



## INTEGRATED RESERVE MANAGEMENT PLAN

# STRATEGIC MANAGEMENT PLAN GREAT FISH RIVER RESERVE



great fish river reserve

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## AUTHORIZATION PAGE

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This Integrated Management Plan for the Great Fish River Reserve<sup>1</sup> was drafted and recommended by the Reserve Planning Team, a multi-disciplinary team consisting of:

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<sup>1</sup> The name 'Great Fish River Reserve' is currently the common term used to describe three adjacent areas managed as nature reserves – Double Drift Provincial Nature Reserve, Andries Volsoo Provincial Nature Reserve and Sam Knott.

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**ACRONYMS**

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<b>AOP:</b>	Annual Operational Plan
<b>CDF:</b>	Conservation Development Framework
<b>COO:</b>	Chief Operating Officer
<b>DEAT:</b>	Department of Environmental Affairs and Tourism (National)
<b>DEAET:</b>	Department of Economic Affairs, Environment and Tourism (Eastern Cape)
<b>DLA:</b>	Department of Land Affairs
<b>DM:</b>	District Municipality
<b>ECPB:</b>	Eastern Cape Parks Board
<b>ECTB:</b>	East Cape Tourism Board
<b>EIA:</b>	Environmental Impact Assessment
<b>EMP:</b>	Environmental Management Plan
<b>EPWP:</b>	Expanded Public Works Programme
<b>GFRR:</b>	Great Fish River Reserve
<b>GIS:</b>	Geographic Information System
<b>HR:</b>	Human Resources
<b>IBA:</b>	Important Bird Area
<b>IDP:</b>	Integrated Development Plan

<b>IEM:</b>	Integrated Environmental Management
<b>HIA:</b>	Heritage Impact Assessment
<b>IT:</b>	Information Technology
<b>KRA:</b>	Key Result Area
<b>LM:</b>	Local Municipality
<b>RM:</b>	Reserve Manager
<b>RPT:</b>	Reserve Planning Team
<b>SAHRA:</b>	South African Heritage Resources Agency
<b>SAPS:</b>	South African Police Service
<b>SDF:</b>	Spatial Development Framework
<b>SMMEs:</b>	Small, Micro and Medium Enterprises
<b>SMP:</b>	Strategic Management Plan
<b>SRM:</b>	Senior Reserve Manager
<b>STEP:</b>	Subtropical Ecosystem Project
<b>TBD:</b>	To Be Determined
<b>TOR:</b>	Terms of Reference
<b>VFFA:</b>	Veld and Forest Fire Act
<b>WFW:</b>	Working for Water Programme
<b>WWF-SA:</b>	World Wide Fund for Nature (South Africa)

# 1. CONTEXTUAL FRAMEWORK

## 1.1. Location and Extent

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The Great Fish River Reserve (GFRR), straddles the Great Fish River in the south-east of the Eastern Cape Province, and is located north-west of the N2, midway between Grahamstown and King William's Town (see Map 1).

The reserve nestles amidst the steep river valleys and inter-basin ridges of the Great Fish River catchment area, characterised by dense, semi-succulent, thorny scrub or thicket and notable variations in topography and elevation.

The Great Fish River Reserve was established in incremental phases between 1973 and 1987. It comprises three contiguous protected areas, each historically with different management objectives:

Double Drift Game Reserve	23,500 ha
Andries Vosloo Kudu Reserve	6,500 ha
<u>Sam Knott 'Nature Reserve'<sup>2</sup></u>	<u>15,500 ha</u>
<b>Total</b>	<b>45,500 ha</b>

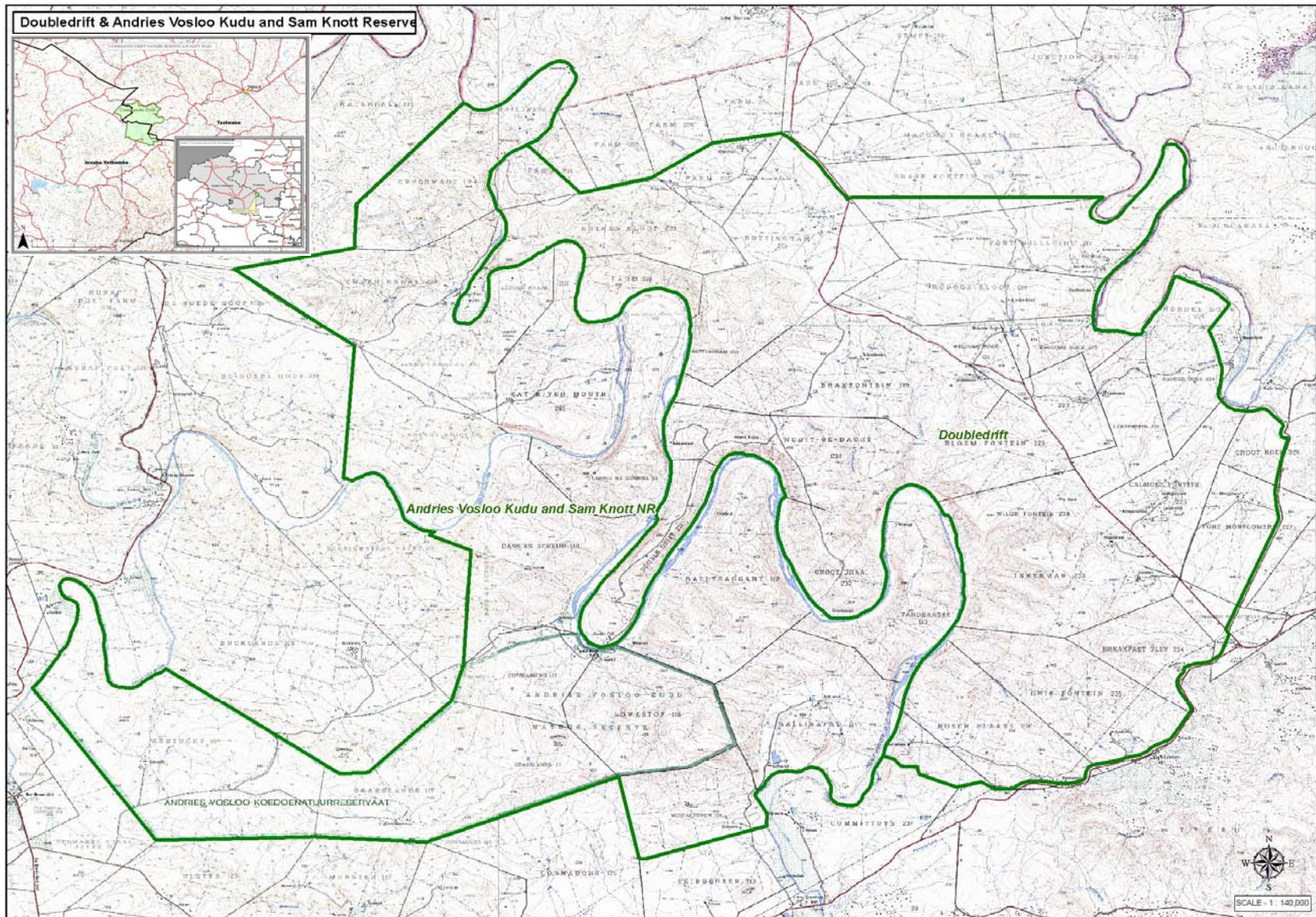
*Double Drift Game Reserve* lies to the east of the Great Fish and Kat rivers, in the former Ciskei. The surrounding areas are characterised by dense populations (70 people per km<sup>2</sup>) of Xhosa-speaking communities living on communally owned land, high levels of unemployment, and strong elements of tribal leadership. The majority of people living adjacent to Double Drift rely to a great extent on subsistence agriculture, natural resource use and government grants.

By contrast, *Sam Knott Nature Reserve* and *Andries Vosloo Kudu Reserve* lie to the west of the Great Fish. The surrounding areas are characterised by low population density (3 people per km<sup>2</sup>), private freehold land and lower levels of unemployment. Surrounding land use is largely characterised by commercial agriculture and private nature reserves.

The focus of this Strategic Management Plan (SMP) is to develop a common, medium term (5-year) operational framework for the GFRR that strategically directs and coordinates the prioritised allocation of resources and capacity to the three reserves making up the Reserve, in order to achieve a common set of goals and objectives.

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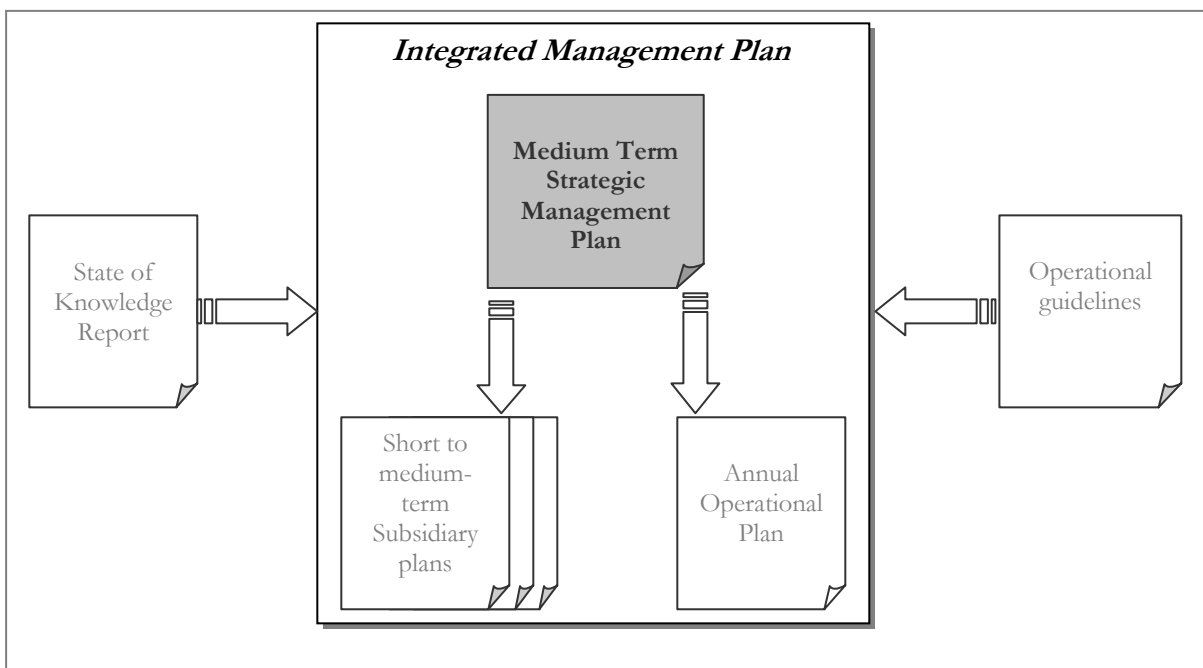
<sup>2</sup> Although the area is commonly referred to as a Nature Reserve, it has not been formally proclaimed as such.



Map 1: Location of the Great Fish River Reserve, comprising Sam Knott, Double Drift and Andries Vosloo Nature Reserves

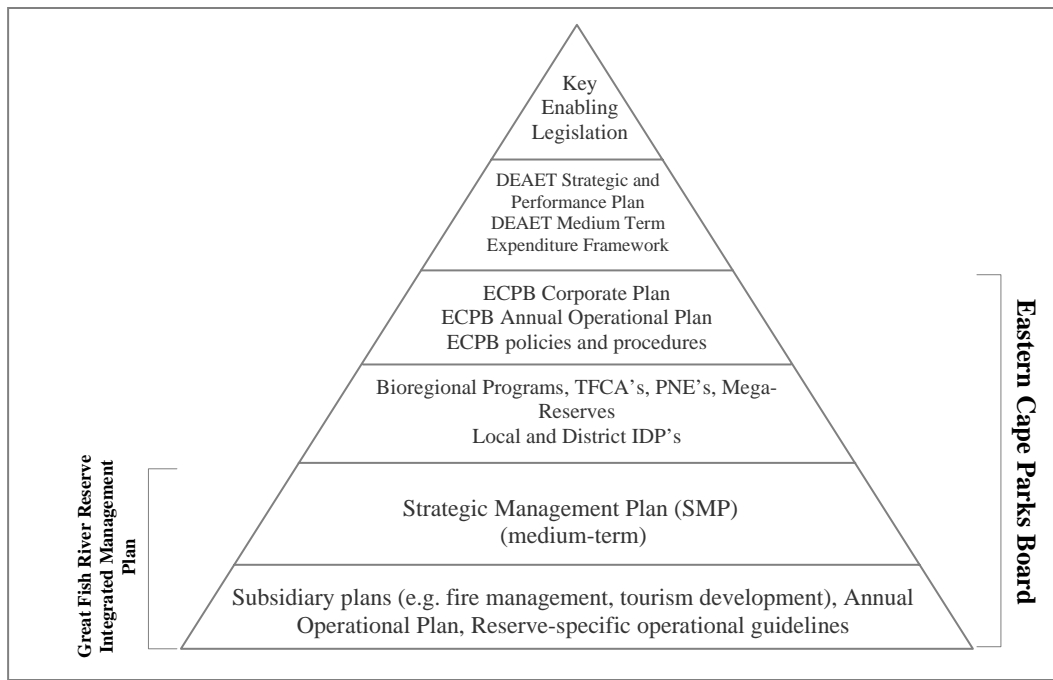
## 1.2. Purpose of Strategic Management Plan

The major elements of the reserve planning process for the Great Fish River Reserve 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 Management Plan*. The integrated management plan for the Great Fish River Reserve is supported by a *state of knowledge report* and *operational guidelines* to ensure ongoing implementation and review of protected area management activities (see Figure 1).



