

EASTERN CAPE PARKS BOARD



INTEGRATED RESERVE MANAGEMENT PLAN STRATEGIC MANAGEMENT PLAN

MPOFU NATURE RESERVE



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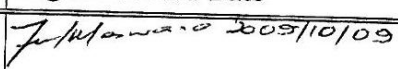


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EASTERN CAPE PARKS BOARD
Integrated Reserve Management Plan - Strategic Management Plan

MPOFU NATURE RESERVE

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ACRONYMS

ADM:	Amathole District Municipality
AOP:	Annual Operational Plan
CAE:	Certificate of Adequate Enclosure
CARA:	Conservation of Agricultural Resources Act 43 of 1983
CDF:	Conservation Development Framework
DEAT:	Department of Environmental Affairs and Tourism (National)
DEDEA:	Department of Economic Development and Environmental Affairs (Provincial)
EC:	Eastern Cape
ECA:	Environment Conservation Act 73 of 1989
ECPB:	Eastern Cape Parks Board
EIA:	Environmental Impact Assessment
FFNR:	Fort Fordyce Nature Reserve
IDP:	Integrated Development Plan
KRA:	Key Result Area
mamsl:	Metres above mean sea level
MNR:	Mpofu Nature Reserve
NEMA:	National Environmental Management Act 107 of 1998
NR:	Nature Reserve

- RPT:** Reserve Planning Team
- SAPS:** South African Police Service
- SDF:** Spatial Development Framework
- SMP:** Strategic Management Plan

1 CONTEXTUAL FRAMEWORK

1.1 Location and extent of the reserve

Mpofu Nature Reserve (MNR) is situated in Nkonkobe Municipality approximately 25km north-west of Fort Beaufort and 20km south-west of Balfour. It lies on the escarpment and lower valleys of the Katberg Mountains and covers approximately 8500 ha.

The MNR was proclaimed on 1 September 1986 (refer to **Section 1.3.1** for further detail). Actions are currently underway to expand and link MNR with Fort Fordyce Nature Reserve (FFNR) approximately 5km to the south-west. This document focuses on MNR only.

MNR is broadly characterized as follows:

MNR	Proclaimed a Nature Reserve in 1986 under the Ciskei Nature Conservation Act 10 of 1987.	8 500ha
	MNR incorporates 18 farms with roots in the 1820 settler history within the vicinity of the Katberg Massif. It contains three accommodation lodges, a hiking hut and trails, numerous dams, game drives and a picnic spot.	
	Farmland between MNR and FFNR acquired to date.	2 200ha and 927ha
	Remaining portion of farmland between MNR and FFNR under negotiation.	262ha
	TOTAL (CURRENT) AREA	8 500ha
	TOTAL (FUTURE) AREA	11 889ha

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

1.2 Elements and Purpose of the Strategic Management Plan

1.2.1 Elements of the SMP

The major elements of the reserve planning process for MNR 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 MNR is supported by a *state of knowledge report* and *operational guidelines* to ensure ongoing implementation and review of protected area management activities (see **Figure 2**).

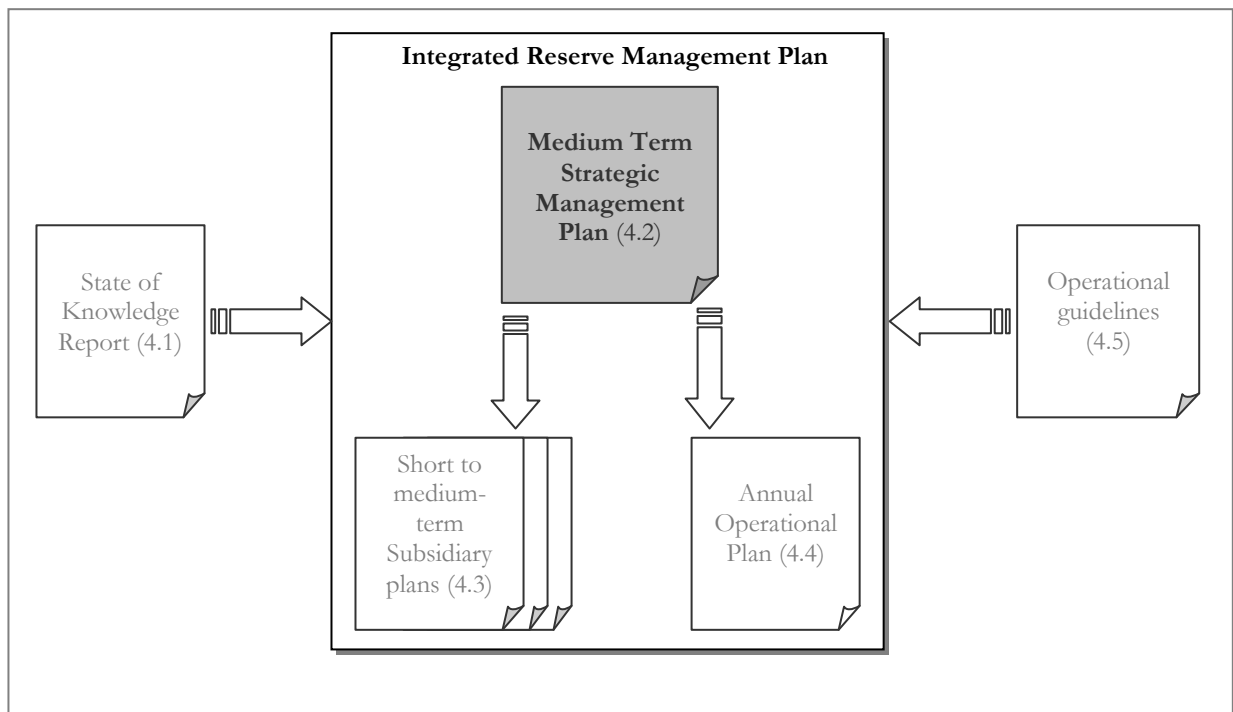


Figure 2: The elements of the reserve management plan

The Integrated Reserve Management Plan for MNR forms part of a tiered series of policies, legislation and related planning documents at the sectoral, institutional, agency and local levels. The Integrated Reserve Management Plan will directly relate to these policies, legislation and planning documents as part of a logical hierarchy of plans (see **Figure 3** below).

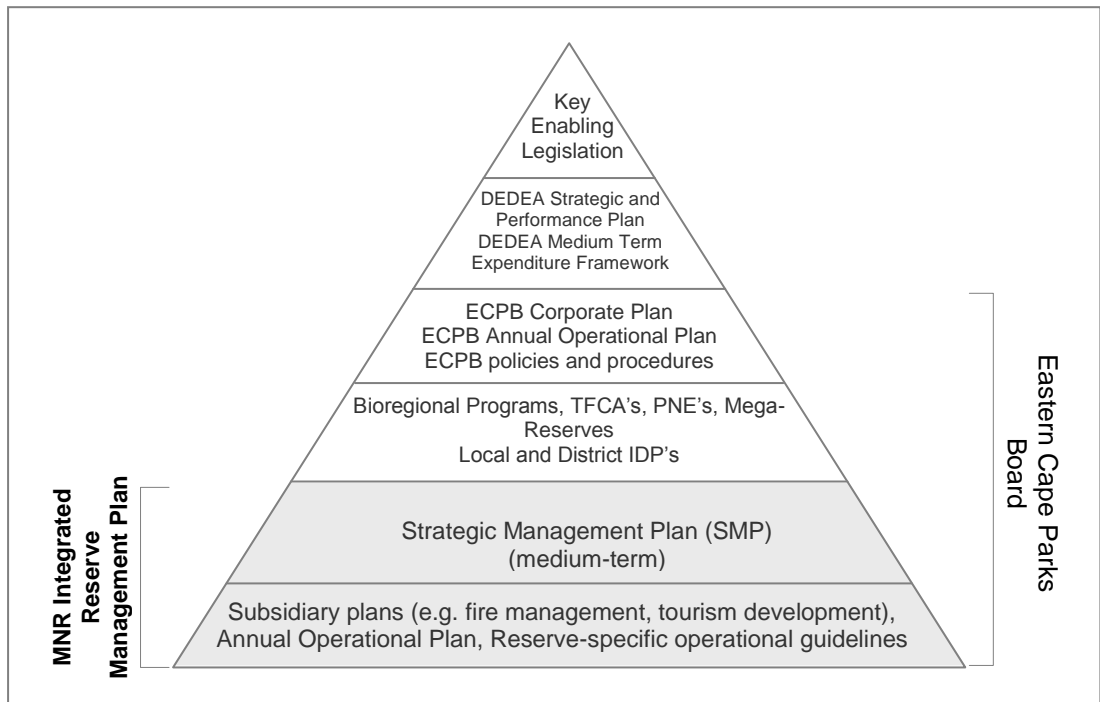


Figure 3. The policy, legal and planning context for MNR Integrated Management Plan

