

SECTION II: STRATEGIC RESULTS FRAMEWORK (SRF) AND GEF INCREMENT

PART I: Strategic Results Framework, SRF (formerly GEF Logical Framework) Analysis

INDICATOR FRAMEWORK AS PART OF THE SRF

This project will contribute to achieving the following Country Programme Outcome as defined in CPAP or CPD: Country Programme Outcome: Enhanced management of South African biodiversity to address sustainability whilst creating economic opportunities. Country Programme Action Plan (CPAP) Output: Strengthened policy and institutional capacities for biodiversity management at provincial and municipal levels to manage protected areas	
Country Programme Outcome Indicators: Enhanced management of South African biodiversity to address sustainability whilst creating economic opportunities.	
Primary applicable Key Environment and Sustainable Development Key Result Area (same as that on the cover page, circle one): 1. Mainstreaming environment and energy	
2. Catalysing environmental finance 3. Expanding access to environmental services for the poor.	
Applicable GEF Strategic Objective and Program: BDI: Improve Sustainability of Protected Area System	
Applicable GEF Expected Outcomes:	
1.1 Improved Management Effectiveness of Existing and New Protected areas.	
1.2 Increased revenue for protected area systems to meet total expenditures required for management	
Applicable GEF Outcome Indicators:	
<ul style="list-style-type: none"> Increased coverage of threatened ecosystems and threatened species New protected area (number) and coverage (hectares) of unprotected ecosystems PAs meet or exceed their target for reducing the protected area management funding gap and implement sustainable financing plans. 	

Objective/ Outcome	Indicator	Baseline	End of Project target	Source of Information	Risks and assumptions
Objective – Improve the	Area under the national PA network	7 900 000	8 097 000	Government gazetted areas	<u>Risk:</u> Capacities within agencies increase

Objective/ Outcome	Indicator	Baseline	End of Project target	Source of Information	Risks and assumptions
sustainability of Protected Area Systems.	MET scores for all reserves in project	60.8%	73.7%	MET score card average	at a slower pace than required by the needs of the PA system
	Hectares of high biodiversity priority in buffer zones integrated into local municipal planning mechanisms or with PA declaration	0	100 000		<u>Assumption:</u> • Continued buy-in by all agencies on the management improvement and cost efficiency interventions • Government continues to view protected areas as a key investment strategy for meeting biodiversity conservation (and selected socio- economic development) targets.
	Financial sustainability scorecard for national PA Network	00		Review of Financial Sustainability Scorecard	
Outcome 1 – National PA estate expanded by 197,000 ha over a baseline of 7.9 million ha resulting in increased representation of the following globally important terrestrial habitats currently under- represented in the PA system.	Area under the national PA network	7 900 000	8 097 000	Government gazettes and PA Register Priority Maps	<u>Risk:</u> • Inability of governmental departments to sign –off on the declarations within the project term. • Delays in management agreement formulation for co-managed PAs • Delays in declaration processes due to Department of Mineral Resources withholding approval. <u>Assumption:</u> • There is a will for government agencies to expand PA network • There is value for private landowners to have land included in the PA network.
	Area of Succulent Karoo protected	0	18 000	Government gazettes and PA Register Priority Maps	<u>Risk:</u> • Community loose interest in co- managed protected area.
18,000 ha Succulent Karoo					

Objective/ Outcome	Indicator	Baseline	End of Project target	Source of Information	Risks and assumptions
					<u>Assumption:</u> <ul style="list-style-type: none"> State land transfer will be agreed by all parties. Community remains committed to protected area partnership
148,000 ha Maputaland- Pondoland- Albany hotspot	Area in the Maputaland- Pondoland-Albany PA system protected	0	148 000	Government gazettes and PA Register Priority Maps	<u>Risk:</u> <ul style="list-style-type: none"> Land claim processes prevent formal proclamation of areas, Mining rights prevent formal proclamation of areas. Land owners buy into formal proclamation process. <u>Assumption:</u> <ul style="list-style-type: none"> Land claim processes are relatively settled and will allow proclamation to take place. Mining rights have not been exercised. Land owners are willing to have land proclaimed as Nature Reserves or Stewardship Areas.
31 000ha - Lowlands fynbos and renosterveld in the Cape Floristic Region	Area of Lowlands fynbos and renosterveld protected	0	31 000	Government gazettes and PA Register Priority Maps	<u>Risk:</u> <ul style="list-style-type: none"> PA Expansion strategy is not cost effective State land transfers are delayed Alien plant infestations are unmanaged and destroy natural biodiversity Potential risk with National Department of Agriculture Forestry and Fisheries (DAFF) not wanting to transfer identified

