



**environment & tourism**

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Department:  
Environmental Affairs and Tourism  
REPUBLIC OF SOUTH AFRICA

**People and Parks Conference**  
***“Conservation for the People with the People”***

**Conference Report**  
***(DRAFT)***

**29-31 October 2006**

**Beaufort West**  
**WESTERN CAPE**

**Convened by**

***Directorate: Protected Areas Planning and Development***

This report documents the People and Parks workshop, which took place on 29-31 October 2006. This report is not a final synthesised report, but tries to capture the workshop output in a non-interpreted way.

THIS DOCUMENTATION IS MEANT TO BE A REFERENCE DOCUMENT for all participants and is intended to provide details of what transpired. Almost all results of the working groups are documented including the resolution and a two year action programme for effecting the People and Parks Programme.

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## LIST OF ABBREVIATIONS

<b>BBBEE:</b>	Broad Based Black Economic Empowerment
<b>CBNRM:</b>	Community Based Natural Resource Management
<b>CBO:</b>	Community Based Organisation
<b>CCEP:</b>	Community Capacity Enhancement Programme
<b>CED:</b>	Community Economic Development
<b>CFF:</b>	Community Facilitation Fund
<b>CLARA:</b>	Communal Land Rights Act
<b>CPPP:</b>	Community Public-Private Partnerships
<b>DLA:</b>	Department of Land Affairs
<b>DTI:</b>	Department of Trade and Industry
<b>DPLG:</b>	Department of Provincial and Local Government
<b>DWAF:</b>	Department of Water Affairs and Forestry
<b>EPWP:</b>	Expanded Public Works Programme
<b>IDP:</b>	Integrated Development Programme
<b>InY:</b>	Indalo Yethu
<b>LED:</b>	Local Economic Development
<b>LEDP:</b>	Local Economic Development Programme
<b>LFA:</b>	Logical Framework Approach
<b>M&amp;E:</b>	Monitoring and Evaluation
<b>MoA:</b>	Memorandum of Agreement
<b>N/A:</b>	Not Applicable
<b>NBSAP:</b>	National Biodiversity Strategy and Action Plan
<b>NDA:</b>	National Development Agency
<b>NLCC:</b>	National Land Claims Commission

<b>NEM:BA:</b>	National Environmental Management: Biodiversity Act, 2004
<b>NEM:PAA</b>	National Environment Management: Protected Areas Act, 2003
<b>NQF:</b>	National Qualifications Framework
<b>NGO:</b>	Non-Governmental Organisation
<b>P&amp;PP:</b>	People and Parks Programme
<b>PCP:</b>	Park Conservation Partner
<b>PLA:</b>	Participatory Learning Action
<b>PPM:</b>	Project Planning Matrix
<b>PPP:</b>	Public-Private Partnership
<b>RRA:</b>	Rapid Rural Appraisals
<b>SALGA:</b>	South African local Government Association
<b>SDI:</b>	Spatial Development Initiative
<b>SEDA:</b>	Small Enterprise Development Agency
<b>SMME's:</b>	Small, Micro and Medium Enterprises
<b>SRPP:</b>	Social Responsibility Policy and Programmes
<b>SRU:</b>	Sustainable Resource Use

## EXECUTIVE SUMMARY

### 1. Introduction

The 2006 2<sup>nd</sup> Annual People and Parks workshop held in Beaufort West, Western Cape was attended by representatives from government, private operators, communities, NGOs and other interest groups. The aim of the workshop was to reflect on progress resulting from the outcomes of the 2004 Swadini workshop, review progress made with the implementation of the above thematic areas and to analyse the challenges and opportunities that various bodies have been faced with in implementing the action plan.

Priority issues were identified for consideration during the workshop. Based on reports and feedback from all the Provinces and relevant Parks agencies, the progress on the Action Plan was assessed and analysed. The report identified that there were several factors which needed to be interrogated in order to “activate” the 2004 Action Plan. These were identified as:

1. Funding and Mainstreaming of the People and Parks Programme into other relevant programmes and institutions
2. Institutional Capacity Building of Park Agencies and Park Forums
3. Linking People and Park issues into the Local Economic Development Agenda
4. Development of a Protected Area Expansion Strategy
5. Fast-tracking Land Reform within Protected Areas
6. Exploring new opportunities and benefits from Protected Areas.

Coming out of the conference commissions, it became apparent that there were still issues that needed attention. Some of the key issues which emerged included:

- Frustration experienced by stakeholders in understanding the PA Act and other legislation
- Confusion as to roles and responsibilities of DEAT and DLA in terms of Land Claims and Post-Claim Settlement support
- A clear strategy for Post Settlement Support
- A lack of understanding and contextualization of Co-management within parks
- The need for the People and Parks Programme to be institutionalized and properly branded through marketing and communication strategies
- More work and a dedicated workshops with beneficiaries needed to address issues of Land Reform
- The need for capacity building programmes for both officials and local communities around Parks Management issues.
- The need for guidelines on CPPPs , Access and Benefit Sharing. Co-management as well as Monitoring and Evaluation

- Restructuring of current Social Responsibility Policy Programme (SRPP) to respond to People and Parks challenges
- The need for further dedication of funding and resources to People and Parks Programmes

## **2. Outcomes**

One of the key outcomes of the meeting was the decision from community groups that a representative community task team be elected to participate in the decisions made by the People and Parks Steering Committee and to mobilize affected communities. In addition, the Community representatives would also drive the process of forming Community Park Fora.

The conference also produced a *Beaufort West Workshop Declaration* as well as a *Community Statement* which further highlight concerns and challenges faced by the various stakeholders involved in the implementation of the P&PP. There was also a presentation on the *Way Forward*, which was adopted by the conference as well as a two year strategy for Implementing the People and Parks Programme (see attached Proceedings Report).

## **3. 2 Year Implementation Plan**

Arising out of the analysis of the proceedings of the conference it was recommended that a 2 Year Implementation Plan be devised so as to create an enabling environment for the implementation of the People and Parks programme. In so doing, the following fundamental issues were highlighted:

**The proposed activities to be undertaken are the following:**

### **Revenue Generation**

1. Identify strategic partners, sponsors, co-funders and relevant stakeholders
2. Develop framework documents and MOUs with strategic funding partners
3. Design Monitoring and Feedback systems to measure impacts of activities undertaken

### **Marketing and Communication Strategy**

1. Develop communication strategy
2. Develop text and material for promotion of programme vision, mission, mandates, deliverables, programmes and facilities
3. Determine marketing matrix and distribution channels
4. Produce and disseminate information material

### **Capacity Building**

1. Develop Staff/Stakeholder capacity building programme/staff enhancement programme
2. Develop curriculum for roll out of Protected Areas Act
3. Roll out Protected Areas Act (Nationally, Provincially and Locally)
4. Develop Guidelines (Co-Management, M&E and PPP/CPPP)
5. Develop Roll-Out Programme
6. Schedule of Workshops and Meetings (Land Reform Workshop)
7. Schedule regular update meetings

### **Product Development**

1. Evaluate current programmes and projects
2. Documentation of best practices
3. Packaging and marketing of new concepts
4. Integrated Tourism Development (C PPPs) towards 2010
5. Integrate programmes such as CBNRM, into the People and Parks initiative

### **Operational Policies and Systems in Place**

1. Analyze existing policies and systems to determine gaps or deficiencies
2. Develop revised organizational management framework (Roles and Responsibilities)
3. Develop improved policy document
4. Upgrade existing operational systems incl. administrative, monitoring, reporting, communication structures etc.

### **Institutional Development**

1. Analyze internal and external institutional structures
2. Objectively recommend alternative structures (At National, Provincial and Local Level)
3. Revise institutional policies in line with product development



### **Transformation Charter**

1. Develop draft document
2. Circulate document widely for comment
3. Edit and redraft comment
4. Present final draft to MinMec for ratification

### **4. RECOMMENDATIONS**

It is recommended that:

1. The Framework for the People and parks Implementation Strategy is approved
2. That the the actions and activities towards the finalisation of the strategy is budgeted for an initialised.

## **2<sup>nd</sup> People and Parks Conference Beaufort West, Western Cape**

### **1. INTRODUCTION**

The 2006 2<sup>nd</sup> Annual People and Parks workshop held in Beaufort West, Western Cape, was organised by the Department of Environmental Affairs and Tourism. It was attended by representatives from government, private operators, communities, NGOs and other interest groups. The aim of the workshop was to reflect on progress resulting from the outcomes of the 2004 Swadini workshop.

The Swadini workshop culminated into workshop proceedings and an action plan that focused mainly on six thematic areas. Thematic areas discussed included Access and Benefit Sharing, Co-management, Conservation and Land Reform, Community Public Private Partnerships, Expanding and Strengthening the Protected Areas Network and Implementing the new Protected Areas Act. From these, specific issues, activities and role players to take the issues forward were identified.

The progress report developed from the Swadini Action plan, provided a review of progress made with the thematic areas and analysed the challenges and opportunities that various bodies have been faced with in implementing the action plan. Priority issues were been identified for consideration during the workshop. Further to this, it provided content information regarding the process and direction that the Beaufort West workshop would need to concentrate on by assessing key concerns, issues and limitations emerging from the provincial reports as well as identifying and recommending possible solutions and guidance to give the Beaufort West conference some sense of direction.

The Beaufort West conference therefore aimed at improving the plan of action to address current issues that have emerged since the Swadini workshop and to identify interventions to improve these circumstances, particularly in terms of South Africa's obligations regarding the implementation of Element 2 of the Protected Areas programme of the CBD, the Durban Accord and the new Land Claims MoA between DEAT and DLA.

Specifically, the objective of the workshop was:

1. To recap on the 2004 Workshop
2. To report on progress made to date by various stakeholders
3. To highlight existing challenges
4. To propose a way forward in response to these challenges

### **2. BACKGROUND**

From the 29<sup>th</sup> to the 31<sup>st</sup> October, 2006, over 250 representatives of National, provincial and local government departments, representatives from national and provincial conservation agencies, Development Bank, Donors, NGO's, CBO's and affected communities met in Beaufort West at the 2<sup>nd</sup> People and Parks Conference. (Annex 4)

#### **2.1 DAY 1**

The workshop commenced with the DDG:DEAT, Mr Fundisile Mketeni welcoming the participants and outlining the objectives for the conference. Ms Rejoice Mabudafhasi (Deputy Minister – DEAT), then gave the welcoming address and reaffirmed the need for this gathering and the importance of work in

unison because of the common objective of conserving biodiversity whilst ensuring the sustainable utilization of natural resources by local people. She also highlighted the need for women to be empowered and in this respect, urged the delegation to make solid recommendations for the transformation of conservation agencies including the employment of women as CEOs and Directors because the majority of these agencies are predominantly managed by men.

The MEC for the Western Cape, Ms T Essop conveyed a message of welcome and support and also highlighted the issues that needed to be addressed as a matter of urgency. She then wished the forum well for the duration of the conference.

Mr Thozi Gwanya (Chief Commissioner – CLCC) presented an outline of the processes and procedures that have been followed in processing land claims as well as the successes and challenges experienced to date. He further elaborated on the contents of the draft Memorandum of Agreement between the DLA and DEAT and specifically spoke to the roles and responsibilities of each department Pre and Post Settlement of land claims. The discussions that followed alluded to the fact that service providers would be needed to uphold the MoA and that the DLA should also develop an MoA with the Department of Water Affairs and Forestry. There was also a strong request from the participants for guidelines to assist with implementation of the various Acts and to guide the Co-management process.

Ms Skumsa Mancotywa presented a recap of the outcomes of the 2004 workshop and reported on the progress made in terms of implementing the Action Plan. She focused on the highlights as well as the challenges experienced in the Provinces and by Park agencies. Based on reports from provinces, she assured delegates that some progress has been made but that there were still challenges which needed serious attention. She noted that despite the commitment from various agencies, it was clear that people needed tools to assist them with their work.

Community representatives were then recused in order to discuss experiences and outcomes since the Swadini workshop. During this time, the rest of the delegation had an open session and were allowed to discuss pressing issues and bring urgent matters to the attention of the delegation.

The afternoon session began with the communities reporting back to plenary. The rapporteur presented a declaration outlining all the community concerns and areas of dissatisfaction. There was debate regarding the decision made by the communities to leave the conference but they were urged to participate in the group sessions.

The rest of the day was dedicated to group sessions. Participants were divided into 6 fully representative groups and were tasked to engage in discussions relating to the following themes:

- Funding and Mainstreaming
- Institutional Capacity Building
- Linking into the Landscape
- Protected Area Expansion
- Land Reform and Protected Areas
- Benefits beyond Boundaries

## 2.2 DAY 2

The proceedings of the day started with a presentation by Prof. Nkondo from the National Heritage Council who spoke about the Transformation Charter and expounded on the changes and challenges in South Africa.

This was followed by working groups report back presentations and responses to the presentations. Some of the key issues which emerged included:

- Frustration experienced by stakeholders in understanding the PA Act and other legislation
- Confusion as to roles and responsibilities of DEAT and DLA in terms of Land Claims and Post-Claim Settlement support
- A lack of understanding and contextualization of Co-management
- The need for the People and Parks Programme to be institutionalized and properly branded through marketing and communication strategies
- More work and a dedicated workshop needed to address issues of Land Reform
- The need for capacity building programmes
- The need for guidelines on CPPPs and PPPs as well as Monitoring and Evaluation
- The need for further dedication of funding and resources to People and Parks activities

The workshop was then summarized into a workshop declaration which was presented by Mr Fundisile Mketeni as well as the presentation of the Way Forward by Ms Skumsa Mancotywa. After amending specific points within these documents, these were adopted by the forum.

## 2.3 Outcomes

The conference produced a **Beaufort West Workshop Declaration** as well as a **Community Statement**. There was also a presentation on the **Way Forward**, which was adopted by the conference as a two year strategy for People and Parks.

## 2.4 Election of Community Representatives

One of the outcomes of the Community group meeting, was the decision that a representative community task team be elected to participate in the decisions made by the People and Parks Steering Committee. A process of election took place during the conference, and the elected representatives were announced.

### Roles

- To participate in the People and Parks National and Provincial committee meetings
- To drive the process of forming a community conservation forum

**Members:**

Province	Name	Contact details
Free State	Chief Qejawo Moloi Tsietso Rasiile	0828463678
North West	Moremi Keabetswe  Motaki Mogotsi	0834046712/083659908 <a href="mailto:buffaloridge@telkomsa.net">buffaloridge@telkomsa.net</a> 0724748812/0828558430
KZN	Pheneas Mhlaba  Amon Sithole	0721253697/0313051635  <a href="mailto:0835147443/amos@wildlands.co.za">0835147443/amos@wildlands.co.za</a>
Limpopo	Mathonsi J E Molokwane MN	0835498141 0728697678
Eastern Cape	Henrico Bruiners Kuzile Juza	0422803622/0734713757 0738848528
Gauteng	Samkelisiwe Sikhakhane  Doree Ndiko	011 904 39300/735892466  0760664779
Northen Cape	Gert Links  Victor Mokgoro	0278517026/0721686938 <a href="mailto:gertlinks@lantic.net">gertlinks@lantic.net</a> 0538337268/0820565775
Western Cape	Lilian Slinger Thabo Diko	0442726842 0731625943
Mpumalanga	John Mathebe Solomon Dhlakude	0723873819 0767345550

### **3. Beaufort West Declaration**

This second national workshop on People and Parks convened from the 29<sup>th</sup> to the 31<sup>st</sup> October 2006 in Beaufort West:

#### **Noting:**

- The minimum participation and the role played by the local government fraternity in this workshop and in all conservation matters.
- Continued non-attendance by CEOs of Parks Agencies in the both the first and second people and parks workshop and the practice of delegating attendance to junior officers.
- The unsatisfactory and minimal implementation of the 2004 Action Plan by government institutions.
- The enthusiasm and positive spirit demonstrated and displayed by delegates at the workshop from beginning to the end.
- Limited attention given to marine and cultural heritage issues when dealing with people and parks program.

#### **Acknowledges:**

- a. The efforts, commitment and dedication displayed by the Deputy Minister in championing the vision of People and Parks in South Africa
- b. The Chief Executive Officer of KwaZulu Natal Wildlife, Mr. Khulani Mkhize for his sterling contribution to the cause of People and Parks programme.
- c. The constructive role and contribution of community representatives present at this conference in raising the important matter of the organization of communities across the country.
- d. The need to undertake an all- inclusive process of developing a transformation charter for the sector.
- e. That there is room for improving the co-ordination, implementation and monitoring of the people and parks programme.
- f. The People and Parks conference is a democratic and representative forum for policy development, implementation and evaluation.
- g. The continued strides made by pro-active conservation agencies through innovative efforts at local level.
- h. The need to investigate and develop policy framework for co-management of Parks in community owned land.