**Figure 1: The elements of the reserve management plan**

The integrated management plan for the Great Fish River Reserve 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 2).



**Figure 2: Legal and planning framework for the integrated management plan**

This report constitutes the **Strategic Management Plan (SMP)** for the Great Fish River Reserve.

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

The drafting of this SMP has been guided by a small interdisciplinary Reserve Planning Team (RPT) comprising the Cluster Manager, the Reserve Manager, the Regional Program Manager, Scientific Services and contracted reserve planning service providers. Iterative drafts of the SMP were presented to, and discussed by, the RPT before broader circulation for inputs from local stakeholder groups and the public.

The purpose of this Strategic Management Plan (SMP) is to ensure that the GFRR 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 the Reserve Management Team intends to focus its efforts in the next five years. The SMP thus provides the medium-term operational framework for the prioritized allocation of resources and capacity in the management, use and development of the reserve.

It must be noted that the SMP focuses on strategic priorities rather than detailing all operational and potential reactive courses of action in the next five years. While planning for some emergencies is part of the SMP, it remains possible that unforeseen circumstances could disrupt the prioritization established in this SMP. These should be addressed in the annual review and update of the SMP. The scope of the SMP for the Great Fish River Reserve is constrained by the reserve's actual or potential performance capability - given available personnel, funding, and any other external factors - to ensure that the plan is achievable and sustainable.

### **1.3. Legal and Policy Framework**

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#### **1.3.1. The Legal Framework**

The legal status of each of the three reserves comprising the Great Fish River Reserve is as follows:

- Andries Vosloo Kudu Nature Reserve is proclaimed as a Provincial Nature Reserve (Proclamation 409 of 1976), in terms of the Cape Nature Conservation Ordinance of 1974.
- Sam Knott 'Nature Reserve' has not yet been formally proclaimed.
- Double Drift is proclaimed as a Game Reserve under previous Ciskei legislation (Ciskei Nature Conservation Act, 10 of 1987).

In terms of section 12 of the NEM: Protected Areas Act, Andries Vosloo and Double Drift are now legally defined as "provincial nature reserves" and fall under the protection of this Act.

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

- National Environmental Management Act (107 of 1998)
- NEM: Biodiversity Act (10 of 2004)
- NEM: Protected Areas Act (57 of 2004)
- Nature and Environmental Conservation Ordinance (19 of 1974).
- National Forest Act (84 of 1998).
- National Veld and Forest Fire Act (101 of 1998).
- Conservation of Agricultural Resources Act (43 of 1983)
- Fencing Act (31 of 1963).
- Environment Conservation Act (73 of 1989).
- Problem Animal Control Ordinance (26 of 1957).

- Eastern Cape Provincial Parks Board Act (12 of 2003).
- National Heritage Resources Act (25 of 1999)
- Public Finance Management Act (1 of 1999)
- Restitution Act (22 of 1994)
- National Water Act (36 of 1998)

### 1.3.2. Settlement and Management Agreements

WWF-SA hold the title deeds for Sam Knott 'Nature Reserve'<sup>3</sup> and the area was managed under an agreement with the then Cape Provincial Administration (later to become the Provincial Administration of the Western and Eastern Cape). It is not clear if the management agreement has been transferred by the Provincial Administration of the Eastern Cape (Department of Economic Affairs, Environment and Tourism) to the ECPB or not.

Much of the extent of Double Drift Nature Reserve is subject to a land claim that still requires verification and formal processing.

### 1.3.3. Municipal Planning Context

The Great Fish River Reserve Reserve cuts across two District Municipalities, Cacadu DM to the west and Amathole DM to the east. While Amathole DM makes no mention of the Reserve in their IDP, the Cacadu IDP emphasises the need for the municipality to co-ordinate its activities with the *Fish River Biodiversity Initiative*<sup>4</sup>.

At a local municipality level, the Great Fish River Reserve falls within the Nkonkobe and Makana Local Municipalities, both of which have limited IDP planning and operational involvement in the GFRR. The Double Drift NR also borders on the Ngushwa Local Municipality and there are limited IDP planning and operational interactions with the municipality.

## **1.4. Institutional Framework**

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The Great Fish River Reserve is managed by the Operations Directorate of the Eastern Cape Parks Board. The Great Fish River Reserve is located within the Western Region of the Directorate, and

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<sup>3</sup> Excluding the section Dassies Skeur (also known as Retreat) in which life rights are owned by Ms. R Wallace.

<sup>4</sup> The Fish River Biodiversity Initiative is an inaugural implementation initiative of the Sub-Tropical Thicket Ecosystem Programme (STEP) managed by SANBI. It comprises a suite of small projects which collectively aim to achieve the STEP biodiversity conservation objectives, promote community involvement, and address social and economic development needs.

falls under the oversight of the Regional Program Manager (West). The GFRR, along with Thomas Baines and Waters Meeting Nature Reserves, is administered by a Senior Reserve Manager, currently based in the Double Drift Nature Reserve. The Sam Knott and Andries Vosloo Nature Reserves are under the management responsibility of a Reserve Manager, while Double Drift is under the management responsibility of another Reserve Manager (currently vacant). The GFRR is generally run as a single biological and management unit with close coordination and collaboration between the Senior Reserve Manager and Reserve Managers and support provided by the Scientific Services Unit.

The Great Fish River Reserve currently has a staff complement as follows:

<b>Position</b>	<b>Current permanent staff complement</b>	<b>Current temporary staff complement</b>	<b>Current vacancies</b>
Senior Reserve Manager	1	-	-
Reserve Manager	1	-	1
Assistant (Reserve) Manager	-	-	2
Project Manager	1	-	-
Principal Field Ranger	1	-	-
Sergeant Field Ranger	1	-	-
Senior Field Ranger	7	-	-
Field Ranger	29	-	6
Hospitality Supervisor	1	-	-
Hospitality	-	-	4
Administrative Clerk	1	-	1
Handyman	2	-	-
Tracker	1	-	-
Receptionist	1	-	-
Abattoir administrative assistant	-	1	-
General Assistant	16	-	-
Housekeeper	7	1	-
Cook	2	-	-
Gardener	5	1	-

Labourer	3	-	-
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## **1.5. Description of Reserve**

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The following comprises a brief summary of information presented in the reserve's State of Knowledge Report (2006):

### **1.5.1. History**

The *Andries Vosloo Kudu Reserve*, named after a former Administrator of the Eastern Cape, was established in 1973 after the purchase, by the state, of the Kentucky, Double Drift Outspan and Grasslands farms from Mr Basil Kent. Lowestof Farm was later purchased from Mr W Smith in 1976, bringing the total area of the reserve to 6500ha.

*Sam Knott 'Nature Reserve'* was created in 1987, when the late Sam Knott bequeathed several farms to the Southern African Nature Foundation (now WWF-SA) under an agreement that the Cape Provincial Administration (now the Provincial Administration of the Eastern Cape) would manage the area. Although included under the Sam Knott properties, the property "Tanderagee" (also known as Voorentoe), was actually a state owned section previously hired out for farming, but subsequently ceded to the then conservation agency to be managed as part of the Sam Knott 'Nature Reserve'.

These reserves west of the Great Fish River have been managed by Eastern Cape Nature Conservation institutions in its various guises.

On the eastern side of the Great Fish River, formerly the Ciskei, the L.L. Sebe Game Reserve was established when 10 farms were purchased by the South African Development Trust in 1982. In 1985 the area was handed over to the Ciskei government to be managed by the Ciskei Wildlife and Resources section of Ulimocor. In 1990, after Mr Sebe was toppled by Brigadier Gqozo, the name changed to *Double Drift Game Reserve*. Between 1987 and 1990 more than 400 labourers of the previous white farmers were relocated, with compensation, and a game-proof fence erected to enable large herbivores to be introduced. Between 1990 and 1993 the commercial side of Double Drift was run in partnership with a private entrepreneur (the overarching authority was known as CONTOUR) but the contract was terminated in 1994. After 1994 management of the reserve was assigned to the Eastern Cape Tourism Board and subsequently to the Eastern Cape Parks Board.

In 1993 a joint management committee was established to manage the three reserves as a single unit with the first joint management plan drafted in 1995. Despite this intent to consolidate the management, the eastern and western portions of the Fish River Reserve continued to be managed by different management authorities and under different policy and management regimes.

#### 1.5.2. Climate

The area is generally described as semi-arid. The variations in elevation throughout the reserve provide for moderately wide-ranging climatic conditions. Both rainfall and temperature vary markedly throughout the reserve – the reserve can boast both hot, semi-arid lowland areas and cool, wetter conditions at the higher elevations. Aspect and slope result in further climatic variations – southern slopes experience cooler more moist conditions, whereas northern facing slopes are characteristically warmer and drier. Rainfall is highly variable from year to year and in its seasonal distribution. Mean annual rainfall is 434.3mm in areas below 300m, and 617.6mm in areas above 300m, with peaks in October (spring) and March (autumn) and relatively dry winters.

Rainfall and temperature records for the Reserve exist and, in the case of “Bucklands”, date back to 1961 (see State of Knowledge report).

#### 1.5.3. Geology

There is very limited information available regarding the detailed geology and geomorphology of the Reserve, and no maps currently exist. The geology of the area can generally be described as predominantly grey/red mudstone and sandstone of the Middleton formation (Adelaide Subgroup: Karoo Super Group), with sandstone dominating the formation.

The landscape consists of steep river valleys with inter-basin ridges. The river valleys contain the nutrient rich mudstones, which are extremely susceptible to erosion, while the more resistant sandstones occur on the inter-basin ridges.

Clayey, dystrophic soils occur throughout the reserve and surrounding area, except close to the river where alluvial silt is deposited. Fertility is generally good, but soils in the western sectors of the reserve are underlined by shale banks, and are inclined to be thin and easily eroded.

Elevation ranges from 95m at the Great Fish River to 561m on the highest dividing ridge.

#### 1.5.4. Flora

The topographical and climatic variations have led to a significant level of plant biodiversity, with a high incidence of plant endemism. In broad terms, sub-tropical thicket is the dominant vegetation type, interspersed with areas of savannah and grassland. Generally, the vegetation at the higher elevations has greater grass content relative to woody content whereas, in low lying areas, the vegetation changes from tall dense thornless shrub-land to short, sparse, thorny and/or succulent shrub-land. Rainfall also influences the composition of the vegetation. During abnormally dry years the grass component disappears entirely and dwarf, unpalatable shrubs remain or increase, while during years of average to above-average rainfall the vegetation contains significant amounts of grass between shrubs.

The vegetation of the Reserve is broadly categorised as Fish River Thicket. The vegetation has three main physiognomic components, a woody tree and tall shrub component, a dwarf shrub component and a grass component. Of the broad habitat types represented in the Reserve – Albany/ Fish Arid Thicket, Fish Valley Thicket, Dune Thicket with Grassland, Valley Thicket, Valley Thicket with Succulent Karoo and Grassland - the thicket and thicket mosaic types are most prominent (STEP, 2003).

Recent work on establishing an overall vegetation map for the Reserve (see State of Knowledge Report) has identified 12 vegetation units that can be applied to standardise a plethora of labels previously used by various researchers, these being:

- Tall Euphorbia Thicket
- Short Euphorbia Thicket
- Medium Portulacaria Thicket
- Dry Forest
- Bush clump Karroid Thicket
- Riverine Acacia Thicket
- Riverine Combretum Thicket
- Karroid Cynodon Shrub land
- Succulent Aloe Shrub land
- Bush Clump Savannah
- Acacia Savannah
- Grassland

A detailed plant species list for Sam Knott/Andries Vosloo Reserves (1993) has been compiled (see State of Knowledge report). The report lists 80 families, 251 genera and 389 species - including 27 alien species - but suggests that at least 450 species are likely to be found in the reserve. It is suggested that the bulk of the new records are likely to be geophytic monocotyledons, succulents, annuals and alien species.

The key problem alien invasive plants include prickly pear, jointed cactus, tamarisk and bugweed.

#### 1.5.5. Fauna

Historically, the three reserves have had different management approached, particularly regarding introductions of large mammals. A number of extra-limital species have been introduced into the Double Drift Nature Reserve without proper research and consideration of the consequences (see State of Knowledge Report for details). These past decisions have led to much time and effort being spent culling and/or removing large numbers of Warthog, Blue Wildebeest and Nyala, as well as White Rhino. However, much progress has been made in recent years, and the Reserve has a large and diverse population of mammal species, particularly large and medium-sized herbivores. With the limited carrying-capacity of the reserve and the dense valley bushveld, tourist game-viewing however remains difficult. Annual game censuses have taken place (this will now change to a 3-yearly cycle), and extra-limital or excess game is culled or auctioned at the annual ECPB game auction. The Reserve boasts one of the most important populations of the *D. b. minor* subspecies of the endangered Black Rhino, currently numbering about 106 individuals, and over 400 disease free Buffalo.

A reserve mammal list for Sam Knott/Andries Vosloo (see State of Knowledge report), compiled in October 1998 and updated in January 2006, lists 73 species, including Hippopotamus, Aardvark, Honey Badger, Black-backed Jackal, Brown Hyena, Caracal, Leopard and Cape Clawless Otter. In addition, there are large numbers of large and medium-sized herbivores including, among others, Red Hartebeest, Springbok, Waterbuck, Steenbuck, Grysbok, Kudu and Eland.

There is limited documentation on the birdlife in the Reserve, but a reserve bird list for Sam Knott/Andries Vosloo (see State of Knowledge report) compiled in 1997 and updated in September 2002 lists 245 species, including Cape Vulture, Black Eagle, Martial Eagle, Kori Bustard, Stanley's Bustard, Ground Hornbill, Giant Eagle Owl and Blue Crane.