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

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

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

1.2.2 Purpose of the Strategic Management Plan

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

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

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

1.2.3 Assumptions and Limitations

The assumption is made for **Chapter 3**, 'Strategic Implementation Framework' that ECPB Head Office will do their utmost to create an enabling environment for the Reserve Manager and his/her staff to undertake their work. The objectives and targets set in this document can only be realized if the Reserve Manager is (i) supported by an efficient administrative, operational and informational environment (ECPB Head Office); and (ii) in the presence of adequate financial resources and cash-flow, suitably qualified and competent staff, and sufficient, appropriate infrastructure, vehicles and equipment.

The Reserve Manager is not required to undertake all the activities listed in **Section 3**. However, it is the Reserve Manager's responsibility to place the listed items on the agenda to ensure they are being pursued.

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

1.3 Legal and Policy Framework

1.3.1 Legal Framework

18 adjoining farms were purchased between Fort Beaufort and Balfour by the government in the early 1980s and the combined area was established and proclaimed as the 'Mpofu Nature Reserve' on 1 September 1986.

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

- National Environmental Management Act 107 of 1998 (NEMA).
- National Environmental Management: Biodiversity Act 10 of 2004.
- National Environmental Management: Protected Areas Act 57 of 2004.
- Nature and Environmental Conservation Ordinance 19 of 1974.
- National Forest Act 84 of 1998.
- National Veld and Forest Fire Act 101 of 1998.
- Conservation of Agricultural Resources Act 43 of 1983 (CARA).
- Fencing Act 31 of 1963.
- Mountain Catchment Areas Act 63 of 1970.
- Provincial Parks Board Act 12 of 2003.
- Environment Conservation Act 73 of 1989 (ECA).
- Ciskei Nature Conservation Act No 10 of 1987.
- Cape Nature & Environmental Conservation Ordinance 19 of 1974.
- Problem Animal Control Ordinance 26 of 1957.
- Eastern Cape Provincial Parks Board Act 12 of 2003.

- National Heritage Resources Act 25 of 1999.
- Public Finance Management Act 1 of 1999.
- Land Restitution Act 22 of 1994.
- National Water Act 36 of 1998.

1.3.2 Settlement and Management Agreements

There are no such agreements in place for MNR.

1.3.3 Municipal Planning Context – Policy, Plans and Programmes

The MNR falls within the Nkonkobe Municipality which in turn falls within the jurisdiction of Amathole District Municipality (ADM).

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

(a) Amathole District Municipality IDP 2005/2006

Broad recognition of ‘many sensitive and conservation-worthy areas’ in ADM, but there is no direct reference to MNR in the IDP. However, MNR is represented in the Spatial Development Framework (SDF) for ADM. District level environmental issues are provided for under the LED and Environment cluster with an objective to ‘promote the protection of biodiversity’ that may be regarded as broadly relevant to the long term sustainability of MNR. The objectives of Tourism and Heritage Development are also broadly applicable to MNR, viz to coordinate and support tourism activities and to promote the four ADM tourism routes, of which the Maqoma Route is most pertinent to MNR (and FFNR).

It is noted from the SDF that areas to the north of MNR have been allocated for ‘Stateland Disposal/ Restitution Claims’.

(b) Nkonkobe Municipality IDP 2004/2005

Although MNR is not mentioned by name, the IDP recognizes the need to protect and conserve the Nature Reserves within Nkonkobe Municipality based on their tourism value. A similar statement is also made in regard of the indigenous forests of the Katberg and Hogsback area. The IDP also highlights a number of threats to these 'environmentally sensitive' areas including 'soil erosion, alien invader plants taking over, deforestation, forest fires and related dangers.'

The tourism and the management of natural resources are identified as priority issues for the Municipality. Objectives/strategies for addressing these priority issues includes increasing the number of tourists to the Municipality by 10% in 2006, promoting eco-tourism, conserving indigenous forests, wetlands and inland waters; and removing invasive exotic plants.

1.4 Institutional Framework

MNR is managed by the on-site Reserve Manager. The operational management of MNR is directly supported by the ECPB Scientific Services Unit. The current staffing complement is summarized as follows:

- Reserve Manager (1)
- Field Rangers (14)
- General Assistants (13)
- Storeman (1)
- Hospitality staff (5)
- Administration Clerk (1)

Further detail on the institutional framework is discussed in **Chapter 5**.

1.5 Description of the Reserve

The following comprises a summary of information presented in the former Management Plan (MNR 01), Operational Plan 2004-2005 (MNR 04), and Eastern Cape faunal study (MNR 05), (refer to the State of Knowledge Report – file and box file).

1.5.1 History

The history of human activity in the area included occupation by Bushmen, followed by Khoi pastoralists until the 1600s when the black people arrived, followed by European settlers in the early 1800s.

The MNR was proclaimed a nature reserve in 1986 under the Ciskei Nature Conservation Act 10 of 1987. It was formed through the purchase of 18 former farmlands, many of which have their origins with the 1820 settler history, including: Witkrantz, Vincent, Sevenfountain, Perseverance, Puttis Kloof, Morganson, Johelly, Good Hope, Vrede, Dreyers Dorp, Bloemhoek, Smaldeel, Platrand, Langkloof, Rocklands, Weltevrede, Koens and Spes Bona and West of the Bles.

There is no reference in available documentation as to the purpose of the establishment of MNR (such as to effect the protection of a specific biodiversity endemic to the area and so on).

Actions are currently underway to connect MNR with the smaller FFNR to the north west of MNR.

1.5.2 Climate

The climate for the MNR is strongly influenced by the Katberg Massif and to a lesser degree, the Winterberg. Specifically it is characterized as follows:

- Lies within summer rainfall zone but some rain comes via winter frontal systems and/or as orographic rainfall.

- Rainfall averages 588mm per annum at Witkrans in the mid southern section of MNR to 710mm per annum at Weltevrede in the western section of MNR.
- Mean annual temperatures is 14°C.
- The climate tends to be cool with very cold spells in winter, with frost and occasionally snow on the mountain escarpment.
- Winds are predominantly westerly.

