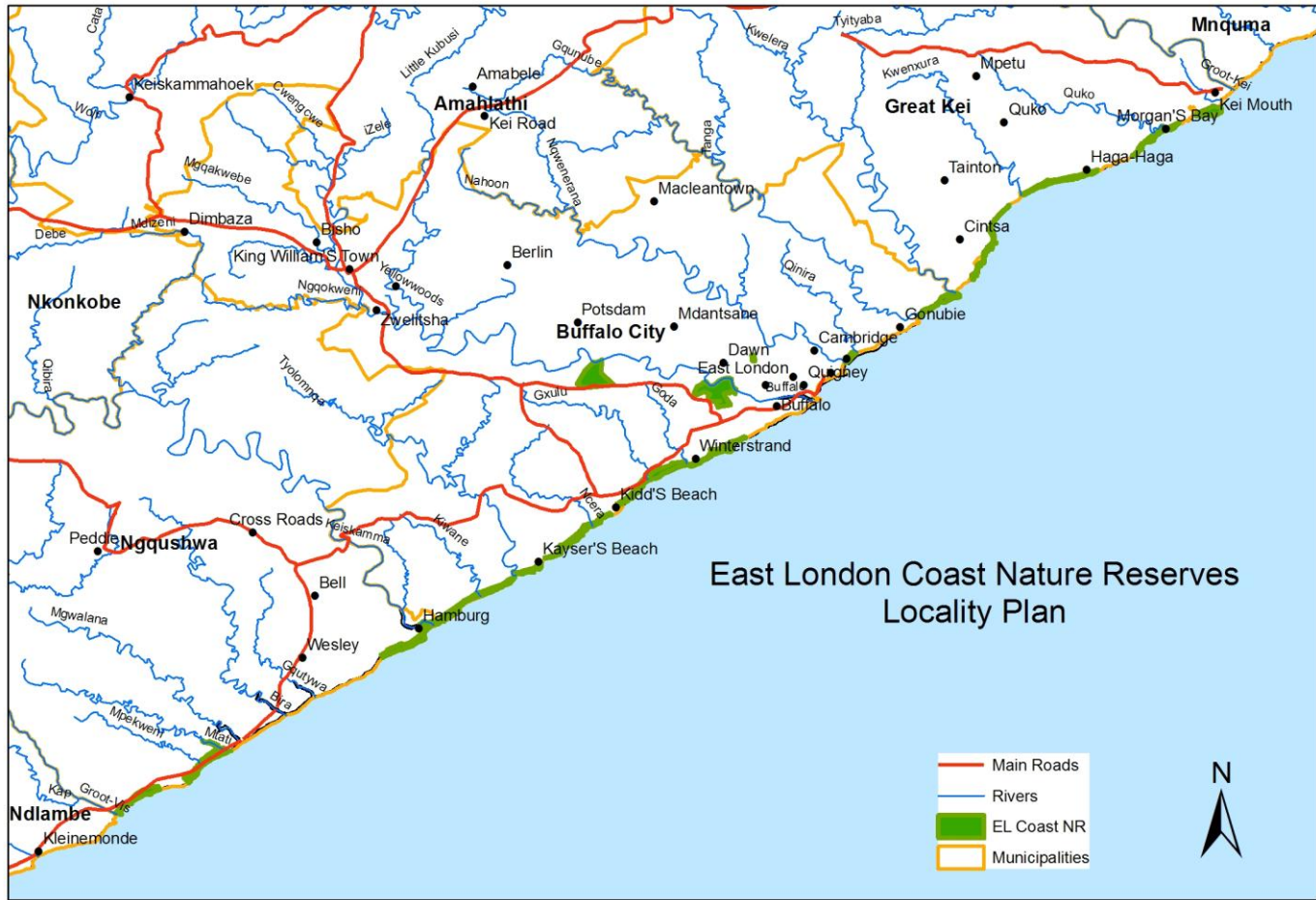


Figure 1. East London Coast Nature Reserves

1.2 Elements and Purpose of the Strategic Management Plan

1.2.1 Elements of the SMP

The major elements of the reserve planning process for ELCNR are: (i) a *strategic management plan*; (ii) detailed *subsidiary plans* (as required) and; (iii) an *annual operational plan*. These elements are collectively termed the *Integrated Reserve Management Plan*.

The Integrated Reserve Management Plan for ELCNR is supported by a *state of knowledge report* and *operational guidelines* to ensure ongoing implementation and review of protected area management activities (see **Figure 2**).

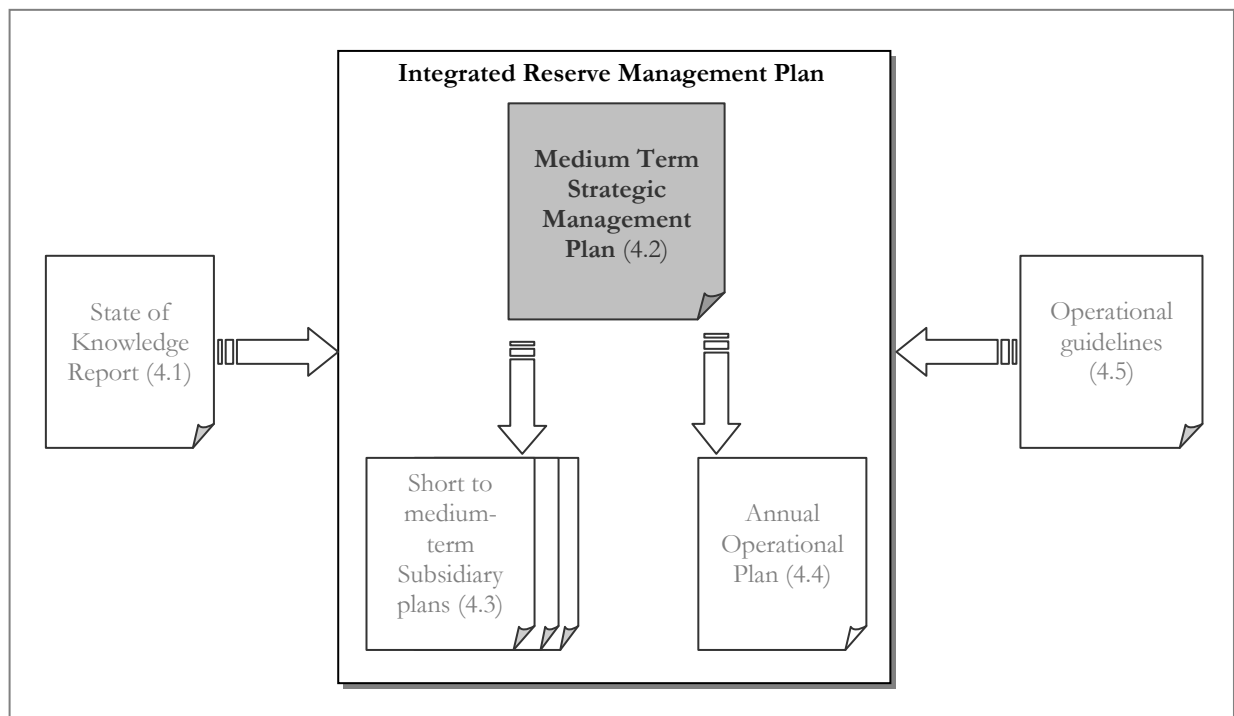


Figure 2: The elements of the reserve management plan

The Integrated Reserve Management Plan for ELCNR forms part of a tiered series of policies, legislation and related planning documents at the sectoral, institutional, agency and local levels. The Integrated Reserve Management Plan will directly relate

to these policies, legislation and planning documents as part of a logical hierarchy of plans (see **Figure 3** below).

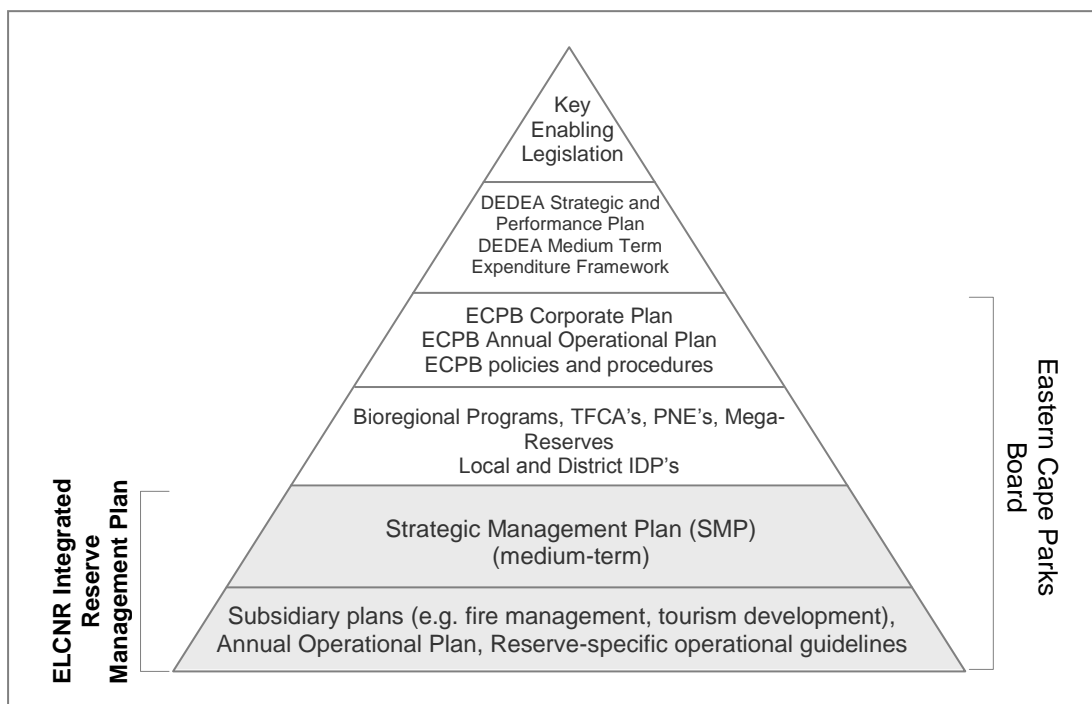


Figure 3. The policy, legal and planning context for ELCNR Integrated Management Plan

This document constitutes the SMP of ELCNR's Integrated Reserve Management Plan.

The approach to and format of the SMP is directed by the “Corporate Norms and Standards for the Development of Integrated Reserve Management Plans” (2006).

The drafting of this SMP has been guided by a small Reserve Planning Team (RPT) comprising the Reserve Manager, Senior Clerk, DEDEA, Scientific Services and contracted reserve planning service providers. Iterative drafts of the SMP were presented to the RPT for review and amendment before broader circulation for inputs from the public.

1.2.2 Purpose of the Strategic Management Plan

The purpose of the SMP is to ensure that ELCNR has clearly defined objectives and activities to direct the protection and sustainable use of its natural, scenic and heritage resources over a five year time horizon.

The SMP indicates where Reserve Management¹ intends to focus its efforts in the next five years. The SMP thus provides the medium-term operational framework for the prioritized allocation of resources and capacity in the management, use and development of the reserve.

It must be noted that the SMP focuses on strategic priorities rather than detailing all operational and potential reactive courses of action in the next five years. While planning for some emergencies is part of the SMP, it remains possible that unforeseen circumstances could disrupt the prioritization established in this SMP. These should be addressed in the annual review and update of the SMP.

1.2.3 Assumptions and Limitations

The assumption is made for **Chapter 4**, 'Strategic Implementation Framework' that ECPB Head Office will do their utmost to create an enabling environment for the Reserve Manager and his/her staff to undertake their work. The objectives and targets set in this document can only be realized if the Reserve Manager is (i) supported by an efficient administrative, operational and informational environmental (ECPB Head Office); and (ii) in the presence of adequate financial resources and cash-flow, suitably qualified and competent staff, and sufficient, appropriate infrastructure, vehicles and equipment.

In terms of limitations, it has been necessary to use alternative sources of published information to describe the current reserve context, in **Chapter 1** and parts of **Chapter 2**, on account of limited information being made available during the compilation of the State of Knowledge Report in particular.

The Reserve Manager is not required to undertake all the activities listed in **Section 4**. However, it is the Reserve Manager's responsibility to place the listed items on the agenda to ensure they are being pursued.

¹ For the purposes of this *Strategic Management Plan*, "Reserve Management" means the Reserves Management institution/s, the Scientific Services supporting services and the executive officers and personnel appointed by ECPB to support, plan and manage the Park. "The Reserve" means the land and areas formally proclaimed, or designated for proclamation, as a Provincial Nature Reserve or other formal protected area designation.