There is currently no database regarding diversity of reptiles, amphibians, fish and invertebrates species. No systematic effort has been made to identify endemics, threatened or endangered species

#### 1.5.6 Heritage features

The Great Fish River and its environs have a rich and varied history, from the earliest movements of San hunter-gatherers up to, and including the Frontier Wars of the 19<sup>th</sup> century. The area in which the reserves are located was in the past, an area of attrition and war, with the Great Fish River often forming the boundary between the Settler and Xhosa territories. In about 300AD Hottentot pastoralists settled in the area, later to be displaced by Bantu tribes, particularly the AmaXhosa and AmaMfengu tribes, around 1700AD. Three major tribes, the AmaNdlambe, the AmaHlubu and the AmaGqunukwebe controlled the area during much of the 18<sup>th</sup> Century, but this control was lost after the arrival of white settlers in 1812, and the resulting Frontier Wars. As a result, the area has a rich heritage and a number of forts, signalling towers, fortified farmsteads, barracks and graves are located within the Reserve. More detailed information on the history of the region can be found in the State of Knowledge Report.

Important heritage features in the Reserve include:

- Fort Double Drift
- Botha's Post Garrison
- Original Botha's Post Fort
- Rhus tree at Botha's Post
- Signalling tower (Sam Knott gate vicinity)
- Fort Wilshire and graveyards
- Fort Montgomery
- Keiskamma Barracks
- Knott Memorial Church
- Adams Krantz cave
- All known San paintings
- Numerous family and military graves
- Other sites which are known and revered by the local people
- Numerous battle and skirmish sites

### 1.5.7. Reserve Infrastructure

There is wide range of infrastructure found on each of the reserves – staff accommodation, tourism accommodation, picnic sites and camping sites, the main office Reserve, heritage sites and numerous roads and tracks. There is also an abattoir in Double Drift for the processing of venison.

The condition of this infrastructure varies but most needs some form of attention. As a general rule, the infrastructure in Double Drift is in a passable state, whereas at Sam Knott/Andries Vosloo most infrastructure is in need of maintenance and refurbishment.

There are two *entrance* points into Sam Knott/Andries Vosloo – Kamadolo in the south-west and the Sam Knott Memorial Gate in the north-west. The 2 main gates into Double Drift are along the R345, between Peddie and Alice, where it enters and exits the reserve.

Within Double Drift, a separate 3000ha *game area* (Nyathi Game Area) has been fenced for self-drive or guided game drives.

There is an *office complex* at Double Drift (including two management houses). These are well built structures and are in a moderately good condition. Although four new *staff houses* have been recently constructed, the remaining 20 or so staff houses are currently in a moderate to poor condition. There is a *Field Ranger headquarters* at Retreat, in Sam Knott Reserve, and a house – Grasslands - used as a *base* for short course ecology students on Andries Vosloo. The staff and administrative buildings and accommodation in Sam Knott and Andries Vosloo are generally in a poor to moderate condition.

The Reserve has a number of *overnight facilities* available. All the accommodation is self catering and all lodges are fully equipped.

*i) Mvubu Lodge & Chalet Reserve* - Six 4-bed chalets and a lodge with four 2-person units with a communal dining area that can host small conferences. There is no electricity – all lighting is provided via solar panels and batteries, and gas is used for cooking, running of fridges and heating water via gas geysers. Hot water in the lodge is via a donkey boiler. The Reserve has a small swimming pool, braai facilities and a boma that overlooks the river. Hippo and cape clawless otter can be seen in the river, and a guided 'hippo walk' is also available.

*ii) Double Drift Lodge* - A converted farmhouse that sleeps 10 persons and is situated 200m from the Great Fish River. The lodge has a generator that supplies electricity as well as gas geysers and

stoves. The lodge is situated close to the crossing 2km from Fort Double Drift. The lodge requires renovations.

*iii) Mbabala Lodge* - A converted farmhouse that sleeps 10 people, including a double room with en suite shower. The lodge has a large kitchen, separate lounge, dining rooms and a communal bathroom. There is also a thatched gazebo for sundowners and a large boma for functions. Electricity is via a generator with additional gas geysers and stoves. The lodge has recently been refurbished and has been graded as 3-star by the SA Grading Council.

*iv) Nottingham Lodge* - A converted farmhouse situated within the 3000ha game viewing area close to a large dam. The lodge sleeps 12 persons, and has a large kitchen and dining area, lounge and four bathrooms. There is a small boma with braai facilities and small conferences of up to 15 people can be catered for. Electricity is via a generator with additional gas geysers and stoves.

*v) Naudeshoek Lodge* - This lodge is situated in the Keiskamma River valley, 400m from the Keiskamma River, outside the fenced reserve but on reserve property. Access is via a gravel road that runs outside the reserve boundary. The lodge sleeps 12 persons and has a large lounge and kitchen area. The lodge has an outdoor braai area and is the only lodge that has Eskom power. The lodge requires renovations.

*vi) Sam Knott Cabins* - Four 4-bed cabins situated on the Kat River in the Botha's Post section of the reserve close to the old garrison post and fort. The cabins have no electricity but have solar lights and gas stoves and geysers.

There is also a *public campsite* and *picnic site* at Fort Double Drift – this undemarcated campsite is very basic, with no running water and no electricity. The pit toilets need upgrading.

All *roads* to, from and inside the Reserve Reserve are gravel and in need of maintenance. The gravel R345 is a public road and traverses the Double Drift Nature Reserve. It is in regular need of maintenance. In conjunction with the Makana Municipality, attempts are to be made to have the gravel road from the turnoff from the R67 tarred as far as the Kamadolo Gate Entrance.

The *signage* on Sam Knott/Andries Vosloo is a mixture of old and new styles, with poor directional signage to the reserve – the reserve is signposted from the R67, but not from the N2.

In Double Drift the signage is better, with good internal signage and some signage from the N2 at Peddie. However, on the whole, signage, both internal and external needs revamping and standardising across the whole Reserve.

## 1.6. Strengths, Weaknesses, Opportunities and Threats

<p><u>Strengths</u></p> <ul style="list-style-type: none"> <li>• Spectacular scenery</li> <li>• Largest contiguous area of sub-tropical thicket in Eastern Cape.</li> <li>• Bordered by private game reserves that run downstream all the way to the coast.</li> <li>• Integral part of the STEP Bioregional Programme.</li> <li>• Big game viewing, with self-drive and guided drives.</li> <li>• Healthy and secure Black Rhino population</li> <li>• Large, disease-free Buffalo population.</li> <li>• Active interest in research projects with on site research facilities and accommodation</li> <li>• Moderately good data collection and storage over the years for monitoring and decision-making.</li> <li>• Stable and committed staff complement</li> <li>• Positive interaction with neighbouring game farms e.g. community based tourism initiative in the 'Kwandwe Annex'.</li> </ul>	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> <li>• Sam Knott NR not proclaimed.</li> <li>• Inadequate field ranger and hospitality staff complement</li> <li>• Inadequately trained field ranger and hospitality staff</li> <li>• Vacant senior management staff posts</li> <li>• Inefficient procurement and payment processes for use of external service providers</li> <li>• Ageing staff complement</li> <li>• Inadequate equipment to undertake basic reserve management functions</li> <li>• Poor access roads, internal roads and signage.</li> <li>• Reserve infrastructure in moderate to poor state and in need of maintenance and refurbishment.</li> <li>• Poor marketing of reserve</li> <li>• Extra-limital mammal species</li> </ul>
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> <li>• Opportunities for expansion of land area under conservation management</li> <li>• Potential development of 'Big 5' reserve</li> <li>• Strong opportunities for overseas grant funding for conservation and community-based tourism projects</li> <li>• Opportunities to expand tourism products</li> <li>• Opportunities to concession existing and new tourism enterprises</li> </ul>	<p><u>Threats</u></p> <ul style="list-style-type: none"> <li>• Reserve infrastructure, facilities and services not upgraded and maintained</li> <li>• Entry, and internal roads to and in reserve become impassable for sedan vehicles</li> <li>• Slow transfer processes of staff from ECTB and DEAET to ECPB undermining staff morale</li> <li>• Institutional bureaucracy hindering effective "on the ground" management.</li> </ul>

<ul style="list-style-type: none"><li>• Potential links to adjacent tourism products, especially private game reserves and conservancies.</li><li>• Potential for development of tourism linked to heritage resources management.</li><li>• Opportunities to source EPWP funding to improve reserve infrastructure.</li><li>• Opportunities to better link adjacent local communities to economic development and employment opportunities in reserve</li></ul>	<ul style="list-style-type: none"><li>• Potential conflict between conservation, tourism and economic empowerment objectives.</li><li>• Increasing and uncontrolled spread of invasive alien plant species</li><li>• Potential introduction of disease into susceptible large mammal populations, e.g. bovine TB in buffalo</li><li>• Spread of extra-limital species and interbreeding</li><li>• Potential development of poaching syndicates targeting valuable species.</li></ul>
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## **2. MANAGEMENT OBJECTIVES FRAMEWORK**

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The strategic management planning process for the GFRR begins with the definition of the *purpose*. This purpose is then captured in a clear *vision* of the desired future conditions of the reserve, supported by the underpinning operating *principles*. It then identifies the management *goals* for the Reserve. The major goals of the Strategic Management Plan are broadly described as *key result areas* (KRA). For each goal (i.e. KRA), a number of management *objectives* are identified. The management objectives are then made operational through the identification of key implementation *activities*. Implementation activities for each KRA are prioritized for the five-year time horizon of the plan. Time frames, deliverables, performance indicators and targets are then allocated for each activity, or a group of linked activities.

### **2.1 Reserve Purpose**

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The *primary purpose* of the GFRR is the ***conservation of the unique biodiversity, ecological processes, and associated heritage features, of the Eastern Cape Sub-Tropical Thicket.***

In conserving this biodiversity and its associated heritage resources, the reserve management will seek to (the *secondary purpose*) sustainably use the biodiversity and heritage features of the Reserve to:

- i) Develop, and ensure equitable access to, high quality nature-based tourism infrastructure, facilities and services;
- ii) Optimize the delivery of socio-economic benefits to local communities on communal landholdings immediately adjoining the Reserve;
- iii) Better integrate the Reserve into adjacent land use planning and development; and
- iv) Develop opportunities to increase income generation without compromising the integrity of the areas biodiversity and heritage resources.

### **2.2. Reserve Principles**

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The following principles underpin the management activities of the Great Fish River Reserve as it moves towards realizing its vision (see below). It is important to note that while these principles are intended to guide the Reserve Management in its work, the reserves are also subject to the

principles and provisions of relevant international treaties and conventions, national and provincial legislation and policy, and any local contractual agreements.

*Custodianship* - Reserve management<sup>5</sup> will seek to respect, protect and promote the Great Fish River Reserve, and its environmental and heritage resources, as a common heritage and a national asset for all South Africans

*Capacity* – Reserve management will seek to ensure that the management of the Great Fish River Reserve is adequately resourced to meet its mandated and ethical responsibilities in the effective management of the respective reserves.

*Cooperation and Partnerships* - Reserve management will seek to work co-operatively and in partnership with public institutions, the private sector, NGO's and local communities

*Alignment and Integration* - Reserve management will seek to align and integrate the reserves management activities and priorities into, and with, the relevant local and regional conservation, institutional, socio-economic and developmental context.

*Empowerment* - Reserve management will seek to empower staff and stakeholders involved with the reserves by promoting capacity building, transformation and access to economic opportunities.

*Culture of learning* – 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.

*Access:* Reserve management shall seek to ensure that stakeholders shall have equitable, sustainable, and managed access to the reserves and the benefits that are derived from the reserves.

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<sup>5</sup> 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 Reserve. "The Reserve" means the land and areas formally proclaimed, or designated for proclamation, as a Provincial Nature Reserve or other formal protected area designation.

*Accountability and transparency* - Reserve management will seek to ensure that management tasks in the Great Fish River Reserve 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.

*Sustainability* – Reserve management will seek to achieve a balance between ecological sustainability, social equity and economic efficiency without compromising the ecological integrity of the reserve.

*Management excellence* - Reserve management will seek to attain excellence in managing the Great Fish River Reserve 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 integration with relevant government agencies and stakeholders.

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

- The necessary *mandate, human capacity and financial resources* to implement and achieve the objectives and activities described in the strategic management plan;
- A clear definition of *roles and responsibilities* of partner institutions and stakeholders in the implementation of the strategic management plan;
- 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* that provides for regular review of outcomes.

## 2.3 Reserve Vision

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***To effectively manage and develop the Great Fish River Reserve, and its biodiversity and heritage features, as a flagship conservation area of the Subtropical Thicket Biome***

## 2.4 Goals and Key Result Areas

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The following overarching management Goals and associated Key Result Areas were developed to direct the management of the Great Fish River Reserve:

### KRA 1: RESERVE PLANNING AND EXPANSION

Goal: To ensure that the planning and expansion of the GFRR maintains and enhances the integrity of its ecological, cultural and scenic resources; promotes its financial sustainability; and is integrated 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, and heritage features of the GFRR, and to minimize operational impacts on the environment.

### KRA 3: STAKEHOLDER INVOLVEMENT

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

### 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 the GFRR.

### KRA 5. VISITOR SERVICES

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

### KRA 6: RESERVE ADMINISTRATION

Goal: To develop the administrative capacity, human resources, and financial resources to support the implementation of the GFRR's strategic management plan 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 GFRR, and results in information that is readily accessible to managers and relevant stakeholders.

## 2.5 Reserve Objective and Activities

Each of the *Key Result Areas* 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

Each goal is directed by a number of objectives. Each objective will be achieved through a set of activities/actions that are prioritized. The activities must be completed within a defined time frame.

Goal										
Objectives	Actions	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
		1	2	3	4	5				
1. Rationalise the ...	a) Clarify, and ensure the ...						High		Length (m) of ..	<500m under ..