1.5.3 Geology, Soils and Geomorphology

The geology of MNR comprises the Beaufort Group of the Karoo Supergroup. This Supergroup was deposited between 310 – 182 million years ago (i.e. Late Carboniferous to Middle Jurassic Periods) in association with the large and deep inland Karoo Sea that was present across most of South Africa at the time. The Beaufort Group of rocks represent the middle sequence of five groups of rock forming the Karoo Supergroup and was deposited approximately 250 million years ago. Specifically, the Beaufort Group was deposited during the time when the Karoo Sea was largely silted up and large meandering rivers crossed extensive floodplains: sand, silt and mud were deposited in varying dominance during this time. Thick, weathered dolerite sills are a prominent feature of Karoo Supergroup deposits, These sills (and dykes) were formed 182 million years ago as the fragmentation of Gondwana, the supercontinent, commenced and magma was injected into and onto the Karoo Supergroup rocks.²

The upland soils of MNR are predominantly shallow, well drained soils; the valley soils tend to be deeper and more fertile. Soil erosion has been noted to be a problem in areas where cattle overgrazing occurred and where dam spillways have cut back to the dam wall generating deep dongas after storm conditions.

In terms of geomorphology the area is heavily influenced by the Katberg Massif to the north west of MNR and the Katberg Plateau which lies within MNR. From a west to east perspective, the geomorphology of the area drops from between 1200-

² Based on information obtained from T McCarthy and B Rubidge, *The Story of Earth and Life: A Southern African Perspective on a 4.6 Billion Year Journey*. Kumba Resources, 2003.

1300mamsl³ on the escarpment to the 826mamsl where the Blinkwater River cuts through the plateau. The landform rises to form a second plateau of between 900 – 1000mamsl which descends sharply, with highly dissected areas, into the Kat River basin at approximately 530mamsl.

1.5.4 Flora

Document MNR 05 describes the following key habitats in MNR:

- Dense Amatole Afromontane Forest in the remote north-west corner of MNR and associated with the escarpment – including yellowwoods and sneezewoods.
- Aliwal North Dry Grassland and Moist Mountain Grassland types on the plateau and associated areas.
- Escarpment Thicket and Fish Valley Thicket types in valleys.

The grassland types are also referred to as Döhne Sourveld and (False) Eastern Province Thornveld in other reserve documentation (MGR 01); with the latter representing a degraded habitat linked to previous cattle grazing activities and runaway veld fires from surrounding farmlands.

1.5.5 Fauna

Available species lists for MNR indicate the following are present⁴:

³ metres above mean sea level.

⁴ Based on the Census 2005 (MNR 13) and information in MNR 05, 'Medium to Large Sized Mammalian Herbivores in Provincial Nature Reserves in the Eastern Cape Province'

Mammals (small to large)	Birds
Baboon, Burchell's Zebra, Bushpig, Warthog, White Rhinoceros, Blue and Black Wildebeest, Red Hartebeest, Blesbok, Blue Duiker, Jackal, Common Duiker, Springbok, Oribi, Grey Rhebok, Cape Buffalo, Kudu, Bushbuck, Giraffe, Impala, Eland, Common and Mountain Reedbuck.	138 bird species including rare/endangered Narina Trogon, Rameron Pigeons, Cape Parrots and Starred Robins.

Fauna species historically present in MNR but now absent included African Elephant, Black Rhinoceros, Klipspringer and Grysbok⁵.

Alien faunal species present in MNR include: White Rhinoceros, Giraffe, Blue Wildebeest, Impala and Waterbuck. The latter species being largely introduced for hunting purposes and the former species to attract tourists. MNR is noted as one of four nature reserves carrying the highest number of fauna alien to the Eastern Cape (namely white rhino, blue wildebeest, giraffe, impala and waterbuck). MNR also represents one of two nature reserves in the Eastern Cape which contain a genetic colour variant species, namely White Blesbok.

1.5.6 Rivers

The Blinkwater River bisects the western section of MNR in a roughly north-south direction from the vicinity of the northern entrance gate towards Fort Beaufort in the south. The Blinkwater River joins the Kat River (which passes to the east of the eastern boundary of MNR) at Lower Blinkwater.

The Blinkwater River is generally observed to have a steady flow during and after most wet seasons, but the flow can be reduced to a series of pools during July.

There are a number of dams present in MNR and are related to the former agricultural use of the area.

⁵ Based on information in MNR 05, 'Medium to Large Sized Mammalian Herbivores in Provincial Nature Reserves in the Eastern Cape Province'.

1.5.7 Heritage Resources

Rock art occurs in a number of caves within MNR. There are also a number of grave sites linked to the former farmsteads.

The reserve is bordered by the ADM Maqoma Heritage Route and is understood to lie close to Chief Maqoma's Kraal. Chief Maqoma (1798 – 1873) is described as 'the most renowned Xhosa chief in South Africa's 19th century frontier wars'⁶.

1.5.8 Reserve Infrastructure

Reserve infrastructure includes the following:

- Office Block and Stores;
- Abattoir;
- Staff accommodation;
- Visitor Self-Catering Accommodation – including Mpofu Lodge, Ntloni Lodge and Mpunzi Lodge; and
- The Trail Hut provides basic accommodation for school children.

The R67 between Fort Beaufort and Balfour lies adjacent to the eastern boundary of MNR. A 'secondary' road leading from the R67 at Blinkwater in the south passes through the western section of MNR in a north-south direction. This road splits outside the reserve and passes adjacent to the northern boundary of the reserve in an east west direction towards Balfour in the east and Adelaide in the west.

There is also reference in document MNR 01 to an air strip, east of Mpofu Lodge, however it is understood that this has not been actively maintained for aircraft use.

⁶ www.sahistory.org.za/pages/people/maqoma-chief.htm

1.6 Strengths, Weaknesses, Opportunities and Threats

Table 1. SWOT assessment for MNR as based on inputs from the Reserve Manager and information in document MNR 05.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • High biodiversity potential due to the presence of three biomes in one protected area. • Strong ties with international and local hunting fraternity. • Disease free Cape Buffalo. • Enthusiastic staff. • Availability of technical/ scientific support from Fort Hare. • Strong income from trophy hunting, meat hunting and live game capture. • Competent, organized hunting support team at MNR. • Well equipped abattoir in the MNR. 	<ul style="list-style-type: none"> • Availability of rangers for patrols hampered by need to man the public road. • Maintenance services are limited. • Delays incurred with machinery repairs for external suppliers. • High costs associated for machinery repairs. • Bad access roads to the reserve. • Inappropriate tourist accommodation. • Poor marketing. • Staff shortage. • Absence of veld monitoring programmes to help with management planning.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Proximity to other tourism destinations/Events (Hogsback, Amathole Mountains, Katberg Hotel and Grahamstown Festival). 	<ul style="list-style-type: none"> • Potential conflict between biodiversity conservation (and associated tourism opportunities) and hunting. • Lack of biodiversity-orientated conservation management within MNR.

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Establishing one large Nature Reserve with FFNR. • Horse trails. • Job creation through outsourcing certain functions. • Reintroduction of Black Rhinoceros. • Options for new visitor accommodation. 	<ul style="list-style-type: none"> • Poaching (with dogs). • Illegal entry for harvesting of prickly pear. • Susceptible to runaway veld fires from surrounding farmlands. • Speeding on the public road passing through the reserve leads to wildlife road-kills.

The SWOT assessment has been used to guide the development of the SMP and specifically the focus of the goals, objectives, activities and deliverables listed in **Section 3**.

2 MANAGEMENT OBJECTIVES FRAMEWORK

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

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

It is important to note that the Reserve Manager is not required to undertake all the activities listed in **Section 3**. However, it is the Reserve Manager's responsibility to place the listed items on the agenda to ensure they are being pursued.

2.1 Reserve Purpose

The purpose of MNR is to conserve and protect the diversity of habitats and associated fauna present and to conserve the distinctive landscape of MNR, with a view to incorporating additional areas into the reserve where possible.

2.2 Reserve Vision

To preserve and maintain the diverse habitats and eco-systems present, to restore degraded areas to a pristine condition; to establish a healthy Black Rhinoceros population at MNR in support of other EC nature reserves and the national goals and objectives for Black Rhinoceros; and to provide for the effective conservation of the biodiversity associated with the three biomes present in MNR.

