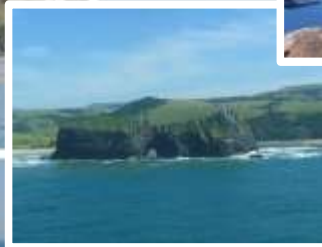


WILD COAST CONSERVATION AND SUSTAINABLE DEVELOPMENT PROJECT

# *Biodiversity Strategy and Action Plan for the Wild Coast*

*Prepared for the Wilderness Foundation (South Africa)*



# THE WILD COAST BIODIVERSITY STRATEGY AND ACTION PLAN

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**JULY 2005**

## EXECUTIVE SUMMARY

The agreed vision of the Wild Coast Biodiversity Strategy and Action Plan is that **by 2020 good governance of the Wild Coast environment ensures that people of the region derive significant and sustainable benefits from the participatory conservation of its biodiversity.** This vision was developed by key stakeholders including traditional leaders, local authorities and Non-Governmental Organisations in partnership with National and Provincial implementing agencies charged with ensuring sustainable and equitable use of biodiversity. The development of an agreed common vision was in itself an important step towards developing effective collaborative governance of the region.

A strategic framework, which outlines how the diverse stakeholders of the region can work together to achieve the vision, was developed through a series of stakeholder workshops and individual meetings. The strategic framework identifies three primary strategic objectives which need to be achieved to reach this vision by 2020:

1. Persistence of biodiversity is ensured through the conservation of species, ecosystems and the processes that maintain them, with a focus on priority areas;
2. Impoverished local people derive benefit from sustained ecosystem services, consumptive use and development that complements biodiversity conservation; and
3. Sufficient institutional capacity and good governance ensures co-ordinated and effective local implementation and community involvement.

The first two strategic objectives together recognise and address the potentially

conflicting demands of conservation and poverty alleviation. The third recognises the existing institutional constraints and inaccessibility of the region and seeks to enhance institutional capacity and governance. The underlying instrument for achieving these primary goals, and the outcomes and activities which support them, is one of mainstreaming biodiversity into the social and economic development process.

The Action Plan describes how the vision is supported by a series of clear and implementable actions. Each action is led by a specific implementing agency that will be responsible for ensuring that all partners work together.

Priority areas were identified by a systematic conservation assessment based on conservation targets for key terrestrial and aquatic features of the region. Conserving biodiversity within these priority areas will partly be achieved through strengthening and expanding the existing protected area system. The Global Environment Facility funded activities in the existing protected areas focus on improving the co-management of these areas and will include the appointment of appropriate staff and supportive training for the respective local communities. The legal status of each protected area will also be rationalised and management systems will be established or strengthened. Implementation of detailed operational plans will be undertaken by strengthened management teams.

Priority indigenous State Forests have been identified for incorporation into the provincial nature reserve system, and strengthened management structures will be put in place for these forests.

Extensive support for the management of the Coastal Conservation Area will be

focused initially on facilitating responsible coastal developments and the control of illegal activities and will then move onto strengthening the management of priority estuaries, grasslands and forests. The Coastal Conservation Area will be included into a consolidated Wild Coast Protected Natural Environment.

Many priority areas lie outside existing protected areas and securing their conservation will require a combination of expansion of the formal protected area system and off reserve management. Expansion of the protected area system will initially focus on the establishment of the greater Pondoland Conservation Area.

The Wild Coast Biodiversity Strategy and Action Plan places great emphasis on improving the benefits derived by impoverished local people from sustained ecosystem services (including consumptive use of natural resources) and development that complements conservation. The approach is based on the application of the principles of sustainable Community Based Natural Resource Management (CBNRM). In view of limited resources and the need to establish an effective track record, initial activities will be focused strongly on areas identified as priorities in the conservation assessment. Initial activities focus on the key grasslands and estuaries within the priority areas. Within each priority area key resources that require improved management in order to reach conservation targets have been identified. Communities will be supported in developing locally appropriate mechanisms which address both their needs and those of the Wild Coast Biodiversity Strategy and Action Plan.

The potential of tourism as a key economic driver of the region has been widely recognised, with the European Union committing significant resources to piloting the development of community-based tourism enterprises on the Wild Coast. The objective of the Biodiversity Strategy and Action Plan is to ensure that responsible and

sustainable private and community-based tourism investments are increased in the region and that tangible benefits from these investments accrue to both local communities and conservation. Biodiversity conservation will be mainstreamed into all planning activities in the area, including local government Integrated Development Plans, agricultural long term planning, forestry long term planning and land restitution processes.

The Wild Coast Biodiversity Strategy and Action Plan, along with the regional land use plan, will be implemented as an integrated bioregional programme, gazetted under the Biodiversity Act, and will be referred to as the **Wild Coast Programme**. Developing the collaborative partnerships necessary for implementation will require strong political support. For this reason the Wild Coast Biodiversity Strategy and Action Plan includes the establishment of a high level Wild Coast Inter-governmental Coordination Committee. The coordinating committee will act as the political focal point, and the co-chairs will be the National Minister of Environment and Tourism and the Provincial Member of the Executive Council for Environmental Affairs. This Committee will maintain close links between the Wild Coast Programme and the Provincial Growth and Development Plan.

The Biodiversity Strategy and Action Plan also calls for the establishment of a programme steering committee to provide a basis for the coordination and oversight of implementation. It will include all of those agencies that are making a substantial contribution to the implementation of the Wild Coast Strategy and Action Plan.

An effective and efficient Programme Management Unit will be established, under the provincial Department of Economic Affairs, Environment and Tourism (DEAET) and national Department of Environmental Affairs and Tourism (DEAT), to facilitate and support the day-to-day implementation of the action plan by the existing organisations

active on the Wild Coast. It is essential for the successful implementation of the action plan that this unit is staffed by highly competent, and well resourced, staff.

It is important to recognise however that no single agency will be able to implement the Wild Coast Biodiversity Strategy and Action Plan and achieve the overall vision. Implementation will occur incrementally through the coordinated activities of a large number of partners working together to meet a common objective. The importance of strengthening the newly established Eastern Cape Parks Board is a key component of the action plan. The critical role of the Department of Economic Affairs, Environment and Tourism and the local municipalities in managing biodiversity outside protected areas is recognised and these institutions will be significantly bolstered through implementation of the action plan.

Partial funding for the implementation of the Wild Coast Biodiversity Strategy and Action plan has already been secured from the Global Environment Facility, the European Union and the Expanded Public Works Programme, amongst others. The challenge will be to secure the remaining resources needed for implementation through realignment of existing programmes and budgets and through the engagement of additional public and private sector role-players. This will be further supported by the development of additional funding mechanisms.

Although the complete Wild Coast Biodiversity Strategy and Action Plan may only be fully implemented over the next 15 years, many of the component activities are either already being implemented and now require further support, or can be initiated immediately. The Wild Coast Biodiversity Strategy and Action Plan builds on and strengthens existing initiatives wherever possible. Indeed, many of the assessments required for planning are being undertaken in a series of activities in parallel with the

development of this strategy, and institutional structures needed to support implementation can be put in place promptly.

A plan for monitoring the effectiveness of implementation is provided and must be implemented from the outset and used to inform adaptive management to ensure that the agreed vision is achieved. This monitoring and evaluation plan has been designed for reporting primarily at the level of the strategic outcome, where each outcome is achieved through the execution and completion of a number of activities. Reporting on the activity level, where necessary, will have to be devolved to the implementation agents. The plan also integrates the indicators required for reporting on the GEF funded components of the Programme which are focused on the protected area estate. The monitoring plan has been designed around the concept of adaptive management where assessment of the outcomes of activities leads to the redirection or initiation of new activities to reflect the changes that arise when a complex action plan is implemented.

# TABLE OF CONTENTS

<b>1.</b>	<b>BACKGROUND</b>	<b>1</b>
1.1	Purpose and structure of the Wild Coast Biodiversity Strategy and Action Plan .....	1
1.2	Relationship to the National Biodiversity Strategy and Action Plan .....	3
1.3	The identification of priority areas for conservation.....	3
1.4	The current economic value of the biodiversity of the Wild Coast, and the development of possible funding mechanisms to support future conservation .....	6
1.5	Biodiversity-based resource use by communities .....	8
1.6	The legal environment.....	9
1.7	The institutional environment .....	11
1.8	Public participation and stakeholder involvement.....	12
<b>2.</b>	<b>THE STRATEGIC FRAMEWORK</b>	<b>13</b>
2.1	A strategy to achieve the vision .....	14
	Strategic objective 1: Ensuring the persistence of biodiversity in priority areas, through the conservation of species, ecosystems and the processes that maintain them.....	16
	Strategic objective 2: Increasing the benefits that impoverished local people derive from sustained ecosystems, equitable consumptive use and development that complements conservation.....	16
	Strategic objective 3: Supporting good governance through institutional capacity building, improved coordination, effective local implementation and equitable community involvement.....	16
<b>3.</b>	<b>ACTION PLAN</b>	<b>17</b>
3.1	Broad approach and general principles .....	17
3.2	Turning strategy into action .....	18
	3.2.1 <i>Strategic Objective 1: Ensuring the persistence of biodiversity in priority areas through the conservation of species, ecosystems and the processes that maintain them.....</i>	18
	3.2.2 <i>Strategic Objective 2: Increasing the benefits that impoverished local people derive from sustained ecosystem services, equitable consumptive use and development that complements biodiversity conservation .....</i>	19
	3.2.3 <i>Strategic Objective 3: Supporting good governance through institutional capacity building, improved coordination, effective local implementation and equitable community involvement.....</i>	19
3.3	A hierarchical framework .....	22
3.4	Detailed action plan (Tables).....	29
<b>4.</b>	<b>MONITORING AND EVALUATION</b>	<b>70</b>
4.1	Purpose of a Monitoring and Evaluation Plan.....	70
4.2	Structure of this chapter .....	70
4.3	Background on monitoring and evaluation .....	71
	4.3.1 <i>Monitoring and evaluation.....</i>	71
4.4	Components of a Monitoring and Evaluation Plan .....	72
	4.4.1 <i>Types of indicators .....</i>	72
	4.4.2 <i>Level of detail .....</i>	72
	4.4.3 <i>Evaluation .....</i>	73

## Wild Coast Biodiversity Strategy and Action Plan

<b>4.5</b>	<b>Relevant monitoring and evaluation initiatives .....</b>	<b>75</b>
	4.5.1 <i>The National Biodiversity Strategy</i> .....	75
	4.5.2 <i>National State of the Coast Report</i> .....	76
	4.5.3 <i>Eastern Cape State of the Environment Report</i> .....	76
	4.5.4 <i>Eastern Cape Coastal Management Plan</i> .....	77
	4.5.5 <i>Other initiatives</i> .....	77
<b>4.6</b>	<b>Institutional arrangements and responsibilities for monitoring and evaluation .....</b>	<b>78</b>
<b>4.7</b>	<b>Indicators .....</b>	<b>79</b>
	4.7.1 <i>Introduction</i> .....	79
<b>4.8</b>	<b>Detailed descriptions of indicators .....</b>	<b>83</b>
<b>4.9</b>	<b>Suggestions for additional indicators .....</b>	<b>127</b>

<i>Appendix 1</i>	Priority areas for biodiversity conservation and management in the wild coast
<i>Appendix 2</i>	Attendance register of the wild coast biodiversity strategy workshop (17-18 November 2005) and Action Planning Workshop (26-27 January 2005).
<i>Appendix 3</i>	The Management Effectiveness Tracking Tool

## **TABLES**

Table 1.1: The proposed themes of the National Biodiversity Strategy and Action Plan, and the corresponding themes adopted in the Wild Coast Action Plan. ....	4
Table 3.1: Hierarchical framework used for the Wild Coast Strategic Framework and Action Plan .....	23
Table 3.2: Top priority Outputs of the Wild Coast Action Plan .....	27
Table 3.3: Prioritization of, and time frames for, the Wild Coast Biodiversity Strategy and Action Plan .....	28
Table 3-4: Activities supporting Outcome 1.1. The existing protected area system is secured and effectively managed, with local community support.....	29
Table 3.5: Activities supporting Outcome 1.2. The protected area system is expanded to conserve some additional priority areas .....	42
Table 3.6: Activities supporting Outcome 1.3. Priority areas outside the protected areas are conserved through community-based stewardship and integrated management.....	46
Table 3.7: Activities supporting Outcome 2.1. The productive potential of the resource base is maintained or improved through Community Based Natural Resource Management .....	49
Table 3.8: Activities supporting Outcome 2.2. Developing a diversity of sustainable livelihood options .....	52
Table 3.9: Activities supporting Outcome 3.1. Develop strong and sustainable political support for the programme in all four spheres of governance .....	55
Table 3.10: Activities supporting Outcome 3.2. Establishing mechanisms to align sectoral plans and to coordinate and monitor the implementation of the Wild Coast Biodiversity Strategy and Action Plan.....	56
Table 3.11: Activities supporting Outcome 3.3. Good local governance of natural resources and protected areas is supported by legitimate and capacitated institutions .....	59
Table 3.12: Activities supporting Outcome 3.4. An enabling legal and policy framework is in place and implemented.....	65
Table 3.13: Activities supporting Outcome 3.5. Other sectors incorporate biodiversity concerns into their plans policies and practices.....	67
Table 4.1: Strategic Objectives, Outcomes and Indicators for the Wild Coast Conservation and Sustainable Development Programme. This table provides an overview of the indicators and relates them to the strategic objectives and outcomes. Details of each of the indicators are given in the next section.....	80
Table 4.2: A summary of suggested indicators that should be included in the Monitoring & Evaluation Programme and the related strategic objectives and outcomes.....	127



## FIGURES

Figure 1.1: Map showing the position of the terrestrial and marine Wild Coast planning domain in South Africa along with major biomes of the country. The vegetation types of the Wild Coast as well as the coastal depth strata are illustrated. The boundaries of the domain include the Kei River in the South and the Mtamvuna River in the North. The inland boundary corresponds with the municipal ward boundaries. .... 1

Figure 1.2: Priority areas for conservation in the Wild Coast for a more detailed version of this map and its priority areas refer to Appendix 1 ..... 6

Figure 2.1: The strategy map for achieving a shared vision of the future of biodiversity in the Wild Coast ..... 15

Figure 3.1: Proposed institutional structures for the implementation of the Wild Coast Programme..... 20

Figure 3.2: The strategy map for achieving the outcomes of Strategic Objective 1 ..... 24

Figure 3.3: The strategy map for achieving the outcomes of Strategic Objective 2..... 25

Figure 3.4: The strategy map for achieving the outcomes of Strategic Objective 3..... 26

## ANNEXURES

<i>Annexure 1:</i>	Specialist Study: Conservation Assessment of the Wild Coast
<i>Annexure 2:</i>	Economics Specialist Study: Economic valuation and financing mechanisms of biodiversity in the Wild Coast.
<i>Annexure 3:</i>	Resource use and land tenure in the Wild Coast. Supporting the development of a Biodiversity Strategy and Action Plan for the Wild Coast
<i>Annexure 4:</i>	Legal Situation Assessment: Supporting the development of a Biodiversity Strategy and Action Plan for the Wild Coast
<i>Annexure 5:</i>	Wild Coast Institutional Situation Assessment: Supporting the development of a Biodiversity Strategy and Action Plan for the Wild Coast
<i>Annexure 6:</i>	Public Participation Report Specialist Report: Supporting the development of a Biodiversity Strategy and Action Plan for the Wild Coast.

## ***ABBREVIATIONS AND ACRONYMS***

ACCODA	Amadiba Coastal Community Development Association
ADM	Amatole District Municipality
C.A.P.E	Cape Action for People and the Environment
CASU	Co-management Assistance Support Unit
CBNRM	Community Based Natural Resource Management
CFR	Coastal Forest Reserve
CPPP	Community Public Private Partnership
C/O	Capital/Operational
DEAT	Department of Environment and Tourism
DEAET	Department of Economic Affairs, Environment and Tourism
DA	Department of Agriculture
DFID	Department of International Development
DLA	Department of Land Affairs
DME	Department of Minerals and Energy
DPSIR	Driving forces, Pressures, States, Impacts, Responses
DWAF	Department of Water Affairs and Forestry
EC	Eastern Cape
ECCMP	Eastern Cape Coastal Management Programme
ECDC	Eastern Cape Development Corporation
ECIC	Eastern Cape Implementation Committee
ECPB	Eastern Cape Parks Board
ECTB	Eastern Cape Tourism Board
EPWP	Expanded Public Works Programme
GEF	Global Environmental Facility
GIS	Geographic Information Systems
HIV/AIDS	Human Immuno-deficient Virus/Acquired Immune Deficiency Syndrome
IDF	Integrated Development Framework
IDT	Independent Development Trust
IGCC	Inter-Governmental Coordination Committee
JFC	Joint Forestry Committee
LM	Local Municipality
LUMS	Land Use Management Systems
MCM	Marine and Coastal Management
MEC	Member of the Executive Council of the Provincial Government
METT	Management Effectiveness Tracking Tool
MIG	Municipal Infrastructure Grant
MLRF	Marine Living Resource Fund
MPA	Marine Protected Area
M&E	Monitoring and Evaluation
NBSAP	National Biodiversity Strategy and Action Plan
NEMA	National Environmental Management Act (Act 107 of 1998)
NGO	Non-Governmental Organisation
NR	Nature Reserve

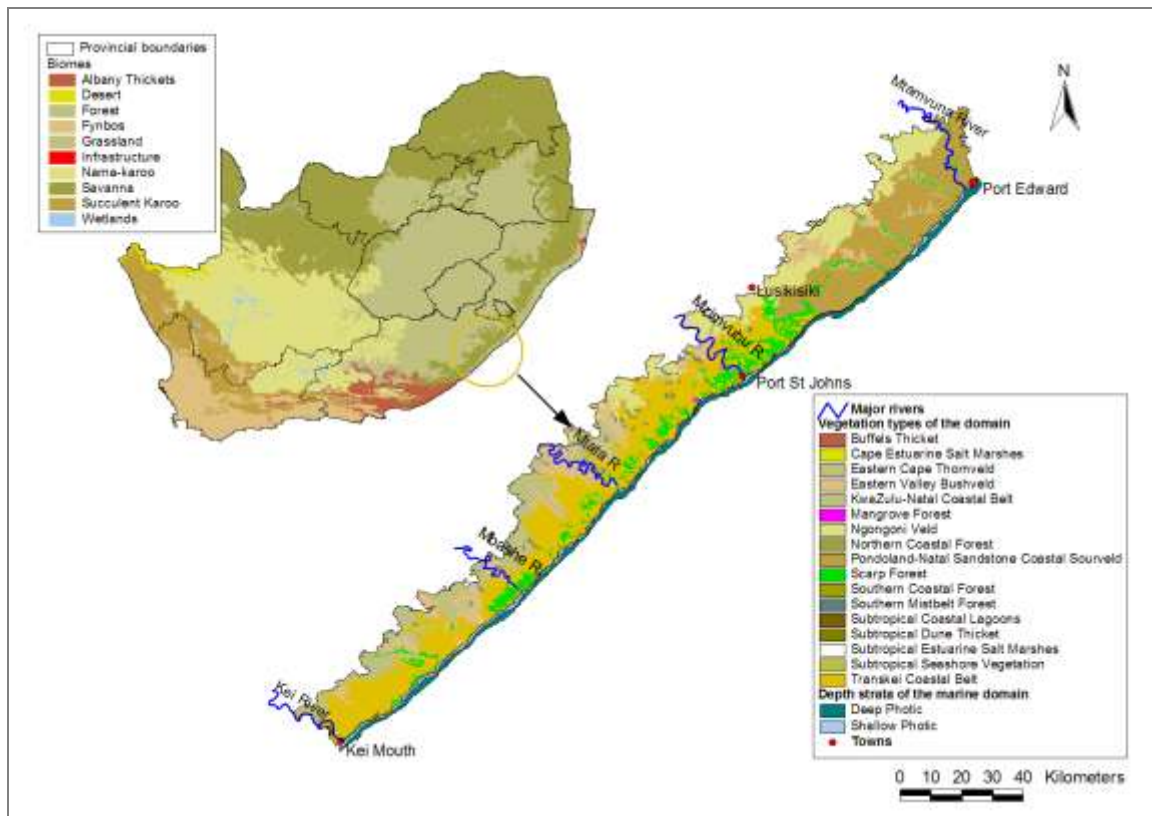
## Wild Coast Biodiversity Strategy and Action Plan

NSBA	National Spatial Biodiversity Assessment
O	Outcome
ORTDM	OR Tambo District Municipality
PA	Protected Area
PCA	Pondoland Conservation Area
PFM	Participatory Forest Management
PGDP	Provincial Growth and Development Plan
PMU	Programme Management Unit
PNE	Protected Natural Environment
PNR	Provincial Nature Reserve
PSC	Programme Steering Committee
SA	Supportive Assessment
SANBI	South African National Biodiversity Institute
SF	State Forest
SKEP	Succulent Karoo Ecosystem Programme
SO	Strategic Objective
STEP	Sub-tropical Thicket Ecosystem Programme
TRACOR	Transkei Agricultural Corporation
TRALSO	Transkei Land Service Organisation
UNDP	United Nations Development Programme
WCPMU	Wild Coast Programme Management Unit
WfW	Working for Water
WoF	Working on Fire
WWF-SA	World Wide Fund for Nature-South Africa

# 1. BACKGROUND

## 1.1 PURPOSE AND STRUCTURE OF THE WILD COAST BIODIVERSITY STRATEGY AND ACTION PLAN

The Wild Coast (see Figure 1.1) region has a significant but threatened asset in the form of globally recognised, but rapidly degrading biodiversity. It is recognised in the recently completed National Biodiversity Strategy and Action Plan (NBSAP 2005) as one of the country's priority areas for biodiversity conservation and sustainable development. It is also internationally recognised as a global biodiversity hotspot, the Maputaland-Pondoland-Albany hotspot ([www.biodiversityhotspots.org](http://www.biodiversityhotspots.org)). This hotspot, which stretches along the east coast of southern Africa below the Great Escarpment, is an important centre of plant endemism. The National Biodiversity Strategy and Action Plan highlights the need for further fine-scale planning in this region leading to effective natural resource management to ensure that its biodiversity is conserved and human development is sustained.



**Figure 1.1:** Map showing the position of the terrestrial and marine Wild Coast planning domain in South Africa along with major biomes of the country. The vegetation types of the Wild Coast as well as the coastal depth strata are illustrated. The boundaries of the domain include the Kei River in the South and the Mtamvuna River in the North. The inland boundary corresponds with the municipal ward boundaries.

## Wild Coast Biodiversity Strategy and Action Plan

The biodiversity of the region has persisted as a result of the generally low population density and lack of development to date. The Wild Coast is one of the poorest areas in South Africa, with 90% of the people in some districts living below the poverty line<sup>1</sup>. Although subsistence-level use of biodiversity is currently critical for the survival of many rural people, its potential to generate sustainable benefits has not been fully harnessed. Increasingly, unmanaged and inequitable resource use and rapidly expanding, but uncoordinated, development threatens both the conservation of this unique asset and the sustainability of the benefits it can potentially generate. In recognition of this situation, the Wild Coast Conservation and Sustainable Development Project was established in May 2004. Its objective was to assist in planning and pilot implementation aimed at harnessing the potential of the biodiversity of the region to provide economic opportunities and conservation benefits. This planning phase was supported by the Eastern Cape Department of Economic Affairs, Environment and Tourism, the Development Bank of Southern Africa, the United Nations Development Programme and the National Department of Environmental Affairs and Tourism. One of the primary products of this planning phase was the development of the Wild Coast Biodiversity Strategy and Action Plan.

The Wild Coast Biodiversity Strategy and Action Plan was developed by key regional stakeholders, and reflects a coordinated approach to address agreed priorities. The consultation process included stakeholder workshops and individual consultation with implementing agencies and stakeholder groupings. This report consists of the following chapters:

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**Background:** provides an overview of the public participation process used to develop the Wild Coast Biodiversity Strategy and Action Plan, and the main recommendations arising from this process, together with summarized information on the biological, socio-economic, legal and institutional environment derived from the preparatory sectoral situation assessments. Detailed accounts of this information can be found in the specialist reports, which are cited in the sections which follow, and listed under references.

**Strategy:** describes the strategic framework that was developed to achieve a shared vision of the future for the biodiversity of the Wild Coast.

**Action Plan:** comprises the detailed action plan that translates the strategic framework into clear, practical steps with associated responsibilities and commitments.

**Monitoring programme** outlines the requirements for measuring the achievement of the strategic objectives and provides output and impact indicators aimed at evaluating the implementation of the action plan at the level of the strategic outcome.

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Hereafter all these components of the Wild Coast Biodiversity Strategy and Action Plan will be referred to simply as the **Wild Coast Action Plan**. It will be implemented by a number of partners as the **Wild Coast Programme**.

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<sup>1</sup> The poverty line is set at ZAR533 per adult equivalent per month.

## **1.2 RELATIONSHIP TO THE NATIONAL BIODIVERSITY STRATEGY AND ACTION PLAN**

South Africa has recently completed its National Biodiversity Strategy and Action Plan (NBSAP 2005), which sets out priorities and targets for biodiversity conservation. The objective of the NBSAP is to: *Conserve and manage terrestrial and aquatic biodiversity to ensure sustainable and equitable benefits to the people of South Africa, now and in the future.*

The formulation of the objectives of the NBSAP was guided by the principles set out in key conventions, policies and laws, in particular:

- The Convention on Biodiversity (<http://www.biodiv.org/> chm)
- The Constitution of South Africa (Act 108 of 1996)
- The White Paper on the Conservation and Sustainable Use of Biodiversity (1997)
- The National Environmental Management Act (Act 107 of 1998)
- National Environmental Management: Biodiversity Act, 2004 (Act 10 of 2004)

The core principles that were derived from these documents and used in the formulation of the strategic objectives above are: equity, sustainability, co-operative governance and participation. A key priority for the NBSAP is to ensure that biodiversity is incorporated into all sectoral programmes, policies, legislation and plans, as called for by the Convention on Biological Diversity.

The National Spatial Biodiversity Assessment for South Africa (Driver *et al.* 2005), a key input to the NBSAP development process, identified nine biodiversity priority areas. The Wild Coast includes two of these, namely the Maputaland-Pondoland in the northern and central section and the Albany Thicket in the southern section. The National Biodiversity Strategy and Action Plan highlights the importance of more detailed (fine-scale) planning in this area to identify important concentrations of biodiversity resources and to harness their potential to contribute to sustainable livelihoods.

The Eastern Cape conservation agencies and local government representatives contributed to the development of the NBSAP. It was therefore used as a starting point for this regional strategy development process. Regional stakeholders for the Wild Coast have simplified the six national themes to three broader regional themes (Table 1.1).

## **1.3 THE IDENTIFICATION OF PRIORITY AREAS FOR CONSERVATION**

The selection of priority areas for the conservation of biodiversity in the Wild Coast is required to focus limited conservation resources. These priority areas consist of forest, grassland, estuarine, riverine and marine habitats that incorporate biodiversity features (e.g. species or habitats) essential to achieving the conservation targets for the Wild Coast. It is important to note that priority areas are not synonymous with protected areas and may not require formal protection, but should be subject to ecologically sustainable management. Systematic conservation planning was applied to both the terrestrial and aquatic environments to identify these priority conservation areas (see Annexure 1). The broad aims of systematic conservation planning are first, to conserve a representative sample of all biodiversity features (species and ecosystems), and second, to conserve the ecological and evolutionary processes that maintain biodiversity features.

## Wild Coast Biodiversity Strategy and Action Plan

**Table 1.1: The proposed themes of the National Biodiversity Strategy and Action Plan, and the corresponding themes adopted in the Wild Coast Action Plan.**

<i>Theme of the National Biodiversity Strategy and Action Plan</i>	<i>Corresponding theme of the Wild Coast Action Plan</i>
Biodiversity, including species, ecosystems and ecological processes is effectively conserved across the landscape and seascape, with a particular focus on biodiversity priority areas	Biodiversity persists through the conservation of species and ecosystems and processes that maintain them, with a focus on priority areas.
Integrated land and water management across the country minimizes the impacts of threatening processes on biodiversity, enhances ecosystem services and improves social and economic security	
Human development and well-being is enhanced through sustainable utilization of biodiversity and equitable sharing of benefits	Impoverished local people benefit from sustained ecosystem services, consumptive use and development that complement biodiversity conservation.
An enabling framework integrates biodiversity into the socio-economy	
Enhanced institutional effectiveness and efficiency ensures good governance in the biodiversity sector	Co-ordinated and effective local implementation and community involvement secured by sufficient institutional capacity and good governance.
South Africa's international obligations are met where feasible and in the national interest	

The first step in the conservation assessment was to collate data on biodiversity features and threats for the planning domain, based on existing data and expert workshops, (Figure 1.1). The following data sets were compiled: vegetation types, areas of concern for specific species, river signatures and integrity, estuary types and condition, marine priorities, existing protected areas, and transformed and degraded land.

A situation assessment revealed that approximately one third of the Wild Coast is transformed by cultivation, afforestation, mining and urban development. The grassland vegetation types are extensively transformed, as are some of the savanna and forest types. Cultivation makes the largest contribution to transformation in the Wild Coast, with afforestation having the greatest impact on Pondoland grasslands and scarp forests. Transformation by mining is low. Settlement is greatest in the southern grassland areas.

The aquatic component of the Wild Coast is in fair to good health with many of the quaternary catchments intact or with the potential for rehabilitation (see Annexure 1). However more than 20% of the catchments in the Transkei region are affected by subsistence agriculture and many have high proportions of degraded land cover (Turpie 2004). Few of the estuaries in the region are well protected.

The marine Transkei Inshore Bioregion is classified as moderately protected by marine protected areas, and is ranked as the least threatened supratidal bioregion in South Africa. It is, however, threatened by a combination of current and future non-extractive recreational activities, pollution and coastal development. The intertidal zone of the Agulhas and Natal regions are also classified as underprotected. Extractive use of marine living resources and pollution are the two biggest threats facing these bioregions (Lombard *et al.* 2004).

## Wild Coast Biodiversity Strategy and Action Plan

A gap analysis indicated the Wild Coast is poorly protected with only 3.26% of the land in Provincial Nature Reserves<sup>2</sup>. Scarp forests are the best protected with over 16% in Provincial Reserves, followed by the Pondoland grasslands at 8%. The other Wild Coast vegetation types are poorly protected with the Transkei Coastal Grasslands at 1% and the Mangrove Forests at 0%. These low levels of protection are a concern, especially when high international status of the region is considered.

Priority areas for conservation were identified in this global biodiversity hotspot using the systematic and scientific procedures of conservation planning. The outputs were a suite of priority terrestrial areas, rivers, estuaries and marine zones. Integrating these products resulted in a map of 15 priority areas in the Wild Coast (Figure 1.2) described in more detail in Appendix 1. The priority areas in the south of the domain are small and tend to cluster around large forests or important river and estuary complexes, with a few comprising the expansion of existing provincial nature reserves. The south of the domain is more densely populated and significantly transformed, resulting in the identification of generally smaller priority areas. The larger priority areas in the north represent the important, endemic and globally recognised Pondoland Centre of Endemism.

The priority areas that were identified achieve the majority of the conservation targets and goals of the Wild Coast Conservation Assessment. The most obvious exclusions are the offshore marine priorities as well as the Nqabara and Mdumbi priority rivers of the inland domain. Estuarine Conservation Areas falling outside the 15 integrated priority conservation areas include Qolora, Jujura, Ngadla, Shixini, Nqabara, and Mngazi.

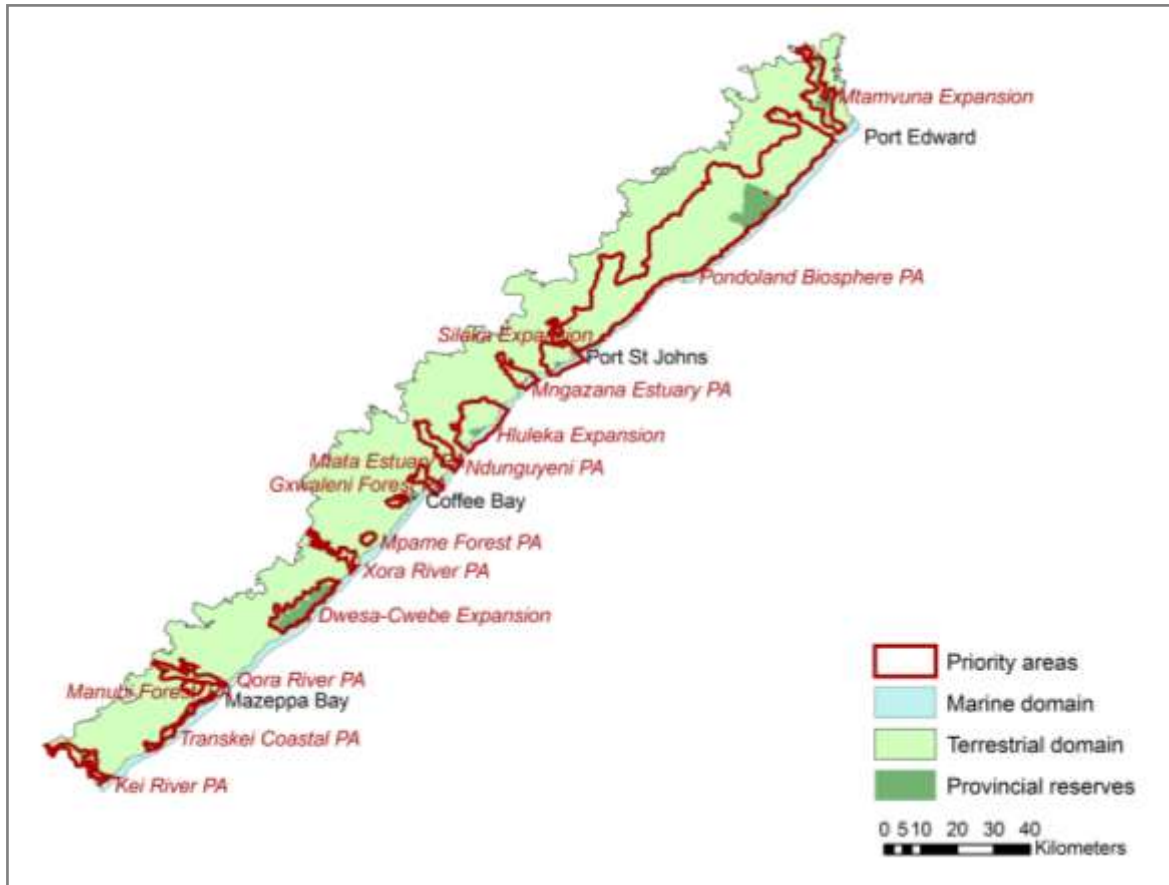
The conservation assessment represents a significant step forward in understanding the distribution of biodiversity priorities, pressures and existing conservation efforts within the Wild Coast. The Wild Coast is a data-poor region but the assessment has collated all the available spatial information resulting in a significantly improved database for the region. Information on transformation and land and resource use pressures in the region are incomplete and as such a comprehensive analysis of the pressures faced by Wild Coast biodiversity was not possible. Marine biodiversity data needs to be mapped at a finer scale, and the lack of data on species distributions across the domain is problematic. Also, an adequate understanding of the ecosystem processes of the Wild Coast is needed in order to successfully plan for their conservation. From a preliminary assessment of the Wild Coast it would appear that there are two sets of processes that are of concern. The first are those that move along the domain parallel to the coast, including coastal processes, which will be captured to some extent in the Coastal Conservation Zone and the larger priority areas. The second are those that move perpendicular to the coast from the coast inland, including dispersal and migration, which may align well with riverine corridors. Additional analysis is however required to understand, map and the describe requirements for conserving these processes.

The current set of priority areas needs to be secured through the development and scheduling of activities in the Wild Coast Biodiversity Strategy and Action Plan, which ensure the conservation of biodiversity in these priority areas. The existing implementation capacity constraints necessitate the prioritisation of activities and areas in which these activities are implemented. The initial activities and selected priority areas must have sufficient institutional support to ensure immediate implementation and the development of positive momentum directed towards the achievement of the vision. These activities would then be rolled out over the next 5 years to remaining priority areas.

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<sup>2</sup> Protected areas in the Wild Coast include Provincial Nature Reserves, State Forests, Marine Protected Areas and the Coastal Conservation Area. These different local types of protected areas are distinguished throughout the report in view of the differences in their current management and future requirements. The highest level of protection is afforded to the Provincial Nature Reserves, which were therefore used as the basis for the assessment of conservation status for each vegetation type.





**Figure 1.2: Priority areas for conservation in the Wild Coast for a more detailed version of this map and its priority areas refer to Appendix 1**

#### **1.4 THE CURRENT ECONOMIC VALUE OF THE BIODIVERSITY OF THE WILD COAST, AND THE DEVELOPMENT OF POSSIBLE FUNDING MECHANISMS TO SUPPORT FUTURE CONSERVATION**

As a first step towards securing adequate long term financing for biodiversity conservation, a review of the total current economic value of biodiversity of the Wild Coast was undertaken. This was supported by an assessment of potential future conservation financing mechanisms (see Annexure 2). The report provides evidence that the biodiversity of the Wild Coast is already a significant contributor to the livelihoods of the local communities. This biodiversity also has the potential to generate additional revenue for the local communities through the implementation of biodiversity based economic financing mechanisms. Whether services are non-consumptive in nature, such as ecotourism, or consumptive in nature, such as resource-harvesting, they provide an economic return to the communities utilizing the services. Economic benefits can take a variety of forms, from direct income flows associated with access fees, tourism levies, and tradable permits to indirect benefits of water purification and soil erosion prevention. Direct benefits that do not generate a monetary income flow include, amongst others, the traditional use of natural resources as sources of energy, food, shelter and medicines.

The total current value of biodiversity of the Wild Coast was found to be between R243 million and R723 million per year. The largest contributors to these totals are fuel wood (60.2%), accommodation

## Wild Coast Biodiversity Strategy and Action Plan

(11.4%) and grazing (11.1%). The consumptive use value (that is, direct use value from resources such as grasses and reeds, non-timber forest products, fauna and marine and estuarine resources, but excluding tourism) is between R 161 million and R 624 million per year. It is probable that direct use values represent only a small proportion of the total economic value of biodiversity in the region, as indirect use values, option and quasi-option values, and non-use values (existence and bequest values) were not taken into account.

The identification and implementation of appropriate **environmental finance mechanisms** is critical in ensuring that the natural environment of the Wild Coast is adequately 'paid' for the environmental services it provides. Further collaboration and research is required in order to access potential financing from payment for ecosystem services as well as non-income generating benefits. It is recommended that these more complex economic mechanisms are facilitated by the South African National Biodiversity Institute-supported Bioregional Programme Management Unit as a collaborative exercise for all bioregional programmes. Possible areas of research into the use of payment for ecosystem services may include the role of estuaries in maintaining coastal fisheries and the role of the coastal forests in carbon sequestration. Research into optimizing non-income generating benefits such as non-timber use should also be encouraged, for example utilizing charcoal instead of direct timber consumption.

The first suite of mechanisms includes the payment of a general conservation levy by the tourism industry in recognition of the contribution a conserved environment makes to attracting visitors. The payments by tour and accommodation operators in the region can, potentially, generate R6.9 million or more per year. It will be complemented by the development of 'green certification' mechanisms for tourism bodies which fulfil environmental criteria. These levies or certification fees will have to be calculated to ensure that the profitability of the industry is not jeopardized.

The second suite of financing mechanisms includes the implementation of a 'conservation agreement' by which a community foregoes the user rights over a portion of their land. This may take the form of leasing the land for inclusion into the protected area estate in return for the income, or investment in infrastructure, or capital investment (e.g. schools, clinics, tourism operation, etc), as negotiated by the parties involved in the conservation agreement. It will be linked with the direct payments discussed under Outcome 2.1). In view of the international importance of the area, there is also a potential to secure donor funds for conservation agreements with communities who manage their land to support biodiversity conservation.

A third mechanism is the potential to secure funding through securitization<sup>3</sup> of protected area income such as entry fees or accommodation. Financing potential of up to R3.2million over five years exists for the protected areas in the Wild Coast from existing entry fees alone. In order for this to be achieved comprehensive financial statements for the protected areas must be prepared. These financial statements must include a balance sheet as well as cash flow statements. Validated financial statement forecasts must also be provided. In order to efficiently participate in the securitisation of its cash flows, the protected area entrance fees should be set at a rate that appropriately captures the willingness to pay of visitors. A balance must be found between the entrance price and the level of facilities. For this reason the upgrading of existing facilities has been identified as a top priority by the Eastern Cape Parks Board. There may also be a need to develop differential fees to ensure continued access and appreciation by local people.

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<sup>3</sup> Securitisation is defined as a process whereby an asset, debt, obligation or aggregation of these is turned into a marketable security such as a stock or bond

## **1.5 BIODIVERSITY-BASED RESOURCE USE BY COMMUNITIES**

The development of the Wild Coast Action Plan required a good understanding of the socio-economic environment of the region. The Wild Coast is considered as one of the poorest regions in South Africa. In many districts over 90% of the population survives below the poverty line of R553 per month, indeed 41% of households in the 2001 census indicated they received no income. The people with no alternative sources of income are highly dependent, and have significant impacts, on biodiversity-based natural resources. In order to inform the development of this strategy, a study was commissioned to investigate socio-economic conditions in the area (see Annexure 3) and their inter-relationship with the use of natural resources.

With the exception of the town of Port St Johns, people living in the Wild Coast are clustered in rural villages. Access to services such as tap water, sanitation, roads, electricity and phones is low. Currently there are very few local income-generating opportunities and this has resulted in a large number of the economically active age group being engaged in migrant labour. Many households have no access to cash income or are totally reliant on state grants, especially old age pensions. The population age structure is biased to the youth, with 46% under 15 and 13% under 4 years of age. Although there is a high birth rate, the total population is relatively stable with an increase of less than 5000 between the 1996 and 2001 census. This stability is probably a consequence of high levels of migration out of the area and high HIV/AIDS related death rates.

Communal land tenure dominates the area, which is divided into traditional authorities, which are further subdivided into areas allocated to headmen. These structures were, until 1994, the administrative authority. After the 1994 elections, local government structures were instituted in the area and were mandated to oversee development and service delivery. They are not, however, set up or mandated to manage the land and its natural resources. Chiefs and headmen continue to operate in the area, but uncertainty over their role has lessened their influence and group management structures for commonage are largely not operating.

The Communal Land Rights Act of 2004 makes provision for land ownership to be returned to the communities by the state, which currently holds the land in trust for them, but this legislation is currently being challenged in the constitutional court. Interim procedures are consequently being used. The purpose of these procedures is to ensure the involvement of the community in development planning processes. Currently, when land is needed for development, a complex procedure of back-to-back lease agreements needs to be entered into with both the local community and Minister of Land Affairs. The complexity of this procedure has prevented the large-scale strip development that occurred elsewhere in coastal areas, but has also hampered appropriate development.

In the Wild Coast there are extensive tracts of land that are currently state owned and managed. These include provincial nature reserves, state forests, and land farmed as agricultural cooperatives. Much of this land is currently the subject of land claims. In the case of the Dwesa-Cwebe and Mkambati Provincial Nature Reserves these claims have been settled in favour of the community, with the land being maintained as protected areas through the settlement agreements. In general, community members tend to have a negative attitude to protected areas as they consider these areas as denying them access to resources that they consider are theirs.

At the household level there are a number of livelihood strategies. Migrant labour and state benefits are very important and a few households have access to local jobs. Commercial agriculture is limited, but most households engage in some level of subsistence agriculture. This subsistence agriculture takes place in small gardens adjacent to the homestead rather than in the agricultural fields, which have largely been abandoned. Livestock ownership is exceptionally important from a cultural perspective

and most households have some livestock. There are no management controls over stocking rates on communal lands.

The vast majority of households in the region rely heavily on natural resources. Inter-tidal shellfish are shared through a complex social system of communal harvesting. This has a positive impact on protein intake within villages up to a significant distance inland. Fuelwood is used by almost all households as their main energy source for cooking and heating. Wood is harvested (illegally or otherwise) from State Forests and Headman's forests, exotic woodlots, mangrove forests and from trees that are invading abandoned crop fields. Indigenous forests and woodlots are also used to source poles for construction as well as for edible fruits. Other natural resources used by local communities for sale or personal consumption include: grasses and reed for thatching; medicinal plants and extracts; seafood including shellfish, crayfish, lobsters, line fish and bait species; and forest products are used for numerous household utensils and craft products (e.g. walking sticks, wood carvings and basket-ware).

Tradition and custom, poverty and a lack of alternative options also mean that households are heavily reliant on natural resources. The uncertainty regarding ownership and the breakdown of traditional resource management structures has increased the opportunistic use of communally owned resources by both local people and outsiders. In effect, natural resources are being intensively used, but not managed and, as a consequence, the resource base is degrading in many areas. The Wild Coast Action Plan therefore focuses on facilitating best practice Community Based Natural Resource Management (CBNRM) (Department of Environmental Affairs and Tourism 2003) in priority areas, as highly localized understanding and management of resources is essential and must be driven by local communities. All conservation initiatives in the Biodiversity Strategy and Action Plan must be undertaken by, or in partnership with, the local communities who will probably only support conservation land-use if they experience tangible benefits.