The activities may result in a number of key deliverables. The achievement of the objectives will be monitored using key indicators and targets.

These objectives, activities, time frames, deliverables, performance indicators and targets are presented in a log frame format for each KRA. For the purposes of monitoring the progress and performance of the Great Fish River Reserve management in achieving the defined strategic objectives for each KRA, the measurable progress on actions, the delivery of defined products and the realisation of outcomes shall be used as the performance indicators in this SMP.

**KRA 1: RESERVE PLANNING AND EXPANSION**

This KRA relates directly to the Strategic Goal 1: *Best Practice Bio-Diversity and Cultural Resource Conservation* of the ECPB’s Strategic Plan. More specifically, it responds to the strategic objective *Establish effective measures to conserve all elements of biodiversity in the Eastern Cape by 2010* and the following interventions: *i) Revise/amend legislation to address constraint of boundaries; ii) Plan and implement a strategy to expand, consolidate or deproclaim protected areas in the best interests of biodiversity conservation; iii) Update/develop Management Plans for each PA; and iv) Implement, monitor and review PA Management Plans.*

The medium-term strategic focus for the legal and management rationalisation, and reserve expansion component, of this KRA is: i) The verification of the legal and management boundaries for the reserves constituting the GFRR ii) The normalisation of the legal conservation tenure of the respective reserves constituting the GFRR; iii) The rationalisation of the delegation and vesting of management authority for the respective reserves constituting the GFRR; and iv) The strategic expansion of the GFRR, through informal or formal management agreements, to establish a larger regional co-operative conservation estate.

The medium-term strategic focus for the planning component of this KRA is i) The development of key subsidiary plans for the GFRR; and ii) The establishment and implementation of mechanisms to ensure annual review and updating of the Integrated Management Plan for the GFRR

Goal	<b><i>To ensure that the planning and expansion of the GFRR maintains and enhances the integrity of its ecological, cultural and scenic resources; enables its financial sustainability; and is integrated and coordinated with the development and planning of the surrounding areas.</i></b>									
Objectives	Actions	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
		1	2	3	4	5				
1. Rationalise the legal tenure of, and management authority for, the GFRR	a) Clarify, and ensure the proper demarcation of, the proclaimed boundaries of the Double Drift and Andries Volsoo Nature Reserves, including reclaiming existing proclaimed areas under illegal private use and resolving any outstanding land claims						High		Length (m) of formally proclaimed reserve boundaries under contestation	No boundary under contestation, and all land claims resolved
	b) Institute consultative mechanisms for the reintegration of the existing ‘cattle camp’ at Naudeshoek back into Double Drift Nature Reserve						High			
	c) Formalise the management agreement between						High	Formal		

Goal	<b><i>To ensure that the planning and expansion of the GFRR maintains and enhances the integrity of its ecological, cultural and scenic resources; enables its financial sustainability; and is integrated and coordinated with the development and planning of the surrounding areas.</i></b>									
Objectives	Actions	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
		1	2	3	4	5				
	WWF-SA and ECPB, as the designated management authority, for the ongoing conservation management of Sam Knott 'Nature Reserve' by ECPB							management agreement between ECPB and WWF-SA		
	d) Assess the current status of the land claim/s in Double Drift and, in liaison with the claimants and the Land Claims Commission, explore innovative ways of processing legitimate land claim/s without compromising the conservation status of the reserve while optimising the potential benefits to the claimants						High		Conservation status of land under claim	Conservation tenure remains secure
	e) Follow the formal legal process in deproclaiming Double Drift and Andries Volsoo Nature Reserves, and concurrently proclaiming the entire area as the Great Fish River Provincial Nature Reserve						High		Extent of land (ha) proclaimed and managed as a single Provincial Nature Reserve	55,000ha proclaimed as a consolidated Provincial Nature Reserve by year 4
	f) Establish a rationalised and consolidated management regime for the Great Fish Provincial Nature Reserve						Moderate		Reserve management organogram	Consolidated staffing complement by year 5
2. Consolidate and expand the extent of the GFRR to ensure the maintenance of ecological patterns and processes	a) Develop, and maintain a simple and functional land consolidation and expansion program to guide the expansion and consolidation priorities for the GFRR						Low	Land consolidation and expansion program		
	b) Maintain a strong working relationship with STEP initiatives to support the ongoing consolidation and expansion program for the GFRR						Moderate			
	c) Actively develop and implement innovative mechanisms for the purchase, or incorporation by formal agreement, of priority properties into the GFRR.						High		Extent of land (ha) proclaimed and management as Provincial Nature Reserve	5,500ha Proclaimed as Provincial Nature Reserve by year 4
	d) With the incorporation of some key priority properties into the GFRR, investigate the feasibility of deproclaiming the road from Komodolo Gate to the Fish River crossing						Low			
	e) Initiate discussions with Kwandwe Private Reserve, Kat River Conservancy, communal land owners on the southern border and 'Dunbar' to explore the						Moderate		Extent of land (ha) under contractual agreement with	6,500ha under formal contractual agreement by year

Goal	<b><i>To ensure that the planning and expansion of the GFRR maintains and enhances the integrity of its ecological, cultural and scenic resources; enables its financial sustainability; and is integrated and coordinated with the development and planning of the surrounding areas.</i></b>									
Objectives	Actions	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
		1	2	3	4	5				
	development of mutually beneficial contractual agreement, including removing fencing between the properties to increase habitat for large herbivores								ECPB and managed in accordance with this SMP	5
3. Develop key subsidiary plans to provide program-specific information on the broad objectives and activities identified in the SMP	a) Prepare a consolidated tourism development plan for the GFRR (linked to the infrastructure development and maintenance plan)						High	Tourism Development Plan		
	b) Prepare a consolidated wildlife management plan for the GFRR, including species-specific management strategies for elephant, rhino, buffalo, hippo						Moderate	Wildlife Management Plan		
	c) Prepare a consolidated heritage management plan for the GFRR that meets the legal requirements in terms of the National Heritage Resources Act (1999)						Low	Heritage Management Plan		
	d) Prepare a consolidated invasive alien plant eradication and control strategy and program for the GFRR that meets the requirements of the Biodiversity Act (2004)						High	Invasive Alien Plant Eradication and Control Strategy and Program		
4. Maintain institutional mechanisms for the ongoing review and update of the integrated management plan	a) Maintain a small Reserve Planning Team (RPT) (comprising at least the Regional Program Manager, Reserve Manager, senior reserve management staff, ECPB Scientific Services and a representative of the cooperative governance structure established for the GFRR) to strategically guide the implementation of review of the SMP						High			
	b) Collect, maintain and collate the information required to enable reporting on the performance indicators, and progress toward meeting the targets in the Strategic Management Plan						High			
	c) Undertake an annual audit, and update, of the Strategic Management Plan						High	Updated and approved SMP	Annual performance audit report	Audit completed, and SMP updated every year
	d) Undertake a quarterly audit, and annual update, of the Annual Operational Plan						High	Approved AOP for financial year	Annual performance audit report	Audit completed, and AOP completed every year
	e) Provide performance data, in the required format, to the ECPB for integration into the corporate annual						Moderate	Annual performance		

Goal	<b><i>To ensure that the planning and expansion of the GFRR maintains and enhances the integrity of its ecological, cultural and scenic resources; enables its financial sustainability; and is integrated and coordinated with the development and planning of the surrounding areas.</i></b>									
Objectives	Actions	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
		1	2	3	4	5				
	reports							audit report		

## **KRA 2: BIODIVERSITY AND HERITAGE RESOURCES**

This KRA relates directly to the Strategic Goal 1: *Best Practice Bio-Diversity and Cultural Resource Conservation* of the ECPB's Strategic Plan. More specifically, it responds to the strategic objective *Establish effective measures to conserve all elements of biodiversity in the Eastern Cape by 2010* and the following interventions: *i) Implement special (biodiversity conservation, heritage management) projects; and ii) Monitor key biodiversity indicators.*

The medium-term strategic focus for the wildlife management component, of this KRA is: i) The removal of extra-limital species; ii) The re-introduction of large herbivores and predators; iii) The active management of selected large game species; iv) The strategic re-alignment of fencing; and v) The annual census and removal of large game for sale or relocation.

The medium-term strategic focus for the invasive alien species control component of this KRA is i) The active control of the jointed cactus and prickly pear; ii) The sourcing of funding for sustaining invasive alien species control programs; and iii) The development of quality baseline and monitoring information.

The medium-term strategic focus for the biodiversity monitoring component of this KRA is i) The re-establishment of existing monitoring programs; ii) The maintenance of existing monitoring programs and iii) The collection of key baseline information.

The medium-term strategic focus for the rehabilitation and restoration component of this KRA is i) Focussed rehabilitation and restoration programs at selected sites; and ii) Removal of old and unused infrastructure and buildings.

The medium-term strategic focus for the heritage management component of this KRA is i) Strengthening the linkages of the GFRR to regional heritage management projects and tourism routes; and ii) Maintenance of existing heritage sites to prevent further degradation.

The medium-term strategic focus for the compliance component of this KRA is i) The development of the staff skills base; ii) The integration of the GFRR into local and regional compliance and enforcement initiatives; and iii) Maintaining the compliance and enforcement capacity.

The medium-term strategic focus for the managing impacts component of this KRA is i) Adoption of the EIA procedures for developments; ii) Mitigating impacts of regional infrastructure traversing the GFRR; and iii) The development of off-reserve solid waste disposal mechanisms.

Goal										
To promote the long-term conservation, rehabilitation and restoration of the biodiversity, scenic, and heritage features of the GFRR, and to minimize operational impacts on the environment.										
Objectives	Actions	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
		1	2	3	4	5				
1. Re-establish, manage and maintain populations of locally indigenous fauna in the GFRR	a) Remove, where practicable, all the extra-limital species from the reserve						High		Number of extra-limital large and medium-sized animals/species	No large and medium-sized extra-limital species in GFRR by year 5
	b) Under direction of the <i>Wildlife Management Plan</i> , broad consultation and supplementary specialist scientific and ecological advice, phase in the further introduction of elephant family groups and bulls to the GFRR						Moderate		Elephant population profiles (numbers, distribution, M:F:Juv ratios)	TBD <sup>6</sup> ( <i>Wildlife Management Plan</i> )
	c) Review the efficacy of the further /new introductions of large and medium-sized predators (e.g. wild dog, lion, serval and leopard) to the GFRR						Low			
	d) Identify, and implement, effective and environmentally friendly mechanisms to fence across the GFRR boundary rivers to contain escapes of large, dangerous herbivores (elephant, black rhino, buffalo, hippo)						High		Number of large herbivore escape incidents	2 or less escape incidents/annum
	e) Assess, and implement where appropriate, mitigation measures to address the impacts of escapes of damage-causing animals from the reserve, including liability insurance and compensation schemes						High	Assessment of mitigation measures for damage-causing animals		
	f) Review the accuracy of the current game census techniques, and adapt the program accordingly						High			
	g) Maintain an effective 3-yearly game census, over the June-July period						High	Game reduction/restocking proposals	Large and medium-size game profiles(number, distribution, M:F:Juv ratios)	TBD ( <i>Wildlife Management Plan</i> )
	h) Based on the outcomes of the game census, and the population profile requirements determined in the <i>Wildlife Management Plan</i> for the GRFRC, maintain a restocking and/or culling/capture operation for medium-sized and large game						Moderate			
	i) Monitor the impacts of the stocking rates/species identified in the <i>Wildlife Management Plan</i> on the vegetation communities and indicator plant species and						High	Updated Wildlife Management		

<sup>6</sup> TBD = To be determined. The indicator will generally be determined during the development of the relevant subsidiary plan.