#### **Concerns:**

- a. The slow pace of transformation in the environmental sector and the negative impact it has on the implementation of the People and Parks programme as envisaged in the National Environmental Management: Protected Areas Act.

#### **Undertake to:**

1. The signing of the Memorandum of Agreement by the Ministers of DEAT and DLA must be fast-tracked.
2. The status of People and Parks programme should be elevated to a higher profile and driven by national campaigns.
3. As DLA exits, DEAT should develop capacity and post-settlement support framework.
4. Support for the creation of interim community task team and future provincial and national associations, which will represent new landowners, claimants and displaced groups.

5. To restructure the current steering committee to an organ that is representative of the broader stakeholders in the protected area sub-sector to also include the local government sphere of government. Development of PPP/CPPP working models, which propagate community equity and share holding.
6. National Task Team (under the auspices of The Steering Committee) to be assigned to develop framework to define types of benefits and beneficiaries.
7. In the time preceding the national workshop, provinces will undertake to convene preparatory workshops to address provincial coordination and operational issues
8. Communities are involved and supported to participate in marine protection and coastal management.
9. SMME projects receive adequate funding and marketing support.
10. Management agencies to provide bursaries for disadvantaged students.
11. The process of developing community conservancies need to be interrogated and models of co-management must be designed.
12. Transformation for the Protected Areas must be within the human rights paradigm.
13. There must be comprehensive audit of agencies to assess whether they are meeting the basic need of communities.
14. Co-management models should be urgently developed and integrate indigenous knowledge systems.
15. Once signed, the MOA must be distributed widely and workshops be conducted in all the provinces.
16. The DG of DEAT to call an urgent meeting with all CEOs and Provincial Heads Departments of National and Provincial conservation agencies to adopt a framework for the implementation, monitoring and evaluation of the Beaufort West 2006 Action Plan

**Conference Declared**

\_ END \_

#### **4. Beaufort West Community Statement**

**We, the community delegation of the Beaufort West People and Parks Conference 29-31 October 2006, do hereby declare that:**

1. We express our dissatisfaction that the Senior Management and Supervisors of the relevant Government Departments and Conservation Agencies have not attended this meeting.
2. The Communities are not experiencing the reality of Co-management on the ground.
3. Many communities have problems gaining access to reserves and are not informed about developments within nature reserves.
4. Some communities feel that they are not adequately informed and capacitated about the process of the transfer of title deeds.
5. Title deeds are transferred without community members who have been living on the land for many years even knowing about it.
6. There is no thought given to farm labourers/tenants who have lived on the land for many years and who are now displaced by the land claims.
7. We are concerned by the disagreements and conflicts between claimants and previous tenants on the land.
8. Government should be clear about rights of communities enshrined within the various acts (PAA and CLARA).
9. That communication with communities should be done in such a way that they can be understood e.g. use of technical language as well as constant referral to various acts that community members do not know about.
10. Communities feel alienated and unable to influence park management decisions.
11. The reality about land claims on protected areas and the issues surrounding it were not reflected on the reports presented at this meeting.
12. There is a lack of transparency within the parks.
13. There is a lack of access to management plans of the park.
14. There is a lack of transparency on how funds are allocated and utilised.
15. There is a lack of access to information on concessions.
16. Government does not respect settlement agreements. E.g. issue of co-management is stated within the settlement agreement but not applied.
17. There is no standard format for land settlement agreement and this causes confusion amongst communities.
18. The development progress after settlement is extremely slow and not collaborative.
19. Progress reports to the People and Parks Conference should be province specific and according to a specific format.
20. There is a lack of respect from some government officials when dealing with communities.
21. There has been no monitoring, no meetings with the community and no capacity building after the 2004 Swadini meeting in many provinces.
22. Both community members and park officials need capacity building in land restitution and all the other issues that surround it.
23. The next meeting should provide us with clear provincial operational reports.
24. We need a quarterly review to check if plans from this conference are being implemented according to agreements reached.
25. Co-management as it is implemented at the moment is not empowering the community.
26. There is a lack of human resource development resulting in community members being unable to interact on an equal footing.
27. There is a lack of information and implementation of CPPPs and co-management on the ground.



28. Information and provincial reports should be forwarded to the community members before the workshop to give them the opportunity to prepare.
29. The Khomani San questioned why they are not allowed to manage their own land if they have clear management plans and ideas and feel they are more than able to do so sustainably as they have a long history of living in harmony with their environment.
30. The Khomani San believe that their progress is constantly blocked by technicalities.
31. The Traditional Healers and Rastafarians are lacking places to go to for spiritual journeys.
32. Traditional Healers and Rastafarians need proper Structures and capacity building.
33. Community associations need to be established in each province and also have representation at the national level.
34. Provincial governments need to take the responsibility for establishing and maintaining these associations.
35. These Associations should have the mandate to monitor progress made and use the forum to take problems to the conservation agencies, government and so forth.
36. National associations need to include 2 representatives from each province with its own secretariat supported by DEAT and the provinces.
37. It is the LCC and DLA's responsibility to ensure that co-management agreements are followed up and that if the communities are not benefiting from the agreements, then there will be recourse.
38. The LCC and DLA also responsible to take on DEAT and DWAF when they are not fulfilling their mandate.
39. The Regional LCC's are responsible for delaying pre-settlements. E.g. evaluators replicating processes already completed.
40. Women are not adequately included in the capacity building programmes.
41. Only young women are considered for these programmes.
42. Many land claims on state land are still not settled after many years.
43. There is a severe lack of protection of intellectual property rights and indigenous knowledge.
44. The communities contribute to research papers and documentaries but there is no benefit to the communities.
45. When access to economic and tourism opportunities are secured, it is not monitored to ensure that concessions are allocated in terms of BEE principles.
46. When concessions are allocated according to BEE principles, there is no monitoring system in place to ensure economically viability and sustainability of concessions.
47. Ward councillors are not adequately informed about land restitution so that they can assist in driving the process.
48. There is a lack of communication between different spheres of government especially from national to provincial to local level. Each sphere has its own agenda.
49. Provincial conservation agency officials are not enacting the laws and communities not informed of their rights.
50. It might be better to dissolve provincial conservation agencies and DEAT or DWAF should then manage conservation areas.
51. External facilitators must be engaged to provide capacity to the management bodies where they are lacking capacity.
52. Settlement grants are not given to communities directly.
53. This shows a clear lack of transparency and a lack of trust in community.
54. Local boards need to represent community interests in parks.

\_END\_

## 5. PROBLEM STATEMENT

*There is a lack of institutional capacity and skills development initiatives to effectively implement the People and Parks programme and to create an enabling environment for broader active participation. There is an urgent need to clarify roles and responsibilities of the various 'partners' and stakeholders to ensure accountability as well as a critical need to develop Land Claims Post Settlement Frameworks.*

## 6. KEY INTERVENTION AREAS

Based on reports and feedback from all the Provinces and relevant Parks agencies, the progress on the Action Plan was assessed and analysed. Based on the outcome of this analysis, the following key intervention areas were proposed for group discussions, focusing of specific issues which needed to be interrogated:

- Funding and Mainstreaming
- Institutional Capacity Building
- Linking into the Landscape
- Protected Area Expansion
- Land Reform and Protected Areas
- Benefits beyond Boundaries

Each group had a facilitator, a scribe and a rapporteur assigned to it. The feedback from these working groups is described in detail in Annex 3.

## 7. THE WAY FORWARD

1. The workshop report to be made available to all delegates and the organizations they represent, by 30 November 2006 reflecting ALL the proceedings and outcomes of the workshop;
2. The Steering Committee in collaboration with the interim task team, to develop co-management guidelines during 2007/8. These will also look into the issue of the level of community management in the long term (full control);
3. DEAT to convene a Steering Committee meeting (with community representatives involvement) by February 2007 to receive the workshop report and develop a two-year implementation plan;
4. The Steering Committee to revise the existing action plan based on the conference outcomes, in collaboration with the Interim Task Team. DEAT to present the revised action plan to MINTECH and MINMEC for ratification by April 2007;
5. DEAT will develop a framework for supporting provinces and conservation agencies to step up the implementation of the action plan by July 2007, including the renewal and review of all structures/institutional arrangements for the advancement of the People & Parks vision;

6. DEAT to convene a bilateral meeting with DLA to raise issues submitted by communities in their joint statement as soon as possible;
7. DEAT to drive formalization of the Land Claims MoA by end November and putting in place a framework for implementation by March 2007;
8. DEAT to convene a national land reform workshop on affected protected areas by March 2007, with all key stakeholders to clarify unresolved issues.
9. DEAT to develop simplified, user-friendly policy documents: NEM:PAA, NEM:BA, NBSAP; by August 2007. Provinces should step up the rationalization of legislation.
10. All conservation institutions to give feedback to their institutions from this conference and report back individually on the action plan to the community interim task team before 31 March 2007. This will include the formation of the national and provincial associations. DEAT to convene the meeting to be attended by all CEO's and HOD's.
11. DEAT to secure additional capacity for co-ordination and put in place performance monitoring tools for implementation of the action plan by conservation institutions
12. DEAT must engage with treasury to develop capacity with the implementation of PPP/CPPP processes (Workshop the Toolkit with practitioners and communities).
13. DEAT to consult with provinces on the draft national protected area expansion strategy and circulate the draft strategy to all workshop participants by 30 November 2006 for final comment by end February 2007.
14. DEAT to invite local government to be part of the Steering Committee by 30 November 2006
15. The P&P delegates undertake to support all Contractual Parks being ready to welcome and accommodate visitors to the World Cup 2010, and to reach major milestones timeously to achieve the above.
16. The Department welcomes the spirit of this conference and commits to undertaking the 14 points. However, other stakeholders need to work concomitantly with DEAT to achieve these goals (such as DLA etc).

## **8. ACTION PROGRAMME: ANALYSIS AND RECOMMENDATIONS**

### **8.1 Background**

Based on the presentations, discussions as well as feedback from the working groups, certain issues emerged as priority areas for further development and enhancement. These included:

- Frustration experienced by stakeholders in understanding the PA Act and other legislation
- Confusion as to roles and responsibilities of DEAT and DLA in terms of Land Claims and Post-Claim Settlement support
- A lack of understanding and contextualization of Co-management
- The need for the People and Parks Programme to be institutionalized and properly branded through marketing and communication strategies
- More work and a dedicated workshop needed to address issues of Land Reform
- The need for capacity building programmes
- The need for guidelines on CPPPs and PPPs as well as Monitoring and Evaluation
- The need for further dedication of funding and resources to People and Parks activities

The Strategic Focus Areas were therefore drawn from these emerging issues and analysis of presentations, discussions and relevant documentation. Based on this analysis, a recommended Action Programme was developed.

## **8.2 Strategic Focus Areas**

### **a. CAPACITY BUILDING**

The conservation of PA in South Africa is a concurrent national-provincial competency. This means that some conservation functions are exercised at national level and others at provincial level, with national government theoretically being responsible for areas of national significance and the provinces for areas of lesser importance. In practice this distribution of responsibilities is not always clear. Furthermore, the capacity of the conservation authorities in the various provinces differed substantially with different degrees of capacity and resources at their disposal. Given the lack of a properly integrated institutional framework for PAs management, some of the conservation areas still remain under-resourced, particularly those in the erstwhile homeland areas.

The challenges related to the implementation of P&PP can easily attributed to deficiencies in the capacity mentioned above. They also relate to issues of policy, socio-economic, institutional and capacity issues with lack of clarify to roles and responsibilities for addressing the problems in the core. Human resource development at a park/community level is also urgently needed.

As a general principle capacity development will be based on assigned roles and responsibilities, not creating new 'project' specific structures and activities. It is assumed that the staff at provincial agency level, from Park Managers to ranger, will be involved in access and benefit sharing and management activities (e.g. surveys, dialogue with the users, development of the Management Plans etc.) and therefore require capacity development within these fields.

With these very complex and multifaceted challenges in mind, the overall objective of the interventions of the institutional capacity constraints should be:

- Institutional Development of the Directorate, possibly the Chief Directorate, in order to implement P&PP in accordance with PAA.
- Institutional Development of Directorate in order to implement the post-settlement support programme within PAA in accordance with the land claims MOA between DEAT and DLA.

- Institutional Development of Provincial Agencies and empowerment of Local Government in order to develop integrated spatial development plans (including PAs) in accordance with the emerging decentralised development planning system.
- Capacity Development of park management and PCPs in order to play an active and informed role in PA management and development planning.

Another general principle is that capacity development should be made as practical as possible i.e. hands-on-training albeit under supervision of the 'trainers' and/or facilitators.

**A task team should be established to:**

Develop an institutional capacity development project for P&PP for the D: PA and provincial agencies as well as for the PCPs. The immediate objective will be achieved through efforts, which can be grouped under five main outputs:

- 1) Operational models and toolkit for P&PP, such as co-management agreement guidelines, produced
- 2) Organisational efficiency and effectiveness (D:PA and agencies) for the implementation of P&PP improved
- 3) Park management staff trained according to needs identified
- 4) Awareness about goals and opportunities of P&PP and PAA raised
- 5) Mechanisms to facilitate access and benefit sharing and co-management in P&PP developed and strengthened

The programme should adapt a four-pronged approach:

1. Using investigative case studies selected to address key issues and challenges and supported by the CBNRM principles. Lessons learnt will feed into new and/or revised guidelines, policy development, identification of research and training needs and

identification and development of linkages to other service providers. At the same time they will serve as a practical training ground for agencies staff in all provinces.

2. Based on training needs assessments and lessons learnt through the case studies and ongoing experience operational staff will be trained to enhance their capability to meet the challenges of implementing P&PP.
3. Financial support will be provided to facilitate capacity development in PCPs. The aim is that this will lead to development of PA related activities that will promote sustainable use of PA resources. Financial support will be through the current guidelines of the SRPP.
4. Best practices – national information exchange programme incorporating working models and guidelines for implementation

#### **b. COMMUNITY MOBILISATION AND AWARENESS CAMPAIGNS**

The community statement developed in Beaufort West 2006 once again demonstrated the increasing levels of frustrations on the community side about people and parks issues. Communication by park management and community participation in the governance of the park are both poor and inadequately respectively. Communities leaving adjacent to PAs often have little understanding of the laws governing the protection of parks, nor of their rights, and of the co-management options available to promote sustainable park management. At provincial and national level, there is also no organizational framework that empowers communities with information and that provides a platform for their input into conservation and park management objectives and sharing of experiences. It is critical to ensure that there is a wide understanding of the objectives of People and Parks and the laws that govern them such as PAA and CLARA.NAP.

At a provincial and national level community representative structures to deal and register concerns with regard land reform process within parks are weak or non-existent. In order to address these deficiencies within local communities leaving around Protected Areas,

#### **The Department of Environmental Affairs and Tourism as well Provincial Agencies should:**

- Develop communication strategies that demystifies the Acts and make them more accessible;

- Ensure that P&PP is branded urgently to create more awareness about its mission (Mission Based Marketing-conveying mission and purpose of the P&PP “contributing to the well-being of rural communities”)
- Should publish a quarterly newsletter for wide communication about the implementation of the P&PP, including land claims MoA, as well as supporting marketing materials (based on what the audience want to know).
- With full co-operation of the park managers engaged affected communities in park management planning processes;
- Provide support for the establishment and operation of provincial community co-ordinating bodies (PCCBs) and assist them define their roles;
- Facilitate their participation in the national and provincial P&P steering committees.
- Monitor and evaluate the progress with and performance of these institutions.
- Ensure that communication with communities is done in such a way that they can be understood e.g. use of technical language as well as constant referral to various acts that community members do not know about.
- There is communication between different spheres of government especially from national to provincial to local level. Each sphere has its own agenda.

### **c. POST-SETTLEMENT SUPPORT FRAMEWORK**

Land claims in terms of the Restitution of Land Rights Act (No. 22 of 1994) affect some of South Africa's national parks and World Heritage sites and other protected areas. The new National Environmental Management Protected Areas Act number 57 of 2003, and the World Heritage Convention Act (No. 49 of 1999), section 31 (3) provide specific powers to the Minister of Environmental Affairs and Tourism on the use of land falling within the ambit of these laws. Similarly those laws are reflected by the Mpumalanga Conservation Act 10 of 1998 and the Mpumalanga Tourism and Parks Board Act 5 of 2005. Legislation particular to protected areas is contained in the National Environmental Management Act (NEMA) – National Environmental Management: - Protected Areas Act no 57 of 2003 (NEMPAA).

It is apparent that Government land claims process in protected areas and post settlement support programme associated with it has not yet to date responded satisfactory to the expectations of the land claimants. Many land claims on protected areas are still not settled after many years. Where claims have been awarded, post settlement support grants are not given to communities on time. There is no



clear strategy to balance and manage the interests of the claimants in the context of government's restitution objectives with that of government objectives of protecting of the natural environment. While the former's main interest is to have access and share benefits that accrue from park activities, the latter is more concerned about the conserving and managing uniquely conservation areas, optimizing their economic development and promoting financial sustainability. This situation has inevitably resulted in complex and delayed negotiations sometimes with an element of conflict between the state and land claimants. Recent land claim settlements such as those for the Makuleke community (Pafuri region of Kruger National Park) and Mbila community (in the Greater St Lucia Wetland Park) have established precedents and could provide best-practice land claims settlement models and strategies.

