

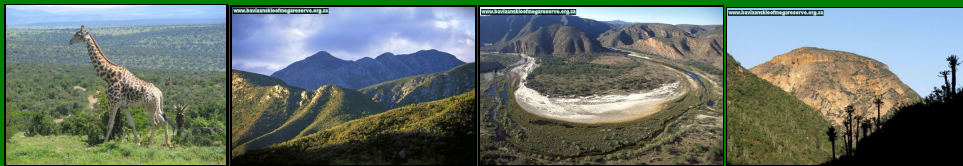
EASTERN CAPE PARKS BOARD



INTEGRATED RESERVE MANAGEMENT PLAN – STRATEGIC MANAGEMENT PLAN

HLULEKA NATURE RESERVE

Draft



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Integrated Reserve Management Plan - Strategic Management Plan

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ACRONYMS

APO:	Annual Plan of Operations
CDF:	Conservation Development Framework
CMC:	Co-management Committee
DEAT:	Department of Environmental Affairs and Tourism (National)
DEAET:	Department of Economic Affairs, Environment and Tourism (Eastern Cape)
DLA:	Department of Land Affairs
ECPB:	Eastern Cape Parks Board
ECTB:	East Cape Tourism Board
EIA:	Environmental Impact Assessment
EMP:	Environmental Management Plan
EMS:	Environmental Management System
EKZNW:	Ezemvelo KwaZulu Natal Wildlife
GEF:	Global Environment Facility
GIS:	Geographic Information System
HNR	Hluleka Nature Reserve
IBA:	Important Bird Area
IEM:	Integrated Environmental Management
IDP:	Integrated Development Plan

IEMP:	Integrated Environmental Management Plan
KRA:	Key Result Area
MCM:	Marine and Coastal Management
MLRA:	Marine Living Resources Act.
MPA:	Marine Protected Area
PNP:	Pondoland National Park
SAHRA:	South African Heritage Resources Agency
SANParks:	South African National Parks
SAPS:	South African Police Service
SDF:	Spatial Development Framework
SMMEs:	Small, Micro and Medium Enterprises
SMP:	Strategic Management Plan
TBD:	To Be Decided
TOR:	Terms of Reference
TRACOR:	Transkei Agricultural Corporation.
UNDP:	United Nations Development Programme
VFFA:	Veld and Forest Fire Act
WFW:	Working for Water Programme
WWF:	World Wide Fund for Nature

1 CONTEXTUAL FRAMEWORK

1.1 Location and extent of the reserve

The Hluleka Nature Reserve and adjacent Marine Protected Area (together referred to hereafter as the Hluleka Nature Reserve) are on the east coast of South Africa approximately in the centre of the area known as the Wild Coast. Hluleka Nature Reserve is located in the magisterial district of Ngqeleni and lies approximately 87km (by road) south east of Mthatha and 45 km south west of Port St Johns along the coast (See Figure 1). The terrestrial part of the Reserve consists of hilly vegetated with grassland, thicket and coastal forest, while the coast consists of mainly rocky shore interspersed with small sandy beaches and a lagoon. Part of the area is demarcated Government forest reserve (Congwane-Mtombo Forest Reserve and Ndabeni-Hluleka Forest Reserve) established in 1906 on State land reserved for government purposes, while the remainder is made up of the farm "Strachan's Grant", which was excised from the Hluleka Forest Reserve in 1927 and sold to a private owner and thereafter purchased by the Transkei Government in 1974. Hluleka was proclaimed as a Provincial Nature Reserve in 1976 (Proclamation number 31/1976). Records of the extent of the terrestrial Reserve differ widely. The Eastern Cape Parks Board tourism pamphlet indicates an area of ±770 ha, while other research documents indicate an area of approximately 400 ha and a previous management report gives values of 492 ha and 603 ha without stating which is the correct one. A considerable area to the south west of the Reserve is fenced in to the Reserve but appears to be outside the Reserve boundaries, while the northeastern fence line appears to stop short of the Mnenu River.

The coastal zone is bounded by the Mnenu River to the north and a beacon just north of the Hluleka village in the south. The nearest towns are Libode and Mthata. The reserve boundary is fenced, except along the coastline. The width of the terrestrial reserve is approximately 2 km. The reserve includes approximately 4.5 km of coastline and this coastline is protected as a marine reserve for a distance of 6 nm out to sea (± 4 860 ha). The MPA was proclaimed in 1991 under the Transkei Decree and re-proclaimed under the Marine Living Resources Act of 1998

The focus of this Strategic Management Plan (SMP) is to develop a common, medium term (5-year) operational framework for the Hluleka Nature Reserve that strategically directs and

coordinates the prioritised allocation of resources and capacity to the Reserve, in order to achieve a common set of goals and objectives.



Figure 1. Location of the Hluleka Nature Reserve within the Eastern Cape Province

1.2 Purpose of the Strategic Management Plan

The major elements of the reserve planning process for Hluleka Nature 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 Reserve Management Plan*. The integrated reserve management plan for Hluleka Nature 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 2).

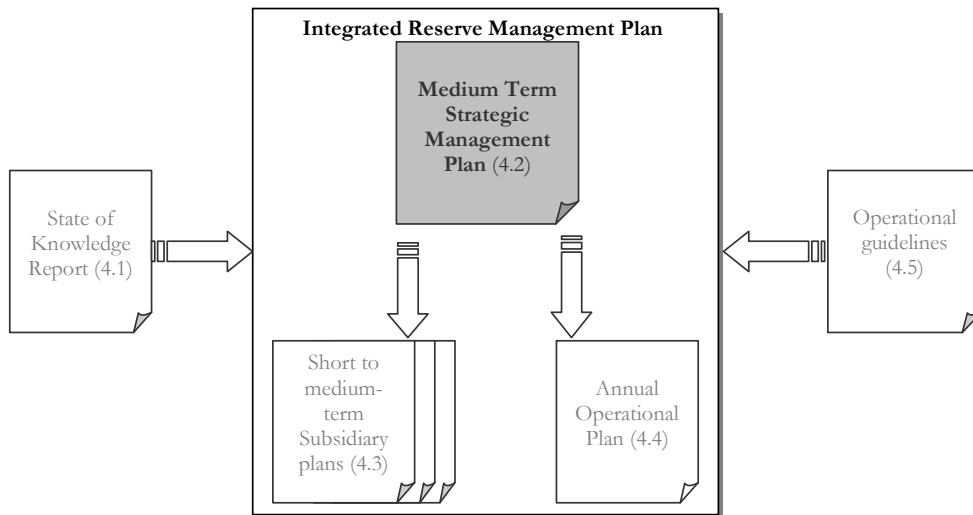


Figure 2: The elements of the reserve management plan

The integrated reserve management plan for the Hluleka Nature 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 below).

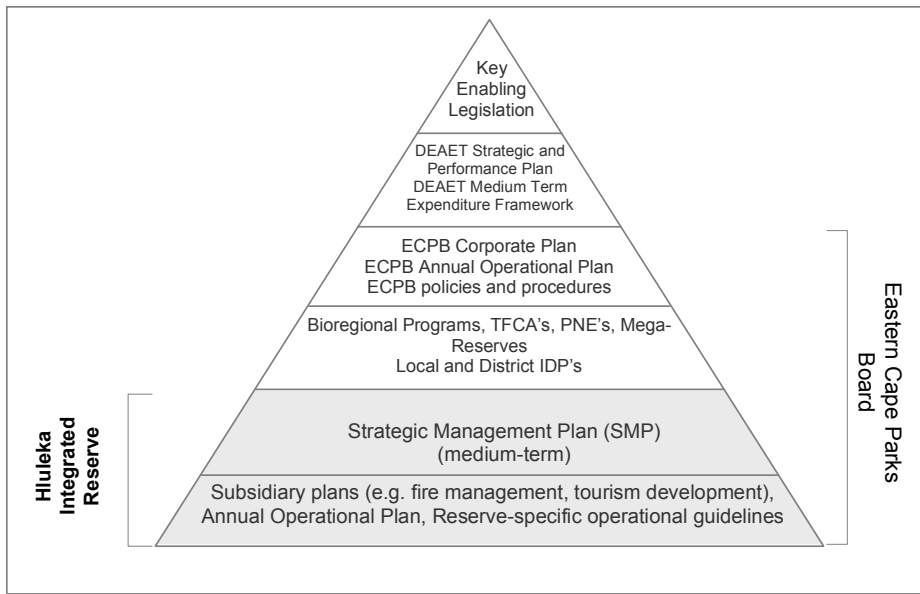


Figure 3. The policy, legal and planning context for Hluleka Integrated Management Plan

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

The purpose of the Strategic Management Plan (SMP) is to ensure that Hluleka Nature Reserve 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 Hluleka Nature 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.

The drafting of the SMP has been guided by an interdisciplinary reserve planning team comprising the Reserve Manager and two senior members of his staff, three office bearers of the Hluleka Development Trust, the Hluleka community Chief, a member of the Hluleka Community Land Trust, and contracted reserve planning service providers.

1.3 Legal and Policy Framework

1.3.1 Legal framework

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

- National Environmental Management Act (No.107 of 1998)
- NEMA: Biodiversity Act (No. 10 of 2004)
- NEMA: Protected Areas Act (No. 57 of 2003)
- Nature and Environmental Conservation Ordinance (No. 19 of 1974)
- National Forest Act (No. 84 of 1998)
- National Veld and Forest Fire Act (No. 101 of 1998)
- Fencing Act (No. 31 of 1963)
- Problem Animal Control Ordinance (No. 26 of 1957)
- Mountain Catchment Areas Act (No. 63 of 1970)
- Eastern Cape Provincial Parks Board Act (No. 12 of 2003)
- Marine Living Resources Act (No. 31 of 1998)
- National Heritage Resources Act (No. 25 of 1999)
- Transkei Environmental Decree (No. 9 of 1992)
- Public Finance Management Act (No. 1 of 1999)
- Conservation of Agricultural Resources Act (No. 43 of 1983)
- Restitution Act (No. 22 of 1994)
- National Water Act (No. 36 of 1998)

The area was managed from 1976 by Nature Conservation section of the Forestry Division of the Transkei Department of Agriculture and Forestry. In 1996 management was

transferred to the Department of Economic Affairs, Environment and Tourism, Eastern Cape and subsequently to East Cape Parks Board.

Chief Gwadiso of the Hluleka community has occupied the northern portion of what was originally known as Strachan's Grant and the portion of forest reserve between it and the sea and has allowed Advocate H.F Junod of Pretoria to erect an illegal cottage within the bounds of the forest reserve at the mouth of the Mnenu River.

1.3.2 Settlement and management agreements

There are no settlement and management agreements. Much of Hluleka is still registered as State forest and there is no formal agreement between DWAF and DEAET or ECPB for the transfer of management responsibility. There appears to be considerable confusion about land ownership rights. The various deeds of transfer of the land indicate that Hluleka is a legal protected area, but the community claim that in 1976 the Transkei Government enclosed within the Reserve more than it was entitled to in terms of the land that belonged to Mrs Heard. There are other claims that the deeds of transfer indicate that the protected area is in fact much larger than the area that is presently fenced and managed.

The management of the Marine Protected Area is the responsibility of MCM but MCM undertake no management activities. There is no formal agreement with ECPB to manage the MPA, despite the requirements of the Protected Areas Act.

The Hluleka community have instituted a land claim which is currently being processed. The outcome in favour of the community might lead to settlement and management agreements in the future.

1.3.3 Municipal planning context

Hluleka Nature Reserve falls within the area of jurisdiction of the Nyandeni local municipality which in turn falls within the jurisdiction of the OR Tambo District Municipality. The OR Tambo district municipality IDP highlights tourism as a local economic development driver but does not mention Hluleka Nature Reserve as a factor in this development. Although the IDP recognizes the need to conserve forest and grassland biomes and notes that the Wild Coast requires vigilant environmental management, it deals with environmental planning issues in a very general way by calling for an Environmental Management Plan. In the Nyandeni Municipal SDF, conservation of coastal forests, grasslands, dune systems and the eradication of exotic plants, protection of medicinal

plants, reduction of pollution and protection of natural resources (fishing, fauna, flora, water sources and catchment areas) are identified as environmental priorities. The Hluleka Nature Reserve is recognized as being important in this regard, and the area is recommended for limited, low impact, environmentally responsible development. Spatial development proposals have not been prepared for the coastal zone but the Hluleka Nature Reserve is recognized as having high tourism potential. Further recommendations in the SDF are the provision of infrastructure for sanitation and parking at Hluleka Nature Reserve, the construction of a hotel or accommodation site between Hluleka and Mthatha Mouth, and the expansion of the Hluleka forest reserve. The SDF recognizes problem areas in the lack of electricity, waste disposal sites, and refuse collection in the coastal environment.

