

# EASTERN CAPE PARKS BOARD



## INTEGRATED RESERVE MANAGEMENT PLAN – STRATEGIC MANAGEMENT PLAN

### MKAMBATI NATURE RESERVE



Date Approved: 22 February 2010  
Date of Most Recent Update: 18 June 2009

Version: SMP/MNR/01

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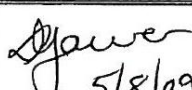
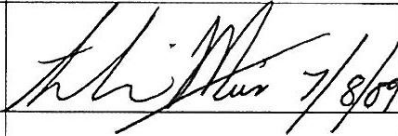

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**EASTERN CAPE PARKS BOARD**  
Integrated Reserve Management Plan - Strategic Management Plan

**MKAMBATI NATURE RESERVE**

***Final***

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## ACRONYMS

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

<b>IEMP:</b>	Integrated Environmental Management Plan
<b>KRA:</b>	Key Result Area
<b>MCM:</b>	Marine and Coastal Management
<b>MLRA:</b>	Marine Living Resources Act.
<b>MLT:</b>	Mkambati Land Trust
<b>MNR</b>	Mkambati Nature Reserve
<b>MPA:</b>	Marine Protected Area
<b>NEMA</b>	National Environmental Management Act 107 of 1998
<b>PNP:</b>	Pondoland National Park
<b>SAHRA:</b>	South African Heritage Resources Agency
<b>SANParks:</b>	South African National Parks
<b>SAPS:</b>	South African Police Service
<b>SDF:</b>	Spatial Development Framework
<b>SMMEs:</b>	Small, Micro and Medium Enterprises
<b>SMP:</b>	Strategic Management Plan
<b>TBD:</b>	To Be Decided
<b>TFCA</b>	Trans-frontier Conservation Area
<b>TOR:</b>	Terms of Reference
<b>TRACOR:</b>	Transkei Agricultural Corporation.
<b>UNDP:</b>	United Nations Development Programme

**VFFA:** Veld and Forest Fire Act

**WFW:** Working for Water Programme

**WWF:** World Wide Fund for Nature

# 1 CONTEXTUAL FRAMEWORK

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## 1.1 Location and extent of the reserve

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Mkambati Nature Reserve is situated on the coast of north-eastern Pondoland, in the Eastern Cape. It lies between Port Edward (30 km to the north east) and Port St Johns (59 km to the south west (see Figure 1). The Reserve covers an area of 7720 ha. The Reserve is part of the Pondoland Centre of Endemism, one of 235 sites identified world-wide as having important global diversity. The Reserve is thus regarded as being of regional and national conservation significance and contains an unusual combination of plant species, many of which are either rare or endemic to the area. The Mtentu River to the north, the Msikaba river in the south, and approximately 12 km of coastline in the east form the natural boundaries of the reserve. All the land surrounding the reserve is communally owned (Amadiba communities to the north, Lambasi communities to the south and Mkambati communities to the west). The only non-natural boundary is the inland fence to the west. The width of the reserve from shoreline to the fence ranges from 5,5 to 8,2 km. The adjacent shoreline between the Msikaba and Mtentu Rivers, and the ocean to the 1000 m isobath forms part of the greater Pondoland Marine Protected Area.

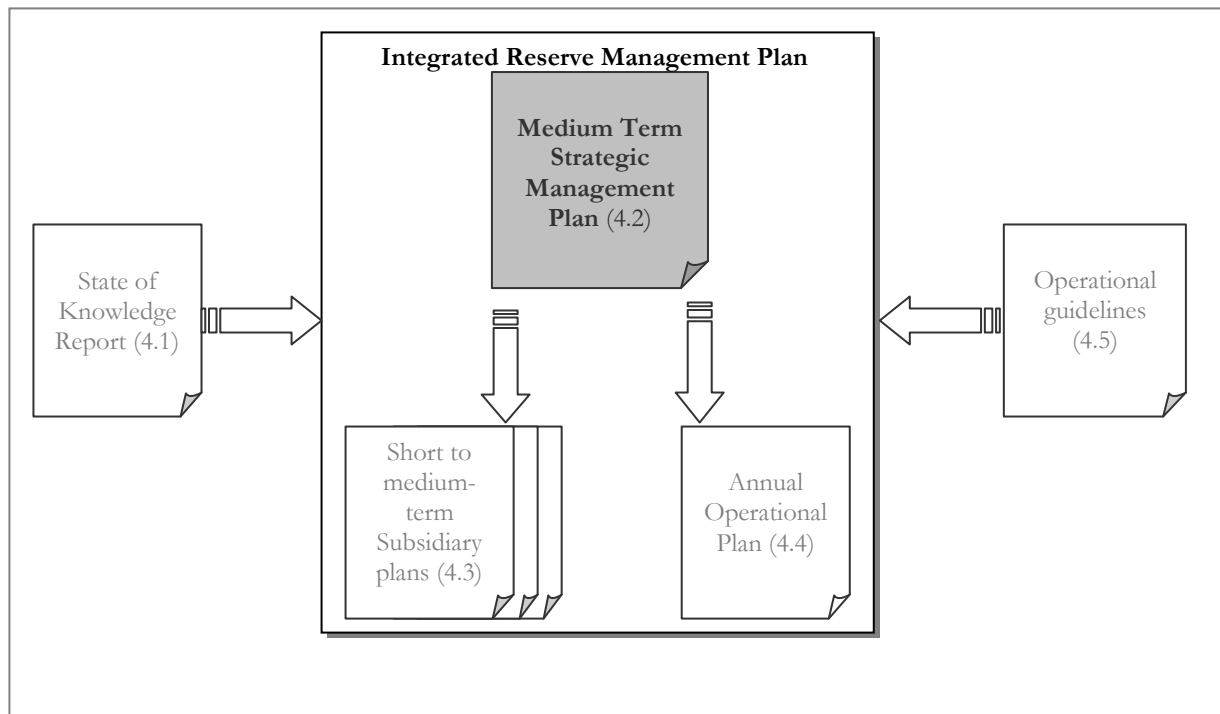
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## 1.2 Purpose of the Strategic Management Plan

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The major elements of the reserve planning process for Mkambati 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 Mkambati NR 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).

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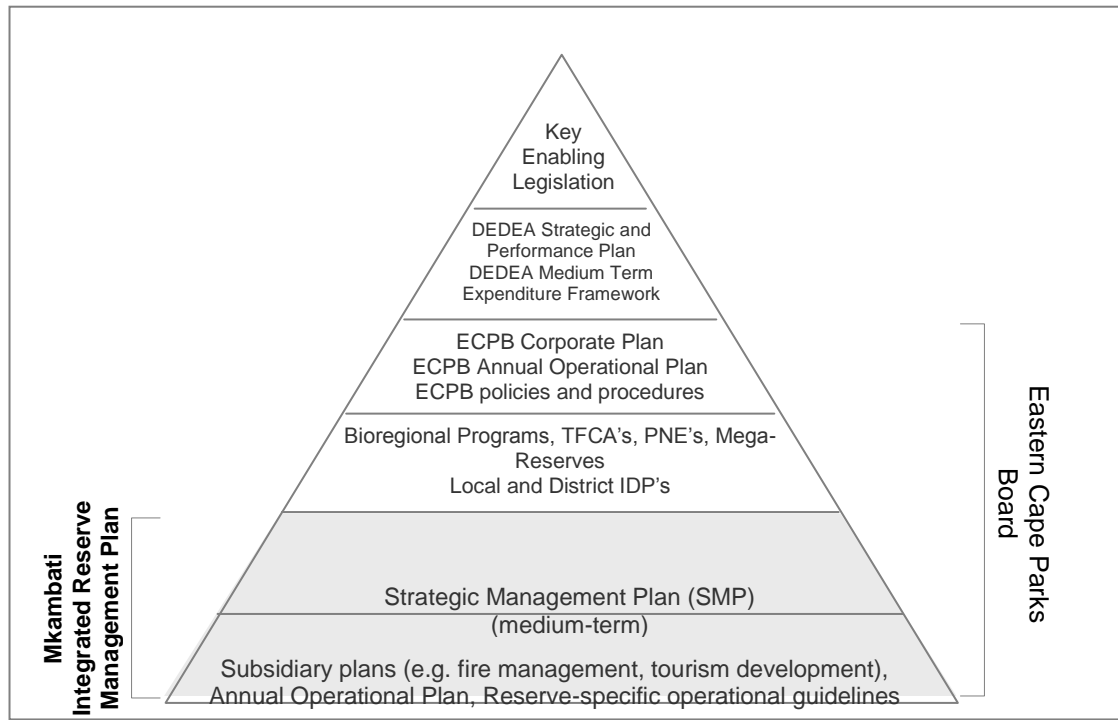


**Figure 2:** The elements of the reserve management plan

The integrated reserve management plan for Mkambati forms part of a tiered series of policies, legislation and related planning documents at the sectoral, institutional, agency and local levels. The integrated reserve management plan will directly relate to these policies, legislation and planning documents as part of a logical hierarchy of plans (see Figure 3 below).

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 Mkambati 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.



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

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 Mkambati 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 a small interdisciplinary reserve planning team comprising the Reserve Manager, the Regional Manager, representatives of the Mkambati Land Trust, a representative of DEDEA and contracted reserve planning service providers. Iterative drafts of the SMP were presented to, and discussed by, the Mkambati Co-management Committee (CMC) before broader circulation for inputs from the public.

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## 1.3 Legal and Policy Framework

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### 1.3.1 *Legal framework*

Mkambati Nature Reserve was proclaimed as a Nature Reserve in 1977 under the Transkei Conservation Act (no. 6 of 1971), and later under the Transkei Environmental Decree No. 9 of 1992. The reserve is currently proclaimed as a Provincial Nature Reserve under NEM: Protected Areas Act 57 of 2003. The coastal zone abutting Mkambati is also proclaimed as a Marine Protected Area. The Mkambati MPA was first established in terms of regulations under the Sea Fisheries Act, 1973, which were later replaced by identical provisions in regulations under the Transkei Environmental Conservation Decree 1992, with effect from 1 January 1993. The reserve was then proclaimed under the Sea Fishery Act, 1988, with effect from 1 November 1997. In 1998 the MPA was declared under Section 43 of the Marine Living Resources Act. Subsequently (GN 202 – GG 26050 of 17 Feb, 2004) the marine reserve has been incorporated into the larger Pondoland MPA in terms of Section 43 of the Marine Living Resource Act and the original Mkambati MPA was de-proclaimed

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

- National Environmental Management Act 107 of 1998.
- National Environmental Management: Biodiversity Act 10 of 2004.
- National Environmental Management: Protected Areas Act 57 of 2003.
- National Forest Act 84 of 1998.

- Eastern Cape Provincial Parks Board Act 12 of 2003.
- Marine Living Resources Act 31 of 1998
- National Heritage Resources Act 25 of 1999
- Transkei Environmental Decree 9 of 1992
- Public Finance Management Act 1 of 1999
- National Veld and Forest Fire Act 101 of 1998:

### **1.3.2 Settlement and management agreements**

In 1994 seven communities lodged a claim for restitution of land rights for Mkambati and adjacent areas under the Restitution of Land Rights Act. During the course of negotiations the communities agreed to commit the use of the Reserve area in perpetuity to conservation in the national interest on the understanding that management of the reserve would be a participatory process under the guidance of a co-management committee.