**When developing these models and strategies the following principles should be carefully considered:**

- The land is of high importance for natural resource conservation and the promotion of biodiversity (listed as Nature Reserves, Parks, World Heritage sites, wetlands, etc.);
- The broader public as beneficiaries of natural resources and a healthy environment has an interest in the land;
- There is a need for the PAs to optimize cost recovery. This is a critical part of government's strategy to secure the sustainability of conservation in areas in an environment of fiscal discipline.
- Certain ecosystem services are required by a much wider community than those directly affected by the claim or those directly neighbouring the area, such as water production, carbon sequestration, leisure activities, regulated medicinal plant use and for cultural purposes.

**A task team needs to be established to focus mainly on:**

- Develop an operational plan and strategy for the finalisation of the outstanding land claims in PAs and a post-settlement support strategy;
- Develop a proforma land options settlement agreement between the claimants and agencies as outlined in the MoA;
- Conduct DEAT/DLA joint MOA roll-out provincial workshops for awareness raising and capacitation of stakeholders.
- Develop user friendly MOA implementation guidelines;

#### **d. CO-MANAGEMENT**

The new PAA and CLARA calls for the new models to developed to allow PCPs living in the perimeter of PAs to become shareholders reincorporated into these areas and benefit from activities the proceeds. The models to be developed should be implemented through the co-management agreements that specify community rights as enshrined in the various acts, e.g PAA and CLARA, the conditions and mechanisms under which those uses would be controlled, roles and responsibilities, possible financial arrangements.

Currently, the communities are not experiencing the reality of co-management on the ground if there is any it is not empowering the communities. Many communities have problems gaining access to reserves and are not informed about developments within nature reserves. They still feel alienated and unable to influence park management decisions. This is attributed to lack of management plans and transparency, such as information on concessions, within the parks.

What has emerged clearly since the Swadini workshop, is that there are no guidelines to outline what Co-management means and how to realistically develop co-management agreements to the satisfaction of all stakeholders concerned.

Co-Management has two clear components which must be taken into consideration:

- **Legal Entities for Co-Management**

There is currently a weakness with regard to policy and legislation on co-management specifically in terms of defining the level of ownership of the management process. PA management agencies have not yet reached the point of collaborating equally and consistently with neighbouring communities when developing their conservation management plans. This can be attributed to the lack of legal agreements between the Park authorities and the communities. Such an agreement would need to define the level of participation as well as the limitations of participation and ultimately, it would inform both parties about their roles and responsibilities.

- **Access and Benefit Sharing**

Communities indicated that there is a need to define benefits as there is a clear lack of understanding of what different beneficiaries perceive as benefits ranging from exemptions to participation in CPPPs.

Communities indicated that:

- When access to economic and tourism opportunities are secured, it is not monitored to ensure that concessions are allocated in terms of BEE principles.
- When concessions are allocated according to BEE principles, there is no monitoring system in place to ensure economically viability and sustainability of concessions.
- The communities contribute to research papers and documentaries but there is no benefit to the communities.

It would therefore seem that whilst there are measures for 'including' communities in certain benefit schemes, they are not necessarily 'benefiting' from these projects and programmes. ***It is therefore essential to analyse what the beneficiaries themselves perceive as benefits to themselves.***

**The task team should be established to:**

- Develop benefit sharing guidelines
- Develop user-friendly guidelines on understanding co-management
- Provide step-by-step manuals to assist Parks with establishing co-management agreement frameworks
- Develop *pro forma* Co-management agreements together with the appropriate legal assistance as a matter of urgency
- Develop *pro forma* Licensing agreements
- Develop Stakeholder Participation guidelines to assist Parks to establish meaningful and active participation of communities in resource management
- Develop capacity building strategies for co-management stakeholders to understand their rights and to exercise power and have the ability to monitor and assess progress with this regard.

## **e. RESOURCE MOBILISATION AND DEPLOYMENT**

The provision of financial support services to PA in South Africa has to be seen against the background of past state intervention in the economy, characterized by distorted financial policies that did not prioritise environmental issues, and institutional impediments. The impact of policies at institutional level has been reported and attributed to poor support services to PCPs by park management due to inadequate fiscal budget.

The new EPWP programme has however created new opportunities for rural communities. The funding mechanism from SRPP available to the P&PP is however distorted as it does not really respond adequately to the objectives and vision of the programme. Post settlement projects within PAs are often sidelined in favour of other developmental initiatives that do not necessarily address the empowerment of PCPs. This can be attributed to lack of integrated or poor communication or integrated planning between the divisions concerned.

Other Government institutions such as the Land Bank, CLCC and department of Agriculture also are a key rural development finance institution with a strong commitment to sustainable rural livelihoods. They offer various financial mechanisms and support to empower PCPs before and beyond settlement for promotion of the responsible resource use, relevant, relevant training of borrowers. For example, the Land Bank has innovative incentives in its lending schemes, such as the Social Accountability Product, which offers rebates if social accountability standards are met.

Funding for programmes such as P&PP and the frameworks within which they operate will however often require financing sources other than government. Many of South Africa's overseas development assistance partners have a focus on natural resources management in relation to poverty eradication and development, or are open to support to this field if the Government affirms its priority. Together with development finance agencies such as DBSA and private sector, they could play a vital role in this regard. These could be approached to develop financial mechanisms to include a focus on technical and financial support relevant to the P&PP. The focus of such a mechanism could include organisational development, training, on the ground project planning and financing, administration and development of guidelines.

The development finance sector will need to be properly analysed and understood and brought into the framework as an important part of the P&PP.

**The Department of Environmental Affairs and Tourism must:**

- Call upon the development assistance community in South Africa and reaffirm the priority that the protected areas has been accorded the Department, within the framework of the “Benefits beyond Boundaries”.
- In addition, the Director General of DEAT must call a donor/private sector conference to discuss and affirm PAs priorities.

The problems associated with the current financial mechanism structure of SRPP necessitates a thorough study that will determine a new strategy for the promotion of sustainable PAs, particularly responding to the new responsibility of post settlement support as per MOA.

**The new financing mechanism from SRPP should therefore:**

- Be linked to the development objectives and proposed structures of the P&PP and but still adhere to the same guidelines and principles.

**A Task Team should be established to:**

- Analyse and understand the focus and funding streams of the development finance sector (donors and private sector) properly and be approached as possible funding partners of the P&PP.
- commission an investigation on the real demand for post settlement (financial) support by the new land owners within PAA;
- Identify pilot projects for implementation of the Land Claims MOA.
- Engage the SRPP for possible restructuring and refocusing of financial intervention in PAs to ensure that it is targeted, cost effective and promote the real empowerment of the PCPs and strategic tool for operationalisation of the MOA.
- Where necessary, promote adequate financing for agencies to reflect the new poverty reductions objectives of the country.

## **Supporting Organisational Capacity**

- Progress reports to the People and Parks Conference should be province specific and according to a specific format.
- The next meeting should provide us with clear provincial operational reports.
- We need a quarterly review to check if plans from this conference are being implemented according to agreements reached.

### **8.3 Strengthened Governance at National and Provincial level for the Integration and Coordination of the People & Parks Programme (Figure 1)**

Strengthening governance issues of PAs calls for integrating and mainstreaming of PAs issues into national and provincial development frameworks. It therefore inevitably calls for a broad participation and ownership of the process by government institutions, civil society, and private sector and development partners. As such the Department of Environmental Affairs and Tourism (DEAT) will with other relevant stakeholders constitute a multi-sectoral structure to undertake the process. For example, DEAT will, through the Protected Areas Forum, provide the oversight and endorse financial resources to facilitate the operations of all these structures. The National Steering Committee, will however, as a subcommittee to the PA Forum, be responsible for the overall process of mainstreaming, partnership building and resource mobilization for P&PP implementation.

#### **Protected Area Forum**

The Protected Area (PA) Forum should be resuscitated to become the national co-ordinating body. The members of the Forum will be drawn from the sectors. It will be chaired by a person to be appointed by the Minister of Environmental Affairs and Tourism, and will form a sub-committee of the Committee for Environmental Co-ordination.

The purpose of the Forum includes:

- will be responsible for the overall process of mainstreaming, partnership building and resource mobilization for P&P implementation;
- to formulate and agree upon the policy, strategy and programme for the implementation of the P&PP, and revise these periodically, on the basis of reports and recommendations from the National Steering (see below)
- to act as a sub-committee of the Coordinating Environmental Committee
- to report to the Minister and the Director General of Environmental Affairs and Tourism.
- maintain South Africa's role in international PA forums, including SADC, NEPAD, and the United Nations,
- Develop the business plan for PAs

- to inform Working Group 1 of the Mintech for DEAT, and thus the Minmec, of progress with implementation of the P&PP and any other issues related to it, and take the advice given by these organs; and
- convene the consultative forum (national P&P conference) as necessary.

The PA forum will meet four times per year.

### **DEAT should (Priority A):**

- commission a thorough review of its goals, purpose, structure and work procedures of the PA forum and on the basis of the findings,
- institute whatever changes that are necessary to ensure:
  - the PA forum becomes more effective at coordinating PA activities that is necessary to promote sustainable PA development in South Africa
  - that the work of the PA forum is conducted by officials of the appropriate seniority and
  - that the National Steering Committee, as a sub-committee of the PA forum, is able to effectively implement P&P programme.
- invite NGO representative as NGO focal point, private sector and Development Finance Institutions to the Forum.
- Invite other relevant national departments, such as Department of Agriculture, Land Affairs, Department of Water Affairs and Forestry to nominate senior officials to the Forum.

As such the PA forum will constitute a structure that will be the “Nedlac” for PAs management. This body, especially DEAT must ensure that there is proper provision for the costs of its operations in the medium-term expenditure framework of the Department of Environmental Affairs and Tourism and provinces respectively.

### **The National Steering Committee for the People and Parks Programme**

The current NSC will remain chaired by DEAT and the main job will be the implementation of the P&PP according to the business plan approved by the PA forum. Implementation of components of the P&PP,



as identified in the Beaufort West action programme will remain the responsibility of the relevant line Departments and agencies.

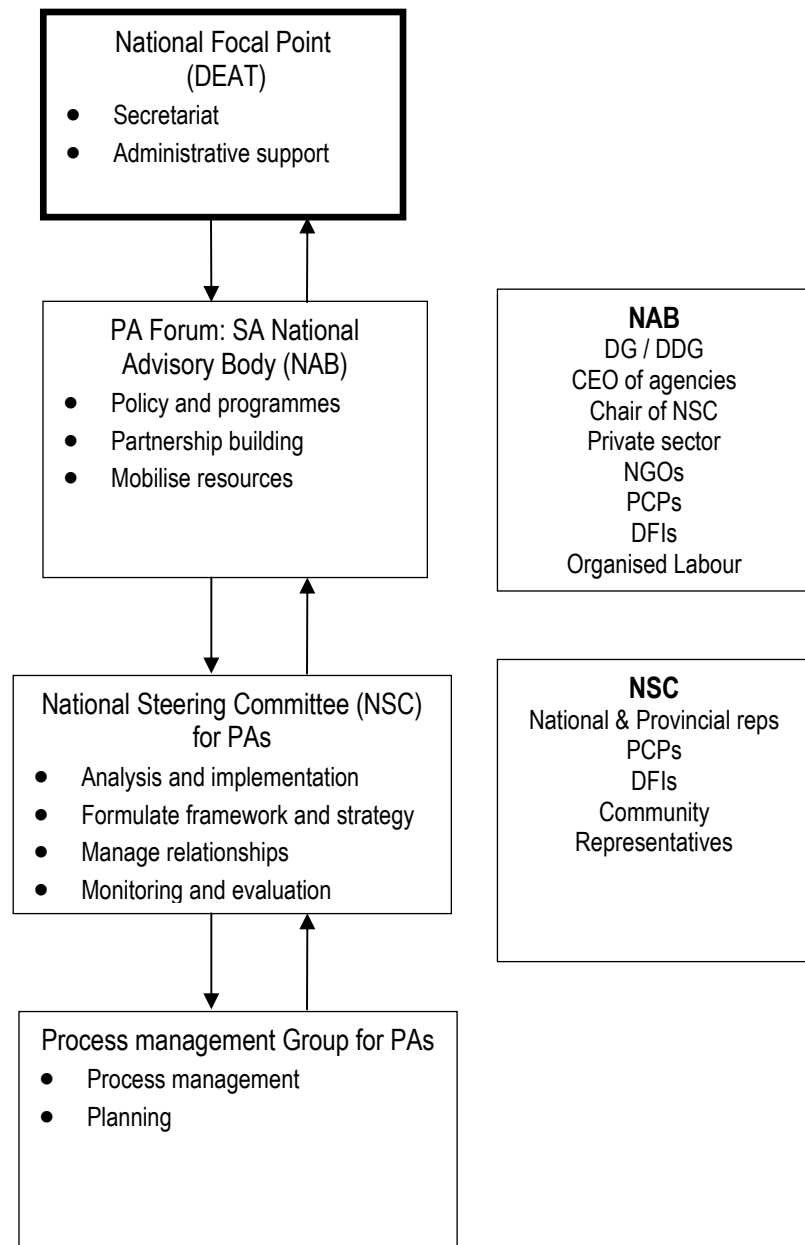
The Director General will invite the National Focal Point for NGOs and community association to assign representatives to the NSC. For the same purpose, the **Ministers of Environmental Affairs and Tourism, SANParks, Provincial Conservation Agencies or Departments, Land Affairs and Agriculture, Provincial and Local Government and Water Affairs and Forestry** will all assign a representatives to the NSC consisting of senior officials.

**The NSC should:**

- manage the implementation of the P&PP;
- To develop a strategy and work program for the P&PP mainstreaming process.
- draft policy, strategy and programmes for the consideration of the PA forum;
- see to the monitoring and evaluation programme for the P&PP,
- provide annual progress reports to the PA forum, and
- procure and manage relevant projects, other than those in the Programmes of line Departments;
- Establish task teams to drive certain activities of the P&PP, such as development of co-management guidelines, as and when necessary;
- Support the establishment and enhancement of provincial people and parks steering committees.

## Proposed Process Management Group

The current Task Team will be reconstituted into a Process Management Group. It will provide backup support for the National Steering Committee in terms of processing information and planning.



**Figure 1:** Institutions in the system of governance for the implementation of the People and Parks Programme. The National Focal Point is the final point of accountability of the country.