Objective/ Outcome	Indicator	Baseline	End of Project target	Source of Information	Risks and assumptions
					<p>properties. Cost of managing the identified properties is too high for the agency to take on.</p> <p><u>Assumption:</u></p> <ul style="list-style-type: none"> • Functional links between participating government departments • Role-player desire to have the area under security of conservation tenure
Improve management effectiveness of the new and existing PAs through:					
Outcome 2.1 – Improved PA management effectiveness delivers enhanced protection to 1,100,000 ha of new and existing PAs	GEF METT scores for each of the existing and new PAs brought on during implementation: SANParks: Kruger; Camdeboo; Mountain Zebra; West Coast; Richtersveld Richtersveld Coastal CapeNature Riverlands ECPTA East London; Baviaanskloof; Mpofu/ Fort Fordyce; Ongelukneke NR; Mkambathi; Silaka; Hluleka;	75% 71% 71% 67% 65% 11% 68% 51% 90% 60% 66% 81% 75% 75%	80% 75% 75% 75% 70% 50% 72% 70% 93% 75% 69% 85% 78% 78%	Agency METT reports adjusted to meet GEF METT requirements	<p><u>Risk:</u></p> <ul style="list-style-type: none"> • Financial constraints within agencies prevent adequate management <p><u>Assumption:</u></p> <ul style="list-style-type: none"> • It is assumed that all PA management agencies will use their METT processes to identify those areas of PA management that require improvement, and that the improvement strategies that are derived, will be implemented. • The risk associated with the above is that the PAs will not be able to secure sufficient budget to implement the management effectiveness improvement strategies. • It is assumed that the PA management agencies will be able

Objective/ Outcome	Indicator	Baseline	End of Project target	Source of Information	Risks and assumptions
	Great Fish MTPA Blyde; Manyaleti; Andover; Bushbuck Ridge LEDET Hans Merensky; Letaba Ranch; Makhuya Bewaarskloof Lekgalameetse Thabina Wolkberg Wolkberg Caves Private Reserves – Baseline will be established within the first year of implementation	87% 59% 65% 52% 26% 38% 37% 49% 20% 66% 8% 47% 36%	90% 70% 70% 67% 50% 51% 54% 59% 30% 75% 15% 55% 40%		to take on the financial management improvement strategies that will be formulated from Component 3 of this project and that this will improve their budget capacity to undertake management effectiveness improvements.
Outcome 2.1 – Improved PA management effectiveness through effective integrated interventions in buffer zones covering 100 000 ha around three national parks and/or provincial reserves through implementation of buffer	Hectares of high biodiversity priority in buffer zones integrated into local municipal planning mechanisms for: Kruger National Park buffer Mountain Zebra -- Camdeboo National Park buffer West Coast National Park buffer	0	100 000ha	SANParks & Priority Maps CMA maps	<u>Risk:</u> • The risk is that the development agendas of the local municipalities will over-ride the conservation agency buffer objectives. • Municipalities may oppose declarations of low-cost buffer mechanisms. <u>Assumption:</u> • The assumption is that outputs from Component 3 will inform the buffer establishment process in