In 2004, the land claim was settled between the claimants, the State and its various departments and other interested and affected parties. In terms of the Settlement Agreement the claimed land was awarded to the Mkambati Land Trust (MLT) to be held in ownership by the MLT subject to the following provisions:

- The Reserve will be utilized only as a Provincial Protected Area and managed by DLA or its agent (currently DEDEA and under them ECPB). However, this could change if the area became a national park.

- The only developments allowed are low density nature based tourism subject to Environmental Impact Assessments or sustainable resource use consistent with the conservation objectives of the Reserve
- The Reserve shall be proclaimed in perpetuity as a Provincial Protected Area – The Trust may not alienate any portion of the claimed land other than to the State or a competent authority authorized by the State.
- The land shall be managed by a co-management committee (CMC) comprising members of the MLT and the delegated management authority. Management shall follow an approved management plan, and the CMC may not make decisions with respect to land use or development that go against the Management Plan, and Provincial and National legislation.
- The management agreement shall endure for 35 years after which a new agreement (i.e. the makeup of the management authority) will be formulated although the land remains in perpetuity a protected area
- DEDEA will attempt to implement long term lease agreements with Private Sector Companies in the hospitality industry to develop the Mkambati Nature Reserve eco-tourism potential and thereby create employment opportunities for local community members.
- There are clauses outlining breach of agreement actions for both the MLT and DEDEA and actions to be taken to resolve disputes.
- Further clauses outline the rights and obligations of the DLA, DEDEA and the MLT

### **1.3.3 Municipal planning context**

Mkambati Nature Reserve falls within the area of jurisdiction of the OR Tambo District Municipality and Ingquza Local Municipality. The OR Tambo district municipality and Ingquza local municipalities IDPs deal with environmental planning issues in a very general way.

Outside the development nodes of these municipalities, there are no detailed local land use and development plans. The coastal area of Ingquza Local Municipality has been identified in the municipal IDP and SDF as a focal area for tourism development.

#### **1.3.4 Local policy, plans and programs**

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
- Wild Coast Project – GEF funded
- 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
- Pondoland MPA: Management Plan (2005)
- Mtentu Estuary Management Forum
- Pondoland National Park initiative

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## 1.4 Institutional Framework

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The Mkambati Nature Reserve is managed by the Eastern Cape Parks Board in terms of a community agreement with the Mkambati Land Trust (see above). The reserve is located within the Eastern Region of the Directorate, and falls under the oversight of the Regional Manager (East). Management of the reserve is directed by the Mkambati Co-management Committee (CMC), comprising at least two members of each of the seven communities and two members of the Land Trust, as well as ECPB management staff and DLA and local and district municipal officials. The current representation on, and terms of reference for, the CMC is presented in the reserve's State of Knowledge report (2006). The operational management of the Mkambati Nature Reserve is directly supported by the corporate Scientific Services Unit.

The current staffing complement is as follows:

Reserve Manager (1)	Nature Conservator (1)
Senior Field Rangers (2)	Field Rangers (8)
Principal Field Ranger (1)	General Assistants (23)
Administration Clerk (1)	Supervisors (3)

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## 1.5 Description of the Reserve

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The reserve's State of Knowledge Report (2006) provides detailed information of the reserve's features. This section provides a brief overview of the known status of the Reserve's natural, historical, scenic and tourism features.

### **1.5.1 History**

In 1920 a leper colony was established in the area known as Mkambati and formally approved by the Minister of Native Affairs in 1922. The Mkambati land was registered under Crown Title in 1951 and the rights to Mkambati transferred to the government of Transkei in 1966 and then later transferred to the Transkei Government Department of Health. After the closure of the leper colony in 1976, the rights to Mkambati were transferred to the Transkei Government Department of Agriculture and Forestry. In 1977 there was a proposal to plant sugarcane on the inland (western) two thirds of the Mkambati land and at the same time the seaward (eastern) third of the area was proclaimed as a Nature Reserve in terms of the Transkei Conservation Act of 1971. The area that had been set aside for sugarcane planting (11 000 ha) was allocated to the Transkei Agricultural Corporation (TRACOR), and between 1983 and 1986 a small sugarcane plantation was developed on the land. In 1990 a cattle farming scheme was also introduced by TRACOR on the land adjacent to Mkambati Nature Reserve. However, the poor productivity of the soil resulted in the failure of the pilot agricultural projects and the land remains still largely unutilized. Conflicts over land use between TRACOR officials and community members of seven villages adjoining Mkambati led ultimately to a claim for restitution of land rights under the Restitution of Land Rights Act in 1994. The land claim was finally processed in 2004, and land ownership of both the Mkambati Nature Reserve and the adjacent TRACOR lands reverted to the Mkambati Land Trust.

### **1.5.2 Climate**

The climate is classified as mild sub-tropical with relatively high humidity. The coastal location adjacent to the warm Agulhas Current provides for minimal differences between minimum and maximum daily temperatures. The average rainfall is 1200mm, with 61% falling during spring and summer (September to February). On average June is the driest month with a mean of 47.6 mm and March is the wettest with a mean of 154.87mm. A minimum of 50mm rain is expected every month. Strong winds can occur with predominant winds blowing from the south west or north east parallel to the coast. These winds impact significantly on coastal vegetation and on marine recreational activities.

### **1.5.3 Geology**

The surface rock formations of the region are primarily sandstone of marine origin with localized doleritic intrusions. An island of this sandstone, extending in a narrow band (15 km. wide) from the Umzimkulu River in southern Kwa-Zulu Natal to the Mbotyi region, is home to numerous plant species which are uncommon or absent from surrounding substrates. This unique sandstone area, roughly 1880 km<sup>2</sup> in size, is known as the Pondoland Centre and is one of the principal centres of plant diversity in Southern Africa. This centre of diversity and endemism has developed as a result of locality, climate, topography and geomorphology working in combination to create a unique combination of plant species.

### **1.5.4 Flora**

More than 80 % of Mkambati Nature Reserve is grassland and it is the only conservation area in the Eastern Cape incorporating a portion of the Pondoland–Natal Sandstone Coastal Sourveld veld type. These grasslands contain the majority of the endemic or near endemic species (> 80 species), yet this is the most threatened vegetation type in the MaputataInd-Pondoland region. The diversity of plant species in these grasslands is maintained predominantly by fire.

Afromontane, scarp, swamp, dune and mangrove forests also occur in the Mkambati Reserve and there are approximately 490 ha of wetland habitats. Pondoland Scarp Forest is probably the most unique forest type in Africa and supports an endemic family (Rhychocalycaceae). On the northern bank of the Msikaba and Mtentu, the rare Pondo coconut palm or Mkambati Palm, (*Jubaeopsis caffra*) grows, from which the reserve derives its name. This is the only place in the world where this palm is found naturally. Endemic plants of the grasslands and forests within the Pondoland Centre of endemism include one monotypic family, at least six monotypic genera, at least 100 species of shrubs and herbs, and more than 30 woody species. Many of these endemics appear to be taxonomically isolated, with poor reproductive ability pushing them to the brink of natural extinction. They present some puzzling anomalies in biogeography and are highly vulnerable to disturbance.

Several invasive alien plant species occur in the reserve. Species known to occur include *Lantana camara* (Lantana), *Cestrum laevigatum* (Ink Berry), *Ipomoea congesta* (Morning Glory), *Solanum mauritanium* (Bugweed), *Psidium guajava* (Guava), *Acacia mearnsii* (Black Wattle), *Eucalyptus spp.* (Blue gum), *Hakea sericea*, (Hakea), *Acacia longifolia* (Long leaved wattle), *Chromolaena odorata* (Triffid weed) and *Melia azedarach* (Syringa). The invasive alien problem is regarded as a potential serious threat to the biodiversity of the reserve.

#### **1.5.5 Mammals**

Several of the larger herbivore species currently present in the Mkhambati Nature Reserve were introduced into the Reserve some 25 years ago to provide trophy hunting for wealthy overseas hunters, the original purpose for the reserve's establishment. Further introductions took place in 1984 and 1986. Of the introduced species, only eland and red hartebeest historically occurred in the area while the rest (plains zebra, mountain zebra, giraffe, gemsbok, kudu, springbuck, blesbok, blue wildebeest and impala) are extra-limital. The State of Knowledge Report contains detailed information on the animals historically present in the Eastern Cape and those that have been introduced but never occurred here. The extra-limital species are currently being removed from the reserve. Other mammals in the reserve include Chacma Baboon, Common Reedbuck, Black-backed Jackal, Blue and Grey Duiker, Bushpig, and Vervet Monkey. Serval, clawless otter and even brown hyena track have also been observed.

#### **1.5.6 Birds**

There is a high diversity of bird species in the Reserve as a result of the variety of habitats. Mkhambati Nature Reserve is an internationally recognized Important Bird Area (IBA) (IBA code ZA066). The endangered Cape Griffon vultures have important nesting sites on the cliffs of the Mtentu and Msikaba gorges. The Pondoland area is also strategically important for migrating birds. The State of Knowledge report provides a list of the current species occurring in the reserve.

### **1.5.7 Reptile and amphibians**

The diversity and biology of reptiles and amphibians are not well described, although preliminary studies suggest a high diversity, with a number of endemic, rare and threatened species. There are a number of endemic terrestrial mollusks in the Mkambati area. The State of Knowledge Report provides an indication of the reptiles and amphibians recorded or expected in the Mkambati Nature Reserve

### **1.5.8 Estuaries**

Five estuaries – Mtentu, Butsha, Gwegwe, Mgwetyana and Msikaba – occur in the reserve. Mtentu and Msikaba are unusual in a Southern African context and are of high conservation significance. Both estuaries are deeply incised, with thick indigenous forests extending to the waters edge, and the Msikaba estuary is the deepest in South Africa (35 m) and possibly contains the only endemic freshwater fish species in the Pondoland region. All the estuaries are important for biodiversity conservation, endemism, and for their function as nursery areas for a wide range of fish species.

### **1.5.9 Heritage resources**

Late and Early Iron Age paintings occur on the walls of rock shelters within the Mkambati Reserve and probably also to the north and south in rock shelters in the quartzitic sandstone areas of Amadiba and Lambasi. Along the shore above the high-tide line there are also middens maddens of intertidal shellfish foraged by Bushman. Several of the stone buildings and the old iron church constitute significant heritage resources for the Reserve.

### **1.5.10 Reserve infrastructure**

Mkambati Reserve incorporates a large number of buildings in the area around the main gate. Many of these buildings are in a poor to very poor condition and their use is not related to reserve management. These include a clinic, a post office, reserve staff quarters, workshops, clinic staff accommodation, teacher accommodation, reserve offices and a number of unoccupied buildings. Two unoccupied stone houses, staff accommodation, a number of administrative buildings and a swimming pool are also located in the reserve reception area.