## 9. Logical Framework Analysis

Development Objective	Indicators	Means of Verification	Assumptions
The development of competencies of all stakeholders associated with the People and Parks programme through the practice of facilitating sound processes at local level using innovative participatory approaches.			
Immediate Objective	Indicators	Means of Verification	Assumptions
The attainment of efficiency in DEAT's People and Parks programme management through the planning, organizing and monitoring at the programme level, with the objective of satisfying the needs of clients and stakeholders at all levels.	<ul style="list-style-type: none"> <li>▶ An effective and efficient Programme Framework for programmes/projects, based on clearly defined: <ul style="list-style-type: none"> <li>• Programme vision, goals, objectives, etc</li> <li>• Programme scope, content and activities</li> <li>• Programme cycle</li> <li>• DEAT's role and terms of reference (TOR) per programme</li> <li>• Programme Monitoring framework - with responsibility and reporting lines for monitoring; identification of project external and internal monitors</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Operational Plan approved by board of directors and funders</li> <li>• Progress reports</li> <li>• Improved information system</li> <li>• More participation of stakeholders (Lists of participants at meetings)</li> <li>• Staff more productive and motivated</li> </ul>	<ul style="list-style-type: none"> <li>• Committed and adequately skilled staff available to the programme as agreed</li> </ul>
Outputs	Indicators	Means of Verification	Assumptions
<b>1 Revenue Generation</b>	<ul style="list-style-type: none"> <li>• Commitment from funders</li> <li>• More tenders awarded</li> <li>• Service agreements</li> <li>• Better relationships at local government level</li> <li>• MOUs</li> </ul>	<ul style="list-style-type: none"> <li>• Business Plans</li> <li>• Number of contracts secured</li> <li>• Number of contacts maintained</li> <li>• Healthy financial statements</li> <li>• Healthy linkages with IDPs and LED</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of donor funding</li> <li>• Interest of potential partners</li> </ul>

<p><b>2 Marketing and Communication Strategy</b></p>	<ul style="list-style-type: none"> <li>Improved P&amp;P programme across departmental Spheres</li> <li>A joint DEAT/DLA MoA Roll Out Implementation Plan and Supporting Guidelines</li> <li>Improved marketing material (posters, pamphlets)</li> <li>Website reflects organisational progress</li> <li>New articles published</li> <li>Regular updates and reports</li> <li>Frequent meetings</li> <li>Frequent seminars, workshops and conferences</li> </ul>	<ul style="list-style-type: none"> <li>Increased visibility of P&amp;P Programme</li> <li>Increased understanding of DEAT/DLA roles and responsibilities</li> <li>Favourable response from funders</li> <li>Improved Stakeholder dynamics</li> <li>Better communication amongst staff</li> <li>Improved team spirit</li> <li>Staff updated and informed</li> </ul>	<ul style="list-style-type: none"> <li>Availability of funds</li> <li>Committed staff</li> </ul>
<p><b>3 Capacity Building Programme</b></p>	<ul style="list-style-type: none"> <li>Missing skills acquired</li> <li>Roll out of key guidelines (Co-management and M&amp;E)</li> <li>Better understanding of PPPs/CPPPs</li> <li>Understanding of Roles and Responsibilities (Land Reform, Joint Management Boards)</li> <li>Stakeholders more informed, efficient and capable</li> </ul>	<ul style="list-style-type: none"> <li>Skills audit report</li> <li>Workplace Skills Plan developed</li> <li>Staff/Stakeholder Development Plan in Place</li> <li>Post Land Claim Settlement Framework developed</li> <li>Increase in number of functional CPPPs</li> </ul>	<ul style="list-style-type: none"> <li>Staff willingness to incorporate new skills into work approach</li> </ul>
<p><b>4 Product Development</b></p>	<ul style="list-style-type: none"> <li>People and Parks branded</li> <li>Packaging and marketing of new concepts</li> <li>Integrated Tourism Development (PPPs/CPPPs) towards 2010</li> <li>Programmes such as CBNRM, etc now part of the People and Parks initiative</li> <li>Documentation of best practices</li> </ul>	<ul style="list-style-type: none"> <li>People and Parks Marketing material</li> <li>Collaboration between communities and park agencies</li> <li>More PPPs/CPPPs established</li> <li>Best practice guidelines finalized and approved</li> </ul>	<ul style="list-style-type: none"> <li>Material meets accreditation criteria</li> <li>Commitment of staff</li> </ul>

<b>5 Operational Policies and Systems</b>	<ul style="list-style-type: none"> <li>Organisational Policies and Systems reviewed and aligned to mission and values of the DEAT People and Parks Programme</li> <li>Systems audit conducted on existing HR, Organisational systems</li> <li>New policies and systems operational</li> </ul>	<ul style="list-style-type: none"> <li>Reviewed documents approved by the board</li> <li>Reviewed documents accepted by the staff</li> <li>Regular review of policies and systems</li> <li>Policy documents reviewed on an annual basis</li> </ul>	<ul style="list-style-type: none"> <li>Staff cooperation with new policies and systems</li> </ul>
<b>6 Institutional Development</b>	<ul style="list-style-type: none"> <li>Strong communication links with relevant Departments</li> <li>Links with other training and research institutions</li> <li>Partnership agreements</li> <li>MoUs e.g Deat/DLA or interdepartmental MoUs</li> </ul>	<ul style="list-style-type: none"> <li>Regular reports and updates</li> <li>Number of MoUs, partnerships</li> <li>Level of interest from strategic partners</li> <li>Linkages maintained</li> </ul>	<ul style="list-style-type: none"> <li>Identified partners are willing to collaborate</li> <li>Staff commitment</li> </ul>
<b>7 Transformation Charter – Implementation Framework</b>	<ul style="list-style-type: none"> <li>Draft Document Produced</li> <li>Widespread input into the Framework document</li> <li>Mainstreaming of the principles of the Charter</li> </ul>	<ul style="list-style-type: none"> <li>Draft Document</li> <li>Document ratified</li> <li>Principles of charter appear in workplans</li> </ul>	<ul style="list-style-type: none"> <li>Staff Commitment</li> <li>Staff buy-in into the principles of the charter.</li> </ul>

**10. Action Programme**

<b>Activities</b>	<b>Responsibility</b>	<b>Timeframe</b>	<b>Budget</b>
<b>1 Revenue Generation</b>			
1.1 Identify strategic partners, sponsors, cofunders and Relevant stakeholders	• <b>UNDER CONSTRUCTION!</b>	• <b>UNDER CONSTRUCTION!</b>	<b>UNDER CONSTRUCTION!</b>
1.2 Develop framework documents and MOUs including key technical information	•	•	
1.3 Develop systems communication and collaboration	•	•	
1.4 Design Monitoring and Feedback systems	•	•	
<b>2 Marketing and Communication Strategy</b>			
2.1 Develop communication strategy	•	•	
2.2 Develop text and material for promotion of programme vision, mission, mandates, deliverables, programmes and facilities	•	•	
2.3 Determine marketing matrix and distribution channels	•	•	
2.4 Produce and disseminate information material	•	•	
<b>3 Capacity Building</b>			
3.1 Develop Staff/Stakeholder capacity building programme/staff enhancement programme	•	•	
3.2 Develop curriculum for roll out of Protected Areas Act	•	•	
3.2 Roll out Protected Areas Act (Nationally, Provincially and Locally)	•	•	
3.3 Develop Guidelines (Co-Management, M&E and PPP/CPPP)	•	•	
3.4 Develop Roll-Out Programme	•	•	

3.5	Schedule of Workshops and Meetings (Land Reform Workshop)	•	•		
3.6	Schedule regular update meetings	•	•		
<b>4 Product Development</b>					
4.1	Evaluate current programmes and projects	•	•		
4.2	Documentation of best practices	•	•		
4.3	Packaging and marketing of new concepts Integrated Tourism Development (CPPPs) towards 2010	•	•		
4.4	Integrate programmes such as CBNRM, into the People and Parks initiative	•	•		
<b>5 Operational Policies and Systems in Place</b>					
5.1	Analyse existing policies and systems to determine gaps or deficiencies	•	•		
5.2	Develop revised organisational management framework (Roles and Responsibilities)	•	•		
5.3	Develop improved policy document		•		
5.4	Upgrade existing operational systems incl. administrative, monitoring, reporting, communication structures etc.	•	•		
<b>6 Institutional Development</b>					
6.1	Analyse internal and external institutional structures	•	•		
6.2	Objectively recommend alternative structures (At National, Provincial and Local Level)	•	•		

6.3	Revise institutional policies in line with product development	•	•		
Transformation Charter					
7.1	Develop draft document	•	•		
7.2	Circulate document widely for comment	•	•		
7.3	Edit and redraft comment	•	•		
7.4	Present final draft to MinMec for ratification	•	•		



# 11. Planning Matrix (for discussion purposes only)

Outputs / Activities	2007	2008	2009	2010	2011
<b>1. Revenue Generation</b> 1.1 Identify strategic partners, sponsors, co-funders and relevant stakeholders 1.2 Develop framework documents and MOUs	<div></div> <div></div> <div></div> <div></div>	<div></div> <div></div> <div></div> <div></div>			
<b>2. Marketing and Communication Strategy</b> 2.1 Develop communication strategy 2.2 Promote Programmes vision, mission, mandates, deliverables, activities and events 2.3 Determine marketing matrix and distribution channels <b>2.4 Produce and disseminate information material</b>	<div></div> <div></div> <div></div> <div></div>	<div></div> <div></div> <div></div> <div></div>			
<b>3 Capacity Building</b> 3.1 Develop Staff/Stakeholder capacity building programme/enhancement programme 3.2 Develop curriculum for roll out of PAA 3.2 Roll out Protected Areas Act (Nationally, Provincially and Locally) 3.3 Roll out MoA and supporting guidelines 3.4 Develop Guidelines (Co-Management, M&E and PPP/CPPP) 3.5 Develop Roll-Out Programme 3.6 Schedule Workshops and Meetings (e.g. Land Reform Workshop) 3.7 Schedule regular update meetings: □□□□□□□□□□	<div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div>	<div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div>			
<b>4. Product Development</b> 4.1 Evaluate current programmes and projects 4.2 Assess institutional strengths, scope and opportunities 4.3 Conduct needs analysis in line with organisation's mandate, mission and objectives 4.4 Develop products in line with developmental needs and organisational capacity	<div></div> <div></div> <div></div> <div></div> <div></div>	<div></div> <div></div> <div></div> <div></div> <div></div>			
<b>5. Operational Policies and Systems</b> 5.1 Analyse existing policies and systems to determine gaps or deficiencies 5.2 Develop revised organisational management framework (Clarify Roles and Responsibilities) 5.3 Develop improved policy document 5.4 Upgrade existing operational systems incl. administrative, monitoring, reporting, communication structures etc.	<div></div> <div></div> <div></div> <div></div> <div></div>	<div></div> <div></div> <div></div> <div></div> <div></div>			
<b>6. Institutional Development</b> 6.1 Analyse internal and external institutional structures 6.2 Objectively recommend alternative structures 6.3 Revise institutional policies in line with product development 6.4 Development of Transformation Charter/Framework Document	<div></div> <div></div> <div></div> <div></div> <div></div>	<div></div> <div></div> <div></div> <div></div> <div></div>			

**ANNEX 1  
PROGRAMME**

**DAY 1 SUNDAY, 29 OCTOBER 2006**

<b>Arrival and Registration</b>		
15:00 – 18:00	All delegates arrive and register (Check in at <u>accommodation</u> is delegates' own responsibility) <b>Prepare Posters in Exhibition Display Area</b>	Ms Suzette De Wet (IUCN)
17:00 – 19:00	<i>Meeting of Working Group Facilitators and Resource People</i>	Mr Ntja Mapheelle
<b>19:00</b>	<b>FORMAL DINNER &amp; ENTERTAINMENT AT KAROO NATIONAL PARK</b>	<b>Hosted by Ms Rejoice Mabudafhasi Deputy Minister: DEAT</b>

## DAY 2 MONDAY, 30 OCTOBER 2006

<b>Late registration: All delegates not registered before must register</b>		
07:00 – 08:00		
<b>Session 1: Objectives of Conference and Introduction of Speakers</b>		MC: Fundisile Mketeni DG: DEAT
8:00 – 8:15	Welcome of Delegates	Mayor P Long
8:15 – 8:30	Message of Support	Ms T Essop (MEC:WC)
8:30 – 9:00	Land Reform and Conservation	Mr Thozi Gwanya (Chief Commissioner –CLCC)
9.30-10:00	Keynote Address	Ms Rejoice Mabudafhasi (Deputy Minister – DEAT)
<b>10:30 – 11:00 TEA (Media Briefing)</b>		
<b>Session 2: Feedback on the People and Parks Action Plan</b>		Mr Ntja Mapheelle
11:00 – 11:45	Recap and Progress to Date (Consolidated by Nelisa Environmental and Development Consultants)	MC: Fundisile Mketeni Biodiversity and Conservation (DDG: DEAT)
11:45 – 12:45	OPEN SESSION (All Delegates)	Mr Ntja Mapheelle
<b>12:15 – 13:30 LUNCH (Community Meeting)</b>		
13:30 – 15:30	Community Feedback and Discussion	Elected Community Representative
<b>15:30 – 15:50 TEA</b>		
<b>WORKING GROUPS</b>		
15:50 – 18:00	<ul style="list-style-type: none"> <li>Funding and Mainstreaming</li> <li>Institutional Capacity Building</li> <li>Linking into the Landscape</li> <li>Protected Area Expansion</li> <li>Land Reform and Protected Areas</li> <li>Benefits beyond Boundaries</li> </ul>	Working Group Facilitators & Resource People
(All sessions to include indicators for Most Significant Change – M&E)		
18:00-19:00	WORKING GROUP FACILITATORS & RESOURCE PEOPLE MEET	
19:00	<b>DINNER AT KAROO NATIONAL PARK</b>	

### DAY 3 TUESDAY, 31 OCTOBER 2006

<b>Session 3:</b>	<b>FEEDBACK</b>	Mr Ntja Mapheelle
8:00 – 8:10	Welcome and announcements	
8:10 – 9:00	The National Heritage Transformation Charter	Prof Nkondo National Heritage Council
8:10 – 10:00	Feedback from Group Sessions	Working Group Rapporteurs
<b>10:00 – 10:30</b>	<b>TEA</b>	
<b>Session 4: Plenary</b>		Ms Skumsa Mancotywa
10:30 – 12:45	ACTIVATING THE ACTION PLAN	
<b>13:00 – 14:00</b>	<b><u>LUNCH</u></b>	
14:00 – 14:30	The National Charter	Mr Fundisile Mketeni
14:30 – 15:00	The Way Forward	Ms Skumsa Mancotywa
15:00 – 15:30	Conference Wrap Up and Closure	Mr Fundisile Mketeni
<b>15:30 – 16:00</b>	<b>TEA</b>	
	Slide Show: “Wonderful World”	
<b>19:00</b>	<b>BRAAI AT THE KAROO NATIONAL PARK</b>	

## ANNEX 2

### SPEECHES PRESENTED BY HONORARY GUESTS

#### 1. Speech Delivered by Hon. Peter Long, Mayor of Beaufort West

It is indeed a joy for me on behalf of the Council of Beaufort West and the citizens of Beaufort West to welcome the Minister and her team in our beloved town, Beaufort West, the heart of the Karoo.

Deputy Minister it's my sincere hope that our deliberations today will contribute:

To achieving a more caring, more compassionate community.

A community with imagination to achieve solidarity, freedom from poverty and human dignity.

A community that nurtures its children, that respects and cherish the elderly.

Deputy Minister its my sincere hope that you will enjoy your stay in Beaufort West and our gratitude for your ongoing and passionate support in our dream to overcome the despair, the fear and the feeling of powerlessness.

During deliberation with the people it's my sincere hope that we will really try to:

- ⇒ Go to the people
- ⇒ Live with them
- ⇒ Learn from them
- ⇒ Start from where they are
- ⇒ Work with them
- ⇒ And build on what they have

It is my sincere hope that your stay here will be fusion of pleasure and that you will take with you a variety of memorable events which are not the same as Cape Town or Durban, which are unique to the Karoo.

Deputy Minister, our deliberations with our communities must give empetus to the President's age of hope and when you leave Beaufort West peoples, today must be better than their yesterdays and that the South African National Parks will be closer to the people and be experienced in that way. Furthermore that we all will work together in the spirit of Vukuzenzele to create a better life for all our children which are the fruit of our labour and dreams.

Ek dank u – Thank you – Inkosi khakulu

#### 2. MEC- WESTERN CAPE SPEECH

#### 3. Speech Delivered by Mr Thozi Gwanya, Chief Commissioner (Land Claims Commission)

##### PEOPLE & PARKS and RESTITUTION

##### Under the Rule of Law,

##### Protection Of Environment

- S24 of Constitution: environmental protection
- Right to healthy environment, free of harm

- Protected environment for benefit of future generations thru :
- Prevention of pollution & ecological degradation
- Promoting conservation
- Secure ecologically sustainable development and use of natural resources, just economic & social development.

### **Land Reform In SA**

- Redistribution - {addressing the 87: 13% debate}
- Restitution Act 22 of 1994 as amended (redress)
- Dispossession after 19 June 1913
- Claim lodged by 31 December 1998
- Racially discriminatory laws and practices
- Just and equitable redress
- Tenure Reform {ownership/title}
- Target is to redistribute 30% of white-owned agricultural land by 2014. About 85 million hectares are agricultural land & thus 30% is about 25.5 million ha. So far we have delivered 3.5/ 25.5 = **13.73%**.

