

EASTERN CAPE PARKS BOARD



INTEGRATED RESERVE MANAGEMENT PLAN

STRATEGIC MANAGEMENT PLAN

FORT FORDYCE NATURE RESERVE

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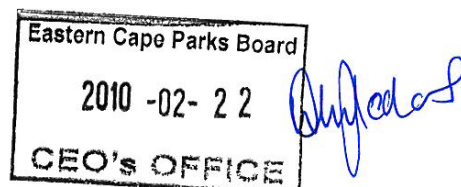
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EASTERN CAPE PARKS BOARD
Integrated Reserve Management Plan - Strategic Management Plan

FORT FORDYCE NATURE RESERVE

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ACRONYMS

AOP:	Annual Operational Plan
CARA:	Conservation of Agricultural Resources Act 43 of 1983
CDF:	Conservation Development Framework
DEAT:	Department of Environmental Affairs and Tourism (National)
DEDEA:	Department of Economic Development and Environmental Affairs (Provincial)
DSF:	Demarcated State Forest
ECA:	Environment Conservation Act 73 of 1989
ECPB:	Eastern Cape Parks Board
EIA:	Environmental Impact Assessment
EMS:	Environmental Management System
FFNR:	Fort Fordyce Nature Reserve
IDP:	Integrated Development Plan
KRA:	Key Result Area
MNR:	Mpofu Nature Reserve
NEMA:	National Environmental Management Act 107 of 1998
NR:	Nature Reserve
RPT:	Reserve Planning Team
SANRAL:	South African National Roads Agency Limited

- SDF:** Spatial Development Framework
- SMP:** Strategic Management Plan
- SOK:** State of Knowledge Report
- STEP:** Subtropical Thicket Ecosystem Program

1 CONTEXTUAL FRAMEWORK

1.1 Location and Extent of the Reserve

Fort Fordyce Nature Reserve (FFNR) is situated approximately 12km north-west of Fort Beaufort in the Eastern Cape, and falls within the boundaries of Nkonkobe Local Municipality and Amathole District Municipality. The Reserve lies on the Amatola Escarpment, on a plateau surrounded by steep kloofs and cliffs, offering a spectacular view over the Hogsback and Katberg Mountains to the north. The Amatola mountains are known to be a regional centre of endemism.

The FFNR was originally proclaimed as State Forest in 1896, with the intention of conserving indigenous forests and establishing commercial plantations. It was extended in 1910 and 1945 with the proclamation of two additional pieces of land as State Forest.

The Reserve comprises the following parcels of land:

Name	Status and Date	Size in Ha
Arries Forest (Farm 119)	DSF 1896	479.3
Fuller's Forest (Farm 120)	DSF 1896	510.8
Harris Krantz (Farm 106)	DSF 1896	163.1
Blinkwater (Farm 124)	DSF 1896	476.3
Fort Fordyce Forest (Farm 105)	DSF 1910	139.8
Sweetnam's Forest (Farm 104)	DSF 1945	376.4
Total Area		2,154.8

The Bosnek Outspan is a parcel of land of 300-400 ha that lies approximately 45 km to the north-west of FFNR. It was acquired following representations from the local farming community to conserve a stand of Sneezewood trees (*Ptaeroxylon obliquum*) which co-occurs with a very rare grass, Bill's cocksfoot (*Tetrachne dregei*) on the

property¹. The Sneezewood stand is one of the few of its size left in the region. Bosnek is included in the management of FFNR.

FFNR lies on the ecotone between Dohne Sourveld (Acocks 44), False Thornveld of the Eastern Province (Acocks 21), and Valley Bushveld (Acocks 23b; *now referred to as a type of 'Thicket'*, STEP 2003). The reserve also conserves substantial afro-montane forests, which are a component of the Dohne/Highland sourveld complex.

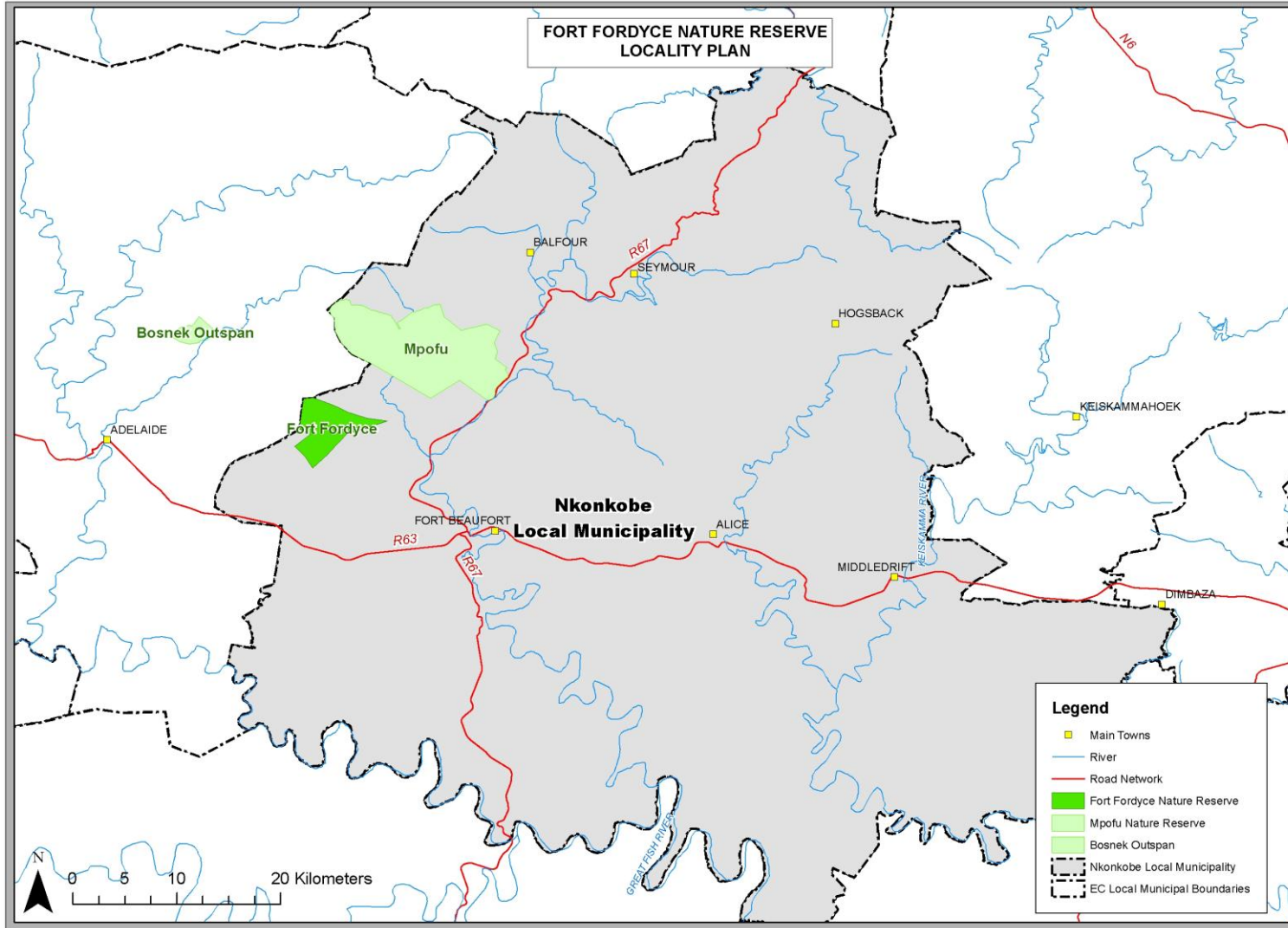
According to FFNR Management Plan of 1994 (FFNR 02 in accompanying SOK report), although FFNR was the only reserve under Eastern Cape Conservation to conserve this veld type, it was too small to be considered an ecologically functional unit. For this and other reasons, it was envisaged that FFNR and the nearby Mpofu Nature Reserve (situated in the former Ciskei) to the north-east and within a few kilometers of FFNR, should be consolidated into one reserve. The amalgamation of the two reserves is currently receiving the attention of ECBP.

While the FFNR is a site of great biological interest, it is also a site of regional historical and cultural interest and importance. In the 19th century, battles were won and lost on the reserve, and relics of both the British occupation and the Xhosa resistance are still to be found there.

1.2 Elements and Purpose of the Strategic Management Plan

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

¹ No confirmation available that this grass is still to be found on Bosnek



Map 1: Locality map of Fort Fordyce Nature Reserve (also showing Mpofu Nature Reserve).

1.2.1 Elements of the SMP

The major elements of the reserve planning process for FFNR 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 FFNR is supported by a *state of knowledge (SOK) report* and *operational guidelines* (the latter either corporate or developed by reserve management as required), to ensure ongoing implementation and review of protected area management activities (see **Figure 2**).

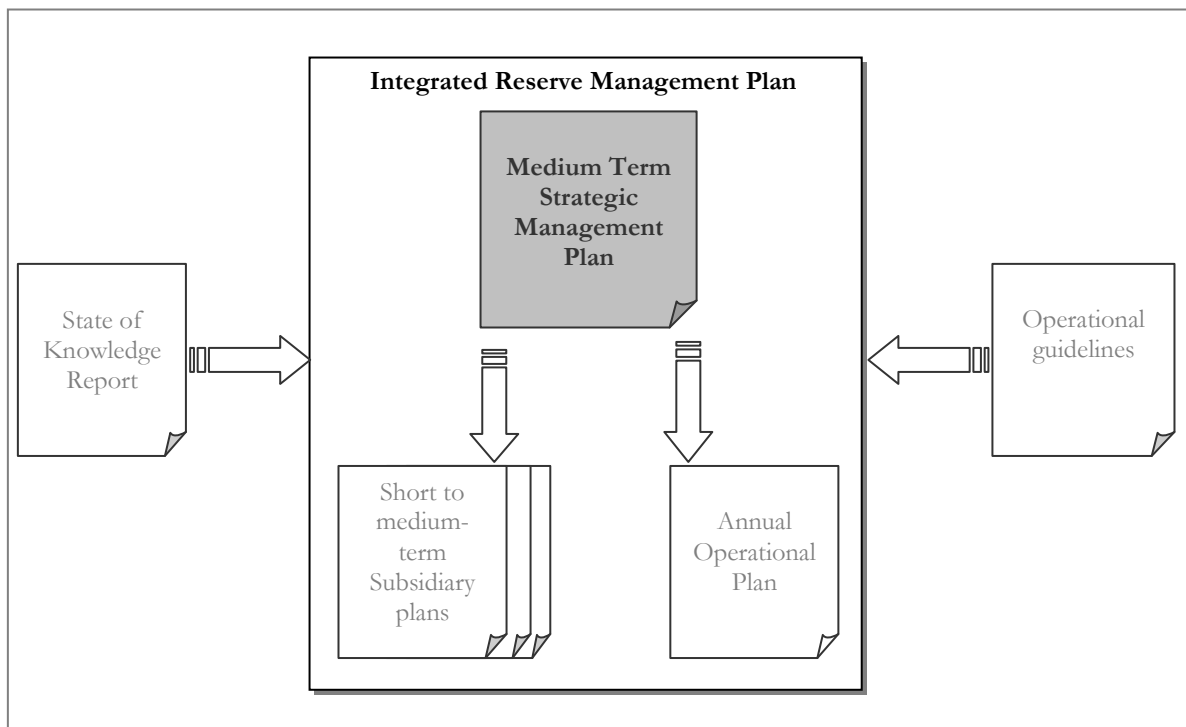


Figure 2: The elements of the reserve management plan

The Integrated Reserve Management Plan for FFNR 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**).