### 1.6 THE LEGAL ENVIRONMENT

A clear picture of the legal environment was required to inform this Wild Coast Biodiversity Strategy and Action Plan. An assessment was therefore undertaken to provide an overview of the most relevant provincial and national legislation that affects the conservation of biodiversity of the Wild Coast (see Annexure 4). The relevant laws include:

- **National Environmental Management Act, 1998 (Act 107 of 1998) (NEMA)**, provides for co-operative environmental governance by establishing principles for decision-making on matters affecting the environment, for securing ecologically sustainable development and use of natural resources, while promoting justifiable economic and social development.
- **National Environmental Management: Biodiversity Act, 2004 (Act 10 of 2004)** provides for the co-ordination and alignment of biodiversity planning with other environmental and sectoral planning, allows for the setting of norms and standards for the management of biodiversity, establishes an integrative regulatory framework for biological resource management and use, and provides for the protection of special species and ecosystems.
- **National Environmental Management: Protected Areas Act, 2004 (Act 57 of 2004)** has as its main objectives: (i) the establishment of a national system of Protected Areas to manage and conserve biodiversity; (ii) the promotion of sustainable use of Protected Areas for the benefit of people in a manner that would preserve the ecological character of such areas; and (iii) the promotion of local communities' participation in the management of protected areas. The Act provides for the consolidation of protected area classifications to align the country with the IUCN classification system, clarifies conservation objectives for each protected area category, sets of norms and standards for Protected Area management, and the development of Protected Area management plans.

## Wild Coast Biodiversity Strategy and Action Plan

- **The Marine Living Resources Act, 1998 (Act 18 of 1998)** provides for the conservation of the marine ecosystem, the long-term sustainable utilization of marine living resources, orderly access for the exploitation or utilization, and protection of certain marine living resources.
- **The White Paper for Sustainable Coastal Development in South Africa, 2000** aims to achieve sustainable coastal development through an integrated coastal management approach. It serves as a directive and guideline for the development and management of the South African Coast.
- **The Sea Shore Act, 1935 (Act 21 of 1935)** makes provision for various uses of the area between the high water mark and low water mark, and the conditions under which these uses may apply.
- **The National Water Act, 1998 (Act 36 of 1998)** provides a framework for the protection, use, development, conservation, management and control of water resources. The Act requires the development of strategies to facilitate the proper management of water resources and prescribes a series of measures to ensure the comprehensive protection of those water resources.
- **The National Forest Act, 1998 (Act 84 of 1998)** establishes a regulatory framework for the sustainable management and use of forests and forest products, identifies measures for the protection of forests and forest species, and provides for the involvement of local communities in forest management. The Act is supported by a draft **Policy for Participatory Forest Management (2004)** which promotes community forestry and encourages greater participation in all aspects of forestry and the forest products industry by previously disadvantaged persons.
- **The National Veld and Forest Fire Act, 1998 (Act 101 of 1998)** provides for the prevention of, and preparedness for, veld and forest fires. The Act regulates the establishment, registration, duties and functioning of fire protection associations.
- **The National Heritage Resources Act, 1999 (Act 25 of 1999)** provides for the administration, management, protection and governance of natural and cultural heritage resources.

From a legal perspective, biodiversity issues were previously regulated primarily under the Transkei Environmental Conservation Decree, No. 9 of 1992. The relevant portions of the Transkei Environmental Conservation Decree will be repealed by the enactment of the Eastern Cape Environmental Conservation Bill 2002, which is currently being finalized. This new Bill explicitly provides for the continuation of the Coastal Conservation Area established by section 39(1) of the Transkei Environmental Conservation Decree, which regulates development within 1km of the coast. Customary law also plays an important role in the governance of the Wild Coast, a situation which emphasizes how important it is to strengthen customary law systems so that they can be effective in conserving biodiversity.

In the broader context, the conservation of biological diversity in South Africa is currently in the process of being transformed by the phased implementation of the recent amendments to the Protected Areas Act, 2003 (Act 57 of 2003) and of the Biodiversity Act, 2004 (Act 10 of 2004). These Acts provide a sound legal framework for the conservation of biological diversity. However, the new regulatory framework is not yet effective in the Wild Coast due to the absence of provincial conservation legislation, and the lack of resources and institutional capacity.

Despite these constraints, the new legislation creates a number of new mechanisms for conserving biodiversity which represent important opportunities for implementing the Wild Coast Action Plan. Similarly, when the proposed national Coastal Zone Management Bill is published for comment, it will create an important opportunity to ensure that appropriate legal mechanisms are established to facilitate integrated management of the Wild Coast. These include the potential for:

## Wild Coast Biodiversity Strategy and Action Plan

- integrating aspects of the Wild Coast Programme into the National Biodiversity Framework and the National Biodiversity Strategy and Action Plan, and from there into municipal Integrated Development Plans
- declaring a bioregion which encompasses some or all of the Wild Coast
- listing protected ecosystems and identifying processes that threaten them
- preparing biodiversity management plans for specific species or ecosystems and entering into biodiversity management agreements to implement the plans
- designating particular geographical areas (e.g. the Coastal Conservation Area) as environmentally sensitive and the preparation of a list of activities that should not be permitted within these areas without an environmental authorisation
- training and designating a range of provincial officials as environmental management inspectors who will have the powers provided for in NEMA

### 1.7 THE INSTITUTIONAL ENVIRONMENT

This study comprised a review of the key institutions involved in the conservation of biodiversity and land use planning in the Wild Coast (see Annexure 5). The institutional review focused on those institutions most likely to act as the focal implementing agencies for the Wild Coast Action Plan. It identified their core mandate, existing role and capacity in the Wild Coast and how they could potentially support the implementation of the Wild Coast Programme.

The role-players recognise that there are severe institutional constraints that currently hamper the conservation and effective utilisation of the Wild Coast. This has resulted in uncoordinated implementation of plans, programs, policies, and decision-making; and in ineffective law enforcement and inadequate legal and policy frameworks. These significant institutional constraints pose a challenge for the implementation of the Wild Coast Programme, but they also create an opportunity to support and influence emerging structures, processes and plans.

The institutional review describes the structures and mandates of national and provincial departments, as well as Local and Traditional Authorities that play a role in the conservation of biodiversity and development in the Wild Coast. The Provincial Department of Economic Affairs, Environment and Tourism is the primary agency responsible for biodiversity protection in the province and faces significant capacity constraints. It is planning to establish several new units to address this. The role of managing biodiversity inside protected areas has recently been allocated to the Eastern Cape Parks Board. This institution is, however, currently still being established and as a consequence is not fully functional. This poses a significant challenge to the implementation of the Wild Coast Programme and the Wild Coast Action Plan consequently provides for substantial support for this institution.

Other departments and institutions that play a role in the management of biodiversity include the Marine and Coastal Management branch of the national Department of Environmental Affairs and Tourism, the Departments of Water Affairs and Forestry, Land Affairs and Agriculture, and the Eastern Cape Development Corporation. A number of Non-Government Organisations, research institutions, private initiatives, and development agencies and donors also have an impact on the conservation of biodiversity of the Wild Coast.

An overarching challenge in the region is its inaccessibility which makes devolution of responsibilities critical for effective management. Local and traditional authorities consequently have a particularly important role in facilitating sustainable development of the region. Customary law and enforcement mechanisms could be an effective means of implementing the strategy. Local authorities have a very important role in planning and regulating development. A key entry point to support sustainable land and resource use planning is the Integrated Development Planning process. Good collaboration

between these two local systems of governance is critical for effective local implementation. The greatest challenge throughout the area is to establish mechanisms which support sustainable, Community Based Natural Resource Management. There are a number of existing mechanisms which address various types of resource-use, and a combination of these and new mechanisms will need to be supported.

The complex institutional environment requires a flexible and incremental approach to implementation which strengthens and builds on existing initiatives wherever possible. The role of the Wild Coast Programme must be viewed as facilitatory and should not be seen as an attempt to usurp the mandate or functions of any other institution. All institutions will need to work together if they are to overcome the institutional challenges and achieve the objectives of the Wild Coast Action Plan.

### 1.8 PUBLIC PARTICIPATION AND STAKEHOLDER INVOLVEMENT

The Wild Coast Action Plan was developed in consultation with a range of stakeholders (see Annexure 6). The process began with the identification of key interested and affected parties from government (National, Provincial and Local), traditional authorities, local communities, businesses, academia, civil society and NGO's. Participation was structured to allow for different degrees of involvement by different groups, depending on their preference and on the roles that they would play in the implementation of the project. Three main groups of stakeholders were identified in this project:

- those that were most able to influence the project - decision-makers at national and local levels; those who have significant influence regarding decision making and those with legal responsibility for biodiversity conservation, natural resource management and protected areas;
- those that would be most affected by the project ; and
- those who have less influence on the project, but need to be kept aware and informed.

A number of approaches were used in the process. Targeted consultations were held with local communities, local, traditional and provincial authorities, and NGOs in order to identify important issues. A number of issues were raised, the most important of which are that people:

- would like to understand conservation (for example why it is important, and which resources are most at risk), so as to better enable them to engage in discussion and decision-making;
- are keen to understand how they can benefit from the opportunities offered by conservation and the developments that they will attract, and what training they would require to become involved;
- are concerned about access to land to which they claim rights, and which coincides with conservation priorities;
- are concerned that local authorities do not have the capacity to manage conservation projects, and to establish and maintain key infrastructure to support conservation and tourism development; and
- would like to see better co-ordination between different sectors and tiers of government.

The identification of issues was followed by two stakeholder workshops, both held in East London (Appendix 2). The first workshop was aimed at the development of a vision for the project, and on the development of a strategy to achieve this vision. The second was aimed at the identification of key activities to be implemented by the relevant institutions to achieve the overall vision of the project.

These workshops were followed up with targeted consultations with local community structures and operational management staff within the priority areas.

## 2. THE STRATEGIC FRAMEWORK

### VISION

By 2020, good governance of the Wild Coast environment ensures that people of the region derive significant and sustainable benefits from the participatory conservation of its biodiversity

This vision for the Wild Coast Biodiversity Strategy and Action Plan was adapted from the 2004 Eastern Cape Coastal Management Programme. It was modified at the Action Planning Workshop to incorporate conservation of biodiversity and strengthened governance for implementation. The vision was unanimously endorsed by representatives of the national, provincial, local government and traditional leaders present.

The following interpretations apply to the vision.

**By 2020:** This is the target date for the achievement of the vision.

**Good governance:** Good governance implies not only efficient, but legitimate governance, and embodies the following principles of governance: 'legitimacy and voice' – ensuring the capacity of people to influence decisions, on the basis of freedom of association and speech; 'subsidiarity' – attributing management authority and responsibility to the institutions closest to the resources at stake; 'fairness' – sharing equitably the costs and benefits of conservation and providing a recourse to impartial judgment in case of conflict; 'do no harm' – making sure that the costs of conservation are not born by weak social actors without any form of compensation; 'direction' – establishing long-term conservation objectives grounded in an appreciation of ecological, historical, social and cultural complexities; 'performance' – meeting the needs and concerns of all stakeholders while making wise use of resources; and 'accountability' – having clearly demarcated lines of responsibility and ensuring a transparent flow of information about processes and institutions.

**The Wild Coast:** This is defined as the 250 km coastal strip from the Kei River in the south to the Mtamvuna River in the north, and extending inland for 20 km, to include all coastal grasslands and forests, and out to sea for three km to include the coastal shelf.

**People of the region:** This programme will focus explicitly on the rural people permanently resident in the Wild Coast area, with an emphasis on achieving benefits for the most needy.

**Significant and sustainable benefits:** The benefits that arise from the conservation and use of biodiversity must make a significant contribution to the alleviation of poverty. In addition, to ensure long-term sustainability, the resilience of ecological, social and institutional systems must be maintained.

**Participatory conservation:** The principle of co-management of protected areas and resources underpins this Wild Coast Action Plan, and will be supported by the development of appropriate decision-making structures and capacity.

**Biodiversity:** All the indigenous species present in the Wild Coast, together with the habitats that support them in viable populations and ecosystems, as well as the goods and services offered to



humanity by these ecosystems. The Convention on Biological diversity defines biodiversity as the variability among living organisms from all sources including, *inter alia*, terrestrial, marine and other aquatic ecosystems and the ecological complexes of which they are part; this includes diversity within species, between species and of ecosystems (<http://www.biodiv.org/chm>).

### 2.1 A STRATEGY TO ACHIEVE THE VISION

A strategy has been developed to define the objectives, outcomes and actions that will achieve the vision. The strategy map (Figure 2.1) has three main strategic objectives:

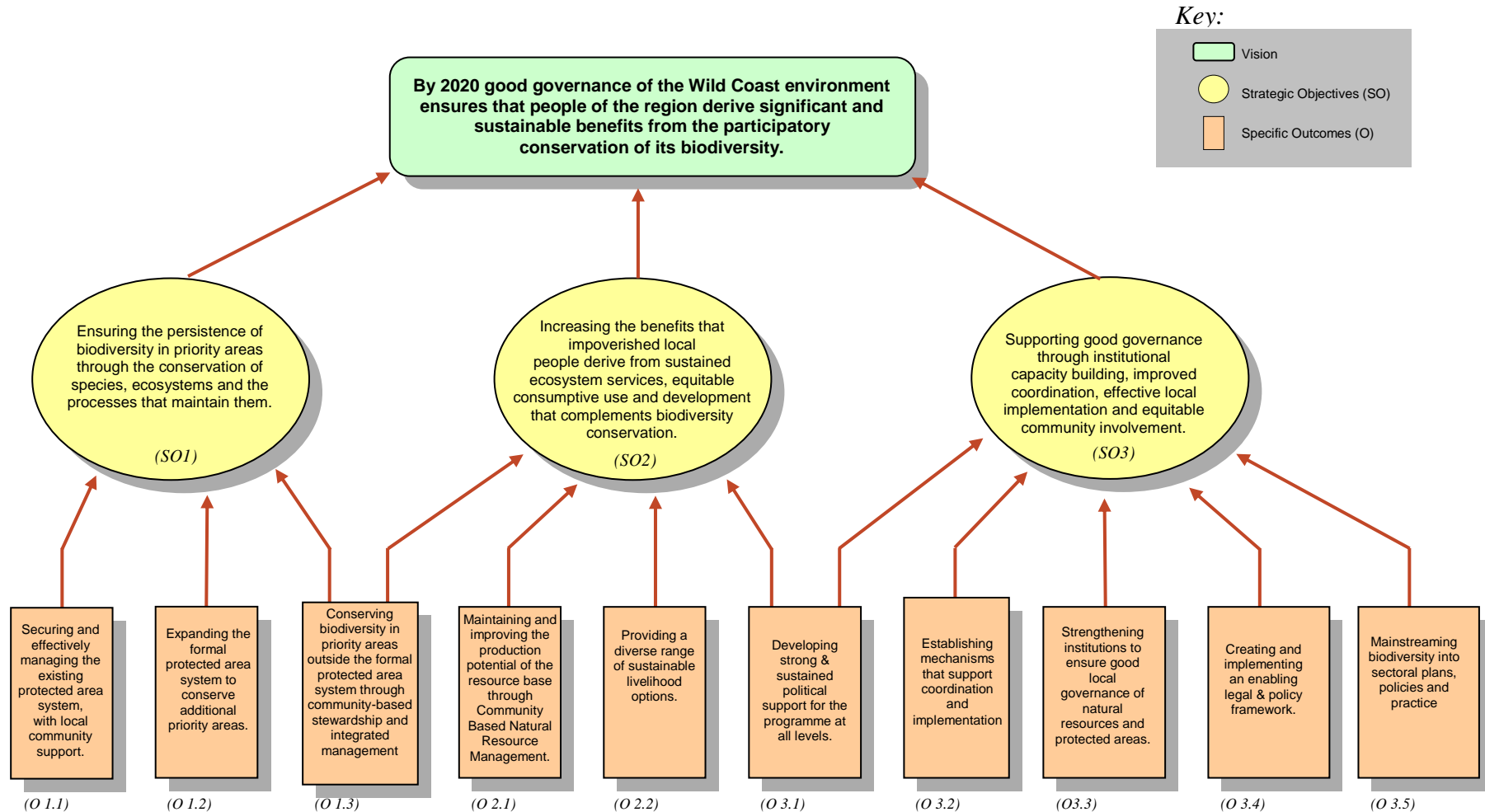
- **Ensuring the persistence of biodiversity in priority areas**, through the conservation of species, ecosystems and the processes that maintain them.
- **Increasing the benefits** that impoverished local people derive **from sustained** ecosystem services, **equitable** consumptive **use** and development that complement biodiversity conservation.
- **Supporting good governance** through institutional capacity building, improved coordination, effective local implementation and equitable community involvement.

Each strategic objective is supported by a group of high-level outcomes that provide the framework for action. Their interrelationships are depicted in the strategy map (Figure 2.1). Implementers and stakeholders will commit to the achievement of specific outcomes and actions.

Four supportive assessments (the conservation assessment, the institutional and legal assessment, the social assessment and the economics assessment), together with the inputs from the participation process, provided essential baseline information into the formulation of the strategy and associated actions. Due to the paucity of reliable data and up-to-date information, these assessments are of necessity preliminary, and will require revision and refinement throughout implementation of the Wild Coast Programme.

The effective implementation of the strategy may require that the suite of objectives, outcomes and actions be adaptively modified during implementation.

## Wild Coast Biodiversity Strategy and Action Plan



**Figure 2.1: The strategy map for achieving a shared vision of the future of biodiversity in the Wild Coast**

**STRATEGIC OBJECTIVE 1: ENSURING THE PERSISTENCE OF BIODIVERSITY IN PRIORITY AREAS, THROUGH THE CONSERVATION OF SPECIES, ECOSYSTEMS AND THE PROCESSES THAT MAINTAIN THEM**

This strategic objective will be supported by the achievement of three specific outcomes. These are:

- Securing and effectively managing the protected area system, with local community support (Outcome 1.1)
- Expanding the formal protected area system to conserve additional priority areas (Outcome 1.2)
- Conserving biodiversity in priority areas outside the protected area system through community-based stewardship and integrated management (Outcome 1.3)

This development of this strategic objective was underpinned by the baseline information developed in the conservation assessment, institutional and legal assessment and the economics assessment.

**STRATEGIC OBJECTIVE 2: INCREASING THE BENEFITS THAT IMPOVERISHED LOCAL PEOPLE DERIVE FROM SUSTAINED ECOSYSTEMS, EQUITABLE CONSUMPTIVE USE AND DEVELOPMENT THAT COMPLEMENTS CONSERVATION**

This strategic objective will be supported by the achievement of five outcomes. These are:

- Developing joint management structures and practices to ensure benefit-sharing from protected areas (part of Outcome 1.1)
- Conserving biodiversity in priority areas outside the protected area system through community-based stewardship and integrated management (Outcome 1.3)
- Maintaining and improving the production potential of the resource base through Community Based Natural Resource Management (Outcome 2.1)
- Providing a diverse range of sustainable livelihood options (Outcome 2.2)
- Developing strong and sustainable political support at all levels (Outcome 3.1)

This development of this strategic objective was underpinned by the baseline information developed in the institutional and legal assessment, the economics assessment and the social assessment.

**STRATEGIC OBJECTIVE 3: SUPPORTING GOOD GOVERNANCE THROUGH INSTITUTIONAL CAPACITY BUILDING, IMPROVED COORDINATION, EFFECTIVE LOCAL IMPLEMENTATION AND EQUITABLE COMMUNITY INVOLVEMENT**

Governance and institutional co-ordination requirements will be supported by the achievement of 5 outcomes:

- Developing strong and sustained political support for the programme at all levels (Outcome 3.1)
- Establishing mechanisms that support co-ordination and implementation (Outcome 3.2)
- Strengthening institutions to ensure good local governance of natural resources and protected areas (Outcome 3.3)
- Creating and implementing a supportive legal and policy framework (Outcome 3.4)
- Mainstreaming biodiversity into sectoral plans, policies and practice (Outcome 3.5)

This development of this strategic objective was underpinned by the baseline information developed in the institutional and legal assessment.

## 3. ACTION PLAN

### 3.1 BROAD APPROACH AND GENERAL PRINCIPLES

This chapter provides a detailed plan of action aimed at achieving the outcomes of the strategy. It forms the basis for implementation of the Wild Coast Programme over the next 15 years. Implementation will require specified commitment and the allocation of additional resources. In the first place, implementing agencies may have to realign existing resources to support the priorities identified in this plan. The action plan, together with these baseline institutional activities, will also form the basis for the involvement of donors in the region.

The action plan specifies what is necessary to achieve the three Strategic Objectives as shown in the strategy map (Figure 2.1). In the sections that follow, the broad approach to each strategic objective is outlined. Detailed actions are provided in the tables in Section 3.3.

This action plan will be revised regularly using information provided by the ongoing monitoring programme (see Activity Table 3.10 Outcome 3.2.6). While changes will undoubtedly be needed from time to time, every attempt will be made to ensure that the actions remain true to the achievement of the agreed vision. A number of general principles have been developed to guide any changes that may be necessary in future, and these are outlined below.

**A focus on priority areas:** The Wild Coast Action Plan will focus on priority areas identified as vital for the achievement of targets aimed at the retention of biodiversity pattern and processes.

**Early involvement of communities:** The Wild Coast Action Plan will be implemented/refined in close collaboration with local communities, with due reference to existing rights to both land and resources and the associated obligations to manage them sustainably and equitably.

**Equitable distribution of benefits:** Benefits will be shared with surrounding communities on an equitable and transparent basis. The interests of vulnerable people including women and youth should be protected.

**Development of positive momentum:** The Wild Coast Action Plan will strive to create some early and visible successes, to overcome current disillusionment in many areas.

**Subsidiarity and Incremental implementation:** Responsibilities will be incrementally transferred to the most local level possible, as capacity is developed. This principle also recognises both the inaccessibility of the region and that current capacity needs to be increased.

**Development of appropriate capacity:** The Wild Coast Action Plan will develop appropriate capacity in areas where specific weaknesses or needs have been identified in implementing agencies, and in developing capacity to support co-management arrangements. In particular, partnerships with responsible third parties will be built.

**Support of existing initiatives and institutions:** The Wild Coast Action Plan will build on existing initiatives and institutions rather than creating new ones.

Implementation of the Wild Coast Programme will be characterised, at least in its initial stages, by highly-focused interventions, designed to build on existing local initiatives that will demonstrate early

gains for both conservation and social development. It remains anchored, however, in a landscape-level strategy that requires a collaborative effort among a range of sectors and institutions at national, provincial and local levels, together with community support. The governance and co-ordination arrangements proposed for the Wild Coast Programme will allow for the evolutionary growth and adjustment of existing arrangements through capacity-building and the re-focusing of budgets, priorities and strategic interventions, rather than the radical imposition of new institutional arrangements and structures. This approach takes into consideration existing capacity constraints and the need to maintain the confidence of stakeholders at all levels. The action plan will be mindful of current arrangements that simply do not work, or would not be successful in harnessing the political will. It will focus on the alignment of the social and economic development processes that will ensure that biodiversity conservation, and the associated developments, become a positive and constructive force in the Wild Coast.

### 3.2 TURNING STRATEGY INTO ACTION

In this section, we address, under separate headings, the broad approach that has been adopted in the action plan for each of the three strategic objectives of the strategy. Tables listing the detailed actions, and their priorities, are given in Section 3.3.

#### ***3.2.1 Strategic Objective 1: Ensuring the persistence of biodiversity in priority areas through the conservation of species, ecosystems and the processes that maintain them.***

The initial focus will be on strengthening the existing protected area system. In broad terms, for each of the existing protected areas, the following steps will need to be completed:

- Establish and maintain a co-management committee
- Ensure that the protected area is formally proclaimed in terms of the Protected Areas Act or Marine Living Resources Act, demarcate the protected area's boundaries and rationalise the delegation of management authority
- Develop an adequate management plan, and operational plans (including an invasive alien plant control plan, a fire management plan and a game management plan)
- Maintain and upgrade the existing facilities, infrastructure and services
- Establish, train and equip an appropriate staff complement with adequate skills levels to implement the management plan
- Implement the management plan
- Monitor and review the implementation of the management plan

The management of the Coastal Conservation Area will be strengthened significantly with a priority focus on facilitating responsible development within the demarcated development nodes through the maintenance of functional co-operative decision-making structures and the effective enforcement of existing legislation.

The expansion of the conservation estate will focus on the establishment of the greater Pondoland Conservation Area, with further new expansion nodes at Umtamvuna and Mngazana.

The activities supporting each outcome are listed in Tables 3.4, 3.5 and 3.6

**3.2.2 Strategic Objective 2: Increasing the benefits that impoverished local people derive from sustained ecosystem services, equitable consumptive use and development that complements biodiversity conservation**

The activities supporting this strategic objective are all based on the principles of sustainable Community Based Natural Resource Management. The activities would include the following:

- Establishment of co-management agreements based on co-management plans.
- Establishment of an appropriate co-management body
- Identification of candidate income-generating activities in priority conservation areas, which could include long-term tourism ventures and short-term Expanded Public Works Programme projects
- Identification of key resources sustaining local livelihoods in priority conservation areas, and assessment of their distribution and abundance
- Identification of threats to these resources
- Establishment of sustainable yields and acceptable harvesting practices
- Establishment of appropriate means of harvesting, or of potential substitutes for the resources
- Development of monitoring and compliance systems
- Strengthening the capacity of individual user groups within the communities to improving returns from local resources
- Strengthening community institutions to have the ability to manage and access financial resources
- Facilitate access to markets for local products

The action plan will focus on priority areas and on priority resources, and will also seek to encourage the use of alternatives to harvesting of natural resources. Complementing this focus on priority areas will be a focus on establishing sustainable management regimes for key resources throughout the region. The location, and sustainable levels of harvesting, will be established for each of these resources. The actions will be supported by strong enforcement of existing legislation. The action plan will focus on eight key resources: namely indigenous forests, marine resources, estuaries, grasslands, freshwater, soil, wildlife and landscapes.

The activities supporting each outcome are listed in Tables 3.7 and 3.8

**3.2.3 Strategic Objective 3: Supporting good governance through institutional capacity building, improved coordination, effective local implementation and equitable community involvement.**

The activities supporting this strategic objective are focused on strengthening the capacity in existing key public institutions, on establishing new co-operative governance structures to align and co-ordinate the implementation of the Wild Coast Action Plan and on supporting the integration of biodiversity issues into other sectoral plans and programmes.

The new institutional structures (see Figure 3.1) envisaged for the Wild Coast Programme include:

**The Inter-governmental Coordinating Committee (IGCC)** will be responsible for reviewing overall progress of the Wild Coast Programme and will provide the necessary political support to overcome barriers to implementation. The membership of the Committee will include at least:

- National Ministers (or their delegates) of the Departments of Environment Affairs and Tourism, Land Affairs, Trade and Industry, Transport, Agriculture, Water Affairs and Forestry and Public Works;

## Wild Coast Biodiversity Strategy and Action Plan

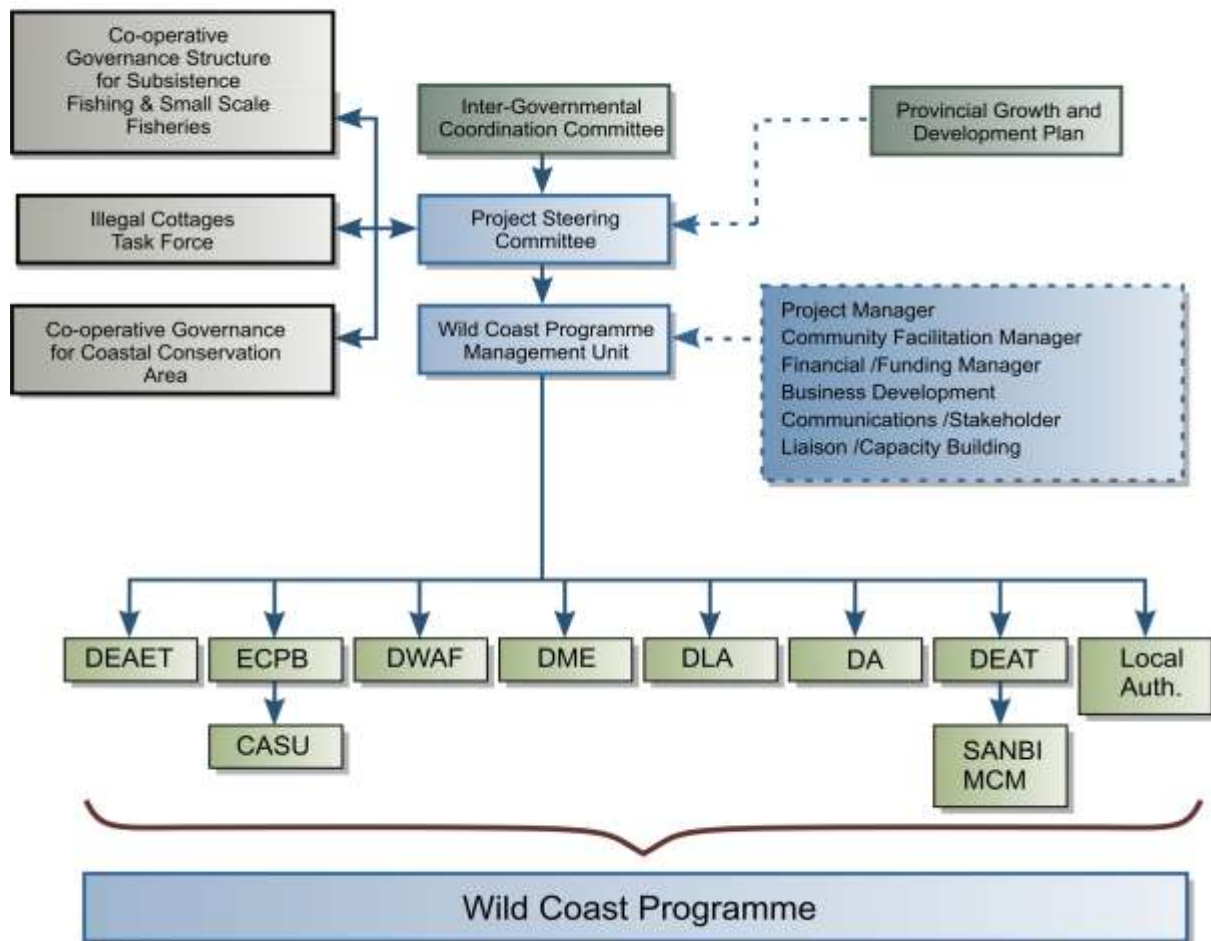
- Provincial MECs for the Department of Economic Affairs, Environment and Tourism ; and the
- Executive Mayors of the O.R. Tambo and Amathole District Municipalities.

The IGCC will fulfil the following functions:

- Become the custodian of the Wild Coast Programme
- Provide policy guidance
- Deal with conflict resolution among implementing agencies
- Provide fiduciary oversight
- Resolve blockages in programme implementation
- Provide a high-level review mechanism in support of the monitoring and evaluation framework

The IGCC will act as the political focal point, and co-chairs would ideally be the National Minister of Environment and Tourism and the Provincial MEC for Environmental Affairs. The Committee will meet at least annually, and possibly every six months, during the active phase of programme initiation. Consideration will be given to the possibility of establishing this and any subsidiary structures in terms of the Biodiversity Act (Act No. 10 of 2004).

## Institutional Arrangements



**Figure 3.1: Proposed institutional structures for the implementation of the Wild Coast Programme.**

## Wild Coast Biodiversity Strategy and Action Plan

The **Wild Coast Programme Steering Committee (PSC)** will include all of those agencies that will be involved in the implementation of the Wild Coast Action Plan. The PSC will be established through an amalgamation of the current Wild Coast Conservation and Sustainable Development Project Steering Committee and the European Union's Project Steering Committee, and will include:

- National Department of Environment and Tourism
- National Department of Water Affairs and Forestry
- National Department of Land Affairs
- Department of Mineral and Energy Affairs
- National Department of Agriculture
- South African National Biodiversity Institute
- Eastern Cape Parks Board
- Eastern Cape Department of Economic Affairs, Environment and Tourism
- Eastern Cape Tourism Board
- Eastern Cape Department of Local Government and Housing
- Eastern Cape Development Corporation
- District Municipalities (two)
- Local Municipalities (seven)
- Representatives of the regional traditional authorities
- Representatives of the private sector
- Representatives of civil society.

The PSC will be established in terms of a Memorandum of Understanding and will be co-chaired by the Department of Economic Affairs, Environment and Tourism and the Department of Environmental Affairs and Tourism. The Committee will meet at least quarterly and be convened and supported logistically by the Wild Coast Programme Management Unit (see below). All members of the PSC will be mandated by their organizations to fulfil the roles that are assigned to them.

The PSC will:

- Co-ordinate the activities of the implementing agencies towards the achievement of the Wild Coast Action Plan
- Guide the programme implementation process to ensure alignment with national, provincial and local statutory planning processes and sustainable resource use and conservation policies, plans and conservation strategies
- Ensure that activities are fully integrated with other developmental initiatives in the region
- Oversee the work being carried out by the implementation agencies
- Monitor progress and approve reports
- Oversee the financial management and production of financial reports
- Provide feedback to the implementing agencies represented on the Steering Committee
- Establish and monitor non-executive sub-committees fulfilling key spatial initiatives, or themes, including the co-operative governance structures for the Coastal Conservation Area, the Illegal Cottages Task Force and the co-operative governance structures for subsistence and small-scale fisheries.
- 

A dedicated **Wild Coast Programme Management Unit** (PMU) will be responsible for day to day management of the programme outlined in this action plan and more specifically will undertake



programme co-ordination, programme development, financial management, communications, specialist support services and monitoring functions. The PMU, although clearly providing a huge opportunity for the development of skills, and the placement of interns, has a primary implementation function upon which much of the success of the Wild Coast Programme will be built. It will therefore be necessary to equip the PMU with highly skilled personnel who do not require further skills development to carry out their tasks immediately. In addition to these core staff, there would be room to accommodate support staff who could be mentored to take over functions in due course, and ensure the programme's long-term sustainability. Even with the appointment of highly skilled core staff with conservation, management and financial expertise, there will be a need to supplement existing skills with specific capacity-building to carry out the required tasks. The Bioregional Conservation Programmes Forum established within the South African National Biodiversity Institute provides an opportunity for the exchange of ideas and lessons learned, and a vehicle for collaboration in common initiatives and tasks. The Wild Coast Programme Co-ordinator will be drawn into this system and through sharing lessons learned, will be able to avoid some of the pitfalls of co-ordination already experienced in the other programmes. In addition, the implementation of the Wild Coast Programme will generate a rich set of experiences applicable to the other programmes, particularly in areas of stakeholder engagement and co-management arrangements, and provide knowledge for roll-out in bioregions yet to be established in South Africa.

The following functions will need to be fulfilled by the PMU:

- Facilitate planning and programme development among senior institutional stakeholders, including political office-bearers
- Design and manage communications programmes involving all forms of media, including the preparation of scientific, popular and specialized print and presentation materials
- Identify and pursue sources of funding
- Undertake financial management
- Engage in comprehensive community facilitation and engagement
- Identify and facilitate extensive capacity building programmes
- Manage the relationships with and between the numerous implementing agents
- Manage several complex multi-stakeholder activities making up the overall programme
- Plan and implement the monitoring and evaluation programmes
- Provide administrative support to the programme and its steering committee
- Liaise effectively with social and natural scientists in order to maintain an effective link between research and implementation

The activities supporting each outcome are listed in Tables 3.9 -3.13.

### 3.3 A HIERARCHICAL FRAMEWORK

The action plan is arranged in a hierarchical strategic framework (see Table 3.1). For each outcome, activities are clustered into outputs for ease of reference and also are broken down into finer scale tasks whose progress can be monitored. Each task has a specific implementing agent, time frame and potential funder.

**Table 3.1: Hierarchical framework used for the Wild Coast Strategic Framework and Action Plan**

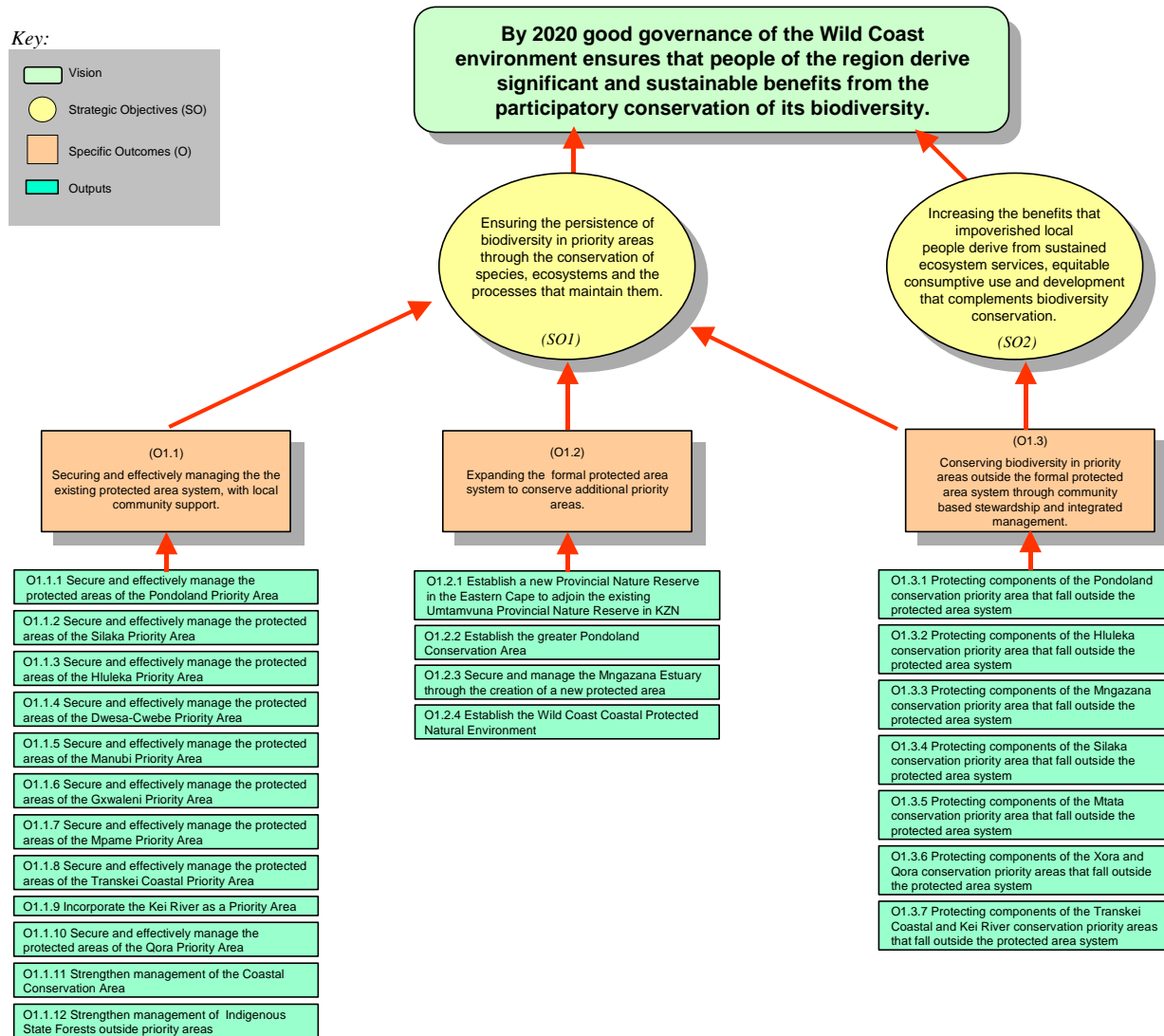
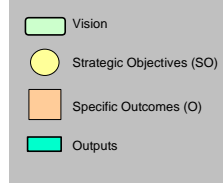
<b>Strategic Framework</b>	<b>Vision</b>
	<b>Strategic Objectives</b>
	<b>Outcomes</b>
<b>Action Plan</b>	<b>Outputs</b>
	<b>Activities</b>
	<b>Tasks</b>

The Outputs that are necessary to achieve the Outcomes for each Strategic Objective are outlined in Figures 3.2-3.4.

The scope of the strategy is very comprehensive and is an initial attempt to outline what will need to be done over the next 15 years in order to achieve the vision. It is however clear that not all activities or supportive tasks can be undertaken immediately. The action plan therefore assigns a number to each Output which reflects its position in the hierarchy. For example Output 1.3.1 is regarded as a higher priority than Output 1.3.2. The outcomes, and associated priority outputs, are outlined in Table 3.2 below. These top priorities were identified by the conservation assessment and the inputs received during the strategy development process.