### **Purpose of Restitution**

- Provide equitable redress to victims of racial land dispossession
- Provide access to rights in land, including land ownership and sustainable development.
- Foster national reconciliation and stability.
- Improve household welfare, underpinning economic growth, contributing to poverty alleviation and improved quality of life"

### **Restitution Process**

Land Delivery in Hectares

### **Settled Land Claims In Protected Areas**

Mbangweni (KwaZulu-Natal)

- Mbila (KwaZulu-Natal)
- Mabaso (KwaZulu-Natal)
- Bhangazi (KwaZulu-Natal)
- Dwesa and Cwebe Nature Reserve
- (Eastern Cape)
- Mkambati Nature Reserve (Eastern Cape)

Khomani San (Northern Cape)

- Riemvasmaak phase 1 (Northern Cape)
- Sydney on Vaal (Northern Cape)
- Mahlabane Community (Mpumalanga)
- Palmietfontein farm claim (Free State)
- Tale Gamorudu (Limpopo)

Kgopong Legal (Limpopo)

- Bakgatla ba Mmakau Ba Ha Habedi (North-West)
- Bakwena Ba Mogopa Ba Bethanie (Snymansdrift – North West)
- Bakwena Ba Mogopa Ba Bethanie (Vogelfontein – North West)

Bakwena Ba Mogopa Ba Bethanie (Zanddrift – North West)

- Baphalane Ba Sesobe (North West)
- Barokologadi Ba Maotoe (North West)
- Bakgatla Ba Kgafela
- (Moloto family – North West)

### **Outstanding Land Claims In Protected Areas**

Ngwenya – KZN (valuation stage)

- Ugu – KZN (valuation stage)
- Riemvasmaak Phase 2 – Northern Cape (Gazetting stage)
- Covie community claim – Western Cape (Development & Planning stage)

Songimvelo community – Mpumalanga (Gazetted; Valuation done)

- Mancamane Swazi nation – Mpumalanga (Gazetted)
- Morokashoek and Groothoek – Free State (Free State)
- Madonsi Tribe – Limpopo
- (Investigation stage)

Machete community – Limpopo

(Validation stage)

- Barolong Boo Modiboa – North West (Negotiations)
- Batlhaping Ba Phuduhuchwane -
- North West (Negotiations)

### **MoA: DLA and DEAT**

- Inter-Governmental Relations Framework
- Cooperative Governance, c3 s41 of Constitution
- Claimant Community to protect bio-diversity/ conservation
- Negotiations on how best to settle these claims on conservation started in 2001/2, reviewed discussions in Feb 2005

### **Principles of the MoU**

- Collaboration: establish a common approach to Land Claims
- Commitment to work within framework in settling claims in Protected Areas.
- Co-operation and consistent approach in all phases of restitution process.
- Continuity for generations to come. Conservation for life. (notorial deed)
- Ownership without physical occupation, and other restrictions does not compromise conservation & management of Protected Areas

- Co-management of Protected Areas must be sustainable, effective and compatible with conservation and development mandates
- Settlement should uphold principles of economic viability, financial sustainability and holistic management of Protected Areas
- Tangible and realistic Beneficiation for claimants
- Equitable restoration
- Post-settlement land use compatible with biodiversity conservation and Protected Areas legislation
- Integrated management of Protected Areas
- Settlements compatible with applicable legislation and policy
- Access Rights awarded be clearly defined
- Ecological integrity of the Protected Area shall be upheld

#### **Areas of Agreement**

- Claimants associations represented in management structures appointed by DEAT Minister.
- Implementation of Broad based Black Economic Empowerment (BBEE)
- Regulated Access Rights to Protected Areas
- Management plan of the Protected Area shall recognise the principles of the MoA.
- Areas of Agreement cont..
- Existing Management Authority continue until review by DEAT Minister.
- Beneficiation of claimants not compromise financial stability of the Protected Area.
- Restored land may not be alienated other than to the State or competent authority recognised by the State.

#### **Roles, Responsibilities and Obligations: DLA/ Commission**

- Lead responsibility for resolution of the land claims in line with legislation:
  - engage DEAT and relevant Management Authorities towards finalisation of claims in Protected Areas.
- Facilitate negotiations for packaging of land claims in line with the Agreed Position
- Facilitate transfer of land to duly established legal entity of the claimants
- Monitor implementation of Settlement Agreement
- Facilitate establishment of landowners association to ensure representation in management structures
- Adhere to principles of co-operative governance

#### **Roles, Responsibilities and Obligations: DEAT/ Authority**

- Lead responsibility for implementation of Settlement Agreement in line with legislation:
  - Continue to manage, maintain and develop Protected Area during negotiations
  - Adhere to principles of co-operative governance
- maintain a representative network of Protected Areas on State and community/private land
- promote sustainable utilisation of Protected Areas to preserve ecological character of the area
- ensure and promote participation of local communities (co-management)  
responsibility for management of Protected Area through relevant authority to ensure effective cooperation with DLA towards finalisation of claims
- undertake scoping exercise to determine economic activities to be undertaken on restored land.



## Key Strategic Partners

Contribution to AsgiSA

## Conclusion

- No contradiction between the World Heritage Convention, National Environmental Management legislation and Restitution Act
- MOA is an attempt to find a working balance between putting land rights in the right hands and maintaining bio-diversity, conservation and heritage
- Both DLA and DEAT are custodians of priorities of Government hence the need for collaboration.
- Mutual respect between Claimants & Managers of Parks is critical for effective biodiversity, conservation, economic growth, holistic and coherent management.
- Good progress has been made with land claims that have been settled, we can only perfect the model thru project specific agreements.
- The ownership of conservation land by the People brings substance to the concept of "People and Parks". We as SA should develop best practice on this model so that the whole world could depart from old tradition & perceptions that parks are the preserve & privilege of the "civilized" (Richsterveld NC)

## 4. Speech Presented by Mr. JP Louw on Indalo Yethu Project

### How InY was established

- Is a legacy project of WSSD which was held in 2002 (*i.e. the Greening WSSD Campaign*)
- Post WSSD research was conducted to assess impact of campaign and explore possibilities of taking it forward
- Research covered
  - Consumer Research (broad range in SA)
  - Stakeholder dialogues (Gov, private, NGO)
  - WSSD + 2
- The research called for a strategy which should promote a generic environmental activist message carried through mass communication channels
- At the same time it must promote specific messages through channels that reach geographic communities and communities of interest
- All messages should have a common tone and must be premised on a CALL TO ACTION!

### Our Areas of Interest

- InY was therefore established as a trust with prominent South Africans as board members and with initial funding (R 20m) from Government (DEAT)

### InY is expected to :-

- Design and implement extensive mass communications, outreach and awareness campaigns;
- Design and implement a brand endorsement programme; and
- Design and implement capacity building and education programmes

### What we are about

InY IS A CAMPAIGN that essentially seeks to promote the appreciation of responsible environmental action & ACTIVISM as a critical part and contributor in the accepted daily lives of all South Africans. This means reaching policy makers (e.g. ASGISA-types), private sector, civil society formations, communities, young people and women. Essentially all sectors of society within the context of their normal daily lives

To encourage and promote environmental activism amongst SA communities, business and government

**Projects & programmes we might undertake include:-**

- Define environmentally sound standards/templates (e.g. greening of events like 2010 & Tourism Indaba; structure & content of sustainability reports)
- Partnerships to improve sale of environmentally sound products;
- PR, advertising, outreach & marketing interventions linked to current issues;
- Education & training partnerships;

**Progress Made**

- Primarily all staff have been appointed with offices established in Centurion. All staff to report for work by 01/12/2006
  - Tender for a marketing, communications, advertising, outreach and brand development service provider(s) has been issued and allocated
  - Started engaging various parties (eg tertiary institutions, airlines, business, etc.) about possible partnerships
  - Meeting various interest groups to encourage collective programme design aimed at sustainable development interventions
- **PROGRAMME ROLLOUT SET FOR NEXT YEAR!!!**

## **5. Prof Nkondo's Speech**

**Let me start where all teachers should start and that's how to understand the source of this mandate.** As you begin to work through the charter process in your sector, identify where the mandate to do so comes, where does this mandate come from. It obviously comes from government, and because it comes from government it has the following standard implications:

It is part of the national policy review process and because it is part of that process it has to address concerns regarding policy impact, concerns about implementation structures and mechanisms, concerns about efficiency and effectiveness in the last 12 years, and these usually, as it is doing in our case lead to more vigilant monitoring and evaluation mechanism. At the tale end of this process you find yourself needing to firm up on monitoring and evaluation mechanisms. In fact you find yourself needing to create new conditions for inculcating a new performance culture.

Government driven review processes ring the bell repeatedly on the need for greater efficiency, the need for greater effectiveness, which include, almost always, cost effectiveness. When govt assess its policy, the first thing it wants to know whether its getting value for money, returns on investments 12 years after, that's why it is insistent on greater efficiency and insistent on greater effectiveness preoccupied in fact with greater cost effectiveness. That's what distinguishes these review process from other processes.

Its called usually in the business and literature an administrative review process. When govt says please prepare a charter for this and that they want you to concentrate mainly on the quality and dynamics of administration and management.

It differs from the judicial review process which is usually instigated by the judiciary and is after finding out whether laws have been violated by policy, whether laws have been violated in the process of implementation policy and with the constitutional state this process is very very serious. Its rare that it does so but it does and has done so in the past 12 years, but this is not the function of this process.

There is another process; it is called the political review process. Usually this is prompted by opposition parties trying to contest policies and using this to mobilise the masses preparing for elections. But we are here asked by government to do a rigorous and comprehensive administrative review process testing for efficiency, testing for effectiveness, testing for greater and greater levels of performance.

However it does occur occasionally that this type of process, as you go through the parks act or that act or that policy in your sector, you tend to develop a deeper understanding of your own policy it leads to what is called "Policy Learning" – greater understanding of policies and there are times when the process leads to major policy shifts. I'm part of a team that is assisting the City of Tshwane to develop a new growth strategy and in this process we've found it necessary to suggest a major policy shifts. So even in this case if you are rigorous enough you might find yourself suggesting to the minister that certain policy shifts are necessary if current national imperatives are to be achieved. So, it may not be purely administrative, it may be so comprehensive that it leads to a policy shift.

### **What are the key elements of the transformation charter process?**

We have consulted various actors in other charters, we consulted Advocate Mpofu who was in charge of the ICT charter, we consulted the one who was in charge of the mining charter and other actors in the charter process and what I am presenting to you is really the sum total of the lessons that we have learned that these are the core element of the charter process they provide the basic grammar for your thinking and your strategies

You have to start with an overview, perhaps much more than an overview, a deeper understanding of the historical and policy context in which the national parks charter is to be located.

Its got to be framed, its got to be disciplined by national policies, it can not stand in its own season because the government wants it to be integrated into its key national imperatives. So you've got to work out very carefully where you are, where you want to locate yourself in the total historical and policy context. I want to suggest the following, that its necessary to have a careful study of the following docs:

National Sectoral Policy, go back to the national parks very carefully, go back to the appropriate white paper but move beyond that – look very carefully at the 10 year review because you are going to need it what prompts this charter is the lessons gained from the 10 yr review , the lessons gained also from the micro social reports, which is perhaps one of the best reports I have ever read which comes from government, a brilliant analysis social status of our country in all its dimensions you need that because the national parks is part of our culture.

You have to go back and refresh your understanding of the RDP because everything that we do whether in housing, national parks, education.

So we've got to go to school again to the RDP, its very important because these documents provide what we want to call the conceptual and strategic framework for the National Parks Charter, we'll provide that. Without that you won't have any context, you wont have any frame of reference it's important that this be done as a matter of urgency.

Also note that the transformation charter process has to do with an assessment of policy in action. We are very far away from 1995, where the national parks act and other acts were promulgated, very far away from that. Now we are dealing with policy in action in the last 12 years and we are expected to benefit from hind site and also from significant changes in the state of the nation. Don't say this is what we did in 1995; this is how we conceptualised the problem in 1995. We are 12 years away from that. Policy in action in the context of our own sector - this is what we are expected to do.

And almost immediately, you will have to do a comprehensive audit of the state of the sector in the context of the national policy imperatives as outlined in the RDP. I have to emphasise this, everything we do in the national parks charter has to be related to national policy imperatives most of which are articulated in the RDP. Let me remind of what you already know.

It's important that the provision of your charter has something to do with meeting basic needs and infrastructure development.

Tell us how the transformation of the nation parks policy and its programmes will enhance of the most basis of RDP principles meeting basic needs and if you don't do this that charter will have no relevance because that's where the nation is, 12 years later our government has done a lot of work to meet the most basic of these imperatives, but there's more work to be done.

The second challenge is how this sector will help in building the economy in such a way that the nation will be able to redress eco disparities. National parks used to be an upper class enterprise, upper class people who could afford leisure and so on and used the majority as labour. When you transform it make sure that the historically marginalized people of this country are integrated into strategies for economic growth. I won't go into it, but spell it out articulate it within the confines of your own sector which is national parks.

I won't go into detail but you must spell it out, articulate it within the confines of your own sector which is national parks. I'll come back to it later.

The next imperative and this is very elusive because it's very subtle it tends to be qualitative in its form, democratising the state as well as society. This is one of the most elusive imperatives. If you have read the macro social report you'll find that even government is concerned about the elusiveness of this imperative. How will the national parks charter help us as a country to democratise this? What does it really mean in fact?

It means ensuring greater and greater participation by ordinary people in the decision making bodies and policies of this sector. When you want to transform this, when you say there is the national parks here in the Karoo, but how many unemployed poor people or chronically unemployable people, how much access have they had in the past 12 years to these beautiful national parks or are these parks just the national preserves of the mighty most of whom come from overseas.

This is a challenge, we have beautiful national parks but this land belongs to all of us who live in it but you must make sure that those who are excluded from access to these national resources, these people are integrated. That integration needs a lot of microscopic detail but it needs a lot of strong politics also. It is important that we look at this very carefully. And in fact the charter process will succeed or fail to the extent which it addresses this issue.

Move on to say there is also nation building. Nation building usually focuses on symbolism, on rituals and on ceremonies. But in this case it's go to focus on the sovereignty of the people, their participation its got to focus on the extent on which we are going to narrow the gap between the first economy and the second economy. Not just symbolism, great music, great dances but the actual material of daily living.

Human resource development, make sure one thing that I've realised is that this sector like so many other sectors has a problem with skill both low level and middle level skills as well as high level skills, what we are trying to do in this sector is to use it to capture that spectrum of skill because the parks industry is high calibre. It can be first economy and it may need upper class calibre skills. Also because it has to do with empowerment to make sure that ordinary people have their skills too so we are trying to capture a whole spectrum of diverse market needs and skills. How are we going to do this? It is important that we do this.

Central and then of course at the end of this charter, when you've done all this great work you've got to come down and say how are we going to implement these things. We have great policies one of the best policy networks in the world, everybody knows it, and this country has done very well. But where we have failed, we've has many successes but where we've failed in the last 12 years, because we fail to monitor the implementation of our policies. That's why 6 months ago the President put together a 5 day strategic planning workshop driven by the World Bank when we were trying to set up a monitoring and evaluation unit in his office.

That is what you are supposed to do. At the end of the charter say how are we going to implement this? How are we going to monitor performance, how are we going to chase out inefficiencies, in a rigorous manner because without this strategy the policy will just be simply academic and rhetorical. What does this mean and it's important that we sort this out. We've got to move away from policy guidelines to real enforcement and I'm talking to the people in charge of this department

But much more fundamental and this is within our range, is inadequate investment in people. If you can do a comprehensive skill audit sector, there are so many skills gaps, the sector needs so much. How do you come to know about that? Its important comrades to study very carefully the national labour market index, the national labour market projections to know exactly what the market needs. What kind of skills what kind of tasks, in the next 10 years. Such an index is available. You've got to go beyond that, to say at provincial level, every province has a provincial labour market index. Locate your skills audit within those frameworks. Its important, unless we deal with capacity building particularly among the historically marginalised there's going to be no transformation within the national parks we need capacity, we need capacity, not only low level capacity, high level capacity, because we have 2 economies here and our capacity building must bridge that gap between the 1<sup>st</sup> and the 2<sup>nd</sup> economy.

Let me move toward closure.

Investment in people by the way means also investing in their culture. It is important that we look at the matter of culture. Our President in the last year or so has come back to remind us now and again that perhaps a time has come for us to look at culture as a macro public policy issue. He has even identified a central African virtue called *ubuntu* and we say: "What?". How would, If say we tried to integrate this African value into our public policy what improvements would it have. A time has come for us to look at culture as a macro public policy matter and not just as something sectoral on margins, an after dinner entertainment work. Culture is extremely important and I'll come back to that at question time.

So we want to propose lastly this framework, there's a basic framework for transformation. I think if not the first section should look at the transformation of national parks within the human rights paradigm, all transformations in this country are driven by the human rights paradigm and we found this paradigm so beautifully enshrined in the bill of rights. Will it assist you in re-conceptualising your policies?

Transformation must go back to figure out how the basic needs can be met through your sector. The responsibility of the state in this nature should be re-assessed and the contribution of the government partners should also be assessed. There is what is called responsible tourism. If you go back to the white paper of tourism there is a whole beautiful section of responsible tourism. How can you use that to advance social economic upliftment? This is the challenge facing you here at this conference.

## ANNEX 3

### FEEDBACK FROM GROUP SESSIONS

#### A. BENEFITS BEYOND BOUNDARIES

There was a discussion about the meaning of "benefits beyond boundaries". The group agreed that the theme refers to benefits accrued beyond the physical borders of the protected area.

##### **Protected Areas Act**

Section 50 (1)(b) of the PAA deals with access and benefits however more explicit guidelines will be contained in the ABS regulations to be published soon. Communities have raised the fact that a lack of understanding of the Act can have a direct negative impact on the benefits accommodated on the Act.

##### **Processes and Systems to be Developed by PA Agencies to Measure Sustainable Resource Harvesting**

- Progressive management plans as per the PAA prescribed format has provided full community involvement and participation would cater for agreements and licenses on sustainable resource harvesting.
- Zonation of the PA without participation and involvement of the resource user groups will lead into areas zoned not being beneficial to the communities.