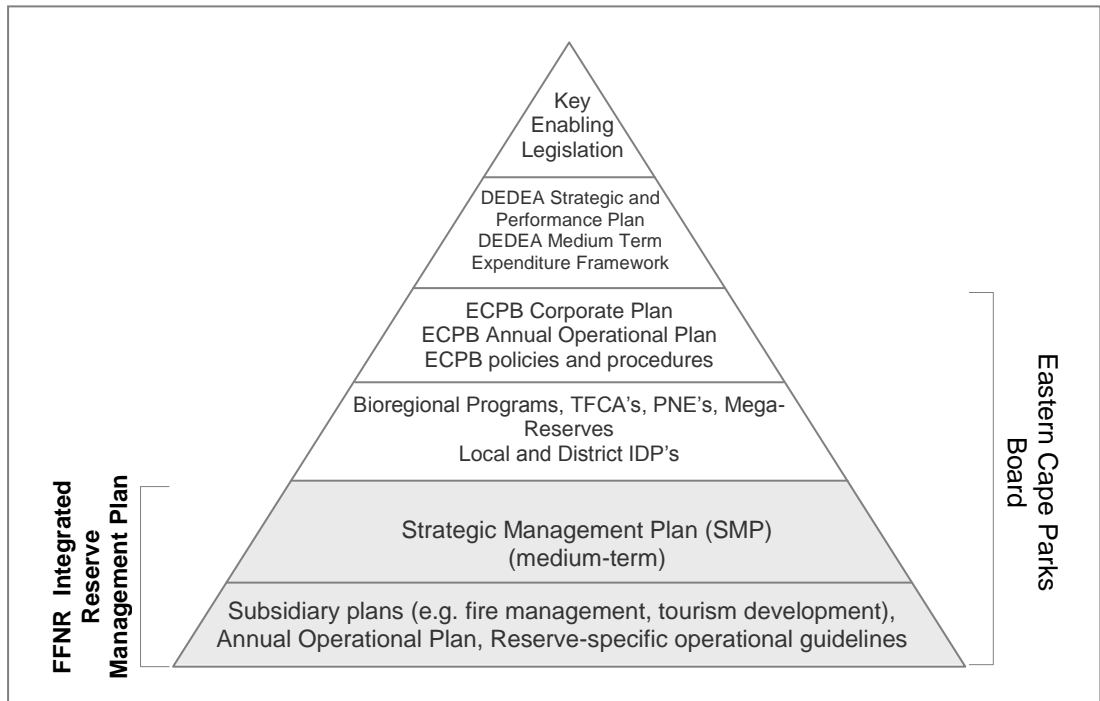


Figure 3. The policy, legal and planning context for FFNR Integrated Management Plan

This document constitutes the SMP of FFNR'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” (Eastern Cape Reserves Planning Consortium 2006).

The drafting of this SMP has been guided by a small Reserve Planning Team (RPT) comprising Ms Leonie Erasmus the Reserve Manager; Mr Ian Jared, a former forester on the reserve; representatives of ECPB Scientific Services, and contracted reserve planning service providers. Senior reserve foreman Mr Wellington Arba and field ranger Mr Pikinini Klaas assisted with inputs on the spatial planning. A draft of the SMP was presented to the RPT for review and amendment before broader circulation for further inputs.

1.2.2 Purpose of the Strategic Management Plan

The purpose of the SMP is to ensure that FFNR 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 Management² intends to focus its efforts in the next five years. The SMP thus provides the medium-term operational framework for the prioritised 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 prioritisation established in this SMP. These should be addressed in the annual review and update of the SMP.

1.3 Legal and Policy Framework

1.3.1 Legal Framework

All parcels of land comprising the FFNR (Section 1.1) are proclaimed as State Forest and fall under the National Forest Act No. 84 of 1998. The reserves have not yet been delegated or assigned by DAFF to ECPB, however this process is currently underway and the matter is expected to be addressed during 2009 (DAFF Head Office, pers. comm. 2009). The reserve currently falls under the management of ECPB, and is managed in terms of the Provincial Parks Board Act No 12 of 2003.

² 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.

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 No. 107 of 1998 (NEMA).
- National Environmental Management: Biodiversity Act No. 10 of 2004.
- National Environmental Management: Protected Areas Act No. 57 of 2004.
- Nature and Environmental Conservation Ordinance No. 19 of 1974.
- National Forest Act No. 84 of 1998.
- National Veld and Forest Fire Act No. 101 of 1998.
- Conservation of Agricultural Resources Act No. 43 of 1983 (CARA).
- Fencing Act No.31 of 1963.
- Mountain Catchment Areas Act No. 63 of 1970.
- Provincial Parks Board Act No. 12 of 2003.
- Environment Conservation Act No. 73 of 1989 (ECA).
- Problem Animal Control Ordinance No. 26 of 1957.
- Eastern Cape Provincial Parks Board Act No.12 of 2003.
- National Heritage Resources Act No. 25 of 1999.
- Public Finance Management Act No. 1 of 1999.
- Land Restitution Act No. 22 of 1994.
- National Water Act No. 36 of 1998.

1.3.2 Settlement and Management Agreements

There are no recorded settlement or management agreements in place for FFNR.

1.3.3 Municipal Planning Context – Policy, Plans and Programmes

The FFNR falls within the Nkonkobe Local Municipality which in turn falls within the jurisdiction of Amathole District Municipality.

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

Amathole District Municipality 2006/2007	There is no specific reference to FFNR in the ADM IDP. The ADM IDP includes a number of objectives in its Environmental Summary. These include the promotion of the sustainable utilisation of non-renewable resources, the protection of biodiversity, promotion of cultural heritage awareness, and management. The latter is linked to strategies of promoting cultural resource potential, and assessment of tourism potential.
Nkonkobe Local Municipality (Undated; from www.idp.co.a)	The Nkonkobe IDP does not refer to FFNR per se. However there is mention of the need to realise the greater tourism potential in the Nkonkobe area and to build internal links, thereby providing economic growth and employment. The priority projects in the Environment Cluster focus on community-based eco-tourism through management and conservation of forests (this includes removal of IAPs).

The Spatial Development Frameworks (SDFs) for Amathole District Municipality or Nkonkobe Municipality were not available for review.

1.4 Institutional Framework

FFNR is managed by the Operations Directorate of the ECPB.

The FFNR is administered by a Reserve Manager. The current staffing complement is as follows:

- Reserve Manager (1)
- Administrative Clerk (1)
- Senior Foreman (1)
- General Foreman (1)
- Field Ranger (1)
- Assistant Field Ranger (1)
- General Assistants (9)

Further detail on the institutional framework for FFNR is discussed in **Chapter 2**. The further staff requirements for FFNR and Bosnek Outspan are presented in Section 5.3.

1.5 Description of the Reserve

The following is a summary of information presented in the FFNR former Management Plans, 1994 and 1995 (FFNR 02 and FFNR 03 in the State of Knowledge Report – file and box file).

1.5.1 *History*

Summarised from FFNR Reserve Management Plan 1995, Appendix 1, by Neville Mapham

Fort Fordyce was built in during the Mlanjeni war of 1850-53, on the orders of the Governor, Sir George Cathcart. The purpose of the Fort was to prevent the Ngqika forces, under Chief Maqoma, from using the surrounding bush as a stronghold from which to carry out raids on the cattle of Settler and Burgher farmers. Two forts were built on the high ground of Horseshoe Valley, as no one site could overlook both

Fuller's Hoek and the Waterkloof. Both forts became known as Fort Fordyce, after Lieut-Colonel John Fordyce, who had been shot and killed by Xhosa warriors during his frontal attack on Maqoma's natural 'fort' at Horseshoe Valley in 1851. By the time the building of the forts was complete, the war was virtually over, and shots were never fired from either fort.

1.5.2 Climate

The climate for the FFNR is one of extremes. Temperatures range from below zero to over 40°C. During summer, berg wind conditions predominate, and snow has been recorded during winter. Prevailing winds are west to north-west during winter (May to August), south-west to south-east from early to mid-summer (September to December), and north-east to north-west from mid to late summer (January to late April).

The area has a summer rainfall, with highest rainfalls recorded from November to March. The Mean Annual Rainfall on the Reserve is 1125mm.

1.5.3 Geology, Soils and Geomorphology

Geologically, FFNR falls into two zones: the grey mud-stones, shales and sandstones of the Balfour Formation of the Adelaide subgroup, and the dolerites on the plateau. According to the Management Plan of 1995 (FFNR 03 in the State of Knowledge boxfile), no comprehensive soil record for Fort Fordyce exists, however from a number of observations it is reported that the soils are relatively uniform with Hutton, Griffen and Clovelly forms occurring most often. These soils are red and yellow soils without an E-horizon, with a high to very high clay content in the topsoil.

1.5.4 Flora

FFNR lies on the ecotone between Dohne Sourveld (Acocks 44), False Thornveld of the Eastern Province (Acocks 21), and Valley Bushveld (Acocks 23b; *now referred to as one type of 'Subtropical Thicket', STEP 2003*). FFNR is the only Eastern Cape nature reserve which conserves Dohne/Highland sourveld. It also conserves substantial afro-montane forests, which are a component of the Dohne/Highland sourveld complex.

Plantations

The reserve has extensive plantation areas, all of which are destined to be removed. Reserve plantations include the following non-indigenous tree species: *Pinus canariensis*, *P. radiata* and *P. patchula*, *Eucalyptus spp.* and Californian redwoods. The plantation zone has previously been divided into three zones: Afforested, Clearfell, and Harvesting areas (FFNR 02, SOK). As the harvesting takes place these zones will change. A plan for the harvesting of plantations was produced by D. Bester (SAFCOL) in 1994 (FFNR 04, SOK). The author commented that the purpose of the harvesting operation should be to clear all commercial plantations from FFNR as soon as possible, such that the impact on the aesthetic value of the environment was reduced, and that rehabilitation of the cleared areas to their original state was undertaken. The clearing plan has only been partially implemented, but is a major focus area under the current FFNR management.

Invasive Alien Plants (IAPs)

The FFNR is extensively invaded by alien plant species including black wattle (*Acacia mearnsii*), blackwood (*A. melanoxylon*), bramble (*Rubus spp.*), and castor oil plant (*Ricinus communis*). Mauritius thorn (*Euphorbia mauritanica*), an alien climbing plant/creeper, is found in the indigenous forest. Clearing operations to date have been organised by reserve management. The further clearing, treatment and rehabilitation of IAP-invaded areas is another major focus for FFNR management.