1.3.4 Local policy, plans and programs

The OR Tambo district municipality and Nyandeni local municipality IDPs deal with environmental planning issues in a very general way. Outside the development nodes of these municipalities, there are no detailed land use and development plans, although the Wild Coast Biodiversity Strategy and Action Plan makes detailed recommendations for the area in general and the Reserve in particular. Other important, and complementary, local policies, plans and programs include

- Wild Coast Tourism Development Policy
- Wild Coast Biodiversity Strategy and Action Plan
- Wild Coast Spatial Development Framework
- Working for Water funded projects
- Expanded Public Works Program funded projects
- UNDP-GEF project: Conservation and Sustainable Use of Biodiversity of the South African Wild Coast

1.4 Institutional Framework

The Hluleka Nature Reserve is managed by the Operations Directorate of the Eastern Cape Parks Board. The Hluleka Nature Reserve is located within the Eastern Region of the Directorate, and falls under the oversight of the Regional Manager (East). The Hluleka Nature Reserve is under the management responsibility of a Reserve Manager. The operational management of the Hluleka Nature Reserve is directly supported by the corporate Scientific Services Unit.

The current staffing complement is as follows:

Reserve Manager (1)

Field Rangers (5)

Principal General Foreman (1)

General Assistants (15)

Administration Clerk (1)

1.5 Description of the Reserve

1.5.1 History

The history of the Hluleka Nature Reserve is of some interest. A settler, William Strachan was closely associated with the Pondo people of the Hluleka area during the period 1860-1919 and often acted as mediator between the Pondos and colonial government officials. Two of his major achievements were: 1) To persuade the warring chiefs of the to resolve their differences by negotiation and thus end a conflict. 2) To mediate between the local Chief Gwadiso and the British Government, in order to prevent military retaliation by the government forces against the Pondos, over the Pondo refusal to hand over an escaped prisoner. In appreciation for these and many other services Chief Gwadiso gave to William Strachan a block of land that included the coastal strip from the Mtakatyi River in the south to the Mnenu River in the north, to a distance of 2-3 km inland. This was known as Strachan's Grant and was shown as such on all maps. The size of the grant was eventually reduced by the authorities of the time and eventually measured about 640 ha. The site was used by Strachan and his relatives as a holiday venue. After the death of Strachan (1919), the property was sold in 1927 to a Johannesburg stockbroker, Mr L.G. Heard, who with his wife Mona set about building a holiday home. They employed a stonemason (Mr Benting) who over a period of many years constructed the existing stone house that forms a central feature of the Reserve infrastructure. The Heards used the house as a holiday venue for a few months every year and over the course of time Mrs Heard created a magnificent garden around the house, unfortunately without any regard to the impact that many of the exotic species she planted might have on the indigenous vegetation. Mr. Heard negotiated with the Cape Provincial Administration to change the boundaries to roughly the current Reserve boundary alignment and built three camps for the use of his friends and relations. After Mr Heard's death, Mrs Heard lived permanently at Hluleka and developed the garden further. When she became too old and infirm, she sold the land to the Transkei Government

on condition that it remained a Wild Life Sanctuary. Together with the areas of State Forest Government (Congwane-Mtombo Forest Reserve and Ndabeni-Hluleka Forest Reserve) the area was declared a protected area in 1976.

1.5.2 Climate

The climate is subtropical with rainfall of 1000 – 1200 mm annually that falls predominantly in spring and autumn. Approximately 70% of the annual rainfall occurs between October and March, with high occurrence during October and November. There is no distinct dry season and hail does not normally occur in this area. Generally summer temperatures range from 20 °C to 25 °C and winter temperature from 8 °C to 21 °C. The dominant wind directions are northeast (summer) and southwest (winter) i.e. parallel to the coast. The northeast winds are associated with Indian Ocean high pressure systems, and bring warm, humid weather. The southwesterly winds are linked to the approach of cold fronts and bring cold, windy conditions and rain. Frost does not typically occur in the area, and humidity in the summer months can be high. Extreme conditions of wind and salt spray sometimes occur along the coast.

1.5.3 Geomorphology

The landscape in the Reserve is composed of karoo sediments of the Beaufort series, with "Beaufort sandstones, mudstones, flagstones and shales predominating" (Wildlife Society Report, 1977). These shales are periodically intruded by dolerite. They weather to form a dystrophic, sandy clay loam with dark topsoil's rich in organic matter. Owing to the high rainfall, these soils often show signs of gleying owing to the accumulation and persistence of water at the soil-rock interface. Shallow soils of marine origin are present. The dominant soils on the coastal hills and plains are generally deep (>0.5m), humid sandy loam soil but shallower clay soils occur on the eroded, rounded hill forms and spurs. The basic topography rises steeply from the coastline to a height of just over 200m at Mhlabomhlophe on the western border of the reserve and then rises more gradually to a height of about 400m onto the old surface of the midlands. The area is drained by a number of small tributaries flowing into the Hluleka River, which has a small tidal lagoon and estuary at the mouth.

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1.5.4 Flora

Scarp forest and Coastal forest cover approximately 70% of the Reserve and thicket vegetation and Transkei coastal belt grassland the remainder. The forests appear to be in relatively good health but are invaded in places by alien vegetation, particularly in the

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riverine areas. The grasslands appear to be restricted to sandy soils of marine origin and are dominated by *Cymbopogon plurinoides* and *Stenotaphrum secundatum*. There is a suggestion in a draft management plan drawn up for DEAET (2003) that the Reserve fence line has specifically been erected to exclude grassland areas and to include forest areas. Indigenous woody structure within the grasslands is largely confined to patches of *Acacia karoo*. The grasslands do not appear to be over-grazed and exhibit relatively good basal cover. There is a mosaic of thicket vegetation throughout the grasslands. Thicket areas are heavily infested with a variety of alien invasive species. Thicket vegetation appears to be overrunning grasslands but this may be the result of a lack of proper vegetation management. Invasive species known to occur include Lantana, Triffid weed, Bugweed, Inkberry, Mauritius thorn, Guava, Eucalyptus species, and Black wattle. Exotic ornamentals found around the administration area include bamboo, banana and cactus species and a variety of conifers. Alien vegetation is regarded as the single greatest threat to the environmental integrity of the Hluleka Nature Reserve. Invasive alien clearing conducted by the Working for Water program is operational in the reserve, but appears to have a poorly planned clearing and follow-up strategy. A Poverty Alleviation project aimed at clearing invasive aliens is also functional but this ends in 2007. There is clearly a need for long term funding for the clearing of aliens.

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There is a narrow strip of coastal dune forest between the accommodation and administrative complex parking area and the mouth of the Hluleka River. Dune forest is limited to the eastern facing slopes overlooking the ocean. Clumps of milkwoods occur on the coast above the high water mark. There are also a few cycads in the Reserve but there is no information about them. More work is necessary to determine the different vegetation species and types on the Reserve.

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1.5.5 Fauna

There are numerous large and medium sized mammals in the reserve including Chacma Baboon, Blue Wildebeest, Bushbuck, Blesbok, Kudu, Eland, Common Reedbuck, Red Hartebeest, Impala, Springbok, Zebra, Black-backed Jackal, and Bushpig. Serval, clawless otter and even brown hyena track have also been observed. The following small mammals are indigenous to, and have been recorded in the reserve: Blue Duiker, Common Duiker, Large Spotted Genet, Rock Dassie, Vervet Monkey, Samango Monkey, African civet, Tree Dassie, Mongoose. There are many other small mammal species like rats, mice, gerbils, bats, elephant shrews, dormice and moles, but no information is available on their status.

Burchell's Zebra and Blue Wildebeest were introduced to the Reserve but are extra-limital and are now being phased out. Historically Elephant, Cape Buffalo and possibly leopard and lion also occurred in the area. No management culling, hunting, or capture for game sales are conducted.

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Bird species include; black duck, dabchick, African jacana, blackbellied starling, green pigeon, cape batis, olive bush shrike, dusky flycatcher, pygmy kingfisher, halfcollared kingfisher and longcrested eagle. Bird species are poorly documented but the forests are likely to be particularly rich in bird life. The Reserve manager has his own species list.

There is minimal information regarding reptile, amphibian and terrestrial invertebrate populations. However, Hluleka was included in the recently conducted South African Frog Atlas Project and it is a location for guttural toads.

Illegal fishing, and bait and subsistence rocky shore invertebrate collecting take place along the shoreline and intertidal invertebrate populations have been severely impacted. Crayfish (spiny lobsters) are caught in large numbers from the shore. Domestic dogs and cats from local communities infiltrate the reserve and have a major effect on the dynamics of the small game and bird populations. Vervet monkeys are frequently fed by the public and have become problem animals.

1.5.6 Estuaries

The majority of the reserve falls within the Hluleka river basin with a minor section falling into the Mnenu drainage system. The Hluleka River drains into the sea within the boundaries of the reserve, forming a wide shallow estuarine area where it meets the sea. Within the reserve there is minor erosion from footpaths, roads and denuded areas, but serious erosion in the Hluleka river catchment area outside the reserve has resulted in siltation of the river and estuary. The bridge over the river and the raised main road required to access the accommodation and administrative complex has also had a negative impact on the river and estuary.

1.5.7 Heritage resources

There are no data regarding heritage resources in the Hluleka Nature Reserve. However, community members access the shore in large numbers on major holidays.

1.5.8 Reserve infrastructure

All the buildings in the Hluleka Nature Reserve are in extremely bad condition and need repairs. Visitor accommodation at Hluleka Nature Reserve consists of 12 self-catering chalets. Six of these are forest facing timber chalets that accommodate six people each. Each chalet has a broad deck and braai area. The other six chalets are double story timber chalets which are raised on stilts and have views of the beach and ocean as well as the forest and river. The chalets are in very poor condition and are falling apart due to the wood being old and rotten. There have been incidents of balconies which have collapsed – see Monthly Report February 2006 in the Reserve's State of Knowledge Report (2006). The chalets are in the process of being demolished, and new accommodation is being designed. Five new hiker's huts are also under construction. The old hiker's huts are being demolished.

Other structures and their conditions are as follows:

- Gatehouse: a stone rondavel which is in good condition but the roof needs repair
- Staff accommodation: 9 rondawels made with mud and bricks inside and layered with cement outside. They are in a poor condition – the roofs leak, windows are broken and the doors have openings at the bottom. There are also four prefabricated houses, of which one is the manager's house. The houses are in bad condition and the window frames are broken.
- Three stores: – one for cleaning material, one for tools and fuels and one for old furniture and herbicides. The stores are in bad condition and need repair.
- Visitor toilets: Two plastic toilets are fixed to the ground near the picnic site. The toilets are at least 15 years old and badly need replacing.
- Office block: a stone building with two office rooms inside – the roof leaks and needs repair. The window frames are in very poor condition and the building is old, cracked and needs repair.

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The roads outside the reserve are in a fair condition and passable in a sedan car at about 80 km/h, but this depends to some extent on the amount of rain that has fallen and the length of time since the last grading. Internal roads are in a bad condition and need maintenance. Poverty Relief staff are doing road maintenance but will stop working in March 2007. All hiking trails in the reserve need major maintenance and upgrades. The day

visitor parking area and picnic areas are in poor condition and need upgrading and enlarging.

The existing Reserve open access policy creates a management problem. Currently anyone from the local community can enter the Reserve free of charge between 0600 and 1800. Aside from the associated compliance issues, users create a major litter problem

Solid waste management is unsatisfactory. Solid waste should be removed and processed outside the Reserve. The existing Reserve dumpsite requires rehabilitation. Reserve management has identified a site that may be suitable for solid waste disposal but the site requires an EIA and DWAF approval.

Waste water is disposed of through soak-aways, and apparently does not constitute a problem. Each chalet has its own conservancy tank for sewage. The tanks are emptied when necessary by Municipal "honey-suckers" and inspected once a year. The system is satisfactory most of the time but the conservancy tanks overflow at peak visitor levels. They may not be suitable for the proposed new accommodation developments.

Water is supplied by pumping from the Hluleka River to reservoirs, and from there through a purifying plant to the chalets. The pump and piping for extracting the water are in fair condition. However, the purifying plant is broken and water is currently purified by chemicals but the quality is not good. Guests are advised to drink rain water. There are no details on the internal water reticulation system, but the system is gravity fed from the reservoir and pressure is reasonably good.

Power supply in the Reserve is unsatisfactory. Power is provided by a Lister generator and solar panels. Solar panels are often stolen and when the generator breaks down there is no power. There are also two Caterpillar generators without motors. An ESKOM connection is not an option as the nearest power line is 25 km from the Reserve.

1.6 Strengths, Weaknesses, Opportunities and Threats

The SWOT analysis has been used to guide the development of the SMP and the focus of the goals, objectives, activities and deliverables for the Hluleka Nature Reserve.