Visitor accommodation in the reserve consists of:

- The Stone Lodge which was originally a farm house has been recently renovated. It has 5 rooms en-suite, 2 lounges, a pantry next to a large industrial kitchen, a dining room and a guest bathroom (total of 500 m<sup>2</sup> in extent). It has a large veranda overlooking a swimming pool, with very attractive views of the main Mkambati beach and the Msikaba Island.
- Cottages 1-6 are close to the reception area and sleep 6 people each (except cottage 3 which only takes 2 people). They are old residences with pitch asbestos roofs. Each cottage is about 120 m<sup>2</sup>, except cottage 6 which is about 180 m<sup>2</sup> in size. They are in poor condition.
- Point Cottage is thatched, with 2 bedrooms sleeping six in total, and an open plan lounge/kitchen. It is situated near the main beach overlooking a rocky point. It has good solar powered lighting but is in poor condition and requires some renovations.
- Riverside lodge is an L-shaped thatch roof lodge situated in a very sheltered location on the western bank of the Gwegwe river. The building consists of 5 rooms en-suite, each with 4 beds, and a communal kitchen and dining area. Total floor area is about 300 m<sup>2</sup>. The building is undergoing renovation.
- Seven thatch roof rondavels are situated at the mouth of the Gwe-Gwe River. Six are for accommodation and the seventh for dining and refrigerated storage. The rondavels each sleep 2 people, are about 55 m<sup>2</sup> in size, and are in poor condition.

Water supply to the accommodation units is from local rivers and the pressure is very low. ESKOM power is available at the Stone Lodge and the central administration block. Riverside Lodge, Gwegwe and the Point Cottage have solar powered lighting. Solid waste disposal is problematic. There is an active dump site near the main gate, but it is somewhat shielded from view by the dense growth of

alien vegetation. A disused dumpsite south east of the Gwegwe Road is more easily visible. Sewage disposal throughout the reserve is by septic tank and French drain. Except for the road between the main gate and the administration block, all internal roads are in a poor to very poor condition with evidence of severe erosion in heavily used areas. A landing strip is located in the reserve near Gwegwe Swamp Forest, and there is a helicopter pad next to the reception area. Both are in moderate to poor condition.

## 1.6 Assessment of Strengths, Weaknesses, Opportunities and Threats

Together with the input from the RPT, the SWOT assessment has been used to guide the development of the SMP and the focus of the goals, objectives, activities and deliverables for the Mkambati Nature Reserve.

**Table 1.** SWOT assessment for Mkambati Nature Reserve, based on inputs from the Reserve manager.

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>• Contribution to conserving features of Pondoland Centre of endemism. .</li> <li>• Diversity of pristine ecosystems and habitats</li> <li>• Commitment from Land Trust to conservation.</li> <li>• Outstanding tourist wilderness experience and scenic attractions</li> <li>• Spectacular coastal scenery</li> <li>• Unique, un-silted and permanently open estuaries.</li> </ul>	<ul style="list-style-type: none"> <li>• Access road to Reserve in very poor condition.</li> <li>• Reserve infrastructure generally inadequate and in a poor condition.</li> <li>• Internal roads generally in a poor condition.</li> <li>• Boundary fences in some areas in need of repair resulting in poor access control and game containment.</li> <li>• Reserve boundaries unresolved</li> <li>• Long term planning and resource</li> </ul>

<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>• Incorporates, or is close to, a range of unique features and attractions - waterfalls into the sea, vulture colonies, the Msikaba superbowl, good fishing.</li> <li>• Located on whale migration and sardine run routes with deep water relatively close to the shore in several places</li> <li>• Popular destination for South Africans</li> <li>• Easy viewing of medium-sized herbivores</li> <li>• Easy access to runway and helicopter pad</li> </ul>	<p>allocation compromised by lack of clarity on expansion of reserve and proclamation as national park</p> <ul style="list-style-type: none"> <li>• Inadequate conservation staff component.</li> <li>• Poor marketing of reserve</li> <li>• Limited staff skills and expertise.</li> <li>• Poor directional signage from public roads and within reserve some work has been done for improvement</li> <li>• Weak enforcement/ management of the MPA</li> <li>• Poor communications between, and within, ECPB, communities and private sector</li> <li>• Weak delivery on commitments</li> <li>• Lack of formal agreements for benefit sharing</li> <li>• Weak capacity of co-management committee</li> <li>• Poor integration of reserve and municipal planning</li> <li>• Unattractive reserve gateway</li> <li>• Non-reserve infrastructure and services within reserve</li> <li>• Unsustainable solid waste disposal</li> <li>• Inadequate and outdated sewage disposal facilities</li> </ul>

STRENGTHS	WEAKNESSES
	<ul style="list-style-type: none"> <li>• Weak understanding of legal requirements</li> <li>• Lack of subsidiary management plans – veld, wildlife, water</li> <li>• Spread of invasive alien plant species</li> </ul>

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Potential as premier wilderness, wildlife and scenic tourism destination</li> <li>• Research potential</li> <li>• Basic infrastructure and services available on development footprints for renovation and upgrade</li> <li>• Possible improved access from N2 Toll road</li> <li>• GEF and EPWP investments to improve reserve management and infrastructure</li> <li>• Potential for development of tourism linked to heritage resources management</li> <li>• Interest of private sector in tourism investments</li> <li>• Potential for adventure tourism enterprises</li> <li>• Potential links to adjacent tourism products</li> <li>• Wild Coast Conservation Area</li> <li>• MLT commitment to expansion of</li> </ul>	<ul style="list-style-type: none"> <li>• Uncontrolled fires</li> <li>• Increased poaching of game and unsustainable use of biological resources (marine and terrestrial)</li> <li>• Expansion of the non-reserve infrastructure and number of people living in reserve</li> <li>• Access road to reserve degenerates</li> <li>• Reserve infrastructure, facilities and services not maintained</li> <li>• Loss of private sector interest in tourism investments.</li> <li>• N2 alignment compromises ecological integrity of reserve</li> <li>• Spread of invasive alien vegetation</li> <li>• Inability of Land Trust to achieve community consensus and support</li> <li>• Diminishing institutional support for reserve from DEDEA, municipalities and other government agencies</li> <li>• Negative impacts of titanium mining in</li> </ul>

OPPORTUNITIES	THREATS
reserve <ul style="list-style-type: none"> <li>• Potential to leverage biodiversity offsets</li> <li>• Expansion of tourism and recreational services at Msikaba</li> </ul>	Xolobeni

## 2 MANAGEMENT OBJECTIVES FRAMEWORK

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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, on the basis of information provided by the RPT. Time frames, deliverables, performance indicators and responsibilities are then allocated for each activity, or a group of linked activities.

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### 2.1 Reserve Purpose

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The Reserve is part of the Pondoland Centre of Endemism, an area of global biodiversity significance. The reserve conserves a unique combination of habitats, ecosystems and species, many of which are either rare or endemic to the area. The estuaries that border the

reserve are ecologically unique and the adjacent marine area constitutes a transition zone between two bioregions along the South African coastline.

The primary purpose of the reserve then is the ***conservation of this unique biodiversity, and associated heritage features.***

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

- i) Develop high quality nature-based tourism infrastructure, facilities and services
- ii) Optimize the delivery of socio-economic benefits to the communities comprising the beneficiaries of the land claim
- iii) Ensure equitable access to the reserve for local, regional and national visitors.
- iv) Integrate the reserve into adjacent land use planning and development

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## 2.2 Reserve Principles

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The following principles should underpin the management activities of the Mkambati Nature Reserve as it moves towards realizing its vision. It is important to note that while these principles are intended to guide the Reserve Management in its work, the reserve is also subject to the principles and provisions of relevant international treaties and conventions, national and provincial legislation and policy, and any local contractual agreements.

*Custodianship* - Reserve management<sup>1</sup> will seek to respect, protect and promote the Mkambati Nature Reserve, and its environmental and heritage resources, as a common heritage and a national asset for all South Africans

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<sup>1</sup> For the purposes of this *Strategic Management Plan*, “Reserve Management” means the Reserve Management institution, the Scientific Services supporting institution 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.

*Ownership and management* – Reserve management will seek to ensure that the ownership of, and management responsibilities for, the Reserve is understood, acknowledged and respected.

*Capacity* – Reserve management will seek to ensure that the management of Mkambati Nature Reserve is adequately resourced to meet its mandated and ethical responsibilities in the effective management of the reserve.

*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 reserve resources and values; provide for visitor enjoyment; and address mutual interests in the quality of life of the surrounding communities

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

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

*Culture of learning* – Reserve management will aim for continual improvement through both a scientific based approach that provides the basis for informed decision making, and a creative and collaborative approach to problem solving and learning.

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

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

*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.

*Management excellence* - Reserve management will seek to attain excellence in managing the Mkambati 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.

In practical terms, the Integrated Reserve Management Plan needs to ensure that the following requirements for the effective management of the Mkambati 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 provides for regular review of outcomes.
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## **2.3 Reserve Vision**

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*To develop Mkambati Nature Reserve as an internationally recognized model of community-owned natural resources managed in partnership with conservation authorities.*

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## **2.4 Goals and Key Result Areas**

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

### KRA 1: RESERVE PLANNING AND EXPANSION

Goal: To ensure that the planning and expansion of the Mkambati 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 build a Reserve Community that works together for, and benefits equitably from, the long-term sustainability of the Reserve, in a way that optimizes the benefits derived from the 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 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 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.

### 3 STRATEGIC IMPLEMENTATION FRAMEWORK

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#### 3.1 KRA 1: RESERVE PLANNING AND EXPANSION

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The Settlement Agreement between the State and the Mkambati Land Trust ceded ownership of the 7720 ha that comprise the Mkambati Nature Reserve as well as a further 11000 ha of TRACOR land to the MLT. Although the Reserve itself is proclaimed in perpetuity as a Provincial Protected Area, management planning for the remainder of the land is currently unresolved, with the Land Trust presently unwilling to commit further land to conservation. Land to the north and south of the Reserve is occupied and used by the Amadiba and Lambasi communities. In order to consolidate the Reserve, management authorities need to set up structures to sustain relationships with these latter communities, and ultimately with communities in the Cutweni/Mbotyi area.

**Short term** expansion goals for the Reserve are:

- 1) The realignment, by formal agreement, of the inland fence boundary to include approximately 150 ha of land immediately to the north west of the existing main gate.
- 2) The incorporation, by formal agreement, of the Msikaba and Mtentu riverine gorges into the reserve
- 3) The proclamation, by negotiation and vesting, of the Msikaba campsite as part of the Mkambati Nature Reserve.

**Medium term** expansion goals for the reserve are:

- 1) The inclusion, by formal agreement, of undeveloped land adjacent to the north-western inland boundary of the reserve.
- 2) The inclusion, by formal agreement, of the land immediately north of the Mtentu Estuary (extending northwards for about 2 km) into the reserve

**Long term** expansion goals for the reserve are:

- 1) The incorporation, by formal agreement, of the land south of the Msikaba Estuary extending as far as Cutweni (the village north of Mbotyi) into the reserve.

The expansion goals for the reserve will however only be addressed through formal negotiation, and agreement, with affected public institutions and legitimate local community structures. The integration of the reserve into the proposed greater Wild Coast Conservation Area may also provide the impetus for realizing these expansion goals.