1.5.5 Fauna

Mammals:

Available provisional species lists (FFNR 03, SOK, present day data) indicate that the following mammals are present in FFNR:

Bushbuck	Honey badger	Scrub hare
Blue Duiker	Cape clawless otter	Samango monkey

Bushpig	Caracal	Vervet monkey
Kudu	Leopard	Chacma baboon
Burchell's Zebra	Striped mouse	Forest shrew
Black Wildebeest	Pygmy mouse	Dark-footed forest shrew
Red Hartebeest	Vlei Rat	
Small grey mongoose	Porcupine	
Small spotted genet	Smith's red rock rabbit	

The black wildebeest are indigenous and were reintroduced following local extinction. The zebra and red hartebeest are extra-limital.

The Red Data Book species listed in the 1994 FFNR Management Plan (FFNR03, SOK) included Cape Parrot (vulnerable), Tree Dassie (rare), Giant Golden Mole (vulnerable), Hogsback frog (restricted to a small area centred on the Amatola Mountains), and the Amatola toad (restricted and vulnerable). Primary research is required to establish whether or not these species still occur on FFNR, and if so, in what numbers and in what areas and habitats.

A provisional list of over 50 bird species on FFNR is included in the 1994 Management Plan (FFNR 03, SOK). There are no available records on amphibians, reptiles or insects of the Reserve.

The past policy of the FFNR has been to stock large ungulates on the reserve, and to avoid the stocking of predators so as to provide for safe game viewing experiences for visitors on foot, horseback or bicycles.

1.5.6 Rivers

FFNR is located within the greater Amatola catchment. Much of the runoff from the reserve flows into the Kat River, which is the main water supply to Fort Beaufort. The remainder runs into the Koonap River, which flows through Adelaide. Numerous streams originate from fountains on the reserve. These supply the surrounding farms with water. The surface water runs off in two main directions: north-westerly into the upper reaches of the Waterkloof River (which flows into the Koonap River) and south-easterly into the upper reaches of the Blinkwater River (which flows into the Kat

River). Fountains on the reserve are found mainly in gorges on the mountain slopes. They originate where groundwater is stopped and dammed by massive dolerite dykes and forced to the surface. The overlying soil and weathered dolerite varies in depth from about 0 to 20m, and it is this layer that absorbs the rainwater.

1.5.7 Heritage Resources

The main heritage resources on the reserve are the remnants of the two forts described in Section 1.5.1. Further investigation is required regarding the heritage resources of the FFNR. A toposcope and interpretive signage is currently under construction near the visitor's accommodation. This is a project of the FFNR in association with the Amatola Heritage Foundation, and is constructed on the site of Fort Fordyce. The perimeter of the fort has been marked out in stone.

1.5.8 Reserve Infrastructure

Current reserve infrastructure includes the following:

- Small gate house at the main gate to the Reserve
- Administrative office attached to small environmental education centre
- Storeroom, wood-clad on interior (at present this doubles as a large conferencing venue)
- Small laundry
- Reserve Manager's House (formerly Loerie's Rest guest accommodation)
- Maqoma's Den – guest accommodation, sleeps 4
- Harris Hut – guest accommodation, sleeps 4
- Harris Kranz – guest accommodation (tents)
- Forester's House – guest accommodation (currently being renovated to sleep 12)
- Phakamisa – guest accommodation, no electricity or water. Sleeps 8.

A public road runs through the reserve. There is a gate and a Field Ranger Outpost on this road at the easternmost entrance to the reserve.

1.6 Strengths, Weaknesses, Opportunities and Threats

It should be noted that no formal analytical process was followed to draft this S.W.O.T. It is based merely on interactions with reserve management during the collection of information for the SOK Reports, and on further interactions with the Reserve Planning Teams. It thus serves only as a superficial guide to the acknowledged strengths, weaknesses, opportunities and threats of the reserve, and promises no further depth on any issues.

Table 1. SWOT analysis for FFNR, based on inputs from the Reserve Manager.

STRENGTHS
<ul style="list-style-type: none">• Safe walking trails (no known predators).• Recreational facilities include horse riding and mountainbike trails.• Good for tourism, all levels, all ages. People enjoy coming to the reserve.• Uniqueness of indigenous forest and Dohne grassland (the Reserve has the only remnant of this combination in the Eastern Cape).• Cheap accommodation.• Exceptional views of the Katberg, Hogsback and Elandsback mountains.• Historical sites.• Game viewing and bird watching.• The reserve is safe and largely crime free.• Proximity to centres - e.g. Fort Beaufort, if travelling by vehicle. Proximity also to Mpofu NR.• Loyal, dedicated, hardworking staff.• All staff stay on the Reserve, so there is assistance available in case of a emergency, e.g. fire.

WEAKNESSES

- The Reserve is understaffed.
- More posts are required than those allocated (on DEDEA-approved Staff Establishment) this needs details to be spelt out
- Vehicles are required, particularly a 4x4 for the Reserve Manager.
- Basic vehicle running costs are not currently being met by ECPB.
- There is no electricity at the Phakamisa guest accommodation.
- All roads need rehabilitation and maintenance.
- There is a lack of marketing of the Reserve.
- Amenities are far away, and it is difficult for staff to get to them, as there is no public transport.
- Staff accommodation is poor. Additional accommodation will be required once posts are to be filled.
- There are insufficient data, especially maps, on the Reserve.
- Poor and problematic communication with Head Office.
- Lack of skills training in the staff, further training is required.
- The Reserve General Assistant is currently working as a Field Ranger, but not being remunerated accordingly.
- Water is supplied to the reserve from the dam, however the water quality is unknown and unmonitored. A borehole will be installed if approved in the budget.
- There is no ablution block at the dam.

OPPORTUNITIES

- Expansion in the direction of Mporu, increasing the size and value of the conservation area, and providing additional area for game.
- Development of additional accommodation facilities.
- Creation of mountain bike trails.

OPPORTUNITIES

- Creation of fishing opportunities
- The development of canopy trails and abseiling as activities.
- Possibility of getting trained guides to take visitors on walks, horse rides, drives, etc.
- Opportunity to recognise economic potential from sale of harvested pines (old plantations), as well as to create jobs.
- Potential to get community members to tell fireside history of the Reserve in an atmosphere created by the reserve. It may be possible to charge for this.
- Upgrading of access road and reserve roads, especially internal roads.
- Ecotourism potential of the reserve has not yet been realised.
- Research opportunities: very few studies have been done.
- Potential for development of a conference centre or environmental education centre.
- The reserve can create jobs in a variety of ways.
- Upgrading of the current campsite.
- Upgrading of picnic site and jetties used for canoe trail.
- Establishment of canoe hire for day-visitors (use of dam).
- Marketing and advertising opportunities.
- Reintroduction of indigenous/historically occurring species.
- Environmental education.

THREATS

- Invasive alien plants are the biggest threat to the biodiversity value of the reserve.
- Theft is starting to occur on the reserve.
- The public road through the reserve is problematic (access, poaching issues).

- The reserve is attracting the wrong type of people, who litter and make a noise. This could be controlled by an entrance payment or levy system.
- Poaching.
- Fire threats from outside the reserve.
- Illegal activities, including the stealing of fences.

The SWOT analysis has to some extent 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.

2.1 Reserve Purpose

The primary purpose of the FFNR is the protection and conservation of the rare Dohne sourveld and afro-montane forests and their associated ecological processes and biodiversity, and the protection and restoration of historic and heritage features.

The secondary purposes, which support the primary purpose, are to:

- develop nature-based tourism infrastructure, facilities and services;
- contribute towards the delivery of socio-economic benefits to nearby communities;
- integrate the reserve into adjacent land use planning and development.

2.2 Reserve Vision

To realise the cultural and historical potential of the reserve, and to protect and conserve this alongside the unique biophysical landscape in which the Dohne / Highland sourveld vegetation type occurs.

2.3 Reserve Principles

The following principles from the ECPB Strategy Plan underpin the management activities for FFNR so as to ensure movement towards realising 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 ³ will seek to respect, protect and promote FFNR, 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 FFNR 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

³ 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 FFNR 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 FFNR 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 FFNR 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 provides for regular review of outcomes and updating of the SMP accordingly.

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

KRA 1: Reserve Planning and Expansion

Goal: To ensure that the planning (and expansion) of the FFNR 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, scenic, historic and cultural features of the FFNR, 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 FFNR.

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 FFNR .

KRA 5: Visitor Services and Facilities

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

KRA 6: Reserve Administration

Goal: To develop the administrative capacity, human and financial resources to support the implementation of FFNR 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 FFNR, 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: i) management rationalisation and reserve expansion, and ii) planning.

The **management rationalisation and reserve expansion** component of KRA 1 focuses on:

- i) Rationalising the management of FFNR with the incorporation of Bosnek outspan;
- ii) Supporting ECPB in the process of consolidating FFNR and Mpofu Nature Reserves, and expansion into the corridor between these reserves.

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

- i) Developing a suite of subsidiary management plans for fire management, wildlife management, invasive alien management, rehabilitation and restoration, infrastructure development, and research and monitoring;
- ii) Integrating the FFNR priorities in the Local and District Municipal planning frameworks; and
- iii) Maintaining mechanisms for the ongoing review and upgrading of the Integrated Management Plan (and SMP) for FFNR.

4.2 KRA2: Biodiversity and Heritage Resources

The medium-term strategic focus of KRA 2 is divided into seven components: i) wildlife management, ii) invasive alien plant 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 FFNR .

The **wildlife management** component of KRA 2 focuses on *active management* of the game populations of FFNR, as the reserve is too small to function as a complete natural system. This component provides for managing, maintaining and where possible re-establishing populations of locally indigenous fauna to FFNR, as per the Wildlife Management Plan (**see KRA 1**). Active management of game populations may require hunting, culling and translocation according to an approved game management plan.

The **invasive alien plant (IAP) control** component of KRA 2 provides for:

- i) Planning, implementing and monitoring of the phased removal and control of identified IAPs (excepting plantation pines) from FFNR.
- ii) Ensuring ongoing control of IAPs.

The **plantation harvesting and rehabilitation** component of KRA 2 focuses on harvesting and rehabilitating the pine plantations from FFNR in a phased manner.

The **biodiversity monitoring** component of KRA 2 focuses on:

- i) Identifying the baseline research requirements for FFNR in collaboration with ECPB Scientific Services;

- ii) Initiating and continuing the collection of identified baseline information for the FFNR in accordance with the Baseline Research and Monitoring Plan and Program (see **KRA 1**)

The **rehabilitation and restoration** component of KRA 2 provides for:

- ii) Focussed rehabilitation of harvested and cleared areas within the FFNR (including Bosnek);
- iii) The restoration of cultural or historic features and attributes of the FFNR.

The **heritage management** component of KRA 2 focuses on assessing the presence/extent of further heritage resources within FFNR, and the creation of plans to restore and create a feature of these. The **compliance and enforcement** component of KRA 2 provides for improving the capacity for compliance and enforcement for the FFNR.

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

- i) Assessing and monitoring the manner in which the current management, visitor use, and road usage within FFNR impacts on the environment, and ensuring the potential impacts of new activities are considered and assessed where appropriate.
- ii) Promoting the use of sustainable/environmentally friendly technologies in any further developments at FFNR.
- iii) Implementing a Fire Management Plan

4.3 KRA3: Stakeholder Involvement

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

The **cooperative governance and communication** component of KRA 3 focuses on establishing and maintaining cooperative governance structures for stakeholder involvement in FFNR.

The **equitable physical access** component of KRA 3 provides for:

- i) Facilitating and controlling access to FFNR for the purposes of traditional or cultural uses,
- ii) Identifying opportunities for employment for local community members.