Table 1. SWOT analysis for Hluleka Nature Reserve based on inputs from the Reserve manager.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Have protected coastal forest and indigenous game and marine organisms • Scenic coastline • Adjacent Marine Protected Area • Good fishing - but fishing in MPA will be closed as of June 2006 and this could affect visitor numbers 	<ul style="list-style-type: none"> • Solid waste management is not effective • Staff shortage – especially to do effective patrolling • Lots of marine poaching, especially at night • Poor internal roads • Staff need skills training • Insufficient resources: vehicles and equipment • Insufficient budget • No settlement agreement for management or enforcement of MPA – MCM doesn't enforce or manage the MPA and it is left up to reserve management to do this • Reserve infrastructure and visitor facilities are in a poor condition and are deteriorating
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Huge research potential • Upgrading of tourist facilities • Reintroduce more indigenous species • Unique stone house for upmarket lodge • Interesting history 	<ul style="list-style-type: none"> • Poaching of game • Potential Land Claims – current hearsay • Community access through the reserve, they are poverty-stricken, possible theft of tourist/reserve property • Theft of solar panels with no backup generator has lead to there being occasions where there is no power <p>Car break-ins occur where fishermen leave vehicles unattended at reserve boundaries</p>

2 MANAGEMENT OBJECTIVES FRAMEWORK

The strategic management planning process begins with the definition of the reserve *purpose*. This purpose is 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, 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 responsibilities are then allocated for each activity, or a group of linked activities.

These goals, objectives, activities, time frames, deliverables, performance indicators and targets are presented in Section 3 in a tabular log frame format for each KRA

2.1 Reserve Purpose

*The primary purpose of the Hluleka Nature Reserve is **the conservation of the biodiversity of a good example of the Eastern Cape Coastal Forest – grassland – thicket mosaic associated with a scenically beautiful coastal environment that typifies the Wild Coast.***

While conserving this biodiversity, the secondary purpose is to sustainably use the biodiversity of the Reserve for:

- i) The development of high quality nature-based tourism infrastructure, facilities and services;
- ii) The delivery of socio-economic benefits to local communities on communal landholdings immediately adjoining the Reserve;
- iii) Better integration of the Reserve into adjacent land use planning and development; and
- iv) The development of opportunities to increase income generation without compromising the integrity of the area's biodiversity.

2.2 Reserve Principles

The following principles underpin the management activities of the Hluleka Nature Reserve as it moves towards realizing its vision (see below). These principles are reflected in the goals, objectives and activities described for each of the Key Result Areas (KRAs) detailed below. It is important to note that while these principles are intended to guide the Reserve Management in its work, 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 management¹ will seek to respect, protect and promote the Hluleka Nature Reserve, and its environmental and heritage resources, as a common heritage and a national asset for all South Africans (KRA 1 and KRA 2).

Capacity – Reserve management will seek to ensure that the management of the Hluleka Nature Reserve is adequately resourced to meet its mandated and ethical responsibilities in the effective management of the respective reserves (KRA 4 and KRA 6).

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 to: anticipate, avoid and resolve potential conflicts; protect the reserves resources and values; provide for visitor enjoyment; and address mutual interests in the quality of life of the surrounding communities (KRA 3)

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 institutional, socio-economic, developmental and conservation context (KRA 1).

Empowerment - Reserve management will seek to empower staff and stakeholders involved with the reserves by promoting capacity building, transformation and access to economic opportunities (KRA 3, KRA 6 and KRA 7)

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

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 (KRA 7).

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 (KRA 5).

Accountability and transparency - Reserve management will seek to ensure that management tasks in the Hluleka Nature 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 (KRA 6 and KRA 7).

Sustainability – Reserve management will seek to achieve a balance between ecological sustainability, social equity and economic efficiency so that present needs are met without compromising the ability of future generations to meet their own needs (KRA 2, KRA 3 and KRA 7).

Management excellence - Reserve management will seek to attain excellence in managing the Hluleka Nature 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 (KRA 1, KRA 4, KRA 5, KRA 6 and KRA 7).

In practical terms, the Reserve Management needs to ensure that the following requirements for the effective management of the Hluleka Nature 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 provide for regular review of outcomes.
-

2.3 Reserve Vision

To effectively manage and develop the Hluleka Nature Reserve as an example of the Eastern Cape Coastal Forest – grassland – thicket mosaic associated with a coastal environment that typifies the Wild Coast.

2.4 Goals and Key Result Areas

The following overarching management Goals and associated Key Result Areas were developed to direct the management of the Hluleka Nature Reserve:

KRA 1: RESERVE PLANNING AND EXPANSION

Goal: To ensure that the planning and expansion of the Hluleka Nature Reserve 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 Reserve, 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 Hluleka Nature Reserve.

KRA 4: INFRASTRUCTURE AND EQUIPMENT

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

KRA 5: VISITOR SERVICES AND FACILITIES

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

KRA 6: RESERVE ADMINISTRATION

Goal: To develop the administrative capacity, human resources, and financial resources to support the implementation of the Reserve'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 Hluleka Nature Reserve, and results in information that is readily accessible to managers and relevant stakeholders.

KRA 8: EDUCATION, INTERPRETATION AND AWARENESS

Goal: To develop education, interpretation and awareness programs, facilities and services to improve reserve visitors, users and staff awareness about the ECPB, the Reserve and conservation in general.

2.5 Objectives and activities

Each of the *Key Result Areas* is introduced by:

- ii) A demonstration of the strategic link between the KRA and the ECPB corporate strategy
- ii) A brief description of the Reserve's strategic approach to addressing the KRA

Each *KRA* is directed by a number of *objectives*. Each objective will be achieved through a set of *activities* and will result in a number of *deliverables* within a defined *time frame*. The

prioritized achievement of the objectives will be monitored using *performance indicators* within a set *time frame*. These objectives, activities, time frames performance indicators, and deliverables are presented in a log frame format for each KRA.

For the purposes of monitoring the progress and performance of the Hluleka Nature 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 performance indicators in this SMP.

It is expected that the reserve manager shall take full responsibility for the implementation of, and reporting on, this SMP. The Regional Manager: East shall be directly responsible for the strategic oversight of the implementation of this SMP. The ECPB supporting Directorates, notably Scientific Services, Tourism and Finance shall provide direct professional, technical and administrative support in the implementation of the SMP under the strategic guidance of the reserve manager and regional manager.

3 STRATEGIC IMPLEMENTATION FRAMEWORK

3.1 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, the KRA responds to both the strategic objective *Establish effective measures to conserve all elements of biodiversity in the Eastern Cape by 2010*. Relevant interventions defined to achieve this goal and objective are: *i) Revise/amend legislation to address constraints of boundaries; ii) Plan and implement a strategy to expand, consolidate or deproclaim protected areas in the best interests of biodiversity conservation; iii) Update and develop integrated Management Plans for each Protected Area, vi) Implement, monitor and review Protected Area Management Plans*

The short-term and medium term focus for the **legal and management** rationalization, and reserve expansion component of this KRA is: i) The verification and alignment of the legal and management boundaries of the Huleka Nature reserve; ii) The clarification and processing of any legitimate land claim; iii) The delegation of management authority for the State Forests and MPA to the ECPB; iv) The resolution of the illegal cottage development issues in the northeastern sector of the Reserve v) The integration of the Reserve planning priorities into the local and district municipal IDPs; vi) The expansion of the Huleka Nature Reserve, through informal or formal management agreements, to establish a larger regional co-operative conservation estate. The expansion goals for the reserve will only be addressed through formal negotiation and agreement with affected public institutions and legitimate local community structures.

The development of detailed **subsidiary plans** with regard to tourism, recreation, management, services and facilities are priorities for the Conservation Development Framework (CDF) that forms part of this Integrated Environmental Management Plan. Effective planning for the Reserve will also require the implementation of mechanisms to ensure **annual review and updating** of the Integrated Management Plan for the Huleka Nature Reserve.

KRA1: RESERVE PLANNING AND EXPANSION

GOAL: : To ensure that the planning and expansion of the Hluleka Nature Reserve maintains and enhances the integrity of its ecological and scenic resources; enables its financial sustainability; and is integrated and coordinated with the development and planning of the surrounding areas.

OBJECTIVE 1: Rationalise the legal tenure of, and management authority for, the Hluleka Nature Reserve

Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
1. Clarify the legal standing and status of the fenced-in land to the southwest and the land to the northeast between the boundary fence and the Mhenu River, of the Hluleka Nature Reserve (see CDF)	✓	✓				High		Extent of land (ha) incorporated into reserve	TBD (based on discussions with community)
2. Clarify and facilitate the processing of any legitimate land claims	✓	✓	✓			High		Extent of land (ha) incorporated into reserve	TBD (based on outcome of discussions with community)
3. Pursue the development of a contractual agreement between MCM and ECPB for the delegation of management responsibility for the MPA adjacent to the Hluleka Nature Reserve	✓	✓				High	Contractual management agreements		TBD (by comparison with type and number of current marine enforcement incidents)
4. Pursue the development of a contractual agreement between DWAF and ECPB for the delegation of management responsibility for Forest Reserves to the Hluleka Nature Reserve and proclaim the forests at the appropriate level of formal conservation status	✓	✓				High	Contractual management agreements		
5. If the fenced in area to the southwest is not part of the proclaimed reserve, initiate discussions with Hluleka Community Land Trust to explore the development of mutually beneficial contractual agreements that will commit the use of the area to conservation.	✓	✓	✓	✓	✓	High	Contractual management agreements	Extent of land (ha) proclaimed and management as Provincial Nature Reserve	
6. Initiate discussions with Hluleka Community Land Trust to explore the development of mutually beneficial contractual agreements that will allow incorporation of the area	✓	✓	✓	✓	✓	High	Contractual management	Extent of land (ha) proclaimed and management as	

KRA1: RESERVE PLANNING AND EXPANSION									
GOAL: : To ensure that the planning and expansion of the Hluleka Nature Reserve maintains and enhances the integrity of its ecological and scenic resources; enables its financial sustainability; and is integrated and coordinated with the development and planning of the surrounding areas.									
OBJECTIVE 1: Rationalise the legal tenure of, and management authority for, the Hluleka Nature Reserve									
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
immediately adjacent the Mhenu Estuary into the Reserve.							agreements	Provincial Nature Reserve	
7. Ensure the proper demarcation of the proclaimed boundaries of the Hluleka Nature Reserve, including reclaiming existing proclaimed areas under illegal private use	✓	✓	✓			High			

KRA1: RESERVE PLANNING AND EXPANSION									
GOAL: : To ensure that the planning and expansion of the Hluleka Nature Reserve maintains and enhances the integrity of its ecological and scenic resources; enables its financial sustainability; and is integrated and coordinated with the development and planning of the surrounding areas.									
OBJECTIVE 2: Consolidate and expand the extent of the Hluleka Nature Reserve to ensure the maintenance of ecological patterns and processes									
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
1. Develop, and maintain a simple and functional land consolidation and expansion program to guide the expansion and consolidation priorities for the Hluleka Nature Reserve	✓	✓	✓	✓	✓	Low	Land consolidation and expansion program	Extent of land (ha) proclaimed and management as a	TBD (Expansion programme)

KRA1: RESERVE PLANNING AND EXPANSION									
GOAL: : To ensure that the planning and expansion of the Hluleka Nature Reserve maintains and enhances the integrity of its ecological and scenic resources; enables its financial sustainability; and is integrated and coordinated with the development and planning of the surrounding areas.									
OBJECTIVE 2: Consolidate and expand the extent of the Hluleka Nature Reserve to ensure the maintenance of ecological patterns and processes									
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
2.. Initiate discussions with DWAF, MCM and the Hluleka Land and Development Trusts to incorporate the area southwest of the Reserve to the Mtakatye River, with a focus on the coastal zone, into the Reserve			✓	✓	✓	Low	Land and coastal/marine consolidation and expansion program	Provincial Nature Reserve	
3. Explore funding options to finance negotiated contractual agreements for the expansion of the Reserve		✓	✓			Moderate			
4. Ensure that all areas currently incorporated into, and future areas included in, the Hluleka Nature Reserve are formally proclaimed	✓	✓	✓	✓	✓	High			

KRA1: RESERVE PLANNING AND EXPANSION

GOAL: : To ensure that the planning and expansion of the Hluleka Nature Reserve maintains and enhances the integrity of its ecological and scenic resources; enables its financial sustainability; and is integrated and coordinated with the development and planning of the surrounding areas.

OBJECTIVE 3: Develop key subsidiary plans to provide program-specific information on the broad objectives and activities identified in the Strategic Management Plan

Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
1. Prepare a detailed invasive alien plant eradication and control strategy and program for the Hluleka Nature Reserve that meets the requirements of the Biodiversity Act (2004)	✓	✓				High	Invasive Alien Plant Eradication and Control Strategy and Program		
2. Prepare a detailed tourism development master plan for the Hluleka Nature Reserve with a focus on designing new chalets and bulk service supply to accommodate upgrades and possible expansion	✓	✓				High	Tourism Development Plan		
3. . Prepare a detailed wildlife management plan for the Hluleka Nature Reserve		✓	✓			Low	Wildlife Management Plan		
4. Prepare a detailed fire management plan for the Hluleka Nature Reserve that meets the legal requirements in terms of the Veld and Forest Fire Act (1999)	✓	✓				High	Fire Management Plan.		