Based on baseline information on the biophysical, heritage, socio-economic and land use context of the Reserve, a detailed spatial framework for conservation development (CDF) has been prepared as part of this Integrated Environmental Management Plan. Within this framework, the development of detailed subsidiary plans with regard to tourism, recreation, and management, services and facilities are priorities. There are key sites and areas both within the Reserve, and in adjacent areas considered for inclusion into the park, that will require urgent attention to prevent degradation and/or whose income generating potential has not yet been realised. A feature of effective planning for the Reserve will be the annual review and updating of the IEMP in the light of objectives achieved and changing management and tourism priorities. In addition, contractual agreements for management arrangements must also be initiated, and regularly reviewed and amended to reflect the changing needs of the Reserve and the surrounding communities. This is particularly relevant for the component of the Pondoland MPA abutting the Mkambati Nature Reserve. Ultimately a co-ordinated management plan will have to be devised for the entire MPA.

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### **3.2 KRA2: BIODIVERSITY AND HERITAGE RESOURCES**

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Reserve management will focus its biodiversity management activities on restoring the natural ecosystem functioning through a number of active management interventions such as: management of fire for optimal biodiversity and stocking rates; wildlife management, including removal of large and intermediate-sized mammals that did not historically occur in the area; restoration and rehabilitation of transformed and disturbed habitats; control of invasive alien plant species; fence maintenance; access management and control; control of illegal hunting and poaching of natural resources; erosion control; and enforcement. An essential focus for managing heritage resources in the Reserve is the inventory, research and documentation of their significance. Once this information is collated, the Reserve will focus, in the long term, on linking the heritage resources to their broader cultural context and the integration of these sites into the other management activities (education, interpretation, restoration, etc.) of the Reserve.

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### **3.3 KRA3: STAKEHOLDER INVOLVEMENT**

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To create a broader Reserve community, Reserve Management will communicate more effectively with stakeholders and develop functional and meaningful relationships with communities and interest groups. The Reserve aims to contribute to economic growth in the region through the development of nature-based tourism facilities and services and the outsourcing of labour-intensive conservation and tourism work. The Reserve will identify and facilitate the delivery of direct and indirect benefits to local communities. Such benefits would include access to direct employment opportunities, discounted access for recreational use, access to sustainable resource use and access to economic entrepreneurial opportunities. Delivery of direct benefits through “poverty alleviation/ job creation projects” will

attempt to focus on disadvantaged communities and local SMME's through the prioritized contractual use of local service providers. Developing co-operative governance systems for the Reserve will focus on improving relationships with local, provincial and national public bodies and institutions.

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### **3.4 KRA4: INFRASTRUCTURE AND EQUIPMENT**

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From an infrastructure planning perspective the most important decision DEDEA, ECPB and the Mkambati CMC must make decisions on the outsourcing of Gwegwe Riverside site. If the facilities are not concessioned then the ECPB must carry out tourism improvements in line with detailed market research and a clear business plan. At present, finance is being expended on upgrading facilities without a clear development plan. Lack of a clear direction makes tourism related planning very difficult.

Without concessioning, there is an immediate requirement for Reserve management to undertake a thorough assessment of the current status of the infrastructure of the Mkambati Nature Reserve, which will enable management to quantify the needs for infrastructure development and maintenance. The long term planning of capital and infrastructure investment activities will be informed and updated by the management reports. The short- to medium-term development objectives for the Reserve are The Main camp area, the Main Lodge and Point Cottage are going to be developed by Mkambati Collection to maintain and upgrade the existing road network in line with the CDF, and to upgrade bulk services supply to minimum acceptable standards and the projected requirements of the CDF.

The planning process for infrastructure development should identify partnership opportunities with other governmental departments and public entities, for example, Local and District Municipalities, ECDC and the Expanded Public Works Program. Local government is able to mobilize significant resources to provide infrastructure such as roads, water, sanitation and electricity to protected areas, using local

labour and small and medium enterprises, particularly if such mobilization will contribute to local economic development goals outlined in the ID

### **3.5 KRA5: VISITOR SERVICES AND FACILITIES**

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Apart from hiking and fishing, there are very limited tourist facilities and services currently available in Mkambati Nature Reserve. The area could offer a high quality wilderness tourism experience considering the undeveloped nature of the area, the rugged coastline and estuary gorges, the high faunal and floral diversity and the varied heritage sites.

The underlying principle of any tourist developments and services should be: - to provide a unique, high quality visitor experience within the consolidated Reserve without compromising the ecological and cultural integrity of the Reserve; to increase the length of stay in the Reserve by providing a range of visitor experiences; to address broader social needs by providing access to recreational, educational and employment opportunities; and to maximize the financial return of the capital and operational investments for the benefit of the ECPB, the Reserve, and the local community. The inclusion of the Reserve in the broader Wild Coast Conservation Area would allow a wider planning perspective, would result in increased levels of marketing and advertising, and would provide the opportunity for the Reserve to become part of ecotourism development along the entire Pondoland coast, with a consequent increase in visitor numbers and length of stay. This would improve the Reserve's income base.

In the long term, Reserve management should seek opportunities for the involvement of small, medium and micro-enterprises and disadvantaged communities in all commercial operations in the Reserve. Any concessionaires appointed or joint ventures established should contribute to Reserve income through formal agreements for the payment of fixed fees or a percentage of income.

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### 3.6 KRA6: RESERVE ADMINISTRATION

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Challenges facing ECPB in respect of the management of provincial protected areas include inadequate financing to cover protected area management, no incentives to increase income from protected areas, lack of capacity and skills in all spheres of management, the slow pace of skills development and recruitment, and no strategic or integrated approach to capacity building and training. Priorities in institutional development for the Mkambati Nature Reserve are the implementation of training programs for staff in all spheres of management activities, the increase in staff capacity to implement the SMP, and the implementation of the Integrated Reserve Management Plan to bring about continual improvement of Reserve management through implementation, review and adaptation.

The financial support for Mkambati Nature Reserve is derived from: an operational budget grant from ECPB; infrastructural development grants from ECPB; salaries funded by DEDEA; national poverty alleviation/job creation programs (Poverty Relief funding and Working for Water); some external funding sources (GEF); and from income generated by Reserve-based activities (entry and overnight accommodation fees). The Reserve currently generates only a small percentage of its own financial requirements from visitor use and related activities. In the long term, the Reserve should aim to develop an income base approaching a level of financial self-sustainability. To increase its income stream, the Mkambati Nature Reserve will need to expand and diversify its sources of revenue and improve financial management. Possible sources of increased revenue are grant funding, donations, trust funds, leases, visitor admission fees, overnight visitor facilities, visitor participation in adventure/nature based tourism activities in the Reserve, and revenues from commercial ventures. All Reserves managed by ECPB should attempt to operate as far as possible as efficient and cost-effective business units that can make a financial contribution to offset running costs. Reserves should also be expected to provide a high level of internal and public accountability for both the use of financial resources and the realization of the organization's conservation mandate.

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### 3.7 KRA7: KNOWLEDGE MANAGEMENT

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Although considerable research has been undertaken in the Mkambati Nature Reserve over many years, only very limited baseline information exists for the Reserve and there are no formal databases. Reserve management should properly collate the existing inventory of information for the Reserve which has been supplied in the State of Knowledge Report.

In the long term, structured databases of biophysical information, heritage resources, socio-economic context, profile of visitor usage and information on Reserve management interventions are required against which to measure the effectiveness of management actions in the Reserve. Reserve management should identify and commission specific research projects to improve the current knowledge base for the Reserve and identify monitoring requirements. Where capacity for identifying research needs is lacking, management authorities should establish relationships with scientific service providers to review information and identify necessary research. In the short and medium term, Reserve management will update and, where required, maintain the existing inventory of information for the Reserve and develop basic monitoring programmes for Reserve management activities. To ensure that the information databases and monitoring results support sound management decision-making, the information needs to be properly maintained and readily accessible to Reserve management. ECPB should also develop and maintain strong links with conservation agencies in neighbouring provinces, notably Ezemvelo KZN Wildlife, CapeNature and the Free State Department of Tourism, Economic and Environment Affairs. These linkages allow expertise and knowledge to be shared, will provide immediate access to appropriate monitoring and data collection frameworks, and will allow ECPB to avoid much of the trial and error that has been part of the development of other conservation agencies.

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### 3.8 KRA8: EDUCATION, INTERPRETATION AND AWARENESS

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The Reserve has great potential as an environmental educational facility for the surrounding area. Both Reserve staff and community members (who form the bulk of the co-management committee) have limited understanding of many of the biodiversity conservation and sustainable resource use issues that are relevant to managing the Reserve. In the long term, the Mkambati Reserve should develop a basic but cost-effective environmental educational and awareness program for the Reserve. It should develop and maintain facilities and resources in the Reserve to increase awareness among school groups, community groups, staff and visitors about the Reserve, its biodiversity, and conservation in general. There is also a long term need to train a community outreach team to develop and implement community environmental education programmes. However, in view of the limited finances and capacity available, short and medium term activities should focus on making suitable building infrastructure available for an education centre, sourcing and displaying easily available educational material, taking advantage of environmental and management training courses offered, and establishing links with organizations that have already developed environment related educational materials.

From Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						Performance	Performance
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	measure	Indicator
	Required	Provided	Required	Required	Required	Required	Required	Provided	Required	Required	Required	Required	2008	2008
<b>KRA 1:RESERVE PLANNING AND EXPANSION</b>														
<b>Goal:To ensure that the planning and expansion of the Mkambati Nature Reserve maintains and enhances the integrity of its ecological, cultural and scenic resources; enables its financial sustainability; and is integrated and coordinated with the development and planning of the surrounding areas.</b>														
To consolidate and expand the current extent of the Reserve, and to include significant biodiversity features north and south of the existing Reserve boundaries														
a) Define the exact boundaries of the Mkambati Nature Reserve	50000	10000											GPS the reserve boundary	GPS Readings Recorded

From Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						Performance	Performance
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	measure	Indicator
	b) Initiate negotiations with the Amadiba and Lambasi communities north and south of the Reserve to discuss options for the incorporation of Msikaba and Mtentu river gorges into the reserve			0	1000	20000	20000							N/A
c) Initiate negotiations with the MLT to discuss options for inclusion of adjacent ex-TRACOR land into Mkambati Nature Reserve,	20000	10000	15000	20000	20000	20000			100000	50000			Engage negotiations	land incorporated into the reserve
d) Initiate negotiations with DEDEA for the transfer of the management authority for Msikaba campsite	N/A		N/A	10000	20000	20000							N/A	N/A
e) Explore funding options to finance negotiated contractual agreements for the expansion of the Reserve	10000		12000	15000	18000	20000							N/A	N/A
f) Ensure that all areas currently incorporated into, and future areas included in, the Mkambati Nature Reserve are formally proclaimed	N/A		N/A	30000	40000	20000							N/A	N/A
To prepare local area plans for development of tourism recreation and management nodes, services and facilities														
a) Within the context of the CDF, prioritise local sites/areas for tourism, recreation and management development planning	15000	10000	5000	7500	10000	12000							Engage with Comm. And Sci.dept	sites for tourism identified

From Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						Performance	Performance
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	measure	Indicator
	b) Undertake site planning with an initial focus on development in the central high intensity leisure use zone that incorporates the entrance gate, administration facilities and Palm Lodgee)	20000	0	20000	10000	10000	10000							N/A
c) Implement legally required stakeholder consultation processes for the site planning, EIA's, etc.	11000		13500	1400	15000	16000							N/A	N/A
d) Implement site plans	10000		11000	12500	0	0							N/A	N/A
e) Maintain and update the Strategic Management Plan and the guidelines and conservation and infrastructural requirements for the various use zones in the CDF	12000	4000	14500	15000	15700	16200							Continuous update of SMP	Updated SMP
To initiate, review and revise contractual arrangements in order to ensure efficient and effective management of the Reserve														
a) Identify areas of uncertainty and conflict in the Community Agreement with respect to reserve management and the functioning of CMC, in order to improve and strengthen the Co-management arrangements for the Reserve			5000	5000									N/A	N/A
b) Amend the Community agreement as it relates to management of the Reserve in the light of identified problem areas.	10000		11500	13000	13200	14000							N/A	N/A

From Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						Performance	Performance
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	measure	Indicator
	c) Pursue the development of a contractual agreement between MCM and ECPB for the delegation of management responsibility for the MPA adjacent to the Mkambati Nature Reserve	100000		130000	150000	180000	190000							N/A
d) Initiate and pursue the process necessary to amend MLRA legislation that will revise the Controlled Use zone classification at Gwe-Gwe to a Sanctuary zone classification													N/A	N/A
e) Remove the beacon on the rocks below Point Cottage that indicates that fishing is allowed in the area to the south of the beacon (Controlled use zone)													N/A	N/A
To participate in regional land use and conservation planning initiatives surrounding the Reserve														
a) Actively participate in regional and local land use planning initiatives affecting the area surrounding the Reserve, e.g. IDP planning for Ngquza Local Municipality and OR Tambo District Municipality	20000	10000	25000	30000	33000	40000							Attend meetings	Meeting & Reports

From Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						Performance	Performance
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	measure	Indicator
	b) Actively participate in regional and local conservation initiatives affecting the conservation status of the reserve e.g. Wild Coast Conservation Area initiative, GEF-funded Wild Coast Program, National and Regional Spatial Biodiversity Assessment programmes	30000	25000	40000	55000	57000	59000							Continues continuous participation in regional initiatives
<b>KRA2: BIODIVERSITY AND HERITAGE RESOURCES</b>														
<b>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.</b>														
To remove invasive alien plants from the Reserve and maintain a follow-up program														
a) Map the distribution and density of the most harmful invasive alien plant species in the Reserve	30000	20000				30000							Alien plant maps developed	Report on controlled areas
b) Develop a detailed implementation plan for the prioritized removal, and control of re-growth, of the high priority invasive plant species	20000	10000	20000	0	0	0							Develop Plan	Draft plan produced

From Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						Performance	Performance
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	measure	Indicator
	c) Source funding for the implementation of the plan, including but not limited to reserve operational funding, EPWP funding, Working for Water funding	10000		5000	0	0	0							N/A
d) Incrementally implement the plan as funding sources, staff, technologies, tools and information become available	60000	40000	80000	85000	90000	100000	50000	0	50000				Liaise with WfW project	Report on areas cleared
e) Use management staff, contractors, local communities, volunteers and any other implementing partners to undertake the invasive alien plant clearing program	30000	15000	30000	35000	37000	40000			250000				Labour sourced	alien species <del>eradicated</del> eradicated
f) Maintain strong working relationships with partner institutions such as the Working for Water Program and Poverty Relief Programme	10000		5000	7000	8000	10000							N/A	N/A
g) Regularly monitor the effectiveness of the implementation plan and update the plan as required	10000		10000	10000	1000	11000							N/A	N/A
To develop and implement a Fire Management Plan														
a) In consultation with fire ecologists and fire management specialists, update the current fire management plan for the reserve	10000	4000	10000	0	0	10000							Collate fire information	Mgmt plan updated

From Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						Performance	Performance
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	measure	Indicator
	b) Establish, equip and maintain a well-resourced and well-trained fire fighting capacity for the Reserve	70000	10000	20000	30000	30000	20000	30000	20000	30000	10000	10000	15000	Purchase critical fire equipment
c) Implement veld management by controlled burning according to updated fire management plan	10000		10000	15000	20000	10000							N/A	N/A
d) 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)	20000	10000	50000	50000	0	0							Establish FPA	FPA in place
e) Develop and maintain functional firebreaks along the Reserve fence (VFFA)	30000	10000	45000	50000	65000	50000							Prepare firebreaks	17km firebreaks done
f) Maintain accurate fire history records that provide details of the timing, cause and extent of fires in the Reserve	5000	1000	3000	5000	5000	5000							Map all fires	fire records available
g) Collaborate with local communities on the management of fire risks and fuel loads in areas adjacent to the Reserve	10000	5000	5000	3000	1000	1000							N/A	N/A
To maintain an effective enforcement capacity to control illegal activities and the impacts of Reserve users and visitors														
a) Provide adequate resources and training for enforcement activities. Contract an external agent to conduct the required training if necessary.	40000	45000	50000	54000	55000	60000							organize training & equipment	Training done & equipment purchased

From Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						Performance	Performance
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	measure	Indicator
	b) List and prioritise the most important compliance issues, and draw up schedules for patrols and enforcement activities to maximize enforcement effectiveness	5000	2000	1000	2000	3000	4000							Draw schedule of patrols
c) When necessary, to deal with seasonal increases in illegal hunting activities, mobilize extra capacity from SAPS and DEDEA	5000	5000	6000	75000	8000	10000							Organize combined patrols	Reports produced
d) Maintain and improve working relationships with local magistrates	10000	0	11000	13000	13500	14000							N/A	N/A
e) Obtain mandate from MCM to for field staff to enforce Marine Living Resource Act regulations		0											MPA staff trained	Staff appointed to legally enforce MRLA
To re-establish, manage and maintain populations of locally indigenous faunal species which historically occurred in the Reserve														
a) Develop a Wildlife Management program and procedures for the Reserve (intermediate and large game). Program must include management objectives, game census methods, game capture, control of problem animals, handling of diseased and injured animals, provision of water, fencing and monitoring	20000	5000	25000	30000	34000	34900							Develop wildlife mgnt plan	Wildlife Mgnt plan developed

From Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						Performance	Performance
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	measure	Indicator
	b) Assess the water requirements for the large and intermediate game species and make arrangements to supply the necessary water.													N/A
c) Establish a time frame for, and then implement, the elimination of extra-limital species. Removal of bulk grazers like zebra, blesbok and blue wildebeest must be phased to maintain safe grass fuel loads in case of fire	20000	0	10000	0	0	0							N/A	N/A
d) Evaluate logistics, funding and time frames for re-introduction of locally indigenous species and carry out re-introduction programme when necessary resources are available	50000		50000	55000	20000	0							N/A	N/A
e) Conduct game census every second year to monitor mammal population dynamics			25000	0	35000	0							N/A	N/A
f) Monitor impacts of fauna on the vegetation. If necessary consult experts to obtain easily monitored indicators. Adapt stocking rates accordingly	20000	10000	22000	25000	30000	32000							Monitor impacts	Reports on monitoring
g) Repair the western boundary game fencing to a standard adequate to secure the safety of the large mammals, Reserve visitors, adjacent community members and their property (CAE)			30000	30000	20000	20000			80000				N/A	N/A

From Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						Performance	Performance
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	measure	Indicator
	h) Regularly maintain the boundary fence	30000	30000	45000	54000	65000	80000							Fence maintained
i) Maintain the boreholes in the Reserve and regularly assess the water needs for the wildlife management program			16500	20000	35000	40000							N/A	N/A
To develop and maintain species or resource specific management plans														
a) Develop a plan and procedures that reduce the conflicts between monkeys and visitors			5000	5000	0	0							N/A	N/A
b) Develop other plans where necessary			10000	5000	5000	5000							N/A	N/A
To manage cultural heritage resources														
a) Maintain an inventory of all the cultural and heritage resources in the Reserve and give them a significance rating.	5000		9000	9300	10000	11500							N/A	N/A
b) Develop and implement a heritage management program for the Reserve			20000	25000	30000	35000							N/A	N/A
c) Identify and source funding for implementing the heritage management programme			10000	15000	15000	20000							N/A	N/A
d) When approached, co-operate with properly qualified external agencies with regard to the excavation, protection and interpretation of heritage sites			5000	10000	15000	20000							N/A	N/A

From Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						Performance	Performance
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	measure	Indicator
	To rehabilitate and restore degraded areas in the Reserve, and maintain a follow-up program													
a) Identify and prioritise sites that require rehabilitation and restoration	5000		3000	5000	7000	7500							N/A	N/A
b) In consultation with rehabilitation specialists, develop site specific rehabilitation plans in line with priorities	15000	5000	20000	0	0	10000							Rehabilitation specialist engaged	rehabilitation plans developed
c) Undertake rehabilitation in line with priorities, available manpower, and resources	10000		20000	20000	10000	5000							N/A	N/A
d) 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			1000	1500	2000	3000							N/A	N/A
e) Provide ongoing rehabilitation where necessary	30000	20000	30000	40000	45000	40000							Rehabilitation areas identified	Degraded areas rehabilitated
f) Adjust rehabilitation priorities on an annual basis			5000	10000	10000	10000							N/A	N/A
<b>KRA 3 :STAKEHOLDER INVOLVEMENT</b>														

From Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						Performance	Performance
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	measure	Indicator
	<b>Goal: To build a Reserve Community that works together for, and benefits equitably from, the long-term sustainability of the Reserve, in a way that optimizes the benefits derived from the Reserve.</b>													
To rehabilitate and restore degraded areas in the Reserve, and maintain a follow-up program														
a) Define the representation, functioning, constitution and ToR, of the CMC	20000		25000	10000	10000	10000							N/A	N/A
b) Support the administration and management of the Mkambati Co-Management Committee	25000	30000	30000	35000	40000	45000							CMC Meetings held	Minutes produced and available
c) Establish a regular schedule of meetings for the CMC	12000	10000	10000	11000	11500	12000							Prepare for CMC meetings	Minutes kept
d) Ensure the regular attendance of members at CMC meetings		0	5000	5000	5000	5000							N/A	N/A
e) Ensure timely production of minutes of CMC meetings	5000	3000	5700	9000	10500	12000							Assist in minutes production	Minutes kept
To identify benefits to local communities that can be derived from the Reserve and its activities.													N/A	N/A
To promote access to these benefits on an equitable basis.														

From Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						Performance	Performance
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	measure	Indicator
	a) Explore, and where appropriate, support the participation of Reserve communities in conservation and tourism opportunities in the park such as tourism infrastructure upgrading and development, adventure eco-tourism activities, fence maintenance, provision of security at gate/s, sale of crafts, alien clearing, etc.	25000	23600	23000	23500	24000	24500							Community engagement
b) 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			10000	20000	20000	10000							N/A	N/A
c) Determine criteria for awarding contract work - with an emphasis on unemployed persons and local SMME's - and ensure alignment with the ECPB procurement policy	20000	5000	21500	22000	22600	23200							Facilitate use of local SMME's	Report on SMME's used
To develop volunteer programmes														
a) Identify opportunities for volunteer involvement including environmental education, tourism and conservation	30000	0	32000	33500	35000	36000							N/A	N/A

From Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						Performance	Performance
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	measure	Indicator
	b) Develop a clear operating framework (administration, supervision, functions, responsibilities, etc.) for the involvement of volunteers in the Reserve			5000	7500	10000	10000							N/A
<b>KRA 4:INFRASTRUCTURE AND EQUIPMENT</b>														
<b>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.</b>														
. To provide building infrastructure that meets the requirements for effective management and planned tourism developments														
a) Clarify the position of Mkambati Collection and DEDEA/ECPB on proposed tourism development at Mkambati													N/A	N/A
b) If concessions negotiations are re-opened, resolve issues of revenue sharing with Mkambati Land Trust and concessionaires. Follow through on concession agreements and plan accordingly	10000	0	12500	15000	10000	10000							N/A	N/A

From Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						Performance	Performance
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	measure	Indicator
	c) If new tender process called for, draw up tender TOR, publish, select preferred service provider, draw up service delivery agreement and plan accordingly	10000	0	10000	0	0	0							N/A
d) If ECPB/CMC is sole tourism facility provider, budget for, plan, develop, and maintain tourist accommodation in line with CDF plan and under guidance of business plan and an EMP	10000	0	10000	15000	20000	25000	15000	10000	100000	50000	30000		N/A	N/A
e) Compile an inventory of all non-tourist accommodation buildings in the Reserve, their heritage status and an evaluation of their use options (demolish - maintain - develop)	5000	0	5000	10000	5000	5000							N/A	N/A
f) Use inventory of existing buildings to rationalize, upgrade and maintain existing non-tourist accommodation building infrastructure for improved hospitality and management services			20000	30000	35000	40000							N/A	N/A
g) In consultation with CMC and Land Trust provide existing buildings for use as CMC/LT offices and meeting hall	30000	20000	10000	0	0	0			400000				Facilitate provision of CMC / LT office space	Office/ meeting space provided
h) Carry out regular site maintenance to maintain and improve attractiveness of campsite														

From Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						Performance	Performance
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	measure	Indicator
	i) Plan and construct new main gate, gate house and ablution facilities in line with CDF and under the guidance of an EMP	5000	0	20000	0	0	0							N/A
j) Arrange with the relevant departments for the removal of non-Reserve related staff (teachers and clinic) from buildings within the Reserve	5000	0											N/A	N/A
k) Erect fence around administration, clinic staff quarters and all other buildings near main gate to limit further expansion of developed area		0	20000	20000	0	0			30000				N/A	N/A
l) Rehabilitate where necessary to reduce environmental impacts caused by building upgrades and development	25000	25000	20000	10000	0	0			30000				establish monitoring plan	Report produced
To rationalise, upgrade and maintain the road, trails and footpaths system, in the Reserve to meet the requirements for effective management and planned tourism developments														
a) Upgrade and maintain existing internal roads on a prioritized basis according to the road classification system outlined in the CDF	25000	20000	25000	30000	35000	40000	50000	20000	900000	2000000	2500000		Facilitate internal road upgrade	6km road upgraded

From Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						Performance	Performance
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	measure	Indicator
	a) Explore the continued availability of 2004/5 DEDEA funding to improve internal roads and PWD funding to upgrade the road to Gwegwe/ Riverside	5000	0	10000	15000	15000	20000							N/A
b) Plan and develop new internal roads (circular game drive loop, re-routing of the road from the main gate to the Administration block) parking areas (buses at Point Cottage) and rerouting of hiking trail as outlined in the CDF	30000	20000	40000	20000	10000	10000			1000000				Facilitate EIA process	EIA report produced
c) Initiate EIA processes required for new road/parking/trail infrastructure	5000	0	10000	10000	5000	3000							N/A	N/A
d) Close and rehabilitate, on a prioritized basis, roads, tracks and footpaths that are no longer required for management services or visitors	50000	25000	36000	42000	70000	50000	30000	25000					Rehabilitate roads	Closure & rehabilitation done
e) Undertake regular inspections of roads, trails and footpaths and maintain a schedule of road maintenance and upgrade requirements	10000	10000	15000	15700	15000	15000							Initiate inspections	Reports done
f) Implement the schedule of road maintenance and repair requirements on a needs basis	25000	20000	20000	25000	30000	30000			30000				implement road maintenance	Reports done
g) Upgrade of the fence in critical areas for buffalo introductions	40000	30000	30000	35000	35000	30000			40000				Fence upgraded	CAE obtained

From Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						Performance	Performance
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	measure	Indicator
	h) Approach local government to improve directional signage from Flagstaff to the Reserve	10000	0	15000	15000	17000	0							N/A
j) Renovate and maintain internal road and footpath signage in terms of needs and aesthetics	20000	10000	21000	22000	25000	10000							Purchase of signs	signs installed
To provide bulk services infrastructure that meets the requirements for effective management and planned tourism developments														
a) Complete an audit to determine current water storage capacity, likely requirements and minimum standards (delivery rates, pressures, and required storage volumes) for all existing infrastructure, management requirements, and planned tourism developments outlined in the CDF	15000	10000	16500	18000	20000								Facilitate water audit	Audit report produced
b) Undertake water supply upgrades to meet identified requirements and standards on a prioritized basis and under the guidance of an EMP	25000	20000	30000	35000	30000	100000	30000	25000	30000	20000	0	0	Facilitate water reticulation	5km water reticulation done
c) Explore funding of water supply upgrades with local municipality and Public Works department			20000	10000	0	0							N/A	N/A
d) Develop an acceptable solid waste management plan for the Reserve			30000	5000	0	0							N/A	N/A

From Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						Performance	Performance
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	measure	Indicator
	e) Implement solid waste disposal plan under guidance of an EMP	10000	10000	12000	15000	17500	16000			60000	40000	20000	10000	Establish plan
f) Fence any new waste disposal site to prevent scavenging and dispersal			20000	15000	0	0			30000				N/A	N/A
g) Assess rehabilitation options for active solid waste disposal site near workshop and implement rehabilitation			20000	20000	10000	10000							N/A	N/A
h) Rehabilitate inactive solid waste disposal site east of Gwegwe road		40000	30000	0	0	0							Site rehabilitation planned	site Rehabilitated
i) Explore municipal waste disposal capabilities as long term option for dealing with solid waste			5000	10000	0	0			80000				N/A	N/A
j) Complete an audit to evaluate effectiveness of existing sewage and waste water disposal facilities, minimum acceptable standards and likely future requirements (as outlined in CDF).	20000	20000	10000	10000	0	0							Complete waste mgnt	Plan produced
k) Prioritise and carry out required waste disposal developments and upgrades under guidance of an EMP	20000	20000	25000	26700	27100	30000							Initiate waste disposal	Waste disposal well managed
l) Make arrangements for the ongoing provision and removal of mass portable toilet facilities adjacent to bus parking area during community holiday periods			20000	25000	30000	35000							N/A	N/A

From Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						Performance	Performance
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	measure	Indicator
	m) Provide suitable visitor toilet facilities on beach between Point Cottage and the Msikaba River		0	40000										N/A
n) Evaluate minimum acceptable standards for Reserve power supply requirements for management, and tourism developments (as outlined in CDF)			20000	10000	5000	3000							N/A	N/A
o) Prioritise and carry out required power supply developments and upgrades to minimum acceptable standards			20000	30000	20000	20000							N/A	N/A
To acquire and maintain appropriate equipment that meets the requirements for effective management and planned tourism developments														
a) Complete handover of all Reserve equipment and inventories from DEDEA and ECTB			10000	0	0	0	25000	20000	30000	20000			N/A	N/A
b) Update inventory of all reserve equipment	5000	1000	5000	75000	8000	0	100000	80000	120000	130000	140000	150000	purchase of equipment	Equipment in Asset Register
c) Use inventory to assess and prioritise equipment requirements. Budget for and purchase new equipment			1000	2000	3000	5000							N/A	N/A
To raise additional funding for infrastructure development and maintenance														

From Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						Performance	Performance
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	measure	Indicator
	a) Resolve problems with Mkambati communities, Land Trust and CMC to enable sharing of costs of infrastructural development and maintenance													N/A
<b>KRA 5:VISITOR SERVICES AND FACILITIES</b>														
<b>Goal:To effectively market, provide, and maintain a unique experience and good service and facilities to all users of, and visitors to, the Reserve, while maximising the financial return of the capital and operational investments.</b>														
To provide a range of adventure, educational and recreational products in the Reserve														
a) Optimise opportunities for the development of approved adventure/recreational/educational activities (e.g. horse riding, mountain bike, canoeing, hiking, game viewing trails, fishing, bird and whale watching, heritage sites) in the Reserve in line with CDF			20000	10000	20000	0			100000				N/A	N/A
b) Determine the best management arrangements for the delivery of these products			20000	10000	10000	10000							N/A	N/A
c) Support capacity building programs for local communities to provide visitor services in the			1000	2000	3000	0							N/A	N/A

From Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						Performance	Performance
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	measure	Indicator
	Reserve													
d) Support opportunities for establishment of SMMEs related to tourism			5000	5000	7000	7500							N/A	N/A
To manage visitor and user activities to reduce the environmental impacts of such														
a) Train Reserve visitor management staff to effectively control and assist visitors to the Reserve	45000	30000	40000	45000	53400	60000							Training schedule available,	staff trained
b) Provide adequate visitor information and signage			20000	25000	10000	10000							N/A	N/A
c) Identify, monitor and manage impacts of different visitor uses			10000	10000	15000	10000							N/A	N/A
To ensure visitor safety														
a) Provide adequate security arrangements for visitors to Reserve	30000	30000	40000	45000	50000	55000	150000		200000	230000	250000	260000	Organize security during festive season	No crime incidents
b) Provide adequate information to visitors and users to reduce the possibilities of injury	10000	35000	11500	12400	13000	15000							Provide information	Less queries from visitors
c) Establish collaborative relationships with local policing and Holy Cross hospital			5000	7500	8000	10000							N/A	N/A
To actively and effectively market the Reserve and its resources and services														

From Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						Performance	Performance
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	measure	Indicator
	a) 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.	40000	0	40000	20000	20000	20000							N/A
b) Develop and implement a marketing plan for the region, the Reserve, and its products													N/A	N/A
c) Develop and distribute an updated information booklet/ guide for the Reserve and surrounding area	20000	0	10000	15000	20000	25000							N/A	N/A
d) Develop and maintain mutually beneficial partnerships with regional marketing and tourism initiatives (eg East Cape Tourism Board, Wild Coast Meander).	12000		14000	15500	16000	17000							N/A	N/A
<b>KRA 6:RESERVE ADMINISTRATION</b>														
<b>Goal: To develop the administrative capacity, human resources, and financial viability to support the implementation of the Reserve's strategic management plan and to meet the required legal responsibilities</b>														
To ensure financial accountability and align financial management system with that of the ECPB system														

From Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						Performance	Performance
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	measure	Indicator
	a) Participate in an annual independent audit of Mkambati financial record			10000	5000	6000	7000							
b) Provide relevant financial information to field management	15000	10000	2000	3000	5000	7000							Deliver information to visitors	Knowledgeable field Rangers
c) Start or maintain training in the ECPB financial management system	15000	17000	20000	20000	23000	24000							Organize training	Staff trained
To improve the management of financial resources														
a) Reduce expenditure by improving efficiency			1000	2000	3000	5000							N/A	N/A
b) Prepare accurate and realistic annual budgets in an Annual Plan of Operations (APO) that are in line with the SMP objectives and meet ECPB financial management procedures			1000	3000	5000	7000							N/A	N/A
c) Ensure implementation of ECPB procurement policy													N/A	N/A
d) Outsource management functions where this is most cost-effective													N/A	N/A
To develop skills in Reserve staff to implement an Integrated Reserve Management Plan (IRMP)														

From Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						Performance	Performance
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	measure	Indicator
	a) Identify training needs for the Reserve with a priority focus on environmental awareness, compliance, literacy, visitor services and hospitality, AIDS awareness and marine resource use regulations		0	20000	25000	30000	30000							N/A
b) Develop and implement the staff training program and maintain training records			5000	10000	0	0							N/A	N/A
c) Evaluate performance of staff			2000	3000	3500	4000							N/A	N/A
To develop a wider income base														
a) Identify sources of potential income. Possibilities are: Grant funding and donations, public-private commercial ventures, marketing partnerships, entry and accommodation fees, fees from visitor activities.			1000	1000	2000	3000							N/A	N/A
b) Maintain relationships with existing funders or develop relationships with potential funders eg WFW, WWF, Poverty Relief			2000	2000	2000	2000							N/A	N/A
c) Maximise income from Reserve based developments and services													N/A	N/A
To develop an employment equity strategy														
a) Identify employees within the Reserve with potential for rapid promotion and provide them with skills development programmes	20000	40000	22300	24000	25000	26000							Identify staff potential	Staff in relevant positions

From Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						Performance	Performance
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	measure	Indicator
	b) Identify employees within the Reserve with special skills and use skills most effectively			0	0	0	0							N/A
c) When there is a need for contract employees employ local disadvantaged groups			0	0	0	0							N/A	N/A
To review current organisational staff structure to ensure effective implementation of the IRMP														
a) Review the staff establishment of the Reserve (numbers for required activities)			5000	0	0	5000							N/A	N/A
b) Review job descriptions and grading of posts			0	0	0	0							N/A	N/A
c) Change staffing structure if necessary													N/A	N/A
d) Fill vacant posts in staff establishment or create new posts			10000	10000	0	0	300000		35000	400000	450000	500000	N/A	N/A
<b>KRA 7: KNOWLEDGE MANAGEMENT</b>														
<b>Goal: To ensure that relevant scientific research and monitoring guides the improving management of the Reserve, and results in information that is readily accessible to managers and relevant stakeholders.</b>													N/A	N/A
To collect and maintain information on biodiversity, resource use and relevant socio-economic conditions in and around the Reserve														

From Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						Performance	Performance
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	measure	Indicator
	a) Continually update the existing "State of Knowledge" report for the Reserve			5000	5000	5000	10000							N/A
b) Based on information available in the SOK report, evaluate and prioritise environmental, biological and socio-economic data collection requirements for the Reserve			2000	2500	3000	4000							N/A	N/A
c) Encourage local research institutes and universities to collaborate on the collection of priority data requirements for the Reserve	15000	10000	1000	2000	3000	4000							Meet with local Institutions	Research done
d) Make it a condition of all research activities that a copy of the research report is provided to the Reserve			0	0	0	0							N/A	N/A
To develop, maintain and manage basic monitoring programmes that support the Reserve's functioning and management														
a) Maintain existing monitoring activities undertaken by/for the Reserve e.g game counts	35000	42000	40000	30000	20000	20000							ground census and monitoring done	Record kept and available

From Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						Performance	Performance
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	measure	Indicator
	b) Develop, implement and maintain basic monitoring activities in the Reserve e.g. invasive alien clearing, vegetation monitoring, resource use activities, illegal activity register. Prioritize monitoring requirements and phase development and implementation of monitoring.	10000	50000	12000	13400	14000	14400							Monitoring techniques developed
c) Provide support for existing, or new, external-driven monitoring and research programs, particularly long-term monitoring and research programs	12000	3000	13000	13500	14200	16000							Support new & existing research	Research information kept
d) Ensure that the information generated by internal monitoring and research undertaken in the Reserve is properly collated	1000	500	500	1000	1500	2000							N/A	N/A
e) Maintain minimum information on visitor numbers, profile, duration of stay and use of available Reserve facilities and resources			500	500	1000	1000							N/A	N/A
f) Explore and develop links with conservation agencies in neighbouring provinces			1000	1500	2000	2500							N/A	N/A
To ensure that inventory, research, and monitoring data required to inform management decisions are effectively captured, and accessible			0	0	0	0								

From Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						Performance	Performance
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	measure	Indicator
	a) Establish and maintain a database of available Reserve information that aids decision-making			1000	2000	3000	4000			20000	15000			N/A
b) Train relevant staff to use the database	25000	22000	20000										Initiate training	Training done
c) Store all information in a single locality	13000		1000	2000	3000	4000							N/A	N/A
d) Develop and maintain a checking system that allows borrowed documents to be traced.			20000	10000	0	0							N/A	N/A
<b>KRA 8: EDUCATION, INTERPRETATION AND AWARENESS</b>														
<b>Goal;To develop a facility that improves the Reserve's ability to support school groups and community groups, and increases staff and visitor awareness about the ECPB, the Reserve and conservation in general.</b>														
To develop an effective environmental education and awareness programme														
a) Assign, make available and renovate suitable building for education centre			5000	10000	15000	20000			200000				N/A	N/A
b) Actively seek out and display relevant posters and other materials (e.g. MCM and WESSA posters) in staff and visitor areas	10000	9500	5000	10000	12500	3000							EE Posters developed	Posters interpreted

From Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						Performance	Performance
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012	measure	Indicator
	c) Facilitate and/or participate in, any suitable training courses relating to PA management and function	30000	40000	35000	45000	50000	0							Participate in PA management courses
d) 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. Walter Sisulu University Outreach programme, SANParks and EKZN Wildlife, Greater St Lucia Wetland Reserve.	30000	20000	35000	40000	42500	43000							EE networks developed	EE awareness implemented

## 4 CONSERVATION DEVELOPMENT FRAMEWORK

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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 Mkambati 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. 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. A private consultant (INTACT) has been engaged to design appropriate visitor facilities for the various use zones. The Conservation Development Framework consists of a map that indicates appropriate visitor use zones throughout the Reserve. Overlaid on the visitor use zones are existing and proposed infrastructural developments. The appropriate tables below indicate the desired visitor experiences, suitable activities, appropriate infrastructural developments and management guidelines for different use zones. A further table provides a schedule of road classifications suggested for the Reserve. The Conservation Development Framework should be read in conjunction with the Strategic Management Plan to guide development planning within the Reserve.

# GUIDE TO VISITOR USE ZONES, MANAGEMENT OVERLAYS AND ROAD CLASSIFICATIONS - MKAMBATI RESERVE

**Note: Use Zones relate to visitor experiential qualities**

## MARINE PROTECTED AREA - ZONATION

<b>Marine Protected Area</b>	<p><b>DESCRIPTION:</b> The <b>Marine Protected Area (MPA)</b> is made up of three zones namely, <b>Offshore, Inshore and Estuary Zones</b>. 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 <b>Sanctuary or Controlled Zones</b>.</p>
	<p><b>MARINE PROTECTED AREA - ACTIVITIES:</b> 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 organize, promote or carry out any form of organized competition utilizing motorized vessels.</p>
	<p><b>SANCTUARY ZONE - ACTIVITIES:</b> All forms of fishing shall be prohibited. Spear fishers not allowed to enter 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><b>CONTROLLED ZONE - ACTIVITIES:</b> The holders of commercial, recreational and subsistence permits (granted in terms of section 13 of the Marine Living Resources Act - Act 18 of 1998) shall be permitted to fish.</p>

## PROVINCIAL PARK - ZONATION

ZONE	CHARACTERISTICS	MANAGEMENT GUIDELINES
<b>Remote</b>	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 mechanized 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
	<b>ACTIVITIES</b> "No-trace-left" activities; canoeing, environmental education, nature observation on defined or non-defined hiking routes, research, bird watching. "Pack it in and pack it out" principle. Several groups may be in area at the same time.	
	<b>SUSTAINABLE RESOURCE USE:</b> Under controlled conditions	
	<b>FACILITIES:</b> No facilities. Facilities serving this zone are placed in adjoining zones and in particular the Primitive zone. No audible equipment or communications structures.	
	<b>ADDITIONAL FACILITIES:</b> None	
	<b>SOPHISTICATION OF FACILITIES:</b> No facilities except portable tents. Park policy should define rules for washing, ablution and cooking.	
	<b>ACCESS:</b> Non- motorized. Parking provided in Primitive zone.	
<b>ROADS:</b> No roads, but C1, D1 or E for management access under controlled levels of use.		
<b>AUDIBLE EQUIPMENT AND COMMUNICATION STRUCTURES:</b> None		

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

ZONE	CHARACTERISTICS	MANAGEMENT GUIDELINES
<b>Low Intensity leisure</b>	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 motorized access on designated game routes.	For concession areas with limited access.
	<b>ACTIVITIES:</b> Tourist accommodation, picnicking and walking.	
	<b>SUSTAINABLE RESOURCE USE:</b> Under controlled conditions.	
	<b>INTERACTION WITH OTHER USERS:</b> Limited to Moderate	
	<b>FACILITIES:</b> Ablution facilities and small self catering or lodge accommodation only. No day visitor sites.	
	<b>ADDITIONAL FACILITES:</b> Facilities linked to the operation of the low intensity leisure activities.	
	<b>SOPHISTICATION OF FACILITIES:</b> Low to medium density 8 - 16 beds.	
	<b>ACCESS:</b> Limited and controlled mechanized access on designated routes.	
	<b>ROADS:</b> B1 or C1.	
<b>AUDIBLE EQUIPMENT AND COMMUNICATION STRUCTURES:</b> Cell phone coverage in vicinity of camps. Code of use for cell phones and radios required to retain relative level of solitude.		