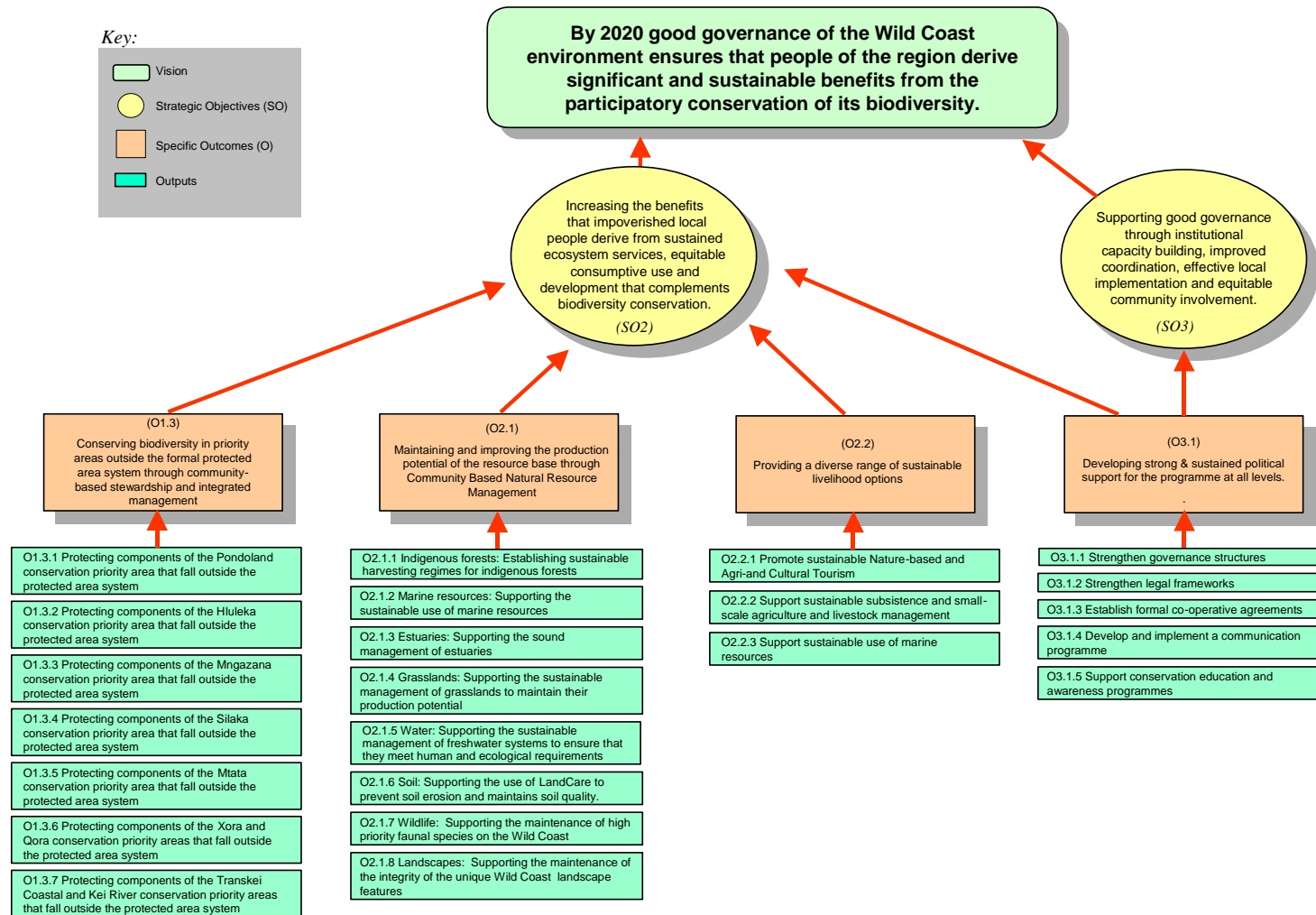
## Wild Coast Biodiversity Strategy and Action Plan

Key:



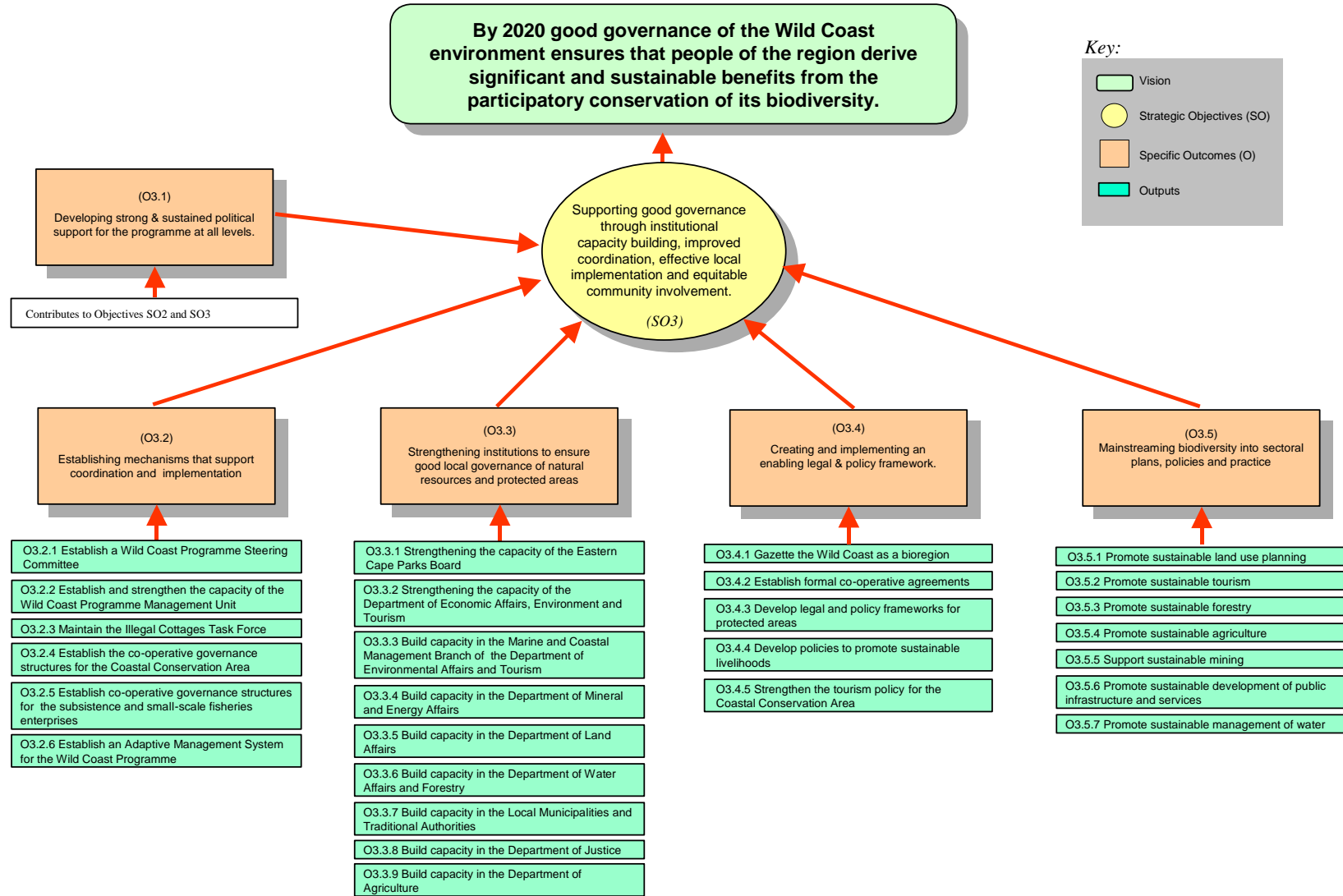
**Figure 3.2: The strategy map for achieving the outcomes of Strategic Objective 1**

## Wild Coast Biodiversity Strategy and Action Plan



**Figure 3.3: The strategy map for achieving the outcomes of Strategic Objective 2**

## Wild Coast Biodiversity Strategy and Action Plan



**Figure 3.4: The strategy map for achieving the outcomes of Strategic Objective 3**

## Wild Coast Biodiversity Strategy and Action Plan

**Table 3.2: Top priority Outputs of the Wild Coast Action Plan**

<i>Strategic objective 1: Ensuring the persistence of biodiversity in priority areas through the conservation of species, ecosystems and the processes that maintain them</i>	
<b>Outcome 1.1: Securing and effectively managing the existing protected area system, with local community support</b>	
1.1.1	Secure the Pondoland protected areas: focusing on Mkambati Provincial Nature Reserves, Ntsubane and Mt Sullivan State Forests and the Pondoland Marine Protected Area.
1.1.2	Secure the Silaka protected areas: focusing on Silaka Provincial Nature Reserve and Mt Thesiger State Forest.
1.1.3	Secure the Hluleka protected areas focusing on Hluleka Provincial Nature Reserve and the Marine Protected Area.
1.1.4	Secure the Dwesa Cwebe protected areas: focusing on Dwesa and Cwebe Provincial Nature Reserves and the Marine Protected Area
1.1.5	Secure the Manubi priority conservation area by incorporating the Manubi indigenous state forest into the Provincial Nature Reserve system
1.1.6	Secure the Gxwaleni State Forest
1.1.7	Secure the Mpame State Forest
1.1.8	Secure the Transkei Coastal priority conservation area
1.1.11	Strengthen the Coastal Conservation Area
<b>Outcome 1.2: Expanding the formal protected area system to conserve additional priority areas</b>	
1.2.1	Secure the Umtamvuna priority area through the creation of a Provincial Nature Reserve to complement that on the KwaZulu-Natal side of the river
1.2.2	Secure the Pondoland priority area: by establishing a greater Pondoland Conservation Area.
1.2.3	Secure the Mngazana Estuary through the creation of a provincial nature reserve.
<b>Outcome 1.3: Conserving priority areas outside the formal protected area system through best practice Community Based Natural Resource Management</b>	
1.3.1	Protecting the components of the Pondoland priority area which fall outside the protected area system
1.3.2	Protecting components of the Hluleka conservation priority area that falls outside the protected area system
1.3.3	Protecting components of the Mngazana priority area that falls outside the protected area system
<i>Strategic Objective 2: Increasing the benefits that impoverished local people derive from sustained ecosystem services, equitable consumptive use and development that complements biodiversity conservation</i>	
<b>Outcome 2.1: Maintaining and improving the production potential of the resource base through Community Based Natural Resource Management</b>	
2.1.1	Establishing sustainable harvesting regimes for priority forests
2.1.2	Promoting sustainable use of marine resources
<b>Outcome 2.2: Providing a diverse range of sustainable livelihoods options</b>	
2.2.1	Upgrading ecotourism facilities within the existing protected areas
2.2.2	Promoting sustainable tourism in the Wild Coast region.
2.2.3	Support sustainable use of marine resources
<i>Strategic Objective 3: Supporting good governance through institutional capacity building, improved coordination, effective local implementation and equitable community involvement</i>	
<b>Outcome 3.1: Developing strong and sustained political support for the programme at all levels</b>	
3.1.1	Strengthen governance structures
3.1.2	Strengthen legal frameworks
3.1.3	Establish formal co-operative agreements
<b>Outcome 3.2: Establishing mechanisms that support coordination and implementation</b>	
3.2.1	Establish a Wild Coast Steering Committee
3.2.2	Establish a Wild Coast Programme Management Unit

## Wild Coast Biodiversity Strategy and Action Plan

3.2.4	Establish the co-operative governance structures for the Coastal Conservation Area
<b>Outcome 3.3: Strengthening institutions to ensure good local governance of natural resources and protected areas.</b>	
3.3.1	Strengthening the capacity of the Eastern Cape Parks Board
3.3.2	Strengthening the capacity of the Department of Economic Affairs, Environment and Tourism
3.3.7	Build capacity in the local municipalities and traditional authorities
<b>Outcome 3.4: Creating and implementing an enabling legal &amp; policy framework</b>	
3.4.1	Gazette the Wild Coast as a bioregion
3.4.2	Establish formal co-operative agreements
<b>Outcome 3.5: Mainstreaming biodiversity into sectoral plans, policies and practice</b>	
3.5.1	Promote sustainable tourism
3.5.4	Promote sustainable land use planning

Within each outcome there is further prioritization of, and time frames for, activities and tasks as described in Table 3.3. The prioritization will need to be reviewed by the Steering Committee and used, where necessary, to adapt the Wild Coast Action Plan.

**Table 3.3: Prioritization of, and time frames for, the Wild Coast Biodiversity Strategy and Action Plan**

<b>Priority</b>	<b>Critical</b>	These actions are of utmost importance and although the time frames may be ongoing, they are the key actions of the Wild Coast Action Plan which must be implemented to realise the vision
	<b>Very high</b>	A very important action that must be completed within the stipulated time frame, if not sooner
	<b>High</b>	An important action that should be completed within the stipulated time frame
	<b>Moderate</b>	An important action that should be done as soon as the opportunity arises, but completed within the next 5 years
	<b>Low</b>	A fairly unimportant action that should be undertaken as and when funds are available, and if other higher priorities have been met.
<b>Time frame</b>	<b>Short term</b>	Completed within the first year
	<b>Medium term</b>	Completed by year 3
	<b>Long term</b>	Ideally completed by year 5
	<b>Ongoing</b>	To be undertaken on an ongoing basis

### 3.4 DETAILED ACTION PLAN (TABLES)

**Table 3-4: Activities supporting Outcome 1.1. The existing protected area system is secured and effectively managed, with local community support**

**Vision:**  
**By 2020 good governance of the Wild Coast environment ensures that people of the region derive significant and sustainable benefits from the participatory conservation of its biodiversity**

**Strategic Objective 1: Ensuring the persistence of biodiversity in priority areas through the conservation of species, ecosystems and the processes that maintain them**

**Outcome 1.1: Securing and effectively managing the existing protected area system, with local community support**  
 The Wild Coast has several protected areas<sup>4</sup> including provincial reserves, state forests, marine protected areas and the coastal conservation zone. There are serious management, information, infrastructure, enforcement and capacity constraints associated with protected areas in the Wild Coast. These protected areas however make a primary contribution towards conservation targets and must therefore be secured and effectively managed to ensure the achievement of the region's conservation targets. The management capacity of the Provincial Nature Reserves needs to be substantially strengthened. The Marine Protected Area System needs to be properly staffed and managed. The priority indigenous State Forests need to be incorporated into the Provincial Nature Reserve System and the management strengthened. The Coastal Conservation Area needs to be properly staffed, developments need to be facilitated and directed and the area properly enforced. Benefit-sharing with local communities is critical for the long-term security of the protected areas and their biodiversity. The primary focus of actions in the protected areas is aimed at the promotion of benefit-sharing. The approach adopted will be to engage local people in the development of joint management planning and benefit-sharing structures and practices.

Tasks	Lead Implementing Agent	Time frame for completion	Potential funding sources	Priority	% Completed
<b>Output 1.1.1: Secure and effectively manage the protected areas of the Pondoland Priority Area</b>					
<b>Activity 1.1.1.1: Secure and effectively manage the Mkambati Nature Reserve</b>					
(i) Formally constitute the Mkambati Co-management Committee, establish its terms of reference, and maintain it as a decision-making authority in accordance with the Settlement Agreement	ECPB	Short term and ongoing	ECPB	Critical	
(ii) Finalize and approve the Strategic Management Plan and spatial Conservation Development Framework for the reserve	Mkambati Co-management Committee	Short term	Mkambati Co-management Committee	Very high	

<sup>4</sup> A protected area is defined as an area where nature conservation goals are explicit and where there is adequate legal or other means for protection.



## Wild Coast Biodiversity Strategy and Action Plan

Tasks	Lead Implementing Agent	Time frame for completion	Potential funding sources	Priority	% Completed
(iii) Finalize, and implement, the three-way agreement between tourism concessionaires (Wilderness Safaris and Mantis), Eastern Cape Parks Board and Mkambati Land Trust for the proposed tourism developments	ECPB	Medium-term	ECPB	Very high	
(iv) Prioritize, and implement, the upgrading and maintenance of the reserve infrastructure and services (roads, drainage, sewerage, water supply, building, fencing, electrical supply, telecommunications, staff accommodation and gates) with a focus on rationalizing and maintaining the road system and associated drainage, upgrading the waste management system, maintaining the fencing and upgrading the water supply	ECPB	Medium term and ongoing	ECPB, EPWP, Mkambati Land Trust	Very high	
(v) Prioritize, and implement, the removal, relocation and/or clean up of inappropriate structures and dumps within the reserve with a focus on rationalizing the infrastructure, demolishing unused and inappropriate buildings the removal of old rubbish dumps	ECPB	Short term	ECPB, EPWP	Moderate	
(vi) Develop, implement, and maintain a structured eradication programme for invasive alien plants	ECPB	Medium-term and ongoing	Working for Water, GEF, EPWP	High	
(vii) Develop, implement and maintain a fire management programme	ECPB	Medium term and ongoing	ECPB, Working for Fire	Moderate	
(viii) Develop, implement and maintain a game management programme	ECPB	Medium term and ongoing	ECPB	Moderate	
(ix) Maintain, and equip, the approved staff complement for the reserve, of which at least 2 are at General Competence Level 3	ECPB	Short term	ECPB	Critical	
(x) Develop, and implement, a focused training and skills development programme for the members of the Mkambati Land Trust	ECPB	Short term	SETA's	High	
(xi) Plan, implement and manage an educational facility ( <i>Children in the Wilderness</i> camp) at the old clinic site	Wilderness Safaris	Medium term and ongoing	EPWP, Development Bank of South Africa, Association of Hole in the Wall Camps	Moderate	
(xii) Upgrade and maintain the road from Holy Cross to the reserve	Qaukeni Local Municipality	Medium term and ongoing	Municipal Infrastructure Grant, EPWP	High	
<b>Activity 1.1.1.2: Secure and effectively manage the Pondoland Marine Protected Area</b>					
(i) Finalize and approve the management plan for the Marine Protected Area	MCM	Short term	MCM	High	
(ii) Identify, implement and maintain the signage needs for the Marine Protected Area	MCM	Short term and ongoing	MCM, CoastCare, ECPB	Very high	
(iii) Demarcate the Marine Protected Area and its zones with land-based beacons and offshore buoys	MCM	Medium term	GEF, MCM, ECPB	High	
(iv) Contract, and fund, the Eastern Cape Parks Board to act as the operational management agency for the Marine Protected Area	MCM	Medium term	Marine Living Resources Fund	High	
(v) Appoint and train the proposed staffing complement for the Marine Protected Area	MCM	Short term	GEF, MCM, ECPB, SETA, Marine Living Resources Fund	Critical	
(vi) Acquire and maintain vehicles, patrol vessels, communication equipment and other peripherals to enable effective enforcement of the Marine Living Resources Act	MCM	Medium term	GEF, MCM, ECPB, Marine Living Resources Fund	Very high	

## Wild Coast Biodiversity Strategy and Action Plan

Tasks	Lead Implementing Agent	Time frame for completion	Potential funding sources	Priority	% Completed
(vii) Formally constitute a Pondoland Marine Protected Area Advisory Forum, establish its terms of reference, and maintain it as an advisory and information-sharing forum	MCM	Short term	ECPB, GEF, Marine Living Resources Fund	Critical	
(viii) Monitor and enforce the marine resource-use as agreed with the Pondoland Marine Protected Area Advisory Forum	MCM	Ongoing	Marine Living Resources Fund	Very high	
<b>Activity 1.1.1.3 Incorporate and effectively manage priority indigenous state forests (Ntsubane, Egossa, Umzimpunzi, Hili, Mbotyi, Lotana, Isizilo, Lujazo, Mtambalala, Ntlopeni and Mt. Sullivan)</b>					
(i) Where required, survey and demarcate the boundaries of the forests	DWAF/ DEAET	Medium term	GEF, DWAF	Critical	
(ii) Clarify, and facilitate, the processing of any legitimate land claims using the Mkambati settlement agreement as a model	DLA	Medium term	DLA	Critical	
(iii) Facilitate the transfer of the management authority for the indigenous forests to the ECPB	DWAF/ DEAET	Short term	GEF, DWAF, DEAET, DEAT, ECPB	Very high	
(iv) Transfer the staff, assets and operational and capital budgets of the indigenous forests to the ECPB	DWAF/ DEAET	Short term	GEF, DWAF, DEAET, DEAT, ECPB	Very high	
(v) Proclaim the forests at the appropriate level of formal conservation status	DWAF/ ECPB	Medium term	GEF, ECPB	High	
(vi) Finalize and approve the Strategic Management Plan and spatial Conservation Development Framework for the forests, with a particular focus on management of resource-use and the development of income generating opportunities	DWAF/ ECPB	Medium term	GEF, ECPB, DWAF	Very high	
(vii) As required, establish, formalize and/or maintain the PFM forums/JFC as a mechanism to improve working relationships with local communities and facilitate equitable benefit distribution	DWAF/ ECPB	Short term and ongoing	GEF, ECPB, DWAF	Critical	
(viii) Maintain, train and equip, the proposed staffing complement for the forests	DWAF/ ECPB	Short term and ongoing	ECPB, DWAF	Very high	
(ix) Monitor and enforce resource-use agreements for forest products	DWAF/ ECPB	Short term and ongoing	DWAF, ECPB	Critical	
(x) Develop, implement, and maintain a structured eradication programme for invasive alien plants	DWAF/ ECPB	Short term	DWAF, ECPB	Very High	
(xi) Identify, and implement, opportunities for the establishment of woodlot buffer areas between resident communities and the forests	DWAF	Medium term	DWAF, ECPB	Moderate	
(xii) Within the context of the Conservation Development Framework, plan and develop the required infrastructure, services and tourism products	DWAF/ ECPB	Medium term	DWAF, ECPB	High	
<b>Output 1.1.2: Secure and effectively manage the protected areas of the Silaka Priority Area</b>					
<b>Activity 1.1.2.1: Secure and effectively manage the Silaka Nature Reserve</b>					
(i) Formalize and demarcate the legal extent of the nature reserve and formally proclaim as a provincial nature reserve in terms of the Protected Areas Act (2003)	ECPB	Short term	ECPB	Critical	
(ii) Clarify, and facilitate, the processing of any legitimate land claims using the Mkambati settlement agreement as a model	ECPB	Medium term	ECPB	Critical	
(iii) Formally constitute a co-management structure, establish its terms of reference, and maintain as a forum for information-sharing and joint decision-making	ECPB	Short term	ECPB, GEF	High	
(iv) Finalize and approve the Strategic Management Plan and spatial Conservation Development Framework for the reserve	ECPB	Medium term	ECPB, GEF	High	

## Wild Coast Biodiversity Strategy and Action Plan

Tasks	Lead Implementing Agent	Time frame for completion	Potential funding sources	Priority	% Completed
(v) Prioritize, and implement, the upgrading and maintenance of the reserve infrastructure and services (roads, drainage, sewerage, telecommunications, water supply, fencing, water supply, electrical supply, buildings, gates and staff accommodation) with a focus on the upgrading of the road system, the waste management system and the water supply	ECPB	Medium term and ongoing	EPWP, GEF, ECPB, DEAET	Very high	
(vi) Finalize, and implement, the agreement between the preferred tourism concessionaires and ECPB for the proposed tourism developments	ECPB	Medium term	ECPB	Critical	
(vii) Develop, implement and maintain a fire management programme	ECPB	Long term	ECPB, Working for Fire, GEF	Low	
(viii) Develop, implement, and maintain a structured eradication programme for invasive alien plants and removal programme for domesticated animals	ECPB	Short term and ongoing	ECPB, Working for Water, EPWP, GEF	Very high	
(ix) Maintain, and equip, the approved staff complement for the reserve, of which at least 1 is at General Competence Level 3	ECPB	Short term	ECPB, DEAET	Critical	
(x) Develop and implement a community outreach programme that focuses on communicating to adjacent local communities the joint decisions by the co-management structure and collating, and responding to, issues of community concern	ECPB	Medium term and ongoing	ECPB, GEF	Very high	
(xi) Develop and implement a controlled access system to provide better security for reserve visitors and users	ECPB	Short term	ECPB, DEAET	Very high	
(xii) Upgrade and maintain the road from Port St Johns to the reserve	Port St Johns Local Municipality	Medium term	Municipal Infrastructure Grant, Local Municipality	High	
<b>Activity 1.1.2.2: Incorporate and manage priority indigenous State Forests (Mt Thesiger and Sonkwe)</b>					
(i) Where required, survey and demarcate the boundaries of the forests	DWAF/ DEAET	Medium term	DWAF, GEF	Critical	
(ii) Clarify, and facilitate, the processing of any legitimate land claims using the Mkambati settlement agreement as a model	DLA	Medium term	DLA	Critical	
(iii) Transfer the management authority for the indigenous forests to the Eastern Cape Parks Board	DWAF/ DEAET	Medium term	DWAF, DEAET, GEF	Very high	
(iv) Transfer the staff, assets and operational and capital budgets of the indigenous forests to the Eastern Cape Parks Board	DWAF/ DEAET	Medium term	DWAF, DEAET, ECPB	Very high	
(v) Proclaim the forests at the appropriate level of formal conservation status	DWAF/ ECPB	Medium term	ECPB, GEF	High	
(vi) Finalize and approve the Strategic Management Plan and spatial Conservation Development Framework for the forests, with a particular focus on the management of resource-use and the development of income generating opportunities	DWAF/ ECPB	Medium term	ECPB, GEF	High	
(vii) As required, establish, formalize and/or maintain the participatory forest management forums/JFC as a mechanism to improve working relationships with local communities and facilitate equitable benefit distribution	DWAF/ ECPB	Short term and ongoing	DWAF, ECPB, GEF	Critical	
(viii) Maintain, train and equip, the proposed staffing complement for the forests	DWAF/ ECPB	Short term	DWAF, ECPB	Critical	
(ix) Monitor and enforce resource-use agreements for forest products	DWAF/ ECPB	Ongoing	DWAF, ECPB, GEF	Critical	
(x) Develop, implement, and maintain a structured eradication programme for invasive alien plants	DWAF/ ECPB	Medium term and ongoing	DWAF, ECPB, GEF, Working for Water	Very high	
(xi) Develop and implement a community outreach programme that focuses on communicating to adjacent local communities the joint decisions by the co-management structure and collating,	DWAF/ ECPB	Medium term and ongoing	DWAF, ECPB, GEF	Critical	

## Wild Coast Biodiversity Strategy and Action Plan

Tasks	Lead Implementing Agent	Time frame for completion	Potential funding sources	Priority	% Completed
and responding to, issues of community concern					
(xii) Identify, and implement, opportunities for the establishment of woodlot buffer areas between resident communities and the forests	DWAF/ECPB	Long term	DWAF, ECPB	Moderate	
(xiii) Within the context of the Conservation Development Framework, plan and develop the required infrastructure, services and tourism products	DWAF/ECPB	Ongoing	Private sector, DWAF, ECPB	Very high	
<b>Output 1.1.3: Secure and effectively manage the protected areas of the Hluleka Priority Area</b>					
<b>Activity 1.1.3.1: Secure and effectively manage the Hluleka Nature Reserve</b>					
(i) Clarify the legal proclaimed boundaries of the reserve and ensure that they are properly demarcated	ECPB	Short term	ECPB	High	
(ii) Clarify the legitimacy of any land claims lodged in the reserve and, if legitimate, facilitate their processing using the Mkambati settlement agreement as a model	DLA	Short term	DLA	Critical	
(iii) Formally constitute the current informal co-management structure, establish its terms of reference, and maintain as a forum for information-sharing and joint decision-making	ECPB	Short term	ECPB, GEF	Critical	
(iv) Finalize and approve the Strategic Management Plan and spatial Conservation Development Framework for the reserve	ECPB	Medium term	ECPB, GEF	Very high	
(v) Prioritize, and implement, the upgrading and maintenance of the reserve infrastructure and services (roads, drainage, sewerage, buildings, fencing, water supply, electrical supply, telecommunications, staff accommodation and bridges) with a focus on the upgrading of the road and bridge network and associated drainage, completion of the fencing and the upgrading of the waste management system	ECPB	Medium term and ongoing	ECPB, EPWP	Very high	
(vi) Develop, implement and maintain a fire management programme	ECPB	Long term	ECPB, WoF	High	
(vii) Develop, implement, and maintain a structured eradication programme for invasive alien plants	ECPB	Short term and ongoing	ECPB, WfW, EPWP	Critical	
(viii) Maintain, and equip, the approved staff complement for the reserve, of which at least 1 is at General Competence Level 3	ECPB	Short term	ECPB	Critical	
(ix) Develop and implement a community outreach programme that focuses on communicating to adjacent local communities the joint decisions by the co-management structure and collating, and responding to, issues of community concern	ECPB	Medium term	ECPB, GEF	Very high	
(x) Develop, monitor and enforce a resource-use agreement for the consumption of forest products by local communities	ECPB	Short term and ongoing	ECPB, GEF	Very high	
(xi) Upgrade and maintain the road from the intersection with the R61 to the reserve	Nyandeni LM	Short term and ongoing	MIG, EPWP, ORTDM	Very high	
<b>Activity 1.1.3.2: Secure and effectively manage the Hluleka Marine Protected Area</b>					
(i) Formally constitute a Hluleka Marine Protected Area Advisory Forum establish its terms of reference, and maintain it as an advisory and information-sharing forum	MCM/ ECPB	Short term and ongoing	MCM, GEF	High	
(ii) Draft, finalize and approve the management plan for the Marine Protected Area	MCM/ ECPB	Medium term	MCM, GEF	Very high	
(iii) Contract, and fund, the ECPB to act as the operational management agency for the Marine Protected Area	MCM	Short term	MLRF	Critical	
(iv) Appoint and train the proposed staffing complement for the Marine Protected Area	MCM/ ECPB	Medium term	MLRF, GEF	Very high	
(v) Acquire communication equipment and other peripherals to enable effective enforcement of	MCM/ ECPB	Medium term	MLRF, GEF	Very High	

## Wild Coast Biodiversity Strategy and Action Plan

Tasks	Lead Implementing Agent	Time frame for completion	Potential funding sources	Priority	% Completed
the Marine Living Resources Fund					
(vi) Monitor and enforce the marine resource-use as negotiated with the Hluleka Marine Protected Area Advisory Forum	MCM/ ECPB	Medium term and ongoing	MLRF	Very high	
<b>Activity 1.1.3.3: Incorporate and manage priority indigenous state forests (Bulawu, Hluleka, Ngulweni, Kwaphlakazi and Cingcolo)</b>					
(i) Where required, survey and demarcate the boundaries of the forests	DWAF/ DEAET	Medium term	DWAF, GEF	Critical	
(ii) Clarify, and facilitate, the processing of any legitimate land claims using the Mkambati settlement agreement as a model	DLA	Medium term	DLA	Critical	
(iii) Facilitate the transfer of the management authority for the indigenous forests to the ECPB	DWAF/ DEAET	Medium term	DWAF, DEAET, GEF	Very high	
(iv) Transfer the staff, assets and operational and capital budgets of the indigenous forests to the ECPB	DWAF/ DEAET	Medium term	DWAF, DEAET, ECPB	Very high	
(v) Proclaim the forests at the appropriate level of formal conservation status	DWAF/ ECPB	Medium term	ECPB, GEF	High	
(vi) Finalize and approve the Strategic Management Plan and spatial Conservation Development Framework for the reserve, with a particular focus on the management of resource-use and the development of income generating opportunities	DWAF/ ECPB	Medium term	ECPB, GEF	High	
(vii) As required, establish, formalize and/or maintain the Participatory Forest Management forums/JFC as a mechanism to improve working relationships with local communities and facilitate equitable benefit distribution	DWAF/ ECPB	Short term and ongoing	DWAF, ECPB, GEF	Critical	
(viii) Maintain, train and equip, the proposed staffing complement for the forests	DWAF/ ECPB	Short term	DWAF, ECPB	Critical	
(ix) Monitor and enforce existing legislation and resource-use agreements for forest products	DWAF/ ECPB	Ongoing	DWAF, ECPB, GEF	Critical	
(x) Develop, implement, and maintain a structured eradication programme for invasive alien plants	DWAF/ ECPB	Medium term and ongoing	DWAF, ECPB, GEF, Working for Water	Very high	
(xi) Develop and implement a community outreach programme that focuses on communicating to adjacent local communities the joint decisions by the co-management structure and collating, and responding to, issues of community concern	DWAF/ ECPB	Medium term and ongoing	DWAF, ECPB, GEF	Critical	
(xii) Identify, and implement, opportunities for the establishment of woodlot buffer areas between resident communities and the forests	DWAF/ECPB	Long term	DWAF, ECPB	Moderate	
(xiii) Within the context of the Conservation Development Framework, plan and develop the required infrastructure and services	DWAF/ECPB	Ongoing	Private sector, DWAF, ECPB	Very high	
<b>Output 1.1.4: Secure and effectively manage the protected areas of the Dwesa-Cwebe Priority Area</b>					
<b>Activity 1.1.4.1: Secure and effectively manage the Dwesa and Cwebe Nature Reserves</b>					
(i) Formally re-constitute the Dwesa-Cwebe co-management structure, establish its terms of reference, and maintain as a decision-making authority in accordance with the Settlement Agreement	ECPB	Short term	GEF, DLA, DEAET, ADM	Critical	
(ii) Develop, and implement, a focused training and skills development programme for the members of the Dwesa-Cwebe Land Trust	ECPB, DLA	Short term and ongoing	GEF, ECPB	Very high	
(iii) Survey boundaries of reserve and complete the fencing requirements in Cwebe	ECPB	Short term	ECPB	Critical	

## Wild Coast Biodiversity Strategy and Action Plan

Tasks	Lead Implementing Agent	Time frame for completion	Potential funding sources	Priority	% Completed
(iv) Prioritize, and implement, the upgrading and maintenance of the reserve infrastructure and services (roads, drainage, sewerage, fencing, water supply, electrical supply, telecommunications, buildings, causeways, staff accommodation and gates) with a focus on the installation of radio communications, provision of electricity, upgrade of staff accommodation, completion of the fencing and the upgrading of the water supply and waste management system	ECPB	Medium term and ongoing	ECPB, EPWP	Very high	
(v) Review, implement, enforce and monitor the resource-use agreements for the harvesting of forest and grassland products	ECPB	Ongoing	ECPB, GEF	Very high	
(vi) Develop and implement a water management system to ensure a sustained yield of potable water for the reserve	ECPB	Medium term	ECPB	Very high	
(vii) Develop, implement and enforce a controlled 'emergency' grazing agreement with adjacent communities	ECPB	Long term	ECPB	Low	
(viii) Negotiate an agency agreement with the Dwesa-Cwebe Land Trust for the ECPB to take over the management of the Haven Hotel	ECPB	Medium term	ECPB	Very high	
(ix) Negotiate an agency agreement with the Dwesa-Cwebe Land Trust for ECPB to administer rentals and manage the Nhlonyana and Mbenyana groups of cottages in Cwebe	ECPB	Medium term	ECPB	Very high	
(x) Remove all woodlots within the reserve and develop, implement, and maintain a structured eradication programme for invasive alien plants	ECPB	Medium term and ongoing	ECPB, WWF	Very high	
(xi) Develop, implement and maintain a fire management programme	ECPB	Long term	ECPB, GEF, WoF	High	
(xii) Develop, implement and maintain a game management programme	ECPB	Medium term	ECPB	Moderate	
(xiii) Maintain, and equip, the approved staff complement for the reserve, of which at least 2 are at General Competence Level 3	ECPB	Short term	ECPB	Critical	
(xiv) Consolidate the reserve system of gate access (reduce to three gates) and upgrade field ranger accommodation at the existing reserve gateways	ECPB	Medium term	ECPB	High	
(xv) Liaise with the Magistrates Courts at Willowvale and Elliotdale to support the effective enforcement and prosecution of offenders in the reserve	ECPB	Medium term	ECPB	Very high	
(xvi) Explore, and implement, a cost-effective mechanism for easy management access between Dwesa and Cwebe over the Mbashe River (i.e. connecting road to Hobeni)	ECPB	Long term	ADM	Very high	
(xvii) Develop and implement a community outreach programme that focuses on communicating to adjacent local communities the joint decisions by the co-management structure and collating, and responding to, issues of community concern	ECPB	Medium term and ongoing	ECPB, GEF	Very high	
(xviii) Upgrade, and maintain the directional signage to the reserve from the N2	ECPB	Short term	ECPB	Very high	
<b>Activity 1.1.4.2: Secure and effectively manage the Dwesa-Cwebe Marine Protected Area</b>					
(i) Formally constitute a Dwesa-Cwebe Marine Protected Area Advisory Forum establish its terms of reference, and maintain it as an advisory and information-sharing forum	MCM/ ECPB	Short term	GEF, MLRF, ECPB	Critical	
(ii) Draft, finalize and approve the management plan for the Marine Protected Area	MCM/ ECPB	Medium term	GEF, MLRF, ECPB	Very high	
(iii) Contract, and fund, the Eastern Cape Parks Board to act as the operational management agency for the Marine Protected Area	MCM	Short term	GEF, MLRF, ECPB	Critical	
(iv) Appoint and train the proposed staffing complement for the Marine Protected Area	MCM/ ECPB	Medium term	GEF, MLRF, ECPB	Critical	
(v) Acquire and maintain vehicles, patrol vessels, communication equipment and other peripherals to enable effective enforcement of the Marine Living Resources Act (Act 18 of 1998)	MCM/ ECPB	Medium term	GEF, MLRF, ECPB	Very high	



## Wild Coast Biodiversity Strategy and Action Plan

Tasks	Lead Implementing Agent	Time frame for completion	Potential funding sources	Priority	% Completed
(vi) Monitor and enforce the marine resource-use, as negotiated with the Dwesa-Cwebe Marine Protected Area Advisory Forum	MCM/ ECPB	Short term and ongoing	MLRF, ECPB	Very high	
<b>Output 1.1.5: Secure and effectively manage the protected areas of the Manubi Priority Area</b>					
<b>Activity 1.1.5.1: Incorporate and manage Manubi indigenous State Forest as part of the provincial nature reserve system</b>					
(i) Where required, survey and demarcate the boundaries of the forest	DWAF/ DEAET	Medium term	DWAF, GEF	Critical	
(ii) Clarify, and facilitate, the processing of any legitimate land claim using the Mkambati settlement agreement as a model	DLA	Medium term	DLA	Critical	
(iii) Facilitate the transfer of the management authority for the indigenous forest to the Eastern Cape Parks Board	DWAF/ DEAET	Medium term	DWAF, DEAET, GEF	Very high	
(iv) Transfer the staff, assets and operational and capital budgets of the indigenous forest to the Eastern Cape Parks Board	DWAF/ DEAET	Medium term	DWAF, DEAET, ECPB	Very high	
(v) Proclaim the forest at the appropriate level of formal conservation status	DWAF/ ECPB	Medium term	ECPB, GEF	High	
(vi) Finalize and approve the Strategic Management Plan and spatial Conservation Development Framework for the forest, with a particular focus on the management of resource-use and the development of income generating opportunities	DWAF/ ECPB	Medium term	ECPB, GEF	High	
(vii) As required, establish, formalize and/or maintain the Participatory Forest Management forums as a mechanism to improve working relationships with local communities and facilitate equitable benefit distribution	DWAF/ ECPB	Short term and ongoing	DWAF, ECPB, GEF	Critical	
(viii) Maintain, train and equip, the proposed staffing complement for the forest	DWAF/ ECPB	Short term	DWAF, ECPB	Critical	
(ix) Monitor and enforce existing legislation and resource-use agreements for forest products, notably removal of bark and construction poles	DWAF/ ECPB	Ongoing	DWAF, ECPB, GEF	Critical	
(x) Develop, implement, and maintain a structured eradication programme for invasive alien plants	DWAF/ ECPB	Medium term and ongoing	DWAF, ECPB, GEF, Working for Water	Very high	
(xi) Develop and implement a community outreach programme that focuses on communicating to adjacent local communities the joint decisions by the co-management structure and collating, and responding to, issues of community concern	DWAF/ ECPB	Medium term and ongoing	DWAF, ECPB, GEF	Critical	
(xii) Actively manage the existing woodlots to better respond to community needs for construction material	DWAF/ECPB	Long term	DWAF, ECPB	Moderate	
(xiii) Within the context of the Conservation Development Framework, plan and develop the required infrastructure and services.	DWAF/ECPB	Ongoing	Private sector, DWAF, ECPB	Very high	
<b>Output 1.1.6: Secure and effectively manage the protected areas of the Gxwaleni Priority Area</b>					
<b>Activity 1.1.6.1: Proclaim and manage the Gxwaleni indigenous State Forest at the appropriate level of formal conservation status</b>					
(i) Where required, survey and demarcate the boundaries of the forest	DWAF/ DEAET	Medium term	DWAF, GEF	Critical	
(ii) Clarify, and facilitate, the processing of any legitimate land claim using the Mkambati settlement agreement as a model	DLA	Medium term	DLA	Critical	
(iii) Facilitate the transfer of the management authority for the indigenous forest to the Eastern Cape Parks Board	DWAF/ DEAET	Medium term	DWAF, DEAET, GEF	Very high	
(iv) Transfer the staff, assets and operational and capital budgets of the indigenous forest to the	DWAF/ DEAET	Medium term	DWAF, DEAET,	Very high	

## Wild Coast Biodiversity Strategy and Action Plan

Tasks	Lead Implementing Agent	Time frame for completion	Potential funding sources	Priority	% Completed
Eastern Cape Parks Board			ECPB		
(v) Proclaim the forest at the appropriate level of formal conservation status	DWAF/ ECPB	Medium term	ECPB, GEF	High	
(vi) Finalize and approve the Strategic Management Plan and spatial Conservation Development Framework for the forest, with a particular focus on the management of resource-use and the development of income generating opportunities	DWAF/ ECPB	Medium term	ECPB, GEF	High	
(vii) As required, establish, formalize and/or maintain the Participatory Forest Management forums/JFC as a mechanism to improve working relationships with local communities and facilitate equitable benefit distribution	DWAF/ ECPB	Short term and ongoing	DWAF, ECPB, GEF	Critical	
(viii) Maintain, train and equip, the proposed staffing complement for the forest	DWAF/ ECPB	Short term	DWAF, ECPB	Critical	
(ix) Monitor and enforce existing legislation and resource-use agreements for forest products	DWAF/ ECPB	Ongoing	DWAF, ECPB, GEF	Critical	
(x) Develop, implement, and maintain a structured eradication programme for invasive alien plants	DWAF/ ECPB	Medium term and ongoing	DWAF, ECPB, GEF, Working for Water	Very high	
(xi) Develop and implement a community outreach programme that focuses on communicating to adjacent local communities the joint decisions by the co-management structure and collating, and responding to, issues of community concern	DWAF/ ECPB	Medium term and ongoing	DWAF, ECPB, GEF	Critical	
(xii) Identify, and implement, opportunities for the establishment of woodlot buffer areas between resident communities and the forests	DWAF/ECPB	Long term	DWAF, ECPB	Moderate	
(xiii) Within the context of the Conservation Development Framework, plan and develop the required infrastructure and services	DWAF/ECPB	Ongoing	Private sector, DWAF, ECPB	Very high	
<b>Output 1.1.7: Secure and effectively manage the protected areas of the Mpame Priority Area</b>					
<b>Activity 1.1.7.1: Proclaim and manage the Mpame indigenous State Forest at the appropriate level of formal conservation status</b>					
(i) Where required, survey and demarcate the boundaries of the forest	DWAF/ DEAET	Medium term	DWAF, GEF	Critical	
(ii) Clarify, and facilitate, the processing of any legitimate land claim using the Mkambati settlement agreement as a model	DLA	Medium term	DLA	Critical	
(iii) Facilitate the transfer of the management authority for the indigenous forests to the Eastern Cape Parks Board	DWAF/ DEAET	Medium term	DWAF, DEAET, GEF	Very high	
(iv) Transfer the staff, assets and operational and capital budgets of the indigenous forests to the Eastern Cape Parks Board	DWAF/ DEAET	Medium term	DWAF, DEAET, ECPB	Very high	
(v) Proclaim the forest at the appropriate level of formal conservation status	DWAF/ ECPB	Medium term	ECPB, GEF	High	
(vi) Finalize and approve the Strategic Management Plan and spatial Conservation Development Framework for the forest, with a particular focus on the management of resource-use and the development of income generating opportunities	DWAF/ ECPB	Medium term	ECPB, GEF	High	
(vii) As required, establish, formalize and/or maintain the PFM forums/JFC as a mechanism to improve working relationships with local communities and facilitate equitable benefit distribution	DWAF/ ECPB	Short term and ongoing	DWAF, ECPB, GEF	Critical	
(viii) Maintain, train and equip, the proposed staffing complement for the forest	DWAF/ ECPB	Short term	DWAF, ECPB	Critical	
(ix) Monitor and enforce existing legislation and resource-use agreements for forest products	DWAF/ ECPB	Ongoing	DWAF, ECPB, GEF	Critical	
(x) Develop, implement, and maintain a structured eradication programme for invasive alien	DWAF/ ECPB	Medium term	DWAF, ECPB,	Very high	



## Wild Coast Biodiversity Strategy and Action Plan

Tasks	Lead Implementing Agent	Time frame for completion	Potential funding sources	Priority	% Completed
plants		and ongoing	GEF, Working for Water		
(xi) Develop and implement a community outreach programme that focuses on communicating to adjacent local communities the joint decisions by the co-management structure and collating, and responding to, issues of community concern	DWAF/ ECPB	Medium term and ongoing	DWAF, ECPB, GEF	Critical	
(xii) Identify, and implement, opportunities for the establishment of woodlot buffer areas between resident communities and the forests	DWAF/ECPB	Long term	DWAF, ECPB	Moderate	
(xiii) Within the context of the Conservation Development Framework, plan and develop the required infrastructure and services.	DWAF/ECPB	Ongoing	Private sector, DWAF, ECPB	Very high	
<b>Output 1.1.8: Secure and effectively manage protected areas of the Transkei Coastal Priority Area</b>					
<b>Activity 1.1.8.1: Incorporate and manage priority indigenous state forests in Centane Coastal Forest Reserve (Wavecrest, Ntlaboya, Nxaxo, Kabonqaba and Nomaheya)</b>					
(i) Where required, survey and demarcate the boundaries of the forests	DWAF/ DEAET	Medium term	DWAF, GEF	Critical	
(ii) Clarify, and facilitate, the processing of any legitimate land claims using the Mkambati settlement agreement as a model	DLA	Medium term	DLA	Critical	
(iii) Facilitate the transfer of the management authority for the indigenous forests to the Eastern Cape Parks Board	DWAF/ DEAET	Medium term	DWAF, DEAET, GEF	Very high	
(iv) Transfer the staff, assets and operational and capital budgets of the indigenous forests to the Eastern Cape Parks Board	DWAF/ DEAET	Medium term	DWAF, DEAET, ECPB	Very high	
(v) Proclaim the forests at the appropriate level of formal conservation status	DWAF/ ECPB	Medium term	ECPB, GEF	High	
(vi) Finalize and approve the Strategic Management Plan and spatial Conservation Development Framework for the reserve, with a particular focus on the management of resource-use and the development of income generating opportunities	DWAF/ ECPB	Medium term	ECPB, GEF	High	
(vii) As required, establish, formalize and/or maintain the Participatory forest management forums as a mechanism to improve working relationships with local communities and facilitate equitable benefit distribution	DWAF/ ECPB	Short term and ongoing	DWAF, ECPB, GEF	Critical	
(viii) Maintain, train and equip, the proposed staffing complement for the forests	DWAF/ ECPB	Short term	DWAF, ECPB	Critical	
(ix) Monitor and enforce existing legislation and resource-use agreements for forest products	DWAF/ ECPB	Ongoing	DWAF, ECPB, GEF	Critical	
(x) Develop, implement, and maintain a structured eradication programme for invasive alien plants	DWAF/ ECPB	Medium term and ongoing	DWAF, ECPB, GEF, Working for Water	Very high	
(xi) Develop and implement a community outreach programme that focuses on communicating to adjacent local communities the joint decisions by the co-management structure and collating, and responding to, issues of community concern	DWAF/ ECPB	Medium term and ongoing	DWAF, ECPB, GEF	Critical	
(xii) Within the context of the Conservation Development Framework, plan and develop the required infrastructure and services	DWAF/ ECPB	Medium term and ongoing	DWAF, ECPB	Very high	
<b>Output 1.1.9: Incorporate the Kei river as a Priority Area</b>					
<b>Activity 1.1.9.1: Proclaim the Ndebe, Ukusa, Ngceke, Nyatya and Mabululu indigenous State Forests at the appropriate level of formal conservation status</b>					
(i) Where required, survey and demarcate the boundaries of the forests	DWAF/ DEAET	Medium term	DWAF, GEF	Critical	

## Wild Coast Biodiversity Strategy and Action Plan

Tasks	Lead Implementing Agent	Time frame for completion	Potential funding sources	Priority	% Completed
(ii) Clarify, and facilitate, the processing of any legitimate land claims using the Mkambati settlement agreement as a model	DLA	Medium term	DLA	Critical	
(iii) Facilitate the transfer of the management authority for the indigenous forests to the Eastern Cape Parks Board	DWAF/ DEAET	Medium term	DWAF, DEAET, GEF	Very high	
(iv) Transfer the staff, assets and operational and capital budgets of the indigenous forests to the Eastern Cape Parks Board	DWAF/ DEAET	Medium term	DWAF, DEAET, ECPB	Very high	
(v) Link indigenous forests to the STEP priority programs and areas	ECPB	Medium term	ECPB, GEF	High	
(vi) Proclaim the forests, and any other adjacent STEP priority areas, at the appropriate level of formal conservation status	ECPB	Medium term	ECPB, GEF	High	
(vii) Finalize and approve the Strategic Management Plan and spatial Conservation Development Framework for the forest, with a particular focus on the management of resource-use and the development of income generating opportunities	DWAF/ ECPB	Medium term and ongoing	DWAF, ECPB, GEF	Very high	
(viii) As required, establish, formalize and/or maintain the Participatory Forest Management forums/JFC as a mechanism to improve working relationships with local communities and facilitate equitable benefit distribution	DWAF/ ECPB	Short term	DWAF, ECPB	Critical	
(ix) Maintain, train and equip, the proposed staffing complement for the forest	DWAF/ ECPB	Short term and ongoing	DWAF, ECPB, GEF	Critical	
(x) Monitor and enforce existing legislation and resource-use agreements for forest products	DWAF/ ECPB	Medium term and ongoing	DWAF, ECPB, GEF, Working for Water	Very high	
(xi) Develop, implement, and maintain a structured eradication programme for invasive alien plants	ECPB	Medium term and ongoing	DWAF, ECPB, GEF	Very high	
(xii) Develop and implement a community outreach programme that focuses on communicating to adjacent local communities the joint decisions by the co-management structure and collating, and responding to, issues of community concern	DWAF/ECPB	Medium term and ongoing	DWAF, ECPB	Critical	
(xiii) Identify, and implement, opportunities for the establishment of woodlot buffer areas between resident communities and the forests	DWAF/ECPB	Long term and Ongoing	DWAF	Moderate	
(xiv) Within the context of the Conservation Development Framework, plan and develop the required infrastructure and services		Medium term and ongoing	Private sector, DWAF, ECPB	Very high	
<b>Output 1.1.10: Secure and effectively manage the protected areas of the Qora River Priority Area</b>					
<b>Activity 1.1.10.1: Incorporate and manage priority indigenous state forests (Sebeni, Kwanduka and Kwabakazi)</b>					
(i) Where required, survey and demarcate the boundaries of the forests	DWAF/ DEAET	Medium term	DWAF, GEF	Critical	
(ii) Clarify, and facilitate, the processing of any legitimate land claims using the Mkambati settlement agreement as a model	DLA	Medium term	DLA	Critical	
(iii) Facilitate the transfer of the management authority for the indigenous forests to the Eastern Cape Parks Board	DWAF/ DEAET	Medium term	DWAF, DEAET, GEF	Very high	
(iv) Transfer the staff, assets and operational and capital budgets of the indigenous forests to the Eastern Cape Parks Board	DWAF/ DEAET	Medium term	DWAF, DEAET, ECPB	Very high	
(v) Proclaim the forests at the appropriate level of formal conservation status	ECPB	Medium term	ECPB, GEF	High	
(vi) Finalize and approve the Strategic Management Plan and spatial Conservation Development Framework for the reserve, with a particular focus on the management of resource-use and the	ECPB	Medium term	ECPB, GEF	High	