2.3 Reserve Principles

The following principles from the ECPB Strategy Plan underpin the management activities for MNR so as to ensure movement towards realizing the aforementioned vision. These principles are reflected in the goals, objectives and activities described for each of the KRAs detailed in **Section 3**.

PRINCIPLE	DETAILS	KRA REFLECTED IN
<i>Custodianship</i>	Reserve Management ⁷ will seek to respect, protect and promote MNR, and its environmental and heritage resources, as a common heritage and a national asset for all South Africans.	KRA 1 KRA 2
<i>Capacity</i>	Reserve Management will seek to ensure that the management of MNR is adequately resourced to meet its mandated and ethical responsibilities in the effective management of the reserve.	KRA 4 KRA 6

⁷ For the purposes of this *Strategic Management Plan*, “Reserve Management” means the Reserves Management institution/s, the Scientific Services supporting services and the executive officers and personnel appointed by ECPB to support, plan and manage the Park. “The Reserve” means the land and areas formally proclaimed, or designated for proclamation, as a Provincial Nature Reserve or other formal protected area designation.

PRINCIPLE	DETAILS	KRA REFLECTED IN
<i>Cooperation and Partnerships</i>	Reserve Management will seek to work co-operatively and in partnership with public institutions, the farming sector and local communities to: anticipate, avoid and resolve potential conflicts; protect the reserve resources and values; provide for visitor enjoyment; and address mutual interests in the quality of life of the surrounding communities.	KRA 3
<i>Alignment and Integration</i>	Reserve Management will seek to align and integrate the reserve management activities and priorities into, and with, the relevant local and regional institutional, socio-economic, developmental and conservation context.	KRA 1
<i>Empowerment</i>	Reserve Management will seek to empower staff and stakeholders involved with the reserves by promoting capacity building, transformation and access to economic opportunities.	KRA 3 KRA 6 KRA 7
<i>Culture of learning</i>	Reserve Management will aim for continual improvement through both a scientific based approach that provides the basis for informed decision making, and a creative and collaborative approach to problem solving and learning.	KRA 7
<i>Access</i>	Reserve Management shall seek to ensure that stakeholders shall have equitable, sustainable, and managed access to the reserve and the benefits that are derived from the reserve.	KRA 5
<i>Accountability and Transparency</i>	Reserve Management will seek to ensure that management tasks in MNR are carried out efficiently and within stipulated time frames, productivity is increased, costs are controlled and impacts are managed, with integrity and in compliance with applicable laws.	KRA 6 KRA 7
<i>Sustainability</i>	Reserve Management will seek to achieve a balance between ecological sustainability, social equity and economic efficiency so that present needs are met without compromising the ability of future generations to meet their own needs.	KRA 2 KRA 3 KRA 7

PRINCIPLE	DETAILS	KRA REFLECTED IN
Management Excellence	Reserve management will seek to attain excellence in managing MNR and serving the communities that live near it, and visitors that use it, through accountable and informed decision-making, and co-ordination, co-operation and integration with relevant government agencies and stakeholders.	KRA 1 KRA 4 KRA 5 KRA 6 KRA 7

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

2.4 Goals and Key Result Areas

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

- The necessary mandate, human capacity and financial resources to implement and achieve the objectives and activities described in the SMP are in place and maintained.
- A clear definition of roles and responsibilities of partner institutions and stakeholders in the implementation of the SMP is provided;
- The delivery of tangible benefits to local communities that outweigh their social and economic costs (i.e. they are cost-effective).
- Flexibility of service delivery that encourages innovation and a wide range of government, community and non-government sector involvement.
- Performance indicators and accountability measures are clearly listed so as to provides for regular review of outcomes and updating of the SMP accordingly.

Taking into account the above, viz, the purpose and vision for MNR and principles, the following overarching management Goals and associated Key Result Areas have been developed to direct the management of MNR – these are not listed in any order of priority:

KRA 1: Reserve Planning and Expansion

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

KRA 2: Biodiversity and Heritage Resources

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

KRA 3: Stakeholder Involvement

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

KRA 4: Infrastructure and Equipment

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

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 MNR.

KRA 6: Reserve Administration

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

KRA 7: Knowledge Management

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

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

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

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

3 STRATEGIC IMPLEMENTATION FRAMEWORK

3.1 KRA 1: Reserve Planning and Expansion

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

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

- i) Consolidating and expanding MNR to physically link with FFNR, and integrating the management processes/plans.
- ii) Investigating the incorporation of Katberg State Forest into MNR.
- iii) Consolidating the MNR within external planning frameworks.

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

- i) Developing a suite of subsidiary management plans for MNR.
- ii) Maintaining the institutional mechanism for the ongoing review and updating of the Integrated Reserve Management Plan for MNR (incorporating the SMP).

3.2 KRA2: Biodiversity and Heritage Resources

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

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

- i) Electrifying the boundary fencing and removing internal fences.
- ii) Introducing Black Rhinoceros and Oribi to MNR.
- iii) Removing extra-limital wildlife species from MNR.

The **invasive alien species management control** component of KRA 2 provides for developing an invasive alien species management plan for actively controlling jointed cactus and black wattle within MNR, reducing the risk of re-infection of cleared areas from outside MNR, and maintaining an invasive alien species mapping and monitoring programme.

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

- i) Collecting baseline wildlife and biodiversity information for MNR.
- ii) Establishing and maintaining monitoring programmes.

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

- i) Closing roads and removing old buildings.
- ii) Removing domestic cattle from the reserve.

- iii) Rehabilitating former farmsteads and eroded areas.

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

- i) Assessing the significance of the bushman paintings and providing appropriate protection.
- ii) Maintaining the grave sites associated with the former farmsteads and enabling access to relatives and/or for future burials.

Note: It is assumed that within the context of the heritage management component for this KRA, ECPB will develop a policy on regarding burials on former farmsteads within its Nature Reserves.

The **compliance management** component of KRA 2 provides for:

- i) Communicating with and raising community awareness on the value of MNR and reducing illegal activities in the reserve.
- ii) Providing better compliance/enforcement training for staff.
- iii) Outsourcing the operation of the gatehouses to MNR.

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

- i) Controlling vehicle speeds on the public road through the reserve.
- ii) Addressing the reserve's waste management needs.
- iii) Controlling potential impacts associated with expanding settlements – including poaching and illegal harvesting of plants and spread of invasive alien vegetation from outside the reserve.
- iv) Promoting the use of sustainable/environmentally friendly technologies in MNR.

3.3 KRA3: Stakeholder Involvement

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

The **cooperative governance and communication** component of KRA 3 focuses on developing and maintaining an involvement in forums with communities and identified stakeholders.

The **equitable physical access** component of KRA 3 provides for facilitating and controlling access to MNR for traditional and cultural use.

3.4 KRA4: Infrastructure and Equipment

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

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

- i) Developing a plan for maintaining management roads, fences, tracks, gatehouses and bridges.
- ii) Investigating the provision of bulk electricity supply and water supply for MNR.
- iii) Upgrading and providing new staff accommodation and football pitch.

- iv) Converting the former farmsteads into visitor accommodation.
- v) Upgrading the entrance gates, providing new offices and removing the old offices.
- vi) Revising and improving the current directional, informational and interpretive signage system inside and outside MNR.

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

The **equipment** component of KRA 4 provides for the acquisition of trailers and water tanks and other equipment.

3.5 KRA5: Visitor Services

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

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

- i) Investigating the visitor carrying capacity for MNR.
- ii) Developing new day and overnight activities/services at MNR.
- iii) Maintaining key information on MNR visitor profiles and their needs.
- iv) Marketing the tourism and recreational services at MNR.

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

or upgrading of existing services at MNR. It is also assumed ECPB will be developing a marketing strategy which can be applied at MNR.