ZONE	CHARACTERISTICS	MANAGEMENT GUIDELINES
<b>High Intensity Leisure</b>	High density tourist development nodes with modern amenities	Should reflect ethos and character of park.
	Accessible by motorized transport (Car/bus) on designated transport routes.	Preferable to locate high order facilities such as staff accommodation, workshops inside this zone.
	More concentrated activities than Low Intensity leisure.	Visitor and traffic management required.
	Range of infrastructure and facilities.	For administration and operational facilities - placed on periphery of the park. For tourism accommodation - placed on high potential sites.
	<b>ACTIVITIES:</b> Restaurants, shops, education centres, day visitor picnicking and braais, park administration and staff accommodation, tourism accommodation/ lodge facilities, lodge reception and parking areas.	
	<b>SUSTAINABLE RESOURCE USE:</b> Not compatible	
	<b>INTERACTION WITH OTHER USERS:</b> Moderate to High	
	<b>FACILITIES:</b> Education Centres, day visitor sites, high density camps/lodges providing tourist accommodation with modern amenities. Staff villages and administrative centres restricted to park and concessionaire staff. Cell phone coverage in camps.	
	<b>Edutainment centres, swimming pools, day visitor sites (adjoining or within camp), petrol stations, restaurants.</b>	
	<b>SOPHISTICATION OF FACILITIES:</b> Moderate to high-density 30-200 beds. Self catering and catered	
<b>ACCESS:</b> Highly motorized including busses and delivery vehicles. Access could be limited or restricted to certain tourism accommodation sites. Visitor and traffic management required. Monitor visitor experience and control numbers if required.		
<b>ROADS:</b> A1, B1 or C1.		
<b>AUDIBLE EQUIPMENT AND COMMUNICATION STRUCTURES:</b> Cell phone coverage in vicinity of camps. Code of use for cell phones and radios required to retain relative level of solitude.		

<b>MANAGEMENT OVERLAY</b>		
<b>SPECIAL MGT OVERLAY</b>	<b>CHARACTERISTICS</b>	<b>MANAGEMENT GUIDELINES</b>
<b>Heritage</b>	Area of at least <b>national</b> 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).
	<b>ACTIVITIES:</b> Non destructive scientific investigation and educational / interpretive visits, geo sites	
	<b>SUSTAINABLE RESOURCE USE:</b> Not compatible	
	<b>FACILITIES:</b> No infrastructural development, except for providing access	
	<b>ACCESS:</b> Control numbers of visitors. Guided excursions only.	
<b>ROADS:</b> A1, B1, C1		
<b>OVERLAY</b>	<b>CHARACTERISTICS</b>	<b>MANAGEMENT GUIDELINES</b>
<b>Special Conservation</b>	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.	
	<b>ACTIVITIES:</b> Scientific and conservation measures only	
	<b>SUSTAINABLE RESOURCE USE:</b> Not compatible	<b>SUSTAINABLE RESOURCE USE:</b> Not compatible
	<b>FACILITIES:</b> None	
	<b>ACCESS:</b> Mainly for scientific and conservation measures, but some access for education and interpretation can be considered.	
<b>ROADS:</b> A1, B1, C1		

	CHARACTERISTICS	MANAGEMENT GUIDELINES
<b>Rehabilitation</b>	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	
	<b>ACTIVITIES:</b> scientific and conservation, some tourism possible for awareness and interpretation purposes.	
	<b>SUSTAINABLE RESOURCE USE:</b> Not compatible	
	<b>FACILITIES:</b> None	
	<b>ACCESS:</b> Primarily for management only, but access for awareness and interpretation can be considered.	
	<b>ROADS:</b> A1, B1, C1	

**Table 3.** Schedule of road classifications suggested for the Mkambati Nature Reserve.

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 tons	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 FRAMEWORK

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This section provides a broad overview of the responsibilities of key management staff for the implementation, monitoring and review of the Strategic Management Plan. It further describes the composition, terms of reference and functioning of the oversight structure formed to guide the development, monitoring and review of this SMP. The minimum staffing complement required to enable the operational implementation of this SMP is presented. Finally, the approval processes for the adoption of this SMP are described.

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### 5.1 Responsibilities of Key Management Staff

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

<b>Position</b>	<b>Key responsibilities</b>
Regional Manager (East)	<p>The Regional Manager shall have overall responsibility for:</p> <ul style="list-style-type: none"><li>• Ensuring the alignment of the SMP with ECPB corporate policies</li><li>• Ensuring the coordination and alignment of the SMP with other ECPB departmental activities and initiatives</li><li>• Strategic oversight of the implementation and annual performance review of the SMP and AOP</li><li>• Operational oversight of the implementation and annual performance review of the SMP and AOP</li><li>• Reporting performance of MNR in the implementation of the SMP and AOP to the Executive Director: Conservation</li><li>• Ensuring that adequate resources and capacity to implement MNR's SMP and AOP are secured</li><li>• Instituting corrective actions to ensure that the SMP is implemented, reviewed and updated</li><li>• Approval of the AOP budget</li><li>• Instituting corrective actions to ensure that the AOP is implemented</li></ul>
Reserve Manager (RM)	<p>The Reserve Manager shall have direct responsibility for:</p> <ul style="list-style-type: none"><li>• Annual drafting of an AOP directly linked to the priority activities identified in the SMP</li><li>• Annual drafting of a HR, operations and capital budget</li><li>• Implementation of the AOP</li><li>• Submission of a consolidated AOP and budget to the Regional Manager - East</li><li>• Monitoring of performance against the AOP and the SMP</li></ul>

	<ul style="list-style-type: none"> <li>• Reporting of performance against the AOP and SMP</li> <li>• Management of staff and finances in the implementation of the SMP</li> <li>• Constituting the Reserve Planning Team</li> <li>• Participating in the Reserve Planning Team meetings</li> <li>• Communicating with the Regional Manager - East about obstacles in the implementation of the AOP</li> </ul>
Supporting ECPB Directorates	<p>The Supporting Directorates shall have direct responsibility for:</p> <ul style="list-style-type: none"> <li>• Providing professional, technical and administrative support in the development and implementation of the SMP and AOP</li> </ul>

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## 5.2 Co-operative governance structures

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A *Reserve Planning Team* (RPT), under the chair of the reserve manager, will be responsible for guiding the ongoing development, review, evaluation, and updating of the components of the integrated reserve management plan, including the SMP and AOP.

- The RPT shall include at least:
- The regional manager.
- The reserve manager.
- Key reserve management staff.
- Scientific Services.
- Any other co-opted technical experts or local public representatives eg. Members of the Mkambati Land Trust

The functions of this reserve planning team shall include:

- (i) Consulting with other reserve staff, the ECPB executive, other agencies with expertise or jurisdiction, other knowledgeable persons, and the public in guiding the management strategy for, and management approach to, the reserve.
- (ii) Providing strategic direction and technical inputs into the integrated reserve management plan components
- (iii) Identifying the need for subsidiary plans, and guiding their formulation

- (iv) Approving the drafts of the integrated reserve management plan components, for formal submission to the ECPB executive
- (v) Annually reviewing the reserve performance against the objectives and goals established in the SMP and AOP
- (vi) Approving the annual reporting on the reserve performance
- (vii) Guiding the updating of the SMP and AOP based on the outcomes of the annual performance review

### **5.2.1 Co-management Committee**

It is a stated objective of the reserve that a Co-management Committee be constituted for the Mkambati Nature Reserve as a mechanism to promote and enhance the active participation of local communities in the development of reserve management strategies and guiding decision-making. Currently the Mkambati Co-management Committee comprises two members from each of the seven communities and two members from the claimants within the Land Trust, elected by the community themselves. Details on the election process for the two Land Trust members are not clear. The Reserve manager, East Cape Parks Board, Department of Land Affairs, Ingquza and OR Tambo municipalities are also represented on the co-management committee. Although this SMP will not proscribe the representation, structure and functioning of the co-management committee, the following broad guidelines will apply:

- (i) The reserve should facilitate the establishment and operation of the co-management committee as a high priority. To this end, it is envisaged that a dedicated ECPB community liaison staff member, supported by the reserve manager, be directly tasked with the responsibility for the smooth running of the community forum.
- (ii) Preliminary lessons are that the co-management committee should be structured to ensure that a platform is not created in which specific stakeholder interests are perceived to dominate the functioning of the committee.
- (iii) The different stakeholder groups to be represented on the co-management committee should be clearly defined. Preliminary proposals suggest that only adjacent neighbours, within a pre-defined distance from the reserve, should be represented on the co-management committee.

- (iv) The size of the committee should be contained to a manageable size. Preliminary proposals suggest an optimal number of 15 stakeholder group representatives on the committee.
- (v) The ECPB-appointed community liaison staff member must assist each stakeholder group to identify their representative/s on the forum in a transparent and democratic manner.
- (vi) Each stakeholder group representative should have a clear mandate to represent the interests of the stakeholders they represent and a mechanism to report back to their constituency.
- (vii) The reserve manager will represent the interests of the reserve and ECPB on the co-management committee.
- (viii) The committee's constitution should be discussed, developed and adopted as soon as possible. A chair and deputy chair shall be appointed for the term of office of the committee.
- (ix) The Terms of Reference for the committee should be focused on:
- a. Reviewing the annual performance of the reserve
  - b. Providing inputs into the annual drafting of the reserve's Strategic Management Plan and Annual Operational Plan
  - c. Making recommendations on the annual adoption of the reserve's amended SMP and AOP
  - d. Providing inputs into *ad hoc* and emergency reserve decision-making not adequately addressed by the SMP and AOP
  - e. Providing inputs into, and comment on, relevant reserve and ECPB policies, procedures and guidelines
  - f. Maintaining functional linkages between the reserve and other relevant local, municipal, regional and bioregional programs and projects
  - g. Identifying opportunities to optimize benefits from the reserve management and operations for local neighbouring communities
  - h. Obtaining, and responding to, consolidated feedback from formal bilateral working groups dealing with day-to-day operational issues
  - i. Raising supplementary and complementary income to support the implementation of the SMP
- (x) The reserve management shall actively provide administrative and logistical support in the functioning of the co-management committee. It is envisaged that the committee would meet not more than 3-4 times/annum, with a major meeting

programmed to review the performance of the reserve management against the stated objectives in this SMP. It is anticipated that day-to-day operational issues shall be addressed in bilateral discussions between the reserve and the relevant stakeholder groups, with regular summarized feedbacks of these bilateral discussions presented by the reserve managers to the larger co-management committee.

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### 5.3 Reserve staffing complement

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

<b>Position</b>	<b>Minimum staff complement</b>	<b>Current Organogram</b>
Reserve Manager	1	1
Assistant Reserve Manager (Nature Conservator)	1	1
Senior Field Ranger	1	2
Field Ranger	10	14
Hospitality	3	7
Principal General Foreman	1	1
Administrative Clerk	1	1
General Foreman	3	1 Senior Supervisor 2 Supervisor
Security	10	4 Gate Guards
General Assistant	38	12
		1 Driver
<b>TOTAL</b>	<b>70</b>	<b>40</b>

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### 5.4 Approval and adoption of the SMP

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

Eastern Cape MEC for Economic Affairs, Environment and Tourism as per the requirements of the Provincial Parks Board Act 12 of 2003 (EC) and the NEM: Protected Areas Act 57 of 2003. This can be summarized as follows:

<b>Integrated Reserve Management Plan Component</b>	<b>Responsibility</b>	<b>Submit to</b>	<b>Outcome sought</b>	<b>Frequency</b>
SMP/ AOP	<b>Reserve Manager</b>	Reserve Planning team Co-management committee	Approval of final draft	SMP (once-off and then annually for updated version) AOP (annually)
SMP/ AOP	<b>Regional Manager</b>	ECPB Directorate (via) Executive Director: Conservation	1. Approval of AOP 2. Approval for submission of SMP to MEC	SMP (5-yearly) AOP (annually)
SMP	<b>CEO</b>	MEC	Formal approval and adoption by MEC as per legal requirements	SMP (5-yearly)

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