## Wild Coast Biodiversity Strategy and Action Plan

Tasks	Lead Implementing Agent	Time frame for completion	Potential funding sources	Priority	% Completed
development of income generating opportunities					
(vii) As required, establish, formalize and/or maintain the Participatory forest management forums/JFC as a mechanism to improve working relationships with local communities and facilitate equitable benefit distribution	DWAF/ ECPB	Short term and ongoing	DWAF, ECPB, GEF	Critical	
(viii) Maintain, train and equip, the proposed staffing complement for the forests	DWAF/ ECPB	Short term	DWAF, ECPB	Critical	
(ix) Monitor and enforce existing legislation and resource-use agreements for forest products	DWAF/ ECPB	Ongoing	DWAF, ECPB, GEF	Critical	
(x) Develop, implement, and maintain a structured eradication programme for invasive alien plants	DWAF/ ECPB	Medium term and ongoing	DWAF, ECPB, GEF, Working for Water	Very high	
(xi) Develop and implement a community outreach programme that focuses on communicating to adjacent local communities the joint decisions by the co-management structure and collating, and responding to, issues of community concern	ECPB	Medium term and ongoing	DWAF, ECPB, GEF	Critical	
(xii) Identify, and implement, opportunities for the establishment of woodlot buffer areas between resident communities and the forests	DWAF/ECPB	Long term	DWAF, ECPB	Moderate	
(xiii) Within the context of the Conservation Development Framework, plan and develop the required infrastructure, services and tourism products	DWAF/ECPB	Ongoing	Private sector, DWAF, ECPB	Very high	
<b>Output 1.1.11: Strengthen management of the Coastal Conservation Area</b>					
(i) Establish and maintain the institutional arrangements for the administration of development applications and co-ordination of the management of the Coastal Conservation Area as required by the Wild Coast Tourism Development Policy	DEAET	Short term and ongoing	DEAET, GEF	Critical	
(ii) Finalize, and implement, a spatial development framework, including a tourism and infrastructure development plan, for the Coastal Conservation Area that links with, and is integrated into, the Provincial Spatial Development Plan, Provincial Growth and Development Plan, Integrated Development Plans and the Wild Coast Tourism Development Policy	DEAET	Medium term	DEAT, DEAET	Very high	
(iii) Review, update and amend the current Wild Coast Tourism Development Policy institutional framework, the boundaries of the Coastal Conservation Framework, the guidelines and the spatial zonation of the Coastal Conservation Area and integrate these changes into the enabling provincial and national legislation	DEAET	Medium term	DEAT, DEAET	Very high	
(iv) Survey, and demarcate as required, the boundaries of the Coastal Conservation Area	DEAET	Medium term	GEF, DEAET, DEAT	High	
(v) Proclaim the Coastal Conservation Area as part of a Wild Coast Protected Natural Environment in terms of the Protected Areas Act (Act 57 of 2004)	DEAET/ DEAT	Medium term	DEAET, DEAT	High	
(vi) Maintain, train and equip, the proposed staffing monitoring and compliance complement for the Coastal Conservation Area	DEAET	Short term	DEAET, GEF	Critical	
(vii) Maintain, train and equip the proposed administrative and professional staff support complement for the administration, financial management, investor mobilization, stakeholder liaison, community-based staffing co-ordination and planning of the Coastal Conservation Area	DEAET	Medium term	DEAET	Very high	
(viii) Establish, train and maintain a community-based monitoring and security capacity to supplement the current institutional enforcement capacity	DEAET	Medium term	GEF, DEAET	Very high	
(ix) In consultation with co-operative governance structures, conduct special joint special law enforcement operations across the Coastal Conservation Area	DEAET	Ongoing	DWAF, MCM, ECPB, South African Police Services, DEAET	Very high	

## Wild Coast Biodiversity Strategy and Action Plan

Tasks	Lead Implementing Agent	Time frame for completion	Potential funding sources	Priority	% Completed
(x) Establish and maintain a regional Coastal Conservation forum for business owners, tour operators and legal cottage owners to discuss issues of mutual concern and identify opportunities for ongoing collaboration within the Coastal Conservation Area	DEAET	Medium term	DEAET	High	
(xi) Negotiate a voluntary Coastal Conservation Area 'levy' (% of turnover or services in kind) from all commercial operators and Community Public Private partnership enterprises within the Coastal Conservation Area to financially support the employment of a corps of security/monitoring/enforcement personnel in the Coastal Conservation Area	DEAET	Long term	DEAET	Moderate	
(xii) Negotiate a mechanism with the Department of Land Affairs and legal cottage owners to develop and implement a market-related annual lease fee for the use of surveyed cottage sites that is 'ring-fenced' for the operational management of, and provision of basic services within, the Coastal Conservation Area	DEAET	Medium term	DEAET	Very high	
(xiii) Direct EPWP funding to support the management (monitoring, rehabilitation, invasive clearing, security, fire management, training, CBNRM) and development (community enterprises, services and infrastructure) of the Coastal Conservation Area	DEAET	Medium term and ongoing	EPWP	Critical	
(xiv) Actively participate in the Environmental Impact Assessment and bankable feasibility study undertaken by the prospecting rights holders for heavy mineral mining at Xolobeni	DEAET	Short term	DEAET	Critical	
(xv) If a heavy mineral mining right is issued by the Department of Minerals and Energy for Xolobeni, negotiate options for biodiversity (and social) offsets with the mining rights holders to benefit the management of the proposed Pondoland conservation area	DEAET/ DEAT	Short term	DEAET, DEAT	Critical	
(xvi) If a heavy mineral mining right is issued by Department of Minerals and Energy for Xolobeni, actively enforce the mining Environmental Management Plan and rehabilitation programme and biodiversity offset agreements	DEAET/ DEAT	Long term and ongoing	DEAET, DEAT	High	
(xvii) Actively prosecute all illegal sand mining within the Coastal Conservation Area and rehabilitate existing sand mining sites	DEAET/ DME	Medium term	DEAET, DME	Very high	
(xviii) Support the implementation of the Communal Land Rights Act to provide clarity on land ownership	DLA	Medium term	DLA	Very high	
(xix) Complete the prosecution of the 'test cases' for the illegal cottages at Mnyameni, Mpantsana and Manteku/ Degaan Stream/ Black Sands areas and ensure the removal of the cottages and rehabilitation of the sites	DEAET	Short term	DEAET, Department of Justice, DEAT, DLA	Critical	
(xx) If the test case is successfully prosecuted, complete the prosecution of illegal cottage owners at Sikombe, Mtentu, Poenskop, Mzamba, Msikaba, Mbotyi and Ntafufu, Xora mouth, Mdumbi, Tshani, Mnenu river, Mngazana, Mthata river mouth, Ntlupeni, Trennerys, Umgazi, Coffee Bay, Hole in the Wall, Mbolompo, Nthlabansi and Mpande and ensure the removal of the cottages and rehabilitation of the sites	DEAET	Medium term	DEAET, DEAT, DLA, Department of Justice	Very high	
(xxi) Review the feasibility of delegating the management authority for the Coastal Conservation Area, or portions/functions thereof, to the Eastern Cape Parks Board	DEAET	Long term	DEAET, ECPB	Moderate	
(xxii) Support and maintain the functioning of Estuary Management Forums in the priority areas as a forum for information-sharing, capacity building and joint decision-making	DEAET	Medium term and ongoing	MCM, DEAET	Very high	
(xxiii) Identify legal cottages in environmentally sensitive areas and negotiate with cottage owners implementation of mechanisms to mitigate these environmental impacts	DEAET	Long term	DLA, DEAET	Low	
(xxiv) Develop, and implement, integrated waste management systems in all the first and second order nodes	Local Municipalities	Medium term	ADM, ORTDM, DEAET	Very high	

## Wild Coast Biodiversity Strategy and Action Plan

Tasks	Lead Implementing Agent	Time frame for completion	Potential funding sources	Priority	% Completed
<b>Output 1.1.12: Strengthen management of Indigenous State Forests outside priority areas</b>					
(i) Develop a set of norms and standards for the effective management of the indigenous State Forests across the Wild Coast	DWAF	Medium term	DWAF	High	
(ii) Ensure that the staffing, equipment and operational management capacity for the indigenous forests is adequate to maintain management of indigenous State Forests above the minimum levels for effective management	DWAF/ DEAET	Medium term	DWAF, DEAET	Very high	
(iii) Identify, on an ongoing basis, key State Forests to include into the reserve system of provincial nature reserves	ECPB	Long term	ECPB	Low	

**Table 3.5: Activities supporting Outcome 1.2. The protected area system is expanded to conserve some additional priority areas**

### Strategic Objective 1: Ensuring the persistence of biodiversity in priority areas through the conservation of species, ecosystems and the processes that maintain them

#### Outcome 1.2: Expanding the formal protected area system to conserve additional priority areas

Two primary mechanisms will be used to expand the protected area system. The first is expansion and/or amalgamation of existing protected areas, as many existing protected areas have potential for significant expansion into surrounding unproductive agricultural landscapes within the priority areas (e.g. greater Pondoland Conservation Area). The advantage of building on existing protected areas is that there are considerable economies of scale inherent in the creation of one large consolidated protected area rather than several small ones. The second mechanism is the creation of new protected areas in those few sites highlighted in the Conservation Assessment as being of the highest conservation value (e.g. Mngazana Estuary). The primary mechanism for the expansion of existing protected areas and the establishment of new protected areas is founded on the fundamental recognition that the land is *de facto* owned by the local communities and any incorporation of land into a protected area estate would be founded entirely on the outcomes of 'good faith' negotiations with local communities. It is not envisaged that any land will be alienated in this process and that the primary means for incorporation would be through a medium- to long-term formal lease agreement, with performance-based reversionary clauses.

Tasks	Lead implementing Agent	Time frame for completion	Potential funding sources	Priority	% completed
<b>Output 1.2.1: Secure the Umtamvuna priority area through the creation of a Provincial Nature Reserve to complement that on the KwaZulu-Natal side of the Umtamvuna river</b>					
<b>Activity 1.2.1.1: Negotiate extension options with the Amadiba and Imizizi Traditional Authorities</b>					
(i) Using the boundaries of the priority area as a starting point, negotiate with the Amadiba and Imizizi Traditional Authorities options for, and boundaries of, the extension of the existing Ezemvelo KZN Wildlife managed Umtamvuna Nature Reserve into the western banks of the Umtamvuna river focusing on the inclusion of the estuary and riverine vegetation	ECPB	Medium term	GEF, ECPB	High	
(ii) If required, use an independent brokerage service to negotiate a contractual conservation agreement between the respective tribal authorities, outside investors and Eastern Cape Parks Board	ECPB	Medium term	GEF, ECPB	High	

## Wild Coast Biodiversity Strategy and Action Plan

Tasks	Lead implementing Agent	Time frame for completion	Potential funding sources	Priority	% completed
(iii) Formalise the conservation agreement through a medium-term lease agreement, or similar, between Department of Land Affairs and Eastern Cape Parks Board for the negotiated and agreed areal extent to be added to the Umtamvuna Nature Reserve	ECPB/ DLA	Medium term	GEF, ECPB	High	
(iv) Proclaim and demarcate the area as a provincial nature reserve	ECPB	Long term	GEF, ECPB	High	
(v) Negotiate a joint staffing, resource and management agreement with Ezemvelo KZN Wildlife to manage the expanded area as an integral part of the Umtamvuna Nature Reserve	ECPB/ KZNWS	Long term	GEF, ECPB	High	
(vi) Update the Management and Development Plan for Umtamvuna Nature Reserve to include the expanded area	ECPB/ KZNWS	Long term	GEF, ECPB	High	
(vii) Identify, secure financing, support and implement development opportunities (aligned with the joint management plan for the expanded reserve) as CPP Partnerships between the traditional authorities, Ezemvelo KZN Wildlife and the private sector	ECPB/ KZNWS	Long term	EPWP	High	
(viii) If agreed by Department of Land Affairs and the traditional authorities, capacitate and support the existing (ACCODA and Mzamba), and establish new, trusts as a legal vehicle for the management and distribution of income to traditional authorities, respective villages and local community beneficiaries	ECPB/ DLA	Long term	GEF	Critical	
<b>Output 1.2.2: Expand and link the Mkambati Nature reserve, indigenous State Forests and Marine Protected Area to establish the greater Pondoland Conservation Area</b>					
<b>Activity 1.2.2.1: Negotiate extension options with the Mkambati Land Trust</b>					
(i) Negotiate with the landowners of the Mkambati Land Trust options for, and boundaries of, the proposed extension of Mkambati Nature Reserve into the ex-TRACOR land	ECPB	Short term	GEF, ECPB	Critical	
(ii) If required, use an independent brokerage service to negotiate a contractual conservation agreement between the Mkambati Land Trust, Eastern Cape Parks Board and outside investors	ECPB	Short term	GEF, ECPB, SAGE	Very high	
(iii) Formalise the conservation agreement through a medium-term (5-15 year) lease agreement, or similar, between Eastern Cape Parks Board and Mkambati Land Trust for the agreed areal extent to be added to Mkambati Nature Reserve	ECPB	Short term	GEF, ECPB, private investors	Very high	
(iv) Update the Strategic Management Plan and Conservation Development Framework for Mkambati Nature Reserve to include the expanded area	ECPB	Medium term	GEF, ECPB	High	
(v) Proclaim, demarcate and manage the additional land as an integral part of Mkambati Nature Reserve in terms of the updated Strategic Management Plan and Conservation Development Framework	ECPB	Medium term	GEF, ECPB	High	
<b>Activity 1.2.2.2: Negotiate extension options with the Lower Ntafufu, Lambasi and Mbotyi Traditional Authorities</b>					
(i) Using the proposals for the boundaries of the Pondoland Conservation/Biosphere reserve (1997-2002) for the area between the Msikaba and Umzimvubu rivers as a starting point, negotiate with the Lower Ntafufu, Lambasi and Mbotyi Traditional Authorities options for, and boundaries of, the inclusion of a coastal area to be included as a western extension of the Mkambati Nature Reserve and a link to the Ntsubane, Egossa, Umzimpunzi, Hili, Mbotyi, Lotana, Isizilo, Lujazo, Mtambalala, Ntlopeni and Mt. Sullivan indigenous State Forests	ECPB	Short term	GEF, DEAT	Critical	
(ii) If required, use an independent brokerage service to negotiate a contractual conservation agreement between the respective tribal authorities, Eastern Cape Parks Board and outside investors	ECPB	Short term	GEF, SAGE, DEAT	Very high	
(iii) Formalise the conservation agreement through a medium-term lease agreement, or similar, between Department of Land Affairs and Eastern Cape Parks Board for the negotiated and agreed areal extent to be added to Mkambati Nature Reserve Pondoland Marine Protected Area, Coastal Conservation Framework and/or the indigenous State Forests	ECPB	Medium term	GEF, DEAT	Very high	



## Wild Coast Biodiversity Strategy and Action Plan

Tasks	Lead implementing Agent	Time frame for completion	Potential funding sources	Priority	% completed
(iv) Update the Strategic Management Plan and Conservation Development Framework for Mkambati Nature Reserve and linking the indigenous State Forests to include the expanded area, with a particular focus on biodiversity management and the development of income generating opportunities	ECPB	Medium term	GEF, DEAT	High	
(v) Proclaim, demarcate and manage the land incorporated into the conservation estate as an integral part of Mkambati Nature Reserve, Pondoland Marine Protected Area, Coastal Conservation Framework and indigenous State Forests (greater Pondoland Conservation Area) in terms of the updated and consolidated Strategic Management Plan and Conservation Development Framework	ECPB	Medium term	GEF, DEAT	Very high	
(vi) Integrate representative of the local communities into the co-management structure/s for the greater Pondoland Conservation Area	ECPB	Medium term	GEF	Very high	
(vii) Identify, secure co-financing, support and implement development opportunities (aligned with the Strategic Management Plan and Conservation Development Framework for the expanded reserve) as CPP Partnerships between the traditional authorities, Eastern Cape Parks Board and the private sector	ECPB	Medium term	GEF, DEAT, EPWP, DEAET	Critical	
(viii) If agreed by Department of Land Affairs and the traditional authorities, capacitate and support the existing (Luphoko, Noquekwana, Mbotyi, Manteku, Cutweni, Rhole and Ndengane) trusts as a legal vehicle for the management and distribution of income to traditional authorities, respective villages and local community beneficiaries	ECPB/ DLA	Medium term	GEF, DLA	Very high	
<b>Activity 1.2.2.3: Negotiate extension options with the Amadiba Traditional Authority</b>					
(i) Using the proposals for the boundaries of the Pondoland Conservation/Biosphere reserve (1997-2002) for the area between the Mzamba and Mtentu rivers and the outcomes of a mining right application for heavy minerals mining at Xolobeni as a starting point, negotiate with the Amadiba Traditional Authorities/ ACCODA Trust options for, and boundaries of, the inclusion of an eastern extension of the Mkambati Nature Reserve	ECPB	Medium term	GEF, DEAT	Very high	
(ii) If required, use an independent brokerage service to negotiate a contractual conservation agreement between the respective tribal authorities, Eastern Cape Parks Board and outside investors	ECPB	Medium term	GEF, DEAT	Very high	
(iii) Formalise the conservation agreement through a medium-term lease agreement, or similar, between Department of Land Affairs and Eastern Cape Parks Board for the negotiated and agreed areal extent to be added to Mkambati Nature Reserve Pondoland Marine Protected Area, Coastal Conservation Framework and/or the indigenous State Forests	ECPB	Long term	GEF, DEAT	High	
(iv) Update the Strategic Management Plan and Conservation Development Framework for Mkambati Nature to include the expanded area, with a particular focus on the management of resource-use and the development of income generating opportunities	ECPB	Long term	GEF, DEAT	High	
(v) Proclaim, demarcate and manage the land incorporated into the conservation estate as an integral part of Mkambati Nature Reserve, Pondoland Marine Protected Area and the Coastal Conservation Framework in terms of the updated and consolidated Strategic Management Plan and Conservation Development Framework	ECPB	Long term	GEF, DEAT	High	
(vi) Integrate representative of the local communities into the co-management structure/s for the greater Pondoland Conservation Area	ECPB	Long term	GEF, DEAT	High	
(vii) Identify, secure co-financing, support and implement development opportunities (aligned with the Strategic Management Plan and Conservation Development Framework for the expanded reserve) as CPP Partnerships between the traditional authorities, Eastern Cape Parks Board and the private sector	ECPB	Long term	GEF, DEAT	High	
(viii) If agreed by Department of Land Affairs and the traditional authorities, capacitate and support the existing ACCODA Trusts as a legal vehicle for the management and distribution of income to traditional authorities, respective villages and local community beneficiaries	ECPB	Long term	GEF, DLA, DEAT	High	

## Wild Coast Biodiversity Strategy and Action Plan

Tasks	Lead implementing Agent	Time frame for completion	Potential funding sources	Priority	% completed
(ix) Participate in the Environmental Impact Assessment process for the N2 to ensure that the alignment of the 'greenfields' section of the N2 toll road does not compromise the integrity of the proposed outer boundaries of the greater Pondoland Conservation Area	DEAET/ DEAT	Short term	DEAT, DEAET	Critical	
<b>Activity 1.2.2.5: Negotiate extension with the Amadiba Traditional Authority to incorporate the Xolobeni heavy minerals concession area</b>					
(i) Should the heavy minerals mining right be granted by Department of Minerals and Energy, negotiate with the Amadiba Traditional Authority/ACCODA Trust, Department of Land Affairs and the mining consortium, opportunities for the incorporation of rehabilitated areas (post-mining) into the greater Pondoland Conservation Area	DEAET/ DEAT/ ECPB	Long term	DEAT, DEAET, ECPB	Low	
(ii) Should the heavy minerals mining right be granted by Department of Minerals and Energy, negotiate a 'biodiversity offset' with the mining consortium and Department of Minerals and Energy to secure an annual source of 'offset' income to support the management of the greater Pondoland Conservation Area	DEAET/ DEAT	Medium term	DEAT, DEAET	Very high	
<b>Output 1.2.3: Secure and manage the Mngazana Estuary through the creation of a new protected area</b>					
<b>Activity 1.2.3.1: Negotiate establishment of a provincial nature reserve in the Mngazana estuary with the Mvumelwano Traditional Authority</b>					
(i) Using the boundaries of the 137ha Mngazana estuary/mangroves, the Coastal Conservation Framework and the upstream riverine vegetation of the Mngazana river as a starting point, negotiate with the Mvumelwano (Caguba AA) Traditional Authorities options for, and boundaries of, the establishment of a provincial nature reserve in the Mngazana estuary that is managed as a controlled natural resource-use area	ECPB	Medium term	ECPB, GEF	High	
(ii) If required, use an independent brokerage service to negotiate a contractual conservation agreement between the respective tribal authorities, Eastern Cape Parks Board and outside investors	ECPB	Medium term	ECPB, GEF	High	
(iii) Formalise the conservation agreement through a medium-term lease agreement, or similar, between Department of Land Affairs and Eastern Cape Parks Board for the negotiated and agreed areal extent to be proclaimed as a new provincial nature reserve	ECPB	Long term	ECPB, GEF	High	
(iv) Proclaim and demarcate the land incorporated into the conservation estate	ECPB	Long term	ECPB, GEF	High	
(v) Using the membership of the Mngazana Estuary Management Plan as a starting point, formally constitute a Co-management Committee, establish its terms of reference, and maintain as a decision-making authority for the reserve	ECPB	Long term	ECPB, GEF	High	
(vi) Based on the Mngazana Estuary Management Plan, draft and approve a Strategic Management Plan and Conservation Development Framework for the Mngazana reserve that specifically identifies resource-use levels and controls (e.g. construction material, fish traps, mud prawn harvesting, honey), directs user flows, zones resource usage and clarifies management structure, functions and responsibilities	ECPB	Long term	ECPB, GEF	High	
(vii) Identify, secure co-financing, support and implement development opportunities (aligned with the Strategic Management Plan and Conservation Development Framework for the expanded reserve) as CPP Partnerships between the traditional authorities, Eastern Cape Parks Board and the private sector	ECPB	Long term	ECPB, GEF	High	
(viii) Maintain, train and equip, the proposed staffing complement for the reserve to implement and administer the Strategic Management Plan and Conservation Development Framework	ECPB	Long term	ECPB, GEF	High	
(ix) Review, implement, enforce and monitor the resource-use agreements for the harvesting of forest and grassland products	ECPB	Long term	ECPB, GEF	High	



## Wild Coast Biodiversity Strategy and Action Plan

Tasks	Lead implementing Agent	Time frame for completion	Potential funding sources	Priority	% completed
(x) Develop and implement a community outreach programme that focuses on communicating to adjacent local communities the joint decisions by the co-management structure and collating, and responding to, issues of community concern	ECPB	Long term	ECPB, GEF	High	
<b>Output 1.2.4: Establish the Wild Coast Coastal Protected Natural Environment</b>					
(i) Negotiate and define the boundaries for a proposed Wild Coast Protected Natural Environment that links the protected area estate (Coastal Conservation Framework, indigenous State Forests, Marine Protected Areas, National Parks, Nature Reserves, Heritage Sites, Conservancies and perhaps priority areas) into a cohesive controlled sustainable development area	DEAT/ DEAET	Long term	DEAT	High	
(ii) Initiate the establishment of an overarching Protected Natural Environment Management structure for the Biosphere Reserve/Protected Natural Environment, develop its Terms of Reference and constitute a legal entity (e.g. Section 21 Company) for the Protected Natural Environment	DEAT/ DEAET	Long term	DEAT	Moderate	

**Table 3.6: Activities supporting Outcome 1.3. Priority areas outside the protected areas are conserved through community-based stewardship and integrated management**

### Strategic Objective 1: Ensuring the persistence of biodiversity in priority areas through the conservation of species, ecosystems and the processes that maintain them

#### Outcome 1.3: Conserving priority areas outside the formal protected area system through community-based stewardship and integrated management

Many of the areas identified as conservation priorities are not at all suitable for the establishment of formal protected areas due to current or proposed developments, settlements, other land uses and resource use. The priority areas help to determine where initial implementation of stewardship measures will be focused and what features will need to be protected. Community Based Natural Resource Management approaches are to be used to assist communities in setting up, and maintaining, sustainable resource management practices outside of protected areas. The southern grasslands and a number of estuaries, within the priority areas have been identified as priorities. The actions are directed at limiting transformation of grasslands through unsustainable development and use and the sustainable management of estuaries with a focus on mangrove and fisheries management. The establishment of resource use-based cooperative management structures will be encouraged and the development of resource-specific management plans will be supported. Specific elements of biodiversity across the entire landscape, catchment or coastline, such as rivers, will also be actively planned and managed to maintain biodiversity and ecosystem services.

Activity	Lead implementing Agent	Time frame for completion	Potential funding sources	Priority	% completed
<b>Output 1.3.1: Protecting components of the Pondoland conservation priority areas that fall outside the protected area system</b>					
(i) Provide logistic, technical, planning and professional support to ACCODA to facilitate sustainable natural resource-use and sustainable development of land not included into the protected area estate	DEAET/	Long term	ECDC, ORTDM/ Mbizana LM/ ECDC, DBSA	High	

## Wild Coast Biodiversity Strategy and Action Plan

Activity	Lead implementing Agent	Time frame for completion	Potential funding sources	Priority	% completed
(ii) Provide technical and professional support to the OR Tambo District Municipality, Mbizana Local Municipality, the Amadiba Traditional Authority and ACCODA in ensuring that the Bankable Feasibility Study and Environmental Impact Assessment for the proposed heavy minerals mining at Xolobeni satisfactorily mitigates the potential social and environmental impacts and provides optimal financial returns back to the landowners and compensates lost land uses	DEAT/DEAET	Short term and ongoing	DEAET, DBSA, DEAT	Very high	
(iii) Provide technical and professional support to the OR Tambo District Municipality, Mbizana and Qaukeni Local Municipality, the Amadiba Traditional Authority and ACCODA in ensuring that the Environmental Impact Assessment for the proposed N2 Toll road satisfactorily mitigates the potential social and environmental impacts	DEAET/DEAT	Short term	DEAT, DEAET, DBSA	Very high	
(iv) Provide logistical, technical and professional support to the ongoing management of, and involvement in, the Mtentu Estuary Forum and maintain it as a successful pilot for estuary management	DEAET	Short term and ongoing	DEAET, MCM, GEF	Very high	
(v) Using the model for the Mtentu Estuary Forum, constitute a Estuary Management Forum for the Mzintlava Estuary	DEAET	Long term	DEAET, MCM	Moderate	
(vi) Support the Mkambati Land Trust in the drafting, and approval, of a sustainable development plan for the TRACOR land outside the protected area estate	ORTDM	Short term	DLA, ORTDM, Mbizana LM	Very High	
(vii) Develop, and maintain, an information and awareness programme in local communities that supports sustainable harvesting of natural resources (marine, wood, grass, etc.) by local communities and optimises the benefits from designated land uses for the area (agriculture, tourism, forestry, etc.)	DEAET/ DWAF/ MCM/ DA	Ongoing	DEAET/ DWAF/ MCM/ DA	High	
(viii) Develop, and implement a LandCare and agricultural extension programme focused on providing ongoing basic technical support and services to subsistence farmers and small-scale commercial farmers	DA	Medium term and ongoing	DA	Critical	
(ix) Provide technical and legal support to legitimate, but under-capacitated, traditional compliance systems for natural resource harvesting and use in local communities	DEAET	Ongoing	DEAET	Moderate	
(xi) Establish, and support, a subsistence and small-scale fisheries co-management committee	MCM	Medium term	WWF-SA, MCM	High	
<b>Output 1.3.2: Protecting components of the Hluleka conservation priority areas that fall outside the protected area system</b>					
(i) Use Hluleka as a priority area for the roll-out for sustainable rangeland management in other priority areas	DEAET/ DA	Medium term	DEAET, DA	Very high	
(ii) Undertake research to determine the optimum burning regime for the grasslands	DEAET	Medium term	WoF, GEF	High	
(iii) Support the establishment of a Fire Protection Association, and the development and implementation of a fire management plan	DEAET	Long term	WoF	Low	
(iv) Identify the optimal carrying capacities for foraging and grazing land and, using extension personnel, educate local communities about these carrying capacities and the value of maintaining grazing stock at these levels	DA/ DEAET	Medium term	DA, DEAET	Very high	
(vi) On a prioritized basis, rehabilitate and restore degraded grasslands within the priority area	DEAET/DA	Long term	DA	Low	
(vi) Establish a Hluleka catchment forum that inter alia provides inputs into spatial distribution of appropriate land uses, fire management strategies, clearing of invasive alien plants, levels of sustainable harvesting of natural resources, management of estuaries, opportunities for sustainable developments and mechanisms for compliance	DEAET/ DA	Medium term	DEAET, DA	Very high	
(vii) Develop, and implement a LandCare and agricultural extension programme in the grassland areas that is focused on providing ongoing basic technical support and services to subsistence farmers and small-scale commercial farmers	DA	Medium term	DA	Very high	
(viii) Develop, and maintain, an information and awareness programme in local communities that supports the sustainable harvesting of natural resources (marine, wood, grass, etc.) by local communities and optimises the benefits from designated land uses for the area (agriculture, tourism, forestry, etc.)	DEAET/ DWAF/ MCM/ DA	Ongoing	DEAET/ DWAF/ MCM/ DA	High	
(ix) Provide technical and legal support to legitimate, but under-capacitated, traditional compliance systems for natural resource harvesting and use in local communities	DEAET	Ongoing	DEAET	Moderate	

## Wild Coast Biodiversity Strategy and Action Plan

Activity	Lead implementing Agent	Time frame for completion	Potential funding sources	Priority	% completed
(x) Develop, and implement an invasive alien clearing programme in the priority area	Working for Water	Short term and ongoing	WfW	Very high	
(xi) Establish, and support, a small-scale fisheries co-management committee	MCM	Medium term	MCM, WWF-SA	High	
<b>Output 1.3.3: Protecting components of the Mngazana conservation priority areas that fall outside the protected area system</b>					
(i) Provide technical, logistical and facilitation services to establish a greater Mngazana Catchment Management Forum and create a direct link to the Mngazana Estuary protected area Catchment Management Committee	DWAF	Medium term	DWAF	High	
(ii) Constitute the Mngazana Catchment and provide inputs into detailed land use planning, levels of sustainable use of natural resources, development proposals for complementary eco-tourism services and facilities, fire management, security and enforcement	DWAF	Medium term	DWAF	High	
(iii) Develop, and implement a LandCare and agricultural extension programme in the catchment that is focused on providing ongoing basic technical support and services to subsistence farmers and small-scale commercial farmers	DA	Medium term and ongoing	DA	High	
(iv) Develop, and maintain, an information and awareness programme in local communities that supports sustainable harvesting of natural resources (marine, wood, grass, etc.) by local communities and optimises the benefits from designated land uses for the area (agriculture, tourism, forestry, etc.)	DEAET/ DWAF/ MCM/ DA	Medium term	DEAET/ DWAF/ MCM/ DA	High	
(v) Provide technical and legal support to legitimate, but under-capacitated, traditional compliance systems for natural resource harvesting and use in local communities	DEAET	Long term	DEAET	Moderate	
(vi) Develop, and implement an invasive alien clearing programme in the Mngazana catchment area	Working for Water	Long term	WfW	High	
<b>Output 1.3.4: Protecting components of the Silaka conservation priority areas that fall outside the protected area system</b>					
(i) Provide facilitation support to the Caguba community in the establishment of an institutional structure for the proposed Caguba Community Conservancy	Port St Johns LM	Medium term	Port St Johns LM, DEAT, EPWP	High	
(ii) Provide logistical, technical and professional support to the Caguba community in the planning, management and development of the Caguba Conservancy	DEAET	Medium term	DEAET	High	
(iii) Establish, and support, a small-scale fisheries co-management committee	MCM	Short term	MCM, WWF-SA	Very high	
<b>Output 1.3.5: Protecting components of the Mtata estuary conservation priority areas that fall outside the protected area system</b>					
(i) Provide technical and logistical support to strengthen the Tshani-Mankosi aquaculture projects at Mtata mouth	MCM	Short term and ongoing	MCM	Very high	
(ii) Establish, and support, a small-scale fisheries co-management committee	MCM	Medium term	MCM, WWF-SA	High	
(iii) Develop, and implement a LandCare and agricultural extension programme in the Mtata river catchment that is focused on providing ongoing basic technical support and services to subsistence farmers and small-scale commercial farmers	DA	Medium term and ongoing	DA	High	
(iv) Develop, and maintain, an information and awareness programme in local communities that supports the sustainable harvesting of natural resources (marine, wood, grass, etc.) by local communities and optimises the benefits from designated land uses for the area (agriculture, tourism, forestry, etc.)	DEAET/ DWAF/ MCM/ DA	Medium term and ongoing	DEAET, DWAF, MCM, DA	High	
<b>Output 1.3.6: Protecting components of the Xora and Qora priority areas that fall outside the protected area system</b>					
(i) Establish, and support, a Xora and Qora Estuary management forum to guide the conservation, harvesting and development of the Xora river and estuarine environment	DEAET	Medium term	DEAET	Very high	

## Wild Coast Biodiversity Strategy and Action Plan

Activity	Lead implementing Agent	Time frame for completion	Potential funding sources	Priority	% completed
(ii) Establish, and support, small-scale/subsistence fisheries local management committees	MCM	Medium term	MCM, WWF-SA	High	
(iii) Develop, and implement a LandCare and agricultural extension programme in the Xora and Qora river catchments that is focused on providing ongoing basic technical support and services to subsistence farmers and small-scale commercial farmers	DA	Medium term and ongoing	DA	High	
(iv) Develop, and maintain, an information and awareness programme in local communities that supports the sustainable harvesting of natural resources (marine, wood, grass, etc.) by local communities and optimises the benefits from designated land uses for the area (agriculture, tourism, forestry, etc.)	DEAET/ DWAF/ MCM/ DA	Medium term	DEAET, DWAF, MCM, DA	High	
<b>Output 1.3.7: Protecting components of the Transkei coastal area/Kei River conservation priority areas that fall outside the protected area system</b>					
(i) Complete feasibility studies for the development of small scale commercial fisheries enterprises	MCM	Short term	MCM	Very high	
(ii) Establish, and support, small-scale/subsistence fisheries local management committees	MCM	Medium term	MCM, WWF-SA	High	

**Table 3.7: Activities supporting Outcome 2.1. The productive potential of the resource base is maintained or improved through Community Based Natural Resource Management**

### Strategic Objective 2: Increasing the benefits that impoverished local people derive from sustained ecosystem services, equitable consumptive use and development that complements biodiversity conservation

#### Outcome 2.1: Maintaining and improving the production potential of the resource base through Community Based Natural Resource Management

Most of the natural resources of the Wild Coast are used as communal resources. In most instances there are no management plans, rules or practices to ensure that the resource is not overused or, where there have been rules and practices, these have to a large extent been ignored or collapsed. Conversely the management practices currently used by local communities and other users do not generate optimal subsistence or commercial returns and in some instances are threatened with ecological collapse. The action plan focuses on maintaining and, where possible, increasing the production potential of eight key natural resources, namely indigenous forests, marine resources including inter-tidal shellfish resources and subsistence fisheries, estuaries, grasslands, water, soil, wildlife and landscapes. The objective of the interventions will be to optimise the production potential, and subsequent benefits, of these natural resources to local communities and businesses that depend on those resources for their livelihood in a manner that does not undermine the integrity of those resources.

Activity	Lead implementing Agent	Time frame for completion	Potential funding sources	Priority	% completed
<b>Output 2.1.1: Indigenous forests: Establishing sustainable harvesting regimes for Indigenous Forests</b>					
(i) Research and establish sustainable harvest levels for commonly utilized and threatened forest species	DWAF	Short term	DWAF, GEF	Critical	
(ii) Establish, and implement, a policy for the sustainable harvesting of forest products in the indigenous forests of the Wild Coast	DWAF	Medium term	DWAF, GEF	Very high	
(iii) Support existing, and establish new, local co-management forums as a review mechanism for the use, harvesting and development of indigenous forests	DWAF	Short term and ongoing	DWAF, GEF	Very high	

## Wild Coast Biodiversity Strategy and Action Plan

Activity	Lead implementing Agent	Time frame for completion	Potential funding sources	Priority	% completed
(iv) Develop forest-community specific agreements for the sustainable harvesting of forest products	DWAF	Short term and ongoing	DWAF, GEF	Very high	
(v) Develop a community-based, and supported, compliance system to enforce the agreed sustainable levels of harvesting of indigenous forest products	DWAF	Medium term	DWAF, GEF	Very high	
(vi) Design, and implement on a prioritized basis, rehabilitation programs for key indigenous forests	DWAF	Long term	DWAF, GEF	Very high	
(vii) Maintain local monitoring and evaluation systems to review the efficacy of harvesting agreements	DWAF	Ongoing	DWAF, GEF	High	
(viii) Support legitimate community/traditional structures in the management of 'headman's forests'	DWAF	Long term	DWAF	Moderate	
(ix) Undertake business feasibility studies for the establishment of woodlots as a strategy for the protection of indigenous forests	DWAF	Medium term	DWAF	Very high	
(x) Develop woodlot management skills in local communities	DWAF	Medium term	DWAF	High	
<b>Output 2.1.2: Marine resources: Supporting the sustainable use of marine resources.</b>					
(i) Provide technical and logistical support to existing coastal livelihood projects (e.g. Coffee Bay mussel rehabilitation programme) and developing small scale fisheries programs	MCM	Medium term	WWF-SA	Very high	
(ii) Develop and implement a community education and awareness programme as a mechanism to maintain good community relations, share information and support for compliance	MCM	Medium term	MCM	Very high	
(iii) Assess the current levels of marine resource harvesting within the priority areas	MCM	Short term	MCM	High	
(iv) Determine the sustainable levels of marine resource harvesting (TAC) for heavily utilized species within the priority areas and facilitate co-management mechanisms with subsistence and commercial users to maintain harvesting at these agreed levels or to increase use levels where these are not optimal	MCM	Medium term	MCM	Critical	
(v) Review the efficacy of the current fisheries licensing frameworks on the Wild Coast	MCM	Short term	MCM	High	
(vi) Maintain equitable licensing processes for existing subsistence fishers	MCM	Short term and ongoing	MCM	Critical	
(vii) Formulate resource-specific management plans for high priority marine resources on the Wild Coast	MCM	Medium term	MCM	Very high	
(viii) Establish, and maintain, a monitoring and review programme for high priority marine resources	MCM	Long term and ongoing	MCM	Very high	
<b>Output 2.1.3: Estuaries: Supporting the sound management of estuaries</b>					
(i) Establish, and maintain, estuary management forums in priority estuaries as a mechanism for the sustainable use and development of estuaries	DEAET/ Local Municipalities	Medium term	WRC, DEAT	Very high	
(ii) Develop, and implement, coordinated pollution management programs for all catchments in the priority areas	Local and District Municipalities	Long term	LM's, DM's	Moderate	
(iii) Develop, and implement, a simple monitoring and review programme for estuaries in the priority areas using indicator data assessed against Thresholds of Potential Concern (TPC)	SANBI/ DEAET	Long term and ongoing	SANBI, WRC	Low	
<b>Output 2.1.4: Grasslands: Supporting the sustainable management of grasslands to maintain their production potential</b>					
(i) Undertake research to determine the optimum burning regime for the grassland priority areas of the Wild Coast	DEAET	Long term	WoF	High	
(ii) Support the establishment of Fire Protection Associations in the priority areas, and the development and implementation of fire management plans	Working for Fire	Long term	WoF	Low	

## Wild Coast Biodiversity Strategy and Action Plan

Activity	Lead implementing Agent	Time frame for completion	Potential funding sources	Priority	% completed
(iii) Identify the optimal carrying capacities for foraging and grazing land across the Wild Coast and, using extension personnel, educate local communities about these carrying capacities and the value of maintaining grazing stock at these levels	DA/DEAET	Medium term	DA, DEAET	Critical	
(iv) Remove extra-limital grazing species from all protected areas	ECPB	Medium term	ECPB	High	
(v) On a prioritized basis, rehabilitate and restore degraded grasslands within the priority areas	DEAET/DA	Long term	DA, DEAET	Moderate	
<b>Output 2.1.5: Water: Supporting the sustainable management of freshwater systems to ensure that they meet human and ecological requirements</b>					
(i) Identify, monitor and regulate, water use allocations (including reserve requirements) for the priority rivers in the Wild Coast	DWAF	Long term and ongoing	DWAF	Moderate	
(ii) Support and regulate the development, and implementation, of Water Management Plans for all municipal areas within the bioregion	DWAF/ DM's	Long term and ongoing	DWAF, DM's and LM's	Moderate	
(iii) Support the establishment of local catchment management forums as a co-operative governance mechanism for Integrated Catchment Management	DWAF/ Local Municipalities	Long term	DWAF	Low	
<b>Output 2.1.6: Soil: Supporting the use of LandCare to prevent soil erosion and maintains soil quality.</b>					
(i) Ensure that local soil quality assessments (hydraulic conductivity, soil structure, soil respiration, rooting depth, bulk density, CEC, carbon and nitrogen cycling, nitrogen leaching potential and soil microbial biomass) of benchmark sites are maintained in priority areas	DA	Long term	DA	Moderate	
(ii) On basis of soil information, develop and maintain guidelines for sustainable agricultural and forestry management practices in priority areas	DA	Long term	DA	Moderate	
(iii) Establish demonstration screening trials for possible cover crops in priority areas	DA	Long term	DA	High	
(iv) Initiate and maintain a rural farmer training programme, including a more intensive leader farmer inductive training, that focuses on improved agricultural utilization of existing agricultural areas	DA	Short term and ongoing	DA	Critical	
(v) Maintain the soilcare component of the LandCare programme with small-scale and subsistence farmers in priority areas across the Wild Coast, including the introduction of cover crops and minimum tillage principles	DA	Short term and ongoing	DA	Critical	
<b>Output 2.1.7: Wildlife: High priority faunal species are maintained on the Wild Coast</b>					
(i) Identify the current population, distribution of, and threats to, the small, medium and large fauna on the Wild Coast	DEAET	Medium term	DEAET	High	
(ii) Develop, and implement, species-specific strategies for the protection, and re-introduction, of high priority faunal species	DEAET	Long term	DEAET	Low	
(iii) Design, and develop, the protected area reserve system as refugia and breeding sites for high priority faunal species	ECPB	Long term and ongoing	ECPB, DWAF, DEAET, GEF	Critical	
<b>Output 2.1.8: Landscapes: The integrity of landscapes are maintained on the Wild Coast</b>					
(i) Develop guidelines for the mitigation of the aesthetic impacts of developments and integrate these guidelines into the Integrated Development Plans	DEAET	Long term	DEAET	High	
(ii) Apply guidelines for the protection of landscape features into local Environmental Impact Assessment processes	DEAET	Long term	DEAET	High	
(iii) Priority landscape experiences for visitors are maintained through implementation of landscape guidelines	LM's and DM's	Long term	LM's and DM's	Low	



## Wild Coast Biodiversity Strategy and Action Plan

**Table 3.8: Activities supporting Outcome 2.2. Developing a diversity of sustainable livelihood options**

**Strategic Objective 2: Increasing the benefits that impoverished local people derive from sustained ecosystem services, equitable consumptive use and development that complements biodiversity conservation**

**Outcome 2.2: Providing a diverse range of sustainable livelihood options**

Tourism (agri-, nature-based and cultural), agriculture (subsistence, small-scale commercial and large-scale commercial), forestry (woodlot, community forestry and commercial) and fisheries (subsistence, small-scale and commercial) are widely acknowledged as the key economic drivers in the region. Activities are focussed on optimising the benefits from these economic sectors (tourism investments, increased food security and increased revenue streams) and ensuring that these respective economic sectors promote biodiversity conservation and maintain the character of the landscape that gives the area its unique attraction. The link between these economic sectors and biodiversity conservation needs to be explicit and effectively communicated, so that local people can appreciate the value of biodiversity in generating and maintaining tangible benefits to local communities.