KRA1: RESERVE PLANNING AND EXPANSION									
GOAL: : To ensure that the planning and expansion of the Hluleka Nature Reserve maintains and enhances the integrity of its ecological and scenic resources; enables its financial sustainability; and is integrated and coordinated with the development and planning of the surrounding areas.									
OBJECTIVE 4: Maintain institutional mechanisms for the ongoing review and update of the integrated management plan									
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
1. Maintain a small Reserve Planning Team (RPT) comprising at least the Regional Manager, Reserve Manager, senior reserve management staff, ECPB Scientific Services and a representative of the cooperative governance structure established for the Hluleka Nature Reserve to guide the review of the SMP	✓	✓	✓	✓	✓	High			
2. Collect and maintain the information required to report on the performance indicators, and progress achieved toward meeting the listed targets in the Strategic Management Plan		✓	✓	✓	✓	High			
3. 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
4. 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
5. Provide performance data, in the required format, to the ECPB for integration into the corporate annual reports	✓		✓	✓	✓	Moderate	Annual performance audit report		

KRA1: RESERVE PLANNING AND EXPANSION									
GOAL: : To ensure that the planning and expansion of the Hluleka Nature Reserve maintains and enhances the integrity of its ecological and scenic resources; enables its financial sustainability; and is integrated and coordinated with the development and planning of the surrounding areas.									
OBJECTIVE 5: To participate in regional land use and conservation planning initiatives surrounding the Reserve									
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
1. Actively participate in regional and local land use planning initiatives affecting the area surrounding the Reserve, e.g. IDP and SDF planning for Nyandeni Local Municipality and OR Tambo District Municipality	✓	✓	✓	✓	✓	Moderate		Number of regional and local land use and conservation planning initiatives that Reserve is involved in	Involvement in all relevant local land use and conservation planning processes affecting reserve
2. Actively participate in regional and local conservation initiatives affecting the conservation status of the reserve e.g. Pondoland National Park initiative, GEF-funded Wild Coast Program, National and Regional Spatial Biodiversity Assessment programmes	✓	✓	✓	✓	✓	Moderate			

3.2 KRA2: 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*. Relevant interventions defined to achieve this goal and objective are: *i) Develop Province-wide Protected Area Plans that include biodiversity surveys, cultural resources surveys, threat assessments, target identifications and implementation strategies; ii) Implement special projects e.g. removal of alien species, iii) Research and manage impacts and reduce threats to biodiversity conservation in protected areas iv) Determine sustainable resource use levels and develop subsidiary management plans to address specific issues; v) Monitor key biodiversity indicators.*

The medium-term focus for the **wildlife management** component, of this KRA is: i) The removal of extra-limital species of game; ii) The re-introduction of appropriate locally indigenous fauna; iii) The active management of selected large game species; iv) The upkeep, control of theft, and re-alignment, of fencing; v) The annual census of large game.

The medium-term focus for **vegetation management** component, of this KRA is: i) The development of good baseline and monitoring information for forests, thicket and grasslands; ii). The development of a fire management plan to manage the grasslands for optimal biodiversity and stocking rates

The medium-term focus for the **invasive alien species control** component of this KRA is i) The sourcing of funding for sustaining invasive alien species control programs; ii) The implementation of an invasive alien control program with a focus on the thicket and grassland vegetation and the exotic species in and around the administration and stores area iii) The development of good baseline mapping and monitoring information

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

The medium-term focus for the **rehabilitation and restoration** component of this KRA is i) The restoration and rehabilitation of transformed and disturbed habitats at selected sites; ii) The control of erosion

The medium-term focus for the **heritage** management component of this KRA is i) Strengthening the linkages of the Hluleka Nature Reserve to local and regional heritage management projects and tourism routes

The medium-term focus for the **compliance** component of this KRA is i) The control of illegal hunting and poaching of natural resources ii) The management and control of access to the Reserve; iii) The development of the staff skills base; iv) Maintaining the compliance and enforcement capacity v) The integration of the Hluleka Nature Reserve into local and regional compliance and enforcement initiatives.

The medium-term focus for the **managing impacts** component of this KRA is i) The development of off-reserve solid waste disposal mechanisms; ii) Adoption of the EIA procedures for developments iii) The evaluation of alternative road bridge designs for the access road over the Hluleka River

KRA2: BIODIVERSITY AND HERITAGE RESOURCES									
GOAL: To promote the long-term conservation, rehabilitation and restoration of the biodiversity, scenic, and heritage features of the Reserve, and to minimize operational impacts on the environment.									
OBJECTIVE 1: To remove invasive alien plants from the Reserve and maintain a follow-up program									
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
1. Map the distribution and density of the most harmful invasive and alien plant species in the Reserve	✓	✓				High	Map of distribution and density of invasive alien plants		
2. Develop a detailed implementation plan for the prioritized removal, and control of re-growth, of the high priority invasive and alien plant species	✓	✓				High	Invasive alien plant control implementation plan	Extent of areas (ha) invaded/ invasive plant species	Entire reserve under maintenance program by year 5
3. Source funding for the implementation of the plan, including but not limited to reserve operational funding, Poverty Relief funding, Working for Water funding	✓	✓	✓	✓	✓	High		Income (Rands) committed to the implementation of the invasive alien plant eradication and control program	TBD

KRA2: BIODIVERSITY AND HERITAGE RESOURCES									
GOAL: To promote the long-term conservation, rehabilitation and restoration of the biodiversity, scenic, and heritage features of the Reserve, and to minimize operational impacts on the environment.									
OBJECTIVE 1: To remove invasive alien plants from the Reserve and maintain a follow-up program									
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
4. Implement the invasive alien plant eradication and control programme, with a focus on the grassland and thicket vegetation and the exotic species around the administration area		✓	✓	✓	✓	High		Extent (ha) of area cleared or under maintenance per annum	TBD
5. Regularly monitor the efficiency and cost-effectiveness of invasive plant species control techniques and update the plan as required		✓	✓	✓	✓	High		Cost (Rands) of clearing and control per ha	Clearing costs do not exceed R10,000/ha (initial clearing) and R4000/ha (follow up)
6. Maintain key baseline and monitoring information on the implementation of the invasive alien and invasive species control programme		✓	✓	✓	✓	High	Invasive alien plant distribution and control database		

KRA2: BIODIVERSITY AND HERITAGE RESOURCES

GOAL: To promote the long-term extension and conservation, rehabilitation and restoration of the Reserve's biodiversity, scenic, historic and cultural features, and to minimize operational impacts on the environment

OBJECTIVE 2: To develop and implement a Fire Management Plan

Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
1. In consultation with grassland ecologists and fire management specialists, develop a fire management plan for the Hluleka Nature Reserve	✓	✓	✓	✓	✓	High	Fire management policy and program	Frequency and extent of human induced and natural fires	No accidental human-induced wildfires
2. Establish, equip, train and maintain a well-resourced and well-trained fire fighting capacity for the Reserve	✓	✓	✓	✓	✓	High	Effective fire fighting unit	Injuries to staff and damage to Reserve Infrastructure	No injuries to staff or damage to infrastructure
3. Implement grassland management in the Reserve by controlled burning according to the fire management plan	✓	✓	✓	✓	✓	Moderate			
4. Determine and meet Reserve management legal responsibilities for fire management in terms of the Veld and Forest Fire Act (without compromising the ecological integrity of the Reserve)	✓	✓	✓	✓	✓	Moderate			
5. Develop and maintain functional firebreaks along the Reserve fence (VFFA).	✓	✓	✓	✓	✓	High			
6. Maintain accurate fire history records that provide details of the timing, cause and extent of fires in the Reserve.	✓	✓	✓	✓	✓	Moderate	Database of fire incidence	Records of fire incidence	All relevant fire incidence data recorded
7. Collaborate with local communities on the management of fire, fire risks and fuel loads in areas adjacent to the Reserve, and the preservation of sufficient thatching grass within the Reserve.	✓	✓	✓	✓	✓	High			

KRA2: BIODIVERSITY AND HERITAGE RESOURCES									
GOAL: To promote the long-term extension and conservation, rehabilitation and restoration of the Reserve's biodiversity, scenic, historic and cultural features, and to minimize operational impacts on the environment									
OBJECTIVE 3: To maintain an effective enforcement capacity to control illegal activities and impacts of Reserve users and visitors									
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
1. Provide adequate resources and training for enforcement and compliance activities.	✓	✓	✓	✓	✓	High		Training records	One training course per annum for each compliance/enforcement staff
2. 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
3. Maintain regular Reserve patrols particularly along Reserve boundaries and the seashore.	✓	✓	✓	✓	✓	High		Successful prosecutions for illegal marine resource harvesting	
4. Direct field staff enforcement activities towards the management of feral dogs and cats, terrestrial and marine poaching, mitigating visitor impacts and ensuring security of visitors	✓	✓	✓	✓	✓	High			
4. Develop and maintain better understanding among, and working relationships with local magistrates and SAPS		✓	✓	✓	✓	Moderate			
5. Obtain Fishery Control Officer status from MCM to for field staff to enforce Marine Living Resource Act regulations	✓	✓	✓	✓	✓	High			
6. Maintain and collate information on all incidents to enable effective deployment of enforcement and compliance resources and capacity	✓	✓	✓	✓	✓	High	Incident database		
7. Institute discussions with communities regarding access to the Reserve and individual responsibilities inside the Reserve	✓	✓				Moderate			

KRA2: BIODIVERSITY AND HERITAGE RESOURCES									
GOAL: To promote the long-term extension and conservation, rehabilitation and restoration of the Reserve's biodiversity, scenic, historic and cultural features, and to minimize operational impacts on the environment									
OBJECTIVE 4: To re-establish, manage and maintain populations of locally indigenous faunal species which historically occurred in the Reserve									
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
1. Remove, where practicable, all the extra-limital species from the reserve	✓	✓	✓	✓	✓	Moderate		Number of extra-limital large and medium-sized animals/species	No large and medium-sized extra-limital species in SNR by year 5
2. Under direction of a Wildlife Management Plan and other specialist scientific and ecological advice, phase in the introduction of locally indigenous bulk grazers to the Hluleka Nature Reserve (eland, red hartebeest, oribi)			✓	✓	✓	Moderate		Bulk grazer population profiles (numbers, distribution, M:F:Juv ratios)	TBD (Wildlife Management Plan)
3. Ensure regular maintenance of the perimeter fencing to meet the requirements for a Certificate of Adequate Enclosure (CAE).	✓	✓	✓	✓	✓	High		Compliance with Certificate of Adequate Enclosure (CAE) Number of large herbivore escape incidents	100% compliance with CAE requirements 2 or less escape incidents/annum
4. Maintain the annual game census and maintain foot patrol game counts	✓	✓	✓	✓	✓	Moderate		Large and medium-size game profiles (number, distribution, M:F:Juv ratios)	TBD (Wildlife Management Plan)
5. Based on the outcomes of the annual game census, and the population profile requirements determined in the Wildlife Management Plan for the Hluleka Nature Reserve, maintain a restocking and/or culling/capture operation for medium-sized and large game			✓	✓	✓	Moderate			

KRA2: BIODIVERSITY AND HERITAGE RESOURCES								
GOAL: To promote the long-term extension and conservation, rehabilitation and restoration of the Reserve's biodiversity, scenic, historic and cultural features, and to minimize operational impacts on the environment								
OBJECTIVE 4: To re-establish, manage and maintain populations of locally indigenous faunal species which historically occurred in the Reserve								
Activities	Time Frame (years)					Priority	Key Indicators	Target for indicator
	1	2	3	4	5			
6. Monitor the impacts of the stocking rates/species identified in the Wildlife Management Plan on vegetation communities and indicator plant species and adapt these stocking rates accordingly			✓	✓	✓	Moderate	Updated Wildlife Management Plan, with complementary species plans	
8. Develop a plan and procedures that reduce the conflicts between monkeys and visitors	✓	✓	✓	✓	✓	High	Plan and procedures for managing monkey-visitor conflicts	Visitor complaints about monkeys No visitor complaints

KRA2: BIODIVERSITY AND HERITAGE RESOURCES									
GOAL: To promote the long-term extension and conservation, rehabilitation and restoration of the Reserve's biodiversity, scenic, historic and cultural features, and to minimize operational impacts on the environment.									
OBJECTIVE 5: To develop and maintain targeted collection of baseline data and focussed monitoring of components of the Hluleka Nature Reserve's biodiversity									
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
1. Implement and maintain a vegetation monitoring program as a decision-support tool for determining the carrying capacity of the large and medium-sized herbivore populations	✓	✓	✓	✓	✓	Moderate	Vegetation database	Profiles (species, structural profile, % cover) of vegetation change at fixed sites/transects over time	No target
2. Maintain and update baseline data on the biodiversity of the reserve with a focus on small mammals, birds, reptiles and amphibians	✓	✓	✓	✓	✓	Low	Biodiversity database		

KRA2: BIODIVERSITY AND HERITAGE RESOURCES									
GOAL: To promote the long-term extension and conservation, rehabilitation and restoration of the Reserve's biodiversity, scenic, historic and cultural features, and to minimize operational impacts on the environment.									
OBJECTIVE 6 To effectively manage the heritage resources of the Hluleka Nature Reserve									
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
1. Determine heritage status of the stone house that currently serves as the administration block , and ensure no further degradation of sites			✓			Low	Heritage status report		
2. In conjunction with neighbouring communities, determine other cultural/heritage/historical values associated with the Hluleka Nature Reserve and the surrounding area				✓	✓	Low	Heritage assessment report and heritage resource database and map.		
3. Strengthen the linkages of the Hluleka Nature Reserve to local and regional heritage management projects and tourism routes			✓	✓	✓	Low		Number of visits to the Reserve as part of a heritage route	No Target