##### **More Involvement of Neighbouring Communities in the Economic Activities of the Parks**

- There needs to be a paradigm shift from Park management to maximize community economic benefits.
- This includes feasibility studies as a pre requisite amongst others to form a basis for a sustainable economic activity.

##### **Accommodating Specific Interest Groups and the Definition and Sharing of Accrued Benefits from Protected Areas**

- There needs to be a thorough stakeholder identification and engagement process that will culminate into the least of interest groups to be consulted.
- Over protecting certain species could lead to under protecting others, which would lead to some species being extinct.
- Information sharing with the communities about the accrued benefits is essential.

##### **The Success of the zonation ideas in the PA Act in Addressing access and benefits sharing**

- Due to the fact that most conservation agencies having failed to meet the dead line for submission of the PA management plans and with the ABS to be gazetted soon, it was premature to respond to the question.

##### **Linking PA more effectively to Municipal LED Plans?**

- Ongoing participation and involvement by PA agencies in the IDP processes increased engagement with LED officials CDW.
- Being pro-active and ensuring that the projects and initiative identified bring a win-win solution to both Local authorities and PA agencies to participate in the Local authorities structures that deals with the LED matters.

##### **Most Significant Changes that will bring about the desired change in advancing the benefits to the communities and their interest**

- Conservation agencies, government departments need to account for the action plan implementation progress and lack of progress thereof.
- This accountability needs to filter down to the parks managers who have got influence and control on what goes on at the park level.
- Increased capacity building on issues of co-management, benefit sharing, sustainable harvesting, and ABS regulations.

## **B. FUNDING AND MAINSTREAMING**

### **Types Of Projects**

- Tourism services – non core park business (SMMEs such as transport, garden maintenance, laundry, etc)
- Capacity Building (e.g establishment of community legal structures)
- Infrastructure Development (as equity on behalf of communities)
- Environmental Rehab & Remediation
- Land and Biodiversity Rehabilitation
- Resource Conservation
- Natural Resources Management education and training

### **Funding Sources**

- Self-Funding (Tourism, Entrance fees)
- Corporate Funding
- Donor Funding
- Poverty Relief Funding
- Local Authorities & Government fiscal budget

### **Challenges To Access Funding**

- Intense competition to obtain funding
- Complex procedures of funders
- Conditions of funding
- Access to information by communities
- Low Levels of trust in communities ability by funders
- Not all parks are "Big Five"
- Capacity to identify and develop bankable business plans
- Conservation/environmental projects not prioritized by local government
- Poor infrastructure (e.g. access roads) & poor aesthetics
- PPP/BBBEE requirements & compliance

### **Current Funding Sources**

- Local Authorities (LED) and government fiscas
- Self-funding
- Poverty Relief funding
- Corporate funding
- Donor funding

### ***Mechanisms***

#### **Poverty Relief**

- Projects complying to EPWP principles
- (labour-intensive, job-creation, skills development)
- NB new People and Parks projects to become compliant

#### **Changes At Agency Level**

- Streamlining of functions and budgets across agency divisions
- Streamlining of functions and budgets across government spheres
- Improve communication with clients & stakeholders
- Effective & empowered local structures (boards, fora)
- Adequate and Appropriate resourcing of Agencies
- Capacitate communities to be engaged in PA management (not day to day operations)

### **Policy Framework**

- Need for a programmatic policy framework with
- clear principles and implementation areas
- Public participation
- Active community involvement in co-management
- Transparency
- Joint Planning (including monitoring)
- User-friendly policies

### **Post Settlement Support Funds**

- Establish DEAT post settlement support model.
- Capacity building on co-management
- Provision of basic infrastructure
- Establishment of SMMEs
- Development of post settlement support plan & strategies
- National Guidelines on post settlement

### **Significant Changes Desired**

- Management plans reflect the key issues listed
- Financial provision to activate these issues
- People & Parks issues tabled at IDP & LED forums
- Capacity Building programmes addressing these issues are developed & rolled out
- Validation of claims
- Land Reform Plans
- Availability of Title deeds
- Use of appropriate names for plots instead of codes when processing claims

## **C LINKING INTO THE LANDSCAPE**

### Definitions:

Landscape: surrounding areas, geographical context & location, the environment as :socio-political, economic and biophysical. (sustainability)

Synonyms of landscape: scenery, countryside, land, site, scene, setting, background, backdrop, conditions, environment, surroundings. (Source: Computer dictionary)

"The group understood the topic as relating to the interrelationship between PA s and the surrounding environment or landscape. Development or underdevelopment can be a feature of a particular landscape. Furthermore, biodiversity integrity and/or environmental degradation can be recognizable from a particular landscape. Prosperity and or poverty also can characterize the landscape". An aerial view and an aerial photograph can better depict a particular landscape. [analogy of us in hall-balcony view]

**IDP:** Integrated Development Plan: a five year plan that each municipality is required to compile in terms of the Municipal Systems Act, 2000. The IDP is for developmental Local Government for service delivery, infrastructure development, economic, social cohesion and other sector specific development including the environmental and the tourism-ecotourism sectors. All spheres of Government need to align their sector plans with the municipal IDPs. The IDP is linked to annual budgets of municipalities (revised yearly +MTEF & PFMA)

**L.E.D:** Local Economic Development: as the sector plan of the IDP and one of the initiatives of DPLG and SALGA that is aimed at kick-starting, renewing, growing, developing and supporting local economic activities at local municipal level.



**1. How can protected areas be more effectively included in integrated development planning and economic activities within their designated areas?**

- Elevate other categories of protected areas and their legal status and include them on the IDP's.
- Protected areas have provision to increase economic value on local government and should be given priority on IDP.
- Through relevant sector plans of the IDP such as Environmental, Tourism, LED and LUMS.
- Active involvement of Park Managers in the IDP forums.
- Protected areas should submit their budget needs and project for inclusion in the IDP. Operationally by submitting business plans.
- Institutionally :Parks and Local Government structures.

**2. How do Park management plans feature in IDP and visa versa?'**

1. Through Environmental and LUMS sector plans of the IDP's.
2. Revise the Park Management Plans to be Integrated Management Plans.
3. Alignment of IDP and Park Management Plan.

**3. How do Local Economic development initiatives outside the protected areas link to protected areas activities ?**

1. Should be information sharing between protected areas and surrounding areas and communities.
2. Capacity building.
3. Promoting Local SMME.
4. Job creation /opportunities.
5. Through CBNRM

**4. How can integrated development plans accommodate and support new protected areas ?**

1. Feed the C-Plan into the IDP.
2. Identify land through the LUMS
3. Multi-sector support (DoT, DLA, DEAT)
4. During review process of IDPs
5. Local government/community to actively support the new protected areas

**5. How can infrastructure development linked to protected areas be optimized for rural development and poverty eradication outside protected areas ?**

- a. Utilise local communities for labour intensive projects
- b. Skills transfer that will ensure sustainability
- c. EPWP approach that will channel the funding
- d. Benefits sharing (water, electricity routes and roads)-linkages, networking & connections.

**6. What are most significant changes that will bring about the desired change in linking into the Landscape?**

- a. Changing Policies & people's perceptions
- b. Opening communication channels
- c. Joint planning between protected areas and surrounding landscape
- d. Political intervention and buy-in
- e. Also the points raised during the community meeting like points 6-8.

**Conclusions:**

- Protected areas need to attract development to their surrounding areas
- Promote environmental awareness thus creating linkages between protected areas and surrounding areas
- Think out of the box – be more creative.
- Stop creating poverty pockets and alienating rural areas from development.
- Be accessible.

The fact of the matter is: that Protected Areas don't appear in space but on the landscape, so they must link into the landscape.

Notes from Prof. M. Nkondo: directly relevant to the topic "linking into the landscape."

- ❖ Framework for transformation: PA s: human rights paradigm: to re-conceptualize Policies for the Environmental sector to meet basic needs. Assessment of current practices and to reach desired changes like responsible tourism inter alia. Stop alienation of the people from it's Government, get interface between Government and the people. CDW s in rural areas to be part of PA activities
- ❖ Need for Policy changes
- ❖ Nation building: *ubuntu*.
- ❖ National Labour Index: need capacity to bridge gap between first & second economy
- ❖ Challenge: need to implement Policies (need to do research on areas like dynamics of Policy, identify a political champion for the environmental charter.
- ❖ A sense of accountability, clustering practice is still foreign, no integration.
- ❖ Lessons from other charters: clear with Minister himself, touch-base with Portfolio Committee, extensive consultations with all stakeholders in rural areas: hear the voice of the poor, involved process: need to identify people to do process work.
- ❖ Management information system: for decision-making to guide Government: need researchers & consultants.
- ❖ President of S.A.: "Profoundly and innovatively create a caring & compassionate environment."

## **D INSTITUTIONAL CAPACITY BUILDING**

- 1. What are the new challenges facing the management of Parks in terms of the new legislative framework to advance the notion of People and Parks**
  - The challenge of interpreting the legislation o be understood by the communities
  - Sharing information with the people
  - How to apply the same legislation to the people that reside within the Parks.
- 2. What capacity building is needed at National, Provincial and Park levels to succuessfully implement the People and parks programme?**
  - Provinces should have representatives that would represent them at the national level.
  - Roll out the Act at all levels so that all the stakeholders can reach a common understanding
- 3. What capacity is needed at Community level to develop and sustain Community Conservation?**
  - Continuous workshops and training on issues of conservation.
  - Creating interest and passing skills to the younger generations so as to ensure continuity and sustenance.
- 4. What structural models should be explored to improve the Governance and Core Management of Parks?**
  - MEC Board – Local Board
  - Madikwe's model – State Land – Concession process
  - Co-management Committees
- 5. What capacities are required to manage contractual parks and co-managemnt arrangements?**
  - Contractual and legal matters around conservation
  - Business management skills
  - Financial accounting
- 6. Who should be responsible for the management of contractual parks?**
  - Preferably a well respected committee that consists of people who have an understanding of issues or the Park agencies should deal with contractual issues themselves.
- 7. How can inter-governmental co-ordination be forged and strengthened to advance People and Parks?**
  - Continuous consultative meetings between government and the People
  - Measure, reinforce and forge again until the programme is integrated

**8. What are the most significant changes that will bring about the desired change in funding and mainstreaming of people and Parks?**

- Research and innovative procurement of funding
- Government to prioritise Parks when it comes to budgeting
- Ability to manage funds when they are made available.

**E PROTECTED AREA EXPANSION**

**Protected Area Expansion**

**1. What are the priority biodiversity “hot spot” areas for government conservation expansion?**

- Northern eastern escarpment
- Bushveld – Bunkenveld
- Wet grasslands
- Arid grasslands
- Southern eastern escarpment
- Maputoland/ Pondoland
- Albany Thicket
- Cape Floristic Region
- Namaqualand

(Identified in the National Spatial Biodiversity Assessment commissioned in terms of the National Biodiversity Strategy and Action Plan process (“NBSAP”))

**2. How does the National Biodiversity Strategy and Action Plan (NBSAP) set new priorities for protected areas?**

- Needs to be communicated
- Information needs to be made accessible
- Needs to be work shopped and agreed to by landowners, municipal and provincial land use planning departments
- Overall “buy – in”. We must together set and confirm the priorities
- We may need to add into these/ re-evaluate what is already in protected areas and whether or not this serves the newly set priorities
- Manage what we have first – then expand
- Set targets for adequate levels of protection of identified biodiversity
- Show how these areas cut across all private land i.e. indicate exact detail of landscapes and parcels of land affected
- Expansion also to be informed by other initiatives such as world heritage sites, RAMSAR sites, biosphere reserves, SKEP/ CAPE/ STEP initiatives, transfrontier parks etc.
- Also by marine protected areas and estuary areas
- Look at and align these initiatives with municipal and provincial land use planning and development initiatives (e.g. IDP's and spatial development plans etc.)
- Capacity building for everyone - specifically on biodiversity/ conservation issues – this is the key driver
- Capacity building for everyone – specifically in respect of options available for inclusion of private land into protected areas and consequences of contributing private land to national conservation objectives

**3. How does the NBSAP program overlap/ impact community/ privately owned land?**

- **How can communal/ private land areas be given status and support to enable them to benefit from conservation initiatives? (Options)**

**Status**

- World heritage site status
- Contracts with conservation agencies in various forms i.e. status as one of the protected areas identified in the Protected Areas Act
- Independent conservation status under the Protected Areas Act

### **Enable Benefit Sharing**

- Better understanding of existing land rights attaching to communal land
- Better understanding of how we can increase the status, security and future potential of communal land for the benefit of the whole community
- Need financial support
- Need financial management advice and support

#### **4. How can communal/ private land areas be given status and support to enable them to benefit from conservation initiatives? (cont.)**

- Need conservation management advice and support as well as eco-tourism development/ management advice and support
- Need support to build infrastructure
- Need to find ways to maximize returns
- Audit and establish a database of all communal land that has conservation potential
- Identify communal land impacted by protected area expansion program
- Identify opportunities to include this land into protected areas
- Refer to the National Environmental Management: Protected Areas Act – more specifically section 18, 20, 23 and 28 – to identify criteria for different types of protected areas – and therefore the level of conservation protection that can be granted to the landowners land
- Do capacity building in terms of understanding options for protected area status and protection

#### **5. What incentives can be created for communities to contribute their land to conservation?**

- Improved land management and environmental health of land areas concerned
- Government grants for biodiversity management e.g. alien clearing, fire management
- Government grants for infrastructure development
- Access to biodiversity management/ land management/ eco-tourism development management skills of conservation agencies
- Access to information
- Equal partnerships (share rights and responsibilities)
- Initially co – management proposed with agreement to work towards independent management (i.e. manage your own land) and financial self – sustainability
- Also look at how to give “conservancies” legal status under the Protected Areas Act

#### **6. What incentives can be created for communities to contribute their land to conservation? (cont.)**

1. Exemption from rates and taxes (for land formally incorporated into national parks, national nature reserves and provincial nature reserves)
2. Game loan schemes
3. Marketing of private land by conservation agencies
4. Intellectual property and branding
5. Security and law enforcement support
6. Do a proper cost vs benefit analysis
7. Private good must equal public good

**8. What are the most significant changes that will bring about the desired change required to support the protected areas expansion program?**

- Commitment by the communities i.e. know and understand the process and take ownership
  - Bridge gaps between government and landowners e.g. be transparent and communicate in good faith
  - Don't over promise and then under deliver
  - Address the issues raised in the Beaufort West Declaration made by the communities
  - Communicate at all times and not only when Government needs something from the communities
  - Bridge lack of trust issues from both sides
  - Action now – i.e. DELIVER!!
- 
- More specific suggestion: Target areas along Marine Coastline to which access by the public is restricted or prohibited – access to or restrictions of access to these areas to be applied equitably
  - Prepare a pamphlet on Protected Areas as a way of information sharing

**F LAND REFORM AND PROTECTED AREAS**

**5. Once the MoA between DLA and DEAT is concluded, how do we facilitate education and awareness raising, implementation and roll-out?**

- The commission must workshop the claimants options or convene a special workshop: Park, Land Claims staff, Claimants, DEAT and DLA
- A follow up workshop should be detailed
- Both workshops to be attended by all stakeholders
- Copies of the MoA should be sent to all participants within a month of signing
- A stakeholder workshop to follow at provincial levels to deal with the rollout challenges

**6. How, together with the DLA, do we speed up the claims process in PA's?**

- We need to establish where we are in the process of Land claims
- We need a dedicated and fully capacitated staff to deal with communities and the Agency must deal with the process
- General Land Claims issues technicalities – lot title deeds not signed
- Dedicated experienced capacity/officials who work with files of the people
- Proper and continuous evaluation of the process

**7. What is regarded as a fair settlement deal in terms of rights to commercial activity, covering management costs etc? What precedents have been set that are regarded as fair?**

- Need standardized fair agreement in the process of workshoping the MoA, this must be addressed and developed
- About guidelines: % of shares (communities receive land, type of leases, benefits), % of staff, etc.

**8. How do we spread models and options for the LCC, PA agencies and claimant communities?**

- A problem is that CPA's and Trusts take time and when elections happen in between, there are different people and politics to contend with. There is also too much pressure for people to deal with the issues in just two days.
- Business and land holding entities must be separated (Co-management)
- Settlement agreements must make provision for a full time person to carry out these agreements (coordinator)
- Need to define who is responsible for funding or if it could be a part of the settlement costs.