Activity	Lead implementing Agent	Time frame for completion	Potential funding sources	Priority	% completed
<b>Output 2.2.1: Promote sustainable Nature-based and Agri-and Cultural Tourism</b>					
<b>Activity 2.1.1.1: Upgrading tourism facilities within existing protected areas</b>					
(i) Renovate, upgrade and where viable, increase existing tourism facilities and services in Silaka, Mkambati, Dwesa-Cwebe and Hluleka nature reserves to a minimum acceptable hospitality service level	ECPB	Medium term and ongoing	EPWP, ECPB, Private investors, DBSA	Critical	
<b>Activity 2.1.1.2: Promote sustainable tourism in the Wild Coast Region</b>					
(i) Draft a comprehensive integrated Tourism Development Framework for the Coastal Conservation Framework and integrate the it into the updated Wild Coast Tourism Development Policy, regional tourism plans and the municipal Integrated Development Plans	DEAET	Short term	DEAET, DEAT, DBSA	Very high	
(ii) Review the viability of removing some 1st and 2nd order nodes from the Wild Coast Tourism Development Policy and the subsequent integration of these development nodes into the municipal Land Use Management Plan to facilitate fast-tracked tourism-related development in these areas through the municipal development agencies	DEAET/ LM's	Short term	DEAET, DEAT	Very high	
(iii) Upgrade the basic municipal services (roads, power, waste management, water supply) to the designated tourism development nodes in the Coastal Conservation Framework and establish a municipal rating system in these tourism development nodes to pay for municipal services	LM's	Long term and ongoing	MIG, DM's, LM's, EPWP, DBSA	High	
(iv) Identify, negotiate and implement, commercial concession opportunities for tourism developments, services and facilities in the existing nature reserves that are aligned with the respective Strategic Management Plan and Conservation Development Framework's, meet legislative requirements of Community Public Private Partnerships (CPPP) and generate equitable benefit flows to local communities, conservation and private operators	ECPB	Medium term and ongoing	EPWP, Private Investors, EU, ECPB	Critical	
(v) Complete feasibility analyses and, where feasible, negotiate and implement, commercial concession opportunities for tourism developments, services and facilities in the priority indigenous forests that are aligned with the respective Strategic Management Plan and Conservation Development Framework's, meet legislative requirements of Community Public Private Partnerships	ECPB/ DWAF	Medium term and ongoing	EPWP, Private Investors, EU, DWAF	Very high	

## Wild Coast Biodiversity Strategy and Action Plan

Activity	Lead implementing Agent	Time frame for completion	Potential funding sources	Priority	% completed
and generate equitable benefit flows to local communities, conservation and private operators					
(vi) Complete feasibility analyses and, where feasible, negotiate and implement, commercial concession opportunities for tourism services and facilities in the Marine Protected Areas that are aligned with the respective Strategic Management Plan and Conservation Development Frameworks, meet legislative requirements of Community Public Private Partnerships and generate equitable benefit flows to local communities, conservation and private operators	ECPB/ MCM	Medium term and ongoing	EPWP, Private Investors, MCM	Very high	
(vii) Identify, and implement, community-owned hospitality development opportunities on communal land that is included into the expanded Protected Area estate (e.g. Umtamvuna, Mkambati, Amadiba, Lambasi, Mngazana, Silaka, Hluleka, Transkei Coastal)	ECPB	Medium term	EPWP, Private Investors, EU, ECPB, National Lotteries	Very high	
(viii) If desirable and feasible, integrate the proposed European Union-initiated/supported Community Public Private Partnership tourism developments and products at, and between, Mnyameni, Sikombe, Kwanyana, Mphahlane and Mtentu, the existing concession developments at Mtentu and the existing horse and hiking trail under the coordinating management of the greater Pondoland Conservation Area. If required, re-negotiate the terms of the concession agreements	ECPB	Long term	ECPB, Private investors	High	
(ix) If desirable and feasible, integrate European Union -initiated/supported Community Public Private Partnership tourism concessions and products at, and between, Msikaba, Port Grosvenor, Luphatana, Cutweni, Manteku and Ntafufu, and the under-developed horse and hiking trail, under the coordinating management of the greater Pondoland Conservation Area	ECPB	Long term	ECPB, Private investors	High	
(x) Provide a technical and professional support service (on a cost recovery basis) to the Expanded Public Works Programme (EPWP) - funded community trusts running small community tourism enterprise in the Coastal Conservation Framework	ORTDM/ ADM	Medium term and ongoing	EPWP, EU	Very high	
(xi) Facilitate the development, in the local community, of entrepreneurial and tourism management skills and capacity	ORTDM/ ADM	Medium term	EPWP, EU, THETA, National Lotteries	Very high	
(xii) Develop the River Rangers programme into a self-sustaining business enterprise that provides an accredited community-based tourism service to existing, and new, coastal tourism developments and commercial tour operators	DEAET	Medium term	EPWP, DBSA	High	
(xiii) Maintain, and upgrade the regional hiking trails, and investigate the feasibility of concessioning all, or part, of the trail management and services on a Community Public Private Partnership basis	DEAET/ ECPB	Medium term	EU, EPWP	High	
(xiv) Review the efficacy of the current Department of Economic Affairs and Tourism's camp sites at Nqabara Point, Shixini estuary, Mazeppa Point, Cebe, Kabonqaba, Qolora mouth, Mnyameni, Sikombe, Msikaba, Luphuthana, Silaka, Dwesa, Hluleka and Mkambati and either re-develop with the required services, infrastructure and staffing or remove and rehabilitate.	DEAET/ ECPB	Medium term	Private investors, DEAET	Very high	
(xv) Support community-based enterprise development and the provision of supporting services and infrastructure along the regional network of coastal hiking trails	DEAET/ ECPB	Long term	DBSA, EU, EPWP	High	
(xvi) Identify opportunities for agri-tourism (e.g. Greenville area) and support local community structures to negotiate concession arrangements and/or to raise income to establish and manage these ventures	ORTDM / ADM	Long term	ORTDM, ADM, National Lotteries, EPWP	Low	
(xvii) Support the establishment of cultural trails linking sites, and associated infrastructure and services, of cultural interest in the region	ORTDM/ ADM	Long term	ORTDM, ADM, EU, National Lotteries, EPWP	High	
(xviii) Identify, and support the establishment and maintenance of markets for the trade of arts and crafts supplied to the tourism sector	LM's	Medium term	ORTDM, ADM, EU, National Lotteries, EPWP	High	
(xix) Implement, and maintain, a Wild Coast marketing programme	ECTB	Medium term and ongoing	ECTB, Private investors	Critical	



## Wild Coast Biodiversity Strategy and Action Plan

Activity	Lead implementing Agent	Time frame for completion	Potential funding sources	Priority	% completed
(xx) Develop, and implement, incentives for responsible tourism practices in private commercial enterprises on the Wild Coast	DEAET/ DEAT	Long term	DEAT, ECTB, DBSA	Moderate	
(xxi) Maintain a fund to support community based ecotourism projects	ECDC/DEAT	Short term	EU, DBSA, ECDC	Critical	
<b>Output 2.2.2: Support sustainable subsistence and small-scale agriculture and livestock management</b>					
(i) Expand, and maintain, agricultural extension services to support subsistence and small-scale commercial farmers to increase agricultural yields and diversify crops	DA	Short term and ongoing	DA, EPWP	Critical	
(ii) Develop and facilitate market access for local agricultural products (e.g. cabbage, honey, sweet potatoes, maize)	ORTDM/ ADM	Medium term	ORTDM, ADM, ECDC	Moderate	
(iii) Enhance local community vegetable gardens to supply tourism developments in the proximate protected area estate and tourism development nodes	DA	Medium term	Private investors, DA	High	
(iv) Initiate and maintain a rural farmer training programme, including a more intensive leader farmer inductive training, that focuses on improved agricultural utilization of existing agricultural areas	DA	Short term and ongoing	LandCare	Critical	
(v) Evaluate the efficacy of the development of medicinal plant nurseries within the priority areas	ORTDM/ ADM	Long term	ORTDM, ADM, National Lotteries, DBSA, EPWP	Low	
(vi) Communicate optimal stock carrying capacities to subsistence and small scale stock farmers within the priority areas of the Wild Coast	DA	Medium term	DA	Critical	
(vii) Provide extension support to subsistence and small scale stock farmers in the management of the grasslands to ensure optimum grazing replenishment, particularly fire management regimes	DA	Medium term and ongoing	DEAET, WoF, DA	Critical	
(viii) Identify, and implement, mechanisms for stock farmers to have controlled access to protected areas for grazing during emergency periods	ECPB	Short term and ongoing	ECPB	High	
<b>Output 2.2.3: Support sustainable use of marine resources</b>					
(i) Provide technical and logistic support to enable existing subsistence fishers to establish small-scale fisheries enterprises	MCM	Medium term and ongoing	MLRF	High	
(ii) Provide ongoing support to existing aquaculture and mariculture projects with a focus and making these projects financially and institutionally self-sustaining	MCM	Medium term and ongoing	MLRF, National Lotteries, DBSA, Private investors, EPWP, GEF	Very high	
(iii) Assess the feasibility of establishing aquaculture projects in the priority areas and, where viable, facilitate the development of these aquaculture projects as Community Public Private Partnerships.	MCM	Long term	MLRF, National Lotteries, DBSA, Private investors, EPWP, GEF	Moderate	
(iv) Identify under-utilised marine resources and provide support to local community structures to harvest and market these	MCM	Medium term	GEF, MLRF, DBSA	Moderate	

## Wild Coast Biodiversity Strategy and Action Plan

**Table 3.9: Activities supporting Outcome 3.1. Develop strong and sustainable political support for the programme in all four spheres of governance**

### Strategic objective 3: Supporting good governance through institutional capacity building, improved coordination, effective local implementation and equitable community involvement

#### Outcome 3.1: Developing strong and sustained political support for the programme at all levels

The development of strong political support will not occur without the development of properly mandated structures tasked with engaging with each sphere of government, ensuring that there is clear direction on what must be done to conserve biodiversity and provision of information on the benefits that will arise from doing so. This action plan therefore proposes the establishment of a **Wild Coast Intergovernmental Co-ordination Committee**. This committee will be required to provide political legitimacy, but also to ensure that the policy framework for the Wild Coast Action Plan is the result of co-operation across key national, provincial and local government structures. The Committee will be established through an agreement, in the form of a Memorandum of Understanding, committing the parties to alignment with the strategy, to financial and technical support for implementation, and most importantly, to co-operation. The Wild Coast Intergovernmental Co-ordination Committee will be responsible for reviewing overall progress of the Wild Coast Programme and provide the political support to overcome barriers to implementation.

Activity	Lead implementing Agent	Time frame for completion	Potential Funding sources	Priority	% completed
<b>Output 3.1.1: Strengthen governance structures</b>					
<b>Activity 3.1.1.1: Establish an inter-governmental Coordination Committee</b>					
(i) Identify and recruit government representation on the inter-governmental Coordination Committee	DEAET/ DEAT	Short term	DEAT, DEAET	Very high	
(ii) Develop and adopt a formal terms of reference for, and clarify institutional functioning of, the inter-governmental Coordination Committee	DEAET/ DEAT	Short term	DEAT, DEAET	Very high	
(iii) Develop, and adopt, a set of strategic level programme review indicators to enable the inter-governmental Coordination Committee to objectively monitor and review programme progress	WCPMU	Short term	DEAT, DEAET	Very high	
(iv) Provide logistical and resource support to the functioning of the inter-governmental Coordination Committee	WCPMU	Short term and ongoing	DEAT, DEAET	Very high	
<b>Activity 3.1.1.2: Formalise the Wild Coast Programme as a priority programme of the Provincial Growth and Development Plan</b>					
<b>Output 3.1.2: Strengthen legal frameworks</b>					
(i) Gazette the Wild Coast as a bioregion, and the associated Wild Coast Biodiversity Strategy and Action Plan/ Land Use Plan as its bioregional plan, in respect of the National Environmental Management: Biodiversity Act (Act 10 of 2004) (see Output 3.4.1)	DEAT/ WCPMU	Short term	DEAT, DEAET	Critical	
<b>Output 3.1.3: Establish formal co-operative agreements</b>					
(i) Formally present the bioregional plan to the local and traditional structures across the Wild Coast	DEAET/DEAT	Short term	DEAT, DEAET	Critical	
(ii) Negotiate, and obtain signatories to, a Memorandum of (operational) Agreement that commits the lead implementing agencies, identified in the action plan, to the implementation of the	WCPMU	Short term	DEAT, DEAET	Critical	

## Wild Coast Biodiversity Strategy and Action Plan

proclaimed bioregional plan					
<b>Output 3.1.4: Develop a Wild Coast branded communication programme</b>					
ii) Develop a Wild Coast programme branding	WCPMU	Short term	DEAET, DEAT	High	
iii) Develop and implement a Wild Coast communication programme	WCPMU	Short term and ongoing	DEAET, DEAT	High	
<b>Output 3.1.5: Support a conservation education and awareness programme</b>					
(i) Support existing education programmes and initiatives in priority areas	Department of Education, DEAET	Ongoing	WESSA, WWF-SA, GEF, Wilderness Safaris	Moderate	
(ii) Seek opportunities for the roll-out of other national and regional education and awareness programmes in priority areas	DEAET	Medium term	Dept. of Education, SETA, DBSA, National Lotteries	Moderate	

**Table 3.10: Activities supporting Outcome 3.2. Establishing mechanisms to align sectoral plans and to coordinate and monitor the implementation of the Wild Coast Biodiversity Strategy and Action Plan**

### Strategic objective 3: Supporting good governance through institutional capacity building, improved coordination, effective local implementation and equitable community involvement

#### Outcome 3.2: Establishing mechanisms that support coordination and implementation

The Wild Coast Action Plan consists of a range of interventions carried out by a variety of implementing agencies. These include national and provincial government departments, local and district municipalities, public entities, non-government organizations, community based organisations and traditional authorities. The alignment of their activities in terms of the overall strategy is a critical ingredient, as is the exchange of lessons learned and experiences. This action plan proposes the establishment of a **Wild Coast Programme Steering Committee** to provide a basis for this co-ordination, and provides oversight of the programme implementation by the various implementing agencies. The institutional home for the programme will be the national DEAET and provincial DEAET while the day to day management of the programme outlined in this action plan will require a dedicated unit, a **Wild Coast Programme Management Unit**, with sufficiently qualified and experienced staff to undertake programme co-ordination, programme development, financial management, communications, specialist support services and monitoring functions.

Activity	Lead Implementing Agent	Time frame for completion	Potential Funding sources	Priority	% completed
<b>Output 3.2.1: Establish a Wild Coast Programme Steering Committee</b>					
(i) Identify the representation profile for the Wild Coast Programme Steering Committee	DEAT/ DEAET	Short term	DEAT, DEAET	Very high	
(ii) Integrate the current Project Steering Committees of the Wild Coast Conservation and Sustainable Development Project and the European Union Wild Coast Community Tourism Initiative into a consolidated core for the Wild Coast Programme Steering Committee	WCPMU	Short term	DEAT, DEAET	Critical	

## Wild Coast Biodiversity Strategy and Action Plan

Activity	Lead Implementing Agent	Time frame for completion	Potential Funding sources	Priority	% completed
(iii) Solicit representation of proposed new stakeholders to supplement the current national, provincial and local government and traditional authority institutional representation	WCPMU	Short term	DEAT, DEAET	Very high	
(iv) Develop and adopt a formal terms of reference for, and clarify institutional functioning of, the Wild Coast Programme Steering Committee	WCPMU	Short term	DEAT, DEAET	Critical	
(v) Develop, and adopt, a set of programme level programme review indicators to enable the Wild Coast Programme Steering Committee to objectively monitor and review programme progress	WCPMU	Short term	DEAT, DEAET	Very high	
(vi) Provide logistical and resource support to the functioning of the Wild Coast Programme Steering Committee	WCPMU	Ongoing	DEAT, DEAET	Very high	
<b>Output 3.2.2: Establish and strengthen the capacity of the Wild Coast Programme Management Unit</b>					
(i) Develop a detailed 5-year business plan for the Wild Coast Programme Management Unit with a priority focus on: facilitating bioregional planning and cross-institutional implementation projects; providing technical/professional support to existing institutions/agencies; maintaining a capacity building and liaison service to local communities and local community structures; raising complementary financial support; securing and maintaining support from all sectors of society; maintaining an information management system; and coordinating and reporting on the implementation of this action plan	WCPMU	Short term	DEAT	Critical	
(ii) Secure financial support for the implementation of the unit's business plan	DEAT/ DEAET/ WCPMU	Medium term	DEAT, DEAET, DBSA, National Lotteries, EU	Critical	
(iii) Appoint approved staff complement, secure office facilities and equip the Wild Coast Programme Management Unit	DEAT/ WCPMU	Short term	DEAT	Critical	
(iv) Identify, and implement, mechanisms for fund raising and disbursement of funding to support the implementation of the units business plan	WCPMU	Medium term	DEAT, DEAET	Critical	
(v) Implement the unit's business plan	WCPMU	Ongoing	DEAT, DEAET (see also 3.2.2 (ii))	Critical	
(vi) Enter into Service Level Agreements with public institutions as a service provider for key activities identified in the Action Plan	WCPMU	Medium term	Affected public institution	High	
(vii) Provide regular progress reports to the Programme Steering Committee on the implementation of the unit's business plan and coordinated delivery of the Wild Coast Action Plan using the agreed indicators	WCPMU	Ongoing	DEAT, DEAET	Critical	
(viii) Integrate the Wild Coast programme into the regional (ECIC) and national bioregional programmes	WCPMU	Short term	SANBI	Very high	
<b>Output 3.2.3: Maintain the Illegal Cottages Task Force</b>					
(i) Maintain the existing Illegal Cottages Task Force as a sub-programme of the Wild Coast Programme Steering Committee structures	DEAET	Short term and ongoing	Dept of Justice, DEAET, MCM, DEAT	Critical	
(ii) Ensure the representation of key institutions (e.g. the Department of Water Affairs and Forestry, Local Municipalities, South African Police Service) on the Illegal Cottages Task Force	DEAET	Short term	DEAET	Critical	
(iii) Develop an annual work plan, and linked budget, for the Illegal Cottages Task Force with a specific focus on acquisition of, and associated running costs for, equipment (e.g. vehicles and gyrocopter); consulting attorneys professional fees; rehabilitation costs; private security service provider fees; and institutional staff on-costs	DEAET	Short term and ongoing	DEAET	Very high	

## Wild Coast Biodiversity Strategy and Action Plan

Activity	Lead Implementing Agent	Time frame for completion	Potential Funding sources	Priority	% completed
(iv) Allocate departmental budgets, and raise supplementary co-financing to support the Illegal Cottages Task Force running costs	DEAET	Short term and ongoing	DEAET, SAPS, Dept of Justice, DEAT, MCM, ECPB	Critical	
(v) Establish a community-based monitoring capacity to maintain information on illegal developments within the Coastal Conservation Framework	DEAET	Short term	EPWP, GEF, DBSA	High	
(vi) Implement the Illegal Cottages Task Force annual work plan	DEAET	Ongoing	DEAET	Very high	
<b>Output 3.2.4: Establish co-operative governance structures for the Coastal Conservation Area</b>					
(i) Review the efficacy of the proposed institutional arrangements identified in the Wild Coast Tourism Development Policy	DEAET/ WCPMU	Short term	DEAET, DEAT	Critical	
(ii) Facilitate, and support, the Department of Economic Affairs, Environment and Tourism (or its management agency) to meet its mandated functions and responsibilities for the Coastal Conservation Framework in terms of the Transkei Environmental Decree (or new Provincial Environmental Conservation Bill once promulgated)	WCPMU/ DEAT/ MCM	Short term and ongoing	DEAT, MCM, GEF	Critical	
(iii) Identify, or establish, the most appropriate institution (e.g. Eastern Cape Parks Board, Department of Economic Affairs, Environment and Tourism, Eastern Cape Development Cooperation, Eastern Cape Tourism Board) to implement the roles, functions and activities of the 'Wild Coast Development Organization' as envisaged by the Wild Coast Tourism Development Policy and ensure that this institution perform these functions	WCPMU	Medium term	DEAET	High	
(iv) Identify, and establish, an effective co-operative governance structure to meet the functional requirements of the 'Wild Coast Technical Committee' envisaged by the Wild Coast Tourism Development Policy	DEAET/ WCPMU	Short term	DEAET	Critical	
(v) Formally constitute the Wild Coast Technical Committee, establish its terms of reference, and maintain as a decision-making authority for development applications in accordance with the requirements of the Wild Coast Tourism Development Policy	DEAET	Short term	DEAET	Critical	
(vi) Review and update the Wild Coast Tourism Development Policy and integrate into the enabling provincial and national legislative framework (Provincial Environmental Conservation Bill and the National Coastal Management Act)	DEAET/ WCPMU	Medium term	DEAET, DEAT	Very high	
(vii) Identify, and implement, innovative mechanisms to finance the effective administration and management of the Coastal Conservation Framework	DEAET/ WCPMU	Medium term	DEAET, DEAT, LM/s	Critical	
(viii) Maintain the Wild Coast Technical Committee as a sub-programme of the Wild Coast Programme Steering Committee	DEAET/ WCPMU	Medium term	DEAET	Moderate	
<b>Output 3.2.5: Establish cooperative governance structures for subsistence and small-scale fisheries</b>					
(i) Review the efficacy of the proposed establishment of a regional cooperative governance structure, and local cooperative governance structures for subsistence and small-scale fisheries across the Wild Coast	MCM	Short term	MCM	Very high	
(ii) If viable, formally constitute the cooperative governance structures, establish the terms of reference, and maintain as a coordinating mechanism for information management, resource deployment, permit allocations, permit conditions, outreach programs, research, training initiatives, co-management approaches and determinations of total allowable catch	MCM	Medium term	MCM, GEF, WWF-SA	High	
(iii) Maintain the regional cooperative subsistence and small scale fisheries governance structure as a sub-programme of the Wild Coast Project Steering Committee and the Provincial Coastal Committee	MCM	Medium term	MCM	Low	

## Wild Coast Biodiversity Strategy and Action Plan

Activity	Lead Implementing Agent	Time frame for completion	Potential Funding sources	Priority	% completed
<b>Output 3.2.6: Maintain an Adaptive Management System for the Wild Coast Programme</b>					
(i) Implement the monitoring and evaluation system for the Wild Coast Programme	WCPMU	Short term and ongoing	DEAT, DEAET	Critical	
(ii) Ensure that lessons learned in the programme are identified and documented in a knowledge management systems	WCPMU	Long term	DEAT, DEAET	High	
(iii) Disseminate products and lessons learned to Programme participants	WCPMU	Long term	DEAT, DEAET	High	
(iv) Revise Action Plan based on feedback from the monitoring and evaluation	WCPMU	Medium term	DEAT, DEAET	Critical	

**Table 3.11: Activities supporting Outcome 3.3. Good local governance of natural resources and protected areas is supported by legitimate and capacitated institutions**

### Strategic objective 3: Supporting good governance through institutional capacity building, improved coordination, effective local implementation and equitable community involvement

#### Outcome 3.3: Good local governance of natural resources and protected areas is supported by legitimate and capacitated institutions

Institutional capacity is a key constraint and significant institutional strengthening will be required for the successful implementation of many facets of the Wild Coast Action Plan. The focus of the institutional strengthening will be on the organizational and individual capacities required to implement the priority interventions contained in the Wild Coast Action Plan. The initial immediate focus will institutionally be on the Eastern Cape Parks Board, the Department of Economic Affairs, Environment and Tourism and the local municipalities while in the medium-term, capacity will be strengthened in other key implementing agencies, including the District Municipalities, the Department of Water Affairs and Forestry, the Department of Land Affairs, the Department of Agriculture, The Directorate of Marine and Coastal Management and the Department of Minerals and Energy. Support for the financial sustainability of the implementing institutions will be directed at facilitating the roll-out of economic mechanisms aimed at enhancing the financial returns generated from the environment.

Tasks	Time frame for completion	Potential funding sources	Priority	% completed
<b>Output 3.3.1: Strengthening the capacity of the Eastern Cape Parks Board</b>				
<b>Activity 3.3.1.1: Strengthen the staff, budgets, equipment and training needs of the Eastern Cape Parks Board</b>				
(i) Determine the staff numbers, skills, expertise and competencies required to effectively manage the protected area estate of the Wild Coast	Short term	ECPB	Critical	
(ii) Determine, and secure funding for, the operational and capital budget required to effectively manage the Wild Coast protected area estate	Short term and ongoing	ECPB	Critical	
(iii) Establish, maintain, and equip, the approved staff complement for the protected area estate	Short term and ongoing	ECPB, DEAT	Critical	
(iv) Initiate, and maintain, a training and development programme to enable the protected area staff to implement the action plan, with a priority focus on the development, facilitation, management and administration of co-management agreements with communal land owners	Medium term	GEF, THETA, Training levy	Very high	



## Wild Coast Biodiversity Strategy and Action Plan

Tasks	Time frame for completion	Potential funding sources	Priority	% completed
(v) Establish a functional working relationship with KZN Ezemvelo Wildlife and SANParks to provide a mentoring and capacity-building programme to protected area staff in the Wild Coast	Medium term	KZNWS, SANParks, ECPB	Very high	
(vi) Establish, staff, equip and maintain, a dedicated Co-management Active Support Unit (CASU) to co-ordinate and support the implementation of the \$6.5m grant funding from GEF	Short term and ongoing	GEF	Critical	
(vii) Develop, and implement, a business plan for the CASU	Short term and ongoing	GEF	Critical	
(viii) As part of this CASU, appoint a dedicated negotiating team to support the establishment of the greater Pondoland Conservation Area	Medium term	DEAT, ECPB, DBSA, GEF	Very high	
<b>Activity 3.3.1.2: Strengthen the protected area strategy and decision-support tools of the Eastern Cape Parks Board</b>				
(i) Develop norms and standards for the application of various co-management models in protected areas across the Wild Coast	Long term	GEF, DEAT	Moderate	
(ii) Establish, and maintain, an information management system for the Wild Coast protected area system	Long term	GEF, ECPB	Moderate	
(iii) Develop a targeted communication and outreach strategy, including a set of tools and materials for interacting with communities living in the priority areas	Medium term	GEF, ECPB	Critical	
(iii) Design, develop and implement an adaptive management planning framework for the Wild Coast protected area estate	Short term and ongoing	GEF, ECPB	Very high	
(iv) Undertake an annual review of the management effectiveness of the protected area estate using the Management Effectiveness Tracking Tool, or similar, format	Short term and ongoing	GEF, ECPB	High	
(v) Initiate and maintain an invasive alien plant clearing strategic programme for the Wild Coast that provides for addressing funding support, regular updating of the prioritization of clearing, legal requirements, staffing requirements, clearing techniques, cost-efficiencies, outsourcing management, pricing models, economic empowerment opportunities, training requirements, monitoring, data maintenance, rehabilitation, communication requirements, environmental mitigatory measures and cultural issues	Short term and ongoing	GEF, EPWP, WfW, ECPB	Very high	
<b>Activity 3.3.1.3: Identify and implement financial mechanisms for protected areas of the Wild Coast</b>				
(i) Undertake a detailed feasibility studies of the regulatory requirements, structural requirements and anticipated flows of the key proposed financing mechanisms for the Wild Coast protected areas, such as user fees/charges (levies, entries, leases, fines, accommodation, administrative fees and tolls), business concessions (Community Public Private Partnerships), tradable permits (land use and development rights), securitisation (based on projected income streams for protected area estate) and extraction quotas (fishing, bio-prospecting and natural resource harvesting permits)	Medium term	GEF	Critical	
(ii) Establish the structural and regulatory framework required for implementation of the various financial mechanisms identified in the feasibility studies	Medium term	GEF, ECPB	Critical	
(iii) Evaluate, and if necessary adjust, existing Reserve entry fees to reflect more appropriate charges	Short term and ongoing	ECPB	Very high	
<b>Output 3.3.2: Strengthening the capacity of the Department of Economic Affairs, Environment and Tourism</b>				
<b>Activity 3.3.2.1: Strengthen the staff, budgets, equipment and training needs of the Department of Economic Affairs, Environment and Tourism</b>				
(i) Determine the staff numbers, skills, expertise and competencies required to effectively manage and administer: (a) Environmental Impact Management; (b) Waste Management; (c) Biodiversity, Conservation and Coastal Management; and (d) Enforcement and Compliance functions on the Wild Coast	Short term	DEAET	Very high	
(ii) Determine, and secure funding for, the operational and capital budget required to effectively administer Department of Economic Affairs, Environment and Tourism functions across the Wild Coast	Short term and ongoing	DEAET, MCM, DEAT	Critical	
(iii) Identify capacity requirements to administer the Coastal Conservation Framework in terms of the Transkei Environmental Decree and the Wild Coast Tourism Development Policy with the medium-term objective of transferring the key conservation functions and capacity to the Eastern Cape Parks Board	Medium term	DEAET, ECPB	Moderate	
(iv) Establish, maintain, and equip (vehicles, radio comms., safety equipment, weapons, etc.), the approved staff complement to effectively meet the mandated responsibilities within the Wild Coast area	Short term and ongoing	DEAET	Critical	

## Wild Coast Biodiversity Strategy and Action Plan

Tasks	Time frame for completion	Potential funding sources	Priority	% completed
(v) Staff and maintain regional offices at East London and Umtata, sub-regional offices at Willowvale, Idutywa, Port St Johns and Lusikisiki and sub-offices at Manubi, Qolorha, Shixane, Xora, Coffee Bay, Mbotyi and Mzamba	Medium term	DEAET	Very high	
(vi) Develop and implement a comprehensive staff training programme that focuses on management of natural resource-use and management of enforcement/compliance	Medium term and ongoing	DEAET, SETA's, GEF	Moderate	
(vii) Establish strong, co-ordinated operational and resource-sharing partnerships with other institutions (Eastern Cape Parks Board, Department of Water Affairs and Forestry, Marine and Coastal Management, Municipalities, South African Police Service, etc.), notably in respect of enforcement, compliance and security issues	Medium term	Partnering agencies	Critical	
(viii) Supplement capacity constraints during holiday periods through the employment of community-based security, compliance and monitoring staff	Medium term and ongoing	DEAET, EPWP, National Lotteries, DBSA, Private investors	High	
<b>Activity 3.3.2.2: Strengthen the Environmental management strategies and decision-support tools of the Department of Economic Affairs, Environment and Tourism</b>				
(i) Develop a targeted communication and outreach strategy, including a set of tools and materials, for interacting with communities living outside Protected Areas	Short term and ongoing	GEF, DBSA	Critical	
(ii) Develop a 'toolkit' to support the development of various co-management models in managing sustainable resource-use across the Wild Coast	Medium term	GEF, DBSA	High	
(iii) Carry out a baseline survey of the heavily utilized and/or impacted natural resources across the Wild Coast, establish thresholds of potential concerns and develop species-specific guidelines for sustainable harvesting	Medium term	GEF, MCM, DWAF	Very high	
(iv) Initiate and maintain an invasive alien plant clearing strategic programme for the areas of the Wild Coast outside the PA estate that provides for addressing funding support, regular updating of the prioritization of clearing, legal requirements, staffing requirements, clearing techniques, cost-efficiencies, outsourcing management, pricing models, economic empowerment opportunities, training requirements, monitoring, data maintenance, rehabilitation, communication requirements, environmental mitigatory measures and cultural issues	Medium term	WfW, DEAET, EPWP	Very high	
(v) Review and update the Wild Coast Tourism Development Policy	Short term	DEAET, DBSA	Very high	
(vi) Establish, and maintain, a comprehensive GIS-based information management system of natural and heritage resources, natural resource-use, socio-economics, land use, natural resource management and relevant infrastructure/services within the bioregion	Long term	GEF, DEAET	Moderate	
(vii) Provide institutional support to local municipalities in the effective management of key estuaries (Nxaxo, Qora, Nqabara, Mtakye, Mtentu, Mzintlava and Mngazana) in the bioregion	Long term	DEAET, DEAT	Moderate	
(viii) As a mechanism toward sustainable development, develop and circulate a handbook that provides each municipality within the bioregion with practical information on how to integrate the natural environment into land use decisions at the municipal level	Short term	GEF, DBSA, DEAET	Very high	
<b>Output 3.3.3: Build capacity in the Marine and Coastal Management Branch of the Department of Environmental Affairs and Tourism</b>				
<b>Activity 3.3.3.1: Strengthen the staff, budgets, equipment and training needs of Marine and Coastal Management</b>				
(i) Identify staff shortfalls, with regard to staff numbers, placement and capacity, and appoint full approved staff complement	Short term	MCM	Critical	
(ii) Staff (at least 3-4 staff/office), maintain, and equip (e.g vehicles and boat), Marine and Coastal Management compliance offices at Centane, Coffee Bay, Port St Johns, Mbotyi and Mzamba	Short term and ongoing	MCM	Critical	
(iii) Maintain patrol boats at Mzamba, Port St Johns and Kei Mouth	Medium term	MCM	Moderate	
(iv) Develop, implement and maintain a comprehensive staff training programme for Marine and Coastal Management staff	Medium term and ongoing	MCM	High	
(v) Facilitate the appointment, and funding, of the Eastern Cape Parks Board as a service provider for the management of the Marine Protected Areas, and implementation of the Marine Living Resources Act, 1998 within these Marine Protected Areas, for the Pondoland, Hluleka and Dwesa-Cwebe Marine Protected Area's	Short term	MLRF, GEF	High	



## Wild Coast Biodiversity Strategy and Action Plan

Tasks	Time frame for completion	Potential funding sources	Priority	% completed
<b>Output 3.3.4: Build capacity in the Department of Mineral and Energy Affairs</b>				
<b>Activity 3.3.4.1: Strengthen the staff, budgets, equipment and training needs of the Department of Mineral and Energy Affairs</b>				
(i) Establish a regional management office in Umtata	Short term	DME	Critical	
(ii) Staff, equip and maintain the regional office to enable the effective management of sand mining, heavy minerals mining and quarrying within the bioregion	Medium term	DME	Critical	
(iii) Ensure active participation by Department of Minerals and Energy on bioregional cooperative governance structures	Short term and ongoing	DME	Very high	
<b>Activity 3.3.4.2: Strengthen the key mining/quarrying operational strategies and decision-support tools of the Department of Mineral and Energy Affairs</b>				
(i) Identify, register and regulate approved sand mining and quarrying sites within the bioregion	Medium term	DME, DEAT, DEAET, DBSA	Critical	
(ii) Ensure that the Bankable Feasibility Study undertaken by heavy minerals mining consortia adequately addresses key social, financial and environmental issues unique to the region	Short term	DME, DEAT, DEAET	Critical	
(iii) If heavy minerals mining is approved, rigorously administer and enforce the mining Environmental Management Plan, rehabilitation plans and any biodiversity/social offsets that may be negotiated	Long term and ongoing	DME, DEAT, DEAET	Very high	
<b>Output 3.3.5: Build capacity in the Department of Land Affairs</b>				
<b>Activity 3.3.5.1: Strengthen the staff, budgets, equipment and training needs of the Department of Land Affairs</b>				
(i) Develop capacity at provincial and regional level to administer and support the implementation of the Communal Land Rights Act	Medium term	DLA, TRALSO	Very high	
(ii) Develop capacity within the Provincial Land Reform office to more effectively administer and process lease agreements to support conservation-related community development initiatives	Short term	DLA	Very high	
(iii) Develop capacity within the Land Claims Commission to process and complete land restitution claims in the bioregion and specifically within the priority areas	Short term	DLA, TRALSO	Critical	
(iv) Develop capacity to administer and manage market-related lease fees within the Coastal Conservation Framework	Short term	DLA, DEAET	Critical	
<b>Activity 3.3.5.2: Strengthen the key land tenure strategies and decision-support tools of the Department of Land Affairs</b>				
(i) Expedite the surveying of all communal land within the bioregion in order to expedite implementation of the Communal Land Rights Act (Act 11 of 2004)	Short term	DLA, DBSA, TRALSO	Critical	
(ii) Support local communities in establishing legitimate, representative Land Trusts or Community Property Associations in order to expedite implementation of the Communal Land Rights Act, 2004 (Act 11 of 2004)	Medium term	DLA, DBSA, TRALSO	Very high	
<b>Output 3.3.6: Build capacity in the Department of Water Affairs and Forestry</b>				
<b>Activity 3.3.6.1: Strengthen the staff, budgets, equipment and training needs of the Department of Water Affairs and Forestry</b>				
(i) Complete the transfer of the key identified indigenous state forests, staff and assets from DWAF to DEAET	Medium term	DWAF, DEAET, ECPB	Very high	
(ii) Determine the staff numbers, skills, expertise and competencies required to more effectively manage the remaining indigenous within the 7 Forest Estates in the bioregion	Medium term	DWAF	Very high	

## Wild Coast Biodiversity Strategy and Action Plan

Tasks	Time frame for completion	Potential funding sources	Priority	% completed
(iii) Determine, and secure funding for, the operational and capital budget required to effectively manage the remaining indigenous State Forest estate	Medium term	DWAF	Very high	
(iv) Establish, maintain, and equip, the approved staff complement for the protected area estate	Medium term	DWAF, ECPB	Critical	
(v) Initiate, and maintain, a training and development programme to enable the PA staff to implement the action plan, with a priority focus on the development, facilitation, management and administration of participatory forest management agreements with communal land owners and the compliance/enforcement of resource-use agreements	Medium term	GEF, DWAF, ECPB, SETA's	Very high	
(vi) Facilitate the phased transfer of the indigenous State Forests, their staff complement, and associated resources, to DEAET	Medium term	DWAF, DEAET	Moderate	
(vii) Establish a river health team to provide a monitoring service for the rivers	Long term	DWAF	Moderate	
<b>Activity 3.3.6.2: Strengthen the key indigenous forest and water management strategies and decision-support tools of the Department of Water Affairs and Forestry</b>				
(i) Refine and adapt the participatory forest management policy and guidelines to the idiosyncrasies of the Wild Coast and link to the co-management models developed for the Provincial Nature Reserves, Coastal Conservation Framework and Marine Protected Areas.	Medium term	GEF, DWAF	Very high	
(ii) Develop, and pilot, a scheme of identity cards for the Participatory Forest Management Committee members to lend authority to the enforcement and awareness efforts	Long term	DWAF, DEAET, ECPB	Low	
(iii) Develop, and implement, a rehabilitation programme for priority indigenous State Forests	Long term	DWAF, ECPB, DEAET, GEF	Moderate	
(iv) Complete State of Rivers reports for four key river systems in the Wild Coast	Long term	DWAF	Low	
(v) Initiate research, and associated modeling to determine the Ecological Reserve of the river catchments in the bioregion	Long term	DWAF	Moderate	
(vi) Support and regulate the development, and implementation, of Water Management Plans for all municipal areas within the bioregion	Long term	DWAF, LM's	High	
<b>Output 3.3.7: Build capacity in the Local Municipalities and Traditional Authorities</b>				
<b>Activity 3.3.7.1: Strengthen the staff, budgets, equipment and training needs of the Local Municipalities</b>				
(i) Develop the technical, professional and management capacity within the 7 local municipalities to meet the legal requirements of local municipalities for land use planning, sustainable development and environmental management and ensure this training includes the consultants who support them	Medium term	DBSA, CONSOLIDATE, SALGA, DEAT		
(ii) Develop the technical, professional and management capacity within local municipalities to develop and implement a structured rating system	Medium term	SALGA, CONSOLIDATE		
(iii) Develop capacity in municipalities to manage the implementation of its programmatic responsibilities in this Action Plan	Medium term	DBSA, CONSOLIDATE, SALGA, DEAT		
(iv) Develop the technical, professional and management capacity within local municipalities to provide basic municipal services (waste management, water, electricity, roads, etc.) without compromising the environmental integrity of the bioregion	Long term	DBSA, CONSOLIDATE, SALGA, MIG, DEAET		

## Wild Coast Biodiversity Strategy and Action Plan

Tasks	Time frame for completion	Potential funding sources	Priority	% completed
<b>Activity 3.3.7.2 Develop capacity in traditional leadership to understand and apply biotic information to land use planning and resource-use</b>				
<b>Activity 3.3.7.3: Strengthen the key environmental management strategies and decision-support tools of Local Municipalities</b>				
(i) Complete the drafting, and formal adoption, of all Spatial Development Frameworks' and Land use management for local municipalities	Medium term	DLG&H, DLA, LM's	Critical	
(ii) Align all municipal Integrated Development Plans with this action plan and formally integrate the action plan activities, projects and outcomes into the annual Integrated Development Plan review process.	Short term and ongoing	DEAT, DEAET	Critical	
(iii) Establish, maintain and capacitate legitimate local ward committees as a mechanism for community involvement in municipal environmental and sustainable development decision-making	Medium term	LM's, DM's, DBSA	Critical	
(iv) Integrate environmental guidelines into Integrated Development Plan's and draft municipal by-laws to enforce these as required	Medium term	LM's, DEAET	High	
(v) For each municipality, develop an integrated waste management plan, water services development plan, transportation plan, municipal infrastructure plan, coastal management plan and disaster management plan that directs the provision of sustainable municipal services	Medium term	LM's, CONSOLIDATE, DM's	Very high	
(vi) Ensure the proper representation of municipal interests in the cooperative governance structures for the bioregion	Short term and ongoing	LM's, DM's	Critical	
<b>Output 3.3.8: Build capacity in the Department of Justice</b>				
<b>Activity 3.3.8.1: Strengthen the staff, budgets, equipment and training needs of the Department of Justice</b>				
(i) Develop, and maintain, the regional capacity within the Department of Public Prosecutions to support the prosecution by conservation agencies, local authorities and traditional authorities across the Wild Coast of illegal activities	Medium term and ongoing	Dept of Justice	Very high	
<b>Activity 3.3.8.2: Promote awareness of environmental legislation</b>				
(i) Develop an awareness in local magistrates courts of relevant environmental legislation and their contribution towards the implementation of this strategy and action plan	Medium term and ongoing	DEAET, DEAT, DWAF, MCM, LM's, DBSA	Very high	
<b>Output 3.3.9: Build capacity in the Department of Agriculture</b>				
<b>Activity 3.3.9.1: Strengthen the staff, budgets, equipment and training needs of the Department of Agriculture</b>				
(i) Determine, and ensure the appointment of, the staff numbers, skills, expertise and competencies required to more effectively promote sustainable agricultural production practices	Medium term	DA	Critical	
(ii) Maintain a corps of extension officers within the priority areas to assist small scale commercial and subsistence farmers in mitigating environmental impacts and improve utilization of existing land used	Medium term	DA, EPWP	Critical	
(iii) Ensure appropriate representation of Department of Agriculture on all relevant cooperative governance structures	Short term	DA	Very high	
(iv) Maintain and strengthen the LandCare programme across the Wild Coast with a strong focus on expansion, and roll-out, of the leader farmers training	Long term	LandCare	Very high	
(v) Update, and maintain information system for land allocations on communal land	Short term and ongoing	DA	Very high	
(vi) Evaluate and screen various cover crops suitable for human and/or animal consumption	Long term	DA	High	

## Wild Coast Biodiversity Strategy and Action Plan

**Table 3.12: Activities supporting Outcome 3.4. An enabling legal and policy framework is in place and implemented**

**Strategic objective 3: Supporting good governance through institutional capacity building, improved coordination, effective local implementation and equitable community involvement**

**Outcome 3.4: Creating and implementing an enabling legal & policy framework**

The Wild Coast Action Plan focuses on the designation and proclamation of the Wild Coast Action Plan, and the linked Wild Coast Land-Use Plan, as a bioregional plan in terms of NEMA. Formal co-operative agreements between Wild Coast Action Plan implementing agencies are strengthened and formalised through the establishment of a Memorandum of Agreement/Understanding. The Wild Coast Action Plan directs the development of key supporting policies and regulations for protected area management, co-management agreements for communal land, sustainable natural resource harvesting and facilitated investments in responsible tourism enterprises.

Activity	Lead implementing Agent	Time frame for completion	Potential Funding sources	Priority	% completed
<b>Output 3.4.1: Gazette the Wild Coast as a bioregion</b>					
(i) Obtain agreement from the Eastern Cape MEC for Environmental Affairs and the National Minister of the Department of Environmental Affairs to proclaim the Wild Coast as a bioregion, and the associated Wild Coast Action Plan/ Land Use Plan as its bioregional plan, in respect of the National Environmental Management: Biodiversity Act, 2004 (Act 10 of 2004)	DEAT/WCPMU	Short term	DEAT	Critical	
(ii) Gazette the Wild Coast as a bioregion, and the associated Wild Coast Biodiversity Strategy and Action Plan/ Land Use Plan as its bioregional plan, in respect of the National Environmental Management: Biodiversity Act, 2004 (Act 10 of 2004)	DEAT/WCPMU	Short term	DEAT	Critical	
(iii) Draft Wild Coast specific regulations developed in terms of the National Environmental Management: Biodiversity Act, 2004 (Act 10 of 2004).	DEAT/WCPMU	Medium term	DEAT	Moderate	
(iv) Evaluate and review progress in the implementation of the Memorandum of (operational) Agreement through the Wild Coast Programme Steering Committee structures	WCPMU	Ongoing	DEAT	Critical	
<b>Output 3.4.2: Establish formal co-operative agreements</b>					
(i) Activity 3.4.2.1: Negotiate, and obtain signatories to, a Memorandum of (operational) Agreement that commits the lead implementing agencies, identified in the action plan, to the implementation of the proclaimed bioregional plan	WCPMU	Short term	DEAT, DEAET	Critical	
(ii) Enable supporting signatures to this Memorandum from private, traditional and civil society institutions	WCPMU	Medium term	DEAT, DEAET	High	
<b>Output 3.4.3: Develop legal and policy frameworks for protected areas</b>					
(i) As required, proclaim reserve-specific regulations for each of the Protected Areas in the Wild Coast Bioregion, in terms of the National Environmental Management: Protected Areas Act (Act 57 of 2004).	ECPB	Medium term	ECPB, DEAT	Moderate	

## Wild Coast Biodiversity Strategy and Action Plan

Activity	Lead implementing Agent	Time frame for completion	Potential Funding sources	Priority	% completed
(ii) Support the ongoing development of an enabling policy framework for co-management within Marine and Coastal Management, Departments of Water Affairs and Forestry, Land Affairs, Economic Affairs, Environment and Tourism, Agriculture, the Eastern Cape Parks Board and local municipalities.	MCM, DWAF, DLA, DEAET, ECPB, DA and local municipalities	Long term and ongoing	GEF, DEAET, ECPB, MCM, DWAF	High	
(iii) Support the development of an enabling policy framework in Department of Economic Affairs, Environment and Tourism that provides for the establishment of conservancies, or similar informal protected areas	DEAET	Medium term	DEAET	Very high	
<b>Output 3.4.4: Develop policies to promote sustainable livelihoods</b>					
(i) Undertake detailed species-specific research on, and develop policy guidelines for, the sustainable use of heavily utilized and/or impacted natural resources on the Wild Coast	DEAET/MCM/DWAF	Medium term	DWAF, MCM, DEAET, GEF, ECPB	Critical	
(ii) Develop policy guidelines for the implementation of conservation/community-based tourism use leases of communally administered state land in the bioregion	DLA	Medium term	DLA, DEAET	Very high	
(iii) Integrate the Institute of Natural Resources guidelines for management of estuaries into municipal Integrated Development Plans	Local Municipalities	Short term	LM's, DEAET, MCM	Very high	
(iv) Review and support the application of customary law in specific priority areas	DEAET, DLA	Medium term	DLG&H, DEAET	Critical	
<b>Output 3.4.5: Strengthen the Coastal Conservation Area Tourism Development Policy</b>					
(i) Redraft and gazette an updated Wild Coast Tourism Development Policy	DEAET	Medium term	DEAET, DBSA	Very high	
(ii) Integrate the description, zoning and operational guidelines for the Coastal Conservation Area into the regulations of Provincial Environmental Conservation Bill and National Coastal Management Act	DEAET	Medium term	DEAET, MCM, DEAT	Very high	

## Wild Coast Biodiversity Strategy and Action Plan

**Table 3.13: Activities supporting Outcome 3.5. Other sectors incorporate biodiversity concerns into their plans policies and practices**

### Strategic objective 3: Supporting good governance through institutional capacity building, improved coordination, effective local implementation and equitable community involvement

#### Outcome 3.5: Mainstreaming biodiversity into sectoral plans, policies and practice

One of the key outcomes of the Wild Coast Action Plan is that the conservation and sustainable utilization of the natural resources of the Wild Coast becomes mainstreamed into the planning, policies and practices of all sectors, including both government and the private sector. The Wild Coast Action Plan therefore outlines the support required for the tourism, forestry, agriculture, mining and land-use planning sectors to ensure that biodiversity concerns are incorporated into their policy-making procedures and implementation. In addition, the Action Plan ensures that those agencies responsible for the above sectors comply with existing legislation and policy and, where these are lacking or inadequate, develop or strengthen such regulatory tools and/or develop further decision-support tools. The programme promotes active interventions to ensure that biodiversity considerations are incorporated into the Integrated Development Plans, Spatial Development Frameworks and municipal Integrated Environmental Management Plans for priority areas. For each priority area appropriate sustainable livelihood options should be evaluated in collaboration with other key sectors such as tourism and agriculture. Viability of alternative initiatives should be assessed in thorough feasibility assessments. Potential examples are provided in this table but it must be emphasized that these are indicative only.