4.4 KRA4: Infrastructure and Equipment

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

The **infrastructure** component of KRA 4 focuses on:

- i) Mapping all reserve infrastructure.
- ii) Upgrading and extending the FFNR and Bosnek roads network.
- iii) Constructing, repairing and maintaining infrastructure at FFNR, including staff houses, operations infrastructure and administrative buildings as per the Infrastructure Development Plan (**see KRA 1**).Upgrading staff accommodation at FFNR.
- iv) Constructing, maintaining and upgradig the FFNR bulk infrastructure as per the Infrastructure Development Plan (**see KRA 1**).
- v) Constructing, maintaining and upgrading visitor facilities and overnight accommodation at FFNR, as per the Infrastructure Development and Maintenance Plan.
- vi) Constructing, repairing and maintaining all boundary infrastructure on FFNR, including fences, gates and signage outside FFNR

vii) Motivating for further infrastructure development at Bosnek, as per Infrastructure Development Plan (**see KRA 1**)

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

The **equipment** component of KRA 4 provides for the acquisition and maintenance of reserve vehicles, canoes and equipment.

4.5 KRA5: Visitor Services and Facilities

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 day and overnight activities/services at FFNR .
- ii) Investigating and reporting on commercial opportunities for the provision of tourism services at FFNR .
- iii) Maintaining key information on FFNR visitor profiles and their needs.

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 and facilities to be provided in Eastern Cape Nature Reserves; and that these will guide the development of new or upgrading of existing services/facilities at FFNR .

The **education and awareness** component of KRA 5 provides for historical and environmental education and/or awareness of FFNR for groups and visitors.

4.6 KRA6: Reserve Administration

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

The **administration and financing** component of KRA 6 focuses on:

- i) Improving the financial management and accountability of the reserve;
- ii) Developing additional sustainable income sources.

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

- i) Establishing the full staff complement;
- ii) Developing training and capacity building for the staff complement.

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:

- i) Developing and maintaining targeted research and monitoring programs that support the implementation of the SMP.,
- iii) Maintaining the State of Knowledge Report.

The **research and monitoring** component of KRA 7 provides for:

- i) Developing a reserve research and monitoring plan and programme.
- ii) Developing collaborative relationships with research institutions.

The **data management** component of KRA 7 focuses on designing and developing a consolidated reserve database

Fort Fordyce Strategic Management Plan	Operations						Capital							
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	Performance	Performance
KRA 1:RESERVE PLANNING AND EXPANSION	Required	Provided	Required	Required	Required	Required	Required	Provided	Required	Required	Required	Required	Measure	indicator
GOAL: To ensure that the planning and expansion of FFNR maintains and enhances the integrity of its ecological, scenic, cultural and historic resources; enables its financial sustainability; and is coordinated with the development and planning of the surrounding areas.														
Reserve Expansion and Management Rationalisation														
To rationalise the management of FFNR with the incorporation of the Bosnek Outspan.														
a) Participate where necessary in ECPB's process of resurveying the boundaries of FFNR and Bosnek, checking proclamation status, and ensuring legal protected status for Bosnek.	10000	5000	12000	12500	13000	14000							Communicate with Scientific Services	Correspondence documentation

Fort Fordyce Strategic Management Plan	Operations						Capital							
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	Performance	Performance
b) Motivate to ECPB HR to have Bosnek adequately staffed, such that it is possible to manage as an independent unit (see KRA 6).		0	250000	270000	28000	300000		0	230000	250000	300000		N/A	N/A
c) Produce a specific management plan for Bosnek, to be incorporated into the FFNR SMP as a subsidiary plan. Include plans for fire management and invasive alien plant control	12000	3000		9000	12000			0	12000	15000	16000	16000	With assistance of Regional Manager , compile the plan for fire and invasive alien plants.	Fire management plan and Alien plant plan
To support ECPB in the process of consolidating FFNR and Mpofu Nature Reserves.														
a) Participate where necessary in the ECPB process of resurveying FFNR and MNR to confirm their boundaries and extent.		0				10000	12000	12500	11000	10000			N/A	N/A
b) Support ECPB where necessary in the further process of acquiring land between the two reserves to provide a linking corridor. Maintain sound relations with relevant land-owners to facilitate	0	0		0	0	0							N/A	N/A

Fort Fordyce Strategic Management Plan	Operations						Capital						Performance	Performance
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012		
this process.														
c) Support ECPB where necessary in the deproclaiming of Fort Fordyce Nature Reserve and Mpofu Nature Reserve, and the proclaiming of the amalgamated area under one title.	8000	4000	0	0	5000	0							Support attempts to deproclaim each of these reserves and proclamation of amalgamated reserve	Proclamation of FFNR and MNR into one Reserve
d) Participate in the development of an Integrated Strategic Management Plan (ISMP) for the combined reserves. Include the current SMPs as subsidiary plans to this ISMP.	5000	3000	5000	3000	8000		15000		15000	18000	15000		Support the development of Integrated Strategic Management Plan for the combined Reserves	Availability of Integrated Strategic Management Plan for both Reserves
Planning														
To develop a suite of subsidiary plans for FFNR to provide program-specific information on the broad objectives and activities identified in the SMP.														

Fort Fordyce Strategic Management Plan	Operations						Capital						Performance	Performance
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012		
a) Acquire the relevant baseline data and information required to produce the various subsidiary plans listed hereinafter (see KRA 2).	1000		2000	2500	2500								N/A	N/A
b) Prepare a Fire Management Plan for FFNR, based on the current burning regimes (see Block Burn report 2005, report FFNR 12 in SOK), and dealing both with managed burns and emergency fires. Ensure that forestry burning blocks are renamed as required. Report on the requirement for firebreaks for neighbouring land-owners.	20000	25500	35000	45000	50000				120000			130000	Prepare fire management plan for FFNR- Fire breaks and Block burns.	Fire management plan and effective burns in the reserve(Fire breaks and Block burns)
c) Prepare, in consultation with ECPB Scientific Services, a Wildlife Management Plan for FFNR. Provide specifically for the estimation of carrying capacity and stocking rates, re-introductions (e.g. Oribi), problem animals (warthogs which	10000	5317	12000	14000	35000								Liaise with ECPB SS with regard to wildlife management plan	Management of game as per management plan- Culling and removal if need be. Records of such activities.

Fort Fordyce Strategic Management Plan	Operations						Capital							
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	Performance	Performance
compete with bushpig), and a fencing maintenance program.														
d) Prepare an Invasive Alien Plant Management Plan for FFNR for the phased removal of various IAPs throughout the reserve. These include: black wattle, blackwood, bramble, castor oil plant, canary pine, Eucalyptus spp., Californian redwoods, Mauritius thorn. Include the potential for marketing or sales of the cleared blackwood. The plan should include an Environmental Management System (EMS) and a rehabilitation plan for the clearing operations.	5000	49000	5500	5500	6000		150000		200000	250000	350000	400000	Preparing invasive alien plant plan for fort fordyce.	Availability of plan and removal of such alien plant species.

Fort Fordyce Strategic Management Plan	Operations						Capital							
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	Performance	Performance
e) Adjust the current Plantation Harvesting and Marketing Plan (SOK Report No FFNR04; Ontginningsplan) to reflect the current status and extent of the plantations on the reserve, and the potential for outsourcing of the harvesting and marketing of these plantations. Map if possible. Rename the harvesting blocks as required. Include an EMS and rehabilitation requirements in the plan.	13000	5000		8000		12000							Facilitate removal of plantations and other alien plant species in FFNR	Clearing of such areas- Plantation and Alien plant species.
f) Prepare an Infrastructure Development and Maintenance Plan to cater for FFNRs proposed infrastructural needs (see KRA 4.).Ensure that the plan meets with all NOSA requirements.		0											N/A	N/A
g) Prepare a Research and Monitoring Plan which details the baseline information and ongoing monitoring needs for FFNR.	800	700	900	1000	2000								Facilitate monitoring program at FFNR	Existence of such a plan

Fort Fordyce Strategic Management Plan	Operations						Capital						Performance	Performance
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012		
To integrate the FFNR into external planning frameworks.														
a) Consult with Nkonkobe Local Municipality and Amatola District Municipalities regarding the inclusion of specific projects for FFNR in the IDP or SDF. Attend IDP meetings where possible.	25000	8000	2000	2000	2000		15000		16000	9000	5000		Communicate with the Municipality on FFNR Projects	minutes and records of such communications and meetings
To maintain institutional mechanisms for the ongoing review and update of the FFNR Integrated Management Plan (incorporating the SMP).		0						0					N/A	N/A
a) Establish a Reserve Planning Team (RPT) comprising at least the Reserve Manager, Regional Manager, ECPB Scientific Services, and other key stakeholders. The RPT should strategically guide the implementation and review of the SMP.	15000	5000	20000	25000	35000								Facilitate the Reserve Management team with the Regional Manager	Records of minutes and documentation of such a plan.
b) Maintain the RPT to review and update the SMP at least once	0	0		0	0								N/A	N/A

Fort Fordyce Strategic Management Plan	Operations						Capital							
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	Performance	Performance
annually.														
c) Maintain information required to report on the progress made with achieving targets listed in the SMP, to enable monthly and annual reporting.	2000	500	3000	4000	5000								Keep information report of progress	Records of reports
d) Submit progress data to ECPB on an annual basis.	0	0											N/A	N/A
e) Undertake an annual update of the SMP with the RPT	8000	500	3000	7000	6000								Ensure the update of SMP	Records of such updates
f) Undertake a quarterly audit, and annual update of the Annual Operational Plan (AOP).	0	0											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 FFNR , and to minimize operational impacts on the environment.														

Fort Fordyce Strategic Management Plan	Operations						Capital						Performance	Performance
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012		
Wildlife Management														
To manage, maintain and where possible re-establish populations of locally indigenous fauna as per the Wildlife Management Plan (see KRA 1).														
a) On the basis of information acquired, collaborate with ECPB SS to assess the carrying capacity of the Reserve, and determine appropriate stocking rates of various herbivore species.	31000	24000	42000	50000	60000				25000	27000	30000	33000	Support ECPB in stocking rate as per assessment	Records of such recommendations and implementation of such stocking rate.
b) Update the Wildlife Management Plan with the information acquired.	1000	2000	3000	4000	5000								Update the wildlife management plan as required	records of such updates
c) Investigate, in consultation with ECPB Scientific Services, the possibility of reintroducing locally indigenous fauna to FFNR, as per the Wildlife Management Plan.	15000	15000	20000	25000	35000				60000	70000	50000	45000	Facilitate with ECPB SS the reintroduction of locally indigenous species at FFNR	Records of such facilitation and introduction of such species.