KRA2: BIODIVERSITY AND HERITAGE RESOURCES									
GOAL: To promote the long-term extension and conservation, rehabilitation and restoration of the Reserve's biodiversity, scenic, historic and cultural features, and to minimize operational impacts on the environment.									
OBJECTIVE 7: To manage the impacts of reserve management and promote the use of sustainable technologies									
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
1. Undertake an audit of the significant environmental impacts in the Hluleka Nature Reserve that are regulated by the legislative framework		✓	✓			Moderate	Audit of impacts		
2. 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
3. Introduce sustainable technology (e.g. energy efficient architectural design, low wattage lighting, dual flush toilets, solar power, waterless urinals, low flow shower heads, removal of baths, bio-technology for waste treatment, etc) into new and existing reserve facilities and services, where cost-effective	✓	✓	✓	✓	✓	Low		Water (litres) and energy (Kw) usage	Reduction in energy and water usage TBD by year 5.
4. Close and rehabilitate solid waste dump site and remove all solid waste from Hluleka Nature Reserve to municipal dump sites	✓					High	Accumulated solid waste removed	Unlicensed dump site inside Reserve	No accumulated solid waste on site
5. Evaluate feasibility of replacing road bridge for access road over the Hluleka River			✓	✓	✓	Low	Feasibility study		

KRA2: BIODIVERSITY AND HERITAGE RESOURCES									
GOAL: To promote the long-term extension and conservation, rehabilitation and restoration of the Reserve's biodiversity, scenic, historic and cultural features, and to minimize operational impacts on the environment.									
OBJECTIVE 8 To rehabilitate and restore degraded areas in the Reserve, and maintain a follow-up program									
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
1. Identify, map and prioritise sites that require rehabilitation and restoration		✓	✓	✓	✓	Moderate	Map of areas requiring restoration		
1. Develop site specific rehabilitation plans in line with priorities, with a focus on the erosion donga next to the hiking hut			✓	✓	✓	Moderate	Rehabilitation and restoration programs	Number and extent of sites rehabilitated or restored	All sites rehabilitated or restored
2. Remove all old building material from the demolished visitor accommodation and relocate required material to the staff quarters.	✓					High		Amount of visible scrap building material	All building material removed by year 2
3. Remove old building material from demolished hiking huts			✓	✓	✓	Low			
4. Undertake rehabilitation in line with priorities, available manpower, and resources and maintain a follow-up program			✓	✓	✓	Moderate		Areal extent (ha) of sites rehabilitated or restored	TBD (with development of subsidiary plans)
5. Maintain records of all rehabilitation activities - areas, nature and extent of the problem, the date and nature of rehabilitation, follow-up activities, and the success of the rehabilitation program			✓	✓	✓	Moderate			

3.3 KRA3: 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*. Relevant interventions defined to achieve this goal and objective are: *i) Make it possible for communities and stakeholders to participate in management processes; ii) Develop co-management arrangements to ensure biodiversity sustainability; iii) Build an image that brands the organisation as one that conserves biodiversity through involvement of people.*

The medium-term focus for the **cooperative governance** component of this KRA is: i) The establishment of a co-management committee and ii) The improvement of relationships with local, provincial and national public bodies and institutions

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

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

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

The medium-term focus for the **commercialisation** component of this KRA is: i) Explore the feasibility of concessioning some of the tourism related opportunities of the Reserve

KRA 3: STAKEHOLDER INVOLVEMENT AND PARTNERSHIPS									
GOAL: To establish and nurture co-operative, collaborative and mutually beneficial relationships with stakeholders to ensure the long-term sustainability of the Hluleka Nature Reserve.									
OBJECTIVE 1: To establish and maintain a co-management structure to support and direct the strategic management of the Reserve									
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
1. Establish a co-management committee (distinct from the current Land and Development Trusts) as an institutional mechanism for the cooperative governance of the Hluleka Nature Reserve	✓	✓				High			
2. Identify primary and secondary stakeholders and recruit constituency representation on this co-management committee	✓	✓				High	Stakeholder list	Representation on community forum	All key stakeholder groups represented on community forum
3. Establish formal terms of reference (TOR), and clarify institutional functioning for the co-management committee		✓	✓			High	Terms of Reference		
4. Provide logistical and resource support to the functioning of the co-management committee	✓	✓	✓	✓	✓	High		Minutes of community forum meetings	At least two community forum meetings a year.

KRA 3: STAKEHOLDER INVOLVEMENT AND PARTNERSHIPS									
GOAL: To establish and nurture co-operative, collaborative and mutually beneficial relationships with stakeholders to ensure the long-term sustainability of the Hluleka Nature Reserve.									
OBJECTIVE 2: Develop and maintain effective mechanisms for on-going communication with local stakeholders									
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
1. Develop, participate in and maintain discussion forums with key public agencies, authorities, landowners and bodies (e.g. local and district municipalities, DWAF, traditional authorities, Hluleka Land and Development Trust) to address issues of mutual concern	✓	✓	✓	✓	✓	Moderate		Minutes of key meetings	At least 5 meetings a year
2. Appoint a full time community liaison officer to maintain communications, on a regular basis (bi-monthly) with the neighbouring communities and other key stakeholders		✓	✓	✓	✓	High	Community liaison officer.		

KRA 3: STAKEHOLDER INVOLVEMENT AND PARTNERSHIPS									
GOAL: To establish and nurture co-operative, collaborative and mutually beneficial relationships with stakeholders to ensure the long-term sustainability of the Hluleka Nature Reserve.									
OBJECTIVE 3: To identify potential benefits (employment, empowerment and capacity building opportunities) that can be derived from the Reserve and all its activities, for the immediately adjacent local communities. To promote access to these on an equitable basis.									
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
1. Define the target communities living immediately adjacent to the Hluleka Nature Reserve that will benefit from employment, empowerment and capacity building.	✓					High	Map of targeted local communities		

KRA 3: STAKEHOLDER INVOLVEMENT AND PARTNERSHIPS									
GOAL: To establish and nurture co-operative, collaborative and mutually beneficial relationships with stakeholders to ensure the long-term sustainability of the Hluleka Nature Reserve.									
OBJECTIVE 3: To identify potential benefits (employment, empowerment and capacity building opportunities) that can be derived from the Reserve and all its activities, for the immediately adjacent local communities. To promote access to these on an equitable basis.									
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
2. 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			
3. 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 per annum	At least 1000 work days per annum created
4. Identify and establish a dedicated site near the administration block for the sale of curios and crafts by local communities	✓					High			
5. Actively source funding support for Reserve-based activities that could provide employment opportunities to local communities such as: Working for Water and DEAT Poverty Relief funding	✓	✓	✓	✓	✓	High		Additional income raised from DEAT/DWAF programs	TBD
6. In conjunction with local communities, develop a nursery for indigenous plants used by local communities			✓	✓	✓	Low		Level of use of forest products	50% reduction in illegal harvesting of forest products by year 5
7. Develop a framework for community empowerment in any nature-based tourism concessioning process for the Hluleka Nature Reserve			✓	✓	✓	Low		Income generated to targeted communities from concessions	No target for first 5 years

KRA 3: STAKEHOLDER INVOLVEMENT AND PARTNERSHIPS									
GOAL: To establish and nurture co-operative, collaborative and mutually beneficial relationships with stakeholders to ensure the long-term sustainability of the Hluleka Nature Reserve.									
OBJECTIVE 3: To identify potential benefits (employment, empowerment and capacity building opportunities) that can be derived from the Reserve and all its activities, for the immediately adjacent local communities. To promote access to these on an equitable basis.									
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
8. Investigate the feasibility (legal, institutional and cost-effectiveness) of implementing a community levy on visitor services and facilities in the Hluleka Nature Reserve	✓	✓	✓	✓	✓	Low	Feasibility assessment		

KRA 3: STAKEHOLDER INVOLVEMENT AND PARTNERSHIPS									
GOAL: To establish and nurture co-operative, collaborative and mutually beneficial relationships with stakeholders to ensure the long-term sustainability of the Hluleka Nature Reserve.									
OBJECTIVE 4: Facilitate controlled access to the reserve for special use groups and local communities									
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
1. Provide, on request, controlled access to recognised cultural/religious sites and non-destructive or non-consumptive cultural/religious practices.	✓	✓	✓	✓	✓	Low			
2. Develop, and implement, mechanisms for subsidised entry for local community user and interest groups		✓				Low			
3. Facilitate controlled access to external institutions undertaking relevant research and monitoring programs within the Hluleka Nature Reserve	✓	✓	✓	✓	✓	Low		Number of external research or monitoring programmes	Two research or monitoring programmes per year

3.4 KRA4: Infrastructure and Equipment

This KRA relates mainly to Strategic Goal 9: *Excellence in Nature-Based Tourism Delivery* of the ECPB's Strategic Plan, but also to Strategic Goal 1: *Best Practice Bio-Diversity and Cultural Resource Conservation*. More specifically, the KRA responds to the strategic objectives: *Achieve excellence in nature based tourism; Position the ECPB as the number one nature-based tourism destination in South Africa within the next five years and Establish effective measures to conserve all elements of biodiversity in the Eastern Cape by 2010*. Relevant interventions defined to achieve this goal and objectives are: *i) Address infrastructure, facility and service standards to ensure delivery against expectations; ii) Implement Special Projects (Infrastructure)*.

The medium-term focus for the **infrastructure** component of this KRA is: i) The demolition of old overnight accommodation; ii) The construction of new overnight accommodation; iii) The upgrade and maintenance of aspects of the water, waste management and power bulk infrastructure; iv) The upgrade and maintenance of the roads, bridges, drainage, and management tracks within the Reserve; v) The upgrade and maintenance of staff housing, vi) The revision and improvement of directional, informational and interpretive signage system inside and outside the Hluleka Nature Reserve; v) The upgrade and maintenance of day visitor infrastructure; vi) The mapping and upgrading of hiking trails and associated infrastructure vii) The upgrading and maintenance of administrative buildings and store rooms viii) The development of an education and multipurpose centre ix) the upgrade and maintenance of the main gate and associated infrastructure

The medium-term focus for the **equipment** component of this KRA is: i) The supply and maintenance of environmentally friendly pumps and filtration systems; ii) The supply and maintenance of solar power and generator equipment; iii) The acquisition, replacement and maintenance of reserve vehicles, with a focus on a tractor and trailer; iv) The supply and maintenance of additional firefighting equipment; v) The supply and maintenance of operations equipment for field staff; vi) The upgrade and maintenance of telecommunications and computer equipment

KRA 4: INFRASTRUCTURE AND EQUIPMENT									
GOAL: To ensure the provision, installation, development, and maintenance of adequate and appropriate reserve infrastructure and equipment that supports effective conservation management and provision of visitor facilities and services.									
OBJECTIVE 1: Upgrade and maintain the road and trails system in the Reserve									
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
1. Rehabilitate and maintain the management roads/tracks through the Reserve.	✓	✓	✓	✓	✓	High	Schedule of road repair and maintenance requirements with specifications	Length (km) of road upgraded/maintained	At least 2 km per annum upgraded/maintained
2. Upgrade and maintain the road from the main gate to the chalets and administration block with a focus on reducing siltation of the Hluleka estuary by surfacing, and channeling run-off		✓	✓	✓	✓	Moderate		Road induced siltation of the estuary	No siltation by year 5
3. Upgrade and enlarge the beach parking area for visitors, with a focus on clearing exotic bamboos to enlarge parking area		✓	✓	✓	✓	Moderate			
4. Upgrade and maintain the road to the northern management gates	✓	✓	✓	✓	✓	Moderate			
5. Evaluate the feasibility of constructing a road or upgrading an existing track to access the Mnenu estuary and the beach at the north eastern end of the Reserve			✓	✓	✓	Moderate	Feasibility study		

KRA 4: INFRASTRUCTURE AND EQUIPMENT									
GOAL: To ensure the provision, installation, development, and maintenance of adequate and appropriate reserve infrastructure and equipment that supports effective conservation management and provision of visitor facilities and services.									
OBJECTIVE 2: Construct, upgrade and maintain overnight visitor and day visitor buildings and infrastructure									
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
1. Determine minimum standards for the provision of staff, day visitor and overnight visitor infrastructure	✓	✓				High	Minimum standards		
2. Undertake rebuilding of chalets under guidance of a tourism development Master Plan. Maintain all day visitor and overnight visitor buildings and infrastructure to meet these minimum standards and any other legal requirements	✓	✓	✓	✓	✓	High	Tourism development Master Plan.		
3. Upgrade existing day visitor site (e.g. Lapa, braai), and build ablution block to service day visitors		✓				Moderate			
4. Complete construction of new hiking trail huts	✓					Moderate	New trail hut		
5. Construct Education and multi-purpose centre in line with EIA recommendations using available DEAET funding		✓	✓	✓	✓	Moderate			
6. Assess the feasibility (financial and environmental) of developing inland and beach campsites in the Reserve (see CDF)		✓	✓	✓	✓	Moderate	Feasibility study		
7. Assess the feasibility (financial and environmental) of developing a low impact tented camp at Mneni River mouth		✓	✓	✓	✓	Low	Feasibility study		