Activity	Lead implementing Agent	Time frame for completion	Potential Funding sources	Priority	% completed
<b>Output 3.5.1: Promote sustainable land use planning</b>					
(i) Complete and maintain the drafting, formal adoption and review of all Spatial Development Frameworks and Land use management for local and district municipalities	LM's/ DM's/ DLG&H, DLA	Medium term	DLG&H, DLA, DBSA	Critical	
(ii) As a mechanism toward sustainable development, develop and circulate a handbook that provides each municipality within the bioregion with practical information on how to integrate the natural environment into land use planning decisions at the municipal level	DEAET	Short term	DBSA, DEAET	Very high	
(iii) For each municipality, develop an integrated waste management plan, water services development plan, transportation plan, municipal infrastructure plan and coastal management plan that directs the spatial provision of sustainable municipal services	LM's/ DM's	Medium term	CONSOLIDATE, LM's, DM's, DBSA	Very high	
(iv) Develop and implement municipal by laws to protect biodiversity in project priority areas	LM's	Long term	LM's	Low	
(v) Establish, and maintain, comprehensive GIS-based information management systems within local municipalities for land use planning within the bioregion	LM's/ DM's	Medium term	CONSOLIDATE, DM's, LM's	Very high	
<b>Output 3.5.2: Promote sustainable tourism</b>					
(i) Apply responsible tourism guidelines and the tourism BEE charter in tourism developments within the bioregion	ECTB/ DEAT	Long term	DEAT, ECTB	Moderate	
(ii) Implement, and maintain, the national tourism grading system for the Wild Coast	ECTB/ DEAT	Long term	DEAT, ECTB	Moderate	
(iii) Develop and expand the Wild Coast tourism branding and link to an voluntary tourism accreditation scheme	ECTB/ WCPMU	Long term	DEAT, ECTB	Moderate	



## Wild Coast Biodiversity Strategy and Action Plan

Activity	Lead implementing Agent	Time frame for completion	Potential Funding sources	Priority	% completed
(iv) Develop and implement a consistent signage system for the accredited tourism products within the bioregion	ECTB	Medium term	DEAT, EPWP, Lotteries Fund, NRA	Very high	
(v) Develop and implement a Wild Coast marketing plan	WCPMU/ ECTB	Medium term	Private investors, ECTB, DEAT	Moderate	
<b>Output 3.5.3: Promote sustainable forestry</b>					
<b>Activity 3.5.2.1: Promote the sustainable use of woodlots</b>					
(i) Develop capacity within the Department of Water Affairs and Forestry and local communities to more effectively manage community woodlots in response to community needs	DWAF	Medium term	DWAF	Moderate	
(ii) Evaluate the efficacy of current woodlots (and species) and identify and assess sites for new woodlots that may reduce current unsustainable resource-use impacts on existing indigenous forests	DWAF	Medium term	DWAF	Very high	
<b>Activity 3.5.2.2: Support the sustainable development of commercial forestry</b>					
(i) Manage existing commercial forestry areas for higher yield and greater efficiency, and identify and establish new plantations in areas identified by the forestry Strategic Environmental Assessment for WMA12	DWAF	Medium term	DWAF, private investors	Critical	
(ii) Maintain decision-support systems to enable land use decision-makers to identify areas where afforestation is the most cost-effective (environmental, social, financial) land use	DWAF	Ongoing	DWAF, DFID	High	
(iii) Determine, and maintain information, on the Ecological Reserve requirements for all rivers in the bioregion and ensure this informs the location of new commercial forestry operations	DWAF	Long term	DWAF	High	
(iv) Facilitate the establishment of woodlot and commercial plantations on communal land with negotiated equitable benefit-sharing agreements and responsibilities	DWAF	Medium term	DWAF, DFID	High	
<b>Output 3.5.4: Promote sustainable agriculture</b>					
(i) Direct and promote LandCare activities in priority areas	DA	Ongoing	DA, TRALSO	Very high	
(ii) Support the implementation of the Master Farmer approach in priority areas, using Port St Johns pilot project as a model for replication	DA	Medium term	DA, WWF-SA	Very high	
(iii) Promote, educate and support commercial and subsistence farmers in applying simple and practical agricultural best practice to optimise yields, reduce running costs and mitigate environmental impacts	DA	Medium term	DA	Critical	
(iv) Identify sites, aligned with the areas demarcated in the regional and local Spatial Development Frameworks, to expand the agricultural estate within the bioregion, diversify the crop types and increase agricultural production	DA	Short term	DA	Critical	
(v) Support the development of community-based commercial small-scale fruit and vegetable crops to support proximate tourism nodes within the Coastal Conservation Framework	DA	Long term	DA	High	
(vi) Facilitate the supply (at cost-recovery fee structures) of equipment and development of strategic infrastructure and facilities (roads, water supply, etc) to support small scale commercial and subsistence farmers	DA/ ORTDM, ADM	Short term and ongoing	DA, ORTDM, ADM	Moderate	
(vii) Facilitate the establishment of markets and outlets for the sale of goods from small-scale community-based farms	ORTDM,/ADM	Long term	EPWP, ORTDM, ADM, DA	Low	
<b>Output 3.5.5: Support sustainable mining developments</b>					
(i) Assess the cost-benefits of mining against other prospective land uses	DEAET, DEAT	Short term	DEAT, DEAET	Very high	
(ii) Ensure that all sites designated for large scale mining within the bioregion complete a comprehensive Bankable Feasibility Study that includes social impact assessments, heritage impact assessments, Environmental Impact Assessment, operational Environmental Management Plans, permits and rehabilitation programs	DME	Short term	DME, DEAT, DEAET	Critical	

## Wild Coast Biodiversity Strategy and Action Plan

Activity	Lead implementing Agent	Time frame for completion	Potential Funding sources	Priority	% completed
(iii) Investigate potential biodiversity offsets as mitigation for environmental degradation at mining sites	DEAET/ DEAT	Short term	DEAT, DEAET	Very high	
(iv) Identify legal sites for sand mining, register these sites, develop operational guidelines for registered sites and monitor compliance and explore mechanisms for the generation of income for local communities	DEAET/ DME	Short term and ongoing	DME/ DEAET	Critical	
(v) Audit all existing sand mining operations within the Wild Coast Bioregion and close down and rehabilitate all illegal sites	DME/ Local Municipalities	Short term and ongoing	DME/ DEAET/ DWAF	Critical	
(vi) Identify appropriate management agencies for larger legal sand mining sites and support community-based structures to administer these sites as income generating opportunities in return for their access control and managements	DME	Medium term	DME, DEAT, DEAET, DBSA	Critical	
<b>Output 3.5.6: Promote sustainable development of public infrastructure and services</b>					
(i) Support local and district municipalities in developing and implementing Environmental Management Plans for large public infrastructure development projects (road development projects, water reticulation projects, waste management systems, electrification schemes, etc.)	DEAET/ DEAT	Ongoing	DEAT, DEAET	High	
<b>Output 3.5.7: Promote sustainable management of water</b>					
(i) Ensure environmental requirements for water are quantified as an ecological reserve and taken into consideration when approving developments	DWAF	Ongoing	DEAET, DWAF	High	
(ii) Monitor river health to ensure management targets are met.	DWAF	Long term	DWAF	Moderate	



## **4. MONITORING AND EVALUATION**

### **4.1 PURPOSE OF A MONITORING AND EVALUATION PLAN**

A monitoring and evaluation plan has two main aims: (a) to track outputs, and (b) to measure impacts on conservation and sustainable development for comparison with predefined targets and objectives. Outputs include implementation or management milestones (essentially human actions that are required for successful implementation). Impacts are the desired outcomes 'on the ground'. Impacts are considerably more difficult to assess, since they are often small changes in complex ecological, social or economic systems and may be difficult to distinguish from the impacts of other concurrent drivers of change.

Monitoring and evaluation is one of the four phases of adaptive management:

- Problem assessment;
- Strategy and planning;
- Implementation; and
- Monitoring and evaluation.

Its role is to ensure that the programme or project achieves its stated objectives by: (a) making sure that progress is measured appropriately and (b) ensuring that these measurements provide the right kind of information to enable the participants to take corrective actions. Adaptive management can be summarised as a process of 'learning by doing' and is most appropriate for complex situations, and management of complex systems such as natural ecosystems, where there are many uncertainties (Lee 1999). The management approach that underlies the Management Effectiveness Tracking Tool (METT) is essentially a form of adaptive management which uses different terminology. A brief summary of the METT approach and the protected area management effectiveness scoring system is given in Appendix 3 because this is the system of indicators that will be used for assessing the management of protected areas (Wild Coast Project 2005; see Table 4.1).

### **4.2 STRUCTURE OF THIS CHAPTER**

The next section gives a brief overview of the relevant background information on a monitoring and evaluation plan. Section 4.4 describes the components of the Monitoring and Evaluation (M&E) Plan and the adaptive management approach. Section 4.5 gives a brief overview of other initiatives that are relevant to the monitoring and evaluation component of this Programme: The National Biodiversity Strategy and Action Plan, Eastern Cape State of the Environment Report and the Eastern Cape Coastal Management Plan. This is followed by a section which summarises the relevant roles and responsibilities from the perspective of reporting on progress and impacts. The main body of the M&E Plan consists of two main parts: the management framework or structure, and the set of indicators designed to work within the framework. The framework describes the institutions and individuals that will be responsible for monitoring and evaluation, their interactions and responsibilities. The indicators in this M&E Plan incorporate the outcome and output indicators set out in the Logical Framework for the GEF/UNDP funded portion of the Wild Coast Conservation and Sustainable Development Programme (Wild Coast Project 2005).

This M&E Plan translates the key deliverables envisaged for each outcome in the Wild Coast Action Plan into indicators that can be assessed and tracked. It does not report directly on the outputs or impacts of the activities that contribute to these outcomes, because that is the responsibility of the implementing agencies themselves. The outcome indicators integrate the activity level reporting at the outcome

level. The indicators will be used within an adaptive management framework that aims to produce continuous improvement through programme review and information management. This plan presents a high-level, low-detail mechanism that can be implemented immediately and used in the early stages of Programme implementation. The indicators can and should be refined to greater levels of detail once implementation is underway.

### **4.3 BACKGROUND ON MONITORING AND EVALUATION**

As noted earlier, the basic principle of effective monitoring and evaluation is that the indicators it uses must be able to detect whether an initiative is achieving the desired results or not and, if it is not, should be used to ensure that appropriate corrective actions are taken. At the same time the indicators and monitoring framework must evolve to incorporate new information, adapt to the changing institutional situations, and keep up to date with current project impacts in a phased process of refinement. The M&E component is the fourth step in the adaptive management framework, the one which gathers the critical information that is used to give feedback and guide corrective action. Several tools for adaptive management exist and could be used on the Programme. The ones that would be best aligned are those that support the Management Effectiveness Tracking System (see Hocking et al. 2000 and Appendix 3). Although the approach is not termed adaptive management it follows the same process of iterative development and modification by ensuring that there is feedback and that management objectives and activities are modified where necessary. There are also guidelines and books on field monitoring and survey techniques which can be consulted for designing detailed monitoring at the reserve level which fall outside the brief of this plan. Examples are Margoluis and Salafsky (1998) and White and Edwards (2000). Experts can also be contracted to design these procedures and many South African conservation bodies have developed monitoring systems that can be adapted for use in activities that form part of this Programme.

A management information system should be established by the Programme to ensure that project information is readily available to managers and is easily updated. This is an integral part of the M&E Plan, but cannot be designed during preparation - it should be a key management action during implementation. The management information system should be simple yet effective and should be shared with all institutions that have an active role in the Programme.

#### **4.3.1 Monitoring and evaluation**

**Definition of monitoring and evaluation**

*Monitoring, in this context, can be defined as the ongoing tracking of project planning and implementation in relation to established goals and objectives. Evaluation is the process of determining whether planning and implementation is progressing as planned or not; It can be done either at interim steps (e.g. mid-term) or at the end (terminal), and may be conducted internally or externally. Generally, if unexpected or undesired impacts are detected, these need to be the subject of in-depth diagnostic studies to ascertain why they occurred and what responses are appropriate (e.g. management actions, policy changes). This diagnosis is then used as input to decisions on whether, and how, to respond to the outputs of the evaluation.*

Monitoring and evaluation are key components of programme and project management and in developing institutional capacity. Adaptive management is not possible without effective monitoring and evaluation. If the impacts are to be sustained there is a need to institutionalise monitoring and evaluation as a key process for guiding the future programme and for assessing its efficacy. Monitoring

and evaluation, therefore, requires the active support of higher levels of management within all the participating organisations, and should not be treated as an 'administrative' function. Since this Programme requires extensive inter-sectoral co-ordination, the use of a common monitoring and evaluation framework should be regarded as a powerful tool to foster co-operation, and to ensure that organisations both within and outside government are responding appropriately to the vision and goals of the Wild Coast Strategy and Action Programme.

In developing a monitoring and evaluation plan it is not sufficient to devise indicators to track progress without providing a framework within which the monitoring activities can be carried out, specifying (1) monitoring roles, (2) responsible institutions or individuals, and (3) adaptive management feedback loops that ensure continuous improvement. Thus, a monitoring framework provides a structure within which indicators can be used, modified and augmented as Programme priorities and management needs evolve.

This M&E Plan contains two main elements: (1) the indicator set and (2) the monitoring framework or implementation structure for the indicators. The GEF funded component of the Wild Coast Conservation and Sustainable Development Programme will be subjected to independent reviews at mid-term and at termination. The monitoring and evaluation framework should provide a foundation for these reviews, and for ongoing supervision missions during implementation.

#### 4.4 COMPONENTS OF A MONITORING AND EVALUATION PLAN

This section provides a brief overview of the components of a monitoring and evaluation plan. The plan is based on using indicators to measure both outputs and impacts of a set of activities aimed at achieving certain objectives and targets.

##### 4.4.1 *Types of indicators*

There are numerous ways of classifying indicators and a wide range of terms and synonyms have been used in monitoring and evaluation plans and studies. This plan attempts to keep the terminology as simple as possible and deals with only two types of indicators:

- *Output indicators* which measure project progress in relation to the planned activities and measure the efficiency and effectiveness of implementation, e.g. that a co-management agreement has been completed for a protected area;
- *Impact indicators* which assess the desired outcomes in terms of actual changes in relation to a baseline condition, e.g. that the status of key resources in protected areas has improved as a result of the Programme.

##### 4.4.2 *Level of detail*

The plan has been designed for the preparatory phase of the Programme and provides an initial set of indicators. This set of indicators can contribute significantly to project design and the assessment of risks and feasibility of implementation. As such, it is required to perform several functions:

- To provide evidence of the soundness of Programme design and the feasibility of achieving the vision and strategic objectives;
- To enable the project managers to assess progress during Programme implementation;
- To inform project appraisal, supervision and evaluation by funding agencies, and
- To provide a structure within which to develop a monitoring and evaluation programme for ongoing monitoring and review of Programme impacts during and beyond project implementation.

Because the Monitoring and Evaluation Plan is being developed during the preparation phase, there are aspects of the implementation and the final institutional arrangements and structures that are likely to change. The indicators set out in this plan need to be tested against this final institutional structure, particularly to ensure that the institutions have the legal mandates, necessary skills and resources to meet their obligations. In some cases, more precise indicators and targets need to be developed, or indicators need to be taken to a higher level of detail during Programme implementation.

The current plan conforms to the World Bank Operational Directive 10.70 'process approach', in which the main objectives of monitoring and broad indicators are identified, leaving the detailed design to be undertaken by project managers during project start-up<sup>5</sup>.

### **4.4.3 Evaluation**

#### **4.4.3.1 Baseline data for monitoring**

Indicators and their associated targets (or thresholds) are designed to capture changes, either positive or negative, from the current baseline as a result of project interventions. All indicators should be monitored in relation to baseline information that describes the situation at the start of the monitoring programme, and before project implementation. The difficulty of establishing baselines varies according to the type of indicator being used. The establishment of baselines is relatively simple for output indicators, since these simply measure the achievement or non-achievement of key project actions in a binary manner (i.e. once a project action has been achieved, a positive result is achieved for the indicator) or as a degree of completion (e.g. %). For most of the output indicators, the baseline condition is the absence of intervention. For impact indicators, on the other hand, baseline information is not usually readily available and the required data sets are generally quite complex. An effective way of collecting baseline data for these indicators is to use the first year's monitoring results as a baseline for monitoring in subsequent years. For example, a key indicator of tourism development will be trends in tourist numbers in the Wild Coast. There is at present no reliable data to support this indicator, since tourist numbers are not recorded or categorised accurately. However, the absence of a baseline does not prevent the monitoring of tourist numbers, since the simple increase in tourism can be measured, and the desired increase can even be quantified (e.g. ten percent), or the first year's monitoring data used as a baseline for subsequent years.

#### **4.4.3.2 Achievement of targets**

There are pronounced differences in the way that output and impact indicators should be treated during the project lifecycle. For most output indicators, once a positive result has been obtained, monitoring can be terminated and that indicator need not be tracked any longer, since the 'milestone' has now been achieved. There are some exceptions to this rule however, as some outputs are not once-off requirements, and will continue throughout implementation and beyond (e.g. support to community-based natural resource management projects, ecological restoration activities). Such indicators should be treated like impact indicators, with continual monitoring for as long as it is necessary to do so.

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<sup>5</sup> World Bank Operational Directive 10.70 discusses the objectives of monitoring and provides information on concepts and approaches to monitoring and evaluation, and provides general guidelines for the design and implementation of supporting information systems.

Impact indicators require information about complex, dynamic systems in order to describe the pre-intervention situation and measure any changes induced by the Programme in economic, social or biophysical spheres. These indicators should be tracked throughout the life of the Programme, in relation to a dynamic baseline that reflects the changing nature of project impacts. It is therefore recommended that baselines for all indicators be checked and then set during project implementation, as part of the process of engaging with the responsible institutions and bodies.

### **4.4.3.3 Refining and revising the indicators**

In some cases, output indicators may need to be refined to measure the desired output more accurately but in most cases they are simple 'yes/no' indicators which indicate whether a task or activity has been completed or not. They can be signed off once their completion has been recorded in project reporting and documentation. New indicators can be added at any stage with the informed consent of all the affected parties.

Impact indicators, on the other hand, require detailed development of baselines and, where necessary, targets during the early stages of implementation, a task of the PMU (Programme Management Unit). Each impact indicator should be scrutinised to decide whether more detail is required, and whether it requires the use of a set of sub-indicators to 'tighten' the tracking of impacts. In many cases, the indicator will have to be refined or altered to reflect experience gained during the execution of activities or changes in the understanding of what the desired impact is. The tracking of impacts must involve interaction with the intended beneficiaries of the Programme to ascertain whether and how they are benefiting. The beneficiaries could include local communities, traditional structures and leaders, government ministries and departments and private sector companies. The process of interaction may lead to changes in the indicators themselves as the beneficiaries grow in their understanding of the Programme and how it could affect them. Unintended effects that come to light during this process should be thoroughly investigated and carried through to management actions taken to rectify the situation.

### **4.4.3.4 Timing of evaluation**

Evaluation can take place at any stage but it is important to remember that evaluations require time and resources so there is a trade-off between the intensity of monitoring and evaluation (frequency and level of detail) and the cost relative to the investment in the Programme activities themselves. There are some generally accepted intervals for reporting. The annual work plan will provide the major direction for activities that take place under the Programme each year, and is a key tool for adaptive management. In principle the work plan needs to be designed so that information is collected on appropriate time scales and is processed (analysed) and transmitted through the correct channels so as to be of optimal use to project managers. In practice, the work plan must be flexible enough to detect unintended project outcomes or impacts, and to allow diagnostic surveys to be carried out at short notice should these be detected.

The plan is that the Project Steering Committee will meet quarterly for the duration of the implementation phase and they will need certain information on which to base their decisions. The indicators needed for reporting this information need to be clearly identified. The four cycles of quarterly reporting should be used in the Programme annual report and as input to the annual work plan formulation.

Although a mid-term and terminal review is required, at least for the GEF funded components, annual project evaluations will also be necessary. These can be conducted as part of (or shortly before) the annual work plan formulation and their results should be used to inform the content of the work plan. It is

also useful to link these events to financial or budgetary cycles. The annual review should provide a general review of progress during the past year, including:

1. Reporting on all annual and quarterly-cycle indicators (i.e. includes all quarterly monitoring reports from the previous year as well as an annual monitoring report);
2. Annual progress reports from all key implementing bodies, and
3. Evaluation of the effectiveness of the indicators in relation to the type and level of information required for project management. If indicators or targets are found to be unsuitable or uninformative, these should be changed, and these changes reflected in the next annual work plan.

#### **4.4.3.5 Response to unintended impacts**

Unintended impacts are those impacts that are either unexpected or undesirable in relation to the Programme's goals. The results of the annual review must be scrutinised in relation to the Action Plan, and unintended impacts should be investigated and the annual work plan modified accordingly. This feedback loop should be completed at least annually to ensure that the work plan is responsive both to the changing needs of the Programme and to external influences (e.g. policy and legislation). Each year's work plan must move from the base set by previous year, and review or set objectives and targets for the coming year.

### **4.5 RELEVANT MONITORING AND EVALUATION INITIATIVES**

There are many different initiatives that have some or all of their activities located within the planning domain defined for this Programme (Levendal and Gelderblom 2005). Only the most important and relevant ones have been highlighted here.

#### **4.5.1 The National Biodiversity Strategy**

South Africa has recently completed its National Biodiversity Strategy and Action Plan (NBSAP 2005) which sets out priorities and targets for biodiversity conservation (see section 1.2.1 for more background on the NBSAP and its relationship to this strategy). Where the data collected for the National Spatial Biodiversity Assessment (NSBA) is relevant to this Programme, and available at an appropriate level of detail, they could be used as baseline information for assessing project progress and impacts. This will probably not be the case for most of the NSBA data as it was developed for use at a scale of 1: 250 000. The data collated and collected for this Programme should, however, be used in revising the NSBA. The Wild Coast Action Plan will contribute directly towards the achievement of the NBSAP targets by ensuring that, amongst others, large areas of grassland, forest and unprotected mangrove forest in the Pondoland and Mngazana Priority Areas are incorporated into well-managed and secured formally protected areas as well as areas managed according to recognised best practice in Community-Based Natural Resource Management. The aim is to achieve regional percentage protection targets for nationally recognised priority vegetation types that exceed the national targets.

The NBSAP has set one objective which is of direct relevance to the project, namely that at least 8% of terrestrial ecosystems, biomes and vegetation types must be included in formally protected areas by 2010 (NBSAP 2005). Draft versions included a target of at least 20% for marine biozones in the inshore region but this quantitative target was not included in the final version because more research was required to properly quantify this target. The targets that are used in the indicators for the protected status of vegetation types are based on those used in the NSBA (Driver et al. 2004) and have higher levels than the 8% set in the NBSAP. The 2003 World Parks Congress recommended that the minimum targets for protection of marine biodiversity features should be 20-30% of each habitat (Lombard et al.

2004). The targets for estuaries are that at least 30% per bioregion protected at a high level (Turpie 2004). Specific estuaries which were singled out for protection include the: Mtamvuna, Great Kei, Ntafufu and Mbashe (Turpie and Van Niekerk 2005). These targets were refined as follows: estuarine protected areas (Type 1) 20%, estuarine conservation areas 30% and estuarine management areas 50%. Nine estuaries are already protected but the degree of protection is low and needs to be strengthened.

### ***4.5.2 National State of the Coast Report***

A national State of the Environment was completed in 1999 and did include some relevant indicators for the State of the Marine and Coastal Environment but only at a very coarse level. The state of the coastal environment is now being addressed in greater detail, with a specific State of the Coast Report as recommended in the White Paper for Sustainable Coastal Development in South Africa (CSIR 2004a). A project is currently underway to produce an update of this report. The project team are currently finalising the set of indicators that will be used in the report. The boundary of the coastal domain has provisionally been defined for this State of the Marine and Coastal Environment as extending from the inland boundary of the coastal district municipalities to at least the economic exclusion zone. This boundary is not the same as the used in this plan, namely the inland boundary of the coastal municipal wards. This means that data collated for the national State of the Marine and Coastal Environment could, potentially, be used by this study, provided the level of detail is appropriate. Data from this Programme could feed into the national State of the Marine and Coastal Environment indicators on aspects such as: invasive alien organisms, status of indigenous species and habitats (e.g. estuarine health), land-use change, use of coastal resources, and coastal population changes, health and livelihoods.

### ***4.5.3 Eastern Cape State of the Environment Report***

The Eastern Cape State of the Environment was prepared in 2004 (CSIR 2004b). It gives an overview of the Eastern Cape environment and reports specifically on a number of themes and the indicators selected for those themes:

- Atmosphere and climate
- Biodiversity
- Environmental management and governance
- Freshwater
- Human settlements
- Land
- Marine and Coast
- Poverty

The reporting on the various themes is largely on a provincial level and so the data are not available at the right level of detail for this Programme. The only reporting that is specific to the coast is on the Marine and Coast theme. The reporting on Environmental Management and Governance is also relevant as most of the institutions will also be involved, directly or indirectly, in the Wild Coast Programme. The biodiversity reporting does include the state of the Pondoland Centre of Endemism which is directly relevant to this Programme and this information was also used in the specialist assessment of the conservation priorities (see Annexure 1). The same applies to the information on land cover and the marine and coastal environment which is also dealt with in the Eastern Cape Coastal Management Plan. Overall, the report does provide useful baseline information and many of the indicators provide information relevant to this Programme.

#### ***4.5.4 Eastern Cape Coastal Management Plan***

The aim of the Eastern Cape Coastal Management Programme (ECCMP) is to provide a vehicle for the realisation of the objective of the White paper for Sustainable Coastal Development, namely a people-centred approach which is based on using the coastal environment and its resources to support sustainable economic activities and social upliftment (Coastal & Environmental Services, EnviroFish Africa and MBB Consulting Services 2004). The plan is based on an assessment of the state of the natural, heritage, built and human resources of the coast. There are five themes:

- Governance and capacity building – focusing on public-private-society partnerships and integrated planning and adaptive management
- Our national asset – promoting natural resource protection, access and benefit sharing
- Coastal planning and development – promoting appropriate developments and poverty alleviation through equitable access to benefits generated from coastal resources
- Natural resource management – promoting protection and maintenance of the diversity and productivity of the coastal environment through sustainable use and rehabilitation
- Pollution control and waste management

The implementation of this plan will be the responsibility of the Coastal Management Unit which must still be established under the DEAT and will be overseen by a Coastal Management Committee. There is substantial overlap between the themes of this Programme, particularly the first, third and fourth themes, and the themes and strategic objectives of the Wild Coast Strategy and Action Plan. Thus there is potential for substantial synergy between these initiatives in: the management structures, activities they undertake and in the information that will be gathered for monitoring and evaluating the implementation of the ECCMP. This ECCMP includes a comprehensive set of activities with schedules and target dates but does not include a detailed monitoring and evaluation plan. It provides an extensive list of indicators which could be used by the Coastal Management Unit and managers of coastal areas and resources. The indicators include those proposed for the National State of the Environment Reports which are currently being reassessed as part of a project to prepare a National State of the Coast Report for DEAT. We strongly recommend that there should be direct collaboration between the State of the Coast initiative and this Programme to ensure that indicators are harmonised, data collection expenses are minimised, and that the data are suitable for use in both initiatives.

#### ***4.5.5 Other initiatives***

The Provincial Growth and Development Plan (PGDP) focuses on developing human resources and well-being. This is very relevant to the Wild Coast Action Plan objectives and outcomes aimed at developing tourism and other natural resource-based activities which will result in community upliftment. The emphasis on the mainstreaming of biodiversity in this plan appears to address an aspect which appears to be underemphasised in the PGDP. Initially, the interaction between the Wild Coast Programme and the PGDP initiatives could be through the proposed Inter-Governmental Co-ordination Committee and the Wild Coast Steering Committee. Activity 3.1.3 is intended to formalise the Wild Coast Programme as a priority component of the PGDP but no time scales and responsibilities have been defined yet. This activity should lead to more direct interactions and synergy between these initiatives, which could include the alignment of indicators to minimise the resources allocated to gathering the information needed for this M&E plan. For example the key indicators proposed for the PGDP include ones focussing on infrastructure, enterprise and agricultural development and education, all of which are very relevant the Wild Coast Action Plan.

The planning domain of the Wild Coast Action plan overlaps with two of the district municipalities in the Eastern Cape, namely Amathole in the south and O R Tambo in the north. Both these municipalities are



in the process of developing State of the Environment Reports. These projects apparently have not reached the stage of defining their indicators. There is an opportunity to develop synergies and ensure that information can be shared between the State of Environment Reports and the indicators that are included in this plan.

#### **4.6 INSTITUTIONAL ARRANGEMENTS AND RESPONSIBILITIES FOR MONITORING AND EVALUATION**

The overall implementation structure that has been proposed for the programme is complex because it has to involve a wide range of institutions and stakeholders (see Figure 3.1). The institutional arrangements are described in Section 3.2, this section only deals with the aspects that are relevant to the M&E plan. The Wild Coast Inter-governmental Coordination Committee (IGCC) will require information that it can use to evaluate progress and to identify and resolve barriers to, or factors that are delaying, implementation. The information it needs must be collated and summarised each year or when the IGCC has a specific request. The Wild Coast Programme Management Unit will be responsible for supplying this information.

Wild Coast Project Steering Committee (PSC) will meet at least once a quarter and will require information to help it co-ordinate activities, guide the implementation process and monitor progress. The PMU will provide the secretarial support and collate the information the PSC will require to undertake its various functions. A detailed discussion on the functions of the PMU can be found in section 3.2.3. It is important to note that the PMU will not be established within the DEAET.

The protected areas component of the Wild Coast Programme will be implemented by the Eastern Cape Parks Board who will have to report on the relevant indicators. They will be supported by the Co-management Assistance Support Unit (CASU), which will be established within the Eastern Cape Parks Board. It should be noted that the final institutional home for the State Forests is still being negotiated between the DWAF and DEAET, complicated further by the negotiations between DEAET and ECPB regarding which of the State Forests should then be part of the protected area estate and transferred to ECPB. The management authority responsible for the indigenous State Forest and therefore the implementing agency responsible for the relevant Action Plan activities and consequent reporting is therefore not finalised and will change during the lifespan of the Programme.

The CASU will oversee and support the implementation of all activities relating to the protected areas. Its responsibilities will include:

- preparing quarterly and annual progress reports;
- preparing annual work plans;
- coordinating protected area related activities, and taking steps to identify and resolve implementation bottlenecks;
- preparing and disseminating project reports and other information materials; and
- submitting timely progress reports to the PMU.

In effect, therefore, the ECPB will be responsible for reporting on information gathered for all the indicators which are related to protected areas, included managed resource areas.

If the UNDP/GEF proposal is successful, the CASU or ECPB, or both, will also be responsible for reporting to the local UNDP office on the Programme indicators and for supporting the mid-term and terminal reviews. The project will comply with UNDP's monitoring, evaluation and reporting requirements, as spelled out in the UNDP Programming Manual (UNDP 2001). Quarterly progress reports will be submitted to UNDP by the CASU, providing a brief summary of the status of activities and output delivery, explaining variances from the work plan, and presenting work-plans for each successive quarter for

review and endorsement. An Annual Project Report will be prepared at the end of each year, summarizing and evaluating work in progress in more detail, and will be reviewed by the PSC, which will make recommendations to the PMU and UNDP regarding the subsequent scheduling of project activities. A Terminal Report will be prepared upon project completion and reviewed at the final PSC meeting for the project.

The roles and responsibilities of the Wild Coast Programme Management Unit have been defined in the Action Plan. However, the roles and responsibilities of the other organisations and institutions (e.g. MCM (DEAT), DEAET, DWAF, etc) in implementation of the Wild Coast Programme have not been finalised. Each of these organisations will undertake certain activities and they will have to have some internal systems for monitoring their progress on those activities and the impacts of those activities. These functions will either form part of the regular data collection and reporting activities of these institutions, or will have to be introduced into their work plans. In either case, the Chief Executive Officer of the ECPB and the Programme Manager must play key roles in coordinating monitoring activities, and in promoting and facilitating the collection of data and production of monitoring reports. The role of SANBI (the South African National Biodiversity Institute), as specified in the National Environmental Management: Biodiversity Act, 2004 (Act 10 of 2004) is to supply data on the status of threatened species, ecosystems or vegetation types to the organisations which require it. These organisations would include those involved in the implementation of the Programme and other relevant authorities: e.g. DEAET and district and local municipalities.

## 4.7 INDICATORS

### 4.7.1 Introduction

Preliminary indicators have been identified and grouped according to the three Strategic Objectives and their underlying Strategic Outcomes. The indicators are aimed at the outcome level but are designed to try and assess the outcomes or outputs of the activity level that supports them. The primary project indicators should aim to measure four core aspects:

- Meeting national and regional conservation targets for terrestrial, river, estuarine and coastal components – both in quantity and in effectiveness
- Strong and effective institutions and institutional arrangements (would extend to indicators around effective ECPB and PA management & appropriate delegation of powers); and effective management of ecosystems and landscapes (e.g. implementation of Integrated Catchment / Coastal Management)
- Benefits in terms of: tourism revenue (for supporting conservation management, providing incentives and direct to local communities); and sustainable resource-use and benefit streams from that;
- Project planning and implementation according to that the Strategy and Action Plan.

These have been addressed as far as is possible in the set of indicators given below but there will be gaps that will have to be filled as the Programme is implemented.

## Wild Coast Biodiversity Strategy and Action Plan

**Table 4.1: Strategic Objectives, Outcomes and Indicators for the Wild Coast Conservation and Sustainable Development Programme. This table provides an overview of the indicators and relates them to the strategic objectives and outcomes. Details of each of the indicators are given in the next section.**

<i>Indicator Name and ID no.</i>	<i>Baseline</i>	<i>Target</i>	<i>Monitoring Frequency</i>	<i>Responsible organisation</i>
<b>Strategic Objective 1: By 2020 good governance of the Wild Coast environment ensures that people of the region derive significant and sustainable benefits from the participatory conservation of its biodiversity.</b>				
<b>Strategic Indicator 1 (SI1):</b> Area (ha) of each Wild Coast vegetation type (as highlighted in the NBSAP) included in each category of protected area		At least 10% of the national conservation targets	Annually	ECPB
<b>Strategic Indicator 2 (SI2):</b> Actual staff numbers of each implementing agency as a proportion of the approved staff structure		100%	Annually	WCPMU
<b>Strategic Indicator 3 (SI3):</b> Amount (R) of capital and operational budget allocated to Wild Coast Action Plan by each agency			Annually	WCPMU
<b>Strategic Indicator 4 (SI4):</b> Number of permanent and temporary jobs created within the planning domain of the Wild Coast Action Plan			Annually	WCPMU
<b>Strategic Indicator 5 (SI5):</b> Percentage of completion of each of the critical activities in the Wild Coast Action Plan		100%	Annually	WCPMU
<b>Strategic Objective 1. Ensuring the persistence of biodiversity in priority areas through the conservation of species, ecosystems and the processes that maintain them.</b>				
<b>Outcome 1.1. Securing and effectively managing the existing protected area system, with local community support.</b>				
OI1.1.i: Number of co-management committees established, constituted and effective in protected areas		6	Annually	ECPB/ DEAET/ DWF
OI1.1.ii: Management Effectiveness Tracking Tool (METT) scores		Above 65	Annually	ECPB/ DEAET/ DWF
OI1.1.iii: Percentage cover and density, by species, of key alien invasive plants in protected areas		0%	Every 2 years	ECPB/ DEAET/ DWF
OI1.1.iv: Number of illegal cottages removed		All	Quarterly	DEAET
OI1.1.v: Number of illegal sand mines		0	Quarterly	DEAET
<b>Outcome 1.2. Expanding the formal protected area system to conserve additional priority areas.</b>				
OI1.2.i: Additional land included in protected area estate (ha)	14,210ha	Total estate increased to 95,000ha	Every 3 years	ECPB / DWF / DEAET
OI1.2.ii: Number of conservation agreements being negotiated and concluded	0	6	Annually	ECPB

## Wild Coast Biodiversity Strategy and Action Plan

<i>Indicator Name and ID no.</i>	<i>Baseline</i>	<i>Target</i>	<i>Monitoring Frequency</i>	<i>Responsible organisation</i>
<b>Outcome 1.3. Conserving biodiversity in priority areas outside the formal protected area system through best practice Community Based Natural Resource Management.</b>				
OI1.3.i: Number of Community-Based Natural Resource Management structures established			Annually	ECPB/ DEAET/ DWAFF/ MCM
OI1.3.ii: Area (ha) of land in priority areas under conservancy agreements			Every 2 years	DEAET
OI1.3.iii: Area (ha) of land in priority areas under LandCare projects			Annually	DA
OI1.3.iv: Percentage cover and density, by species, of key alien invasive plants in priority areas		0%	Every 2 years	DEAET/ DWAFF
OI1.3.v: Percentage of rivers/estuaries in excellent/good condition		100%		
<b>Strategic Outcome 2. Increasing the benefits that impoverished local people derive from sustained ecosystem services, equitable consumptive use and development that complement biodiversity conservation.</b>				
<b>Outcome 2.1. Maintaining and improving the production potential of the resource base through Community Based Natural Resource Management</b>				
OI2.1.i: Percentage of key resources for which levels of sustainable use have been established		100%	Annual	PMU/ECPB
<b>Outcome 2.2. Providing a diverse range of sustainable livelihood options.</b>				
OI2.2.i: Number of small-scale community business enterprises, by sector			Annually	ECDC
OI2.2.ii: Number of local community representatives who have attended capacity building courses/workshops	0	1000	Quarterly	WCPMU
<b>Strategic Outcome 3. Supporting good governance through institutional capacity building, improved coordination, effective local implementation and equitable community involvement.</b>				
<b>Outcome 3.1. Developing strong and sustained political support for the programme at all levels</b>				
OI3.1.i: Minutes of the Wild Coast Inter-Governmental Co-ordination Committee			Annual	WCPMU
<b>Outcome 3.2. Establishing mechanisms that support coordination and implementation</b>				
OI3.2.i: Minutes of the Wild Coast Project Steering Committee			Quarterly	WCPMU
OI3.2.ii: Additional funding (R) raised to support implementation of the Wild Coast Action Plan			Annually	WCPMU
<b>Outcome 3.3. Strengthening institutions to ensure good local governance of natural resources and protected areas.</b>				
OI3.3.i: Number of staff from each implementing agency in mentoring/capacity building programmes			Quarterly	WCPMU
OI3.3.ii: Number of communities reached by outreach programme	0%	100% coverage	Annually	WCPMU
OI3.3.iii: Income generated from protected area estate			Annually	ECPB / DWAFF / DEAET

## Wild Coast Biodiversity Strategy and Action Plan

<i>Indicator Name and ID no.</i>	<i>Baseline</i>	<i>Target</i>	<i>Monitoring Frequency</i>	<i>Responsible organisation</i>
O13.3.iv: Number of arrests and convictions			Quarterly	ECPB / DWAF / DEAET/ MCM
O13.3.v: Number of SDF's and LUMS drafted and adopted by local municipalities	0	7 of each	Annually	DHLG&TA
O13.3.vi: Number of fully functioning Ward Committees		36	Annually	LM's
O13.3.vii: Percentage of area served by Agricultural Extension Officers	0%	100%	Annually	DA
<b>Outcome 3.5. Mainstreaming biodiversity into sectoral plans, policies and practice</b>				
O13.5.i: Increase (ha) of agricultural estate			Annually	DA
O13.5.ii: Increase in yield of key agricultural crops			Annually	DA
O13.5.iii: Percentage increase in tourist numbers and spend			Annually	ECTB
O13.5.iv: Number and extent (ha) of woodlots			Every 2 years	DWAF

## 4.8 DETAILED DESCRIPTIONS OF INDICATORS

The key indicators proposed for the Programme are described using the template given below which sets out the different aspects of the indicator that are described and explains the intended content. The level of detail for the different indicators varies because they are at different stages of development.

<i>Indicator ID &amp; name</i>	<i>Title and ID no.</i>
Indicator type	Output indicator, impact indicator - could also be split according to DPSIR framework or programme versus project level, or log frame versus non-logframe.
Implementation level	Level 1: information available immediately, or already being collected by another organisation; level 2: info not yet available but can be collected fairly easily; level 3: info not available, an info collection system will have to be implemented. The land cover ones probably fall into 2 or 3, depending on the complexity of the analysis required. One probably wants to avoid level 3 indicators unless they are really crucial.
Description	Description of the indicator, what it is intended to track and broadly how this will be done (including some idea of the analysis required)
Units of measurement	How will success/failure/incremental movement towards a target be measured? Some will be quantitative and some qualitative.
Spatial scale	Is this indicator confined to the study area or broader? In some cases, an indicator might be monitored at provincial level or at local authority scale.
Monitoring frequency	Annual, quarterly, five yearly or maybe only at beginning, mid-term and termination of project.
Target/threshold	Some indicators have a three-level target: the MP for each PA is (1) prepared, (2) approved by ECPB and (3) implemented.
Confidence level	High, medium or low - sometimes the link between the indicator and the project might be loose or unclear.
Necessary conditions	Things that need to be put in place before the indicator can work - these might be policy changes, baseline studies etc.
Data sources	Where will the data come from? Annual reports, other organisations, project documentation or records etc.
Other information	Any other comments that don't fit above.
Monitoring responsibility	Who is responsible for monitoring (i.e. data collection, analysis, reporting?)
Baseline	Is a baseline in place? If so, where is it available from?

## Wild Coast Biodiversity Strategy and Action Plan

<b>Indicator ID &amp; name</b>	<b>Strategic Indicator 1 (SI1):</b> Area (ha) of each Wild Coast vegetation type (as highlighted in the NBSAP) included in each category of protected area									
Indicator type	Impact									
Implementation level	Level 1: Information already being collected by SANBI									
Description	The percentage of the regional and national targets (see Annexure 1) in protected areas by vegetation type. The regional targets are higher than the national targets. Progress will be measured by a steady increase in the percentage protected.									
	Vegetation type secured in the protected area estate	Baseline (%) Logframe baseline <sup>1</sup>	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	End of project (%) Logframe target	National Target (%)
	Subtropical Estuarine Salt Marshes	3.2							8	24
	Transkei Coastal Belt	1.1							11	25
	Pondoland-Natal Sandstone Coastal Sourveld	8.0							20	50
	Scarp Forest	16.6							35	66
	Mangrove Forest	0							15	100
	1: Data from the UNDP/GEF Logframe Objective indicators, these differ from the percentage achieved in existing conservation areas according to Annexure 1									
Units of measurement	Percentage									
Spatial scale	Protected area type and relevant vegetation type, summarised at bioregional scale									
Monitoring frequency	Annual									
Target/threshold	See the table above									
Confidence level	High									
Necessary conditions	This is a key indicator of project success. It will require significant progress on activities under Outcomes 1 and 3, which assumes that the WCPMU and CASU (ECPB) will be effective in undertaking and coordinating the supporting the relevant actions needed to achieve these targets and that the political situation and support for conservation is maintained or increases.									
Data sources	ECPB, Institute of Natural Resources, DWAF, SANBI									
Other information	The data supports Strategic Objective 5 of the NBSAP. This indicator measures success within the project domain and also contributes to the achievement of NBSAP, National and Provincial State of Environment goals. As ECPB finalises boundaries, including expansions of the protected areas, the data should be captured on GIS and used to update this indicator.									
Monitoring responsibility	ECPB, SANBI									
Baseline	The extent to which the targets have been achieved by the current PA as quantified in the Conservation Assessment (Reyers and Ginsburg 2005) are one baseline. This baseline may not be accurate because many of the PAs and State Forest boundaries are not surveyed. Once this is corrected the baseline should be revised.									