Objective/ Outcome	Indicator	Baseline	End of Project target	Source of Information	Risks and assumptions
buffer zone policy and interventions including improved land use controls.	To be achieved through the application of appropriate conservation compatible categories in local authority land use plans, or protected by appropriate PA or PE declarations.				such a way that it proves that conservation compatible land use will be the most sustainable option for local municipalities. • Landowners perceive value in the improved conservation status of their property.
Outcome 3.1 PA Expansion costs per hectare reduced by 60% over a baseline of US\$ 500/ha by introducing partnerships for PA management and reducing direct purchase of state and other land for PA expansion. –	Reduction in average cost of PA expansion	US\$ 500/ha	US\$ 200/ha	PA agencies and SANParks	<u>Risk:</u> • Property prices increase rapidly as a result of unexpected events. • Key properties price inflated due to critical location in the PA network. • Failure of the low-cost mechanisms • Delays in signing stewardship agreements. <u>Assumption:</u> • Property prices will remain within inflation norms.
Outcome 3.2: To improve the financial sustainability of the expanded PA network by optimizing and diversifying revenue streams and by improving cost efficiencies.	Diversification and increase in PA income and revenue streams	Financing gap between available funds and basic management requirements 44.7% Financial robustness of the PA network	Reduce the financing gap to 35%. Improve the financial robustness of the PA network as	Assessed from agency financial score card	<u>Risk:</u> • Agencies may not be ready or equipped to implement new and innovative instruments and mechanisms to diversify income streams <u>Assumption:</u> • There is a strong link to the outputs of Component 2 • Expertise is available for the

Objective/ Outcome	Indicator	Baseline	End of Project target	Source of Information	Risks and assumptions
		as measured by the Financial Scorecard: Component 1 – Legal, regulatory and institutional frameworks – 51%. Component 2 – Business planning and tools for cost-effective management – 46%. Component 3 – Tools for revenue generation by PAs - 31%. Financing gap between available funds and basic management requirements 44.7%	measured by the Financial Scorecard: Component 1 – Legal, regulatory and institutional frameworks – 55%. Component 2 – Business planning and tools for cost-effective management – increase score from current 60%. Component 3 – Tools for revenue generation by PAs - 50%.		periods required

LIST OF OUTPUTS PER OUTCOME AS PART OF THE SRF

Project's Development Goal: To effectively expand the South African PA network to conserve globally significant biodiversity components and to improve the management effectiveness of the PA network.	
Project Objective: The Biodiversity of South Africa is protected from existing and emerging threats through the development of a sustainable, effective and representative national PAs network, cost effective PA expansion in biodiversity priority areas and improved land use practices in buffers around parks with a focus on community benefits and partnerships.	
Outcomes	Outputs
National PA estate expanded by 197,000 ha over a baseline of 7.9 million ha resulting in increased representation of the following globally important terrestrial habitats currently under-represented in the PA system	
18,000 ha <i>Succulent Karoo</i>	<i>Richtersveld Protected Area Expansion</i> covering 18,000 ha of Succulent Karoo, established in partnership with the local community, delivering social benefits in an impoverished region.
148,000 ha <i>Maputaland-Pondoland-Albany complex</i>	<i>Maputaland-Pondoland-Albany Hotspot</i> expanded by 115,000 ha through –(a) Consolidation of the Sneeuberg corridor linking Mountain Zebra and Camdeboo National Parks covering 45,000 ha by means of contractual partnerships with private landowners; (b) Contractual PA expansion totalling 30,000ha in the upland areas of the Maputaland Pondoland Albany hotspot (Eastern Cape interior) and Katberg-Amatole-Hogsback region of the Eastern Cape, (c) East Cape transfer and tenure formalization of PAs, including boundary survey and description, declaration and assignment in priority areas identified in the ECPAES (such as Pondoland, Mpofu-Fort Fordyce, East London Coast & Sunshine Coast, Baviaanskloof and Cape St Francis), and (d) Expansion of the Kruger to Canyons, including all reserves connected directly or indirectly to KNP (including Letaba Ranch, Hans Merensky, Wolkberg), by improving conservation tenure on 63,000 ha of private conservation areas, communal conservation areas and unproclaimed state reserves in the buffer zone of <i>Kruger National Park</i> in partnership with the <i>Mpumalanga Tourism and Parks Agency</i> , <i>Limpopo Department of Economic Development, Environment and Tourism</i> , local communities, land claimants and private landowners;
12,000ha - <i>Lowlands fynbos and renosterveld in the Cape Floristic Region</i>	<i>Riverlands/Pella-Dassenberg-West Coast</i> expanded by 12,000 ha of <i>Lowlands fynbos and renosterveld</i> currently underrepresented within the <i>Cape Floristic Region hotspot</i> to prevent the loss of irreplaceable biodiversity and maintain ecosystem functions such as water purification and climate change mitigation through partnerships with communities, proclamation of state land, land use interventions in reserve buffers, and land acquisition.
19,000ha - <i>Establishment of New</i>	Consolidation and declaration of forestry exit areas in the mountain fynbos areas of the Western Cape Province