KRA 4: INFRASTRUCTURE AND EQUIPMENT									
GOAL: To ensure the provision, installation, development, and maintenance of adequate and appropriate reserve infrastructure and equipment that supports effective conservation management and provision of visitor facilities and services.									
OBJECTIVE 3: Upgrade and maintain the Reserves bulk services infrastructure									
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
1. Determine minimum standards for the supply and maintenance of reserve bulk infrastructure	✓	✓	✓				Minimum standards	TBD (Minimum Standards)	TBD (Minimum standards)
2. Evaluate existing and future sewage disposal facilities with regard to proposed new visitor accommodation requirements. Upgrade or revise as necessary.	✓	✓	✓	✓	✓	High	Sewage disposal master plan	Sewage related environmental impacts	No sewage related environmental impacts
3. Regularise with Ngqeleni municipality a schedule for the removal of solid waste from the Reserve. Obtain agreement with municipality to remove accumulated solid waste. . Obtain DWAF approval for selected waste disposal site. Rehabilitate existing dump site	✓	✓	✓	✓	✓	High	Solid waste management plan	Waste management procedures that comply with Integrated Pollution and Waste Management Policy requirements	Waste disposal procedures that meets DWAF Minimum Requirements
4. Complete an audit to evaluate the conformance with DWAF requirements of existing waste water disposal facilities, and likely future requirements (as outlined in CDF and new tourism developments). Upgrade as required.		✓	✓	✓	✓	Moderate	Manual of waste water disposal routes	Conformance with DWAF requirements	100% conformance
5. Evaluate, upgrade and maintain water pump, pipes reservoir and water storage facilities in line with likely future requirements for new tourism developments.	✓	✓	✓	✓	✓	High	Water requirements plan	Supply Interruptions / low pressure in water supply	No interruptions/low pressure in water supply
6. Renew and maintain water purification system	✓	✓	✓	✓	✓	High			
6. Upgrade the water reticulation system within the Reserve, or replace if necessary		✓	✓	✓	✓	Moderate	Upgraded water reticulation system	Interruptions/low pressure in water supply	No interruptions/low pressure in water supply
7. Evaluate minimum acceptable standards for Reserve power supply requirements for management, and proposed tourism developments.	✓	✓	✓			High	Power supply plan	Reported electrical faults	No faults reported

KRA 4: INFRASTRUCTURE AND EQUIPMENT									
GOAL: To ensure the provision, installation, development, and maintenance of adequate and appropriate reserve infrastructure and equipment that supports effective conservation management and provision of visitor facilities and services.									
OBJECTIVE 3: Upgrade and maintain the Reserves bulk services infrastructure									
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
Prioritise and carry out required power supply developments and upgrades to minimum acceptable standards. Address issues of theft of solar panels									
8. Adequately maintain all the reserve bulk infrastructure to meet minimum standards and any other legal requirements.	✓	✓	✓	✓	✓	High	Minimum standards	TBD (Minimum Standards)	TBD (Minimum Standards)

KRA 4: INFRASTRUCTURE AND EQUIPMENT									
GOAL: To ensure the provision, installation, development, and maintenance of adequate and appropriate reserve infrastructure and equipment that supports effective conservation management and provision of visitor facilities and services.									
OBJECTIVE 4: Construct, upgrade and maintain reserve staff houses, gates, store rooms and administrative buildings									
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
1. Determine minimum standards for the quality of Reserve staff housing, gates, operations infrastructure and administrative buildings.	✓	✓				High	Minimum standards	TBD (Minimum Standards)	TBD (Minimum standards)
2. Complete construction to minimum standards of new staff quarters, using material from demolished visitor accommodation.	✓	✓				High			

KRA 4: INFRASTRUCTURE AND EQUIPMENT										
GOAL: To ensure the provision, installation, development, and maintenance of adequate and appropriate reserve infrastructure and equipment that supports effective conservation management and provision of visitor facilities and services.										
OBJECTIVE 4: Construct, upgrade and maintain reserve staff houses, gates, store rooms and administrative buildings										
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator	
	1	2	3	4	5					
3. Upgrade entrance/control gate infrastructure and construct associated ablution facilities under guidance of an EMP.		✓	✓			High				
4. Upgrade administration area and develop an information centre.		✓	✓			Moderate				
5. Undertake financial and administrative arrangements to acquire extra and functional telephone lines for internet access and efficient reserve administration.	✓	✓				High		Internet capability	All Administrative staff with IT capability	
6. Maintain all the reserve buildings and infrastructure to meet minimum standards and any other legal requirements	✓	✓	✓	✓	✓	High				Minimum
7. Demolish unused infrastructure (e.g. old staff quarters, old hiking huts) and rehabilitate areas.			✓	✓	✓	Low				

KRA 4: INFRASTRUCTURE AND EQUIPMENT									
GOAL: To ensure the provision, installation, development, and maintenance of adequate and appropriate reserve infrastructure and equipment that supports effective conservation management and provision of visitor facilities and services.									
OBJECTIVE 5: Acquire and maintain appropriate equipment that meets the requirements for effective management and planned tourism developments									
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
1. Acquire and maintain fire arms, binoculars, radios and other gear necessary for enforcement operations	✓	✓	✓	✓	✓	High	Effective operations gear	Number of incidences of poaching	75% reduction in poaching incidence by year 5
2. Acquire extra "bakkie sakkie", backpack sprays and other necessary fire fighting gear.	✓					High	Effective fire fighting gear	Number of uncontrolled fires	75% reduction in uncontrolled fires by year 4
3. Acquire tractor and 5 ton trailer for road maintenance.		✓	✓	✓	✓	Moderate			
4. Acquire motors for Caterpillar generators									
5. Maintain all reserve vehicles and equipment according to the manufacturers specifications and maintenance cycles	✓	✓	✓	✓	✓	High		Spot check conformance	100% conformance
6. Replace all vehicles and equipment as required	✓	✓	✓	✓	✓	High			

3.5 KRA5: Visitor Services and Facilities

This KRA relates mainly to Strategic Goal 9: *Excellence in Nature-Based Tourism Delivery* of the ECPB's Strategic Plan, but also to Strategic Goal 2: *Linking People and Parks*. More specifically, the KRA responds to the strategic objectives: *Achieve excellence in nature based tourism and Position the ECPB as the number one nature-based tourism destination in South Africa within the next five years*. Relevant interventions defined to achieve this goal and objectives are i) *Establish a culture in which ECPB staff and neighbors treat Reserve visitors as valued guests; ii) Carry out a detailed market analysis; iii) Formulate a marketing plan; iv) Develop a budget through which the ECPB image can be built and sustained; iii) Increase revenue from eco-tourism; iv) Improve service delivery to customers and stakeholders*

The short and medium-term focus for the **tourism and recreation** component of this KRA is: i) The development of a range of adventure activities; ii) The marketing of tourism and recreational services and facilities; ii) The training of community members for the effective delivery of various tourism related services: iv) The development, mapping and rehabilitation of the hiking trails; v) The development and upgrade of day visitor facilities; vi) The development of a craft display area.; vii) The maintenance of key information on visitor profiles and their needs.

The medium-term 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

KRA 5: VISITOR SERVICES AND FACILITIES									
GOAL: To effectively market, provide, and maintain a unique experience and good service and facilities to all users of, and visitors to, the Hluleka Nature Reserve.									
OBJECTIVE 1: Provide a range of adventure, educational and recreational products in the Reserve									
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
1. Develop minimum standards for the provision of Reserve visitor facilities and services	✓	✓				High	Minimum standards profile	TBD	TBD
2. Upgrade, and maintain, all existing reserve facilities and services to meet the minimum standards	✓	✓	✓	✓	✓	High		Visitor satisfaction and complaints	No Visitor complaints
3. Map, clear, upgrade and maintain existing hiking trails. Where required, close and rehabilitate erodible trails. Where appropriate, design, clear and maintain new hiking trails. Produce visitor map of trails.		✓	✓	✓		Moderate	Map of rationalised hiking trail network		
4. Develop a craft display and sale area in the vicinity of the administration block	✓					High			
5. Assess the feasibility of establishing Mountain Bike trails using the existing management track network			✓	✓	✓	Moderate	Feasibility study		
6. Establish horse riding trails using community guides and horses	✓	✓	✓			Moderate			
7. Establish guided day and night drives for day and overnight visitors		✓	✓			Moderate			
8. Develop canoeing trails on Mnenu and Hluleka estuaries and rivers		✓	✓	✓		Moderate			
9. Provide directional and informational signage for all trails	✓	✓	✓	✓	✓	Moderate			
10. Assess feasibility of establishing guided boating, sight seeing and fly fishing trips to Mtakatye estuary			✓	✓	✓	Low	Feasibility study		
11. Support opportunities for the development of other approved recreational activities in the Reserve	✓	✓	✓	✓	✓	Low			

KRA 5: VISITOR SERVICES AND FACILITIES									
GOAL: To effectively market, provide, and maintain a unique experience and good service and facilities to all users of, and visitors to, the Hluleka Nature Reserve.									
OBJECTIVE 1: Provide a range of adventure, educational and recreational products in the Reserve									
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
12. Support capacity building programs for local communities to provide visitor services in the Reserve (Guides, birding, boating, horses etc)	✓	✓	✓	✓	✓	High		Local tourism service providers/guides	60% of tourism services provided by locals by year 5
13. Source external funding for development of adventure, educational and recreational products in the Reserve	✓	✓	✓	✓	✓	Moderate	Range of Activities	Number and profile of activities available	5 different recreational activities available by year 5

KRA 5: VISITOR SERVICES AND FACILITIES									
GOAL: To effectively market, provide, and maintain a unique experience and good service and facilities to all users of, and visitors to, the Hluleka Nature Reserve.									
OBJECTIVE 2: Maintain information on the profile and needs of the Reserve visitors									
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
1. 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 ECPB format	✓	✓	✓	✓	✓	High	Visitor/user profile database		
2. Conduct extensive 2-yearly opinion surveys to assess the level of dissatisfaction and needs of the visitors/users	✓		✓		✓	Moderate	Visitor/user survey		

KRA 5: VISITOR SERVICES AND FACILITIES									
GOAL: To effectively market, provide, and maintain a unique experience and good service and facilities to all users of, and visitors to, the Hluleka Nature Reserve.									
OBJECTIVE 2: Maintain information on the profile and needs of the Reserve visitors									
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
3. 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		

KRA 5: VISITOR SERVICES AND FACILITIES									
GOAL: To effectively market, provide, and maintain a unique experience and good service and facilities to all users of, and visitors to, the Hluleka Nature Reserve.									
OBJECTIVE 3: Ensure visitor safety									
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
1. Provide adequate security arrangements for visitors to Reserve	✓	✓	✓	✓	✓	High	Reserve Safety guidelines contained in marketing materials and visitor information material	Number of reported crime and accident incidents	No crime and accident incidents involving Reserve staff and visitors
2. Provide adequate information to visitors and users to reduce opportunities for crime and possibilities of injury, particularly with regard to monkey-visitor interactions	✓	✓	✓	✓	✓	High			
3. Establish collaborative relationships with local policing	✓	✓	✓	✓	✓	Moderate			

KRA5: VISITOR SERVICES AND FACILITIES									
GOAL: To effectively market, provide, and maintain a unique experience and good service and facilities to all users of, and visitors to, the Hluleka Nature Reserve.									
OBJECTIVE 4: To manage visitor and user activities to reduce the environmental impacts of such activities									
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
1. Train Reserve visitor management staff to effectively control and assist visitors to the Reserve	✓	✓	✓	✓	✓	High		Number of visitor infringements of Reserve regulations	Zero infringements
2. Provide adequate visitor information and signage		✓	✓	✓	✓	Moderate			
3. Identify, monitor and manage impacts of different visitor uses	✓	✓	✓	✓	✓	Moderate			

KRA5: VISITOR SERVICES AND FACILITIES									
GOAL: To effectively market, provide, and maintain a unique experience and good service and facilities to all users of, and visitors to, the Hluleka Nature Reserve.									
OBJECTIVE 5: To release commercial opportunities for the development and provision of tourist infrastructure, services and facilities									
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
1. 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 or concession agreements	Number of contractual disputes	No contractual disputes

KRA5: VISITOR SERVICES AND FACILITIES									
GOAL: To effectively market, provide, and maintain a unique experience and good service and facilities to all users of, and visitors to, the Hluleka Nature Reserve.									
OBJECTIVE 5: To release commercial opportunities for the development and provision of tourist infrastructure, services and facilities									
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
2. Support entrepreneurial opportunities for local communities to participate in the provision and management of tourist services and facilities	✓	✓	✓	✓	✓	High			