1.3 Legal and Policy Framework

1.3.1 Legal Framework

The legal status of the ELCNR is as follows:

- Fort Pato, Old Fort Grey (now Umtiza Nature Reserve), Mundell's Sections and Coast Reserve were proclaimed Forest Reserves on 11 October 1904 in terms of Section 5 the Forest Act No 28 of 1888 (refer to ELCNR 01).
- Cape Henderson, Kwelera and Gulu were set aside as Nature Reserves in terms of Section 7 of the Forest Act 72 of 1968 on 23 December 1983 (refer to ELCNR 02).
- The management of the ELCNR was transferred from the Department of Forestry to Cape Nature Conservation in 1987.
- Fort Pato Nature Reserve was de-proclaimed and set aside as state land in terms of section 10(2) and 15(2) of the Forest Act 12 of 1984, respectively in 1994.
- No details are available for the remaining reserves.

The current legal framework that directs planning and operational management activities in the reserve is largely contained in the following legislation:

- National Environmental Management Act 107 of 1998 (NEMA).
- National Environmental Management: Biodiversity Act 10 of 2004.
- National Environmental Management: Protected Areas Act 57 of 2004.
- Nature and Environmental Conservation Ordinance 19 of 1974.
- Marine Living Resources Act 18 of 1998 (MLRA).
- National Forest Act 84 of 1998.

- National Veld and Forest Fire Act 101 of 1998.
- Conservation of Agricultural Resources Act 43 of 1983 (CARA).
- Fencing Act 31 of 1963.
- Provincial Parks Board Act 12 of 2003.
- Environment Conservation Act 73 of 1989 (ECA).
- Problem Animal Control Ordinance 26 of 1957.
- Eastern Cape Provincial Parks Board Act 12 of 2003.
- National Heritage Resources Act 25 of 1999.
- Public Finance Management Act 1 of 1999.
- Land Restitution Act 22 of 1994.
- National Water Act 36 of 1998.

1.3.2 Settlement and Management Agreements

There are no such agreements in place for ELCNR.

1.3.3 Municipal Planning Context – Policy, Plans and Programmes

The ELCNR falls within three local municipalities, Ngqushwa, Buffalo City Municipality and Great Kei Local Municipality which, in turn fall within the jurisdiction of Amathole District Municipality.

In terms of specific reference to the ELCNR in the pertinent Integrated Development Plans (IDP) for these municipalities, the following is noted:

(a) Amathole District Municipality IDP 2005/2006

There is a broad recognition of 'many sensitive and conservation-worthy areas' in ADM, but there is no direct reference to ELCNR in the IDP. Despite this statement, the ELCNR reserves are not indicated on the SDF; the exception being Fort Pato and Umtiza Nature Reserves only. The western ELCNR reserves are largely covered by a 'coastal zone' or 'ecological process areas' designation where as the eastern reserves are covered by a 'tourism development zone' designation².

District level environmental issues are provided for under the LED and Environment cluster with a selection of objectives identified to address these issues. A number of these objectives are broadly relevant to the long term sustainability of ELCNR. These include: to 'promote the protection of biodiversity'; 'preserve the natural vegetation of the District' in terms of alien vegetation management; and 'manage the coastal zone in terms of the Coastal Zone Management Bill'.

The objectives for Tourism and Heritage Development are also broadly applicable to ELCNR, viz to coordinate and support tourism activities and promote and develop heritage resources.

(b) Buffalo City Municipality IDP 2005/2006

The IDP acknowledges that 'BCM has numerous unique and sensitive environments, many of which are pristine and of conservation importance. These include the coastal areas, freshwater resources, inland forests and thicket biomes.' It also comments that the 'coastline has tremendous potential for the development of tourism, subsistence farming, recreation and conservation'.

The unsustainable management and use of the environment is listed as a key priority/issue. Listed objectives to address this issue that are potentially important for ELCNR include: preventing the loss and enhancing the value of BCM's biodiversity; realizing the opportunities offered by environmental and coastal assets; and utilizing natural resources (including the coast and estuaries) in a sustainable manner.

² The eastern ELCNR reserves are those north-east of East London. The western ELCNR reserves are those south-west of East London.

In terms of the SDF, much of the coastline south-west of East London is listed as a designated or proposed protected area including the western ELCNR reserves – although it is not clear if they have been correctly labeled. Also of importance is a Fort Pato-Umtiza Link which has been clearly defined on the SDF. The inland areas immediately abutting the western coastal ELCNR reserves have largely been highlighted for agricultural potential with the Tyolomnqa River area being highlighted for future protected area designation. Guidelines to protect the designated or proposed protected areas from indiscriminate development are incorporated in the SDF.

(c) Great Kei Local Municipality IDP 2005/2006

The IDP acknowledges that there are ‘...coastal nature reserves between Morgan Bay and Haga Haga and at Kwelera Mouth...’ but does not list these reserves by name. It further notes that these are important ‘significant natural attractions’ for tourism within Great Kei Local Municipality (GKLM).

Tourism and the management of nature resources are identified as priority issues. The objectives for addressing these issues include stimulating an increase in economic growth from tourism by 2% in 2008 and creating effective and efficient management of the environment resource towards sustainable development. Strategies that may be potentially relevant to the eastern ELCNR reserves include: developing heritage and tourism attractive sites; facilitating the establishment of tourism-related SMMEs and cooperatives; and developing an environmental skills/awareness programme.

The eastern ELCNR reserves within GKLM are identified on the SDF as Type 1 Protected Areas and are by definition, ‘No Development’ areas. They are also incorporated within a ‘Dune Mega-Conservancy Network’ designation which recognizes the importance of the coastal corridor for conservation. Double Mouth Nature Reserve is incorporated within a greater area designated for a Proposed Private Mega Conservancy, which, where appropriate, will allow for resort development. A small area immediately abutting Cape Morgan Nature Reserve has also been highlighted as a Proposed Conservancy Area. Finally, it is noted that there is a heritage route, the Phalo Heritage Route, which traverses through GKLM from Kei Bridge to Kei Mouth.

1.4 Institutional Framework

ELCNR is managed by the Operations Directorate of the ECPB.

The current, approved staffing complement for ELCNR is summarized as follows³:

- Environmental Officer (1)
- Administration Clerk (1)
- Principal General Foreman (1)
- Field Rangers (8)
- General Foreman (1)
- General Assistants (16)

Further detail on the institutional framework for ELCNR is discussed in **Chapter 6**.

1.5 Description of the Reserve

The following comprises extracts from and/or a summary of information presented in the ELCNR Management Plan (1998) (ELCNR 03, refer to the SOK Report – file). Other material used has been referenced accordingly.

1.5.1 *History and Heritage Resources*⁴

The history of human activity in the area includes the ‘Strandlopers’ or beachcombers who traversed the coastline from the earliest times to the present, including Bushmen, Khoi, Xhosa, shipwrecked sailors and seaside settlers. Evidence of previous activities by the strandlopers is indicated by shell middens, largely comprising limpets and mussels, which have been discovered along the coastline.

³ Based on information provided during an interview with Reserve Manager, March 2006.

⁴ Based on information provided on www.strandlopertrails.org.za and ELCNR 12.

Of particular historical interest along the coast is the large number of shipwrecks that have occurred along the coastline as a whole. The earliest recorded shipwreck was the Santa Alberto at Sunrise on Sea in 1593 with at least 6 other recorded ship wrecks having taken place along the ELCNR coast line, the last being in 1910. The early Portuguese carrack shipwrecks are particularly interesting and are often associated with the presence of porcelain shards and beads which can still be found washed ashore today.

Fort Pato and Fort Grey (now Umtiza) are linked to the Border Wars between the British and the Xhosa, in particular the 7th Frontier War or 'War of the Axe' (1846-1847). A series of four forts were proposed between East London and King Williams Town in order to protect the supply route between these two towns; they were authorized in 1848, a year after the end of the 7th Frontier War. Fort Pato was named after the Gqunukhwebe Chief Pato and Fort Grey after Earl Grey, the Secretary of State for the colonies. Remnants of the buildings/foundations and some graves are all that remain.

In terms of the history of ELCNR, the heavy exploitation of the indigenous forest at Fort Pato lead to the promulgation of the Herbage and Forest Act in 1859 to prevent unlawful destruction of the forests and herbage. In 1860, the unlicensed cutting of timber in the forests was prohibited. In 1884, the first official forest plantation (3.5 ha) in the Eastern Cape was established at Fort Grey. The subsequent Forest Act of 1888 provided for the protection and working of the forest areas according to an annual yield. As mentioned in **Section 1.3** above, the first of the ELCNR reserves were proclaimed in 1904 and then in 1983.

Cape Morgan Nature Reserve lies adjacent to the Phalo Heritage Route which incorporates Xhosa cultural sites.

1.5.2 *Climate*

The climate for the broader area incorporating ELCNR is characterized as follows⁵:

- Mild to warm and humid, tending towards sub-tropical.
- Mean annual rainfall varies between 800 – 1000mm, with the majority of rainfall occurring during the spring and summer months.
- Average annual temperatures range between 8° – 26°C in the Great Kei area and between 13° – 25°C in the Buffalo City area.
- Wind direction is predominantly south-west to south-east in summer and largely westerly in winter. The spring months generally tend to be the windiest months with January to March being the calmest months. Berg winds tend to be common during the winter months.
- The Agulhas Current is a major climatic influence on coastline's weather conditions.

1.5.3 *Geology, Soils and Geomorphology*⁶

The geology of the coastline, incorporating the ELCNR, predominantly comprises the Beaufort Group of the Karoo Supergroup. This Supergroup was deposited between 310 – 182 million years ago (i.e. Late Carboniferous to Middle Jurassic Periods) in association with the large and deep inland Karoo Sea that was present across most of South Africa at the time. The Beaufort Group of rocks represent the middle sequence of five groups of rock forming the Karoo Supergroup and was deposited approximately 250 million years ago. Specifically, the Beaufort Group was deposited during the time when the Karoo Sea was largely silted up and large meandering rivers crossed extensive floodplains: sand, silt and mud were deposited in varying dominance during this time. Thick, weathered dolerite sills are a prominent feature of Karoo Supergroup deposits – such as at Umtiza and Fort Pato. These sills (and dykes) were formed 182 million years ago as the fragmentation of Gondwana, the

⁵ Based on information presented in ELCNR 03 and current Municipal IDPs.

⁶ Based on information obtained from T McCarthy and B Rubidge, 'The Story of Earth and Life: A Southern African Perspective on a 4.6 Billion Year Journey'. Kumba Resources, 2003, and RA Lubke, FW GEss and MN Bruton, 'A Field Guide to the Eastern Cape Coast'. 1988.

supercontinent, commenced and magma was injected into and onto the Karoo Supergroup rocks. A significance dolerite dyke headland exists between Morgan Bay and Double Mouth, and dolerite dykes project seaward at Christmas Rock and south of Kayser's Beach.

In terms of geomorphology, the ELCNR coastal reserves are 'characterised by gently undulating terrain with relief provided by sand dunes now stabilized by vegetation' and which vary in altitudes between sea level and 336 mamsl. The two inland reserves also comprise gently undulating terrain varying between 60 to 522 mamsl in altitude. Cliffs and wave cut platforms occur at a number of locations, including Double Mouth and Cape Henderson. Two episodes of coastal uplifting occurred approximately 20 million and 5 million years ago. These episodes lead to rivers generally cutting a deeper incised landscape while retaining their meandering pattern, as can be seen on the Tyolomnqa and Buffalo Rivers.

1.5.4 Flora

As described in ELCNR 03, the ELCNR consists of five main vegetation types, including:

Transitional Coastal Forest Occurs in Umtiza and Fort Pato Nature Reserves. The canopy varies in height from 5 to 10m in exposed areas and may grow to a height of 20m. In the more protected areas trees such as *Ptaeroxylon obliquum*, *Buxus macowanii* and *Harpephyllum caffrum* are the more common canopy forming trees. The understorey is dominated by scrambling shrubs.