The **education and awareness** component of KRA 5 provides for:

- i) Providing education and awareness to stakeholders and visitors.
- ii) Establishing a post for an Education Officer at MNR and developing an Information/Education centre at MNR.

3.6 KRA6: Reserve Administration

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

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

- i) Rationalising the human resource, capital and operational budgets for the combined MNR and FFNR.
- ii) Improving the financial management and accountability of the reserve.
- iii) Developing additional sustainable income sources.

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

- i) Establishing the full staff complement at MNR.
- ii) Developing the training and capacity building for the staff complement.
- iii) Developing a volunteer resource for MNR.

3.7 KRA7: Knowledge Management

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

The **baseline information** component of KRA 7 focusses on:

- i) Collecting key reserve baseline inventory data and generating GIS information for MNR.
- ii) Maintaining the State of Knowledge Report.

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

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

The **data management** component of KRA 7 focuses on designing and developing a consolidated reserve database, with appropriate training.

Mpofu Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						Performance Measure	Performance Indicator
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require		
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012		
KRA 1:RESERVE PLANNING AND EXPANSION														
Goal: To ensure that the planning and expansion of MNR maintains and enhances the integrity of its ecological and scenic resources; enables its financial sustainability and coordinated with the development and planning of the surrounding areas.														
Reserve Expansion and Legal and Management Rationalization														
Consolidating and expanding MNR to physically link with FFNR, and integrating the management processes/ plans.														
a) Complete survey and audit of MNR boundaries.														
b) Complete the acquisition of a corridor of land between MNR and FFNR.		0											N/A	N/A
c) Develop and implement programme to consolidate the two nature reserves as per the required legal process, including reference to reserve management.	2000	0	2000	1500	1500	1500							N/A	N/A
d) Commence and complete the de-proclamation of the individual reserves and proclamation of a single nature reserve.		0											N/A	N/A
e) Establish a rationalized and consolidated management and operating regime (including staff complement) for the combined nature reserve.	10000	5000	12000	13000	15000	15000							integration of activities for both Reserves	centralised administration
Investigating the incorporation of Katberg State Forest into MNR.														
Commence discussions with DAFF regarding formalizing links with the Katberg State Forest, including the possibility of incorporating the forest in to MNR.	5000	3000	5000	4500	3000	3000	3000		3500	4000	3500		Liaising with DAFF personnel	Record of discussions
Consolidating MNR within external planning frameworks.		0											N/A	N/A

Mpofu Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						Performance	Performance
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012		
Consult with Nkonkobe Municipality regarding the provision of appropriate zoning protection to MNR particularly with respect to a buffer zone from agricultural and/or settlement expansion.		0											N/A	N/A
Planning														
Developing a suite of subsidiary plans for MNR.													N/A	N/A
a) Prepare Strategic Expansion Plan for MNR including a tourism and recreation development component (including reference to a commercialization strategy).		0											N/A	N/A
b) Prepare a Fire Readiness/Management Plan.		0	15000	15000	12000	12000	13000		13560	14325	15049	15801	N/A	N/A
c) Prepare Wildlife Management Plan with a specific focus on removal of alien species, including through hunting, introduction of Black Rhinoceros, and providing for fencing upgrades (electrification) and removal.		0											N/A	N/A
d) Prepare an Invasive Alien Plant Management Plan with a focus on riverine areas and former farmsteads.	10000	0	20000	15000	15000	12000							N/A	N/A
e) Prepare a Rehabilitation and Restoration Plan - to provide for the incorporation of newly acquired areas into the reserve.														
f) Prepare a Reserve Infrastructure Management and Development Plan including a component for visitor facilities.														
g) Prepare a Stakeholder Engagement and Management Plan, including a component for environmental education and awareness.														
Maintaining the institutional mechanism for the ongoing review and updating of the Integrated Reserve Management Plan for MNR (incorporating the SMP).														
a) Reserve Planning Team (RPT) to be maintained by Reserve Manager with support from the Senior Reserve Manager and ECPB Scientific Services - RPT to be used to review and update future versions of the SMP (see Chapter 5).														

Mpofu Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						Performance	Performance
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012		
b) Collect and maintain information required to report on the performance of the SMP and the progress made with achieving listed targets to enable annual reporting.														
c) Submit performance data to ECPB on an annual basis.														
d) Undertake an annual audit and update of the SMP.														
e) Undertake a quarterly audit and annual update on the Annual Operational Plan (AOP).														
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 MNR, and to minimize operational impacts on the environment.														
Wildlife Management														
Electrifying the boundary fence and removing internal fences.														
a) Installing new boundary fencing between FFNR and MNR, undertaking other fence upgrades and/or repairs as per the fencing component of the Wildlife Management Plan for MNR.		0					20000		225000	150000	90000	45000	N/A	N/A
b) Removing internal fences as per the fencing component of the Wildlife Management Plan for MNR and once the extra-limital species have been removed.	70000	40000	15000	130000	100000	90000	35000		65000	55000	40000	30000	Fences removed	Non existence of internal fences
Introducing Black Rhinoceros and Oribi to MNR.														
a) Introduce Black Rhinoceros to MNR as per Wildlife Management Plan.														
b) Investigate the possibility of reintroducing Oribi to MNR and update Wildlife Management Plan as necessary.														
Removing extra-limital wildlife species from MNR.	10000	6000	5000	6000	7000	7000	10000		12000	12000	13000	12000	Removal of extra limital species	drop in numbers and records of animals removed

Mpofu Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						Performance	Performance
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012		
Remove White Rhinoceros, Giraffe, Blue Wildebeest and Blesbok from MNR as per Wildlife Management Plan.														
Invasive Alien Species Control							30000		35000	40000	35000	25000		
Remove declared invasive alien species from MNR and maintain ongoing control and maintenance programmes.	45000	20000	65000	50000	45000	25000							Removal of alien plant species-Riverine	Non existence of such alien species
a) Map the distribution and density of invasive alien plant species, including jointed cactus and black wattle. Map areas of risk from re-introduction from outside MNR.														
b) Implement the Invasive Alien Plants Management Plan.														
c) Monitor performance of the Invasive Alien Plants Management Plan.														
d) Maintain baseline information on implementation of the Invasive Alien Plants Management Plan.														
e) Actively encourage Nkonkobe Municipality to address invasive alien plant infestation on boundaries of MNR to reduce risk of re-infection of cleared areas.	6000	4000	5000	5600	6000	6000							communication with the municipality on the matter	Records of discussions
f) Apply for funding from DAFF through Poverty Relief for clearance of invasive alien vegetation.														
Biodiversity Monitoring														
Collecting baseline wildlife and biodiversity information for MNR.														
a) Undertake an aerial wildlife census.	75000	50000	80000	85000	90000	95000							conducting census for the game	documented figures of game per species.
b) Assess and map wildlife demographics and their distribution within MNR.														

Mpofu Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						Performance Measure	Performance Indicator
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require		
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012		
c) Undertake baseline monitoring of small mammals, birds, reptiles and amphibians.	10000	5000	15000	10000	12000	12000	25000		27000	27000	30000		collection of information regarding such animals	Records of monitoring outcomes
Establishing and maintaining monitoring programmes.														
a) Develop and implement monitoring programme for veld and endangered vegetation present in MNR.														
b) Develop and implement monitoring programme for distribution of invasive alien species and maintenance of cleared areas.	10000	5000	12000	15000	15000	16000							Developing programme for monitoring invasive alien plants and maintenance of cleared areas	Documented programme
c) Develop and implement a monitoring programme for the introduced Black Rhinoceros and Oribi.														
d) Develop and implement a research programme for monitoring Blue Duiker in MNR.														
Rehabilitation and Restoration														
Closing roads and removing old buildings.	11960	11960	13000	14000	10000	10000							Putting Road Closed sign and putting down old buildings	Non utilisation of such road and non existence of old buildings
a) Close roads as per Infrastructure Management and Development Plan (see KRA 4).														
b) Demolish old buildings identified as redundant in the Infrastructure Management and Development Plan.		0					15000		13000	10000	10000	10000	N/A	N/A
Removing domestic cattle from the reserve.														
a) Undertake round-up of cattle and hold in temporary storage/fenced off area.														