<b>Goal</b>										
<b>To promote the long-term conservation, rehabilitation and restoration of the biodiversity, scenic, and heritage features of the GFRR, and to minimize operational impacts on the environment.</b>										
Objectives	Actions	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
		1	2	3	4	5				
	adapt these stocking rates accordingly							Plan, with complementary species plans		
	j) Complete the construction of the perimeter fencing to meet the requirements for a Certificate of Adequate Enclosure (CAE).						High		Compliance with Certificate of Adequate Enclosure (CAE)	100% compliance with CAE requirements
	k) Ensure regular maintenance of the perimeter fencing						High			
	l) Remove the internal fences of the Nyathi Game Area, where these do not form part of the perimeter boundary, and secure controlled access to the area						Moderate		Length (m) of internal fencing	No internal fencing in GFRR
	m) Remove all remaining internal reserve fencing									
	n) Assess the water provision requirements for the large and medium-sized game species, with an immediate priority on identifying mechanisms to facilitate game access to the Keiskamma river at Fort Willshire						Moderate			
	o) Monitor the spread and impacts of infectious diseases and treat buffalo infected by sarcoptic mange (aerial darting, or removal)						Moderate		Spread (numbers/annum) of individuals with infectious diseases	No target
2. Remove declared alien invasive species (IAS) from the GFRR, and sustain ongoing IAS control and maintenance programs	a) Map the distribution and density of key invasive alien plant species						High	Map of distribution and density of invasive alien plants		
	b) Target the Jointed Cactus and Prickly Pear as priority species in the development of the <i>Invasive alien plant eradication and control strategy and program</i>						High			
	c) Source funding (e.g. Working for Water, EPWP, DEAET, etc.) for the initial clearing and follow-up requirements identified in the <i>Invasive alien plant eradication and control strategy and program</i>						High		Income (Rands) committed to the implementation of the <i>Invasive alien plant eradication and control strategy and program</i>	TBD ( <i>Invasive alien plant eradication and control strategy and program</i> )
	d) Implement the <i>Invasive alien plant eradication and control strategy and program</i>						High		Extent of area (ha) cleared or under maintenance/	TBD ( <i>Invasive alien plant eradication and control strategy and program</i> )

<b>Goal</b>										
<b>To promote the long-term conservation, rehabilitation and restoration of the biodiversity, scenic, and heritage features of the GFRR, and to minimize operational impacts on the environment.</b>										
Objectives	Actions	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
		1	2	3	4	5				
								species	<i>and program</i> )	
	e) Test the efficacy and cost-effectiveness of invasive plant species control techniques, including introduction of elephants and bio-control agents.						High		Cost (Rands) of clearing/control per hectare	Initial clearing - <R4000/ha; Maintenance – <R1000/ha
	f) Maintain collaborative and mutually beneficial partnerships with existing and potential funders of the <i>Invasive alien plant eradication and control strategy and program</i>						High		Value (Rands) of external	
	g) Maintain key baseline and monitoring information on the implementation of the <i>Invasive alien plant eradication and control strategy and program</i>						High	Invasive alien plant distribution and control database		
	h) Maintain research programs on the current, and future potential, threat of other invasive alien fauna and flora						Moderate		Research reports	1 focussed research report every 2 years
3. Develop and maintain targeted collection of baseline data and focussed monitoring of components of the GFRR's biodiversity	a) Maintain the monitoring of the population health of the GFRR black rhino population						High		Black rhino population profiles (numbers, distribution, M:F:Juv ratios)	TBD ( <i>Wildlife Management Plan</i> )
	b) Re-establish, expand and maintain the vegetation monitoring program as a decision-support tool for determining the carrying capacity of the large and medium-sized herbivore populations						Moderate		Profiles (species, structural profile, % cover) of vegetation change at fixed sites/transects over time	No target
	c) Update baseline data on the biodiversity of the reserve, with a focus on collecting information on the invertebrate diversity of the GFRR						Moderate	Biodiversity database		
4. Rehabilitate and restore the areas of the GFRR zoned for conservation	a) Develop and implement programs for the rehabilitation and restoration of degraded sites in Andries Volsoo Kudu Reserve and sites at Brakfontein, Kudoeskloof and Nottingham that are linked, where feasible, to carbon sequestration initiatives						Low		Areal extent (ha) of sites rehabilitated and value (Rands) of carbon sequestration	At least 10ha/annum from year 3
	b) Remove/demolish all unused buildings and foundations with no heritage significance, all dumped material, all old dams, all old fencing, all old farming						Moderate			All extraneous buildings, infrastructure and

<b>Goal</b>								<b>To promote the long-term conservation, rehabilitation and restoration of the biodiversity, scenic, and heritage features of the GFRR, and to minimize operational impacts on the environment.</b>							
Objectives	Actions	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator					
		1	2	3	4	5									
	infrastructure and all old unused equipment from the reserve									equipment removed by year 4					
5. Effectively manage the tangible and intangible heritage resources of the GFRR	a) Ensure the integration of the GFRR into the Amathole Heritage Tourism Route, including the maintenance of the sites on the route, provision of interpretive signage and provision of security.						Moderate		Number of visits to reserve as part of Amathole Heritage Route	Increase of visits by 10%/annum from year 2					
	b) Identify, describe and map all the heritage sites in the GFRR and assign significance ratings to these, in collaboration with SAHRA (Eastern Cape)						Moderate	Heritage database							
	c) Ensure that all known heritage sites are maintained and do not degrade any further						High		Photographic record of sites	No discernible degeneration of site as result of neglect/abuse					
	d) Identify, and source potential funding for the restoration and rehabilitation of significant heritage sites and the integration of these into the tourism enterprises, products and services offered by the GFRR						Low		Income (Rands) raised to restore and rehabilitate key heritage resources	R1m by year 5					
6. Maintain an effective compliance and enforcement capacity to mitigate the impacts of users, visitors and illegal activities	a) Ensure the provision of adequate enforcement and compliance training for the GFRR staff						High		Training records	1 Training course/annum for each field ranger					
	b) Ensure the effective deployment, and equipping of, the enforcement and compliance staff complement						High		Number of successful prosecutions Number of fines issued Income (Rands) generated from fines	10 prosecutions/annum 50 fines/annum R50 000/annum					
	c) Maintain regular reserve patrols, notably along the GFRR boundary						High								
	d) Direct field staff enforcement activities towards the management of feral dogs and cats, poaching, illegal hunting along public roads traversing the GFRR, speeding, mitigating visitor impacts and ensuring security of visitors						High								
	e) Establish and maintain collaborative working relationships with local SAPS offices, the anti-stock theft unit, DEAET environmental crime services, local magistrates and adjacent landowners						Moderate								
	f) Maintain and collate information on all incidents to enable effective deployment of enforcement and compliance resources and capacity						High	Incident database							
	g) Investigate the feasibility of transferring income generated from fines back to the ECPB/GFRR						Moderate								

<b>Goal</b>										
<b>To promote the long-term conservation, rehabilitation and restoration of the biodiversity, scenic, and heritage features of the GFRR, and to minimize operational impacts on the environment.</b>										
Objectives	Actions	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
		1	2	3	4	5				
7. Manage the impacts of reserve management and promote the use of sustainable technologies	a) Undertake an audit of the significant environmental impacts in the GFRR that are regulated by the legislative framework						Moderate	Audit of significant environmental impacts		
	b) Implement corporate procedures to reduce the environmental impacts and ensure regulatory compliance						High		Extent of regulatory compliance (none, partial, complete)/ regulatory legislation	100% regulatory compliance by year 5
	c) Introduce sustainable technology (e.g. energy efficient architectural design, low wattage lighting, dual flush toilets, solar power, waterless urinals, water saving shower heads, removal of baths, bio-technology for waste treatment, etc) into new and existing reserve facilities and services, where cost-effective						Moderate		Water (litres) and energy (Kw) usage,	Reduction in energy and water usage by 20% by year 5
	d) Move all overhead ESKOM connections within GFRR underground with a priority on the overhead line in the south-eastern extent of the reserve (Double Drift) designated a remote zone						Low		Length (m) of overhead ESKOM line	80% of ESKOM lines underground by year 5
	e) Close and rehabilitate solid waste dump site and remove all solid waste from GFRR to municipal dump sites						High			All solid waste removed from reserve to registered dumpsite by year 5
	f) Formalise legal agreement with ESKOM for the maintenance of the ESKOM servitudes within the GFRR in order to reduce the impacts of this maintenance and regulate access						Low	Formal servitude maintenance agreement between ESKOM and ECPB		

**KRA 3: STAKEHOLDER INVOLVEMENT AND PARTNERSHIPS**

This KRA relates directly to the Strategic Goal 2: *Linking People and Parks* of the ECPB’s Strategic Plan. More specifically, it responds to strategic objective 1 *Transform the relationship between parks and neighbours from ‘exclusion’ to ‘involvement’ by 2008* and the following intervention: i) *Integrate (operational transformation strategies, objectives and measures) with ECPB strategic and operational plans and budgets.*

The medium-term strategic focus for the cooperative governance component of this KRA is: i) The establishment of a stakeholder liaison forum

The medium-term strategic focus for the communication component of this KRA is: i) The development and maintenance of, and involvement in, bilateral forums and other interest groups; and ii) The appointment of dedicated community liaison staff.

The medium-term strategic focus for the equitable physical access component of this KRA is: i) Facilitating access to the reserve for traditional cultural use; and ii) Subsidizing access to special user groups.

The medium-term strategic focus for the benefit sharing component of this KRA is: i) Identification of employment opportunities for local communities; ii) Identification of opportunities for the involvement of local communities in tourism concessioning processes; and iii) Testing the feasibility of applying community levies to reserve transactions.

Goal	To establish and nurture co-operative, collaborative and mutually beneficial relationships with stakeholders to ensure the long-term sustainability of the GFRR.									
Objectives	Actions	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
		1	2	3	4	5				
1. Establish and maintain a cooperative governance structure to enable stakeholder involvement in reserve planning, development and operations	a) Re-establish the now defunct ‘community forum’ as an institutional mechanism for the cooperative governance of the GFRR						High			
	b) Identify the stakeholders groups to be represented on this forum and recruit constituency representation						High		Representation on community forum	All key stakeholder groups represented on forum
	c) Establish formal terms of reference (TOR), and clarify institutional functioning, for the community forum						High	Terms of Reference		
	d) Provide logistical and resource support to the establishment and functioning of the community forum						High		Minutes of community forum meetings	At least 2 forum meetings/annum
	e) Establish bilateral working groups, as required, within the operating framework of the community forum to deal						High			

<b>Goal</b>										
<b>To establish and nurture co-operative, collaborative and mutually beneficial relationships with stakeholders to ensure the long-term sustainability of the GFRR.</b>										
Objectives	Actions	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
		1	2	3	4	5				
	with operational issues of common concern									
2. Develop and maintain effective mechanisms for on-going communication with local stakeholders	a) Develop and maintain, or participate in, informal bilateral discussion forums with key public agencies, authorities, landowners and bodies (such as the local and district municipalities, Farmers Association, ECCA and traditional authorities) to address issues of mutual concern						Moderate			
	b) Appoint a full time community liaison officers to maintain communications, on a regular basis, with the immediate neighbours and landowners						High	2 full-time community liaison officers		
	c) Develop and maintain communications with adjacent communal and freehold landowners to effectively mitigate and redress the impacts of damage-causing animals						High			
3. Facilitate controlled access to the reserve for special use groups and local communities	a) Provide, on request, controlled access to recognised cultural/religious sites and non-destructive or consumptive cultural/religious practices						Low			
	b) Develop, and implement, mechanisms for subsidised entry for local community user and interest groups						Low			
	c) Facilitate controlled access for external institutions undertaking relevant research and monitoring programs within the GFRR						Low		Number of external research and/or monitoring programs	5 research and/or monitoring programs/annum
4. Identify, and enable access to employment, empowerment and capacity building opportunities for immediate adjacent local communities	a) Define the target communities living immediately adjacent to the GFRR for beneficiation from focussed employment, empowerment and capacity building						High	Map of targeted local communities		
	b) Establish and maintain an informal working forum with these targeted communities to discuss mechanisms to optimise employment, empowerment and capacity building opportunities and equitable ways to select beneficiaries						Moderate			
	c) Develop opportunities for these targeted communities to be trained and directly employed in appropriate conservation and tourism related work, including fencing construction and maintenance, capital development projects, invasive alien plant control, security, road maintenance, tourist guiding and removal of internal fencing						High		Employment (person work days) from targeted communities employed/annum	At least 2000 work days/annum created
	d) Develop opportunities to facilitate an empowerment component for targeted communities in any large						Low		Income generated to targeted	No target for first 5 years

<b>Goal</b>		<b>To establish and nurture co-operative, collaborative and mutually beneficial relationships with stakeholders to ensure the long-term sustainability of the GFRR.</b>								
Objectives	Actions	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
		1	2	3	4	5				
	nature-based tourism concessioning process for the GFRR								communities from concessions	
	e) Identify, and make application, for funding for relevant labour-intensive projects identified in this SMP from EPWP						High		Additional income raised from EPWP	R5m by year 3
	f) Identify, and if feasible develop, opportunities for the establishment of a dedicated site for the sale of curios and crafts by local communities						High			
	g) Investigate the feasibility (legal, institutional and cost-effectiveness) of implementing a community levy on visitor services and facilities in the GFRR and the use of this funding source to support local community-based projects						Low	Feasibility assessment		

**KRA 4: INFRASTRUCTURE AND EQUIPMENT**

This KRA relates, in part, to the Strategic Goal 1: *Best Practice Biodiversity and Cultural Conservation* and Strategic Goal 9: *Excellence in Nature-Based Tourism Delivery* of the ECPB's Strategic Plan. More specifically, it responds to the strategic objectives: *Establish effective measures to conserve all elements of biodiversity in the Eastern Cape by 2010* and *Position ECPB Parks as the number one nature-based tourism destination in South Africa* respectively. This KRA operationalises the following corporate interventions: i) *Address infrastructure, (facility and service) standards to ensure delivery against expectations; ii) Implement Special Projects (infrastructure).*

The medium-term strategic focus for the infrastructure component of this KRA is: i) The development of an infrastructure development and maintenance plan; ii) The upgrade, maintenance and/or closure of the roads, bridges and management tracks; iii) The construction, upgrade and maintenance of water and power bulk infrastructure; iv) The upgrade and maintenance of day visitor and overnight visitor buildings and infrastructure; v) The development and installation of a consolidated directional, informational and interpretive signage system; and vi) The construction, upgrade and maintenance of reserve staff houses, gates, operations infrastructure and administrative buildings

The medium-term strategic focus for the equipment component of this KRA is: i) The supply and maintenance of environmentally friendly water tanks, pumps and filtration systems; ii) The supply and maintenance of solar power and generator equipment; and iii) The acquisition, replacement and maintenance of reserve vehicles

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 the GFRR.									
Objectives	Actions	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
		1	2	3	4	5				
1. Develop, and implement, a detailed infrastructure development and maintenance plan	a) Undertake a rapid Strategic Environmental Assessment (SEA) for the GFRR to: identify the opportunities and constraints that the environment places on infrastructure development and resource use; provide a decision-support framework for future zoning and infrastructure development planning; review the sustainability of alternative options for development and resource use ; and recommend the most desirable spatial distribution of developments and resource uses						High	SEA (with an indication of the 'desired infrastructure development' condition)		