## Wild Coast Biodiversity Strategy and Action Plan

<b>Indicator ID &amp; name</b>	<b>Strategic Indicator 2 (SI2): Actual staff numbers of each implementing agency as a proportion of the approved staff structure</b>																																																																																																																																											
Indicator type	Output																																																																																																																																											
Implementation level	Level 1 provided the baseline and targets can be agreed																																																																																																																																											
Description	<p>This indicator measures the extent to which the post structure of the implementing agencies fits both their requirements and the needs of the Programme and whether all those posts have been filled. Percentage of approved staff structure in the implementing agencies by occupational level:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="7" style="text-align: left;"><b>Eastern Cape Parks Board</b></th> </tr> <tr> <th style="width: 40%;">Occupational Level</th> <th>Year 1</th> <th>Year 2</th> <th>Year 3</th> <th>Year 4</th> <th>Year 5</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Level 5: Director Strategic and programme based</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>100</td> </tr> <tr> <td>Level 4: Managerial, Project management and or high level technical</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>100</td> </tr> <tr> <td>Level 3: Technical Supervisory and/ or mid-level technical</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>100</td> </tr> <tr> <td>Level 2: Skilled worker, technical functions with some team leadership</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>100</td> </tr> <tr> <td>Level 1: Labourer, non-technical functions.</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>100</td> </tr> </tbody> </table> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="7" style="text-align: left;"><b>Department of Economic Affairs, Environment and Tourism</b></th> </tr> <tr> <th style="width: 40%;">Occupational Level</th> <th>Year 1</th> <th>Year 2</th> <th>Year 3</th> <th>Year 4</th> <th>Year 5</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Level 5: Director Strategic and programme based</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>100</td> </tr> <tr> <td>Level 4: Managerial, Project management and or high level technical</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>100</td> </tr> <tr> <td>Level 3: Technical Supervisory and/ or mid-level technical</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>100</td> </tr> <tr> <td>Level 2: Skilled worker, technical functions with some team leadership</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>100</td> </tr> <tr> <td>Level 1: Labourer, non-technical functions.</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>100</td> </tr> </tbody> </table> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="7" style="text-align: left;"><b>Department of Environmental Affairs and Tourism – Marine Coastal Management</b></th> </tr> <tr> <th style="width: 40%;">Occupational Level</th> <th>Year 1</th> <th>Year 2</th> <th>Year 3</th> <th>Year 4</th> <th>Year 5</th> <th>Target (%)</th> </tr> </thead> <tbody> <tr> <td>Level 5: Director Strategic and programme based</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>100</td> </tr> <tr> <td>Level 4: Managerial, Project management and or high level technical</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>100</td> </tr> <tr> <td>Level 3: Technical Supervisory and/ or mid-level technical</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>100</td> </tr> </tbody> </table>							<b>Eastern Cape Parks Board</b>							Occupational Level	Year 1	Year 2	Year 3	Year 4	Year 5	Target (%)	Level 5: Director Strategic and programme based						100	Level 4: Managerial, Project management and or high level technical						100	Level 3: Technical Supervisory and/ or mid-level technical						100	Level 2: Skilled worker, technical functions with some team leadership						100	Level 1: Labourer, non-technical functions.						100	<b>Department of Economic Affairs, Environment and Tourism</b>							Occupational Level	Year 1	Year 2	Year 3	Year 4	Year 5	Target (%)	Level 5: Director Strategic and programme based						100	Level 4: Managerial, Project management and or high level technical						100	Level 3: Technical Supervisory and/ or mid-level technical						100	Level 2: Skilled worker, technical functions with some team leadership						100	Level 1: Labourer, non-technical functions.						100	<b>Department of Environmental Affairs and Tourism – Marine Coastal Management</b>							Occupational Level	Year 1	Year 2	Year 3	Year 4	Year 5	Target (%)	Level 5: Director Strategic and programme based						100	Level 4: Managerial, Project management and or high level technical						100	Level 3: Technical Supervisory and/ or mid-level technical						100
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## Wild Coast Biodiversity Strategy and Action Plan

Level 2: Skilled worker, technical functions with some team leadership						100
Level 1: Labourer, non-technical functions.						100

### Department of Land Affairs

Occupational Level	Year 1	Year 2	Year 3	Year 4	Year 5	Target (%)
Level 5: Director Strategic and programme based						100
Level 4: Managerial, Project management and or high level technical						100
Level 3: Technical Supervisory and/ or mid-level technical						100
Level 2: Skilled worker, technical functions with some team leadership						100
Level 1: Labourer, non-technical functions.						100

### Department of Water Affairs and Forestry

Occupational Level	Year 1	Year 2	Year 3	Year 4	Year 5	Target (%)
Level 5: Director Strategic and programme based						100
Level 4: Managerial, Project management and or high level technical						100
Level 3: Technical Supervisory and/ or mid-level technical						100
Level 2: Skilled worker, technical functions with some team leadership						100
Level 1: Labourer, non-technical functions.						100

### Department of Agriculture

Occupational Level	Year 1	Year 2	Year 3	Year 4	Year 5	Target (%)
Level 5: Director Strategic and programme based						100
Level 4: Managerial, Project management and or high level technical						100
Level 3: Technical Supervisory and/ or mid-level technical						100
Level 2: Skilled worker, technical functions with some team leadership						100
Level 1: Labourer, non-technical functions.						100

## Wild Coast Biodiversity Strategy and Action Plan

<b>Department of Mineral and Energy Affairs</b>						
Occupational Level	Year 1	Year 2	Year 3	Year 4	Year 5	Target (%)
Level 5: Director Strategic and programme based						100
Level 4: Managerial, Project management and or high level technical						100
Level 3: Technical Supervisory and/ or mid-level technical						100
Level 2: Skilled worker, technical functions with some team leadership						100
Level 1: Labourer, non-technical functions.						100
Additional tables can be added for other key implementing agencies or the table could be reformatted to report annually with each implementing agency being given a column. This information could also be reported in the form of a bar graph						
Units of measurement	Percentage of the necessary posts filled					
Spatial scale	N/A					
Monitoring frequency	Annual					
Target/threshold	100% of the necessary posts filled					
Confidence level	High					
Necessary conditions	The institutional structure for project implementation is a crucial success factor. There must be continued political support for the ECPB, and the other implementing agencies, so that they get the resources needed to fill and sustain these posts and effective management so that able staff with scarce skills are retained. The critical components of the ECPB are the Board and the Director and how they work with the WCPMU and CASU. These personnel need to initiate the implementation of the rest of the project, and appoint additional staff. In particular, the PSC needs to include key stakeholders who are likely to be active in achieving the objectives of the project and ensure that there is collaboration between government departments, parastatals, and representatives of communities, NGOs and the private sector.					
Data sources	Human Resource Sections of implementing agencies					
Other information	None					
Monitoring responsibility	Implementing agencies, WCPMU to collate					
Baseline	No baseline exists. The necessary post structure must still be defined.					

## Wild Coast Biodiversity Strategy and Action Plan

<b>Indicator ID &amp; name</b>	<b>Strategic Indicator 3 (SI3): Amount (R) of capital and operational budget allocated to Wild Coast Action Plan by each agency</b>																																																														
Indicator type	Output																																																														
Implementation level	Level 1																																																														
Description	<p>The allocation of the budgeted amounts to the Wild Coast Action Plan by each implementing agency will be a key factor in the successful implementation of the Programme. It will show their commitment to achieving the objectives of the Programme by supporting the activities they have committed themselves to carrying out. This indicator measures the allocation of funds to the Wild Coast Action Plan by each agency and distinguishes between the capital budget and the operational budget.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Implementing Agency</th> <th>Year 1 (R)</th> <th>Year 2 (R)</th> <th>Year 3 (R)</th> <th>Year 4 (R)</th> <th>Year 5 (R)</th> <th>Target (R)</th> </tr> </thead> <tbody> <tr> <td>ECPB</td> <td>Capital / Operational</td> <td></td> <td></td> <td></td> <td></td> <td>C/O</td> </tr> <tr> <td>DEAET</td> <td>C/O</td> <td></td> <td></td> <td></td> <td></td> <td>C/O</td> </tr> <tr> <td>DWAF (E. Cape)</td> <td>C/O</td> <td></td> <td></td> <td></td> <td></td> <td>C/O</td> </tr> <tr> <td>MCM (DEAT E. Cape)</td> <td>C/O</td> <td></td> <td></td> <td></td> <td></td> <td>C/O</td> </tr> <tr> <td>DLA (Provincial)</td> <td>C/O</td> <td></td> <td></td> <td></td> <td></td> <td>C/O</td> </tr> <tr> <td>DA (Provincial)</td> <td>C/O</td> <td></td> <td></td> <td></td> <td></td> <td>C/O</td> </tr> <tr> <td>DME (Provincial)</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>The table has been designed with a target of a certain amount. This may not be appropriate for all the agencies as the amount needed to carry out their activities may vary from year to year. If that is the case then the actual should be reported against the target set for that year. This could be shown as a single of multiple bar graph.</p>							Implementing Agency	Year 1 (R)	Year 2 (R)	Year 3 (R)	Year 4 (R)	Year 5 (R)	Target (R)	ECPB	Capital / Operational					C/O	DEAET	C/O					C/O	DWAF (E. Cape)	C/O					C/O	MCM (DEAT E. Cape)	C/O					C/O	DLA (Provincial)	C/O					C/O	DA (Provincial)	C/O					C/O	DME (Provincial)						
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Units of measurement	Amount of the total capital or total operational budget of the implementing agency actually allocated to activities associated with the Wild Coast Action Plan each year																																																														
Spatial scale	N/A																																																														
Monitoring frequency	Annual																																																														
Target/threshold	To be established at the initiation of the Programme based on the requirements of the tasks set out in the activity tables for each implementing agency in each year of the Programme																																																														
Confidence level	High																																																														
Necessary conditions	Previously agreed levels of expenditure for each of the agencies																																																														
Data sources	Annual Report of each implementing agency																																																														
Other information	This indicator could be seen as an input rather than output indicator but can be interpreted as the output of the relevant agency in support of the Programme																																																														
Monitoring responsibility	Implementing agencies to report, WCPMU to collate																																																														
Baseline	To be established																																																														

## Wild Coast Biodiversity Strategy and Action Plan

<b>Indicator ID &amp; name</b>	<b>Strategic Indicator 4 (SI4):</b> Number of permanent and temporary jobs created within the planning domain of the Wild Coast Action Plan																																																														
Indicator type	Impact																																																														
Implementation level	Level 1																																																														
Description	<p>This indicator measures the impact of the activities, undertaken support of the Wild Coast Action Plan by each agency (in support of Strategic Objective 2, particularly Strategic Outcome 2) on the numbers of jobs that have been created.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 35%;">Implementing Agency</th> <th style="width: 10%;">Year 1</th> <th style="width: 10%;">Year 2</th> <th style="width: 10%;">Year 3</th> <th style="width: 10%;">Year 4</th> <th style="width: 10%;">Year 5</th> <th style="width: 15%;">Target (no of jobs)</th> </tr> </thead> <tbody> <tr> <td>ECPB (CASU)</td> <td>Number of jobs (Permanent / Temporary)</td> <td></td> <td></td> <td></td> <td></td> <td>P / T</td> </tr> <tr> <td>DEAET</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>DWAF (E. Cape)</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>MCM (DEAT E. Cape)</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>DA (Provincial)</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>....</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>The table has been designed with a target of a certain number of jobs. This may not be appropriate for all the agencies as their activities may not necessarily generate jobs. The Table will have to be customised for each agency. This could be shown a single or multiple bar graph.</p>							Implementing Agency	Year 1	Year 2	Year 3	Year 4	Year 5	Target (no of jobs)	ECPB (CASU)	Number of jobs (Permanent / Temporary)					P / T	DEAET							DWAF (E. Cape)							MCM (DEAT E. Cape)							DA (Provincial)							....							Total						
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DWAF (E. Cape)																																																															
MCM (DEAT E. Cape)																																																															
DA (Provincial)																																																															
....																																																															
Total																																																															
Units of measurement	Number of jobs (temporary and permanent) created by each implementing agency against targets																																																														
Spatial scale	N/A																																																														
Monitoring frequency	Annual																																																														
Target/threshold	To be established at the initiation of the project based on the potential jobs that could be set as a target for each implementing agency in the Wild Coast Programme																																																														
Confidence level	High																																																														
Necessary conditions	This indicator depends on a number of supporting indicators as it will be the outcome of a number of activities undertaken by each implementing agency																																																														
Data sources	Each implementing agency																																																														
Other information	None																																																														
Monitoring responsibility	Implementing agencies, WCPMU to collate																																																														
Baseline	To be established																																																														

## Wild Coast Biodiversity Strategy and Action Plan

<b>Indicator ID &amp; name</b>	<b>Strategic Indicator 5 (SI5): Percentage of completion of each of the critical activities in the Wild Coast Action Plan</b>						
Indicator type	Impact						
Implementation level	Level 1						
Description	<p>This indicator measures the progress on the critical sets of activities needed to achieve the priorities that have been set for the Wild Coast Action Plan and agreed by each of the implementing agencies.</p> <p>The table below has been designed with predetermined target percentage and time frame for the completion of the priority activities (based on the set of tasks required to complete that activity), and a responsible agency. See Table 3.2 and the related more detailed Tables of activities and tasks that follow it. This is a composite indicator that tracks overall progress according to agreed time frames. The percentage of the overall progress that each completed task represents may well differ between protected areas. Therefore the summary table will have to be customised for each of the priority activities. For example: 5 of the 12 activities planned for Mkambati are short-term (&amp; ongoing) and the rest are medium-term (&amp; ongoing). If the ongoing portion is excluded then, in simple terms, 41% should be completed by the end of year 1 and the balance by the end of year 3 (see Table 3.3). The table could be expanded to include the target percentage and time frames for the medium and long term tasks as well.</p>						
	<b>Outcome 1.1: Securing Protected Areas</b>		<b>Baseline (%)</b>	<b>Short-term</b>		<b>Agencies primarily responsible for implementation</b>	
	<b>Output No</b>			<b>Actual (%)</b>	<b>Target (%)</b>	<b>Time frame (end of year)</b>	
	1.1.1	Pondoland: Mkambati			41	1	ECPB
		Pondoland: Ntsubane			50	1	ECPB/DWAF
		Pondoland: Mt Sullivan			50	1	ECPB/DWAF
		Pondoland: MPA			63	1	MCM
	1.1.2	Silaka PNR			41	1	ECPB
		Mt Thesiger SF			20	1	DWAF/ECPB/DEAET
	1.1.3	Hluleka: PNR			63	1	ECPB
		Hluleka: MPA			33	1	MCM/ECPB
	1.1.4	Dwesa Cwebe: PNR			28	1	ECPB
		Dwesa Cwebe: MPA			50	1	MCM/ECPB
	1.1.5	Manubi SF			15	1	DWAF/ECPB/DEAET
	1.1.6	Gxwaleni SF			15	1	DWAF/ECPB/DEAET
	1.1.7	Mpame SF			15	1	DWAF/ECPB/DEAET
	1.1.8	Transkei Coastal PCA			17	1	DWAF/ECPB/DEAET
	1.1.11	Coastal Conservation Area			21	1	DEAET
	<b>Outcome 1.2: Expanding Protected Areas</b>						
	1.2.1	Umtamvuna PNR			43	3	ECPB/KZNWS
	1.2.2	Greater Pondoland Conservation Area			30	1	ECPB/DEAET/DEAT
	1.2.3	Mngazana Estuary			20	3	ECPB
	<b>Outcome 1.3: CBNRM priority areas</b>						
	1.3.1	Pondoland			36	1	DEAET/MCM/DA
	1.3.2	Hluleka			9	1	DEAET/MCM/DA

## Wild Coast Biodiversity Strategy and Action Plan

1.3.3	Mngazana			67	3	DWAF/DEAET
<b>Outcome 2.1: CBNRM maintaining the resource base</b>						
2.1.1	Sustainable harvesting of State Forests			33	1	DWAF
2.1.2	Sustainable use of marine resources			38	1	MCM
<b>Outcome 2.2: Sustainable livelihoods</b>						
2.2.1	Upgrading ecotourism facilities within the existing protected areas	0		To be set		ECPB
2.2.2	Promoting sustainable tourism in the Wild Coast region.			To be set		Per agency
2.2.3	Support sustainable use of marine resources			To be set		MCM
<b>Outcome 3.1: Developing political support</b>						
3.1.1	Strengthen governance structures			100		
3.1.2	Strengthen legal frameworks			100		
3.1.3	Establish formal co-operative agreements			100		
<b>Outcome 3.2: Supporting coordination and implementation</b>						
3.2.1	Establish a Wild Coast Steering Committee	0		100	1	WCPMU
3.2.2	Establish a Wild Coast Programme Management Unit			100	1	WCPMU
3.2.4	Establish the co-operative governance structures for the Coastal Conservation Area	0		To be set		To be set
<b>Outcome 3.3: Strengthening institutions</b>						
3.3.1	Eastern Cape Parks Board			To be set		To be set
3.3.2	Department of Economic Affairs, Environment and Tourism			To be set		To be set
3.3.7	Local municipalities and traditional authorities			To be set		To be set
<b>Outcome 3.4: Creating and implementing an enabling legal &amp; policy framework</b>						
3.4.1	Wild Coast bioregion	0		28	1	DEAT/WCPMU
3.4.2	Co-operative agreements	0		100	1	DEAT/WCPMU
<b>Outcome 3.5: Mainstreaming biodiversity into sectoral plans, policies and practice</b>						
3.5.1	Promote sustainable tourism			To be set		To be set
3.5.4	Promote sustainable land use planning			To be set		To be set
Units of measurement	Percentage progress on each Output					
Spatial scale	N/A					
Monitoring frequency	Annual					
Target/threshold	Per Output, see the Table. To be finalised as soon as possible after the initiation of the project, based on the agreed schedule for the activities					
Confidence level	High					
Necessary conditions	This indicator depends on a number of supporting indicators because it will be the outcome of a number of activities undertaken by each implementing agency. Many of the tasks themselves depend on other activities and tasks being completed. The data will only be available to the WCPMU if each of the implementing agencies tracks its own activities so that summaries can be conveyed to the WCPMU					
Data sources	Reporting by each implementing agency					
Other information	None					

## Wild Coast Biodiversity Strategy and Action Plan

Monitoring responsibility	Implementing agencies, WCPMU to collate
Baseline	See the Table. To be finalised as soon as possible after the initiation of the project, based on the agreed schedule for the activities

## Wild Coast Biodiversity Strategy and Action Plan

<b>Indicator ID &amp; name</b>	<b>OI1.1.i: Number of co-management committees established, constituted and effective in protected areas</b>																																																							
Indicator type	Output indicator																																																							
Implementation level	Level 1: information available immediately																																																							
Description	<p>The indicator tracks the establishment of co-management committees for all protected areas. This is best presented as a quarterly summary table that lists protected areas in order of priority and indicates which stage in the committee establishment process has been reached.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Protected Area</th> <th>Baseline status</th> <th>Target date for functional committee</th> <th>Negotiations with Community</th> <th>Nomination / election of committee</th> <th>Formal constitution of committee</th> <th>Committee meeting regularly</th> </tr> </thead> <tbody> <tr> <td>Mtamvuna NR</td> <td></td> <td>Year 5</td> <td>% complete</td> <td>Y/N</td> <td>Y/N</td> <td>Y/N</td> </tr> <tr> <td>Mkambati NR</td> <td></td> <td>Year 1</td> <td>% complete</td> <td>Y/N</td> <td>Y/N</td> <td>Y/N</td> </tr> <tr> <td>Silaka NR</td> <td></td> <td>Year 1</td> <td>% complete</td> <td>Y/N</td> <td>Y/N</td> <td>Y/N</td> </tr> <tr> <td>Hluleka NR</td> <td></td> <td>Year 1</td> <td>% complete</td> <td>Y/N</td> <td>Y/N</td> <td>Y/N</td> </tr> <tr> <td>Dwesa-Cwebe NR</td> <td></td> <td>Year 1</td> <td>% complete</td> <td>Y/N</td> <td>Y/N</td> <td>Y/N</td> </tr> <tr> <td>Mngazana Protected Area</td> <td></td> <td>Year 5</td> <td>% complete</td> <td>Y/N</td> <td>Y/N</td> <td>Y/N</td> </tr> </tbody> </table> <p>The overall target would be to have fully functional co-management committees in at least six of the priority protected areas</p>							Protected Area	Baseline status	Target date for functional committee	Negotiations with Community	Nomination / election of committee	Formal constitution of committee	Committee meeting regularly	Mtamvuna NR		Year 5	% complete	Y/N	Y/N	Y/N	Mkambati NR		Year 1	% complete	Y/N	Y/N	Y/N	Silaka NR		Year 1	% complete	Y/N	Y/N	Y/N	Hluleka NR		Year 1	% complete	Y/N	Y/N	Y/N	Dwesa-Cwebe NR		Year 1	% complete	Y/N	Y/N	Y/N	Mngazana Protected Area		Year 5	% complete	Y/N	Y/N	Y/N
Protected Area	Baseline status	Target date for functional committee	Negotiations with Community	Nomination / election of committee	Formal constitution of committee	Committee meeting regularly																																																		
Mtamvuna NR		Year 5	% complete	Y/N	Y/N	Y/N																																																		
Mkambati NR		Year 1	% complete	Y/N	Y/N	Y/N																																																		
Silaka NR		Year 1	% complete	Y/N	Y/N	Y/N																																																		
Hluleka NR		Year 1	% complete	Y/N	Y/N	Y/N																																																		
Dwesa-Cwebe NR		Year 1	% complete	Y/N	Y/N	Y/N																																																		
Mngazana Protected Area		Year 5	% complete	Y/N	Y/N	Y/N																																																		
Units of measurement	In this table the measurements would be of the % progress towards completion of the task or a simple Y/N																																																							
Spatial scale	Per protected area																																																							
Monitoring frequency	Quarterly																																																							
Target/threshold	A functional co-management committee																																																							
Confidence level	High																																																							
Necessary conditions	<p>A legitimate and representative community leadership structure that can enter into agreements on behalf of the community                      All land claims have been resolved and the boundaries finalised because the community may not be prepared to enter into any discussions about co-management until the land claims have been resolved</p>																																																							
Data sources	PA management (where that exists) or the negotiating team within ECPB/DEAET/DWAF																																																							
Other information	None																																																							
Monitoring responsibility	ECPB/DEAET/DWAF, WCPMU to collate																																																							
Baseline	The baseline differs between PAs but none, apparently, have fully functional co-management committees at present																																																							



## Wild Coast Biodiversity Strategy and Action Plan

<b>Indicator ID &amp; name</b>	<b>OI1.1.ii: Management Effectiveness Tracking Tool (METT) scores</b>								
Indicator type	Output								
Implementation level	Level 2 – the information that will be assessed and the responses and their scoring need to be agreed before this indicator can be used to give a consistent score for the different PAs and PA types								
Description	The status of each of the PAs needs to be scored using the METT system customised for the specific protected area or protected area type (see Appendix 3 for a brief explanation and source documents). The PAs should be ordered according to the priority given to each protected area								
	Protected Area	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5	Target	Timeframe
	Mkambati NR	Score						65	Year 5
	Pondoland MPA							65	Year 5
	Silaka NR							65	Year 5
	Hluleka NR							65	Year 5
	Hluleka MPA							65	Year 5
	Dwesa-Cwebe NR							65	Year 5
	Dwesa-Cwebe MPA							65	Year 5
	State Forest								
Units of measurement	Numerical score								
Spatial scale	Per protected area								
Monitoring frequency	Annual								
Target/threshold	See table above, use an agreed and reasonable time frame								
Confidence level	High								
Necessary conditions	This indicator requires that a number of processes have been initiated to establish the reserve, staff it adequately, provide resources, develop management plans and so on (See Appendix 3 for more details).								
Data sources	ECPB/DEAET/DWAF								
Other information	None								
Monitoring responsibility	ECPB/DEAET/DWAF, WCPMU to collate								
Baseline	WCPMU to clarify current situation and status of the protected areas for use as baseline with the relevant implementing agencies								

## Wild Coast Biodiversity Strategy and Action Plan

<b>Indicator ID &amp; name</b>	<b><i>OI1.1.iii: Percentage cover and density, by species, of key alien invasive plants in protected areas</i></b>																																																								
Indicator type	Impact																																																								
Implementation level	Level 1?																																																								
Description	<p>The status of the invasions in each of the PAs must still be surveyed, but it could be reported as the total area and percentage cover per species and per protected area. It could be reported per species but is probably more practical to report this for the key species only (as shown here) with a total extent and cover. The standards developed by Working for Water should be used for the mapping.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="7" style="text-align: left;"><b>Mkambati NR</b></th> </tr> <tr> <th style="width: 35%;">Species</th> <th style="width: 15%;">Baseline</th> <th style="width: 10%;">Year 2</th> <th style="width: 10%;">Year 4</th> <th style="width: 10%;">Year 6</th> <th style="width: 10%;">Target</th> <th style="width: 10%;">Timeframe (date)</th> </tr> </thead> <tbody> <tr> <td>Acacia mearnsii</td> <td>ha / % cover</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Chromolaena odorata</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Lantana camara</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>.....</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Other species</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>A table could be used for each protected area as shown here or the table could be per year with the protected areas being the columns. The level of detail would need to be determined with the PA managers.</p>	<b>Mkambati NR</b>							Species	Baseline	Year 2	Year 4	Year 6	Target	Timeframe (date)	Acacia mearnsii	ha / % cover						Chromolaena odorata							Lantana camara							.....							Other species							Total						
<b>Mkambati NR</b>																																																									
Species	Baseline	Year 2	Year 4	Year 6	Target	Timeframe (date)																																																			
Acacia mearnsii	ha / % cover																																																								
Chromolaena odorata																																																									
Lantana camara																																																									
.....																																																									
Other species																																																									
Total																																																									
Units of measurement	Hectares and percentage cover																																																								
Spatial scale	Per protected area																																																								
Monitoring frequency	Biennial (two yearly)																																																								
Target/threshold	Complete clearance within an agreed and reasonable time frame																																																								
Confidence level	High																																																								
Necessary conditions	The protected area must be properly defined before the baselines can be set. The intention is to use the Working for Water Programme as the clearing agency. The time frames and other requirements for the clearing programmes will have to be negotiated with WfW before this indicator can be finalised.																																																								
Data sources	ECPB/DEAET/DWAF																																																								
Other information	None																																																								
Monitoring responsibility	ECPB/DEAET/DWAF																																																								
Baseline	Baseline to be set once the areas have been mapped to Working for Water's standards																																																								

## Wild Coast Biodiversity Strategy and Action Plan

<b>Indicator ID &amp; name</b>	<b>OI1.1.iv: Number of illegal cottages removed</b>																	
Indicator type	Impact																	
Implementation level	Level 1																	
Description	<p>The number of illegal cottages per group of locations which have been successfully removed:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2" style="text-align: left;">Locations</th> <th colspan="3">Removed</th> </tr> <tr> <th style="text-align: center;">Actual</th> <th style="text-align: center;">Target</th> <th style="text-align: center;">Time frame (end of year)</th> </tr> </thead> <tbody> <tr> <td>Mnyameni, Mpantsana and Manteku, Degaan Stream, Black Sands</td> <td></td> <td style="text-align: center;">All</td> <td style="text-align: center;">3</td> </tr> <tr> <td>Sikombe, Mtentu, Poenskop, Mzamba, Msikaba, Mbotyi and Ntafufu, Xora mouth, Mdumbi, Tshani, Mnenu river, Mngazana, Mthatha river mouth, Ntlupeni, Trennerys, Umgazi, Coffee Bay, Hole in the Wall, Mbolompo, Nthlabansi, Mpande</td> <td></td> <td style="text-align: center;">All</td> <td style="text-align: center;">3</td> </tr> </tbody> </table> <p>The table above groups the cottages as they are grouped in the Activity Table 3-4. It may be more logical, and potentially could be monitored more easily, if the cottage locations are grouped according to the areas in where they are situated or according to the local area managers who will be responsible for their removal and the rehabilitation.</p>			Locations	Removed			Actual	Target	Time frame (end of year)	Mnyameni, Mpantsana and Manteku, Degaan Stream, Black Sands		All	3	Sikombe, Mtentu, Poenskop, Mzamba, Msikaba, Mbotyi and Ntafufu, Xora mouth, Mdumbi, Tshani, Mnenu river, Mngazana, Mthatha river mouth, Ntlupeni, Trennerys, Umgazi, Coffee Bay, Hole in the Wall, Mbolompo, Nthlabansi, Mpande		All	3
Locations	Removed																	
	Actual	Target	Time frame (end of year)															
Mnyameni, Mpantsana and Manteku, Degaan Stream, Black Sands		All	3															
Sikombe, Mtentu, Poenskop, Mzamba, Msikaba, Mbotyi and Ntafufu, Xora mouth, Mdumbi, Tshani, Mnenu river, Mngazana, Mthatha river mouth, Ntlupeni, Trennerys, Umgazi, Coffee Bay, Hole in the Wall, Mbolompo, Nthlabansi, Mpande		All	3															
Units of measurement	Number of cottages removed																	
Spatial scale	Planning Domain																	
Monitoring frequency	Quarterly																	
Target/threshold	Complete removal according to an agreed and reasonable time frame																	
Confidence level	High																	
Necessary conditions	The Illegal Cottages Task Force must be maintained under the jurisdiction of the Wild Coast Programme Steering Committee. The prosecution of the test cases (the top row) must be successfully completed so that the remainder can be removed after the necessary legal procedures have been completed.																	
Data sources	DEAET																	
Other information	None																	
Monitoring responsibility	DEAET																	
Baseline	The baseline is that none of the cottages have been removed yet																	

## Wild Coast Biodiversity Strategy and Action Plan

<b>Indicator ID &amp; name</b>	<b>OI1.1.v: Number of illegal sand mines</b>																																				
Indicator type	Impact																																				
Implementation level	Level 2 – the baseline must still be determined																																				
Description	<p>The number of illegal sand mines where the users/owners have been successfully prosecuted and the sites rehabilitated as reported each quarter:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2">Locations</th> <th rowspan="2">Baseline</th> <th colspan="3">Prosecutions completed</th> <th colspan="3">Rehabilitated</th> </tr> <tr> <th>Actual</th> <th>Target</th> <th>Time frame (end of year)</th> <th>Actual</th> <th>Target</th> <th>Time frame (end of year)</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td>All</td> <td>1</td> <td></td> <td>All</td> <td>3</td> </tr> <tr> <td></td> <td></td> <td></td> <td>All</td> <td>1</td> <td></td> <td>All</td> <td>3</td> </tr> </tbody> </table> <p>The table above is set up to group the mines by their locations. It may be more logical and could be monitored more easily if the mines are grouped according to the areas in where they are situated or according to the protected area managers who will be responsible for their rehabilitation.</p>							Locations	Baseline	Prosecutions completed			Rehabilitated			Actual	Target	Time frame (end of year)	Actual	Target	Time frame (end of year)				All	1		All	3				All	1		All	3
Locations	Baseline	Prosecutions completed			Rehabilitated																																
		Actual	Target	Time frame (end of year)	Actual	Target	Time frame (end of year)																														
			All	1		All	3																														
			All	1		All	3																														
Units of measurement	Number of mines closed and mines rehabilitated																																				
Spatial scale	Planning Domain																																				
Monitoring frequency	Quarterly																																				
Target/threshold	Complete closure and rehabilitation according to an agreed and reasonable time frame; medium term is specified in the relevant activities																																				
Confidence level	High																																				
Necessary conditions	A register and map of all the illegal sand mining operations must be compiled. The prosecution must be successfully completed by DEAET/DME so that the mines can be closed and rehabilitated.																																				
Data sources	DEAET/DME																																				
Other information	None																																				
Monitoring responsibility	DEAET/DME																																				
Baseline	The baseline for the number of mines can be added once the is available																																				

## Wild Coast Biodiversity Strategy and Action Plan

Indicator ID & name	<b>OI1.2.i: Additional land included in protected area estate (ha)</b>				
Indicator type	Impact				
Implementation level	Level 2 – data still need to be collected				
Description	The total area, in hectares of each of the protected areas proclaimed and under co-operative management agreements with the relevant institutions, particularly local communities.				
	Item	Baseline	Year 3	Year 6	End of Programme
	Total indigenous state forests (70,000 ha) incorporated into formal provincial protected areas				Equivalent of 80%
	Percentage of total Coastal Conservation Area (245km <sup>2</sup> ) with the legal tenure secured				Equivalent of 60%
	Provincial protected areas	14 210			32 000
	Conservancies				63 000
	Total protected area				95 000
	Progress will be measured by a steady increase in the extent of PAs in each category above				
Units of measurement	Hectares				
Spatial scale	Wild Coast domain				
Monitoring frequency	Every three years				
Target/threshold	To be established. Complete incorporation may not be achievable due to situations outside the project's control and a realistic target should be set for each category by the WCPMU in consultation with key role players				
Confidence level	High				
Necessary conditions	This is a key indicator of project success. It requires significant progress on outcomes under Strategic Objective 3, specifically Outcome 3.3. It assumes that the WCPMU and ECPB, in particular, will be effective in undertaking and coordinating the activities needed to achieve the supporting outputs and that the political situation and support for conservation is maintained or increases. The legal powers given by the Coastal Conservation Area need to be assessed to determine the degree of conservation protection it can provide.				
Data sources	ECPB, DWAF & DEAET				
Other information	This indicator measures success within the project domain and also contributes to the achievement of national and provincial goals (Strategic Objective 5 of the NBSAP). The additions should be captured on GIS for updating S1 (achievement of targets for priority vegetation types)				
Monitoring responsibility	ECPB, DWAF & DEAET				
Baseline	To be established. The extent to which the targets have been achieved by the currently defined protected areas is one possible baseline. The problem is that many of the areas the boundaries are not defined or secure. An agreed baseline will have to be established soon after project initiation.				

## Wild Coast Biodiversity Strategy and Action Plan

<b>Indicator ID &amp; name</b>	<b><i>OI1.2.ii: Number of conservation agreements being negotiated and concluded</i></b>																																																						
Indicator type	Output indicator																																																						
Implementation level	Level 2 - information available once collated																																																						
Description	<p>The indicator tracks the negotiation and conclusion of Conservation Agreements between the ECPB and the other parties on the co-management committee established for each Protected Area. This is best presented as a quarterly summary table that lists protected areas in order of priority and indicates which stage in the agreement process has been reached.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 35%;">Protected Area</th> <th style="width: 15%;">Baseline status</th> <th style="width: 15%;">Negotiations (% completed)</th> <th style="width: 15%;">Concluded (date)</th> <th style="width: 20%;">Target date for conclusion</th> </tr> </thead> <tbody> <tr> <td>Mkambati NR</td> <td></td> <td></td> <td></td> <td>End of year 1</td> </tr> <tr> <td>Silaka NR</td> <td></td> <td></td> <td></td> <td>End of year 1</td> </tr> <tr> <td>Dwesa-Cwebe NR</td> <td></td> <td></td> <td></td> <td>End of year 1</td> </tr> <tr> <td>Gxwaleni SF</td> <td></td> <td></td> <td></td> <td>End of year 2</td> </tr> <tr> <td>Mpame SF</td> <td></td> <td></td> <td></td> <td>End of year 2</td> </tr> <tr> <td>Umtamvuna NR</td> <td></td> <td></td> <td></td> <td>End of year 2</td> </tr> <tr> <td>Mngazana</td> <td></td> <td></td> <td></td> <td>End of year 2</td> </tr> <tr> <td>Centane CFR</td> <td></td> <td></td> <td></td> <td>End of year 3</td> </tr> <tr> <td>.....</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>The overall target would be to have a Conservation Agreement for each of the priority Protected Areas</p>					Protected Area	Baseline status	Negotiations (% completed)	Concluded (date)	Target date for conclusion	Mkambati NR				End of year 1	Silaka NR				End of year 1	Dwesa-Cwebe NR				End of year 1	Gxwaleni SF				End of year 2	Mpame SF				End of year 2	Umtamvuna NR				End of year 2	Mngazana				End of year 2	Centane CFR				End of year 3	.....				
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Mngazana				End of year 2																																																			
Centane CFR				End of year 3																																																			
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Units of measurement	In this table the measurements would be of the % completion of negotiations and then date of completion																																																						
Spatial scale	Per protected area																																																						
Monitoring frequency	Quarterly																																																						
Target/threshold	A concluded Conservation Agreement process																																																						
Confidence level	High																																																						
Necessary conditions	<p>A legitimate and representative community leadership structure that can enter into agreements on behalf of the community                      All land claims have been resolved and the boundaries finalised because the community may not be prepared to enter into any discussions about Conservation Agreements until the land claims have been resolved.</p>																																																						
Data sources	ECPB																																																						
Other information	The Conservation Agreement is a legally binding contract between the affected communities and the ECPB, in terms of which a designated portion of their land is included into a specified Protected Area, and will be subject to agreed conditions which ensure that it is effectively conserved.																																																						
Monitoring responsibility	ECPB/DWAF, WCPMU to collate																																																						
Baseline	The baseline must still be set for each Priority Area																																																						

## Wild Coast Biodiversity Strategy and Action Plan

<b>Indicator ID &amp; name</b>	<b><i>OI1.3.i: Number of Community-Based Natural Resource Management structures established</i></b>																																																																																																																
Indicator type	Output indicator																																																																																																																
Implementation level	Level 2: information will have to be gathered																																																																																																																
Description	<p>The indicator tracks the establishment and continuation of a programme supporting CBNRM in community owned land in priority areas that is not included in the protected area estate. This programme would be customised to each community depending on the nature of the key resources that need to be managed sustainably (e.g. marine, terrestrial, forest, grassland)</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Priority Area</th> <th>Number of communities</th> <th>Negotiations on CBNRM</th> <th>Agreement on CBNRM</th> <th>Number of CBNRM programmes</th> <th>Target</th> <th>Target date</th> </tr> </thead> <tbody> <tr> <td>Mtamvuna PA</td> <td></td> <td>Y/N</td> <td>Y/N</td> <td></td> <td>all</td> <td>3-6 years</td> </tr> <tr> <td>Pondoland PA</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Silaka Expansion</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Mngazana PA</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Hluleka Expansion</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Ndungunyeni PA</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Mthatha PA</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Gxwaleni PA</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Mpame PA</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Xora River PA</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Dwesa-Cwebe PA</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Qora River PA</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Manubi Forest PA</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Transkei Coastal PA</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Kei River PA</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>The overall target would be to have at least one CBNRM programme running in each community in each of these areas. It may be necessary to have a separate programme for each resource but, ideally, there should be one programme to reinforce the message that all resources and users will benefit in the long-term from effective application of CBNRM. A graduated target could be set using the current status of key resources to determine priorities.</p>	Priority Area	Number of communities	Negotiations on CBNRM	Agreement on CBNRM	Number of CBNRM programmes	Target	Target date	Mtamvuna PA		Y/N	Y/N		all	3-6 years	Pondoland PA							Silaka Expansion							Mngazana PA							Hluleka Expansion							Ndungunyeni PA							Mthatha PA							Gxwaleni PA							Mpame PA							Xora River PA							Dwesa-Cwebe PA							Qora River PA							Manubi Forest PA							Transkei Coastal PA							Kei River PA						
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Spatial scale	Per priority area																																																																																																																
Monitoring frequency	Annual																																																																																																																

## Wild Coast Biodiversity Strategy and Action Plan

Target/threshold	An operational CBNRM programme
Confidence level	High
Necessary conditions	A legitimate and representative community leadership structure that has the capacity and understanding to negotiate and to administer and enforce the CBNRM programme. Levels of sustainable use must have been established for at least the key resources (see O2.1.i).
Data sources	PA management (where that exists) or the negotiating team
Other information	None
Monitoring responsibility	ECPB/DEAET/DWAF, WCPMU to collate
Baseline	To be determined



## Wild Coast Biodiversity Strategy and Action Plan

<b>Indicator ID &amp; name</b>	<b><i>OI1.3.ii: Area (ha) of land in priority areas under conservancy agreements</i></b>																																																																																									
Indicator type	Output indicator																																																																																									
Implementation level	Level 2: information will have to be gathered																																																																																									
Description	<p>The indicator tracks the area of communal land included in conservancies and managed under an agreed CBNRM programme.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 35%;">Priority Area</th> <th style="width: 15%;">Number of conservancy agreements</th> <th style="width: 15%;">Area protected (ha)</th> <th style="width: 15%;">Target</th> <th style="width: 20%;">Time frame</th> </tr> </thead> <tbody> <tr><td>Mtamvuna PA</td><td></td><td></td><td></td><td></td></tr> <tr><td>Pondoland PA</td><td></td><td></td><td></td><td></td></tr> <tr><td>Silaka Expansion</td><td></td><td></td><td></td><td></td></tr> <tr><td>Mngazana PA</td><td></td><td></td><td></td><td></td></tr> <tr><td>Hluleka Expansion</td><td></td><td></td><td></td><td></td></tr> <tr><td>Ndungunyeni PA</td><td></td><td></td><td></td><td></td></tr> <tr><td>Mthatha PA</td><td></td><td></td><td></td><td></td></tr> <tr><td>Gxwaleni PA</td><td></td><td></td><td></td><td></td></tr> <tr><td>Mpame PA</td><td></td><td></td><td></td><td></td></tr> <tr><td>Xora River PA</td><td></td><td></td><td></td><td></td></tr> <tr><td>Dwesa-Cwebe PA</td><td></td><td></td><td></td><td></td></tr> <tr><td>Qora River PA</td><td></td><td></td><td></td><td></td></tr> <tr><td>Manubi Forest PA</td><td></td><td></td><td></td><td></td></tr> <tr><td>Transkei Coastal PA</td><td></td><td></td><td></td><td></td></tr> <tr><td>Kei River PA</td><td></td><td></td><td></td><td></td></tr> <tr> <td><b>Total</b></td> <td></td> <td></td> <td style="text-align: center;">25 000</td> <td></td> </tr> </tbody> </table> <p>The overall target would be to have at much area as possible included in the conservancy for at least one resource or type of resource. A target could be set using the current status of key resources to determine priorities for protecting different areas.</p>					Priority Area	Number of conservancy agreements	Area protected (ha)	Target	Time frame	Mtamvuna PA					Pondoland PA					Silaka Expansion					Mngazana PA					Hluleka Expansion					Ndungunyeni PA					Mthatha PA					Gxwaleni PA					Mpame PA					Xora River PA					Dwesa-Cwebe PA					Qora River PA					Manubi Forest PA					Transkei Coastal PA					Kei River PA					<b>Total</b>			25 000	
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Units of measurement	The area in hectares per priority area																																																																																									
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Target/threshold	To be determined																																																																																									
Confidence level	High																																																																																									
Necessary conditions	A legitimate and representative community leadership structure that can negotiate and enter into conservancy agreements projects and maintain them in terms of agreed management practices.																																																																																									

## Wild Coast Biodiversity Strategy and Action Plan

Data sources	DEAET/DWAF
Other information	The data can be included in the reporting on indicator S1
Monitoring responsibility	DEAET/DWAF, WCPMU to collate?
Baseline	To be determined

## Wild Coast Biodiversity Strategy and Action Plan

Indicator ID & name	<i>OI1.3.iii: Area (ha) of land in priority areas under LandCare projects</i>				
Indicator type	Output indicator				
Implementation level	Level 2: information will have to be gathered				
Description	The indicator tracks the establishment and continuation of the area of communal land included in conservancies as under a LandCare project. There needs to be a system for indicating which areas are actually being managed in accordance with LandCare guidelines.				
	Priority Area	Number of LandCare projects	Area protected (ha)	Target	Time frame
	Mtamvuna PA				
	Pondoland PA				
	Silaka Expansion				
	Mngazana PA				
	Hluleka Expansion				
	Ndungunyeni PA				
	Mthatha PA				
	Gxwaleni PA				
	Mpame PA				
	Xora River PA				
	Dwesa-Cwebe PA				
	Qora River PA				
	Manubi Forest PA				
	Transkei Coastal PA				
Kei River PA					
Total			40 000		
	The overall target would be to have at much area as possible included in the conservancy for at least one resource or type of resource. A target could be set using the current status of key resources to determine priorities for protection.				
Units of measurement	The area in hectares per priority area				
Spatial scale	Per priority area				
Monitoring frequency	Every 2 years				
Target/threshold	To be determined				
Confidence level	High				

## Wild Coast Biodiversity Strategy and Action Plan

Necessary conditions	A legitimate and representative community leadership structure that has the capacity and understanding to negotiate and enter into LandCare projects and to maintain them in terms of an agreed management regime.
Data sources	DEAET/DWAF
Other information	The data could be included in the reporting on indicator S1 if the level of protection is deemed adequate and the land-use is suitable (e.g. natural grasslands used as pasture)
Monitoring responsibility	DEAET/DWAF, WCPMU to collate?
Baseline	To be determined