Valley Thicket Occurs in Fort Pato Nature Reserve, and to a lesser degree, Umtiza Nature Reserve. The valley thicket forms a dense thicket of mainly woody shrubs and trees with a closed canopy up to 6m in height. Only 2.14% of this vegetation type is conserved in South Africa with approximately 51%

having been transformed through land use practices. The dominant species are *Acacia karoo*, *Apodytes dimidiata* and *Asparagus spp.*

Eastern Thorn Bushveld

Occurs in Fort Pato and Umtiza Nature Reserve. This vegetation usually occurs on dry upland ridges above the Valley Thicket. Its woody component is characterized by *Acacia karoo*, *Diospyros lycioides*, *Maytenus spp* and *Rhus spp.* The grasses are of a sourish, mixed species. Only 0.45% of this vegetation type is being conserved.

Eastern Dune Thicket

This is the dominant vegetation type. It is confined to a narrow belt of high dunes along the coastal zone. Eastern Dune Thicket is present at all the coastal reserves.

Coastal Grassland

This vegetation type is confined to the eastern coastal reserves and comprises *Themeda triandra*, *Stenotaphrum secundatum* and *Cymbopogon spp.*. Only 1.13% of this vegetation type is conserved.

ELCNR 03 lists several species of conservation importance which are found within the boundaries of ELCNR, including *Ptaeroxylon obliquum*, *Buxus macowanii*, *Umtiza listerana*, *Encephalartos altensteinii* and *E. villosus*. Agricultural practices and rural and urban development have virtually established the two inland reserves as islands of original Mesic Kaffrarian Thicket and its associated fauna, which includes several endangered species.

1.5.5 Fauna⁷

While the majority of the large mammals have become locally extinct over the last century (see below) many animals still occur in ELCNR – including the Samango

⁷ Refer also to ELCNR 12.

Monkey at Umtiza. Rare fauna found in the ELCNR as a whole include the Leopard, Blue Duiker, Giant Golden Mole, and Tree Dassies. Cape Parrots used to be observed at Umtiza, but have not been seen for many years. Other species of interest include Crowned Eagles, Knysna Lourie and Narina Trogon. The African Black Oystercatcher also occurs along the coast and is regarded as the second most threatened bird on the South African Coast.

Southern Right Whales frequent the coast between July and September in particular. The sardine run and associated wildlife can be seen from the coast from the end of May to the beginning of June.

Fauna species historically present in ELCNR and now absent (and not extinct) as described in ELCNR 17 include the following⁸:

RESERVE	LARGER HERBIVORE SPECIES						
	African Elephant	Warthog	Red Hartebeest	Oribi	Cape Buffalo	Black Rhinoceros	Kudu
Cape Morgan	✓						
Double Mouth		✓	✓	✓	✓		
Cape Henderson	✓	✓	✓	✓	✓		
Chintsa West	✓	✓	✓	✓	✓		
Kwelera	✓	✓	✓	✓	✓		
Nahoon	✓						
Umtiza							
Fort Pato	✓	✓	✓	✓	✓	✓	✓
Cove Rock/ Gulu	✓	✓	✓	✓	✓		
Kidd's Beach	✓	✓	✓	✓	✓	✓	
Kayser's Beach	✓	✓	✓	✓	✓	✓	
Chalumna			✓		✓		

⁸ Based on information in ELCNR 17, 'Medium to Large Sized Mammalian Herbivores in Provincial Nature Reserves in the Eastern Cape Province'.

ELCNR 17 lists Blesbok and Waterbuck as the key alien faunal species present in ELCNR but do not identify in which portions of the reserve these occur.

1.5.6 Rivers and Estuaries

There are numerous rivers and estuaries which border or cut through the various reserves comprising the ELCNR. These include, but are not limited to, the following (from north-east to south-west)⁹:

- Quko River and Mtendwe Rivers at Double Mouth;
- Nyarha and Kwenxura Rivers at Cape Henderson;
- Chintsa and Bulura Rivers at Chintsa West;
- Kwelera River at Kwelera;
- Nahoon River at Blue Bend;
- Buffalo River at Fort Pato and Umtiza;
- Mvubukezi, Hickmans, Hlozi, Igoda and Gulu Rivers at Cove Rock/ Gulu;
- Mgwenyane and Mcantsi Rivers at Kidd's Beach;
- Mele and Ncera Rivers and Lillyvale Creek at Kayer's Beach; and
- Tyolomnqa River at Chalumna.
- Keiskamma River at Hamburg
- Fish River at Forest Reserve 244

1.5.7 Reserve Infrastructure

Existing reserve infrastructure at ELCNR includes the following¹⁰:

⁹ That is some of the rivers are unnamed on available mapping.

¹⁰ Based on information presented on the CDF plans (see Chapter 5).

INFRA-STRUCTURE	RESERVE											
	Cape Morgan	Double Mouth	Cape Henderson	Chintsa West	Kwelera	Nahoon	Umtiza	Fort Pato	Cove Rock/Gulu	Kidd's Beach	Kayser's Beach	Chalumna
Gate		✓										
Hiker's Hut	✓	✓	✓	✓								
Hiking Trail (s)	✓	✓	✓	✓	✓							
Inspection Office	✓											
Field Ranger Hut(s)	✓		✓	✓						✓	✓	
Public Roads	✓						✓	✓				
Parking				✓					✓		✓	
Staff Accommodation	✓			✓	✓		✓	✓	✓			
Ablution Block(s)	✓	✓		✓					✓	✓		
Offices		✓					✓					
Stores room	✓						✓					
Arts/Crafts/ Tea Rooms	✓											
Camp site		✓										
Picnic site(s)					✓				✓		✓	
Accommodation	✓											
Education Centre	✓											
Lighthouse	✓											
Sewage ponds	✓											
Tidal pool				✓								
Ski boat club					✓							
Boardwalk						✓						
Heritage/traditional site								✓	✓			

Visitor services generally provided for at the ELCNR includes camping, fishing, walking, swimming and diving. A key feature of the eastern ELCNR is the Strandloper Trail. This is a popular 5 day hiking trail which runs from Cape Morgan to Gonubie, passing through all the eastern coastal reserves.

1.6 Strengths, Weaknesses, Opportunities and Threats

Table 1. SWOT assessment for ELCNR as based on inputs from the Reserve Manager (see SOK file).

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Dedicated staff. • Protected areas largely in good state. • Proximity to coastline with respect to tourism development opportunities. • Coastal reserves help maintain buffer, protecting inland areas. • Coastal reserves provide an interface between two vegetation types. 	<ul style="list-style-type: none"> • Inadequate financial procedures to facilitate expenditure. • Limited capital budget leading to a deterioration of facilities. • Insufficient salaries for staff. • Inadequate procurement system. • Inadequate controls for receiving revenue. • Staff shortages and inadequate resources. • Lack of staff skills. • Inadequate delegation of authority.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Tourism development 	<ul style="list-style-type: none"> • Institutional arrangements, particularly with DAFF. • Job security. • Insufficient human resources. • Crisis management for biodiversity. • Encroachment of coastal developments threatening reserve boundaries and increasing reserve isolation.

OPPORTUNITIES	THREATS
	<ul style="list-style-type: none"> • Uncontrolled development (boardwalks, walkways, gardens) illegally encroaching into protected areas.

The SWOT assessment has been used to guide the development of the SMP and specifically the focus of the goals, objectives, activities and deliverables listed in **Section 4**.

2 MANAGEMENT OBJECTIVES FRAMEWORK

The planning process for the SMP begins with the definition of the reserve purpose (**Section 2.1**). This purpose is captured in a clear vision of the desired future conditions of the reserve, supported by underpinning operating principles (**Section 2.2 and 2.3**, respectively). The process then identifies the major management goals for the reserve; these goals are broadly categorized into Key Result Areas (KRA) (**Section 2.4**). A number of management objectives are identified for each goal which are then made operational through the identification of key activities/actions. Time frames, deliverables and performance indicators (with targets) are then allocated for each activity, or a group of linked activities, and prioritized over a five year time horizon.

These goals, objectives, activities, time frames, deliverables, performance indicators and targets are presented in **Section 4** in a tabular, log frame format for each KRA.

It is important to note that the Reserve Manager is not required to undertake all the activities listed in **Section 4**. However, it is the Reserve Manager's responsibility to place the listed items on the agenda to ensure they are being pursued.

2.1 Reserve Purpose

When initially established, the original purpose of ELCNR was to conserve the indigenous forests which were being heavily exploited in the latter part of the 1800s.

Today, the purpose of ELCNR is to protect the ecological functioning of the coastline in order to protect inland areas, to conserve the floral biodiversity and provide for sustainable tourism.

2.2 Reserve Vision

To maintain some of the oldest reserves in the Eastern Cape with a specific focus on conserving and protecting the physical structures, biodiversity and ecological functioning of the coastline. In doing this, efforts will be made to facilitate access to and use of these reserves for recreational and cultural purposes.

2.3 Reserve Principles

The following principles from the ECPB Strategy Plan underpin the management activities for ELCNR so as to ensure movement towards realizing the aforementioned vision. These principles are reflected in the goals, objectives and activities described for each of the KRAs detailed in **Section 4**.

PRINCIPLE	DETAILS	KRA REFLECTED IN
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PRINCIPLE	DETAILS	KRA REFLECTED IN
<i>Custodianship</i>	Reserve Management ¹¹ will seek to respect, protect and promote ELCNR, and its environmental and heritage resources, as a common heritage and a national asset for all South Africans.	KRA 1 KRA 2
<i>Capacity</i>	Reserve Management will seek to ensure that the management of ELCNR is adequately resourced to meet its mandated and ethical responsibilities in the effective management of the reserve.	KRA 4 KRA 6
<i>Cooperation and Partnerships</i>	Reserve Management will seek to work co-operatively and in partnership with public institutions, the farming sector and local communities to: anticipate, avoid and resolve potential conflicts; protect the reserve resources and values; provide for visitor enjoyment; and address mutual interests in the quality of life of the surrounding communities.	KRA 3
<i>Alignment and Integration</i>	Reserve Management will seek to align and integrate the reserve management activities and priorities into, and with, the relevant local and regional institutional, socio-economic, developmental and conservation context.	KRA 1
<i>Empowerment</i>	Reserve Management will seek to empower staff and stakeholders involved with the reserves by	KRA 3

¹¹ For the purposes of this *Strategic Management Plan*, “Reserve Management” means the Reserves Management institution/s, the Scientific Services supporting services and the executive officers and personnel appointed by ECPB to support, plan and manage the Park. “The Reserve” means the land and areas formally proclaimed, or designated for proclamation, as a Provincial Nature Reserve or other formal protected area designation.

PRINCIPLE	DETAILS	KRA REFLECTED IN
	promoting capacity building, transformation and access to economic opportunities.	KRA 6 KRA 7
<i>Culture of Learning</i>	Reserve Management will aim for continual improvement through both a scientific based approach that provides the basis for informed decision making, and a creative and collaborative approach to problem solving and learning.	KRA 7
<i>Access</i>	Reserve Management shall seek to ensure that stakeholders shall have equitable, sustainable, and managed access to the reserve and the benefits that are derived from the reserve.	KRA 5
<i>Accountability and Transparency</i>	Reserve Management will seek to ensure that management tasks in ELCNR are carried out efficiently and within stipulated time frames, productivity is increased, costs are controlled and impacts are managed, with integrity and in compliance with applicable laws.	KRA 6 KRA 7
<i>Sustainability</i>	Reserve Management will seek to achieve a balance between ecological sustainability, social equity and economic efficiency so that present needs are met without compromising the ability of future generations to meet their own needs.	KRA 2 KRA 3 KRA 7
<i>Management Excellence</i>	Reserve management will seek to attain excellence in managing ELCNR and serving the communities that live near it, and visitors that use it, through accountable and informed decision-making, and co-ordination, co-operation and	KRA 1 KRA 4 KRA 5

PRINCIPLE	DETAILS	KRA REFLECTED IN
	integration with relevant government agencies and stakeholders.	KRA 6 KRA 7

It is important to note that while these principles are intended to guide the Reserve Management in its work, the reserve is also subject to the principles and provisions of relevant international treaties and conventions, national and provincial legislation and policy, and any local contractual agreements.

2.4 Goals and Key Result Areas

In practical terms, the Reserve Management needs to ensure that the following requirements for the effective management of ELCNR are adequately addressed:

- The necessary mandate, human capacity and financial resources to implement and achieve the objectives and activities described in the SMP are in place and maintained.
- A clear definition of roles and responsibilities of partner institutions and stakeholders in the implementation of the SMP is provided;
- The delivery of tangible benefits to local communities that outweigh their social and economic costs (i.e. they are cost-effective).