Fort Fordyce Strategic Management Plan	Operations						Capital							
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	Performance	Performance
d) Monitor stocking rates and species abundance / diversity to ensure these described above remain in keeping with the assessments	1000	500	3000	5000	10000				15000	16000	18000	15000	counting of game from time to time	Records of patrol forms.
e) Undertake regular game counts, monitoring and an annual game census in collaboration with ECPB SS.	20000	5000	35000	3000	5000								Game counting from time to time	Patrol forms and records
f) Where game off takes are required, assess best methods and organise off take in collaboration with ECPB Scientific Services.	3000	7000	5000	9000	10000	12000	10000		8000	8000			collaborate with SS in game off takes	records of such game off takes
g) Outsource or undertake regular monitoring of vegetation to assess levels of grazing pressure In different areas of the reserve	0	0	0	0	0								N/A	N/A
h) Collaborate with ECPB Scientific Services to plan and implement the removal, where practical, of all locally non-indigenous fauna.	10000	10000	5000	5000	3000								Work with ECPBSS regarding removal of non Indigenous fauna	Records of removal of such species

Fort Fordyce Strategic Management Plan	Operations						Capital						Performance	Performance
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012		
i) Develop and implement a protocol for Field Rangers to report sightings of non-indigenous species.	2000	2000	3000	2000	4000								Establish protocol for field rangers in reporting sightings	Records of such sightings
j) Investigate the practicality of relocation of horses from FFNR to Mpofu NR.	0	0	5000		7000			0	6000	7000			N/A	N/A
k) Implement the problem animal (warthog) management activities as per Wildlife Management Plan	5000	4000	5000	6000	3000								implementation of problem animal management	Records of such management
l) Motivate to ECPB to maintain the FFNR portion of the reserve predator-free for the purposes of visitor safety on various trails.	0	0	0	0	0								N/A	N/A
m) Assess, repair, upgrade and maintain fencing as per the Wildlife Management Plan, to ensure an intact fence line, and to provide for proposed re-introductions in accordance with Certificate of Adequate Enclosure (CAE) requirements for the relevant species.	50000	25000	20000	20000	22000	30000	160000		250000	160000	50000		Asses repairs and maintenance of fences	Well erected fences as pre wildlife management requirement

Fort Fordyce Strategic Management Plan	Operations						Capital						Performance	Performance
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012		
Invasive Alien Plant (IAP) Control														
To remove identified IAPs (excluding plantation pines and Californian redwoods) from the FFNR and Bosnek														
a) Map the distribution and density of IAPs. Incorporate this information into the Invasive Alien Plants Management Plan (see KRA 1).	20000	4000	30000	35000	25000	15000	12000		120000	130000			Communicate with Scientific service regarding the mapping distribution of Invasive alien plants	Availability of map for distribution of alien plants
b) Apply to Working for Water for financial assistance for the IAP clearing program .Include IAP Monitoring Plan in application	20000	5000	12000	15000	13000	95000	95000		45000	40000			Communicate with Wfw regarding assistance for alien plant clearing	Records of such discussions and agreements documentation
c) Arrange the implementation of the the FFNR / Bosnek IAP Management Plan.		0											N/A	N/A
d) Monitor the implementation of the IAP Management Plan against the EMS included in the plan. Record all non-compliance and follow up where appropriate.		0											N/A	N/A

Fort Fordyce Strategic Management Plan	Operations						Capital							
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	Performance	Performance
e) At completion, report on the implementation of the IAP Management Plan and the effectiveness thereof.		0											N/A	N/A
To sustain ongoing IAP control and maintenance programmes.		0											N/A	N/A
a) With the assistance of a qualified veld management specialist or botanist, monitor regrowth of indigenous plants in cleared areas. Where this is inadequate, investigate the artificial seeding of cleared areas.		0											N/A	N/A
b) Initiate and continue follow-up clearing of IAP seedlings.		0				35000	40000		30000	25000			N/A	N/A
Plantation harvesting and rehabilitation		0											N/A	N/A
To harvest the pine plantations from FFNR in a phased manner.		0											N/A	N/A
a) Arrange the assessment and mapping of the pine plantations to indicate the exact areas of plantation to be harvested. Use this information to assist in	25000	0											N/A	N/A
			30000		25000				30000	25000				

Fort Fordyce Strategic Management Plan	Operations						Capital							
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	Performance	Performance
revision of the Forestry Harvesting Plan (see KRA1).														
b) Prior to outsourcing the harvesting, identify a lay-down area for logged timber. Ensure road network and condition is adequate to support logging vehicles. Ensure any road maintenance precedes the harvesting operations.	2000	0	3000	3500									N/A	N/A
c) Outsource the implementation of the Plantation Harvesting Plan.		0											N/A	N/A
d) Consider reducing the overall harvesting costs by negotiating an exchange of felled wood (for processing or resale) for a portion or all of the harvesting.		0											N/A	N/A
e) Monitor the harvesting contractors against the EMS. Record any non-compliances and implement non-	12000	0	15000	16000									N/A	N/A

Fort Fordyce Strategic Management Plan	Operations						Capital							
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	Performance	Performance
compliance measures.														
f) Ensure that rehabilitation of the cleared areas occurs.		0											N/A	N/A
			22000	25000	30000		30000	0	25000	28000	33000			
Biodiversity Monitoring		0											N/A	N/A
To identify the baseline research requirements for FFNR in collaboration with ECPB Scientific Services		0											N/A	N/A
a) Liaise with Scientific Services to determine the key physical and biotic monitoring requirements for FFNR (e.g. meteorological data, water quality of dam, surveys of small mammals, birds, reptiles, amphibians).		0											N/A	N/A
			15000	18000	15000				15000	18000	17000			
b) Use this information in compiling the FFNR Baseline Research and Monitoring Plan and Program (see KRA 1)		0											N/A	N/A
Initiate and continue the collection of identified baseline information for the FFNR in line with the Baseline Research and		0											N/A	N/A

Fort Fordyce Strategic Management Plan	Operations						Capital							
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	Performance	Performance
Monitoring Plan and Program (see KRA 1)														
a) Undertake or outsource priority baseline monitoring as directed by the Baseline Research and Monitoring Plan.		0	25000	30000	35000		0	28000	33000				N/A	N/A
b) Ensure that an effective data storage and retrieval system is established and maintained.		0											N/A	N/A
c) Register FFNR on the 'Birds in Reserves Project' [Birdlife South Africa, UCT Avian Demography Unit].		0											N/A	N/A
Rehabilitation and Restoration		0											N/A	N/A
To assess, plan and undertake any other form of rehabilitation or restoration required		0											N/A	N/A
a) Ensure the rehabilitation of areas cleared of IAPs and plantation trees, as per IAP Management Plan and	50000	0	45000	40000	35000	45000	50000	35000	25000				N/A	N/A

Fort Fordyce Strategic Management Plan	Operations						Capital							
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	Performance	Performance
aforementioned implementation process (see IAP Management, Harvesting)														
b) Assess and report on further rehabilitation requirements (e.g. eroded or overgrazed areas, damaged wetlands).		0											N/A	N/A
c) Develop a plan and program for the rehabilitation of identified areas.		0											N/A	N/A
d) Implement the rehabilitation plan during the appropriate season (e.g. winter).		0											N/A	N/A
e) Continue the rehabilitation and/or restoration of any sites of interest as deemed necessary, and maintain these sites appropriately thereafter.		0											N/A	N/A
Heritage Management														
To further determine and attend to the restoration of the cultural/ historical heritage assets of FFNR.													N/A	N/A

Fort Fordyce Strategic Management Plan	Operations						Capital							
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	Performance	Performance
a) Undertake or outsource the assessment of the FFNR area and surrounds to confirm and map the presence of any additional cultural/historical resources.		0				15000	12000		8000	5000			N/A	N/A
b) Develop and implement Heritage Management Plan as necessary to promote, protect and/or integrate any such resource(s) into municipal or other tourism routes.		0											N/A	N/A
c) Liaise with Amatola Heritage Foundation to ensure the satisfactory completion and maintenance of the construction of the Toposcope and associated heritage sites (e.g. graves, forts).		0	2000	4000	4000	5000		0	4300	5000	6000		N/A	N/A
Compliance and Enforcement														
To enable improved compliance and enforcement within FFNR.		0											N/A	N/A

Fort Fordyce Strategic Management Plan	Operations						Capital							
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	Performance	Performance
a) Ensure the provision of adequate enforcement and compliance training for FFNR staff.		0	25000	20000	18000	15000	18000		12000	12000			N/A	N/A
b) Ensure the effective deployment, and equipping of, the enforcement and compliance staff complement.	5000	8000	10000	10000	12000	20000	15000	10000	10000	12000			Purchasing of enforcement equipments	Records of such purchased equipments
c) Maintain regular patrols within FFNR	50000	0	55000	65000	70000			7500	78000				N/A	N/A
d) Develop and/or maintain working relationships or informal agreements with local SAPS offices, DEDEA environmental crime services, Nkonkobe municipal representatives, local magistrates and adjacent landowners.	5000	5000	6000	6000	7000	9000							Maintain working relations with local structures (Police , Municipality , Farmers. Communities ect)	Minutes and records of such discussions and meetings
e) Maintain an incidents register and collate information on all incidents in order to monitor effectiveness of enforcement activities.	1000	500	800	900	1000	2000							Keep records for all incidents	Patrol sheet and monthly reports
Managing Impacts														

Fort Fordyce Strategic Management Plan	Operations						Capital							
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	Performance	Performance
To assess how the current use of FFNR affects the surrounding environment and to ensure the potential impacts of new activities are considered.														
a) Undertake an audit of the potential environmental impacts associated with the use of FFNR by management, staff or operations, and by all types of visitors.	0	0	0	0	0	0	0	0	0	0	0			
b) Confirm the activities at FFNR that specifically require compliance with legal requirements e.g. waste disposal.	8300	10000	12400	13000	13000	12960	13608		15002	15752		ensure that issues requiring legal compliance are adhered to	Removal of waste to local dumping site in Fort Beaufort	
c) Implement corporate procedures to minimise the environmental impacts of FFNR operations. These include EIA processes. Ensure regulatory compliance for existing and new reserve activities.	6000	5000	8000	7000	9000							Ensure compliance with activities in the Reserve	Records of such compliance in activities	
To promote the use of sustainable technologies.														