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 the GFRR.									
Objectives	Actions	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
		1	2	3	4	5				
	b) Develop a detailed medium to long-term infrastructure development and maintenance program to better align the current distribution, and type of, infrastructure with the desired zoning and preferred spatial distribution of infrastructure (i.e. outcome of SEA) without compromising the financial viability of the Reserve						High	Infrastructure development and maintenance plan		
	c) Integrate the outcomes of the infrastructure development and maintenance plan into the updated CDF and the tourism development plan						High			
	d) Iteratively, and opportunistically implement the infrastructure development and maintenance program through the iterative alignment of existing and proposed infrastructure, facilities and service with the reserve plans						Moderate		Alignment of infrastructure with 'desired condition'	20% alignment by year 5
2. Develop and maintain the reserves road, track and footpath network	a) As part of the infrastructure development and maintenance plan, design a medium-term consolidated network of roads and management tracks for the reserve and, where required, close and rehabilitate unused, highly erodible tracks and roads.						High	Map of rationalised management track network		
	b) Program, and implement, the upgrade of the roads to Naudeshoek, Mvubu chalets, Fort Wiltshire, between Grasslands and Double Drift Fort and the 19km of tourist road						High		Length (km) of road upgraded	At least 10km per annum
	c) Program and implement the upgrade/raising of the main river crossings, notably the Kat and Double Drift crossings						Moderate		Number of river crossings upgraded	All river crossing on tourist road accessible to sedan vehicles
	d) Liaise with the relevant road authorities to tar key access roads to the reserve, with the relevant speed control mechanisms (i.e. the R67 from the junction to entrance gate and the R345 from Peddie to entrance gate)						Low			
	e) Investigate the technical, safety and economic feasibility of developing a 4-5 day overnight hiking trail traversing the reserves						Low	Feasibility study		
3. Construct, maintain and upgrade the	a) As part of the infrastructure development and maintenance plan, explicitly identify the medium-term bulk services infrastructure requirements for the reserve						High	Description of bulk infrastructure		

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 the GFRR.									
Objectives	Actions	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
		1	2	3	4	5				
reserves bulk services infrastructure								requirements		
	b) Facilitate the connection of Eskom power to the main office and staff Reserve at Double Drift						High			
	c) Investigate the feasibility of connecting the reserve infrastructure to the main municipal water supply (Amatola Water) in the neighbouring rural settlements						Moderate	Feasibility study		
	d) Upgrade the storage tank capacity and purification plant for reserve water sourced from the Keiskamma						High			
	e) Establish river water connections, pumps and/or purification systems at Botha's Camp, Kamadolo, Retreat, Double Drift Lodge, Sam Knott cabins and Mvubu Lodge/Reserve/chalets						Moderate		Conformance with DWAF water quality standards	100% conformance
	f) Upgrade the water pump system between Naude's Hoek and the main information centre						Low			
	g) Convert the power supply at Nottingham Lodge and Mbabala Lodge to solar						Moderate			
	h) Install a solar pump at the borehole at Grasslands						Low			
	i) Upgrade the generator at Botha's post						Moderate			
	j) Determine minimum standards for the supply and maintenance of reserve bulk infrastructure							Minimum standards		
	k) Adequately maintain all the reserve bulk infrastructure to meet these minimum standards and any other legal requirements						High		TBD (minimum standards)	TBD (minimum standards)
4. Construct, upgrade and maintain day visitor and overnight visitor buildings and infrastructure	a) As part of the infrastructure development and maintenance plan, explicitly identify the medium-term day visitor and overnight visitor infrastructural requirements for the reserve						High	Day visitor and overnight visitor infrastructural requirement		
	b) Assess the aesthetic impacts of the Charles Tilney Gate 'complex and assess the feasibility of either reducing these impacts or moving the complex.						Low			
	c) Determine minimum standards for the provision of day visitor and overnight infrastructure							Minimum standards		
	d) Upgrade Mbabala Lodge, Mvubu chalets, Mvubu Reserve, Naudeshoek Lodge, Nottingham Lodge, Mvubu Lodge and Double Drift Lodge						High		Tourism grading	All lodges have 3 star grading or higher by year 4
	e) Undertake feasibility studies, plans and cost estimates for: the establishment of a 16-bed upmarket						Moderate	Feasibility studies		

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 the GFRR.									
Objectives	Actions	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
		1	2	3	4	5				
	tented camp south of Mvubu Lodge; the development of a high intensity leisure zone (day visitor facilities, information centre, administrative facilities) at Charles Tilney Gate; the development of a workshop and reception facilities at Kamadolo Gate; the development of a tented camp on the Kat river; the establishment of a campsite at Double Drift; and the establishment of an education centre, conference facility and associated accommodation, at Naudeshoek.									
	f) Standardise, install and maintain directional and informational signage within, and en route to, reserve						High	Adequate directional and information signage		
	g) Adequately maintain all the day visitor and overnight visitor buildings and infrastructure to meet these minimum standards and any other legal requirements						High		TBD (minimum standards)	TBD (minimum standards)
5. Construct, upgrade and maintain reserve staff houses, gates, operations infrastructure and administrative buildings	a) As part of the infrastructure development and maintenance plan, explicitly identify the medium-term reserve infrastructural requirements						High	Reserve infrastructure requirements		
	b) Determine minimum standards for the quality of reserve housing, gates, operations infrastructure and administrative buildings						High	Minimum standards		
	c) Upgrade staff housing at Mvubu and Kamadolo						High			
	d) Upgrade field ranger accommodation at Naudeshoek, Calmoesfontein, Boschplaas, Kingston, Fort Willshire and b8						High			
	e) Upgrade the rhino boma at Kamadolo						Moderate			
	f) Upgrade the entrance/control gate infrastructure and associated ablution facilities at Kamadolo Gate and Control 1 and 2						High			
	g) Assess the feasibility of relocating the Sam Knott Memorial Gate to the R67 with the potential future incorporation of connecting properties into the reserve						Low	Feasibility study		
	h) Adequately maintain all the reserve buildings and infrastructure to meet these minimum standards and any other legal requirements						High		TBD (minimum standards)	TBD (minimum standards)
	i) Investigate, and implement, the medium-term phasing out of non-essential staff housing and the						High	Program for the phasing	Number of non-essential staff	No non-essential staff residing in

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 the GFRR.									
Objectives	Actions	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
		1	2	3	4	5				
	incentivization of staff to own their own homes outside the reserves							out of non-essential staff housing	residing in reserve	reserve
6. Acquire and maintain operational equipment and vehicles to enable implementation of the GFRR SMP	a) Assess the cost effectiveness of the acquisition of dedicated game capture vehicles (4X4 truck with crane and crane; dedicated vehicle for game capture) and, if feasible, acquire such						Moderate	Cost-effectiveness assessment		
	b) Replace all 4X4 vehicles and generators as required						High			
	c) Upgrade and maintain all reserve vehicles and equipment according to the manufacturers specifications and maintenance cycles						High		Spot check conformance	100% conformance
	d) Adopt a common radio frequency for the GFRR						Moderate			
	e) Establish a weather station at either Tinley Gate or Kamadolo Gate						Low			

**KRA 5: VISITOR SERVICES**

This KRA relates directly to the Strategic Goal 2: *Linking People and Parks* and Strategic Goal 9: *Excellence in Nature-Based Tourism Delivery* of the ECPB’s Strategic Plan. More specifically, it responds to the strategic objectives: *Establish a culture in which ECPB staff and neighbours treat park visitors as valued guests* and *Position ECPB Parks as the number one nature-based tourism destination in South Africa* respectively. This KRA operationalises the following corporate interventions: i) *Establish the criteria and standards that would indicate that the guest feels valued*; ii) *Develop a process through which this culture can be strengthened within parks staff and neighbours*; iii) *Carry out a detailed market analysis*; and iv) *Formulate a comprehensive marketing plan*

The medium-term strategic focus for the tourism and recreation component of this KRA is: i) The development of recreational trail systems; ii) The development of sites of interest; iii) The development of a range of adventure activities; iii) The establishment of day visitor facilities; iv) The development of conference services; v) The marketing of tourism and recreational services; vi) The concessioning of major tourism products and vii) The maintenance of key information on visitor profiles and their needs.

The medium-term strategic focus for the education and awareness component of this KRA is: i) The development of a local educational and awareness strategy; ii) The establishment and maintenance of information and interpretive facilities and services; and iii) The establishment of an environmental education program

Goal	To effectively market, provide, and maintain a unique experience and good service to all users of, and visitors to, the GFRR									
Objectives	Actions	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
		1	2	3	4	5				
1. Provide a range of tourism and recreational services, products and events to reserve visitors	a) As part of the infrastructure development and maintenance plan, explicitly identify the medium-term requirements for the provision of tourism and recreational products and services in the reserve						High			
	b) Develop minimum standards for the provision of reserve visitor facilities and services						High	Minimum standards		
	c) Upgrade, and maintain, all existing reserve facilities and services to meet the minimum standards						High		TBD (minimum standards)	TBD (minimum standards)
	d) Investigate the technical, safety and economic feasibility of developing a 4-5 day guided overnight hiking trail traversing the reserves						Low	Feasibility study		
	e) Assess the feasibility of establishing 4X4 day trails						Moderate	Feasibility		

<b>Goal</b>		<b>To effectively market, provide, and maintain a unique experience and good service to all users of, and visitors to, the GFRR</b>								
Objectives	Actions	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
		1	2	3	4	5				
	using the existing management track network							study		
	f) Expand and develop the hippo walk as a self-guided and guided trail						Moderate			
	g) Establish guided day and night drives for day and overnight visitors						Moderate			
	h) If feasible, establish a new view site over the Fish River at the Sam Knott Gate looking east to the Kat and Fish River confluence						Low			
	i) Develop water based activities such as canoeing and river rafting on the Keiskamma river, operating from Naudeshoek						Low			
	j) Optimise opportunities for the development of other complementary and approved recreational activities in the reserve						Low			
	k) Support special functions/events that are compatible with the Conservation Development Framework (CDF) and the corporate policy						Low		Income generated from special functions	No target
	l) Plan and develop picnic sites/day visitor site (e.g. lapa, braai, gazebos) at Tinley gate						Moderate			
	m) Assess the feasibility and desirability of establishing further picnic sites and/or toilet facilities, at Komodolo, Sam Knott church, Sam Knott Gate and Adams Krantz						Low	Feasibility study		
	n) Assess the feasibility of, and requirements for, the development of the reserve as a conferencing venue						High	Feasibility study		
	o) If feasible, develop (e.g. restaurant, conference room and equipment) and package (e.g. marketing) an appropriate site (e.g. Double Drift) and associated adjacent lodges (e.g. Nottingham, Mvubu, Double Drift, Mbabala) as a conferencing venue						Moderate			
2. Maintain information on the profile, and needs, of the reserve visitors	a) Maintain daily profiles of the reserve visitors and users (e.g. numbers/group, age category, gender, time of visit, length of stay, nationality, etc.) in a standardised corporate format						High	Visitor/user profile database		
	b) Conduct extensive 2-yearly opinion surveys to assess the level of dissatisfaction and needs of the visitors/users						Moderate	Visitor/user survey		
	c) Use the visitor profiles and surveys as a decision-support tool to guide and direct the development and updating of the tourism development plan.						High	Tourism Development Plan		

Goal										To effectively market, provide, and maintain a unique experience and good service to all users of, and visitors to, the GFRR									
Objectives	Actions	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator									
		1	2	3	4	5													
3. Release commercial opportunities for the development and provision of tourist infrastructure, services and facilities	a) Outsource Mvubu Lodge and Chalets to a commercial operator on a concession basis						High	Concession agreement											
	b) Determine the optimal management/institutional arrangements (i.e. most cost-effective service delivery) for the provision of existing and proposed tourist services and facilities, and implement these where bureaucratically feasible						High	Cost-benefit analyses Contractual/ concession agreements											
	c) Manage concessioning agreements to ensure that the income streams are optimised and the contracted environmental and service standards are maintained						High		Number of contractual disputes	No contractual disputes									
	d) Support entrepreneurial opportunities for local communities to participate in the provision and management of tourist services and facilities						High												
4. Develop and implement a focussed and effective education and awareness strategy	a) Develop an education and awareness strategy for the GFRR						Moderate	Education and Awareness Strategy											
	b) Source funding support for the implementation of the education and awareness strategy						Moderate		Income raised (Rands)	R100,000 by year 5									
	c) Establish an information centre at Kamadolo Gate						Moderate												
	d) Design and develop environmental education infrastructure, facilities and programs at Naudeshoek and link these to the existing and proposed recreational services and facilities						Moderate												
	e) Establish links to regional and local environmental education networks to facilitate the development and sharing of educational programs and resources						Low												
	f) Identify, and develop, opportunities to integrate interpretive displays and materials into existing and new visitor infrastructure, facilities and services						Moderate		Type, profile and distribution of interpretive displays and materials	All tourist infrastructure, facilities and services have an interpretive component									
	g) Provide updated information in the development of corporate and regional tourism marketing products and tools						Moderate												

**KRA 6: RESERVE ADMINISTRATION**

This KRA relates generally to Strategic Goal 3: *Focused and Structural Organisational Development*, Strategic Goal 5: *Development of Policies, Procedures and Systems*, and Strategic Goal 8: *Financial Sustainability* of the ECPB’s Strategic Plan. More specifically, it responds to the strategic objectives: *Ensure that ECPB has a multidisciplinary team by 2008 and Ensure that ECPB has a coherent team and safe working environment (Goal 3); Put in place approved policies, procedures and systems that are necessary for proper functioning of ECPB by 2006; and Identify relevant legislation and implement measures to ensure compliance (Goal 5); and Secure other sources of funding for non-core operations by 2009 (Goal 8)*. This KRA operationalises the following corporate interventions: *i) Implement a training and development program where employees have the potential to meet ECPB’s requirements; ii) Implement performance management systems to measure, review, reward and apply corrective measures; iii) Implement a health and safety program; iv) Develop and implement an industrial relations strategy that will lead to constructive relationships with labour; v) Develop and implement procurement policy guidelines that will fulfill the needs of the ECPB; vi) Develop, and obtain approval, for budgets to enable successful implementation of operational plans; vii) Put in place sound financial and performance management systems; viii) Demonstrate an ability to deliver against operational plans and financial budgets; and ix) Achieve the objective of securing funding from other sources for non-core conservation operations.*

The medium-term strategic focus for the administration and financing component of this KRA is: i) The improvement of the financial management and accountability of the reserve; and ii) The development of the income base from, and improvement of management efficiency in, the reserve.