Mpofu Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						Performance	Performance
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012		
b) Consult with communities through forum to confirm ownership of cattle and release for transporting off site.														
c) Consider auctioning off any remaining, unclaimed cattle to raise funds for MNR.														
Rehabilitating former farmsteads and eroded areas.														
a) Identify and map the degraded areas that require attention, including the former farmsteads and associated fencing.														
b) Implement the Rehabilitation and Restoration Plan in connection with these mapped areas.														
c) Monitor the success of the rehabilitation and restoration plan and maintain baseline information.														
Heritage Management														
Assessing the significance of the Rock Art and providing appropriate protection														
a) Undertake assessment of the known bushman paintings present in MNR and confirm significance - including mapping (for reserve use only).														
b) Prepare and implement Heritage Management programme incorporating protection measures for the bushman paintings, as necessary.														
c) Undertake rehabilitation and/or restoration of any sites of interest as deemed necessary and maintain these sites appropriately thereafter.	17000	15000	12000	12000	12000	12000							cleaning and maintenance of bushman paints and graveyards	Clearly erected fences and
Maintaining the gravesites associated with the former farmsteads and enabling access to relatives and/or for future burials.														
a) Map location of gravesites within MNR and record details of each grave.		0					7000		5000	4500	4000	3000	N/A	N/A
b) Ensure protective fencing is in place around the gravesites and the enclosed area is clean and accessible.	15000	10000	20000	12000	12000	10000							Cleaning and fencing of the grave sites	clear fences around the gravesites

Mpofu Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						Performance Measure	Performance Indicator
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require		
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012		
c) Enable access to the gravesites for relatives as and when required.														
d) Enable access to the gravesites for burial as per ECPB Policy on this matter.														
Compliance and Enforcement														
Enabling and providing better compliance/enforcement training for staff														
a) Ensure the provision of adequate enforcement and compliance training for MNR staff.	90000	47000	65000	65000	70000	60000	22000		22400	18000	15000	14500	Facilitate the provision of training for the field Rangers by HR	Certification on training done
b) Ensure the effective deployment, and equipping of, the enforcement and compliance staff complement.	40000	37000	25000	25000	20000	18000	35000		36750	33000	23000	18000	Identification of equipments needed and acquisition of such w=equipment thereafter	Availability of such equipments entered into the asset book
c) Maintain regular patrols particularly within the location of the bushman paintings, endangered vegetation and the boundaries with nearby settlements.	50000	3000	6000	7600	8000	9000							Performing patrols to these places as required	Patrol sheets
d) Develop and maintain working relationships with local SAPS offices, DEDEA environmental crime services, local magistrates and adjacent landowners.														
e) Liaise with community leaders through the Stakeholder Forum to impress the importance of MNR and reducing poaching and other illegal activities.		0					1600		1750	1850	1900	2000	N/A	N/A
f) Maintain and collate information on all incidents in order to monitor effectiveness of enforcement activities.														
Outsourcing the operation of the gatehouses to MNR.														

Mpofu Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						Performance Measure	Performance Indicator
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require		
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012		
Investigate feasibility of outsourcing the manning of the gatehouses to the reserve as per KRA 6 to free rangers for patrols.														
Managing the Impacts associated with the use MNR														
Controlling vehicle speeds on the public road through the reserve to reduce road kills.	10000	0	8000	8000	8000	8500							N/A	N/A
a) Investigate feasible options for vehicle calming measures including maintaining a presence on the road.														
b) Erect signage to warn drivers of need for reduced speeds and/or consequences of breaking the speed limit as per KRA 4.	35000	25000	15000	10000	10000	10000							Getting quotes and requisition of such signage	Erection of new signage in the reserve
c) Acquire and/or implement measures as identified by the feasibility study.														
Addressing the reserve's waste management needs.	35000	30000	35000	40000	40000	21000	12 960		13608	14288	15002	15752	taking waste to local dumping site	Nonexistent of open burn pit and taking waste to local dumping site every Friday
Developing and implementing a waste management plan for MNR.														
Controlling potential impacts associated with nearby expanding settlements - including poaching, illegal harvesting of plants, and spread of invasive alien vegetation from outside the MNR.														
a) Raising awareness of the consequences of illegal actions and poor resource use, and the potential penalties that may result through forum meetings (refer to KRA 3).														
b) Undertaking regular patrols in high risk areas as per Compliance and Enforcement component above.														
c) Undertaking fencing repairs as necessary and as per Fencing Installation and Management Plan.														
d) Erecting signage indicating risk of prosecution for illegal entry/illegal use of MNR resources as per KRA 4.														

Mpofu Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						Performance	Performance
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012		
e) Liaising with adjacent landowners and Nkonkobe Local Municipality regarding invasive alien plant species control outside of MNR.														
Promote use of sustainable/ environmentally friendly technologies in MNR.														
a) Assess options for introducing sustainable technologies into current and new facilities and services where cost effective.														
b) Promote use of sustainable technologies in proposed new facilities and services for visitors and/or new reserve infrastructure (including the proposed office complex).														
Implement Fire Readiness/Management Plan.														
a) Implement and maintain the Fire Readiness/Management Plan for MNR.														
b) Ensure the appropriate equipment, resources and training are in place/have been provided to enable effective fire prevention/ readiness/ management, as per the Fire Readiness/ Management Plan. Refer also to KRA 6.	60000	23000	25000	30000	40000	45000							Purchasing of equipment and arranging necessary training	Availability of such equipment and certification for training
KRA 3:STAKEHOLDER INVOLVEMENT														
Goal:To establish and nurture cooperative, collaborative and mutually beneficial relationships with stakeholders to ensure the long term sustainability of MNR.														
Cooperative Governance and Communication														
Establishing and maintaining cooperative governance structures for MNR														
a) Prepare a Stakeholder Engagement and Management Plan, including a component for environmental education and awareness (refer also to KRA 5).														

Mpofu Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						Performance Measure	Performance Indicator
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require		
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012		
b) Establish/consolidate forum with the following stakeholders, at a minimum: local communities, Nkonkobe Municipality officials and conservancy land-owners.														
c) Establish formal terms of reference and clarify the functioning of the forum.														
d) Participate in and provide logistical and resource support to the forum as necessary.	22000	20000	15000	15000	16000	17000							Organising and facilitating community forum meetings	Meeting minutes
Equitable Physical Access														
Facilitate controlled access to MNR for special use groups and local communities for traditional and cultural use.														
a) Confirm community needs that need to be accommodated in MNR.	65000	55000	60000	76000	80000	80000	2500		2650	2700	3000	3200	Attend meetings with the community to establish their needs	Giving assistance to community-supply of water , ground maintenance and keeping records of such
b) Define and allocate areas within MNR that may be made available to cater for these needs and advise Community Forum of these areas and how to access them.														
c) Enable controlled access to the identified gravesites for relatives as per KRA 2.														
d) Enable controlled access to the identified gravesites for burial as per ECPB policy/ guidance (refer to KRA 2).														
e) Raise awareness of and implement a 'No Trace Left' approach to the use of the allocated sites by communities.														
KRA 4:INFRASTRUCTURE AND EQUIPMENT														