- Flexibility of service delivery that encourages innovation and a wide range of government, community and non-government sector involvement.
- Performance indicators and accountability measures are clearly listed so as to provide for regular review of outcomes and updating of the SMP accordingly.

Taking into account the above, viz, the purpose and vision for ELCNR and principles, the following overarching management Goals and associated Key Result Areas have been developed to direct the management of ELCNR:

KRA 1: Reserve Planning and Expansion

Goal: To ensure that the planning (and expansion) of the ELCNR maintains and enhances the integrity of its ecological and scenic resources; promotes its financial sustainability; and is integrated into and coordinated with the development and planning of the surrounding areas.

KRA 2: Biodiversity and Heritage Resources

Goal: To promote the long-term conservation, rehabilitation and restoration of the biodiversity and scenic features of the ELCNR, and to minimize operational impacts on the environment.

KRA 3: Stakeholder Involvement

Goal: To establish and nurture cooperative, collaborative and mutually beneficial relationships with stakeholders to ensure the long-term sustainability of ELCNR.

KRA 4: Infrastructure and Equipment

Goal: To ensure the provision, installation, development and maintenance of adequate and appropriate infrastructure and equipment that supports effective conservation management and the provision of visitor facilities and services in ELCNR.

KRA 5: Visitor Services

Goal: To effectively market, provide and maintain a unique experience and good service to all users of, and visitors to ELCNR.

KRA 6: Reserve Administration

Goal: To develop the administrative capacity, human and financial resources to support the implementation of ELCNR SMP and to meet the required legal responsibilities.

KRA 7: Knowledge Management

Goal: To ensure that relevant scientific research and monitoring guides the improving management of the ELCNR, and results in information that is readily accessible to managers and relevant stakeholders.

3 SECTION 3. STRATEGIC IMPLEMENTATION FRAMEWORK

Each of the Key Result Areas (KRA) is introduced by:

- i) A demonstration of the strategic link between the KRA and the ECPB corporate strategy
- ii) A brief description of the reserves strategic focus in addressing the KRA

Based on this each goal is directed by a number of objectives. Each objective will be achieved through a set of activities/actions as set out in the template below. The activities may result in a number of key deliverables.

4 STRATEGIC IMPLEMENTATION FRAMEWORK

4.1 KRA 1: Reserve Planning and Expansion

The medium-term strategic focus of KRA 1 is divided into two components, viz: i) legal and management rationalisation, and reserve expansion, and ii) planning.

The legal and management rationalization and reserve expansion component of KRA 1 focuses on:

- i) Rationalizing the management and authority for ELCNR.
- ii) Consolidating and expanding ELCNR.
- iii) Consolidating the ELCNR within external planning frameworks.

- iv) Establishing proclamations, confirming legal arrangements for Inspection Outposts, obtaining appropriate legal delegations, and surveying reserve boundaries.

Note: it is assumed that Hamburg Nature Reserve will remain termed as such and it will not be necessary to de-proclaim and re-proclaim the area as ELCNR as per the current situation with the other nature reserves collectively forming ELCNR.

The **planning** component of KRA 1 provides for:

- i) Developing a suite of subsidiary management plans for ELCNR.
- ii) Maintaining institutional mechanisms for the ongoing review and upgrading of the Integrated Management Plan (and SMP) for ELCNR.

4.2 KRA2: Biodiversity and Heritage Resources

The medium-term strategic focus of KRA 2 is divided into seven components, viz: i) wildlife management, ii) invasive alien species control, iii) biodiversity monitoring, iv) rehabilitation and restoration, v) heritage management vi) compliance and enforcement, and vii) managing the impacts associated with the use of ELCNR.

The **wildlife management** component of KRA 2 focuses on:

- i) Reintroducing, managing and maintaining locally indigenous fauna to ELCNR.
- ii) Updating baseline species information for ELCNR.
- iii) Providing for the protection of identified rare and endemic species in ELCNR – including the Samango monkey.
- iv) Managing domestic dogs kept by staff on site.

The **invasive alien species control** component of KRA 2 provides for actively controlling invasive alien species with an associated mapping and monitoring programme and obtaining external funding and/or resources to assist ongoing invasive alien species control. The **biodiversity monitoring** component of KRA 2 focuses on implementing a micro-chipping programme for confiscated cycads and maintaining an inventory, and assessing the impact of wood harvesting in the Fort Pato area on fauna species. The **rehabilitation and restoration** component of KRA 2 provides for addressing the rehabilitation and restoration of degraded areas with a proactive approach.

The **heritage management** component of KRA 2 focuses on:

- i) Undertaking mapping of sites of historical and cultural interest – including ‘living heritage’ areas.
- ii) Establishing Cove Rock Nature Reserve as a National Heritage Site.
- iii) Establishing signage for the heritage sites of interest.

The **compliance and enforcement** component of KRA 2 provides for:

- i) Obtaining the legal mandate to enable improved, effective enforcement activities within the coastal nature reserves.
- ii) Rationalizing and/or upgrading the Field Ranger Outposts to best facilitate effective patrol coverage.
- iii) Maintaining effective compliance and enforcement.
- iv) Developing an approach for managing confiscated cycads.

The **managing impacts** component of KRA 2 focuses on:

- i) Promoting improved, proactive management of environmental impacts at ELCNR.
- ii) Promoting the use of sustainable/environmentally friendly technologies at ELCNR.
- iii) Promoting sustainable resource use within the reserves.

- iv) Implementing the Fire Management Plan for ELCNR.

4.3 KRA3: Stakeholder Involvement

The medium-term strategic focus of KRA 3 is divided into two components, viz: i) cooperative governance and communication, and ii) equitable physical access.

The **cooperative governance and communication** component of KRA 3 focuses on re-establishing and maintaining Stakeholder Forums. The **equitable physical access** component of KRA 3 provides for facilitating access to local communities for cultural purposes in ELCNR and re-establishing the now defunct community related projects previously operated from ELCNR.

4.4 KRA4: Infrastructure and Equipment

The medium term focus for KRA4 comprises two components, viz: i) infrastructure, and ii) equipment.

The **infrastructure** component of KRA 4 focuses on implementing the subsidiary plan, the ELCNR Infrastructure Plan for both reserve and tourism related infrastructure and ensuring regular upgrading and/or maintenance of this infrastructure.

Note: It is assumed that within the context of the infrastructure component for this KRA, ECPB will develop generic criteria on the standard of staff and tourism infrastructure to be provided in Eastern Cape Nature Reserves, and that this will guide the standards to be applied at ELCNR.

The **equipment** component of KRA 4 provides for the acquisition and maintenance of new equipment for ELCNR.

4.5 KRA5: Visitor Services

The medium term strategic focus for KRA 5 comprises two components, viz: i) tourism and recreation, and ii) education and awareness.

The **tourism and recreation** component of KRA 5 focuses on:

- i) Developing new tourism and recreation services.
- ii) Marketing the tourism and recreational services at ELCNR.
- iii) Maintaining key information on ELCNR visitor profiles and their needs.
- iv) Reviving the Honorary Officer Programme and/or establishing a 'Friends of ELCNR'.
- v) Confirming the possible use of inspection outposts for accommodation as a 'perk' for volunteers.

Note: It is assumed, within the context of the Tourism and Recreation component, ECPB will be developing generic standards for the minimum level of quality of services to be provided in Eastern Cape Nature Reserves; and that these will guide the development of new

or upgrading of existing services at ELCNR. It is also assumed ECPB will have a corporate approach for marketing and maintaining relations with tourist organizations etc. to market all reserves.

The **education and awareness** component of KRA 5 provides for environmental education for local communities, special groups and visitors.

4.6 KRA6: Reserve Administration

The medium term strategic focus for KRA 6 comprises two components, viz: i) administration and financing, and ii) human resource.

The **administration and financing** component of KRA 6 focuses on improving the financial management and accountability of the reserve, and developing additional once-off and/or sustainable income sources.

The **human resource** component of KRA 6 provides for:

- i) Establishing and maintaining the full staff complement for ELCNR.
- ii) Developing training and capacity building for the staff complement.
- iii) Re-establishing field ranger internships.
- iv) Implementing health and safety requirements at ELCNR.

4.7 KRA7: Knowledge Management

The medium term strategic focus for KRA 7 comprises three components, viz: i) baseline information; ii) research and monitoring; and iii) data management.

The **baseline information** component of KRA 7 focusses on maintaining key reserve baseline inventory data, obtaining invertebrate collection held at former Agriculture Centre, and maintaining the State of Knowledge Report. The **research and monitoring** component of KRA 7 provides for developing monitoring programmes and research projects for ELCNR, and developing collaborative relationships with research institutions. The **data management** component of KRA 7 focuses on designing and developing a consolidated reserve database and facilitating the use of the information by others.

East London Coast Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						PERFORMANCE	
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	2008	2008
KRA 1:RESERVE PLANNING AND EXPANSION														
Goal: To ensure that the planning and expansion of ELCNR maintains and enhances the integrity of its ecological and scenic resources; enables its financial sustainability; and is coordinated with the development and planning of the surrounding areas.														

East London Coast Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						PERFORMANCE	
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	2008	2008
Legal and Management Rationalisation and Reserve Expansion														
Rationalizing the management and authority for ELCNR and HNR.														
Establish a rationalized and consolidated management regime for ELCNR, incorporating HNR, as guided by ECPB.	30000	0											N/A	N/A
Consolidating and expanding ELCNR.														
a) Prepare and implement an ELCNR Expansion Plan, incorporating the necessary feasibility studies for potential expansion options. The Expansion Plan will need to take into account the Provincial Reserve Consolidation and Expansion Programme.			200000	100	100									
b) Confirm management of Double Mouth Nature Reserve camp site and Cape Morgan Inspection Huts.	100	0	50000	60000	70000	105000							N/A	N/A
Consolidating the ELCNR within external planning frameworks.														

East London Coast Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						PERFORMANCE	
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	2008	2008
a) Identify existing Municipal forums that are in place and ensure regular ELCNR representation.	20000	0	20000	23000	26450	30417							N/A	N/A
b) Present 'ELCNR Expansion Plan' to Municipal forums or selected representatives as a means of raising profile, securing coverage in planning frameworks, and consolidating value of ELCNR to municipalities.				500	575	661								
c) Maintain a functional working relationship with all pertinent Local Municipalities to ensure ongoing integration of the ELCNR into annual IDP process.	20000	0	20000	23000	26450	30417							N/A	N/A
Establishing proclamations, confirming legal arrangements for Inspection Outposts, obtaining appropriate legal delegations, and surveying existing reserve boundaries.														
a) Undertaking due process to establish Fort Pato State Forest as a proclaimed Nature Reserve.	20000	0	25000										N/A	N/A

East London Coast Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						PERFORMANCE	
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	2008	2008
b) Proclaiming the coastal area between Kei River and Fish River as a Nature Reserve, in alignment with the ELCNR Expansion Plan.				28750	33062	38022								
c) Undertaking due process to acquire legal delegation to confirm access/servitudes and to undertake enforcement activities in connection with the Marine Living Resources Act and Sea Shore Act, at a minimum.	6000	0	6900	7935	9125	10494							N/A	N/A
d) Undertaking a survey of all Nature Reserve boundaries to assist with limiting encroachment problems.	300000	0	1000000	-									N/A	N/A
e) Confirming legal arrangements and jurisdiction of ECPB with Bulura Outpost.	100	0	-	-	-	-							N/A	N/A
Planning														
Developing a suite of subsidiary plans for ELCNR.														
a) Prepare an Invasive Alien Plant Management Plan for ELCNR.	60000	0	20000										N/A	N/A
b) Prepare a Fire Management Plan - to include reference to fire readiness, FPAs and to the use of fire for	150000	0	20000										N/A	N/A

East London Coast Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						PERFORMANCE	
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	2008	2008
biodiversity management.														
c) Prepare a Plantation Management Plan for Fort Pato and Umtiza Nature Reserve.				150000	-									
d) Prepare a Stakeholder Engagement Plan for ELCNR.			150000											
e) Prepare an ELCNR Infrastructure Plan for reserve and tourism infrastructure in accordance with pre-determined minimum standards and incorporating any appropriate feasibility studies for proposed new tourism infrastructure.	100000	0	-										N/A	N/A
Maintaining institutional mechanisms for the ongoing review & update of the Integrated Management Plan for ELCNR.														
a) Reserve Planning Team (RPT) to be maintained by Reserve Manager with support from ECPB Scientific Services - RPT to be used to review and update future versions of the	5000	0	5750	6612	7604	8745							N/A	N/A

East London Coast Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						PERFORMANCE	
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	2008	2008
SMP.														
b) Collect and maintain information required to report on the performance of the SMP and the progress made with achieving listed targets to enable annual reporting	5000	0	5750	6612	7604	8745							N/A	N/A
c) Submit performance data to ECPB on an annual basis.	5000	0	5750	6617	7604	8745							N/A	N/A
d) Undertake an annual audit and update of the SMP.	5000	0	5750	6612	7604	8745							N/A	N/A
e) Undertake a quarterly audit and annual update of the Annual Operational Plan (AOP).	5000	0	5750	6612	7604	8745							N/A	N/A
KRA 2:BIODIVERSITY AND HERITAGE RESOURCES														
Goal:To promote the long term conservation, rehabilitation and restoration of the biodiversity, scenic and heritage features of ELCNR, and to minimize operational impacts on the environment.														