Fort Fordyce Strategic Management Plan	Operations						Capital							
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	Performance	Performance
a) Assess options for the introduction of sustainable technologies into existing facilities and services, where cost-effective.	35000	10000	30000	35000	40000								Seek advice on the possibility of introducing sustainable technologies in the existing facilities	Records on such options
b) Promote use of sustainable technologies (e.g. solar pumps, solar inverters, non-flush toilets) in proposed new facilities and services.	25000	33000	40000	0	50000	0	150000		0	200000	0	300000	Maintain the existing solar panels and install them in new buildings	Existence of solar panels in working condition
To implement the Fire Management Plan for FFNR .														
a) Implement the Fire Management Plan for FFNR (see KRA 1).	10000	20000	35000	40000	50000	0	130000		200000	0	300000	150000	Prepare necessary fire breaks and block burns	Fire report in returns
b) Ensure the appropriate equipment, resources and training are in place /have been provided to enable effective management burns and wild fire prevention / management, as per the Fire Management Plan. Refer also to KRA 4 and KRA 6.	25000		24000	20000	2000								N/A	N/A

Fort Fordyce Strategic Management Plan	Operations						Capital							
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	Performance	Performance
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 FFNR .														
Cooperative Governance and Communication														
To establish and maintain cooperative governance structures for stakeholder involvement in FFNR														
a) Establish and maintain cooperative governance relationships with the following authorities, at a minimum: local DAFF office (forestry), farming associations, community representatives, municipal Tourism Association, Doringkloof Police Forum.														
b) Continue with informal agreements regarding firebreaks (Mpofu and neighbouring farmers)														

Fort Fordyce Strategic Management Plan	Operations						Capital							
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	Performance	Performance
c) Assist Mpopu with emergency fire fighting.	40000	25000	35000	35000	35000	25000		0					Give assistance to Mpopu with emergency fires	Fire report
d) Canvas the interest in establishing a 'Friends of FFNR' with members including Keith James (adventure training), Piet Hall (historic trails and training); Chris Bush (horse trails); Rotary (Fort Beaufort) with a view to extending the 'Friends' to public membership, assisting with working parties on specific projects, sourcing additional funding, training and volunteer resource.	3000	2500	3000	3000	2500	2000							Establishment of Friends of FFNR with emphasis on people mentioned	Existence of such a structure with minutes for meetings
Equitable Physical Access														
To facilitate controlled access to FFNR for special use groups and local communities.		0											N/A	N/A
a) Investigate community needs that might be accommodated in FFNR		0											N/A	N/A

Fort Fordyce Strategic Management Plan	Operations						Capital							
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	Performance	Performance
b) Define and allocate areas within FFNR that may be made available to cater for the local community needs (e.g. wood collection) and advise community forum of these areas. Erect signage in areas where wood may be collected.		0	2500	3000	4000	5000			6000	5000	5000	5600	N/A	N/A
c) Establish advance booking procedure for the used of defined areas by the local community and advise community forum of this procedure.		0											N/A	N/A
d) Erect compliance signage to communicate the 'No Nuisance', and 'NoTrace Left' approach to the use of the allocated sites by the local communities.		0	2000	2400	3000								N/A	N/A
To identify opportunities for employment for local community members.		0											N/A	N/A
a) Define, in discussion with Gariiep LM and others the target communities to benefit from employment.		0	2500	3000	4300	5000			5000	5000	4500		N/A	N/A

Fort Fordyce Strategic Management Plan	Operations						Capital							
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	Performance	Performance
b) Establish relations with the identified communities. Identify their needs and liaise regarding employment options.		0											N/A	N/A
c) Outsource work to these local communities wherever possible and appropriate.		0											N/A	N/A
d) Apply for funding for relevant labour-intensive projects as identifies in this SMP.		0	2400	3000	3500	4000							N/A	N/A
e) Explore the possibility of implementing a community levy on visitor services and facilities at the FFNR.		0											N/A	N/A
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														

Fort Fordyce Strategic Management Plan	Operations						Capital							
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	Performance	Performance
provision of visitor facilities and services in FFNR and Bosnek.														
Infrastructure														
To map (on GIS) all reserve infrastructure for FFNR and Bosnek														
a) Map all reserve infrastructure including management roads, tracks, gatehouses, fencing, hiking trails, reservoirs, offices, staff and visitor accommodation, etc.		0	15000	22000				25000		27000		N/A	N/A	
To upgrade and extend the FFNR and Bosnek roads and trails network		0										N/A	N/A	
a) Assess and record the condition of all current roads and trails.		0	15000		28000			26000	25000		30000	N/A	N/A	
b) Develop a plan for repair, extension and maintenance of the FFNR and Bosnek roads and trails network. Include this report as an annexure to		0										N/A	N/A	

Fort Fordyce Strategic Management Plan	Operations						Capital							
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	Performance	Performance
the Infrastructure Development Plan (see KRA 1).														
c) Motivate for funds for road and trails clearing and repair and implement the plan on an ongoing basis.		0											N/A	N/A
To construct, repair and maintain infrastructure at FFNR, including staff houses, operations infrastructure and administrative buildings as per the Infrastructure Development Plan (see KRA 1).		0	250000	120000	65000	50000			245000	100000	80000		N/A	N/A
a) Liaise with ECPB to develop a set of standards for the quality of reserve administrative buildings, staff accommodation, and operations infrastructure.		0					200000	0	250000	150000	150000	120000	N/A	N/A
b) Motivate for and ensure the repair of staff accommodation at the staff village as follows:														
Doors to be refitted	220000	45000	180000	55000	40000	50000		50000					Get quotes for repairs to staff accommodation	Renovated staff accommodation with invoices and payments done

Fort Fordyce Strategic Management Plan	Operations						Capital						Performance	Performance
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012		
Sisalation required between walls														
Floors to be redone														
Houses to be wind-proofed														
c) Ensure that all housing requirements for staff are met (See KRA 6:Administration)														
d) Motivate for the extension or re-siting of the current tool store, and of current vehicle store.								0	250000	100000	50000	50000	N/A	
e) Motivate for the relocation or building of new administrative offices.		0	300000	200000	55000			0					N/A	
To construct, maintain and upgrade the FFNR bulk infrastructure as per the Infrastructure Development Plan (see KRA 1).													N/A	
a) Investigate and make recommendations on the options for water supply and treatment for FFNR. These include a borehole near the current office, or a water purification system for the dam water		0											N/A	

Fort Fordyce Strategic Management Plan	Operations						Capital							
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	Performance	Performance
currently in use. Implement recommendations if approved.														
b) Motivate for the acquisition of two additional rain water tanks.		0	35000		40000				50000		56000		N/A	
c) Motivate for the extension or re-siting of the current tool store, and of current vehicle store.		0											N/A	
d) Motivate to establish ablution blocks at current tented camp and at picnic site.		0											N/A	
e) Install a solar system linked to a geyser and lights for the staff house situated at the entrance gate.		0	150000	70000	45000				76000	80000	90000		N/A	
To construct, maintain and upgrade visitor facilities and overnight accommodation at FFNR, as per the Infrastructure Development and Maintenance Plan	250000	0	120000				120000	0	260000	250000	60000	30000	N/A	N/A

Fort Fordyce Strategic Management Plan	Operations						Capital							
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	Performance	Performance
a) Undertake feasibility study of the opportunities for establish new hiking routes and a hiking hut within FFNR, a trail and hiking hut network linking FFNR and Mpofu Nature Reserve, and a hiking trail at Bosnek.														
b) Motivate to undertake activities identified in the feasibility study, to establish new hiking route(s) and overnight huts.														
c) Liaise with ECPB Marketing to ensure that marketing and visitor information is updated accordingly to incorporate and advertise the new hiking route(s).														
d) Initiate those new developments which are supported by ECPB, including:														
- building of additional guest accommodation close to current accommodation			120000	80000	45000	40000			55000	40000	45000			
- extension of the tented camp,														

Fort Fordyce Strategic Management Plan	Operations						Capital						Performance	Performance
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012		
- relocation of the picnic site,														
- building of conference centre,														
- establishment of a campsite														
e) Motivate for the acquisition of a chalet tent for the bush camp.														
f) Motivate for required building materials and furniture for the renovation of the former main house to guest accommodation.														
To construct, repair and maintain all boundary infrastructure on FFNR, including fences, gates and signage outside FFNR	12000	8000	10000	10000	50000	20000							Maintain boundary infrastructure	Records of such repairs
a) Liaise with SANRAL regarding the installing of external directional signage to FFNR and to Bosnek.		0											N/A	N/A
b) Liaise with ECPB / Amatola Heritage Initiative (Gordon Johnson) regarding the installing of informational signage at the heritage assets of the reserves.	50000	5000	4000	2000	2000								Communicate with Amatole Heritage Initiative regarding the signage of heritage assets	Records of such correspondences and outcomes

Fort Fordyce Strategic Management Plan	Operations						Capital							
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	Performance	Performance
c) Monitor the provision of signage by ECPB for walking trails (e.g. tree species names and numbers, footprints). Install information boards to inform visitors of the environment and species present.													N/A	N/A
d) Upgrade all entrance gates and ablution blocks in the Reserve area.													N/A	N/A
a) Motivate for the following infrastructure at Bosnek: office, accommodation for assistant reserve manager (see KRA 6), employee accommodation, water provision, electricity, store, birdhide at dam, fencing at dam. Upgrade the prefabricated structure on the reserve for use by GAs.	7000	5000	5000					159000	120000	90000	80000		Communicate with H/Office regarding infrastructure at Bosnek	Records of such communication and correspondences
Equipment														
To request, acquire and maintain basic operational equipment for FFNR and Bosnek													N/A	N/A

Fort Fordyce Strategic Management Plan	Operations						Capital							
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	Performance	Performance
b) Maintain all reserve vehicles according to manufacturer's specifications and maintenance cycles.	170000	120000	180000	190000	200000	200000	450000	300000	250000	200000	200000		maintain vehicles as per manufacturers prescriptions	Records of such maintained
c) 'Acquire furnishings as required for guest accommodation. Immediate needs include: 4 x ¾ beds; 2 x bunk beds; cutlery, crockery and bedding for Pakamisa.														
d) 'Acquire equipment for vegetation management: 2 brush-cutters, 2 weed eaters, 1 chainsaw, spray pump for herbicides (attach to tractor).														
e) Maintain all brush cutters and/or chainsaws according to manufacturer's specifications and maintenance cycles.														
f) Acquire fire fighting equipment (three drip torches) as necessary.	30000	25000	20000	20000	15000	10000		0	30000	35000	25000	20000	Acquisition of fire equipment for FFNR	Records of such acquired equipment
g) Acquire recreational equipment: initially, two canoes for the dam.		0	10000	8000	5900	6000							N/A	N/A

Fort Fordyce Strategic Management Plan	Operations						Capital							
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	Performance	Performance
h) Acquire administrative equipment: laptop computer for FFNR; email facility for FFNR; computer for Bosnek, base station radio and three hand radios for Bosnek; GPS set.	18000	0	15000	12000	13000								N/A	N/A
i) 'Maintain computer(s), radios and GPS sets according to manufacture's specifications.		0											N/A	N/A
h) Acquire administrative equipment: laptop computer for FFNR; email facility for FFNR; computer for Bosnek, base station radio and three hand radios for Bosnek; GPS set.		0											N/A	N/A
g) Acquire recreational equipment: initially, two canoes for the dam														
h) Acquire administrative equipment: laptop computer for FFNR; email facility for FFNR; computer for Bosnek, base station radio and three hand radios for Bosnek; GPS set.														