Mpofu Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						Performance Measure	Performance Indicator
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require		
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012		
Goal: To ensure the provision, installation, development and maintenance of adequate and appropriate infrastructure and equipment that supports effective conservation management and the provision of visitor facilities and services in MNR.														
Infrastructure														
Developing a plan for maintaining management roads, fences, tracks, gatehouses & bridges.	130000	150000	145000	120000	110000	110000	180000	145000	165000	145000	130000	125000	Assessing the condition of roads, fences and track and planning maintenance accordingly	Availability of maintenance plan and implementation of such a plan. Improved condition of such areas.
Develop and implement Reserve Infrastructure Management and Development Plan as per ECPB standards - including reference to the closure of management roads on western edge of MNR and new visitor facilities.														
Investigating the provision of bulk electricity supply and water supply to MNR.	450000	80000	350000	240000	200000	250000	500000		300000	200000	150000	150000	Communicate with Eskom regarding the provision of bulk electricity	Records of such communication and quotation for such installation
Investigate feasibility of installing a bulk electricity supply for MNR and water supply options (including borehole supply).														
Upgrading staff accommodation and providing new staff accommodation and football pitch.														
a) Design, construct and maintain new staff accommodation at the gatehouses and a caretaker's lodge at Allemans Fontein as per ECPB standards.	450000	0	250000	50000	45000	40000	550000		600000	450000	200000	150000	N/A	N/A

Mpofu Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						Performance Measure	Performance Indicator
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require		
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012		
b) Upgrade other staff accommodation as identified and in accordance with ECPB standards.	150000	80000	150000	80000	75000	70000	200000		150000	120000	10000	100000	Attending staff accommodation with regard to renovation and premises maintenance	Properly fenced , painted staff accommodation and maintained ground maintained
c) Investigate feasibility of providing a football pitch within MNR for staff use and community use.														
Converting the former farmsteads into visitor accommodation	500000	0	250000	160000	130000	90000							N/A	N/A
Assess feasibility of converting former farmsteads into self catering accommodation lodges for visitors as per ECPB standards.														
Upgrading the entrance gates, providing new offices and removing the old offices.														
a) Upgrade entrance gates as per ECPB standards.														
b) Investigate the feasibility and desirability of constructing a new office complex for MNR incorporating the Reserve Manager's office, curio shop and an Environmental Education/ Conference Centre - either on current office site or new site.														
Revising and improving the current directional														
a) Liaise with SANRAL regarding installing external directional signage to MNR.														
b) Standardize, install and maintain internal directional and informational signage - information boards to inform visitors of the environment and species present and of the available hiking trails.														
c) Erect warning signage to deter trespassers, poachers and speeding traffic.														
Equipment														
Acquiring second trailer and water tank for fire fighting														

Mpofu Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						Performance	Performance
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012		
a) Acquire trailer and water tank.	60000	50000	35000	35000	30000	20000		32000					Get quotes for fire equipment and purchasing such equipment	Availability of such equipment in the Reserve .
b) Maintain trailer and water tank according to manufacturer's specifications and maintenance cycles.	45000	395500	35000	30000	30000	20000	10000		12000	12500	13000	13000	Ensuring maintenance of such equipment as required	Keeping records of such maintenance
Acquiring additional fire beaters														
a) Acquire fire beaters as per Fire Readiness/ Management Plan.														
Acquiring Repeater to enable communications with Tsolwana and Double Drift Nature Reserves.														
a) Acquire repeater.														
b) Maintain repeater according to manufacturer's specifications.														
Acquiring other equipment.														
a) Acquire: GPS and Photocopier.	10000	0	5000	8000	8000								N/A	N/A
b) Maintain GPS and Photocopier according to manufacturer's specifications.	45000	40000	50000	50000	50000	50000	8000		9500	10000	10000	10500	Maintain such equipment as required	Records of maintenance
KRA 5:VISITOR SERVICES														
Goal;To effectively market, provide and maintain a unique experience and good services to all users of and visitors to the MNR.														
Tourism and Recreation														
Investigating the visitor carrying capacity for MNR.														

Mpofu Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						Performance	Performance
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012		
a) Undertake assessment of visitor carrying capacity at MNR for a range of services including: curio-shop, mountain bike trails, Eco-Adventure Races, abseiling, horse riding trails, 4x4 trails, picnic spots, game drives and cultural village experience (with local communities).														
b) Use the results of the carrying-capacity assessment and ECPB standards for visitors to develop the visitor facilities component of the Infrastructure Management and Development Plan.														
Developing new day and overnight activities/ services at MNR.		0					25000		22000	20000	20000	20000	N/A	N/A
Establish new day and overnight activities at MNR as per the visitor facilities component of the Infrastructure Management and Development Plan.														
Maintaining key information on MNR visitor profiles and their needs.														
a) Establish Visitor's Books at each of the main accommodation lodges and main reception.														
b) Collate information from Central Reservations on visitor profiles and with the visitor questionnaires, maintain daily profiles of the reserve visitors and users in the standardized corporate format.														
c) Use the visitor profiles as a decision support tool to guide and direct the development of new tourism facilities and services as described in future versions of the Tourism and Recreation Development Plan.	15000	12500	15000	17000	20000	20000							Ensure that there is visitor profile and that decisions are based on that.	Attending to issues raised in the profile by visitors. Purchasing of lodge equipment
Marketing the tourism and recreational services and facilities at MNR.														
a) Advertise visitor services that are available at MNR as per ECPB marketing strategy.		0	5000	5000	6000	6500							N/A	N/A
b) Ensure appropriate external signage to MNR is in place and is supported by internal signage on all trails and environmental information for the reserve - refer to KRA 4.														

Mpopu Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						Performance	Performance
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012		
c) Provide information to visitors in MNR at main reception and at accommodation lodges including species lists, game viewing information/sightings and conditions of stay.														
Education and Awareness														
Providing Education and Awareness to stakeholders and visitors														
a) Implement the Environmental Education Awareness component of the Stakeholder Engagement and Management Plan for MNR.														
b) Use feedback from visitors, the community and stakeholder forums to update the focus of Environmental Education at MNR.														
c) Promote options for student internship and/or volunteer projects through local institutions - tying in with research needs for MNR (see also KRA 2, Biodiversity Monitoring component and KRA 7).	50000	75000	55000	60000	65000	70000	70000		30000	30000	30000	30000	Investigate the possibility of internship option through local institutions	Correspondence record with HR and employment of interns.
Establishing a post for an Education Officer and developing an Information/ Education Centre at MNR.														
a) Establish Environmental Education/ Conference Centre as per recommendations from the feasibility study referred to in KRA 4, Infrastructure component.														
b) Recruit an Environmental Education Officer for MNR as per the recommendations from the feasibility study referred to in KRA 6, Human Resource component.														
KRA 6:RESERVE ADMINISTRATION														
Goal:To develop the administrative capacity, human resources and financial resources to support the implementation of the MNR SMP and to meet the required legal responsibilities.														
Administration and Financing														

Mpofu Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						Performance Measure	Performance Indicator
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require		
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012		
Rationalising the human resource, capital and operating budgets for the combined MNR and FFNR.		0					350000	281725	350000	355000	355000	367000	N/A	N/A
Undertake rationalization of reserve budgets as per Nature Reserves Consolidation Programme (KRA 1, Planning Component).														
Improving the financial management and accountability of the Reserve														
a) Implement corporate procedures for financial management and procurement.														
b) Maintain an asset register for MNR.														
Developing additional, sustainable income sources														
a) Identify and implement mechanisms to improve efficiency and reduce unnecessary expenditure.	5000	2000	5000	6000	6000	7000							Ensure improved communication and purchasing of admin equipment	functional radios and effective computer and printer in the office.
b) Optimize the income streams from current and future reserve-based developments, facilities and services - including allowing for cessation of hunting.														
c) Investigate the feasibility for local communities to operate horse riding services.														
d) Investigate potential, alternative sources of funding , e.g. through Poverty Relief, for fencing repairs, the new office complex and staff accommodation.														
e) Investigate the feasibility and desirability of establishing a 'Friends of MNR' with a view to providing additional funding sources and volunteer resources.														
Human Resource														
Establishing full staff complement at MNR.														
a) Confirm staff requirements at MNR taking into account the forthcoming combining of MNR and FFNR.														