East London Coast Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						PERFORMANCE	
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	2008	2008
Wildlife Management														
Reintroducing, managing and maintaining locally indigenous fauna in ELCNR.														
a) Develop programmes for the future re-introduction of Oribi and Zebra to the proposed expanded Morgan Bay Nature Reserve and of Cape Buffalo to the proposed combined Fort Pato and Umtiza Nature Reserve.				100000										
b) Replace and/or upgrade perimeter fencing for pertinent parts of ELCNR in line with the requirements for CAE.					1500000									
c) Implement and monitor the species reintroduction programmes, including impacts on the vegetation.						10000								
d) Maintain ELCNR fencing as per Certificate of Adequate Enclosure (CAE) requirements as appropriate.	20000	0				500000							N/A	N/A
Providing for the protection of identified rare and endemic species in ELCNR - including the Samango Monkey.														

East London Coast Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						PERFORMANCE	
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	2008	2008
a) Preparing and implementing a Rare and Endemic Species Protection Plan, including reference to resources and budgets required.				50000	10000	11500								
b) Liaise with the appropriate authorities as necessary to construct 'monkey walkways' across Buffalo Pass to help reduce monkey road kills.				10000										
c) Construct the monkey walkways.					50000						200000			
Managing domestic dogs kept by staff on site.														
a) Developing and implementing a management policy for domestic dogs on site for application across ELCNR.						10000								
b) Raise staff awareness of new policy through staff meetings and/or distribution of written notices.														
c) Confirm compliance with the new policy on a regular basis - e.g. through regular staff meetings and/or spot checks.			30000	34500	39675	45626								
Invasive Alien Species Control														

East London Coast Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						PERFORMANCE	
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	2008	2008
Actively controlling invasive alien species, with an associated mapping and monitoring programme.														
a) Implement the Invasive Alien Plant Species Management Plan, including the vegetation management aspect of the Fire Management Plan, as described.			200000	500000	350000	250000			50000	60000	20000			
b) Monitor the performance of the Invasive Alien Plant Species Management Plan.														
c) Maintain baseline information on the implementation of the Invasive Alien Plant Species Management Plan.			5000	5750	6612	7604								
Obtaining external funding and/or resources to assist ongoing invasive alien species control.														
a) Consult with Working for Water regarding options for funding and associated project management assistance for invasive alien plant eradication.	2000	0	2300	2645									N/A	N/A

East London Coast Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						PERFORMANCE	
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	2008	2008
b) Identify alternative potential sources of external funding through stakeholder forums, consultations with contacts network, and other fund raising options (e.g. corporate donations).	5000	0	5750	6612									N/A	N/A
Implementing a micro-chipping programme for confiscated cycads and maintaining an inventory.														
a) Undertake micro-chipping exercise of confiscated cycads held at Umtiza Nature Reserve and set up an inventory/database accordingly.		12202		10000	2000								Cycads are microchipped.	Register of cycads in gardens microchipped.
b) Maintain the inventory/database with any new additions to the collection, loss of plants (natural) or re-distribution to other areas (refer to 'Compliance and Enforcement' component below).			2000	2300	2645	3041								
Assessing the impact of wood harvesting in the Fort Pato area on fauna species.														

East London Coast Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						PERFORMANCE	
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	2008	2008
a) Prepare a basic Terms of Reference for an appropriate research project to assess the impacts of wood harvesting on fauna species.				2000	2300									
b) Liaise with external institutions regarding student projects.				100	100	100								
c) Supporting the research project as agreed in consultation with the external institution.					500	500								
Compiling new baseline biodiversity information (flora and fauna) for ELCNR.														
a) Review species information collected to date with a view to confirming any information gaps and/or areas requiring clarification.				20000										
b) Compile new/updated flora and fauna species information as identified from the information gap analysis - including fauna census.					7250	8337								

East London Coast Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						PERFORMANCE	
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	2008	2008
c) Establish programme for monitoring vegetation communities and indicator plant species as a means to review impacts of visitors and game introductions and enable improvement of biodiversity management.						60000								
Rehabilitation and Restoration														
Addressing degraded areas with a more proactive approach (rather than ad hoc basis).														
a) Map current areas at risk of degradation - including areas affected by soil erosion and/or blow outs.				50000										
b) Liaise with relevant authorities and adjacent landowners regarding the risk areas directly and/or through stakeholder forums so has to help identify long term solutions to the causes of degradation.				20000	23000	26450								
c) Develop and implement programme and/or procedures for the systematic rehabilitation of degraded areas.				5000	5750	-								

East London Coast Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						PERFORMANCE	
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	2008	2008
d) Monitor the success of actions and maintain baseline information and maps.					30000	34500								
e) Raising awareness on responsible resource use and environmental management in general for landowners, local communities and visitors.			5000	5750	6612	7604								
Heritage Management														
Undertaking mapping of sites of historical and cultural interest - including 'living heritage' areas.														
a) Develop and implement a research programme to identify all sites of historical and cultural interest in ELCNR.				0										
b) Engage local institutions in the research programme and database development.				0										
c) Establish and maintain a database.				0	0									
d) Use database information for developing and implementing a protection/restoration programme for sites as necessary - including the middens on the Strandloper Trail.					10000	10000								

East London Coast Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						PERFORMANCE	
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	2008	2008
Establishing Cove Rock Nature Reserve as a National Heritage Site.														
a) Undertaking due process to apply for the declaration of Cove Rock Nature Reserve as a National Heritage Site.			5000	5750										
b) Liaising with municipalities and stakeholders to confirm process is underway and advising of the outcome.			0	0										
c) Updating Heritage Sites Protection Plan to provide for requirements associated with National Heritage Site status.					7604									
Establishing signage for the heritage sites of interest.														
Establishing signage for key heritage sites, including the National Heritage Site (if assigned), shipwrecks and in connection with the Forts.					10000	0								
Compliance and Enforcement														
Obtaining the legal mandate to enable improved, effective enforcement activities within the coastal nature reserves.														

East London Coast Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						PERFORMANCE	
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	2008	2008
a) Mapping areas where illegal activities adjacent to/within ELCNR occur and maintaining an inventory of incidents - e.g. poaching, prostitution, pollution and illegal dumping.	50000	1000	34500	39675	45626	52470	50000		15000	17250	19840	22816	Basic equipment provided for Field Rangers to undertake patrols.	Invoice submitted to Head Office and Field Rangers equipped with essential equipment to undertake patrols.
b) Liaise with ECPB Regional Manager regarding specific delegations required at ELCNR to address illegal activities and to draw up process and programme for application.	100	0											N/A	N/A
c) Undertake communications with DEDEA, DEAT: MCM and DAFF as identified to present requirements and obtain direction/mandates to proceed with support from ECPB.			6000	6900	7935									
d) Upgrade focus of compliance and enforcement activities accordingly - including provision for additional training, funding and advertisement of new scope of activities to local		45000				40000							Overtime provided.	Staff utilised optimally to ensure services and compliance maintained.

East London Coast Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						PERFORMANCE	
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	2008	2008
SAPs, magistrates, the public, etc.														
e) Maintain and collate information on all incidents in order to monitor effectiveness of enforcement activities and to provide feedback for future management activities.	10000	1000	11500	13225	15208	17490		60000					GPS and cyber trackers used to collect data from the protected area for reporting purposes.	Data collected in the field is collated onto maps and into reports.
Rationalizing and/or upgrading Field Ranger Outposts to best facilitate effective patrol coverage.														
a) Prepare a rationalization plan based on current staff capacity and infrastructure upgrade programme (see KRA 4).	20000	0	-										N/A	N/A
b) Employ additional Field Rangers as per KRA 6.	2000	0	2300										N/A	N/A
c) Upgrade rationalization plan as necessary with any completed expansions and/or staff additions.				300000			10000	0		300000			N/A	N/A

East London Coast Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						PERFORMANCE	
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	2008	2008
Maintaining effective compliance and enforcement.														
a) Collating and maintaining a legal register on pertinent legislation for ELCNR, and advising staff of amendments.	30000	0	34500	39675	45626	52470			50000	13225	15208	17490	N/A	N/A
b) Ensure the effective deployment and equipping of the compliance and enforcement staff complement.		0											N/A	N/A
Maintain collaborative working relationships with adjacent landowners, local SAPS, DEDEA crime services, local magistrates and others.		0											N/A	N/A
c) Investigate the feasibility of transferring income generated from fines back to the ELCNR.				200	-	-								
Developing an approach for managing confiscated cycads.														
a) Investigate option for setting up a landscaped garden for confiscated cycads at ELCNR or at the 'new' Head Office.						30000								

East London Coast Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						PERFORMANCE	
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	2008	2008
b) Investigate option for auctioning confiscated cycads as a means to raising funds for ELCNR					20000	-								
Managing the Impacts associated with the use of ELCNR														
Promoting improved proactive management of environmental impacts at ELCNR.														
a) Mapping areas of concern where use of facilities on/or through Nature Reserves has an adverse environmental impact - including stormwater management, public roads, dune blow-outs, sanitation and waste disposal.	50000	0	80000				50000	0					N/A	N/A
b) Implement corporate procedures to reduce environmental impacts and to ensure regulatory compliance.			20000	23000	26450	30417								
c) Liaising through stakeholder forums or directly with municipal/government officials to resolve waste disposal problems and public road maintenance, etc.	5000	0	5750						1500000				N/A	N/A

East London Coast Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						PERFORMANCE	
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	2008	2008
d) Ensuring full staff compliment is in place to enable more proactive response to managing environmental impacts.	175000	0	0	0									N/A	N/A
Promoting the use of sustainable/ environmentally friendly technologies at ELCNR.														
a) Assess options for the introduction of sustainable technologies into existing facilities and services where cost- effective and security of the area permits.					30000	30000								
b) Promote use of sustainable technologies in proposed new facilities and services where cost- effective and security of the area permits - e.g. at the Cape Morgan Nature Reserve, 'Old Mine' area	30000	0	34500	39675	45626	52469							N/A	N/A
Promoting sustainable resource use within the reserves.														
a) Monitor water supply:demand, where pertinent, in ELCNR and investigate options for water conservation on the basis of the supply:demand results.			5000	5750	6612	7604	-		50000					

East London Coast Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						PERFORMANCE	
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	2008	2008
b) Complement visitor awareness programme with signage and information to encourage more environmental responsible resource use.		20000		70000	50000	57500				150000	40000	46000	Afix the new logo to signs on the ELCNR.	Logo on all signage.
Implementing the Fire Management Plan for ELCNR.		19500											Firefighting equipment maintained and serviced.	Invoices submitted to Head Office and content of the monthly reports.
c) Implement the Fire Readiness section of the Fire Management Plan.				0	0	0								
d) Ensure the appropriate equipment, resources and training are in place/have been provided to enable effective fire prevention and containment.			10000	11500	13225	15208								
KRA 3:STAKEHOLDER INVOLVEMENT														
Goal:To establish and nurture cooperative, collaborative and mutually beneficial relationships with stakeholders so as to ensure the long term sustainability of ELCNR.														