KRA5: VISITOR SERVICES AND FACILITIES									
GOAL: To effectively market, provide, and maintain a unique experience and good service and facilities to all users of, and visitors to, the Hluleka Nature Reserve.									
OBJECTIVE 6: To actively and effectively market the Reserve and its resources and services									
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
1. Conduct training for Reserve staff in basic requirements for hospitality industry (including courtesy, provision of information, administrative efficiency) to ensure a professional image is maintained.	✓	✓	✓	✓	✓	High	Marketing and communication strategy	Number and profile of marketing initiatives	Sustained increase in visitor numbers of 15% per year over 5 years
2. Develop and implement a marketing plan for the region, the Reserve, and its products	✓	✓	✓	✓	✓	High			
3. Develop a visitor information centre near the Administration block			✓	✓	✓	Low			

VISITOR SERVICES AND FACILITIES									
To effectively market, provide, and maintain a unique experience and good service and facilities to all users of, and visitors to, the Hluleka Nature Reserve.									
OBJECTIVE 6: To actively and effectively market the Reserve and its resources and services									
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
4. Develop and distribute an updated information booklet/ guide for the Reserve and surrounding area			✓	✓	✓	Moderate			
5. Develop and maintain mutually beneficial partnerships with regional marketing and tourism initiatives (eg East Cape Tourism Board, Wild Coast Meander, Port St Johns Tourism Board).	✓	✓	✓	✓	✓	Moderate			

3.6 KRA6: Reserve Administration

This KRA relates to several of the goals of ECPBs Strategic Plan:- Strategic Goal 3: *Development of a focused and structured organization, Strategic Goal 5: Development of approved policies, procedures and systems*, and Strategic Goal 8: *Achievement of financial sustainability*. More specifically, the KRA responds to the following strategic objectives: Ensure that ECPB has a multi-disciplinary team by 2008; Ensure that ECPB has a coherent team and a safe working environment; Put in place approved policies, procedures and systems that are necessary for proper functioning of ECPB by 2006; Identify relevant legislation and implement measures to ensure compliance; and Secure funding from other sources for non-core conservation operations by 2009. Relevant interventions defined to achieve these goals and objectives are i) *Determine the organisation's requirements in terms of skills, expertise and competencies*; ii) *Develop and implement procurement policy guidelines that will meet the needs of the ECPB* iii) *Implement a training and development programme where employees have the potential to meet ECPB's requirements*; iv) *Implement performance management systems to measure, review, reward and apply corrective measures*; v) *Implement a transparent, effective and efficient financial management system*; vi) *Develop and implement recruitment and placement guidelines that will provide the required human resource capacity for the ECPB*; vii) *Develop and implement procurement policy guidelines that will fulfill the needs of the ECPB*;

viii) *Implement a health and safety programme ix) Develop and implement an industrial relations strategy that will lead to constructive relationships with labour.*

The short to medium-term focus for the **administration and financing** component of this KRA is: i) The improvement of the financial management and accountability of the reserve; ii) The development of additional sustainable income from the resources of the Reserve.

The medium-term focus for the **human resource component** of this KRA is: i) To establish a full staff complement to ensure effective reserve management; ii) The training and capacity building of the staff complement.

KRA6: RESERVE ADMINISTRATION									
GOAL: To develop the administrative capacity, human resources, and financial resources to support the implementation of the Reserve's strategic management plan and to meet the required legal responsibilities.									
OBJECTIVE 1: To improve the financial management and accountability of the Hluleka Nature Reserve.									
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
1. Prepare an accurate and realistic annual operational and capital budget for Hluleka Nature Reserve, in an Annual Plan of Operations (APO) that is in line with the SMP objectives and that meets ECPB financial management procedures	✓	✓	✓	✓	✓	High	Approved capital and operational budget		
2. Implement the ECPB financial management procedures and provide ongoing inputs to streamlining these procedures	✓	✓	✓	✓	✓	High	1. Audited financial statements 2. Monthly budget reports	Conformance with financial management procedures Number of queries raised by auditors	100% Conformance No queries
3. Ensure implementation of ECPB procurement policy	✓	✓	✓	✓	✓	High		Conformance with procurement procedures	100% Conformance

KRA6: RESERVE ADMINISTRATION									
GOAL: To develop the administrative capacity, human resources, and financial resources to support the implementation of the Reserve's strategic management plan and to meet the required legal responsibilities.									
OBJECTIVE 1: To improve the financial management and accountability of the Hluleka Nature Reserve.									
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
4. Provide relevant financial information to field management to achieve conformance with approved budgets	✓	✓	✓	✓	✓	Moderate			
5. Maintain an up to date asset register for Hluleka Nature Reserve	✓	✓	✓	✓	✓	Moderate	Asset register	Updated asset register	Updates every year
6. Outsource management functions where this is most cost-effective	✓	✓	✓	✓	✓	Moderate		Number, and profile of outsourced reserve functions	No Target

KRA6: RESERVE ADMINISTRATION									
GOAL: To develop the administrative capacity, human resources, and financial resources to support the implementation of the Reserve's strategic management plan and to meet the required legal responsibilities.									
OBJECTIVE 2: To develop additional sustainable income for the Hluleka Nature Reserve									
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
1. Identify and implement mechanisms and practices that reduce expenditure by improving efficiency	✓	✓	✓	✓	✓	High	Decreased Reserve expenditure	Human Resource costs as % of budget	HR costs <60% of total operating budget

KRA6: RESERVE ADMINISTRATION									
GOAL: To develop the administrative capacity, human resources, and financial resources to support the implementation of the Reserve's strategic management plan and to meet the required legal responsibilities.									
OBJECTIVE 2: To develop additional sustainable income for the Hluleka Nature Reserve									
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
2. Optimise the income streams from reserve-based developments, facilities and services.	✓	✓	✓	✓	✓	High	Increased Reserve income	Internally generated Income (Rand/annum) Profit/Loss declared by Reserve	Income increases by a factor of 10%/annum from year 2 to year 5 Income matches operating expenditure
3. 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)	✓	✓	✓	✓	✓	Moderate	Increased Reserve income	Externally generated Income (Rand/annum)	On average R1m/annum over the 5 year term of this SMP
4. Develop and maintain relationships with funders and provide audited financial and performance reports in the required format	✓	✓	✓	✓	✓	Moderate	Audited financial and performance reports		

KRA6: RESERVE ADMINISTRATION									
GOAL: To develop the administrative capacity, human resources, and financial resources to support the implementation of the Reserve's strategic management plan and to meet the required legal responsibilities.									
OBJECTIVE 3: To maintain a properly trained staff complement in the Hluleka Nature Reserve to ensure effective implementation of the SMP									
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
1. Design and establish an effective staffing complement for		✓	✓	✓	✓	High	Hluleka Nature	Annual management	No duplication of

KRA6: RESERVE ADMINISTRATION									
GOAL: To develop the administrative capacity, human resources, and financial resources to support the implementation of the Reserve's strategic management plan and to meet the required legal responsibilities.									
OBJECTIVE 3: To maintain a properly trained staff complement in the Hluleka Nature Reserve to ensure effective implementation of the SMP									
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
the Hluleka Nature Reserve							Reserve organogram with job descriptions and grading	system and performance audit reports	functions across staffing complement
2. Regularly review the staff complement, job descriptions and grading of posts	✓	✓	✓	✓	✓	Moderate	Hluleka Nature Reserve organogram with job descriptions and grading	Annual management system and performance audit reports	No duplication of functions across staffing complement
3. Implement the ECPB performance appraisal system			✓	✓	✓	Moderate	Annual staff performance reports		
4. Fill key vacant posts in the approved staff complement	✓	✓	✓			High		No. of vacant posts	Any vacant post filled within 4 months
5. Identify and address training needs for reserve staff with a priority focus on financial accounting, IT and administration skills, field ranger training, hospitality training, AIDS awareness and marine resource use regulations	✓	✓	✓	✓	✓	High	Training needs analysis and training program	Annual staff performance reports Training records	TBD (based on ECPB targets)
5. Institute mechanisms for consultative decision making between ECPB head office, hospitality managers and reserve managers	✓		✓	✓	✓	High			
6. Identify employees within the Reserve with special skills and use skills most effectively	✓	✓	✓	✓	✓	Moderate			
7. Identify employees within the Reserve with potential for rapid promotion and provide them with skills development programmes to further their careers	✓	✓	✓	✓	✓	Moderate			
8. Implement the ECPB health and safety program to conform with legal requirements	✓	✓	✓	✓	✓	High	Health and Safety program	Health and safety audit	100% conformance with legal standards

KRA6: RESERVE ADMINISTRATION									
GOAL: To develop the administrative capacity, human resources, and financial resources to support the implementation of the Reserve's strategic management plan and to meet the required legal responsibilities.									
OBJECTIVE 3: To maintain a properly trained staff complement in the Hluleka Nature Reserve to ensure effective implementation of the SMP									
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
8. Integrate the reserve training needs analysis into the ECPB training program	✓	✓	✓	✓	✓	High			

3.7 KRA7: Knowledge Management

This KRA relates generally to the Strategic Goal 1: *Best Practice Bio-Diversity and Cultural Resource Conservation* of the ECPB's Strategic Plan and also to Strategic Goal 5: *Development of Policies Procedures and Systems*. More specifically, the KRA 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*. Relevant interventions defined to achieve these goals and objectives are i) *Improve the knowledge base for protected area management; ii) Implement research programs for priority conservation management issues; iii) Identify and monitor key biodiversity indicators iv) Develop, implement and monitor an Information Technology strategy that will meet current and future needs of the ECPB*

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

The medium-term focus for the **research and monitoring** component of this KRA is: i) The development of a comprehensive reserve monitoring program; ii) The identification of research priorities to address management priorities; iii) The development of collaborative relationships with research institutions and conservation agencies in neighbouring provinces (Ezemvelo KZN Wildlife, CapeNature and the Free State Department of Tourism, Economic and Environment Affairs).

The medium-term focus for the **data management** component of this KRA is: i) The design and development of coordinated, well structured reserve databases for biophysical information, socio-economic context, profile of visitor usage and information on Reserve management interventions

KRA7 : KNOWLEDGE MANAGEMENT									
GOAL: To ensure that relevant scientific research and monitoring guides the improving management of the Hluhleka Nature Reserve, and results in information that is readily accessible to managers and relevant stakeholders.									
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
1. Collate key baseline data for the reserve, including: proclaimed land; heritage resources; plant species and communities; faunal species; biological processes; resource use; invasive species; hydrology; reserve staff complement; reserve roads and tracks; municipal IDP's; research and monitoring data; and visitor infrastructure, facilities and services	✓	✓	✓	✓	✓	High	Reserve database	Number and profile of Reserve staff using databases to support decision-making	All staff with access to database
2. Maintain key baseline data for the reserve, including: visitor profiles and usage; reserve budgets; reserve assets; weather conditions; socio-economic conditions; enforcement incidents; and faunal numbers and distribution	✓	✓	✓	✓	✓	High	Reserve database	Number and profile of Reserve staff using databases to support decision-making	All staff with access to database

KRA7 : KNOWLEDGE MANAGEMENT									
GOAL: To ensure that relevant scientific research and monitoring guides the improving management of the Hluleka Nature Reserve, and results in information that is readily accessible to managers and relevant stakeholders.									
OBJECTIVE 1: 1. To collect and maintain baseline information on biodiversity, resource use, relevant socio-economic conditions and Reserve use.									
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
3. Update the Reserve State of Knowledge report every 2 years.	✓		✓			Moderate	Up to date State of Knowledge Report	SOK Report	All staff with access to SOK report

KRA7 : KNOWLEDGE MANAGEMENT									
GOAL: To ensure that relevant scientific research and monitoring guides the improving management of the Hluleka Nature Reserve, and results in information that is readily accessible to managers and relevant stakeholders.									
OBJECTIVE 2: To develop, maintain and manage basic research and monitoring programmes that support the Reserve's functioning and management									
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
1. Develop, implement, and maintain a relevant and focused research and monitoring program for the Hluleka Nature Reserve. e.g. invasive alien clearing, vegetation monitoring, game counts, resource use activities, visitor numbers and profiles, illegal activity register. Prioritise monitoring requirements and phase development and implementation of monitoring	✓	✓	✓	✓	✓	High	Research and monitoring programme	Basic research and monitoring databases developed	All databases up to date

KRA7 : KNOWLEDGE MANAGEMENT									
GOAL: To ensure that relevant scientific research and monitoring guides the improving management of the Hluleka Nature Reserve, and results in information that is readily accessible to managers and relevant stakeholders.									
OBJECTIVE 2: To develop, maintain and manage basic research and monitoring programmes that support the Reserve's functioning and management									
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
2. Implement and maintain a vegetation monitoring program as a decision-support tool for determining the carrying capacity of large and medium-sized herbivore populations	✓	✓	✓	✓	✓	Moderate	Vegetation monitoring programme	Profiles (species, structural profile, % cover) of vegetation change at fixed sites/transects over time	No Target
3. Maintain coastal forests and grasslands as a dedicated facility for researchers undertaking research and monitoring programs that align with the Hluleka Nature Reserve research and monitoring priorities	✓	✓	✓	✓	✓	Moderate	Coastal forest research	Number of coastal forest research programs	No Target
4. Actively facilitate the involvement of research institutions in the implementation of the research and monitoring program for the Hluleka Nature Reserve		✓	✓	✓	✓	High	Brochure of information sent out to research institutions	Number of research and monitoring programs undertaken by external research institutions	No Target
5. Provide support for existing, or new, external-driven monitoring and research programs, particularly long-term monitoring and research programs	✓	✓	✓	✓	✓	Moderate			