Mpofu Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						Performance	Performance
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012		
b) Develop and implement a strategy for filling vacant posts.														
c) Investigate the feasibility of outsourcing gate guards and undertaking actions as deemed appropriate.														
d) Maintain good labour relations through regular meetings, clear goals, appraisals, training programmes and supervision at a minimum (see Objective 2).														
Develop training and capacity building of staff complement.														
a) Implement corporate personnel procedures, including applying the performance appraisal system and inputting to a staff training needs programme.														
b) Provide hospitality and health and safety training for staff that will have direct contact with visitors.		0					15000		18000	16000	14000	15000	N/A	N/A
c) Provide field, fire-fighting, and security/enforcement training for field rangers.														
d) Provide computer training for identified personnel, including database management.	30000	30000	35000	4000	4000	4000							Recommendation of training to HR for the identified personnel.	Correspondence with HR on training recommendation and certification on training done.
e) Provide financial management and general management courses for identified personnel.		0					5000		38000	3000	3500	4800	N/A	N/A
f) Provide literacy training for identified personnel, tying in with the Adult Basic Education Trust.														
Developing a volunteer resource base for MNR.														
a) Liaise with local educational institutions regarding feasibility and potential availability of students for volunteer activities at MNR.	10000	8500	5000	5000	3000	3000							Engage in talks with local institutions with the possibility of volunteer students	

Mpofu Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						Performance	Performance
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012		
b) Consider use of 'Friends of MNR' as a volunteer resource base.														
KRA 7:KNOWLEDGE MANAGEMENT														
Goal:To ensure that relevant scientific research and monitoring guides the improving management of the MNR and results in information that is readily accessible to managers and relevant stakeholders.														
Reserve Baseline Information														
Collecting key reserve baseline inventory data and generating GIS information for MNR.														
a) Collate and maintain baseline inventory data for the reserve including: information on Black Rhinoceros, Blue Duiker and Oribi numbers and distribution; all faunal species (including birds, reptiles and amphibians); water quality information; vegetation types distribution, heritage/cultural sites.														
b) Maintain key baseline visitor related data for the reserve including: visitor profiles and usage; and allocated areas for special use.														
c) Maintain key baseline reserve operations related data for MNR, including: reserve budgets; degraded areas; monitoring of areas cleared of alien vegetation; reserve assets; weather conditions; reserve staff complement and HR; and enforcement incidents.														
d) Maintain map of reserve infrastructure including management roads, gate houses, fencing, roads, signage locations, staff and visitor accommodation, picnic spots, hiking trails etc.		0					15000		15000				N/A	N/A
Maintaining the SOK														
Update the State of Knowledge Report every 2 years.														
Research and Monitoring														
Developing a reserve monitoring programme.														

Mpofu Strategic Management Plan	OPERATIONAL BUDGET						CAPITAL BUDGET						Performance	Performance
	Require	Allocated	Require	Require	Require	Require	Require	Allocated	Require	Require	Require	Require	Measure	Indicator
	2008	2008	2009	2010	2011	2012	2008	2008	2009	2010	2011	2012		
Develop and implement a more proactive Research and Monitoring Programme for MNR, including provision for: specific wildlife monitoring; water supply water quality monitoring; animal disease monitoring; monitoring areas cleared of invasive alien vegetation; monitoring the veld and endangered vegetation; monitoring rehabilitated areas; and monitoring enforcement success.	10000	5000	15000	16000	20000								Develop monitoring programme for wildlife monitoring , water supply and quality and enforcement success.	Documentation of such monitoring programmes.
Developing collaborative relationships with research institutions.		0					5000	5000	6000	6000	6000	N/A	N/A	
Actively facilitate the involvement of external research institutions in alignment with the MNR's priorities, as described in the Research and Monitoring Programme - e.g. through internships.														
Data Management														
Designing and developing a consolidated database for MNR in order to help inform reserve management decisions.														
a) Establish and maintain a consolidated database and mapping of reserve information.	2500	20000	3000	3000	3000	3000		16000	15000	13000	12000	10000	Facilitate mapping of the Reserve and maintaining database	map and data base availability
b) Ensure staff are aware of the database and use it effectively in their activities.														
c) Integrate the information stored in the database into the annual review and update of the SOK, SMP and Annual Operations Plan.														

4 CONSERVATION DEVELOPMENT FRAMEWORK

Based on available information on the biophysical, heritage, socio-economic and land use context of the Reserve, and in consultation with the Reserve Planning Team 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 MNR. The CDF indicates the extent and location of suitable visitor use zones for the Reserve, with management guidelines and broad conservation and tourism infrastructural requirements (e.g. fences, roads) designated for each use zone.

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

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

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

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

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

1. VISITOR USE ZONATION

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

1. VISITOR USE ZONATION

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

1. VISITOR USE ZONATION

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

1. VISITOR USE ZONATION		
	CHARACTERISTICS	CHARACTER SPECIFIC MANAGEMENT GUIDELINES
HIGH INTENSITY LEISURE	High density tourist development nodes with modern amenities.	Should reflect ethos and character of 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.
	ACTIVITIES:	Restaurants. Shops. Education Centres. Day visitor picnicking and braais. Reserve Administration and Staff Accommodation. Tourism accommodation/lodge facilities, lodge reception and parking areas. Boating. Water Skiing. Fishing.
	SUSTAINABLE RESOURCE USE:	Not compatible.
	FACILITIES:	Education centres. Day visitor sites. High density camps/lodges providing tourist accommodation with modern amenities. Staff villages and administrative centres restricted to Reserve and concessionaire staff. Cellphone coverage in camps.
	INTERACTION WITH OTHER USERS:	Moderate to High.
	ADDITIONAL FACILITIES:	'Edutainment' centres. Swimming pools. Day visitor sites (adjoining or within camp). Petrol stations. Restaurants.
	SOPHISTICATION OF FACILITIES:	Moderate to High density 30-60 beds. Self catering and catered.
	ACCESS:	Highly motorized including buses and delivery vehicles. Access could be limited or restricted to certain tourism accommodation sites. Visitor and traffic management required. Monitor visitor experience and control numbers if required.
	ROADS:	A1, B1 or C1.
	AUDIBLE EQUIPMENT AND COMMUNICATION STRUCTURES:	Cellphone coverage in vicinity of camps. Code of use for cellphones and radios required to retain relative level of solitude.

2. MANAGEMENT OVERLAY

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

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

2. MANAGEMENT OVERLAY

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

Table 2: Schedule of Road Classifications

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

5 INSTITUTIONAL FRAMEWORK

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

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

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

5.1 Responsibilities of Key Management Staff

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

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

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

5.2 Co-operative Governance Structures

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

The RPT membership shall be developed to include at least:

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

The functions of the RPT shall include:

- i) Consulting with other park staff, the ECPB executive, other agencies with expertise or jurisdiction, co-management structures, other knowledgeable persons, and the public in guiding the management strategy for and management approach to MNR.
- 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 MNR's performance against the objectives and goals established in the SMP and AOP.
- vi) Approving the annual reporting on MNR's performance.
- vii) Guiding the updating of the SMP and AOP based on the outcomes of the MNR annual performance review.

5.3 Reserve Staffing Complement

In addition to the staff complement described in Section 1.4, the following additional staff are needed to provide the minimum staffing complement necessary to implement this SMP:

Position	Minimum Complement
Field Ranger	7
General Assistant	6
Receptionist	1
Lodge Staff	2

5.4 Approval and Adoption of the SMP

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

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