East London Coast Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						PERFORMANCE	
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	2008	2008
Cooperative Governance and Communication														
Re-establishing and maintaining Stakeholder Forums.														
a) Identify current contacts, stakeholders and/or additional organizations that need to be included in stakeholder forums for ELCNR based on details from previous forum activities and current network recommendations.	20000	0	23000										N/A	N/A
b) Set up Liaison Officers at ELCNR - up to three posts in order to cover whole area - to maintain communications on a regular basis with all stakeholders, communities and other interested parties.	10000	0	11500	13225									N/A	N/A
c) Task Liaison/Education Officer(s) with primary task to engage identified stakeholders as per Stakeholder Engagement Plan, and to provide logistical and resource support to the functioning of new forums as necessary.	20000	0	3000000	345000	396750	456200			50000				N/A	N/A
Equitable Physical Access														

East London Coast Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						PERFORMANCE	
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	2008	2008
Facilitating access to local communities for cultural purposes in ELCNR.														
Establish reserve level permitting process for special cultural access to ELCNR.	4000	0	4600										N/A	N/A
Re-establishing the now defunct community related projects previously operated from ELCNR.														
a) Confirm feasibility of re-establishing the community projects in terms of community needs - through Stakeholder Forums - as well as resources etc required from ELCNR.				0	0				0					
b) Prepare and implement plan for establishing those projects identified in the Feasibility Report, including reference to expected deliverables, budgets, resources and timescales.						20000								
KRA 4: INFRASTRUCTURE AND EQUIPMENT														

East London Coast Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						PERFORMANCE	
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	2008	2008
Goal: To ensure the provision, installation, development and maintenance of adequate and appropriate infrastructure and equipment that supports effective conservation management and the provision of visitor facilities and services in ELCNR.														
Infrastructure														
Implementing the ELCNR Infrastructure Plan.														
a) Construct new and/or upgrade existing reserve roads, tracks, hiking trails etc.				200000										
b) Construct new and/or upgrade existing bulk services.			20000	50000				20000	400000					
c) Construct new and/or upgrade reserve buildings, communications systems and other infrastructure.	30000	62000	50000				7000000	90000	100000				Upgrade and renovate the hall and ablution block in the staff village. Install manufactured radio masts on the ECS and the WCS. Two way radios purchased and operational. Purchase Hilti	Monthly reports. Infrastructure in place and used. Invoice submitted to Head Office. Amended asset register.

East London Coast Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						PERFORMANCE	
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	2008	2008
													for drilling into concrete.	
d) Construct new and/or upgrade existing tourism infrastructure.		5000		30000				100000	2000000				Upgrade the DMNR campsite infrastructure - water and electrical upgrade.	Monthly reports and customer questionnaire.
Implementing a regular maintenance plan for reserve/visitor infrastructure.														
a) Prepare and implement a programme for regular inspection of all infrastructure and identification of problems/damage.			50000											
b) Set up and maintain a procedure for maintenance checks and record keeping.			0	10000	15000	20000								
c) Use staff and visitor feedback to guide budget requirements for new/upgraded infrastructure/equipment.														
Equipment														

East London Coast Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						PERFORMANCE	
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	2008	2008
Acquiring and maintaining new vehicles.														
a) Acquire vehicle(s) for the Liaison Officer(s).	250000	0							300000				N/A	N/A
b) Acquire vehicles for fire management, including: 1 x 5 tonne 4x4 truck; 3 x LDVs (4x4); and 1x 3 tonne 'delivery' vehicle.	97000	3000							390000				Purchase of motor vehicle, 1 ton delivery vehicle. Scoop for the tractor and brush cutter.	Vehicle purchased from tender, invoice submitted and asset on asset list.
c) Maintain all reserve vehicles according to manufacturer's specifications and maintenance cycles.	273000	0	120000	138000	158000	182505							N/A	N/A
Acquiring and maintaining other equipment.														
a) Acquire generator for Umtiza NR.	<input type="checkbox"/>	<input type="checkbox"/>							130000					
b) Acquire boat - in the event ECPB's jurisdiction is expanded to incorporate estuaries.						50000						250000		
c) Maintain generator (and boat) according to manufacturer's specifications and maintenance cycles.	<input type="checkbox"/>	<input type="checkbox"/>		10000	11500	28225								
d) Acquire media equipment and portable power supply for Liaison Officer (s).			0	0					0					

East London Coast Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						PERFORMANCE	
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	2008	2008
e) Maintain media equipment and portable power supply according to manufacturer's specifications.			5000	5750	6612	7603								
KRA 5:VISITOR SERVICES														
Goal: To effectively provide and maintain a unique experience and good service to all users of and visitors to the ELCNR, and to market these services.														
Tourism and Recreation														
Developing new tourism and recreation services and facilities.														
a) Develop minimum standards for the provision of visitor services and facilities.	5000	0	5750										N/A	N/A
b) Resubmit Business Plan for Double Mouth Nature Reserve (2005).	500	0											N/A	N/A
c) Undertake approved activities in Double Mouth Nature Reserve.	20000	0	23000	26000	30417	34 980							N/A	N/A
d) Investigate the feasibility and desirability of providing new hiking trails on West Coast and a historical trail linked to the four forts.			5000	5750										

East London Coast Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						PERFORMANCE	
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	2008	2008
e) Investigate the feasibility and desirability of starting a canoe trail on the Tyolomnqa River.					6612									
f) Investigate the feasibility and desirability of establishing conference facilities at Seavale.					6612									
g) Develop and implement Visitor Services Business Plan on the basis of the results of the feasibility studies.				5750	6612									
Marketing the tourism and recreational services and facilities.														
Provide information to the marketing section for the development of new brochures and marketing material and ensures this information remains factually correct and up to date.				5750	6612									
Maintaining key information on ELCNR visitor profiles and their needs.														
a) Collate information from Central Reservations on visitor profiles and with the visitor questionnaires, so as to maintain daily profiles of the reserve visitors and users in the standardized	1200	0	7200	8280	9522	10950							N/A	N/A

East London Coast Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						PERFORMANCE	
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	2008	2008
corporate format.														
b) Use the visitor profiles as a decision-support tool to guide and direct the development of new tourism facilities and services as described in future versions of the Visitor Services Business Plan.	5000	0	5750	6612	7603	8744							N/A	N/A
c) Undertaking visitor surveys every two years.			0		0									
Reviving the Honorary Officer Programme or establishing a 'Friends of ELCNR'.														
a) Investigate feasibility of re-establishing the Honorary Officer Programme at ELCNR or a 'Friends of ELCNR' set up for compliance/enforcement, other volunteer resources and potential funding.					7603									

East London Coast Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						PERFORMANCE	
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	2008	2008
b) Liaison Officer to undertake actions to re-establish Honorary Officer Programme and/or 'Friends of ELCNR' as described in the Feasibility Report.					7603									
Confirming the possible use of Inspection Outposts as a 'perk' for Reserve volunteers.														
a) Investigate feasibility of making reserve outposts and other facilities available as accommodation for volunteers as a 'perk' or 'payment' for volunteer activities.						8744								
b) Develop a policy on the basis of the feasibility study and distribute to volunteers accordingly.						0								
Education and Awareness														
Providing environmental education for the local communities, special groups and visitors.														
a) Develop, maintain and update appropriate natural history and cultural/historical information for ELCNR for presentation/distribution to groups and visitors.	☐	☐	5750	6612	7604	8745								

East London Coast Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						PERFORMANCE	
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	2008	2008
b) Establish guided tours for historical routes - encourage specialist group visits.	<input type="checkbox"/>	<input type="checkbox"/>			7604	8745								
c) Develop and implement a community awareness programme on responsible resource use.	<input type="checkbox"/>	<input type="checkbox"/>	5750	6612	7604	8745								
d) Integrate, maintain and update educational and interpretive displays and materials into existing and new tourism infrastructure, facilities and services - including the promotion of responsible resource use.	<input type="checkbox"/>	<input type="checkbox"/>		6 612	7604	8 745				50000				
e) Use feedback from visitors, the communities and stakeholder forums to update the focus of environmental education every two years.	<input type="checkbox"/>	<input type="checkbox"/>	0		0									
f) Promote options for student internship and/or volunteer projects through local institutions as tied in with ELCNR research needs.	<input type="checkbox"/>	<input type="checkbox"/>			0	0								
KRA 6:RESERVE ADMINISTRATION														

East London Coast Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						PERFORMANCE	
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	2008	2008
Goal:To develop the administrative capacity, human resources and financial resources to support the implementation of the ELCNR SMP and to meet the required legal responsibilities.														
Administration and Financing														
Improving the financial management and accountability of the reserve		733819											Budgeting and financial control, hiring of equipment, attending meetings, general office administration, reporting, personnel administration, travel, S&T, right of way permit administration, roadworthy and licensing of vehicles i.e. fixed costs. (Specific functions related to this activity where specific budget was allocated	Projects and tasks are managed, equipment operational, and paper trace is in place.
a) Develop annual capital and operations budgets as linked to the Annual Operations Plan for corporate approval.	5000		57450	612	7604	8745								
b) Maintain corporate procedures for financial management and procedures.	100000		115000	132250	152087	174900								
c) Maintain an asset register for ELCNR.	2000		17250	19837	22813	26235		23608						
d) Ensure all projects/programmes implemented at ELCNR are accompanied by detailed plans (with budgets and timescales).	15000		17250	14837	22813	26235								
e) Undertake regular audits of project/programmes to confirm progress and/or	1500		0	0	0	0								

East London Coast Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						PERFORMANCE			
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator		
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	2008	2008		
problems encountered.													is mentioned or listed.)			
f) Maintain strong regime for record keeping on all reserve issues.	80000		92000	105800	121670	139920										
g) Provide regular supervision to staff, hold weekly meetings and quarterly reviews.	20000		0	0	0	0										
Developing once-off or sustainable income sources.																
a) Implementing a Strandloper Trail levy for associated hotels and/or Strandloper Eco-Tourism Board.				300	5000	5750										
b) Assessing the feasibility of establishing a toll road(s) at Umtiza Nature Reserve (and/or for other reserves) as a means to protect wildlife, reduce illegal activities and raise funds.						-										
c) Obtaining corporate sponsorship for the construction (and/or operation) of new tourist services and facilities.				6612	7604	8745										
d) Identify and implement mechanism to improve efficiency and reduce unnecessary	10000	0	11500	13225	15208	17490							N/A	N/A		

East London Coast Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						PERFORMANCE	
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	2008	2008
expenditure.														
e) Optimise the income streams from current facilities and services where possible	1000	0	1150	1322	1520	1749							N/A	N/A
f) Identify and implement mechanisms to improve efficiency and reduce unnecessary expenditure.														
Human Resource														
Establishing and maintaining the full staff complement for ELCNR.														
a) Develop programme with ECPB for filling the current, vacant posts.														
b) Advertise posts and interview candidates as per programme and fill vacant posts.														
c) Maintaining good labour relations through weekly and quarterly meetings, clear goals, appraisals, training programmes and supervision, at a minimum.	12000	1000	13800	15870	18250	20988		18000					Tables and chairs purchased for the hall in the staff village.	Invoice submitted to Head Office.
Developing training and capacity building for the staff complement.														

East London Coast Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						PERFORMANCE	
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	2008	2008
a) Re-submit training needs programme to ECPB for current staff complement and obtain confirmation to proceed with required training.	1000													
b) Maintaining training needs programme as per corporate procedures.		3000	1150	1322	1520	1749							Field Rangers are trained in the use of firearms.	Training records in place.
c) Provide for the regular supervision of staff particularly after completing training.	10000		11500	13220	15200	17490								
d) Review and revise required staff complement and training needs as new tourism infrastructure, services and facilities are approved and established and/or expansion of ELCNR occurs.					0	0								
e) Recruit new and/or train existing staff as identified.						0								
Re-establishing field ranger internships.														
Investigate feasibility of re-establishing internship programme and undertake actions as defined by the results of the feasibility study.					5000	90000								

East London Coast Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						PERFORMANCE	
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	2008	2008
Implementing health and safety requirements at ELCNR.														
a) Establish and maintain H&S procedures as per corporate instruction and with guidance from the ECPB H&S officer.	5000	1500	5750	6612	7604	8745							Fire extinguishers serviced and first aid kits maintained.	Tags on extinguishers indicate service and expiry dates of items in the first aid kits have not expired.
Ensure all staff are adequately equipped with necessary uniforms and protective clothing.	120000	0	138000	158700	182505	209880							N/A	N/A
KRA 7:KNOWLEDGE MANAGEMENT														
Goal:To ensure that relevant scientific research and monitoring guides the improving management of the ELCNR and results in information that is readily accessible to managers and relevant stakeholders.														
Baseline Information														
Maintaining key reserve baseline inventory data														