KRA7 : KNOWLEDGE MANAGEMENT									
GOAL: To ensure that relevant scientific research and monitoring guides the improving management of the Hluhleka Nature Reserve, and results in information that is readily accessible to managers and relevant stakeholders.									
OBJECTIVE 3: To ensure that inventory, research, and monitoring data required to inform management decisions are effectively captured, and accessible									
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
1. Establish and maintain a database of available Reserve information that aids decision-making	✓	✓	✓	✓	✓	Moderate	Reserve database	Staff knowledge of and ability to use database	By year 5 all staff know how to use database
2. Train relevant staff to use the database	✓	✓	✓	✓	✓	Moderate			
3. Store all information in a single locality	✓	✓	✓	✓	✓	Moderate			
4. Integrate information maintained in the database into the annual review of the SMP and AOP		✓	✓	✓	✓	High			
5. Develop and maintain a checking system that allows borrowed documents to be traced.	✓	✓	✓	✓	✓	Low			

3.8 KRA8: Education, Interpretation and Awareness

This KRA relates generally to several goals of the ECPB's Strategic Plan:- Strategic Goal 1: *Best Practice Bio-Diversity and Cultural Resource Conservation*; Strategic Goal 2: *Linking people and parks* and also Strategic Goal 4: *Building the image of the ECPB*. More specifically, the KRA responds to the strategic objectives: *Establish effective measures to conserve all elements of biodiversity in the Eastern Cape by 2010* and *Transform the relationship between reserves and neighbours from exclusion to involvement*. Relevant interventions defined to achieve these

goals and objectives are: i) *Reduce the lack of societal recognition of the economic benefits of biodiversity conservation at regional and local levels;* ii) *Address the lack of capacity in co-management arrangements;* iii) *Build the image of the organization.*

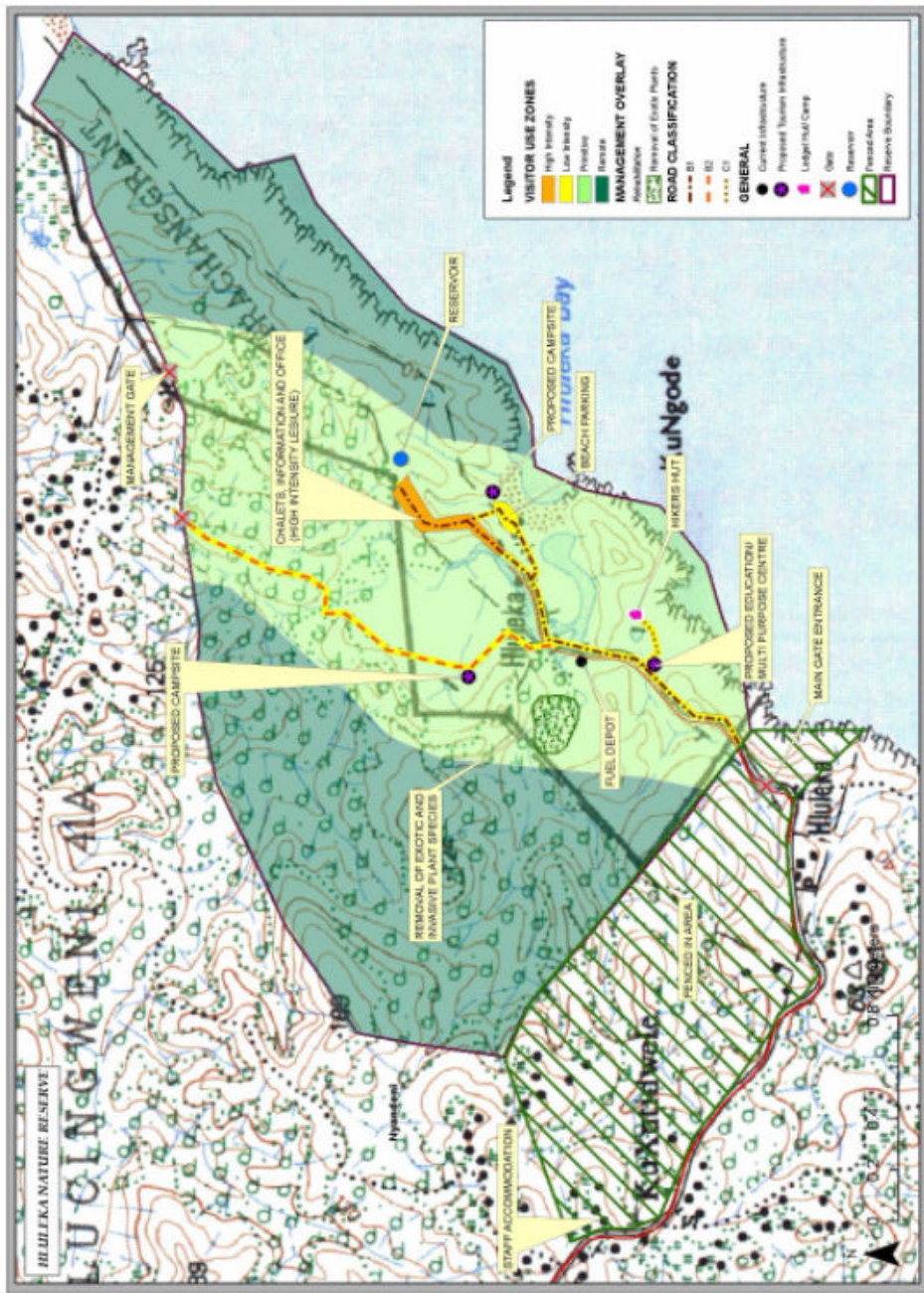
The medium term focus of the education, interpretation and awareness component of this KRA is: i) The development of a local educational and awareness strategy; ii) Sourcing and displaying easily available educational material; iii) Taking advantage of environmental and management training courses offered; iv) Establishing links with organisations that have already developed environment related educational materials; v) The establishment and maintenance of information and interpretive facilities and services; and vi) The establishment of an environmental education program.

KRA8: EDUCATION, INTERPRETATION AND AWARENESS									
GOAL: To develop education, interpretation and awareness programs, facilities and services to improve reserve visitors, users and staff awareness about the ECPB, the Reserve and conservation in general.									
OBJECTIVE 1: 1. To develop an effective environmental education and awareness programme									
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
1. Develop an education and awareness strategy for the Hluleka Nature Reserve with a focus on raising awareness in local communities of the nature and purpose of the Reserve.		✓	✓	✓	✓	Moderate	Education and Awareness Strategy	Type, profile and distribution of interpretive displays and materials	By Year 5 all tourist and staff infrastructure, facilities and services have an interpretive component
2. Actively seek out and display relevant posters and other materials (e.g. MCM and WESSA posters) in existing and new visitor and staff infrastructure, facilities and services	✓	✓	✓	✓	✓	Moderate	Poster and information displays in visitor and staff infrastructure and facilities		

KRA8: EDUCATION, INTERPRETATION AND AWARENESS									
GOAL: To develop education, interpretation and awareness programs, facilities and services to improve reserve visitors, users and staff awareness about the ECPB, the Reserve and conservation in general.									
OBJECTIVE 1: 1. To develop an effective environmental education and awareness programme									
Activities	Time Frame (years)					Priority	Key Deliverables	Key Indicators	Target for indicator
	1	2	3	4	5				
3. Develop links with environmental education networks to facilitate the development and sharing of education programmes and resources e.g. Marine Educators Network, WESSA, Rhodes Environmental Education Dept. SANParks and EKZN Wildlife, Greater St Lucia Wetland Reserve.	✓	✓	✓	✓	✓	Moderate			
4. Facilitate and/or participate in any suitable training courses relating to PA management and function	✓	✓	✓	✓	✓	Moderate			
5. Design and develop environmental education infrastructure, facilities and programs at Hluleka and link these to the existing and proposed recreational services and facilities						Low	Education centre building	Rating of functionality of building as an Education centre on a scale of 1-5 with 1 being very poor.	1. State of readiness rated 4 or higher by year 5

4 CONSERVATION DEVELOPMENT FRAMEWORK

Based on available information on the biophysical, heritage, socio-economic and land use context of the Reserve, and in consultation with the Reserve Planning Team and the Land Trust, a Conservation Development Framework (CDF) for the projected medium-term extent of the Reserve has been developed as part of this management plan. This CDF will provide an overarching spatial planning framework for the Silaka Nature Reserve and the adjacent conservation estate. The CDF indicates the extent and location of suitable visitor use zones for the Reserve, with management guidelines and broad conservation and tourism infrastructural requirements (e.g. fences, roads) designated for each use zone. Table 1 indicates the desired visitor experiences, suitable activities, appropriate infrastructural developments and management guidelines for different use zones. Table 2 provides a schedule of road classifications proposed for the Reserve. The visitor use zones, services and facilities identified in the CDF will undergo detailed local area planning prior to development implementation, as the Reserve expands and consolidates.



Map 2: Conservation Development Framework for the Huleka Nature Reserve.

GUIDE TO VISITOR USE ZONES, MANAGEMENT OVERLAYS AND ROAD CLASSIFICATIONS - EASTERN CAPE RESERVES

Note: Use Zones relate to visitor experiential qualities

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

PROVINCIAL PARK - ZONATION

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

Wilderness

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

Primitive	CHARACTERISTICS	MANAGEMENT GUIDELINES
	Provides basic self catering facilities and access to Remote Zone.	Roads or other infrastructure limited to minimum required to serve Remote zones for both recreation and management
	Access is limited to users of the facilities. Limited number of users	Minimum contact between users
	Views of human activities and development outside of the park may be visible from this zone.	
	SUSTAINABLE RESOURCE USE: Under controlled conditions	

ACTIVITIES: Guided/unguided hiking/walking tours, game drives. Vehicular access routes to park infrastructure and facilities and facilities serving the remote zones.
INTERACTION WITH OTHER USERS: Limited - access control focused on maintaining a "natural" experience for visitors.
FACILITIES: Small permanent "touch the earth lightly" camps, and hikers huts.
ADDITIONAL FACILITIES: None
SOPHISTICATION OF FACILITIES: Limited<15 beds. Basic facilities using gas/solar/fire for heating and cooking.
ACCESS: Limited and controlled mechanised access on designated routes.
ROADS: A1, B1 or C1.
AUDIBLE EQUIPMENT AND COMMUNICATION STRUCTURES: No cell phone or radio coverage/usage. Emergency communications provided.

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

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

High Intensity Leisure	CHARACTERISTICS	MANAGEMENT GUIDELINES
	High density tourist development nodes with modern amenities	Should reflect ethos and character of park.
	Accessible by motorised transport (Car/bus) on designated transport routes.	Preferable to locate high order facilities such as staff accommodation, workshops inside this zone.
	More concentrated activities than Low Intensity leisure.	Visitor and traffic management required.
	Range of infrastructure and facilities.	For administration and operational facilities - placed on periphery of the park. For tourism accommodation - placed on high potential sites.
	ACTIVITIES: Restaurants, shops, education centres, day visitor picnicking and braais, park administration and staff accommodation, tourism accommodation / lodge facilities, lodge reception and parking areas. Boating, water skiing, fishing.	

SUSTAINABLE RESOURCE USE: Not compatible
INTERACTION WITH OTHER USERS: Moderate to High
FACILITIES: Education Centres, day visitor sites, high-density camps/lodges providing tourist accommodation with modern amenities. Staff villages and administrative centres restricted to park and concessionaire staff. Cell phone coverage in camps.
Edutainment centres, swimming pools, day visitor sites (adjoining or within camp), petrol stations, restaurants.
SOPHISTICATED FACILITIES: Moderate to high-density 30-60 beds. Self catering and catered
ACCESS: Highly motorised including busses and delivery vehicles. Access could be limited or restricted to certain tourism accommodation sites. Visitor and traffic management required. Monitor visitor experience and control numbers if required.
ROADS: A1, B1 or C1.
AUDIBLE EQUIPMENT AND COMMUNICATION STRUCTURES: Cell phone coverage in vicinity of camps. Code of use for cell phones and radios required to retain relative level of solitude.

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

MANAGEMENT OVERLAY	
CHARACTERISTICS	MANAGEMENT GUIDELINES
Areas of extreme sensitivity (eg. red data and endemic species).	No-go area for visitors
Area of exceptional diversity, endemism and rarity.	No development of any kind
Can be on any scale eg a small area within a rest camp.	
ACTIVITIES: Scientific and conservation measures only	
SUSTAINABLE RESOURCE USE: Not compatible	SUSTAINABLE RESOURCE USE: Not compatible
FACILITIES: None	
ACCESS: Mainly for scientific and conservation measures, but some access for education and interpretation can be considered.	
ROADS: A1, B1, C1	

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

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

5 INSTITUTIONAL ARRANGEMENTS

5.1 Approval and Adoption of the SMP

The Regional Manager and the 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.

6 REFERENCES

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