**9. What role can independent facilitators play in the process?**

- Get an independent perspective, someone who can mediate the process leading up to the formation of real partnerships. The Commission can play this role to a certain extent only.
- The commission has a mandate to facilitate the process, but there needs to be an independent process with NGO's who know their roles.
- The MoA should clarify these issues
- A facilitator could play a coordinative role between government and communities
- Commissioner is an independent facilitator comes on board they play a coordinative role between government and communities

**ANNEX 4**  
**ATTENDANCE REGISTER**

**DEPARTMENT OF ENVIRONMENTAL AFFAIRS AND TOURISM**

**PEOPLE AND PARKS CONFERENCE, 29-31 OCTOBER 2006-10-24**  
**BEAUFORT WEST, WESTERN CAPE**

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DLA	MR. VERNON BALOYI	PRINCIPAL TOWN & REGIONAL PLANNER	PRIVATE BAG X833 PRETORIA 0001	012 312 9852	082 827 6042	012 321 3244	vbaloyi@dlg.gov.za	X		
PICK 'N PAY	MR. GRAEME LAITHWAITE	DIRECTOR	P O BOX 23087 CLAREMONT 7735	021 658 1000	082 784 5731	021 683 2614	glathwaite@pnp.co.za	X		
PICK 'N PAY	MS. ANNA DEWHURST		P O BOX 23087 CLAREMONT 7735	021 658 1000		021 683 2614	adewhurst@pnp.co.za	X		
DBSA	JULIE CLARKE	ENVIRONMENTAL ANALYST	P O BOX 1234 HALFWAY HOUSE MIDRAND 1685	011 313 3099	082 909 4637	011 206 3099	juliec@dbsa.org	X		
PEACE PARKS FOUNDATION	MS. MELISSA DE KOCK	P O BOX 12743 DIE BOORD 7613	021 887 6188	082 553 9966	021 887 6189	021 887 6189	mdecock@ppf.org.za	X		
NATIONAL HERITAGE COUNCIL	PROF M NKONDO	HERITAGE TRANSFORMATION CHARTER TASK TEAM MEMBER						X		
WESSA	MR BRYAN HAVEMANN	NATIONAL DIRECTOR OF CONSERVATION	P O BOX 394 HOWICK 3290	033 330 3931	082 459 6454	033 330 4576	bryan@wessa.co.za	X		
GTZ	MR. STEVE COLLINS	NATIONAL PROJECT COORDINATOR	P O BOX 13732 HATFIELD 0028	012 354 8037	082 900 5291	012 354 8058	steve.collins@gtz.de	X		
<b>2. SANPARKS &amp; COMMUNITIES</b>										
SANPARKS	DR HOWARD HENDRICKS	CONSERVATION SERVICES: POLICY DEVELOPMENT	P O BOX 787 PRETORIA 0001					X		
SANPARKS	MS ALEXIS SYMONDS	MANAGER: COMMUNITY BASED CONSERVATION PEOPLE AND CONSERVATION	P O BOX 787 PRETORIA 0001	012 426 5210	082 887 8046		alexiss@sanparks.org	X		
SANPARKS	MS NONETTE FLEMMING	SASI PROJECT LEADER	P O BOX 66 ASKHAM NORTHERN CAPE		072 638 0900	054 5110 053	uruketrack@telkonsa.net	X		

ORGANISATION	NAME	DESIGNATION	POSTAL ADDRESS	TEL.NO	CELL NO.	FAX NO.	EMAIL	YES	NO	FOR
			8814							
SANPARKS	MR MATSIMA MAGAKGALA	REGIONAL MANAGER: NORTHERN PARKS	P O BOX 787 PRETORIA 0001	012 426 5048	083 630 3429	012 363 4666	maisimam@sanparks.org	x		
SANPARKS	MS. LISA HOPKINSON	HEAD: LEGAL SERVICES	P O BOX 787 PRETORIA 0001		083 312 2374	012 343 0155	lisah@sanparks.org	X		
SANPARKS	MS. LENA LUKHELE	MANAGER: LAND CLAIMS	P O BOX 787 PRETORIA 0001	012 426 5215	082 801 4832	012 343 2832	lenal@sanparks.org	X		
SANPARKS	DR NICKY SHONGWE	MNGR: CLNS + HUMAN LIVELIHOOD	P O BOX 25738 MONUMENT 0105	012 420 5543	082 319 0114		nickysh@sanparks.org	x		
SANPARKS	MS. ANGELA ISAKS	REGIONAL P&CC: ARID PARKS						X		
SANPARKS	MS HELEN MMETHI	MANAGER: P&C: KNP	P O BOX 171 SKUKUZA 1350		082 806 3233	013 735 4051	helenm@sanparks.org	X		
SANPARKS	MS. ELZETTE BESTER	REGIONAL P&CC: GARDEN ROUTE	PRIVATE BAG X1 STORM RIVER EASTERN CAPE 6308	042 281 1607	084 780 0009	042 281 1629	elzetteb@sanparks.org	x		
SANPARKS	MS. EVELYN CHABALALA	PARK FORUM MEMBER KNP						X		
SANPARKS	MR MADIRE MALEPE	PARK MANAGER: TSITSIKAMMA	PRIVATE BAG X1 STORMS RIVER EASTERN CAPE 6308		082 888 8915	042 281 1629	madirem@sanparks.org	x		
SANPARKS	MR. WILLEM PHILANDER	MIER MUNICIPAL MANAGER: KGALAGADI	P O BOX 178 MIER NORTHERN CAPE 8811	054 531 0019	082 935 0568	054 531 0019	miemmun@lantic.net	x		
SANPARKS	MR JAN VAN DER WESTHUIZEN	SAN COMMUNITY- KGALAGADI	PRIVAATSAK 97 ASKHAM 8814		072 159 6823			X		
SANPARKS	MR HENRICO BRUINERS	CHAIRPERSON- TSITSIKAMMA ANGLING FORUM	P O BOX 18 STORM RIVER EASTERN CAPE 6308	042 280 3622	073 471 3757	042 281 1629		X		
SANPARKS	MR. ABRAHAM CLOETE	COMMUNITY DELEGATION	RIVERSSTRAAT 231 LEKKERSING NOORD-KAAP 8283	027 851 8917/8580	076 224 6981	027 851 7097X		X		
<b>3. KZN PROVINCE, GSLWP AND EZKZNW</b>										
GSLWPA	MR. SIKHUMBUZO GUMEDE	D: STRATEGIC PARTNERSHIP	PRIVATE BAG X05 ST LUCIA ESTUARY	035 590 1633 EXT. 204	083 375 5181	035 590 1602	sdgumede@mweb.co.za	X		

ORGANISATION	NAME	DESIGNATION	POSTAL ADDRESS	TEL.NO	CELL NO.	FAX NO.	EMAIL	YES	NO	FOR
			3936							
GSLWPA	MR. JAMESON MTHEMBU		PRIVATE BAG X05 ST LUCIA ESTUARY 3936					X		
GSLWPA	MR. ALBERT TEMBE		PRIVATE BAG X05 ST LUCIA ESTUARY 3936					X		
SOKHULU	MR AMON SITHOLE	CHAIRPERSON	P O BOX 1701 RICHADSBAY 3915	035 789 0562	083 514 7443	035 789 0562	amons@wildlands.co.za	X		
GSLWPA	MS MAVIS GUMEDE		PRIVATE BAG X05 ST LUCIA ESTUARY 3936					X		
MABASO LIBUYILE TRUST	MS. NTOMBINI QWABE	DEPUTY SECRETARY	P O BOX 7414 MBAZWANA 3974		083 579 6951	035 57 10483		X		
WESTERNSHORES	MS NORAH THALITHA ZULU	TREASURER	P O BOX 191 MTUBATUBA 3935					X		
EZKZNW	MR. KHULANI MKHIZE	CEO	P O BOX 13053 CASCADES 3202	033 845 1511	082 828 1001	033 845 1693	krmkhize@kznwildlife.com	X		
EZKZNW	MR. SIBUSISO BHUKOSINI			083 558 9454				X		
EZKZNW	MR. PRINCE FAKUDE	SOCIAL ECOLOGIST: COMMUNITY CONSERVATION	P O BOX 13053 CASCADES 3202	033 845 1855	082 559 2906	033 845 1699	fakudep@kznwildlife.com	X		
TEMBE ELEPHANT PARK TRUST	MR. N SIBIYA							X		
MABIDI DEVELOPMENT TRUST	MR THULANI MBONAMBI	CHAIRPERSON	PRIVATE BAG X310 MBAZWANA 3974	035 571 0051	082 559 2874	035 571 0115	mbonambb@kznwildlife.com	x		
USUTHU TRUST	MR. CLEMENT MPONTSHANE							X		
MBANGWENI TRUST	MR. VETTY MAHAMBA							X		
ITHALA COMMUNITY TRUST	MR. E M BUTHELEZI	COMMUNITY REP						X		
CORRIDOR OF HOP TRUST	MR P D MHLABA							X		
LANDLESS PEOPLE	MS THOBKILE HADEBE							X		

ORGANISATION	NAME	DESIGNATION	POSTAL ADDRESS	TEL.NO	CELL NO.	FAX NO.	EMAIL	YES	NO	FOR
MOVEMENT:KZN										
MBUMBAZI CLAIMANTS	MR. MUZI XOLO	COMMUNITY REP						X		
EMANDLENI COMMUNITY TRUST	MR MLAMBO D THEMBA	MANAGER	P O BOX 194	035 571 0250	082 342 5259	035 571 0483	emandlenitrust@telkomsa.net	X		
ZULULAND REGION (EZKZNW)	MR. MANDLA TEMBE							X		
UKHAHLAMBA REGION (EZKZNW)	MS NTOBIFUTHI LUTHULI							X		
BHANGAZI COMMUNITY TRUST	MR EPHRAIM MFEKA	CHAIRMAN	P O BOX 1211 MTUBATUBA 3955	035 550 4338	082 765 4822	035 550 4338		X		
CFR	MR GILBERT NGUBANE	INDUNA TENSE TC						X		
DEPT OF AGRIC & ENVIRON-MENT	MR HAROON KARODIA	D:						X		
<b>4. FREE STATE PROVINCE &amp; COMMUNITY</b>										
DTEEA	MR MONDE WALAZA	D:	98 LAND BOU BUILDING BLOEMFONTEIN	051 400 4929	082 828 9259	051 400 9511	jonasb@dteea.fs.gov.za	X		
DTEEA	MR MEKS LETOLO	ASSISTANT DIRECTOR	PRIVATE BAG X20801 BLOEMFONTEIN 9300	051 400 9497	083 469 4989	051 400 9511	letolom@dteea.fs.gov.za	x		
QWA-QWA NATIONAL PARK	MR MOREBOLI SEKHOSANA	RESIDENT			082 261 8880			X		
QWA-QWA NATIONAL PARK	MR. MOKO MOFOKENG							X		
QWA-QWA NATIONAL PARK	MR. MOKOAKOA HLAKOTSA				072 497 3777			X		
QWA-QWA NATIONAL PARK	MR. CT MOUTELA	CHAIRPERSON	837 KGOtha STREET, BEIRUT, PHUTHADITJHABA 9806	058 713 2228	072 537 3468			X		
QWA-QWA NATIONAL PARK	MR TUHOPO NCALA	CHAIRPERSON PARK COMMITTEE	P O BOX 134101 WITSIESHOEK 9870		082 066 0012			X		
QWA-QWA NATIONAL PARK	MR QEJAWO MOLOI	MORENA	P O BOX 346 HARRISMITH 9880	058 623 0599	072 537 3468	058 622 3298	moloqid@galmail.co.za	X		
QWA-QWA NATIONAL PARK	MR. MORAI TLADI	ORGANISER	P O BOX 10777 MOKODUMELA 9868		072 373 7374	058 713 1123		X		
MARIA MOROKA	MS. WINNIE DITLHOKWE	CHAIRPERSON	688 RATLOU LOCATION THABA NCHU, 9780		082 846 3678	051 873 3004		X		
MARIA MOROKA	MR. THABANG RAMOSOEU	VICE-CHAIRMAN	P O BOX 20		082 763 4034			X		

ORGANISATION	NAME	DESIGNATION	POSTAL ADDRESS	TEL.NO	CELL NO.	FAX NO.	EMAIL	YES	NO	FOR
			THABA NCHU 9780							
MARIA MOROKA	MS. JOALANE KHOTSO	SECRETARY	1336 J SECTION BOTSHABELO 9781		073 946 5956			X		
MARIA MOROKA	MR. TSITSO RASIILE	DEPUTY SECRETARY	91 GLADSTONE THABA NCHU 9780		082 846 3678			X		
MARIA MOROKA	MR. MICHAEL LETEANE	TREASURER	31 GLADSTONE THABA NCHU 9780		083 988 8671	031 447 5959		X		
MARIA MOROKA	MS MARTHA NCANGE	COMMITTEE MEMBER	10033 SISULU STR PHELINDABA					X		
MARIA MOROKA	MR GOPOLANG SELOGILE	CHIEF BAROLONG	PRIVATE BAG X4 THABA NCHU	051 874 2905	082 967 8363	051 875 2727		X		
<b>5. LIMPOPO PROVINCE, AGENCY AND COMMUNITY</b>										
LTPB	MS. BERTHA MANGANYI	MANAGER			082 886 3269			X		
DEDET	MS. S MPHAFUDI	D: PROTECTED AREAS			082 412 6184	015 295 4057	mphaphuli@ledet.gov.za	X		
DEDET	MR CHABANE NELUVHOLA	SENIOR NATURE CONSERVATIONIST	P O BOX 3726 THOHOYANDOU 0950		082 905 1603	015 962 1212		X		
DEDET	MR E RAMATSEA	MANAGER			082 801 0621	015 295 4057	mcramatsea@ledet.gov.za	X		
DEDET	Mr D.E.N MABOKO	SENIOR MANAGER				015 295 4057		X		
NATURE RESERVE MANAGEMENT	MS M MEMUTAMVUNI	SENIOR MANAGER			082 806 3251	015 295 4057	nemutamvunimn@ledet.gov. za	X		
MOEPSEL COMMUNITY	MR ALPHEUS MATLOU	CHAIRPERSON COMMUNITY	P O BOX 11603 IVORY PARK MIDRAND 1685		083 313 6743			X		
MAKU YA COMMUNITY	MR AZWINDINI PHADAVHUTSI	MANAGER	P O BOX 286 THOHOYANDOU 0950		072 855 0073	015 962 4698		X		
MANOMBE NATURE RESERVE	MS JAP'ISA MATHONSI	CHAIRPERSON COMMUNITY	P O BOX 449 GIYANE 0826		083 549 8141			X		
MODJADJI COMMUNITY	MR MOSHAKGE MOLOKWANE	COMMUNITY CHAIRPERSON	P O BOX 6007 MODJADJI 0837		072 869 7678			X		
MANAVHELALA COMMUNITY	MR MANAVHELA RAMOVHA	CHAIRPERSON COMMUNITY REP	P O BOX 761 ELIM HOSPITAL 0960		083 332 4993	015 556 4697		X		
TALE GA MORUDU COMMUNITY	MR PHILLIMON TUTJA	SECRETARY OF TALE GA MORUDU CPA	P O BOX 3406 MABALE		072 574 3365	014 767 1208		X		

ORGANISATION	NAME	DESIGNATION	POSTAL ADDRESS	TEL.NO	CELL NO.	FAX NO.	EMAIL	YES	NO	FOR
NWENADI COMMUNITY	MR SAMSON MADUME	CHAIRPERSON COMMUNITY	0792							
					082 873 3041	015 967 9030		X		
<b>6. NORTH WEST PROVINCE, AGENCY AND COMMUNITY</b>										
NWP&TB	MR. TITUS SEBOKO	CORPORATE STRATEGY EXECUTIVE	P O BOX 4488 MMABATHO 2735	018 397 1500	082 442 2166	018 397 1666	tseboko@nwpg.gov.za	X		
NWP&TB	MS. BRIDGET SEFANYETSO	REGIONAL MANAGER: BOJANALA PARKS	P O BOX 4488 MMABATHO 2735	014 594 1599	083 254 6585	014 594 2338	nuptbojanala@nwpg.co.za	X		
NWP&TB	MR TENNYSON MONCHIUSI	REGIONAL MANAGER: BOPHIRIMA PARKS	P O BOX 4488 MMABATHO 2735	053 927 0292	082626 4195	053 927 3256		X		
NWP&TB	MR. ERIC MADAMALA	REGIONAL MANAGER: CENTRAL /SOUTHERN PARKS	P O BOX 4488 MMABATHO 2735	018 381 3783	082 946 5516	018 381 3785		X		
NWP&TB	MS MANKEKE MADUMO	COMMUNITY DEVELOPMENT MANAGER	P O BOX 4488 MMABATHO 2735		082 806 5428	018 397 1674	mmadumo@nwpg.gov.za	X		
NWP&TB	MS. MARIETTA SHROYER	PARK ESTABLISHMENT & EXPANSION MANAGER	P O BOX 4488 MMABATHO 2735	P O BOX 4488 MMABATHO 2735	018 397 1500	083 455 4050		X		
MANTHE VILLAGE	KGOSI MOTHABANE	TRADITIONAL LEADER, TAUNG DAM DEV.	MANTHE VILLAGE TAUNG		082 661 1802	053 994 3729/23		X		
MOLATEDI VILLAGE	KGOSI MATLAPENG	TRADITIONAL LEADER: THAKADU LODGE	MOLATEDI VILLAGE MOLATEDI	014 517 0218	073 197 0655	014 517 0219	Baitokwa boo.kgosi@telkomsa.net	X		
LEKGOPUNG VILLAGE	KGOSI TSIEPE	TRADITIONAL LEADER, BUFFALO RIDGE LODGE	LEKGOPUNG VILLAGE LEKGOPUNG		083 531 0253			X		
LEKGOPUNG DEV. TRUST	MR MOREMI KEABETSWE	CHAIRPERSON/COMMUNITY LODGE MANAGER	LEKGOPUNG VILLAGE LEKGOPUNG	018 365 9905	083 404 6712			X		
BAROLONG BO MODIBOA	MR JOSEPH LEREFOLLO	CHAIRPERSON: COMMUNAL PROPERTY ASSOCIATION, HIGHVELD NATIONAL PARK	P O BOX 675 POTCHEFSTROOM 2531	018 293 1703	082 855 8430	018 293 1703		X		
DACE:	MR AUGUSTINE MONAU							X		
DACE:	MR TSHEPO MOREMI	CD: ENVIRONMENTAL SERVICES	PRIVATE BAG X2039 MMABATHO, 2735	018 389 5111	082 450 5346	018 389 5070	tshepomoremi@nwpg.gov.za	X		
DACE:	MR. ABNER MAREMANE	DD: ENVIRONMENTAL SERVICES	PRIVATE BAG X2039 MMABATHO, 2735	018 389 5111	076 990 6379	018 389 5070	Amaremane@nwpg.gov.za	X		
DACE:	MR JOE MAKGOPELA	DIVISIONAL MANAGER	PRIVATE BAG X2039 MMABATHO,	018 381 0222	072 533 6096	018 381 7020	amaremane@nwpg.gov.za	X		