Fort Fordyce Strategic Management Plan	Operations						Capital							
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	Performance	Performance
i) Maintain computer(s), radios and GPS sets according to manufacture's specifications.														
KRA 5: VISITOR SERVICES AND FACILITIES														
Goal: To effectively provide and maintain a unique experience and good service and facilities to all users of and visitors to the FFNR , and to market these services/facilities.														
Tourism and Recreation														
To develop new day and overnight activities/ services at FFNR as per the Infrastructure Development and Maintenance Plan (see KRA 1).														
a) Plan and motivate for the construction of new guest accommodation.														
b) Renovate the existing tented camp and install the new chalet tents at the tented camp.			25000	30000					34000					

Fort Fordyce Strategic Management Plan	Operations						Capital							
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	Performance	Performance
To investigate and report on commercial opportunities for the provision of tourism services at FFNR.														
c) Investigate the concessioning of horse trails through FFNR and possibly Mpofu NR.			25000	30000	25000				25000	30000				
d) Investigate the feasibility and desirability of setting up and concessioning abseiling activities and canopy trails.														
To maintain key information on FFNR visitor profiles and their needs.														
a) Establish Visitor's Book at gate houses or main reception.														
b) Maintain profiles of all reserve visitors and users (e.g. numbers/groups, age category, reason for visit, time of visit, length of stay, nationality, etc.) in the standardized corporate format.	2000		3000	3500	4000									

Fort Fordyce Strategic Management Plan	Operations						Capital							
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	Performance	Performance
c) Use the visitor profiles as a decision-support tool to guide and direct the development of new tourism facilities and services.		0											N/A	N/A
Education and Awareness													N/A	N/A
To provide for historical and environmental education and/or awareness of FFNR for groups and visitors.		0											N/A	N/A
a) To create an information centre for FFNR (currently adjacent to office). Focus on historic anecdotes, pictures, maps and photographs, how FFNR fits into the Eastern Cape historical picture, and information on the Dohne / Sourveld vegetation		0											N/A	N/A
b) To liaise with Mr Piet Hall regarding the writing of Fort Fordyce's history as a source of information for visitors. To make arrangements to make the history available at the relevant selling price.		0											N/A	N/A

Fort Fordyce Strategic Management Plan	Operations						Capital							
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	Performance	Performance
c) To investigate further with staff the idea of creating a 'kraal' environment where stories of the history of FFNR could be told around a fire at night.		0	12000	15000	13000								N/A	N/A
d) To maintain relationships with the groups already coming to FFNR for environmental education or outdoor adventure (see KRA 3).		0											N/A	N/A
e) To install informational and compliance signage in areas of public access e.g. trails, picnic site, toposcope.		0	20000	15000	15000			15000	13000	12000			N/A	N/A
		0											N/A	N/A
KRA 6:RESERVE ADMINISTRATION		0											N/A	N/A
Goal: To develop the administrative capacity, human resources and financial resources to support the implementation of the FFNR SMP and to meet the required legal responsibilities.													N/A	N/A

Fort Fordyce Strategic Management Plan	Operations						Capital							
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	Performance	Performance
Administration and Financing													N/A	N/A
To maintain the financial management and accountability of the reserve.		0											N/A	N/A
a) Implement corporate procedures for financial management and procurement.	2000	0	3400	3000	34000			5000	5000	7600			N/A	N/A
b) Identify and implement appropriate opportunities for outsourcing reserve functions where this is cost-effective.		0											N/A	N/A
c) Maintain an asset register for FFNR.													N/A	N/A
To develop additional, sustainable income sources.		0											N/A	N/A
a) Identify and implement mechanisms to improve efficiency and reduce unnecessary expenditure.	20000	13000	25000	20000			65000	55000	60000	56000	50000		Acquisition of a laptop and other office equipment and necessary training	Records of such acquisitions
b) Optimize the income streams from current and future reserve-based developments, facilities and services - including													N/A	N/A

Fort Fordyce Strategic Management Plan	Operations						Capital							
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	Performance	Performance
through the horse or mountain bike trails, heritage trails, or boat access														
c) Approach additional potential funding sources such as Poverty Relief and Working for Water.													N/A	N/A
Human Resources													N/A	N/A
To maintain a properly trained staff complement at FFNR and Bosnek outspan to ensure effective implementation of the SMP.													N/A	N/A
a) Design and establish a rationalised and consolidated staff complement for FFNR.		0											N/A	N/A
b) Fill current vacant posts: 1 skilled administration clerk, 3 field rangers, 3 GAs. Request that all staff members are able to drive or receive training to drive.	100000	0	90000				150000	0	100000	80000	80000		N/A	N/A

Fort Fordyce Strategic Management Plan	Operations						Capital							
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	Performance	Performance
c) Motivate to exchange the Principle Foreman position with a position for one or more General Assistants (cleaners). If successful, fill GA post.		0											N/A	N/A
d) Implement corporate personnel procedures, including applying the performance appraisal system and inputting to a staff training needs programme. Ensure all staff have a job description.		0											N/A	N/A
e) Review on an ongoing basis the staff compliment, job descriptions and grading of posts.		0											N/A	N/A
f) Liaise with ECPB regarding the provision of gate guards (these are to be outsourced by ECPB).	160000	0	180000	16000				160000	170000	180000	190000		N/A	N/A
Install time clocks at each control post. Time clocks to be established as follows: 2 at office complex, 1 at worker's compound, 1 at Phakamisa, 1 at Maqoma's Den, 1 at tented camp.	1500	0	500										N/A	N/A

Fort Fordyce Strategic Management Plan	Operations						Capital							
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	Performance	Performance
g) Motivate for the following staff at Bosnek, to enable it to be run independently: Assistant Manager, 2 Field Rangers, 3 General Assistants.		0											N/A	N/A
h) Identify and communicate to ECPB, on an annual basis, the training needs of the FFNR staff. These include Driver's license, Adult Education (ABET), First Aid, maintenance course (Foreman), vehicle repairs (1 GA), Catering (2 GAs), Trail development (RM and field ranger), Fire management (practical course yearly on site), Chainsaw operation (2 GAs), Refresher course on Veld Management (RM), MS Excel Intermediate level (RM), Alien vegetation control (RM, Senior foreman), field guide course (all field rangers and selected GAs); historical training.		0											N/A	
i) Ensure that training requirements are		0											N/A	

Fort Fordyce Strategic Management Plan	Operations						Capital							
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	Performance	Performance
implemented.														
		0											N/A	
KRA 7:KNOWLEDGE MANAGEMENT		0											N/A	
Goal: To ensure that relevant scientific research and monitoring guides the improving management of the FFNR and results in information that is readily accessible to managers and relevant stakeholders.		0											N/A	N/A
Baseline Information		0											N/A	N/A
To develop and maintain targeted research and monitoring programs that support the implementation of the SMP.		0											N/A	N/A
a) Delegate or outsource where possible the collation and ongoing maintenance of baseline information on the Reserve. This should include baseline studies on indigenous vegetation, small mammals - specifically tree dassies		0											N/A	N/A

Fort Fordyce Strategic Management Plan	Operations						Capital							
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	Performance	Performance
and golden moles, birds, amphibians, reptiles, insects, soil types, wetlands, historic sites, anthropological and archaeological areas of interest .														
b) Identify areas in which ongoing research and monitoring are required. Formulate a Research and Monitoring Plan and Program in accordance with this list..		0											N/A	
c) Maintain key reserve operations related data for FFNR, including: reserve budgets; incidents of damage-causing-animals; degraded areas; monitoring of areas cleared of alien vegetation; reserve assets; weather conditions; reserve staff complement and HR; and enforcement incidents. Ensure these are clearly marked and		0											N/A	

Fort Fordyce Strategic Management Plan	Operations						Capital							
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	Performance	Performance
accessible.														
d) Maintain a map of reserve infrastructure including management roads, fencing, roads, staff and visitor accommodation, jetties, picnic spots etc. Ensure this is visible on the office or information centre wall.		0											N/A	
To maintain the SOK.		0											N/A	
a) Update the State of Knowledge Report every 2 years electronically and on hard copy.		0											N/A	
Research and Monitoring		0											N/A	
To develop collaborative relationships with research institutions		0											N/A	

Fort Fordyce Strategic Management Plan	Operations						Capital							
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	Performance	Performance
a) Establish and maintain relationship with selected senior researchers at Rhodes and Fort Hare Universities, Eastern Cape Technikons and representatives of birding, wildflower, and historic associations. Actively facilitate the involvement of external research institutions.	5000	0	6000	8000	8000			0					N/A	N/A
b) Formulate a short list of research priorities or projects on an annual basis and distribute to contact individuals Technikons and Universities. Encourage short projects to be undertaken on the Reserve and offer students accommodation (only).		0											N/A	N/A
Data Management													N/A	N/A
To design and develop a consolidated data storage and retrieval system base for FFNR in order to help inform reserve management decisions.		0											N/A	N/A

Fort Fordyce Strategic Management Plan	Operations						Capital							
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	Performance	Performance
a) Establish and maintain a data storage and retrieval system which will enable easy access and the transfer of research information into ongoing management.		0											N/A	N/A
b) Ensure staff are aware of the data stored and use it effectively in their activities.		0											N/A	N/A
c) Integrate the information stored in the data system into the annual review and update of the SOK, SMP and Annual Operations Plan.			23000	22000	15000			10000						

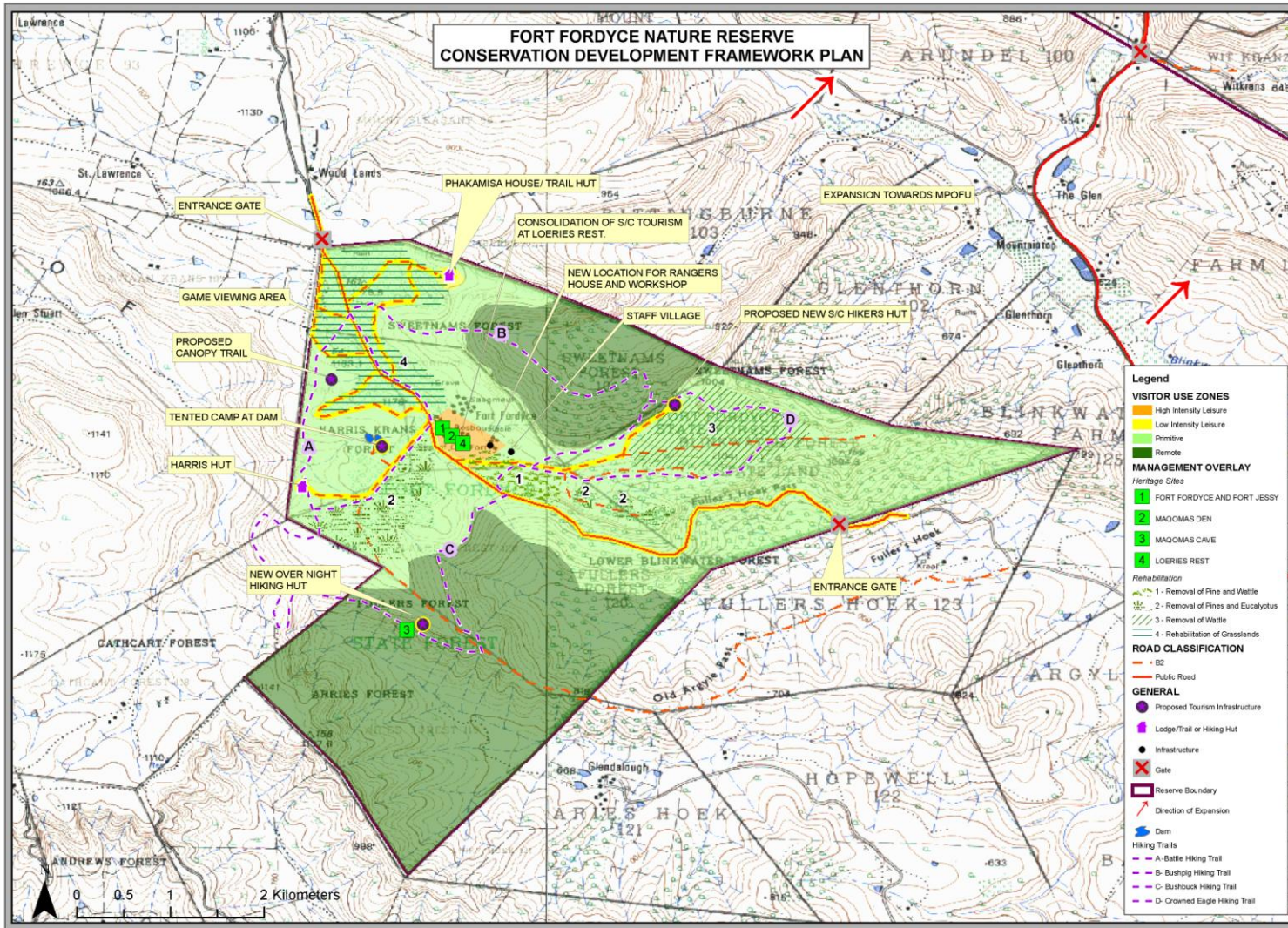
5 CONSERVATION DEVELOPMENT FRAMEWORK

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 FFNR. The CDF indicates the extent and location of suitable visitor use zones for the Reserve, 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 and management guidelines for different use zones. **Table 2** provides a schedule of road classification proposed for FFNR, 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).