East London Coast Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						PERFORMANCE	
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	2008	2008
Collate flora and fauna baseline data as per KRA 2, 'Biodiversity Monitoring' component, and supply data to Scientific Services for central database				0	0	0								
Obtaining invertebrate collection held at former Agriculture Centre.						0								
Confirm location of invertebrate collection formerly held at the Agricultural Centre and consider the feasibility of obtaining this collection or assisting with the 'rescue' of the collection for another institution such as the EL Museum.														
Maintaining the State of Knowledge Report.														
Updating the State of Knowledge Report every 2 years.			10000		15000									
Research and Monitoring														
Developing monitoring programmes for ELCNR.														
a) Establish a programme for monitoring the physical changes in sand dunes on a 6 monthly basis and maintaining a photography record.			8050	9257	10646	12243								

East London Coast Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						PERFORMANCE	
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	2008	2008
b) Establish a programme for monitoring the physical changes to estuaries within ELCNR, particularly after storm events, and maintaining a photographic record.			0	0	0	0								
c) Monitoring Samango Monkey roadkills.	500	0	6000	7000	8000	900							N/A	N/A
Developing research projects for ELCNR.														
a) Prepare basic terms of reference for a research project (Masters or PhD) on assessing the impacts of dredging activities at the East London port on local dune fields.					0	0								
b) Confirm budgets and resources available from ELCNR and liaise with local institutions accordingly to secure a research student.					0	0								
Developing collaborative relationships with research institutions.					5000	5750								
Actively facilitate the involvement of local institutions, in alignment with ELCNR's priorities with the monitoring and research projects.														
Data Management														

East London Coast Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						PERFORMANCE	
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	2008	2008
Designing and developing a consolidated database for ELCNR in order to help inform reserve management decisions.														
a) Establish and maintain a consolidated database and mapping of reserve information - including the transcribing or scanning of hard copy information into digital format.	5 000	0	5750	6612	7604	8745							N/A	N/A
b) Ensure all staff are aware of the database, continue to help populate the database with information, and use the information in their activities as guided by Reserve Management.	2 000	0	2300	2645	3041	3498							N/A	N/A
c) Ensure information collected by other organisations/institutions is made available to ELCNR - and in an appropriate format.	5 000	0	5750	6612	7604	8745							N/A	N/A
d) Integrate the information collected and stored in the database into the annual review and update of the SOK, SMP and Annual Operations Plan.	2000	0	2300	2645	3041	3498							N/A	N/A
Facilitating access to the information held at ELCNR.														

East London Coast Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						PERFORMANCE	
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	2008	2008
e) Advise other institutions/organizations of the monitoring programmes underway.	100	0	115	132	152	174							N/A	N/A
f) Prepare bulletins on the results of monitoring programme observations for internal distribution and/or for discussion with stakeholders and or annual reporting.	100	0	115	132	152	174							N/A	N/A

5 CONSERVATION DEVELOPMENT FRAMEWORK

Based on available information on the biophysical, heritage, socio-economic and land use context of the Reserve, and in consultation with the Reserve Planning Team a Conservation Development Framework (CDF) for the projected medium-term extent of the Reserve has been developed as part of this management plan.

This CDF will provide an overarching spatial planning framework for ELCNR. The CDF indicates the extent and location of suitable visitor use zones for each of the areas which make up ELCNR, with management guidelines and broad conservation and tourism infrastructural requirements (e.g. fences, roads) designated for each use zone.

Table 1 indicates the desired visitor experiences, suitable activities, appropriate infrastructural developments (1) and management guidelines for different use zones (2). **Table 2** provides a schedule of road classification proposed for ELCNR, for future use.

It must be noted that the visitor use zones, infrastructure, services and facilities identified in the CDF will undergo detailed local area planning prior to any development implementation (including any necessary environmental impact assessment studies).

Table 1: Guide to the Visitor Use Zones (1) and Management Overlays (2).

1. VISITOR USE ZONATION		
	CHARACTERISTICS	CHARACTER SPECIFIC MANAGEMENT GUIDELINES
MARINE PROTECTED AREA	DESCRIPTION:	The Marine Protected Area (MPA) is made up of three zones, namely, Offshore, Inshore and Estuary Zones . The Offshore Zone is the area of the MPA (seaward side) of the 10m-depth line. The Inshore Zone is the area of the MPA within (landward side) from the 10m-depth line up to the high-water mark. The Estuary Zone is the area of the MPA within the tidal portion of the rivers. The MPA includes the seabed, water and air space up to 1000m above sea level (vertical). Each of the three zones can be classified as Sanctuary or Controlled Zones.
	MARINE PROTECTED AREA - ACTIVITIES:	No scuba diving permitted unless a permit has been granted. Scuba diving permits shall not be granted to persons who intend to scuba dive as part of a commercial activity. No person shall operate a scuba diving business unless this person has been granted a scuba diving operator permit. Scuba divers issued with permits shall not be allowed to feed fish, chum or dump any material or discharge any attractions, use any form or type of cage, use or possess any electro-acoustic discharging device or power head or remove any part or article from a ship wreck. No tourism business or commercial filming without a tour operator permit or commercial filming permit. No scientific research without a scientific research permit. No person shall be entitled to use any type of personal water craft (power driven vessel), or moor for more than 24 hours without permission. No person shall organize, promote or carry out any form of organized competition utilizing motorized vessels.
	SANCTUARY ZONE - ACTIVITIES:	All forms of fishing shall be prohibited. Spear fishers are not allowed entering the water. All fishing gear aboard fishing vessels shall be stowed when entering this zone. No scuba diving permitted unless a permit has been granted. Scuba diving permits shall not be granted to persons who intend to scuba dive as part of a commercial activity.
	CONTROLLED ZONE - ACTIVITIES:	The holders of commercial, recreational and subsistence permits (granted in terms of section 13 of the Marine Living Resources Act 18 of 1998) shall be permitted to fish.

1. VISITOR USE ZONATION

	CHARACTERISTICS	CHARACTER SPECIFIC MANAGEMENT GUIDELINES
WILDERNESS	Complies fully with the criteria of and is designated in terms of the Protected Areas Act.	Managed to protect and maintain natural and cultural resources, biodiversity, and the provision of environmental goods and services.
	An area retaining an intrinsically wild appearance and character, or capable of being restored to such and which is undeveloped and roadless, without permanent improvements of human habitation.	Apply principles of wilderness management (needs to be compiled as a norm). Only apply limited management interventions and these may only be carried out in extreme conditions applying 'tread lightly' principles.
	An area that provides outstanding opportunities for solitude.	Restrict visitor numbers. Allow for rest periods of no visitors. No contact between different user groups.
	An area with awe inspiring natural characteristics.	Leave no trace ethic.
	Sight and sound of human habitation and activities barely discernable and at far distance (except your own group).	Over flying by aircraft to be strictly controlled.
	ACTIVITIES:	'No Trace Left' activities. Guided nature observation on non-defined hiking routes. Research. Bird watching. Apply 'Pack it in and pack it out' principle.
	SUSTAINABLE RESOURCE USE:	Not applicable.
	FACILITIES:	No facilities. Facilities serving this zone to be placed in adjoining zones and, in particular, the Primitive Zone (see below). No audible equipment or communication structures.
	INTERACTION WITH OTHER USERS:	None. Confined to own group.
	ADDITIONAL FACILITIES:	None.
	SOPHISTICATION OF FACILITIES:	No structures excepting those existing structures of cultural significance (guided by SAHRA). Facilities serving this zone to be placed in adjoining zones and, in particular, the Primitive Zone.
	ACCESS:	Non mechanized access for visitors and management. Non-motorised river rides acceptable.
	ROADS:	No roads.
AUDIBLE EQUIPMENT AND COMMUNICATION STRUCTURES:	None.	

1. VISITOR USE ZONATION

	CHARACTERISTICS	CHARACTER SPECIFIC MANAGEMENT GUIDELINES
REMOTE	Provides a 'Wilderness' experience, but does not comply with the criteria for zonation as a Wilderness Zone.	Need to mitigate impacts of visible and audible human activities impacting from outside the zone.
	Human impacts (evidence of human use/existence) from outside the zone may be visible or audible from certain vantage points.	No mechanized access.
	-	Leave 'No Trace' camping.
	-	No new accommodation (e.g. hiking huts etc.). Existing cultural buildings could be used in line with guidelines set by SAHRA.
	ACTIVITIES:	'No Trace Left' activities: canoeing, environmental education, nature observation on defined and non defined hiking routes, research and bird watching. Apply 'pack it in and pack it out' principle. Several groups may be in the area at the same time.
	SUSTAINABLE RESOURCE USE:	Under controlled conditions.
	FACILITIES:	No facilities. Facilities serving this zone to be placed in adjoining zones and, in particular, the Primitive Zone. No audible equipment or communications structures.
	INTERACTION WITH OTHER USERS:	-
	ADDITIONAL FACILITIES:	None
	SOPHISTICATION OF FACILITIES:	No facilities except portable tents. Reserve policy should define rules for washing, ablution and cooking.
	ACCESS:	Non-motorised. Parking to be provided in Primitive Zone.
	ROADS:	No roads, but C1, D1 or E for management access under controlled levels of use.
	AUDIBLE EQUIPMENT AND COMMUNICATIONS STRUCTURES:	None.

1. VISITOR USE ZONATION

	CHARACTERISTICS	CHARACTER SPECIFIC MANAGEMENT GUIDELINES
PRIMITIVE	Provides basic self catering facilities and access to a Remote Zone.	Roads or other infrastructure limited to the minimum required to serve Remote Zones for both recreation and management.
	Access is limited to users of the facilities. Limited number of users.	Minimum contact between users.
	Views of human activities and development outside the Reserve may be visible from this zone.	-
	ACTIVITIES:	Guided/unguided hiking/walking tours and game drives. Vehicular access routes to Reserve infrastructure and facilities, and facilities serving the Remote Zone(s).
	SUSTAINABLE RESOURCE USE:	Under controlled conditions.
	FACILITIES:	Small permanent 'touch the earth lightly' camps, and hiker huts.
	INTERACTION WITH OTHER USERS:	Limited. Access control focused on maintaining a 'natural' experience for visitors.
	ADDITIONAL FACILITIES:	None.
	SOPHISTICATION OF FACILITIES:	Limited to <15 beds. Basic facilities using gas/solar/fire for heating and cooking.
	ACCESS:	Limited and controlled mechanized access on designated routes.
	ROADS:	A1, B1 or C1.
	AUDIBLE EQUIPMENT AND COMMUNICATIONS STRUCTURES:	No cell phones or radio coverage/usage. Emergency communications provided.

1. VISITOR USE ZONATION

	CHARACTERISTICS	CHARACTER SPECIFIC MANAGEMENT GUIDELINES
QUIET	Non motorized accompanied or unaccompanied access to a wide range of recreational activities.	This zone may have different meanings and implementation in difference Reserves.
	The landscape can provide a sense of solitude or a smaller scale and relative to the Reserve, i.e. areas within a Reserve that cannot be zoned as Remote, but a relative sense of solitude can still be experienced.	This zone may have different meanings and implementation in difference Reserves.
	The zone can define non-motorised access within Low Intensity and High Intensity Leisure Zones.	Essentially pedestrian access, but in certain Reserves, horse and mountain bikes can be accommodated.
	ACTIVITIES:	Hiking. Rock climbing. Self guided constructed trails and walks.
	SUSTAINABLE RESOURCE USE:	Under controlled conditions.
	FACILITIES:	Hiking trails. Footpaths. Bird Hides. No accommodation. Ablution facilities may be provided in high use areas.
	INTERACTION WITH OTHER USERS:	Moderate to High
	ADDITIONAL FACILITIES:	None.
	SOPHISTICATION OF FACILITIES:	Where provided, should be basic.
	ACCESS:	Pedestrian only or in some cases, bicycles.
ROADS:	No roads except essential management tracks C1, D1 or E.	
AUDIBLE EQUIPMENT AND COMMUNICATIONS STRUCTURES:	Cellphone coverage/usage for emergencies. Code of use for cell phones and radios required to retain relative level of solitude.	