ORGANISATION	NAME	DESIGNATION	POSTAL ADDRESS	TEL.NO	CELL NO.	FAX NO.	EMAIL	YES	NO	FOR
			2735							
NW&TB	MR ISAAC SHEELA	COMMUNITY DEVELOPMENT OFFICER	P O BOX 240 JERICHO 0189	012 729 1008	072 516 5807	012 729 1008		X		
DACE:	MR. LETLHOGONOLO GABORONE	DD: ENVIRONMENTAL SERVICES	PRIVATE BAG X2039 MMABATHO, 2735	018 389 5111	083 430 1538	018 389 5070	lgaborone@nwpg.gov.za	X		
<b>7. GAUTENG PROVINCE, AGENCY AND COMMUNITY</b>										
GAUTENG NATURE CONSER-VATION	MR. LEON LOTTER	ACTING DIRECTOR	P O BOX 8769 JOHANNESBURG 2000	011 355 1459		011 355 1239	leon.lotter@guateng.gov.za	X		
GAUTENG NATURE CONSER-VATION	MR. MIKE SHEPPARD	DD: RESERVE MANAGEMENT NORTH	P O BOX 7869 JOHANNESBURG 2000	011 355 1975	082 575 6850	011 355 1175	mikes@gpg.gov.za	X		
GAUTENG NATURE CONSER-VATION	MR. MPUMELELO MNCI	DD: RESERVE. MANAGEMENT SOUTH		011 904 3930	082 607 0379	011 904 2966	mpumelelo.mnci@gauteng.gov.za	X		
ABE BAILEY NATURE RESERVE	MR HLAMALANG COME	VISITOR SERVICES AND AWARENESS OFFICER	P O BOX 13 CARLETONVILLE 2499	018 788 3290	082 337 5885	018 788 3290	hlomelang.come@gauteng.gov.za	X		
BAMBANANI TRADITIONAL HEALERS	MR. DOREEN LOLO NDIKO	CHAIRPERSON	3602 KHUTSONG CARLETONVILLE 2499		076 066 4779	018 788 3290		X		
MERAFONG VETERANS ASSOCIATION	MR LUCKY CHRIS HANONG	SECRETARY	9 KHUTSONG TOWNSHIP CLARLETONVILLE 2499		072 305 6722	018 788 3290		X		
ZONKIZIWE	MR SAMKELISIWE SIKHAKHANE	THATCH GRASS HARVESTER	426 ZONE 3 ZONKIZIWE KATLEHONG 1431		074 430 5395	011 904 2966		X		
ZONKIZIWE	NOMBUSO MAZIBUKO	THATCH GRASS HARVESTER	ZONE 3, 646 KATLEHONG 1431		073 589 2466	011 904 2966		X		
<b>9. EASTERN CAPE PROVINCE, AGENCY AND COMMUNITY</b>										
DEAET	MS PHUMILA MZAZI	DIRECTOR	PRIVATE BAG X0054 BHISHO 5605	040 609 4707		040 609 4700	Phumila.mzazi@deaet.ecape.gov.za	x		
REGIONAL LAND CLAIMS COMMISSION	MR GONGXEKA	PRINCIPAL PLANNER	P O BOX 1375 EAST LONDON 5200	043 700 6041	082 824 4670	043 743 3687	ngongxeka@dla.gov.za	x		
GREAT FISH RIVER SERVE	MS Z RASMEN					040 653 8449		X		
GREAT FISH RIVER SERVE	MW PHONGOLO			046 622 7909	082 614 2038	040 653 8449		X		
DWESA-CWEECE LAND TRUST	MR. K JUZA				073 388 8528	047 499 7900		X		

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DWESA-CWEECE LAND TRUST	MR. TM MBOLA				083 659 8596	047 499 7900		X		
SEWEFONTEIN COMMUNITY (BAVIANS-KLOOF)	MR ELTON PIETERSON			042 283 0630			wayne@ecparksboard.co.za	X		
ECPB	MR. MZWABANTU KOSTAULI	SENIOR RESERVE MANAGER		040 653 8010	073 248 4171	040 653 8449	mzwabantu@ecparksboard.co.za	X		
ECPB	MR MTHEHELELI MATSHEKI	RESERVE MANAGER		047 531 0001	072 585 3983	047 534 8424	matsheke@ecparksboard.co.za	X		
ONGELUKSNEK FORUM	MR ME KHASAKE	COMMUNITY REP			073 615 2122	039 256 4888		X		
ONGELUKSNEK FORUM	MR JACOB MATABANE	COMMUNITY REP				039 259 9888		X		
SEWEFONTEIN COMMUNITY (BAVIANS-KLOOF)	MR. CLIVE WINDVOGEL			042 283 0630		042 283 0636	wayne@ecparksboard.co.za	X		
MKHAMBATHI LAND TRUST	MR TS VIMBA	RESERVE MANAGER- MKHAMBATHI		039 253 8079 039 306 9000	082 973 2001	039 253 8079	<a href="mailto:deptecol@telkomsa.net">deptecol@telkomsa.net</a>	X		
MKHAMBATHI LAND TRUST	MRS TT NGCOBO				073 155 2261	039 253 8079		X		
RIEMVASMAAK COMMUNITY TRUST	MS XALIWE MATHEE	CHAIRPERSON	P O BOX 736 KAKAMAS 8870		073 523 7718	054 454 3012		X		
RICHTERSVELD COMMUNITY	MR WILLEM DIERGAARDT	CHAIRPERSON: CPA	HOOFSTRAAT 90 KUBOES 8292		083 456 6635		willemd@transhex.co.za	X		
RIEMVASMAAK COMMUNITY TRUST	MS. XALIWE MATHEE	CHAIRPERSON OF THE RIEMVASMAAK TRUST	P O BOX 736 KAKAMAS 8870	073 523 7718		054 454 3012		X		
RICHTERSVELD CONSERVANCY	MR GERT LINKS	CHAIRPERSON: CONSERVANCY	HOOFSTRAAT 120	027 851 7026			gertlinks@lantic.net	X		
SCHMIDTSDRIFT WILDLIFE RANCH	MR VIKTOR MOKGORRO	CHAIRPERSON: CPA			082 056 5775	053 833 7332		X		
PLATFONTEIN WILDLIFE RANCH	MR JAFTA KAPUNDA	COMMUNITY MEMBER			072 071 6246	053 831 8157		X		
NORTHERN CAPE CONSERVATION	MR JOHAN JONK	CBNRM MANAGER: NAMAKWA		027 718 1958			jjonk@sptour.ncape.gov.za	X		
NORTHERN CAPE CONSERVATION	MR DEWALD BADENHORST	DD: PROTECTED AREAS	PRIVATE BAG X6102 KIMBERLY 8300	053 807 4807	082 440 3211	053 831 3530	dbadenhorst@half.ncape.gov.za	X		
NORTHERN CAPE CONSERVATION	MR ALBERT MABUNDA	D: CONSERVATION SERVICE	PRIVATE BAG X6102 KIMBERLY 8300	053 807 4800	082 304 1029	053 831 3530	amabunda@half.ncape.gov.za	X		

ORGANISATION	NAME	DESIGNATION	POSTAL ADDRESS	TEL.NO	CELL NO.	FAX NO.	EMAIL	YES	NO	FOR
NORTHERN CAPE CONSERVATION	MR. KLAAS VAN ZYL	MANAGER: NABAPIEPS NATURE RESERVE		027 718 1958	082 304 4383		kvanzy@sptour.ncape.gov.za	X		
<b>10. WESTERN CAPE PROVINCE: AGENCY AND COMMUNITY</b>										
CAPE NATURE	MR. FANIE BEKKER	ACTING CEO		021 659 3469		021 659 3467	fbekker@rgwp.gov.za	X		
CAPE NATURE	MR. MELIKHAYA PANTSIS	PROGRAMME MANAGER: CBNRM & LED		021 945 3457/ 021 957 5911	082 452 3524		mpantsis@capenature.co.za	X		
CAPE NATURE	MS. CLAUDE VAN LEEVE	EXHIBITION TECHNICIAN	PRIVATE BAG X29 RONDEBOSCH		082 490 9027	021 659 3442	cvleeve@pgwc.gov.za	X		
CAPE NATURE	MS. NATASHA ROCKMAN	PUBLIC RELATIONS OFFICER	PRIVATE BAG X29 RONDEBOSCH		082 831 4276	021 659 3442	nrockman@pgwc.gov.za	X		
CAPE NATURE	MS. MIRANDA SIKHAKHANE	COMMUNITY CONSERVATION MANAGER	P O BOX 1981 SOMERSET WEST 7129		082 990 9124	021 851 2017	mirandas@kingsley.co.za	X		
CAPE NATURE	MR. WILKIN TABATA	COMMUNITY CONSERVATION MANAGER						X		
CAPE NATURE	Ms. KHETHI MTHIYANE	COMMUNITY CONSERVATION MANAGER	PRIVATE BAG X7 BELLVILLE 7535	021 957 5900	082 418 4416	021 945 3457	kmthiyane@capenature.co.za	X		
CAPE NATURE	MR GONALD PRESENT	BUSINESS MANAGER UNIT	P O BOX 1981 SOMERSET WEST 7129	021 851 1496	082 563 8955	021 851 2017	gpresent@kingsley.co.za	x		
CAPE NATURE	MR IVAN GONIAN	BUSINESS MANAGER UNIT		044 802 5321	082 376 2162	044 802 5313	idonian@rmweb.co.za	X		
	MR. BRIAN DAMONSE	NYAHBIASHI ORDER	22 BETA STREET STELLENBOSCH	021 889 8450	073 264 1133			X		
FISANTE KRAAL COMMUNITY	MR. RAS ELIJAH	RASTAFARIAN	21-259 MANDEAL PARK KHAYALETSHA 2784	021 367 2700	083 508 6776			X		
KHAYELITSHA COMMUNITY	MS. MADLAMANI SKAAP	TRADITIONAL HEALER						X		
THO	MR THABO DIREKO	ORGANISER	NO 3 T NTANDA STR, JOE SLOVO MOSSEL BAY 6506		073 162 5943	044 691 3715		X		
ISIR LOWRY PASS VEG GARDEN	MS. CLAUDIA ERASMUS	COMMUNITY DEVELOPER OFFICER						X		
OUDSHOORN YOUTH CRAFT	LILIAN SLINGER	FACILITATOR	NO 5 REGION STR OUDSHOORN 6620	044 272 6842	082 737 2843	044 272 6842	odnythecraft@telkomsa.net	X		
HOTTENTOSHAND NATURE RESERVE	MS. TANYA FORTUIN	COMMUNITY DEVELOPER OFFICER	HHOLLAND CAPE NATURE	028 841 4780	072 134 8816	028 841 4457		X		

ORGANISATION	NAME	DESIGNATION	POSTAL ADDRESS	TEL.NO	CELL NO.	FAX NO.	EMAIL	YES	NO	FOR
GRABOUW COMMUNITY	MS NONT'SINDISO MQEKETO	TRADITIONAL HEALER	PRIVATE BAG X27 ELGIN, 7180							
DEA&DP	MR MARK GORDON	DIRECTOR	PRIVATE BAG X9086 CAPE TOWN 8000	028 841 4529	083 784 5665	021 483 4440	magordon@pgwc.gov.za	X		
DEA&DP	MS. VERA MUKASA	ASSISTANT DIRECTOR	PRIVATE BAG X9086 CAPE TOWN 8000	021 483 3966	074 101 0653	021 483 4527	vmukasa@pgwc.gov.za	X		
DEA&DP	MR. COENRAAD PIETERSE	COMMUNICATION OFFICER	PRIVATE BAG X9086 CAPE TOWN 8000	021 483 5012	072 273 5278	021 483 3211	cpieter@pgwc.gov.za	X		
DEA&DP	MR.DENNIS LAIDLER	DD:BIODIVERSITY AND CLIMATE CHANGE	PRIVATE BAG X9086 CAPE TOWN 8000	021 483 2823	082 365 2755	021 483 2711 021 483 4527 086 619 8146	dlaidler@pgwc.gov.za	X		
GSLWP	SIZOLWENKOSI SIBIYA	PROJECT MANAGER	PRIVATE BAG X05 ST LUCIA 3936	021 483 3925	083 390 1249	035 590 1602	size@mweb.co.za	X		
GSLWP	MR HERBET MTHEMBU	DIRECTOR	PRIVATE BAG X05 ST LUCIA 3936					X		
<b>11. MFUMALANGA PROVINCE; COMMUNITY AND AGENCY</b>										
DEPT OF AGRICULTURE	MR. SAM MALULEKE	CHIEF DIRECTOR	PRIVATE BAG X11219 NELSPRUIT 1200	013 766 6076	082 776 4784	013 766 8243	gfnkosi@nel.mpu.gov.za	X		
MRDP-MTPA	MS. MIRJAN DE KONING	CBNRM ADVISOR	P O BOX 10136 NELSPRUIT 1200	013 759 5325	072 226 7600	013 755 1980	mirjanded@giz-mrdp.co.za	X		
BCNR COMMUNITY REP	MR. RANIOS MAWELA	COMMUNITY REP	PRIVATE BAG X11338 NELSPRUIT 1200	013 759 5300	073 194 3203			X		
MRDP-GTZ	MS. MICHELLE TERBLANCHE	CBNRM ADVISOR	P O BOX 10136 NELSPRUIT, 1200	013 755 1450	082 576 8556	013 755 1980	mterblanche@mrdp-gtz.co.za	X		
LOSKOP DAM COMMUNITY REP	MR. JOHN MATHEBE	COMMUNITY REP	PRIVATE BAG X11338 NELSPRUIT 1200	013 759 5300	072 387 3819			X		
DEDP	MS MG MNISI	DD: LEGAL	PRIVATE BAG X11205 NELSPRUIT 1200	013 766 4280	082 787 4504	013 766 4614	gmnisi@nel.mpu.gov.za	x		
MTPB	MS. MARINDA MARAIS	REGIONAL SOCIAL ECOLOGIST	PRIVATE BAG X11338 NELSPRUIT 1200	013 759 5300	072 124 4496	013 759 5490	marinda.marais@pboard1.agric.za	X		

ORGANISATION	NAME	DESIGNATION	POSTAL ADDRESS	TEL.NO	CELL NO.	FAX NO.	EMAIL	YES	NO	FOR
MZINTI COMMUNITY	MR. SOLOMON NDLAKUDZE	COMMUNITY REP	PRIVATE BAG X11338 NELSPRUIT 1200	013 759 5300	076 734 5550			X		
MTPB	MR. VELLY MAKWAKWA	REGIONAL SOCIAL ECOLOGIST	PRIVATE BAG X11338 NELSPRUIT 1200	013 759 5300	072 677 4416	013 759 5490	velly.makwakwa@pboard1.ag ric.za	X		
MOLETELE CPA	MR. DAN MAPAILE	PRO	P O BOX 836 ACORNHOE 1360		082 450 5025	013 795 0159	selobane@yahoo.com	X		