Map 2. Conservation Development Framework for Fort Fordyce Nature Reserve

Table 1: Guide to the Visitor Use Zones (1) and Management Overlays (2), for the Fort Fordyce Nature Reserve.

PROVINCIAL PARK - ZONATION		
	CHARACTERISTICS	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 or human habitation.	Apply principles of wilderness management (needs to be compiled as a norm). Only apply limited management interventions and these may only under 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. "ack it in and pack it out" principle.	
	SUSTAINABLE RESOURCE USE: Not applicable	
	FACILITIES: No facilities. Facilities serving this zone is placed in adjoining zones and in particular the Primitive zone. No audible equipment or communications structures.	
	INTERACTION WITH OTHER USERS: None, confined to own group. Numbers of groups and numbers per group to be se	
	ADDITIONAL FACILITES: None	
	SOPHISTICATION OF FACILITIES: No structures excepting those existing structures of cultural significance (guided by SAHRA). Facilities serving the zone placed in adjoining zones and in particular the Primitive zone.	
	ACCESS: Non-mechanised access for visitors and management. Non-motorised river rides acceptable.	
	ROADS: No roads.	

	CHARACTERISTICS	MANAGEMENT GUIDELINES
Remote	Provides a "Wilderness" experience, but does not comply with the criteria for zonation as 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 mechanised access
		"Leave no trace" camping
		No new accommodation (eg 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 or non-defined hiking routes, research, bird watching. "Pack it in and pack it out" principle. Several groups may be in area at the same time.	
	SUSTAINABLE RESOURCE USE: Under controlled conditions	
	FACILITIES: No facilities. Facilities serving this zone is placed in adjoining zones and in particular the Primitive zone. No audible equipment or communications structures.	
	ADDITIONAL FACILITIES: None	
	SOPHISTICATION OF FACILITIES: No facilities except portable tents. Park policy should define rules for washing, ablution and cooking.	
	ACCESS: Non-motorised. Parking provided in Primitive zone.	
	ROADS: No roads, but C1, D1 or E for management access under controlled levels of use.	
	AUDIBLE EQUIPMENT AND COMMUNICATION STRUCTURES: None	

	CHARACTERISTICS	MANAGEMENT GUIDELINES
Primitive	Provides basic self catering facilities and access to Remote Zone.	Roads or other infrastructure limited to 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 of the park may be visible from this zone.	
	SUSTAINABLE RESOURCE USE: Under controlled conditions	
	ACTIVITIES: Guided/unguided hiking/walking tours, game drives. Vehicular access routes to park infrastructure and facilities and facilities serving the remote zones.	
	INTERACTION WITH OTHER USERS: Limited - access control focused on maintaining a "natural" experience for visitors.	
	FACILITIES: Small permanent "touch the earth lightly" camps, and hikers huts.	
	ADDITIONAL FACILITIES: None	
	SOPHISTICATION OF FACILITIES: Limited<15 beds. Basic facilities using gas/solar/fire for heating and cooking.	
	ACCESS: Limited and controlled mechanised access on designated routes.	
	ROADS: A1, B1 or C1.	
	AUDIBLE EQUIPMENT AND COMMUNICATION STRUCTURES: No cell phone or radio coverage/usage. Emergency communications provided.	

		CHARACTERISTICS	MANAGEMENT GUIDELINES
Quiet		Non motorised accompanied or unaccompanied access to a wide range of recreational activities	This zone may have different meanings and implementation in different parks
		The landscape can provide a sense of solitude of a smaller scale and relative to the park. ie areas within a park that cannot be zoned as Remote, but a relative sense of solitude can be experienced	This zone may have different meanings and implementation in different parks
		The zone can define non motorised access within Low Intensity and High Intensity Leisure zones	Essentially pedestrian access, but in certain parks horse and Mountain bikes can be accommodated
		ACTIVITIES: Hiking, rock climbing, self guided constructed trails and walks	
		SUSTAINABLE RESOURCE USE: Under controlled conditions	
		INTERACTION WITH OTHER USERS: Moderate to high	
		FACILITIES. Hiking trails, footpaths, and bird hides. No accommodation. Ablution facilities may be provided in high use areas.	
		ADITIONAL FACILITES: None	
		SOPHISTICATION OF FACILITIES: Where provided should be basic.	
		ACCESS: Pedestrian only or in some cases cycles	
		ROADS: No roads except essential management tracks C1, D1 or E	
		AUDIBLE EQUIPMENT AND COMMUNICATION STRUCTURES: Cell phone coverage/usage for emergencies. Code of use for cell phones and radios required to retain relative level of solitude.	

Low Intensity leisure	CHARACTERISTICS	MANAGEMENT GUIDELINES
	Limited sensitive basic infrastructure for accessibility and enjoyment of the area.	Only limited, sympathetic development linked to tourism and management 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 motorised access on designated game routes.	For concession areas with limited access.
	ACTIVITIES: Tourist accommodation, picnicking, walking, boating (motorised – dead slow, non motorised), no fishing.	
	SUSTAINABLE RESOURCE USE: Under controlled conditions.	
	INTERACTION WITH OTHER USERS: Limited to Moderate	
	FACILITIES: Ablution facilities and small self-catering or lodge accommodation only. No day visitor sites.	
	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 mechanised access on designated routes.		
ROADS: B1 or C1.		
AUDIBLE EQUIPMENT AND COMMUNICATION STRUCTURES: Cell phone coverage in vicinity of camps. Code of use for cell phones and radios required to retain relative level of solitude.		

	CHARACTERISTICS	MANAGEMENT GUIDELINES
High Intensity Leisure	High density tourist development nodes with modern amenities	Should reflect ethos and character of park.
	Accessible by motorised 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 park. For tourism accommodation - placed on high potential sites.
	ACTIVITIES: Restaurants, shops, education centres, day visitor picnicking and braais, park administration and staff accommodation, tourism accommodation / lodge facilities, lodge reception and parking areas. Boating, water skiing, fishing.	
	SUSTAINABLE RESOURCE USE: Not compatible	
	INTERACTION WITH OTHER USERS: Moderate to High	
	FACILITIES: Education Centres, day visitor sites, high-density camps/lodges providing tourist accommodation with modern amenities. Staff villages and administrative centres restricted to park and concessionaire staff. Cell phone coverage in camps.	
	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 motorised including busses 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: Cell phone coverage in vicinity of camps. Code of use for cell phones and radios required to retain relative level of solitude.	

MANAGEMENT OVERLAY (2)	
CHARACTERISTICS	MANAGEMENT GUIDELINES
Area of at least national significance.	No destructive scientific investigation without national permit. (Eg 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 park will be included in this zone.	Presentation of sites according to the following guidelines: Reversibility, impact control.
Features that can be used for education purposes (geo sites).	Secure site against vandalism, treasure hunting or disrespectful behaviour (sacred sites).
ACTIVITIES: Non destructive scientific investigation and educational / interpretive visits, 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, C1	

Heritage

	CHARACTERISTICS	MANAGEMENT GUIDELINES
Special Conservation	Areas of extreme sensitivity (eg. 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 eg a small area within a rest camp.	
	ACTIVITIES: Scientific and conservation measures only	
	SUSTAINABLE RESOURCE USE: Not compatible	SUSTAINABLE RESOURCE USE: Not compatible
	FACILITIES: None	
	ACCESS: Mainly for scientific and conservation measures, but some access for education and interpretation can be considered.	
	ROADS: A1, B1, C1	

	CHARACTERISTICS	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, but access for awareness and interpretation can be considered.	
	ROADS: A1, B1, C1	

Table 2: Schedule of road classifications for the Fort Fordyce Nature Reserve

KEY TO THE ROAD CLASSIFICATION SCHEME (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 re responsible for the SMP and AOP as follows:

Position	Key Responsibilities
Regional Manager	<ul style="list-style-type: none">• Ensuring the alignment of the SMP with ECPB Corporate Policies.• Ensuring the coordination and alignment of the SMP with other ECPB departmental activities and initiatives.• Strategic oversight of the implementation and annual performance review of the SMP and AOP.• Reporting performance on FFNR in the implementation of the SMP and AOP to the Chief Operating Officer.• Ensuring that adequate resources and capacity to implement the FFNR 's SMP and AOP are secured.• Instituting corrective actions to ensure that the

Position	Key Responsibilities
	<p>SMP is implemented, reviewed and updated.</p> <ul style="list-style-type: none"> • Approval of the AOP budget.
<p>Senior Reserve Manager (This position applies to the consolidated Fort Fordyce / Mpofu Reserves).</p>	<ul style="list-style-type: none"> • Operational oversight of the implementation and annual performance review of the SMP and AOP. • Reporting performance of FFNR in the implementation of the SMP and AOP to the Regional Manager (West). • Annual updating of the FFNR SMP and AOP. • Ensuring that adequate resources and capacity to implement the FFNR's AOP are secured. • Submission of a consolidated AOP and budget to the Regional Manager. • Instituting corrective actions to ensure that the AOP is implemented. • Constituting the RPT.
<p>Reserve Manager</p>	<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.

Position	Key Responsibilities
	<ul style="list-style-type: none"> • 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 Senior 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.
- Senior Reserve Manager.
- Reserve Manager(s).
- 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 FFNR .

- 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 FFNR's performance against the objectives and goals established in the SMP and AOP.
- vi) Approving the annual reporting on FFNR's performance.
- vii) Guiding the updating of the SMP and AOP based on the outcomes of the FFNR annual performance review.

6.3 Reserve Staffing Complement

The following minimum staffing complement is required to implement this SMP for FFNR.

Position	Minimum Complement FFNR	Minimum Complement Bosnek Outspan
Reserve Manager	1	
Assistant Reserve Manager		1
Admin Clerk	1	
General Foreman	1	
Senior Foreman	1	
Field Ranger	4	2
General Assistant	11	3

6.4 Approval and Adoption of the SMP

The Executive Director: Conservation is the official responsible for submitting the SMP (and associated AOP) to the ECPB Executive Committee and Board of Directors for adoption.

The ECPB will submit the SMP to the Eastern Cape MEC for Economic Development and Environmental Affairs for approval 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:

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	ECPB Board of Directors (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)