1. VISITOR USE ZONATION

	CHARACTERISTICS	CHARACTER SPECIFIC MANAGEMENT GUIDELINES
LOW INTENSITY LEISURE	Limited sensitive basic infrastructure for accessibility and enjoyment of area.	Only limited, sympathetic development linked to tourism and management of tourism facilities.
	Landscapes that can absorb larger concentrations of people.	A range of low impact leisure activities.
	Slightly modified landscapes.	Development limited to visitor sites.
	Limited motorized access on designated game routes.	For concession areas with limited access.
	ACTIVITIES:	Tourist accommodation. Picnicking. Walking. Boating (motorized – dead slow, non-motorized). No fishing.
	SUSTAINABLE RESOURCE USE:	Under controlled conditions.
	FACILITIES:	Ablution facilities and small self catering or lodge accommodation only. No day visitor sites.
	INTERACTION WITH OTHER USERS:	Limited to Moderate.
	ADDITIONAL FACILITIES:	Facilities linked to the operation of the low intensity leisure activities.
	SOPHISTICATION OF FACILITIES:	Low to medium density 8-30 beds.
	ACCESS:	Limited and controlled mechanized access on designated routes.
	ROADS:	B1 or C1.
	AUDIBLE EQUIPMENT AND COMMUNICATION STRUCTURES:	Cellphone coverage in vicinity of camps. Code of use for cellphones and radios required to retain relative level of solitude.

1. VISITOR USE ZONATION

	CHARACTERISTICS	CHARACTER SPECIFIC MANAGEMENT GUIDELINES
HIGH INTENSITY LEISURE	High density tourist development nodes with modern amenities.	Should reflect ethos and character of the Reserve.
	Accessible by motorized transport (car/bus) on designated transport routes.	Preferable to locate high order facilities such as staff accommodation, workshops inside this zone.
	More concentrated activities than Low Intensity leisure.	Visitor and traffic management required.
	Range of infrastructure and facilities.	For administration and operational facilities – placed on periphery of the Reserve. For tourism accommodation – placed on high potential sites.
	ACTIVITIES:	Restaurants. Shops. Education Centres. Day visitor picnicking and braais. Reserve Administration and Staff Accommodation. Tourism accommodation/lodge facilities, lodge reception and parking areas. Boating. Water Skiing. Fishing.
	SUSTAINABLE RESOURCE USE:	Not compatible.
	FACILITIES:	Education centres. Day visitor sites. High density camps/lodges providing tourist accommodation with modern amenities. Staff villages and administrative centres restricted to Reserve and concessionaire staff. Cellphone coverage in camps.
	INTERACTION WITH OTHER USERS:	Moderate to High.
	ADDITIONAL FACILITIES:	'Edutainment' centres. Swimming pools. Day visitor sites (adjoining or within camp). Petrol stations. Restaurants.
	SOPHISTICATION OF FACILITIES:	Moderate to High density 30-60 beds. Self catering and catered.
	ACCESS:	Highly motorized including buses and delivery vehicles. Access could be limited or restricted to certain tourism accommodation sites. Visitor and traffic management required. Monitor visitor experience and control numbers if required.
	ROADS:	A1, B1 or C1.
AUDIBLE EQUIPMENT AND COMMUNICATION STRUCTURES:	Cellphone coverage in vicinity of camps. Code of use for cellphones and radios required to retain relative level of solitude.	

2. MANAGEMENT OVERLAY

	CHARACTERISTICS	CHARACTER SPECIFIC MANAGEMENT GUIDELINES
HERITAGE	Area of at least national significance.	No destructive scientific investigation without national permit (e.g. excavations).
	Areas that will be managed for the preservation, protection and interpretation of cultural resources.	Moratorium on destructive research preferred.
	Cultural resources that are key to the purposes of the Reserve will be included in this zone.	Presentation of sites according to the following guidelines: reversibility and impact control.
	Features that can be used for education purposes (geo-sites).	Secure site against vandalism, treasure hunting or disrespectful behaviour (e.g. at sacred sites).
	ACTIVITIES:	Non destructive scientific investigation and educational/ interpretive visits and geo sites.
	SUSTAINABLE RESOURCE USE:	Not compatible.
	FACILITIES:	No infrastructure development, except for providing access.
	ACCESS:	Control numbers of visitors. Guided excursions only.
	ROADS:	A1, B1 and C1.

2. MANAGEMENT OVERLAY

	CHARACTERISTICS	CHARACTER SPECIFIC MANAGEMENT GUIDELINES
SPECIAL CONSERVATION	Areas of extreme sensitivity (e.g. Red Data and endemic species).	No-go area for visitors.
	Area of exceptional diversity, endemism and rarity.	No development of any kind.
	Can be on any scale e.g. small area with rest camp.	-
	ACTIVITIES:	Scientific and conservation measures only.
	SUSTAINABLE RESOURCE USE:	Not compatible.
	FACILITIES:	None.
	ACCESS:	Mainly for scientific and conservation purposes. Some access for education and interpretation can be considered.
	ROADS:	A1, B1 and C1.

2. MANAGEMENT OVERLAY

	CHARACTERISTICS	CHARACTER SPECIFIC MANAGEMENT GUIDELINES
REHABILITATION	Areas that have been disturbed by humans by means of land use practices.	Use areas for creating public awareness.
	Long term vision to upgrade to another category.	-
	ACTIVITIES:	Scientific and conservation. Some tourism possible for awareness and interpretation purposes.
	SUSTAINABLE RESOURCE USE:	Not compatible.
	FACILITIES:	None.
	ACCESS:	Primarily for management only. Access for awareness and interpretation can be considered.
	ROADS:	A1, B1 and C1.

Table 2: Schedule of Road Classifications

ROAD CLASSIFICATION (3)						
Road category	Sub category	Road Type	Use	Design standards	Service level	Comments
A	A1	Connecting Entrance Gates with main camps and linking main camps.	Linking Camps and Entrance Gates for the delivery of goods and the transporting of guests and staff to camps - all vehicles with axle weight < 8 tonnes.	High level of traffic. 60 km/h - 7,2m wide.	Riding quality very high. Specialized road sealing equipment required.	Main roads should be classified as this, fuel & other deliveries etc, should be as far as possible restricted to them etc.
	A2	Primary tourist roads - Acting as link roads / Game viewing roads.	All buses, cars, SUV and caravans, etc - Limited delivery vehicles.	High level of traffic. Heavy utility vehicles are restricted, except for deliveries to smaller camps. 40 km/h - 6,0m wide.	Riding quality high. Specialized road sealing equipment required.	There may be restrictions on the amount of delivery vehicles, buses and trucks, etc.
	A3	Secondary tourist roads - Acting as game viewing roads.	Only OSV, cars and vehicles less than 25 seats and carrying capacity < 4000kg.	Low level of traffic. Heavy utility vehicles are excluded, except for deliveries to Concessions and smaller camps. 30 km/h - 5,0m wide.	Riding quality high. Specialized road sealing equipment required.	Game viewing roads - only game viewing purposes - no deliveries or link functions, except deliveries to Concessions and smaller camps.
B. Gravel	B1	Secondary tourist roads - Main tourist game viewing and linking roads.	Cars, small buses (<25 seats), camper bakkies, SUV and 4X4 vehicles, etc. Limited deliveries.	Medium level of traffic. 40km/h -6,5m wide.	Medium quality. Grading of road surface twice per annum, drainage & surface maintained by grader.	Link roads > 50 vehicles per day.
	B2	Minor tourist game viewing roads – loops.	Cars, small buses (<25 seats), camper vans, bakkies, SUV and 4X4 vehicles, etc Limited deliveries to concessions and smaller camps.	Low level of traffic - 30km/h - 4m wide.	Medium quality. Grading of road surface once per annum, drainage & surface maintained by grader.	Link roads < 50 vehicles per day and loops. Generally one way.
C. All weather two track roads.	C1	All weather two track roads - graveled or stabilized.	Limited and controlled access to low key destinations/loops and management access.	3m wide.	Low riding quality. Patch gravel as required - limited grader work.	Access to wilderness destinations. Graveled where required. Generally one way, but sections of two three-track to allow passing can be constructed. Drainage work.
D. Non-All weather two track roads.	D1	Non All weather, two track roads - natural <i>in situ</i> materials.	Limited and controlled access for adventure trails and management access.	2m wide.	Low riding quality - only hand work on drainage.	Limited gravel in sensitive soil conditions. Drainage work.
E. Off road driving.	E1	Limited application to small camps and operational management.	Occasional traffic to specific spot/site and official management actions.	Not more than one vehicle per track.	Only remedial work by hand.	Limited to small camps/ operational management.

6 INSTITUTIONAL FRAMEWORK

This section provides a broad overview of the responsibilities of key management staff for the implementation, monitoring and review of the SMP.

It further describes the composition, terms of reference and functioning of any oversight or co-management structures formed to guide the development, monitoring and review of the SMP. The minimum staffing complement required to enable the operational implementation of this SMP is presented.

Finally, the approval processes for the adoption of this SMP are described.

6.1 Responsibilities of Key Management Staff

The following key management staff are responsible for the SMP and AOP as follows:

Position	Key Responsibilities
Regional Manager	<ul style="list-style-type: none"><li data-bbox="643 1211 1406 1294">• Ensuring the alignment of the SMP with ECPB Corporate Policies.<li data-bbox="643 1335 1406 1464">• Ensuring the coordination and alignment of the SMP with other ECPB departmental activities and initiatives.<li data-bbox="643 1505 1406 1590">• Strategic oversight of the implementation and annual performance review of the SMP and AOP.<li data-bbox="643 1630 1406 1760">• Reporting performance on ELCNR in the implementation of the SMP and AOP to the Chief Operating Officer.<li data-bbox="643 1800 1406 1930">• Ensuring that adequate resources and capacity to implement the ELCNR's SMP and AOP are secured.

Position	Key Responsibilities
	<ul style="list-style-type: none"> • Instituting corrective actions to ensure that the SMP is implemented, reviewed and updated. • Approval of the AOP budget.
Reserve Manager	<ul style="list-style-type: none"> • Annual drafting of an AOP directly linked to the priority activities identified in the SMP. • Annual drafting of a human resources, operations and capital budget. • Implementation of the AOP. • Monitoring of performance against the AOP and SMP. • Reporting of performance against the AOP and SMP. • Management of staff and finances in the implementation of the SMP. • Participating in the RPT meetings. • Communicating with the Senior Reserve Manager about obstacles in the implementation of the AOP.
Supporting ECPB Directorates	Providing professional, technical and administrative support in the implementation of the SMP and AOP.

6.2 Co-operative Governance Structures

The RPT, under the chair of the Reserve Manager, will be responsible for guiding the ongoing development review, evaluation, and updating of the components of the Integrated Reserve Management Plan, including the SMP and AOP.

The RPT membership shall be developed to include at least:

- The Regional Manager.
- Reserve Manager.
- Key management staff.
- Other co-opted technical experts and/or local public representatives.

The functions of the RPT shall include:

- i) Consulting with other park staff, the ECPB executive, other agencies with expertise or jurisdiction, co-management structures, other knowledgeable persons, and the public in guiding the management strategy for and management approach to ELCNR.
- ii) Providing strategic direction and technical inputs into the Integrated Reserve Management Plan components.
- iii) Identifying the need for subsidiary plans, and guiding their formulation.
- iv) Approving the drafts of the Integrated Reserve management Plan components, for formal submission to the ECPB Executive.
- v) Annually reviewing ELCNR's performance against the objectives and goals established in the SMP and AOP.
- vi) Approving the annual reporting on ELCNR's performance.
- vii) Guiding the updating of the SMP and AOP based on the outcomes of the ELCNR annual performance review.

6.3 Reserve Staffing Complement

The following minimum staffing complement is required to implement this SMP:

Position	Minimum Complement¹²
Reserve Manager/ Environmental Officer	3
General Foreman	3
Senior Foreman	-
Field Ranger	20
General Assistant	30
Administration Clerk	1
Principal General Foreman	2
TOTAL	59

6.4 Approval and Adoption of the SMP

The Regional Manager and Executive Director: Conservation are the officials responsible for submitting the SMP (and associated AOP) to the ECPB Executive Committee for formal approval and adoption.

The ECPB will submit the approved SMP to the Eastern Cape MEC for Economic Development and Environmental Affairs as per the requirements of the Provincial Parks Board Act 12 of 2003 (EC) and the NEM: Protected Areas Act 57 of 2003.

The approval and adoption process can be summarised as follows:

¹² Figures, as provided by Reserve Manager, are noted to be as per DEDEA organogram and not the actual figures required.

Integrated Reserve Management Plan Component	Responsibility	Submit to	Outcome Sought	Frequency
SMP/AOP	Reserve Manager	RPT	Draft	SMP (once-off and then annually for updated version). AOP (annually).
SMP/AOP	Executive Director Conservation	ECP Board (via the Executive Committee)	Approval of AOP. Approval of submission of SMP to MEC.	SMP (5 yearly) AOP (annually)
SMP	CEO/Chairman of the Board	MEC	Formal approval and adoption by MEC as per legal requirements.	SMP (5 yearly)