## Wild Coast Biodiversity Strategy and Action Plan

<b>Indicator ID &amp; name</b>	<b>OI1.3.iv: Percentage cover and density, by species, of key alien invasive plants in priority areas</b>																																																								
Indicator type	Impact																																																								
Implementation level	Level 1?																																																								
Description	<p>The status of the invasions in each of the priority areas needs to be surveyed still, but could be reported as the total area and percentage cover per species and per priority area. It could be reported per species but is probably more practical to report this for the key species only (as shown here) with a total extent and cover. The standards developed by Working for Water should be used for the mapping.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="7" style="text-align: left;">Pondoland</th> </tr> <tr> <th style="width: 35%;">Species</th> <th style="width: 15%;">Baseline</th> <th style="width: 10%;">Year 2</th> <th style="width: 10%;">Year 4</th> <th style="width: 10%;">Year 6</th> <th style="width: 10%;">Target</th> <th style="width: 10%;">Timeframe (date)</th> </tr> </thead> <tbody> <tr> <td>Acacia mearnsii</td> <td>ha / % cover</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Chromolaena odorata</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Lantana camara</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>.....</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Other species</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>A table could be used for each priority area, as shown here, or the table could be per year with the priority areas being the columns. The level of detail would need to be determined with Working for Water and the community.</p>	Pondoland							Species	Baseline	Year 2	Year 4	Year 6	Target	Timeframe (date)	Acacia mearnsii	ha / % cover						Chromolaena odorata							Lantana camara							.....							Other species							Total						
Pondoland																																																									
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Total																																																									
Units of measurement	Hectares and percentage cover																																																								
Spatial scale	Per protected area																																																								
Monitoring frequency	Biennial (two yearly)																																																								
Target/threshold	Complete clearance within an agreed and reasonable time frame																																																								
Confidence level	High																																																								
Necessary conditions	The priority area must be properly defined before the baselines can be set. The intention is to use the Working for Water Programme as the clearing agency. The time frames and other requirements for the clearing programmes will have to be negotiated with WfW before this indicator can be finalised.																																																								
Data sources	DEAET/DWAF																																																								
Other information	None																																																								
Monitoring responsibility	DEAET/DWAF																																																								
Baseline	Baseline to be set once the areas have been mapped to Working for Water's standards																																																								

## Wild Coast Biodiversity Strategy and Action Plan

<b>Indicator ID &amp; name</b>	<b>OI1.3.v: Percentage of rivers/estuaries in good condition</b>																																																																							
Indicator type	Impact																																																																							
Implementation level	Level 2 – some development will be needed																																																																							
Description	<p>The status of the rivers and estuaries and rivers is a good indication of the state of land management. In many cases the rivers extend beyond the planning domain for the Wild Coast Action Plan so the reporting would have to be specific to the area affected by the Programme. The same applies to the estuaries. The reporting also may have to be qualified with whether or not activities within the planning domain are the cause of the condition or not. This is why the indicator is reported per estuary//river with an overall summary at the bottom of the table.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 25%;">Estuary/river</th> <th style="width: 15%;">Baseline</th> <th style="width: 10%;">Year 2</th> <th style="width: 10%;">Year 4</th> <th style="width: 10%;">Year 6</th> <th style="width: 10%;">Target (%)</th> <th style="width: 10%;">Timeframe (date)</th> <th style="width: 10%;">Notes</th> </tr> </thead> <tbody> <tr> <td>Umtamvuna</td> <td>Condition rating</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>(e.g. the source of factors that reduce the condition scores)</td> </tr> <tr> <td>Mngazana</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Mtentu</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Mtata</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Mzintlava</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>.....</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Percentage in good condition</td> <td></td> <td></td> <td></td> <td></td> <td>100</td> <td>To be set</td> <td></td> </tr> </tbody> </table>								Estuary/river	Baseline	Year 2	Year 4	Year 6	Target (%)	Timeframe (date)	Notes	Umtamvuna	Condition rating						(e.g. the source of factors that reduce the condition scores)	Mngazana								Mtentu								Mtata								Mzintlava								.....								Percentage in good condition					100	To be set	
Estuary/river	Baseline	Year 2	Year 4	Year 6	Target (%)	Timeframe (date)	Notes																																																																	
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Percentage in good condition					100	To be set																																																																		
Units of measurement	Estuary Condition (Estuary Health Index as developed for the DWAF Reserve Determination methodology) or River Health Index																																																																							
Spatial scale	Per estuary/river																																																																							
Monitoring frequency	Biennial (two yearly)																																																																							
Target/threshold	All in good condition																																																																							
Confidence level	High																																																																							
Necessary conditions	This requires a baseline survey and may also require some development of the Indexes and guidelines their interpretation for it to be applied consistently.																																																																							
Data sources	MCM/DEAET																																																																							
Other information	None																																																																							
Monitoring responsibility	MCM/DEAET																																																																							
Baseline	Baseline to derived from information supplied by MCM/DEAET																																																																							

## Wild Coast Biodiversity Strategy and Action Plan

<b>Indicator ID &amp; name</b>	<b>OI2.1i: Percentage of key resources for which levels of sustainable use have been established</b>			
Indicator type	Impact			
Implementation level	Level 1			
Description	The percentage of the key resources for which Thresholds of Potential Concern have been established.			
	Key resource	Study commissioned	Completed	Threshold of Potential Concern communicated to relevant bodies
	Thatching grass			
	.....			
	Total number			
	Percentage progress	% under study	% complete	% complete
	Target	100	100	100
	Time frame	Year 1	Year 2	Year 2
	This table has been constructed so that the indicator is reported using the summary information in the bottom row			
Units of measurement	Percentage of key resources			
Spatial scale	Per resource			
Monitoring frequency	Annual?			
Target/threshold	All Thresholds of Potential Concerns completed and communicated			
Confidence level	High			
Necessary conditions	There will have to be a process of identifying the key resources and establishing whether guidelines or Thresholds of Potential Concern have been identified. In the case of CBNRM the information and understanding must be communicated in terminology and procedures that can be understood and applied by communities.			
Data sources	DEAET/DWAF/MCM			
Other information	None			
Monitoring responsibility	DEAET/DWAF/MCM, WCPMU to collate			
Baseline	The baseline will have to be established			

## Wild Coast Biodiversity Strategy and Action Plan

Indicator ID & name	<b><i>OI2.2.i: Number of small-scale community business enterprises, by sector</i></b>																																																																																																																																																																														
Indicator type	Impact indicator																																																																																																																																																																														
Implementation level	Level 2 - information available once collated																																																																																																																																																																														
Description	<p>The indicator tracks the impact of the activities under the Wild Coast Action Plan on the number of small-scale businesses that have been established. Ideally, these businesses should be associated with the protected areas or conservancies that have been secured or established by the Programme. This is best presented as an annual summary table per priority area.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2">Priority area</th> <th colspan="7">Sector</th> <th rowspan="2">Total</th> <th rowspan="2">Target</th> </tr> <tr> <th>Guided Tours</th> <th>Conservancy agreements</th> <th>Specialist tourist packages</th> <th>Tourist accommodation</th> <th>LandCare supported agriculture</th> <th>....</th> <th></th> </tr> </thead> <tbody> <tr><td>Mtamvuna PA</td><td>Number of enterprises</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>Pondoland PA</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>Silaka Expansion</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>Mngazana PA</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>Hluleka Expansion</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>Ndungunyeni PA</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>Mthatha PA</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>Gxwaleni PA</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>Mpame PA</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>Xora River PA</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>Dwesa-Cwebe PA</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>Qora River PA</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>Manubi Forest PA</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>Transkei Coastal PA</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>Kei River PA</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> </tbody> </table>								Priority area	Sector							Total	Target	Guided Tours	Conservancy agreements	Specialist tourist packages	Tourist accommodation	LandCare supported agriculture	....		Mtamvuna PA	Number of enterprises									Pondoland PA										Silaka Expansion										Mngazana PA										Hluleka Expansion										Ndungunyeni PA										Mthatha PA										Gxwaleni PA										Mpame PA										Xora River PA										Dwesa-Cwebe PA										Qora River PA										Manubi Forest PA										Transkei Coastal PA										Kei River PA									
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Monitoring frequency	Annual																																																																																																																																																																														
Target/threshold	To be established, a possible one could be to have at least one business associated with each protected area.																																																																																																																																																																														
Confidence level	High																																																																																																																																																																														
Necessary conditions	This will require the completion of a number of activities and tasks, particularly training of community members in basic business																																																																																																																																																																														



## Wild Coast Biodiversity Strategy and Action Plan

	skills. The community members will also need training in, and access to, mechanisms for facilitating the establishment of the businesses and providing the support required to ensure that they are successful.
Data sources	Local authorities and other institutions involved in the registration and/or establishment of businesses
Other information	None
Monitoring responsibility	ECDC, WCPMU to collate
Baseline	The baseline must still be set for each Protected Area

## Wild Coast Biodiversity Strategy and Action Plan

Indicator ID & name	<b>OI2.2.ii: Number of local community representatives who have attended capacity building courses/workshops</b>																																																																																																																																																																														
Indicator type	Impact indicator																																																																																																																																																																														
Implementation level	Level 2 - information available once collated																																																																																																																																																																														
Description	<p>The indicator tracks the number of community representatives who have attended capacity building courses or workshops which were provided through, or in support of the Wild Coast Programme. Ideally, the capacity building should be directly associated with the Programme and to the benefit of communities directly involved with protected areas or conservancies that have been secured or established by the Programme. This is best presented as an annual summary table per priority area per category of training.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2">Priority area</th> <th colspan="7">Category of capacity building</th> <th rowspan="2">Total</th> <th rowspan="2">Target</th> </tr> <tr> <th>Co-management agreements</th> <th>Conservancy agreements</th> <th>CBNRM</th> <th>Basic business skills</th> <th>Hospitality</th> <th>....</th> <th></th> </tr> </thead> <tbody> <tr><td>Mtamvuna PA</td><td>Number of persons</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>Pondoland PA</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>Silaka Expansion</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>Mngazana PA</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>Hluleka Expansion</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>Ndungunyeni PA</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>Mthatha PA</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>Gxwaleni PA</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>Mpame PA</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>Xora River PA</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>Dwesa-Cwebe PA</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>Qora River PA</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>Manubi Forest PA</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>Transkei Coastal PA</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>Kei River PA</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> </tbody> </table>								Priority area	Category of capacity building							Total	Target	Co-management agreements	Conservancy agreements	CBNRM	Basic business skills	Hospitality	....		Mtamvuna PA	Number of persons									Pondoland PA										Silaka Expansion										Mngazana PA										Hluleka Expansion										Ndungunyeni PA										Mthatha PA										Gxwaleni PA										Mpame PA										Xora River PA										Dwesa-Cwebe PA										Qora River PA										Manubi Forest PA										Transkei Coastal PA										Kei River PA									
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Confidence level	High																																																																																																																																																																														

## Wild Coast Biodiversity Strategy and Action Plan

Necessary conditions	Suitable capacity building courses and workshops must be available and, preferably, customisable to meet local needs. A process would have to be run to identify suitable people and to ensure that they will have community support in applying their training
Data sources	WCPMU, agencies, institutions or consultants providing the capacity building
Other information	None
Monitoring responsibility	WCPMU to collate
Baseline	To be established

## Wild Coast Biodiversity Strategy and Action Plan

<b>Indicator ID &amp; name</b>	<b>O13.1.i: Minutes of the Wild Coast Inter-Governmental Co-ordination Committee</b>																		
Indicator type	Impact																		
Implementation level	Level 1																		
Description	<p>This indicator could simply report on the existence of minutes but that would not be very meaningful. It would be more useful to provide a concise summary to the PSC of the outcomes of the minutes. For example a summary of the minuted actions and the outcome reported through matters arising at the next meeting. This would provide a quick means of tracking whether or not actions had satisfactory outcomes or required some additional inputs.</p> <p>The summary could take the form of a simple table.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 20%;">Date of minutes</th> <th style="width: 25%;">Item / matters arising number</th> <th style="width: 25%;">Action</th> <th style="width: 15%;">Responsible institution</th> <th style="width: 15%;">Outcome</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>				Date of minutes	Item / matters arising number	Action	Responsible institution	Outcome										
Date of minutes	Item / matters arising number	Action	Responsible institution	Outcome															
Units of measurement	Summary of the minutes on file																		
Spatial scale	N/a																		
Monitoring frequency	Quarterly, later annual																		
Target/threshold	To be established, could be the percentage of actions that result in a satisfactory outcome at the next meeting.																		
Confidence level	High																		
Necessary conditions	The activities involving the selection, nomination and empowerment (mandates) of the final nominees must be completed first and a programme of meetings established. The IGCC will need to meet more regularly for the first year but after that annual meetings will probably suffice.																		
Data sources	IGCC secretary																		
Other information	None																		
Monitoring responsibility	WCPMU to collate																		
Baseline	No minutes exist																		

## Wild Coast Biodiversity Strategy and Action Plan

<b>Indicator ID &amp; name</b>	<b><i>OI3.2.i: Minutes of the Wild Coast Project Steering Committee</i></b>				
Indicator type	Impact				
Implementation level	Level 1				
Description	This indicator could simply report on the existence of minutes but that would not be very meaningful. It would be more useful to provide a concise summary of the outcomes of the minutes. For example a summary of the minuted actions and the outcome reported through matters arising at the next meeting. This could take the form of a simple table.				
	Date of minutes	Item / matters arising number	Action	Responsible institution	Outcome
Units of measurement	Summary of the minutes on file				
Spatial scale	N/a				
Monitoring frequency	Quarterly				
Target/threshold	To be established if relevant				
Confidence level	High				
Necessary conditions	The activities involving the selection, nomination and empowerment (mandates) of the final nominees must be completed first and a programme of meetings established. The IGCC will need to meet more regularly for the first year but after that annual meetings will probably suffice.				
Data sources	IGCC secretary				
Other information	None				
Monitoring responsibility	WCPMU to collate				
Baseline	To be established if relevant				

## Wild Coast Biodiversity Strategy and Action Plan

<b>Indicator ID &amp; name</b>	<b>O13.2.ii: Additional funding (R) raised to support implementation of the Wild Coast Action Plan</b>																																																							
Indicator type	Output																																																							
Implementation level	Level 1																																																							
Description	<p>This indicator measures the success of the WCPMU, and the supporting implementing agencies, in raising funds to support activities under the Wild Coast Action Plan. This is best reported as a summary table and could be done per outcome or activity.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Activity / Outcome / Means</th> <th>Year 1 (R)</th> <th>Year 2 (R)</th> <th>Year 3 (R)</th> <th>Year 4 (R)</th> <th>Year 5 (R)</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Donor funding (NGO)</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Marine Living Resources Fund</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>UNDP/GEF</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Expanded Public Works Programme</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Working for Water</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>.....</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>The table has been designed with a target. This could be shown as a single of multiple bar graph.</p>							Activity / Outcome / Means	Year 1 (R)	Year 2 (R)	Year 3 (R)	Year 4 (R)	Year 5 (R)	Target	Donor funding (NGO)							Marine Living Resources Fund							UNDP/GEF							Expanded Public Works Programme							Working for Water							.....						
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Working for Water																																																								
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Units of measurement	Funds raised for the Wild Coast Action Plan in Rands per year																																																							
Spatial scale	N/A																																																							
Monitoring frequency	Annual																																																							
Target/threshold	To be established																																																							
Confidence level	High																																																							
Necessary conditions	This will be one of the primary activities of the WCPMU both by itself and through supporting the raising of funds by the implementing agencies and the communities and institutions involved with the Programme																																																							
Data sources	Various																																																							
Other information	None																																																							
Monitoring responsibility	WCPMU to collate																																																							
Baseline	To be established																																																							

## Wild Coast Biodiversity Strategy and Action Plan

<b>Indicator ID &amp; name</b>	<b><i>OI3.3.i: Number of staff from each implementing agency in mentoring/capacity building programmes</i></b>																																																							
Indicator type	Impact indicator																																																							
Implementation level	Level 2 - information available once collated																																																							
Description	<p>The indicator tracks the number of in the implementing agencies who have attended mentoring/capacity building programmes in support of the Wild Coast Programme. This is best presented as an annual summary table per agency of mentoring/capacity building.</p> <table border="1" style="margin-left: 40px;"> <thead> <tr> <th>Agency</th> <th>Year 1</th> <th>Year 2</th> <th>Year 3</th> <th>Year 4</th> <th>Year 5</th> <th>Target</th> <th>Time frame</th> </tr> </thead> <tbody> <tr> <td>ECPB</td> <td>Number of staff</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>DEAET</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>DWAF</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>DME</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>.....</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>								Agency	Year 1	Year 2	Year 3	Year 4	Year 5	Target	Time frame	ECPB	Number of staff							DEAET								DWAF								DME								.....							
Agency	Year 1	Year 2	Year 3	Year 4	Year 5	Target	Time frame																																																	
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DEAET																																																								
DWAF																																																								
DME																																																								
.....																																																								
Units of measurement	Number of people per year per agency																																																							
Spatial scale	N/a																																																							
Monitoring frequency	Quarterly																																																							
Target/threshold	To be established, a possible one could be to have at least 10 staff per year.																																																							
Confidence level	High																																																							
Necessary conditions	Suitable capacity building courses and workshops must be available and, preferably, customisable to meet local needs. A process would have to be run to identify suitable people and to ensure that the agency is able to provide the resources form them to use their increased skills.																																																							
Data sources	Agencies or consultants providing the capacity building																																																							
Other information	None																																																							
Monitoring responsibility	WCPMU to collate																																																							
Baseline	To be established																																																							

## Wild Coast Biodiversity Strategy and Action Plan

<b>Indicator ID &amp; name</b>	<b><i>OI3.3.ii. Number of communities reached by outreach programme</i></b>																																															
Indicator type	Impact indicator																																															
Implementation level	Level 2 - information available once collated																																															
Description	<p>The indicator tracks the number of communities that have been targeted and subjected to outreach programmes aimed at supporting the Wild Coast Programme. This is best presented as an annual summary table, which could be expressed per type or subject of outreach programme.</p> <table border="1" style="margin-left: 40px;"> <thead> <tr> <th>Agency</th> <th>Year 1</th> <th>Year 2</th> <th>Year 3</th> <th>Year 4</th> <th>Year 5</th> <th>Target</th> <th>Time frame</th> </tr> </thead> <tbody> <tr> <td>Wild Coast Action Plan</td> <td>Number of communities reached</td> <td></td> <td></td> <td></td> <td></td> <td>Total number of communities</td> <td></td> </tr> <tr> <td>CBNRM</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>.....</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>								Agency	Year 1	Year 2	Year 3	Year 4	Year 5	Target	Time frame	Wild Coast Action Plan	Number of communities reached					Total number of communities		CBNRM								.....								Total							
Agency	Year 1	Year 2	Year 3	Year 4	Year 5	Target	Time frame																																									
Wild Coast Action Plan	Number of communities reached					Total number of communities																																										
CBNRM																																																
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Total																																																
Units of measurement	Number of communities per outreach programme																																															
Spatial scale	N/a																																															
Monitoring frequency	Annual																																															
Target/threshold	To be established, the number of communities must be determined																																															
Confidence level	High																																															
Necessary conditions	Suitable outreach programmes must be available and, preferably, customisable to meet local needs. A process would have to be run to identify suitable communities and to ensure that the resources are available to do the outreach to the targeted communities.																																															
Data sources	Agencies or consultants providing the outreach programmes																																															
Other information	None																																															
Monitoring responsibility	WCPMU to collate																																															
Baseline	To be established																																															



## Wild Coast Biodiversity Strategy and Action Plan

<b>Indicator ID &amp; name</b>	<b>OI3.3.iii: Income generated from protected area estate</b>																																																																																																																			
Indicator type	Impact indicator																																																																																																																			
Implementation level	Level 2 - information available once collated																																																																																																																			
Description	<p>The indicator tracks the income generated from the protected area estate over time. This is best presented as an annual summary table per protected area</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2">Protected area</th> <th colspan="8">Income generated (R)</th> </tr> <tr> <th>Baseline</th> <th>Year 1</th> <th>Year 2</th> <th>Year 3</th> <th>Year 4</th> <th>Year 5</th> <th>Target</th> <th>Time frame</th> </tr> </thead> <tbody> <tr> <td>Mkambati NR</td> <td>Rands</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Silaka NR</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Hluleka NR</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Dwesa-Cwebe NR</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Gxwaleni SF</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Mpame SF</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Umtamvuna NR</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Mngazana</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>.....</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>									Protected area	Income generated (R)								Baseline	Year 1	Year 2	Year 3	Year 4	Year 5	Target	Time frame	Mkambati NR	Rands								Silaka NR									Hluleka NR									Dwesa-Cwebe NR									Gxwaleni SF									Mpame SF									Umtamvuna NR									Mngazana									.....									Total								
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Monitoring frequency	Annual																																																																																																																			
Target/threshold	To be established																																																																																																																			
Confidence level	High																																																																																																																			
Necessary conditions	The capacity and resource would have to be in place for recording and verifying these amounts																																																																																																																			
Data sources	ECPB/DEAET/DWAF																																																																																																																			
Other information	None																																																																																																																			
Monitoring responsibility	WCPMU to collate																																																																																																																			
Baseline	To be established																																																																																																																			

## Wild Coast Biodiversity Strategy and Action Plan

<b>Indicator ID &amp; name</b>	<b>OI3.3.iv: Number of arrests and convictions</b>																																																														
Indicator type	Impact indicator																																																														
Implementation level	Level 2 - information available once collated																																																														
Description	<p>The indicator tracks the effectiveness of the enforcement of the laws and regulations relating to the protection and conservation of natural resources. This complements the indicators measuring outreach and other activities aimed at teaching communities the rationale for these laws and regulations. The ideal is that there should be no offences and thus that the number of arrests and convictions should decline with time. There is likely to be an increase at first as the Programme encourages the law enforcers to act. The ratio of arrests to convictions should also rise as this would indicate greater success in dealing effectively with offenders and that the officials are not being bribed to drop cases.</p> <p>This is best presented as an annual summary table, which could be expressed per agency.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 20%;">Agency</th> <th style="width: 10%;">Baseline</th> <th style="width: 8%;">Year 1</th> <th style="width: 8%;">Year 2</th> <th style="width: 8%;">Year 3</th> <th style="width: 8%;">Year 4</th> <th style="width: 8%;">Year 5</th> <th style="width: 8%;">Target</th> <th style="width: 8%;">Time frame</th> </tr> </thead> <tbody> <tr> <td>ECPB</td> <td>Number arrests / convictions</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>DWAF</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>MCM</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>.....</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>									Agency	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5	Target	Time frame	ECPB	Number arrests / convictions								DWAF									MCM									.....									Total								
Agency	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5	Target	Time frame																																																							
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DWAF																																																															
MCM																																																															
.....																																																															
Total																																																															
Units of measurement	Number of communities per outreach programme																																																														
Spatial scale	N/a																																																														
Monitoring frequency	Annual																																																														
Target/threshold	To be established.																																																														
Confidence level	High																																																														
Necessary conditions	The capacity and resources to do the arrests and to gather and provide the information and witness' testimonies to ensure convictions must be available in the different agencies.																																																														
Data sources	Agencies																																																														
Other information	None																																																														
Monitoring responsibility	WCPMU to collate																																																														
Baseline	To be established based on the current levels of arrests and convictions																																																														

## Wild Coast Biodiversity Strategy and Action Plan

Indicator ID & name	<b><i>OI3.3.v: Number of SDF's and LUMS drafted and adopted by local municipalities</i></b>																																																																																									
Indicator type	Impact indicator																																																																																									
Implementation level	Level 2 - information available once collated																																																																																									
Description	<p>The indicator tracks the integration of the Wild Coast Action Plan outputs and activities into the Local Municipalities planning and implementation process. The integration is best achieved through the Strategic Development Frameworks and Land Use Management Systems and ensuring that these put an appropriate emphasis on the protection and conservation of natural resources in priority areas identified by the Wild Coast Action Plan. Presented as an annual summary table, which could be expressed per Local Authority.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th rowspan="2">Local authority</th> <th colspan="3">IDF</th> <th colspan="3">Land Use Management Systems</th> </tr> <tr> <th>Commissioned</th> <th>Completed</th> <th>Number of outputs and activities integrated</th> <th>Commissioned</th> <th>Completed</th> <th>Number of outputs and activities integrated</th> </tr> </thead> <tbody> <tr> <td>King Sabata Dalindyebo</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Qaukeni</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Nyandeni</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Port St Johns</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Mbizana</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Mnquma</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Mbashe</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Target</td> <td>7</td> <td>7</td> <td></td> <td>7</td> <td>7</td> <td></td> </tr> <tr> <td>Time frame</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>							Local authority	IDF			Land Use Management Systems			Commissioned	Completed	Number of outputs and activities integrated	Commissioned	Completed	Number of outputs and activities integrated	King Sabata Dalindyebo							Qaukeni							Nyandeni							Port St Johns							Mbizana							Mnquma							Mbashe							Total							Target	7	7		7	7		Time frame						
Local authority	IDF			Land Use Management Systems																																																																																						
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Units of measurement	Number of outputs and activities integrated																																																																																									
Spatial scale	N/a																																																																																									
Monitoring frequency	Annual																																																																																									
Target/threshold	To be established.																																																																																									
Confidence level	High																																																																																									
Necessary conditions	The WCPMU will play a critical role in convincing Municipalities that integrating the outputs and activities is in their own interest																																																																																									
Data sources	Agencies																																																																																									
Other information	None																																																																																									
Monitoring responsibility	WCPMU to collate																																																																																									
Baseline	None																																																																																									

## Wild Coast Biodiversity Strategy and Action Plan

<b>Indicator ID &amp; name</b>	<b>OI3.3.vi: Number of fully functioning Ward Committees</b>																																																																																									
Indicator type	Impact indicator																																																																																									
Implementation level	Level 2 - information available once a system for determining committee functioning has been agreed																																																																																									
Description	<p>The indicator tracks the number of fully functioning Ward Committees as a measure of the effectiveness of the Local Municipalities in carrying out their functions and receiving appropriate feedback and input from the communities and constituencies represented on those committees. Effective functioning of local government structures is very important for the achievement of the project as a whole as well as being critical for a number of activities under the Wild Coast Programme. The SDF and LUMS initiatives of the Local Municipalities are also important for the implementation of the Programme (see indicator O3.3.v). There are 36 wards within the planning domain of the Wild Coast Action Plan. This could be presented as an annual summary table per local authority.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Local authority</th> <th>Baseline</th> <th>Year 1</th> <th>Year 2</th> <th>Year 3</th> <th>Year 4</th> <th>Year 5</th> <th>Target</th> <th>Time frame</th> </tr> </thead> <tbody> <tr> <td>King Sabata Dalindyebo</td> <td>Number of wards</td> <td>Number functioning</td> <td></td> <td></td> <td></td> <td></td> <td>All</td> <td></td> </tr> <tr> <td>Qaukeni</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>All</td> <td></td> </tr> <tr> <td>Nyandeni</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>All</td> <td></td> </tr> <tr> <td>Port St Johns</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>All</td> <td></td> </tr> <tr> <td>Mbizana</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>All</td> <td></td> </tr> <tr> <td>Mnquma</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>All</td> <td></td> </tr> <tr> <td>Mbashe</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>All</td> <td></td> </tr> <tr> <td>Total</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td>36</td> <td></td> </tr> </tbody> </table>									Local authority	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5	Target	Time frame	King Sabata Dalindyebo	Number of wards	Number functioning					All		Qaukeni							All		Nyandeni							All		Port St Johns							All		Mbizana							All		Mnquma							All		Mbashe							All		Total							36	
Local authority	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5	Target	Time frame																																																																																		
King Sabata Dalindyebo	Number of wards	Number functioning					All																																																																																			
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Port St Johns							All																																																																																			
Mbizana							All																																																																																			
Mnquma							All																																																																																			
Mbashe							All																																																																																			
Total							36																																																																																			
Units of measurement	Number of Ward Committees																																																																																									
Spatial scale	N/a																																																																																									
Monitoring frequency	Annual																																																																																									
Target/threshold	All, timeframe to be established																																																																																									
Confidence level	High																																																																																									
Necessary conditions	A system for assessing whether or not the committees are fully functional needs to be defined and agreed by the Local Municipalities																																																																																									
Data sources	Local Municipalities																																																																																									
Other information	None																																																																																									
Monitoring responsibility	WCPMU to collate																																																																																									
Baseline	To be established																																																																																									

## Wild Coast Biodiversity Strategy and Action Plan

<b>Indicator ID &amp; name</b>	<b>OI3.3.vii: Percentage of area served by Agricultural Extension Officers</b>																																																																																									
Indicator type	Impact indicator																																																																																									
Implementation level	Level 1 - information should be readily available																																																																																									
Description	<p>The involvement of Agricultural Extensions Officers is very important for the effective implementation of the LandCare projects and for ensuring that CBNRM is effectively implemented for the priority areas identified in this project, notably livestock management and control and subsistence cultivation. This will contribute directly to the achievement of the objectives of this Programme. The tabular summary below is subdivided on the basis of the local authorities but these may not be the same as the agricultural districts. If they aren't then the agricultural districts should be used. The presence of the extension office may not be enough on its own and it may be necessary to establish the workload of these officers as a measure of their effectiveness, especially in areas which are difficult to reach by vehicle. Or to get the officers to indicate which areas they are not able to cover. A graduated approach is suggested because it is unlikely there are sufficient officers at present.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Local authority</th> <th>Baseline</th> <th>Year 1</th> <th>Year 2</th> <th>Year 3</th> <th>Year 4</th> <th>Year 5</th> <th>Target</th> <th>Time frame</th> </tr> </thead> <tbody> <tr> <td>King Sabata Dalindyebo</td> <td>Current number of officers</td> <td>Number of officers</td> <td></td> <td></td> <td></td> <td></td> <td>Desired number of officers</td> <td></td> </tr> <tr> <td>Qaukeni</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Nyandeni</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Port St Johns</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Mbizana</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Mnquma</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Mbashe</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>									Local authority	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5	Target	Time frame	King Sabata Dalindyebo	Current number of officers	Number of officers					Desired number of officers		Qaukeni									Nyandeni									Port St Johns									Mbizana									Mnquma									Mbashe									Total								
Local authority	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5	Target	Time frame																																																																																		
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Mnquma																																																																																										
Mbashe																																																																																										
Total																																																																																										
Units of measurement	Number of officers per local municipality or per ward; to be replaced by a suitable measure of the area they actually cover																																																																																									
Spatial scale	N/a																																																																																									
Monitoring frequency	Annual																																																																																									
Target/threshold	Number or area effectively covered (e.g. 100% of planning domain) and timeframe to be established																																																																																									
Confidence level	High																																																																																									
Necessary conditions	A system for assessing whether or not the officers are really able to be effective needs to be defined. The DA will have to provide the resources to support the extension staff.																																																																																									
Data sources	Provincial Department of Agriculture																																																																																									
Other information	None																																																																																									
Monitoring responsibility	WCPMU to collate																																																																																									
Baseline	To be established																																																																																									

## Wild Coast Biodiversity Strategy and Action Plan

<b>Indicator ID &amp; name</b>	<b>OI3.5.i: Increase (ha) of agricultural estate</b>																																																																																									
Indicator type	Impact indicator																																																																																									
Implementation level	Level 1 - information should be readily available																																																																																									
Description	<p>The size of the agricultural estate in the region as an alternative land use where appropriate is key to establishing sustainable land-use and livelihood options in the Wild Coast. This indicator will record how the Wild Coast Action Plan has enhanced the benefit from the agriculture sector</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Local authority</th> <th>Baseline</th> <th>Year 1</th> <th>Year 2</th> <th>Year 3</th> <th>Year 4</th> <th>Year 5</th> <th>Target</th> <th>Time frame</th> </tr> </thead> <tbody> <tr> <td>King Sabata Dalindyebo</td> <td>Current area (ha)</td> <td>Area (ha)</td> <td></td> <td></td> <td></td> <td></td> <td>Desired area (ha)</td> <td></td> </tr> <tr> <td>Kaukeni</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Nyandeni</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Port St Johns</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Mbizana</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Mnquma</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Mbashe</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>									Local authority	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5	Target	Time frame	King Sabata Dalindyebo	Current area (ha)	Area (ha)					Desired area (ha)		Kaukeni									Nyandeni									Port St Johns									Mbizana									Mnquma									Mbashe									Total								
Local authority	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5	Target	Time frame																																																																																		
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Units of measurement	Hectares per local municipality or per ward																																																																																									
Spatial scale	N/a																																																																																									
Monitoring frequency	Annual																																																																																									
Target/threshold	Area will be dependent on recommendations from the SEA and regional land use plan (SDF)																																																																																									
Confidence level	High																																																																																									
Necessary conditions																																																																																										
Data sources	Provincial Department of Agriculture																																																																																									
Other information	None																																																																																									
Monitoring responsibility	WCPMU to collate																																																																																									
Baseline	To be established																																																																																									

## Wild Coast Biodiversity Strategy and Action Plan

<b>Indicator ID &amp; name</b>	<b><i>OI3.5.ii: Increase in yield of key agricultural crops</i></b>								
Indicator type	Impact indicator								
Implementation level	Level 2 - information needs to be gathered and verified								
Description	Increases in the yield of the major crops will reduce pressure on other food sources. As most of these are derived from the natural environment this will support the conservation of these resources and the use of CBNRM to ensure that their utilisation levels remain within the Thresholds of Potential Concern (see indicator O2.1i).								
	Major crop	Baseline yield	Year 1	Year 2	Year 3	Year 4	Year 5	Target	Time frame
	Maize								
	Squash								
	Tomatoes								
	.....								
Units of measurement	Crop yields								
Spatial scale	N/a								
Monitoring frequency	Annual								
Target/threshold	A higher than baseline yield, desired yield and timeframe to be established								
Confidence level	High								
Necessary conditions	None								
Data sources	Provincial Department of Agriculture								
Other information	None								
Monitoring responsibility	WCPMU to collate								
Baseline	To be established								

## Wild Coast Biodiversity Strategy and Action Plan

<b>Indicator ID &amp; name</b>	<b><i>OI3.5.iii: Percentage increase in tourist numbers and spend</i></b>																																												
Indicator type	Impact indicator																																												
Implementation level	Level 2 - information needs to be gathered and verified																																												
Description	<p>Increases in the tourist numbers and spend are an indicator of the extent to which the Programme is introducing changes which facilitate an increase in tourism and increasing the level of publicity given to the natural and cultural assets the area has to offer. Expenditure per tourist gives an indication of whether the income per tourist is also increasing.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 30%;">Tourism</th> <th style="width: 10%;">Baseline yield</th> <th style="width: 8%;">Year 1</th> <th style="width: 8%;">Year 2</th> <th style="width: 8%;">Year 3</th> <th style="width: 8%;">Year 4</th> <th style="width: 8%;">Year 5</th> <th style="width: 8%;">Target</th> <th style="width: 8%;">Time frame</th> </tr> </thead> <tbody> <tr> <td>Number of Tourists</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Tourism spend</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Expenditure per tourist</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>									Tourism	Baseline yield	Year 1	Year 2	Year 3	Year 4	Year 5	Target	Time frame	Number of Tourists									Tourism spend									Expenditure per tourist								
Tourism	Baseline yield	Year 1	Year 2	Year 3	Year 4	Year 5	Target	Time frame																																					
Number of Tourists																																													
Tourism spend																																													
Expenditure per tourist																																													
Units of measurement	Number of tourists and their total spend																																												
Spatial scale	Wild Coast Planning Domain																																												
Monitoring frequency	Annual																																												
Target/threshold	A trend showing a consistent increase, target numbers and spend and timeframe to be established																																												
Confidence level	High																																												
Necessary conditions	None																																												
Data sources	Eastern Cape Tourism Board																																												
Other information	None																																												
Monitoring responsibility	WCPMU to collate																																												
Baseline	To be established – some data can be obtained from Annexure 2 but data for the planning domain need to be collated.																																												



## Wild Coast Biodiversity Strategy and Action Plan

Indicator ID & name	<b>OI3.5.iv: Number and extent (ha) of woodlots</b>																																																																																									
Indicator type	Impact indicator																																																																																									
Implementation level	Level 2 - information needs to be gathered and verified																																																																																									
Description	<p>The use of wood from the indigenous forests for fuel and construction is a major threat to the conservation and sustainable use of the indigenous forests (Annexure 3). Provided they are managed and used effectively, woodlots can supply most of these needs with little impact on the natural environment. This indicator could be supplemented or replaced with a measure of the extent to which use of woodlots is reducing the pressure on the indigenous forests. There will be spatial variation in the extent of woodlots so this data could be tabulated using the Wards of the Local Municipalities. There may also be DWAF districts which can be used as an alternative spatial unit.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Local Municipality</th> <th>Baseline area (ha)</th> <th>Year 1</th> <th>Year 2</th> <th>Year 3</th> <th>Year 4</th> <th>Year 5</th> <th>Target (ha)</th> <th>Time frame</th> </tr> </thead> <tbody> <tr><td>King Sabata Dalindyebo</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>Qaukeni</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>Nyandeni</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>Port St Johns</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>Mbizana</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>Mnquma</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>Mbashe</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>Total</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> </tbody> </table>									Local Municipality	Baseline area (ha)	Year 1	Year 2	Year 3	Year 4	Year 5	Target (ha)	Time frame	King Sabata Dalindyebo									Qaukeni									Nyandeni									Port St Johns									Mbizana									Mnquma									Mbashe									Total								
Local Municipality	Baseline area (ha)	Year 1	Year 2	Year 3	Year 4	Year 5	Target (ha)	Time frame																																																																																		
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Mnquma																																																																																										
Mbashe																																																																																										
Total																																																																																										
Units of measurement	Hectares in the wards in each Local Municipality																																																																																									
Spatial scale	N/a																																																																																									
Monitoring frequency	Annual																																																																																									
Target/threshold	An increase is probably desirable, target area and timeframe to be established																																																																																									
Confidence level	High																																																																																									
Necessary conditions	None																																																																																									
Data sources	DWAF																																																																																									
Other information	None																																																																																									
Monitoring responsibility	WCPMU to collate																																																																																									
Baseline	To be established																																																																																									

## 4.9 SUGGESTIONS FOR ADDITIONAL INDICATORS

Most of the indicators that are contained in Table 4.1 are output rather than impact indicators. Some important ones have been excluded at this stage because there is insufficient information or understanding to establish baselines and targets, or the capacity and skills to assess these properly are lacking, or both. The ones given in Table 4.2 are regarded as particularly important and should be investigated by the PMU once the Programme is underway. In some cases the data may be readily available but in the majority of cases they probably will not be. The PMU will have to initiate the process needed to gather the necessary information by, for example, seeking funding for commissioning specialist studies.

**Table 4.2: A summary of suggested indicators that should be included in the Monitoring & Evaluation Programme and the related strategic objectives and outcomes.**

<i>Indicator Name and ID no.</i>	<i>Target</i>	<i>Timeframe</i>	<i>Responsible organisation</i>
<b>SO1: Ensuring the persistence of biodiversity in priority areas through the conservation of species, ecosystems and the processes that maintain them</b>			
<b>O1.1: Securing and effectively managing the existing protected area system, with local community support</b>			
Status of the habitat types within the protected area system has improved due to effective management of resource-use	Improved status	Programme duration	ECPB
Status of species of concern (e.g. endemic/threatened/useful) within the protected area system has improved	Improved status	Programme duration	ECPB
Monitoring of processes, especially processes that are threats, should be addressed and incorporated into the Strategy and Action Plan	To be defined	Year 3	ECPB
<b>SO2. Increasing the benefits that impoverished local people derive from sustained ecosystem services, equitable consumptive use and development that complements biodiversity conservation</b>			
<b>O2.2: Providing a diverse range of sustainable livelihood options</b>			
The protected area system contributes to national sustainable development goals by enhancing community livelihoods	Improved livelihoods	Programme duration	PMU
<b>SO3. Supporting good governance through institutional capacity building, improved coordination, effective local implementation and equitable community involvement</b>			
<b>O3.4: Creating and implementing an enabling legal and policy framework</b>			
A Sustainable Resource-use Policy which covers incentives, advocacy, planning and regulation and other measures for managing key drivers of resource degradation for different resources: (a) exists (b) is given effect through amended legislation, regulations and other provisions	(a) Complete Y/N (b) Complete Y/N	Year 1 Year 2	DEAET

## **Acknowledgements**

Funding was obtained from the UNDP, the Development Bank of South Africa the Eastern Cape Department of Economic Affairs, Environment and Tourism and the national Department of Environment and Tourism; and was administered locally by the Wilderness Foundation (SA). The CSIR team would like to thank all the stakeholders who participated in the process of developing this Wild Coast Biodiversity Strategy and Action Plan. Their continued support will be required for its successful implementation. In particular, we would like to thank all the institutional representatives for the time they invested both in workshops and in individual meetings. The Project Management Unit Group of James Jackelman, Ntombentsha Nkwentsha, Michael Mgcotyelwa, Richard Sylvester and Amanda Javu were instrumental in guiding the final formulation of this action plan, and were technically responsible for the drafting of the detailed activities tables.

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Trevor Sandwith, Richard Cowling and the Project Management Unit are thanked for the tremendous effort that they put into the review process, their insightful input improved the end product significantly.

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*APPENDIX 1:*  
**PRIORITY AREAS FOR BIODIVERSITY  
CONSERVATION AND MANAGEMENT IN THE  
WILD COAST**

*(attached as a separate document)*

*APPENDIX 2:*  
**ATTENDANCE REGISTER OF THE WILD COAST  
BIODIVERSITY STRATEGY WORKSHOP  
(17-18 NOVEMBER 2005)  
AND ACTION PLANNING WORKSHOP  
(26-27 JANUARY 2005).**

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### Wild Coast Biodiversity Strategy and Action Plan

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**Wild Coast Biodiversity Strategy and Action Plan**

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*APPENDIX 3:*  
**THE MANAGEMENT  
EFFECTIVENESS TRACKING TOOL**

The Management Effectiveness Tracking Tool (METT) has been developed as a means of assessing the effectiveness of the conservation initiatives, particularly the management of protected areas of various kinds (Hockings et al. 2000; Stolton et al. 2003; Dudley et al. 2004; World Bank 2004). The tool is designed to be used in what is, essentially, an adaptive management framework which starts with context assessment and ends with outcomes which feed back into the next context assessment. The GEF have developed a customized version of this that is used to assess the effectiveness and sustainability of protected area management initiatives that they fund (GEF 2005). The aims of the tool are to show the GEF, or other funders, whether or not their funding is having the expected impacts: *'(a) countries show concrete improvements in management effectiveness of their protected area systems; (b) protected areas supported show improved management effectiveness; and (c) replications reported and verified'*. In essence this tool comprises a number of criteria (indicators) that, when fully met, will show that a protected area is being effectively managed. The METT scoring system requires some general information (e.g. the aims of the conservation area) and then addresses 30 different issues by asking a specific question about each issue (Table 1). The answers to the questions can be matched against a series of pre-defined responses, each of which has a score. Additional points can also be added to the score if particular items have been addressed. For example, the planning score can be increased if the process allows for stakeholders to influence the plan or if the results of research, monitoring or evaluation are incorporated into the planning. The higher the score, the greater the degree of protection and the more effective the management of that protected area. The person conducting evaluation can also recommend the next steps that should be taken to address any areas of weakness.

In the GEF proposal the METT tool was proposed as a measure with specific METT scores being set as targets for PA management. However, it is critical to recognize that the standard METT scoring systems is a very general tool and is intended primarily for rapid assessment. These limitations mean that will provide a sound basic M&E tool for use in this Programme but should be fine tuned and made more detailed where necessary, in collaboration with the implementing agencies and the protected area management teams. Examples of customized approaches for specific situations are available on the internet (see the internet sites referenced below) and these examples can be used to help the implementation team customize the METT for their own purposes or for particular protected areas or protected area classes.

**Table 1. A summary of the METT scoring system for protected areas showing the different aspects and issues that are covered and examples of the kinds of questions that can be asked in addressing each issue.**

<b>Step in the planning cycle</b>	<b>Issue</b>	<b>Example of a question to be answered</b>
Assessing the context	Legal status	Does the protected area have legal status?
	Protected area regulations	Are inappropriate land uses and activities (e.g. poaching) controlled?
	Law enforcement	Can staff enforce protected area rules well enough?
Planning	Protected area objectives	Have objectives been agreed?
	Protected area design	Does the protected area need enlarging, corridors etc to meet its objectives?
	Protected area boundary demarcation	Is the boundary known and demarcated?

## Wild Coast Biodiversity Strategy and Action Plan

Step in the planning cycle	Issue	Example of a question to be answered
	Management plan	Is there a management plan and is it being implemented?
	Regular work plan	Is there an annual work plan?
Planning/Outputs	Resource inventory	Do you have enough information to manage the area?
Inputs	Research	Is there a programme of management-orientated survey and research work?
Process	Resource management	Is the protected area adequately managed (e.g. for fire, invasive species, poaching)?
	Staff numbers	Are there enough people employed to manage the protected area?
	Personnel management	Are the staff managed well enough?
Inputs/Process	Staff training	Is there enough training for staff?
Inputs	Current budget	Is the current budget sufficient?
	Security of budget	Is the budget secure?
Process	Management of budget	Is the budget managed to meet critical management needs?
	Equipment	Are there adequate equipment and facilities?
	Maintenance of equipment	Is equipment adequately maintained?
	Education and awareness programme	Is there a planned education programme?
	State and commercial neighbours	Is there co- operation with adjacent land users?
	Indigenous people	Do indigenous and traditional peoples resident or regularly using the PA have input to management decisions?
	Local communities	Do local communities resident or near the protected area have input to management decisions?
Outputs	Visitor facilities	Are visitor facilities (for tourists, pilgrims etc) good enough?
	Commercial tourism	Do commercial tour operators contribute to protected area management?
Outcomes	Fees	If fees (tourism, fines) are applied, do they help protected area management?
Outputs	Condition assessment	Is the protected area being managed consistent to its objectives?
Outcomes	Access assessment	Is access/resource use sufficiently controlled?
	Economic benefit assessment	Is the protected area providing economic benefits to local communities?
Planning/Process	Monitoring and evaluation	Are management activities monitored against performance?

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