The medium-term strategic focus for the human resource component of this KRA is: i) The development of the staff complement to ensure effective reserve management; ii) The training and capacity building of the staff complement; and iii) The development of volunteer and internship opportunities.

Goal	To develop the administrative capacity, human resources, and financial resources to support the implementation of the GFRR’s strategic management plan and to meet the required legal responsibilities.									
Objectives	Actions	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
		1	2	3	4	5				
1. Improve the financial management	a) Develop a consolidated GFRR annual operational and capital budget, directly linked to the Annual Operational Plan, for corporate approval						High	Approved capital and operational		

<b>Goal</b>										
<b>To develop the administrative capacity, human resources, and financial resources to support the implementation of the GFRR's strategic management plan and to meet the required legal responsibilities.</b>										
Objectives	Actions	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
		1	2	3	4	5				
and accountability of the GFRR								budget		
	b) Implement the corporate financial management procedures and provide ongoing inputs to streamlining these procedures						High		Conformance with financial management procedures	100% conformance
	c) Implement the corporate procurement procedures, and provide ongoing inputs to streamlining these procedures						High		Conformance with procurement procedures	100% conformance
	d) Provide relevant consolidated financial information to field management staff on conformance with approved budgets						Moderate			
	e) Identify and implement appropriate opportunities for outsourcing reserve functions where this is cost-effective						Moderate		Number, and profile of outsourced reserve functions	No target
	f) Integrate the HR budget into the reserve operational budget						High			
	g) Maintain an asset register for the GFRR						Moderate	Asset register		
2. Develop a diverse and sustainable income base for the GFRR	a) Identify, and implement mechanisms to improve efficiency and reduce unnecessary expenditure						High		Human Resource costs as % of budget	HR costs <60% of total operating budget
	b) Optimise the income streams from reserve-based developments, facilities and services						High		Internally generated Income (R /annum)	Income increases by a factor of 10%/annum from year 2 to year 5
	c) Identify, and source, additional funding for capital investment projects, special developmental projects or community projects (e.g. donor agencies, sponsorships, private donations, levies, public works programs)						High		Externally generated Income (R/annum)	On average R3m/annum over the 5 year term of this SMP
	d) Maintain and nurture relationships with funders and provide audited financial and performance reports in the required format						High	Audited financial and performance reports		
3. Maintain a properly trained staff complement in the GFRR to ensure effective	a) Design and establish a rationalised and consolidated staffing complement for the GFRR						High	GFRR organogram with job descriptions and grading		No duplication of functions across staffing complement of Sam Knott, Andried Volsoo and Double
	b) Review, on an ongoing basis, the staff complement, job descriptions and grading of posts						Moderate			

<b>Goal</b>										
<b>To develop the administrative capacity, human resources, and financial resources to support the implementation of the GFRR's strategic management plan and to meet the required legal responsibilities.</b>										
Objectives	Actions	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
		1	2	3	4	5				
implementation of the SMP										Drift
	c) Implement the corporate performance appraisal system						Moderate	Annual staff performance reports		
	d) Fill key vacant posts in approved staff establishment						High		Number of vacant posts	Any vacant post filled within 4 months
	e) Direct employment of temporary labour at targeted local communities						High		Number of temporary employees (person days)/ annum	All temporary labour sourced from target communities
	f) Identify employees within the reserve with potential for fast-tracking and participatively develop career growth paths for them						Moderate			
	g) Identify training needs for reserve staff with a priority focus on field ranger training, hospitality training and IT skills						High	Training needs analysis		
	h) Integrate the reserve training needs analysis into the corporate training program						High			
	i) Implement the corporate occupational health and safety program to conform with legal requirements						High		Health and Safety audit	100% conformance to legal requirements
	j) Assess the feasibility of establishing a bursary scheme (funded by the 'community levy, if established) to enable select individuals from local communities to follow a career in conservation						Low	Feasibility assessment		
	4. Develop volunteer and internship programs for the GFRR	a) Identify opportunities for volunteer involvement, including environmental education, research, monitoring, tour guides, conservation programs and training						Low		
b) Develop an explicit and clear operating framework for the involvement of volunteers in reserve management							Low	Operating framework for volunteers		
c) Facilitate the establishment of a 'Friends' group (or equivalent) for the GFRR and the active involvement of this group in reserve planning and operations							Low		Number of active volunteers	No target
d) Facilitate the involvement of international volunteers, through existing initiatives, in experiential programs							Low		Number of international volunteers	No target

Goal	To develop the administrative capacity, human resources, and financial resources to support the implementation of the GFRR's strategic management plan and to meet the required legal responsibilities.									
Objectives	Actions	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
		1	2	3	4	5				
	e) Provide 1 year internship opportunities for conservation and hospitality graduates						High		Number of interns/ annum	4 interns (2 hospitality, 2 conservation) per annum from year 3

**KRA 7: KNOWLEDGE MANAGEMENT**

This KRA relates generally to Strategic Goal 1: *Best Practice Biodiversity and Cultural Resources* and Strategic Goal 5: *Development of Policies, Procedures and Systems*. More specifically, it responds to the strategic objectives: *Establish effective measures to conserve all elements of biodiversity in the Eastern Cape by 2010 and Put in place approved policies, procedures and systems that are necessary for the proper functioning of ECPB*. This KRA operationalises the following corporate interventions: *i) Monitor key biodiversity indicators; ii) Implement research program for key conservation management issues; and iii) Develop, implement and monitor an Information Technology strategy that will meet current and future needs of the ECPB*

The medium-term strategic focus for the baseline information component of this KRA is: i) The collection and collation of key reserve baseline inventory data; and ii) The maintenance of the State of Knowledge Report

The medium-term strategic focus for the research and monitoring component of this KRA is: i) The development of a consolidated reserve monitoring program; ii) The identification of research priorities to address management priorities; and iii) The development of collaborative relationships with research institutions.

The medium-term strategic focus for the data management component of this KRA is: i) The design and development of a consolidated reserve database

Goal										
Objectives	Actions	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
		1	2	3	4	5				
1. Maintain baseline inventory data on biodiversity, heritage resources, contextual socio-economic conditions and reserve use	a) Collate key baseline and monitoring data for the reserve, including: proclaimed land; contracted land; heritage resources; plant species and communities; biological processes; invasive species; hydrology; reserve staff complement; reserve roads and tracks; municipal IDP's; research and monitoring data; visitor profiles and usage; reserve budgets; reserve assets; weather conditions; socio-economic conditions; enforcement incidents; faunal numbers and distribution and visitor infrastructure, facilities and services						High	Reserve database		
	b) Update the Reserve State of Knowledge report every 2 years						Moderate	State of Knowledge Report		

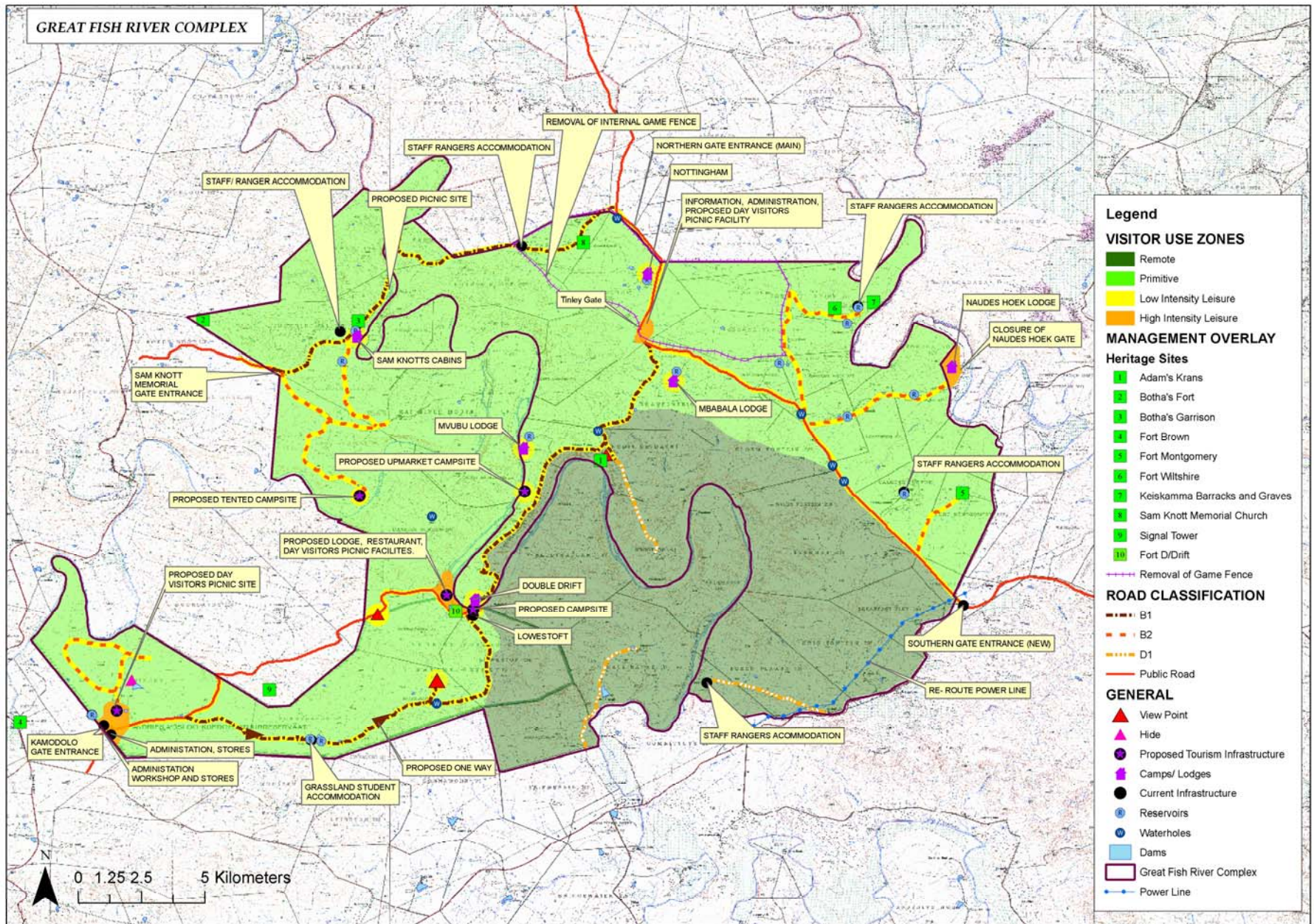
Goal										
Objectives	Actions	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
		1	2	3	4	5				
2. Develop and maintain targeted research and monitoring programs that support the implementation of the SMP	a) Develop, and implement, a consolidated research and monitoring program for the GFRR						High	Research and monitoring program		
	b) Actively facilitate the involvement of research institutions in the implementation of the research and monitoring program for the GFRR						High		Number of research and monitoring programs undertaken by external research institutions	No target
3. Ensure that baseline inventory, research and monitoring data required to inform management decisions are effectively integrated and accessible	a) Establish and maintain a consolidated database of reserve information to facilitate strategic and operational decision-making						Moderate	Reserve database		
	b) Ensure ongoing technical support and staff capacity to optimise the value, and ease of use, of the database						Moderate			
	c) Integrate information maintained in the database into the annual review of the SMP and AOP						High			

### **3. CONSERVATION DEVELOPMENT FRAMEWORK**

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Based on available information on the biophysical, heritage, socio-economic and land use context of the GFRR, 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 an integral part of this Strategic Management Plan. This CDF provides a broad overarching medium-term spatial planning framework for the GFRR. 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 1 also provides a schedule of road classifications proposed for the Reserve.

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.



Map 2: Conservation Development Framework for the Great Fish River Reserve

**Table 1: Guide to the visitor use zones (1), management overlays (2) and road classifications (3) for the Great Fish River Reserve**

<b>1. USE ZONATION</b>		
	<b>CHARACTERISTICS</b>	<b>MANAGEMENT GUIDELINES</b>
<b>Remote</b>	1. Provides a "Wilderness" experience, but does not comply with the criteria for zonation as Wilderness Zone.	1. Need to mitigate impacts of visible and audible human activities impacting from outside the zone.
	2. Human impacts (evidence of human use / existence) from outside the zone may be visible or audible from certain vantage points.	2. No mechanised access 3. "Leave no trace" camping 4. No new accommodation (e.g. hiking huts etc) Existing cultural buildings could be used in line with guidelines set by SAHRA
	<b>ACTIVITIES</b> "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.	
	<b>SUSTAINABLE RESOURCE USE:</b> Under controlled conditions	
	<b>FACILITIES:</b> No facilities. Facilities serving this zone are placed in adjoining zones and in particular the Primitive zone. No audible equipment or communications structures.	
	<b>ADDITIONAL FACILITES:</b> None	
	<b>SOPHISTICATION OF FACILITIES:</b> No facilities except portable tents. Reserve policy should define rules for washing, ablution and cooking.	
	<b>ACCESS:</b> Non-motorised. Parking provided in Primitive zone.	
	<b>ROADS:</b> No roads, but C1, D1 or E for management access under controlled levels of use.	
	<b>AUDIBLE EQUIPMENT AND COMMUNICATION STRUCTURES:</b> None	
<b>Primitive</b>	<b>CHARACTERISTICS</b>	<b>MANAGEMENT GUIDELINES</b>
	1. Provides basic self catering facilities and access to Remote Zone.	1. Roads or other infrastructure limited to minimum required to serve Remote zones for both recreation and management
	2. Access is limited to users of the facilities. Limited number of users	2. Minimum contact between users
	3. Views of human activities and development outside of the reserve may be visible from this zone.	
	<b>SUSTAINABLE RESOURCE USE:</b> Under controlled conditions	
	<b>ACTIVITIES:</b> Guided/unguided hiking/walking tours, game drives. Vehicular access routes to reserve infrastructure and facilities and facilities serving the remote zones.	
	<b>INTERACTION WITH OTHER USERS:</b> Limited - access control focused on maintaining a "natural" experience for visitors.	
	<b>FACILITIES:</b> Small permanent "touch the earth lightly" camps, and hikers huts.	
	<b>ADDITIONAL FACILITIES:</b> None	
	<b>SOPHISTICATION OF FACILITIES:</b> Limited<15 beds. Basic facilities using gas/solar/fire for heating and cooking.	
<b>ACCESS:</b> Limited and controlled mechanised access on designated routes.		
<b>ROADS:</b> A1, B1 or C1.		
<b>AUDIBLE EQUIPMENT AND COMMUNICATION STRUCTURES:</b> No cell phone or radio coverage/usage. Emergency communications provided.		

	CHARACTERISTICS	MANAGEMENT GUIDELINES
Low Intensity leisure	1. Limited sensitive basic infrastructure for accessibility and enjoyment of the area.	1. Only limited, sympathetic development linked to tourism and management tourism facilities.
	2. Landscapes that can absorb larger concentrations of people.	2. A range of low impact leisure activities.
	3. Slightly modified landscapes.	3. Development limited to visitor sites.
	4. Limited motorised access on designated game routes.	4. For concession areas with limited access.
	<b>ACTIVITIES:</b> Tourist accommodation, picnicking and walking.	
	<b>SUSTAINABLE RESOURCE USE:</b> Under controlled conditions.	
	<b>INTERACTION WITH OTHER USERS:</b> Limited to Moderate	
	<b>FACILITIES:</b> Ablution facilities and small self catering or lodge accommodation only. No day visitor sites.	
	<b>ADDITIONAL FACILITIES:</b> Facilities linked to the operation of the low intensity leisure activities.	
	<b>SOPHISTICATION OF FACILITIES:</b> Low to medium density 8 – 12 beds.	
	<b>ACCESS:</b> Limited and controlled mechanised access on designated routes.	
	<b>ROADS:</b> B1 or C1.	
<b>AUDIBLE EQUIPMENT AND COMMUNICATION STRUCTURES:</b> 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	1. High density tourist development nodes with modern amenities	1. Should reflect ethos and character of reserve.
	2. Accessible by motorised transport (Car/bus) on designated transport routes.	2. Preferable to locate high order facilities such as staff accommodation, workshops inside this zone.
	3. More concentrated activities than Low Intensity leisure.	3. Visitor and traffic management required.
	4. Range of infrastructure and facilities.	4. For administration and operational facilities - placed on periphery of the reserve. For tourism accommodation - placed on high potential sites.
	<b>ACTIVITIES:</b> Restaurants, shops, education centres, day visitor picnicking and braais, reserve administration and staff accommodation, tourism accommodation / lodge facilities, lodge reception and parking areas.	
	<b>SUSTAINABLE RESOURCE USE:</b> Not compatible	
	<b>INTERACTION WITH OTHER USERS:</b> Moderate to High	
	<b>FACILITIES:</b> Education Centres, day visitor sites, high density camps/lodges providing tourist accommodation with modern amenities. Staff villages and administrative centres restricted to reserve and concessionaire staff. Cell phone coverage in camps.	
	<b>Edutainment centres,</b> swimming pools, day visitor sites (adjoining or within camp), petrol stations, restaurants.	
	<b>SOPHISTICATION OF FACILITIES:</b> Moderate to high density 30-60 beds. Self catering and catered	
	<b>ACCESS:</b> 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.	
	<b>ROADS:</b> A1, B1 or C1.	
<b>AUDIBLE EQUIPMENT AND COMMUNICATION STRUCTURES:</b> Cell phone coverage in vicinity of camps. Code of use for cell phones and radios required to retain relative level of solitude.		

## 2. MANAGEMENT OVERLAYS

	CHARACTERISTICS	MANAGEMENT GUIDELINES
Heritage	1. Area of at least <b>national</b> significance.	1. No destructive scientific investigation without national permit. (E.g. Excavations).
	2. Areas that will be managed for the preservation, protection and interpretation of cultural resources.	2. Moratorium on destructive research preferred.
	3. Cultural resources that are key to the purposes of the reserve will be included in this zone.	3. Presentation of sites according to the following guidelines: Reversibility, impact control.
	4. Features that can be used for education purposes (geo sites).	4. Secure site against vandalism, treasure hunting or disrespectful behaviour (sacred sites).
	<b>ACTIVITIES:</b> Non destructive scientific investigation and educational / interpretive visits, geo sites	
	<b>SUSTAINABLE RESOURCE USE:</b> Not compatible	
	<b>FACILITIES:</b> No infrastructural development, except for providing access	
	<b>ACCESS:</b> Control numbers of visitors. Guided excursions only.	
	<b>ROADS:</b> A1, B1, C1	

### ROAD CLASSIFICATION (3)

Road category	Sub category	Road Type	Use	Design standards	Service level	Comments
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 - gravelled 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.

## 4. INSTITUTIONAL FRAMEWORK

This section provides a broad overview of the responsibilities of key management staff for the implementation, monitoring and review of the Strategic Management Plan. 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 this 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.

### 4.1 Responsibilities of key management staff

The following key management staff are responsible for the SMP and Annual Operational Plan (AOP) as follows:

Position	Key responsibilities
Regional Program Manager (West)	<p>The Regional Program Manager shall have overall responsibility for:</p> <ul style="list-style-type: none"> <li>• Ensuring the alignment of the SMP with ECPB corporate policies</li> <li>• Ensuring the coordination and alignment of the SMP with other ECPB departmental activities and initiatives</li> <li>• Strategic oversight of the implementation and annual performance review of the SMP and AOP</li> <li>• Reporting performance of the GFRR in the implementation of the SMP and AOP to the Chief Operating Officer (COO)</li> <li>• Ensuring that adequate resources and capacity to implement the GFRR's SMP and AOP are secured</li> <li>• Instituting corrective actions to ensure that the SMP is implemented, reviewed and updated</li> <li>• Approval of the AOP budget</li> </ul>
Senior Reserve Manager (SRM)	<p>The Senior Reserve Manager shall have overall responsibility for:</p> <ul style="list-style-type: none"> <li>• Operational oversight of the implementation and annual performance review of the SMP and AOP</li> <li>• Reporting performance of the GFRR in the implementation of the SMP and AOP to the Regional Program Manager (West)</li> <li>• Annual updating of the GFRR SMP and AOP</li> <li>• Ensuring that adequate resources and capacity to implement the GFRR's Annual Operational Plan are secured</li> <li>• Submission of a consolidated AOP and budget to the Regional Program Manager</li> <li>• Instituting corrective actions to ensure that the AOP is implemented</li> <li>• Constituting the Reserve Planning Team</li> </ul>
Reserve Manager (RM)	The Reserve Manager shall have direct responsibility (within

	<p>their sector of the GFRR) for:</p> <ul style="list-style-type: none"> <li>• Annual drafting of an AOP directly linked to the priority activities identified in the SMP</li> <li>• Annual drafting of a HR, operations and capital budget</li> <li>• Implementation of the AOP</li> <li>• Monitoring of performance against the AOP and the SMP</li> <li>• Reporting of performance against the AOP and SMP</li> <li>• Management of staff and finances in the implementation of the SMP</li> <li>• Participating in the Reserve Planning Team meetings</li> <li>• Communicating with the Senior Reserve Manager about obstacles in the implementation of the AOP</li> </ul>
Supporting ECPB Directorates	<p>The Supporting Directorates shall have direct responsibility for:</p> <ul style="list-style-type: none"> <li>• Providing professional, technical and administrative support in the implementation of the SMP and AOP</li> </ul>

## 4.2 Co-operative governance structures

### 4.2.1 Reserve Planning Team

A *Reserve Planning Team* (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 shall include at least: the regional program manager; the senior reserve manager; the reserve managers; the assistant reserve managers; key management staff; Scientific Services; and any other co-opted technical experts or local public representatives.

The functions of this reserve planning team shall include:

- (i) Consulting with other reserve 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, the reserve.
- (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 the reserve performance against the objectives and goals established in the SMP and AOP
- (vi) Approving the annual reporting on the reserve performance
- (vii) Guiding the updating of the SMP and AOP based on the outcomes of the annual performance review

### 4.2.2 Community Forum

It is a stated objective of the reserve that a *Community Forum* be constituted for the GFRR as a mechanism to promote and enhance the active participation of local communities in the development of reserve management strategies and guiding decision-making. Although this

SMP will not at this stage pre-empt the representation, structure and functioning of the community forum, the following broad guidelines will apply:

- (i) The reserve should facilitate the establishment of the community forum as a high priority. To this end, it is envisaged that a dedicated ECPB community liaison staff member, supported by the senior reserve manager, be directly tasked with the responsibility to establish the community forum within a pre-defined time frame.
- (ii) The lessons learnt from the shortcomings of the previously active Inxuba Forum should be properly addressed in the structure and function of the new community forum. Preliminary lessons are that the forum should be structured to ensure that a platform is not created in which specific stakeholder interests are perceived to dominate the functioning of the forum.
- (iii) The different stakeholder groups to be represented on the community forum should be clearly defined. Preliminary proposals suggest that only adjacent neighbours, within a pre-defined distance from the reserve, should be represented on the community forum.
- (iv) The size of the forum should be contained to a manageable size. Preliminary proposals suggest an optimal number of 15 stakeholder group representatives on the forum.
- (v) The ECPB-appointed community liaison staff member must assist each stakeholder group to identify their representative/s on the forum in a transparent and democratic manner.
- (vi) Each stakeholder group representative should have a clear mandate to represent the interests of the stakeholders they represent and a mechanism to report back to their constituency.
- (vii) The senior reserve manager will represent the interests of the reserve and ECPB on the community forum.
- (viii) The first meeting of the forum will be chaired by the senior reserve manager.
- (ix) In the first meeting of the forum, the forum's constitution should be discussed, developed and adopted. A chair and deputy chair shall be appointed for the term of office of the forum.
- (x) The Terms of Reference for the forum should be focussed on:
  - a. Reviewing the annual performance of the reserve
  - b. Providing inputs into the annual drafting of the reserve's Strategic Management Plan and Annual Operational Plan
  - c. Making recommendations on the annual adoption of the reserve's amended SMP and AOP
  - d. Providing inputs into *ad hoc* and emergency reserve decision-making not adequately addressed by the SMP and AOP
  - e. Providing inputs into, and comment on, relevant reserve and ECPB policies, procedures and guidelines
  - f. Maintaining functional linkages between the reserve and other relevant local, municipal, regional and bioregional programs and projects
  - g. Identifying opportunities to optimise benefits from the reserve management and operations for local neighbouring communities
  - h. Obtaining, and responding to, consolidated feedback from formal bilateral working groups dealing with day-to-day operational issues
  - i. Raising supplementary and complementary income to support the implementation of the SMP
- (xi) The reserve management shall actively provide administrative and logistical support in the functioning of the community forum. It is envisaged that the forum would meet not more than 3-4 times/annum, with a major meeting programmed to review the performance of the reserve management against the stated objectives in this SMP. It is anticipated that day-to-day operational issues shall be addressed in bilateral

discussions between the reserve and the relevant stakeholder groups, with regular summarised feedbacks of these bilateral discussions presented by the reserve managers to the larger community forum.

### **4.3 Reserve staffing complement**

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

<b>Position</b>	<b>Minimum staff complement</b>
Senior Reserve Manager	1
Reserve Manager	2
Assistant (Reserve) Manager	2
Project Manager	1
Principal Field Ranger	1
Sergeant Field Ranger	1
Senior Field Ranger	7
Field Ranger	35
Hospitality Supervisor	1
Hospitality	4
Administrative Clerk	1
Handyman	2
Tracker	1
Receptionist	1
Abattoir administrative assistant	1
General Assistant	16
Housekeeper	8
Cook	2
Gardener	4
Labourer	3
<b>TOTAL</b>	<b>94</b>

### **4.4 Approval and adoption of the SMP**

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The Regional Program Manager and Chief Operating Officer are the officials responsible for submitting the SMP (and associated AOP) to the ECPB Directorate for formal approval and

adoption. The ECPB will finally submit the approved SMP to the Eastern Cape MEC for Economic Affairs, Environment and Tourism as per the requirements of the Provincial Parks Board Act 12 of 2003 (EC) and the NEM: Protected Areas Act 57 of 2003. This can be summarized as follows:

<b>Integrated Reserve Management Plan Component</b>	<b>Responsibility</b>	<b>Submit to</b>	<b>Outcome sought</b>	<b>Frequency</b>
SMP/ AOP	<b>Senior Reserve Manager</b>	Reserve Planning team	Approval of final draft	SMP (once-off and then annually for updated version) AOP (annually)
SMP/ AOP	<b>Regional Program Manager</b>	ECPB Directorate (via Chief Operations Officer)	1. Approval of AOP 2. Approval for submission of SMP to MEC	SMP (5-yearly) AOP (annually)
SMP	<b>CEO/Chairman of Board</b>	MEC	Formal approval and adoption by MEC as per legal requirements	SMP (5-yearly)

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