Project Objective: The Biodiversity of South Africa is protected from existing and emerging threats through the development of a sustainable, effective and representative national PAs network, cost effective PA expansion in biodiversity priority areas and improved land use practices in buffers around parks with a focus on community benefits and partnerships.	
Outcomes	Outputs
<i>Protected Areas in upland areas in the Cape Floral Region (Forest exit areas)</i>	totalling 19,000ha
Improved PA management effectiveness delivers enhanced protection to 1,100,000 ha of new and existing PAs	Capacity of PA staff to implement robust and low cost PA expansion is improved through providing key support to the low cost PA expansion processes including <i>facilitating contract negotiation, declaration of PAs, completion of PA registers, management planning, monitoring and evaluation of newly expanded PAs.</i> Cost effective management planning, monitoring and evaluation developed and implemented in existing and newly expanded PAs
Improved PA management effectiveness through effective integrated interventions in buffer zones covering 100,000 ha around three national parks and/or provincial reserves through implementation of buffer zone policy and interventions including improved land use controls.	Implementation of the national policy on Buffer Zones for National Parks for three areas, (a) Kruger National Park, (b) Dassenberg- West Coast Protected Area and (c) Mountain Zebra and Camdeboo National Parks, through The establishment of appropriate institutional arrangements, inclusion of sensitive areas in local authority land use plans (SDFs, IDPs) and improving conservation tenure on suitable private and communal land. Can also be through PA declaration.
PA Expansion costs per hectare reduced by 60% over a baseline of US\$ 500/ha by introducing partnerships for PA management and reducing direct purchase of state and other land for PA expansion.	Offset investments are optimized to facilitate low cost PA expansion and on-going management Investments in ecological infrastructure are optimized to support low cost PA expansion and their management Synergies between land reform and PA expansion Socio-economic opportunities and partnerships that would advance cost-effective expansion of the PA network and development of a biodiversity driven economy both in- and outside park buffer zones are identified. Key lessons learned from interventions under outcomes 3.1 and 3.2 are identified, analysed, documented and shared
To improve the financial sustainability of the expanded PA	Existing financial income streams of the PA network and its ability to absorb external shocks is optimized and the governance efficiency of exiting income streams assessed.

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Outcomes	Outputs
network by optimizing and diversifying revenue streams and by improving cost efficiencies	Other innovative financial instruments and mechanisms to improve the financial resilience of the PA network and its expansion are explored and identified.
	Analysis of cost effective resource allocation and efficiency of spending within the expanded low cost reserve network
	Lessons learned to be developed, discussed and shared

Part II: Incremental Reasoning and Cost Analysis

EXPECTED GLOBAL, NATIONAL AND LOCAL BENEFITS

Table 5. Incremental Cost Matrix

Cost/Benefit	Baseline (B)	Alternative (A)	Increment (A-B)
BENEFITS			
Global benefits	<p>Under the 'business-as-usual' scenario the Protected Area estate will not effectively represent the full range of globally important species and habitats in three biodiversity hotspots in South Africa (<i>Succulent Karoo, Cape Floral Kingdom and Maputaland Pondoland Albany Hotspot</i>); and as a result, key critical biodiversity areas within these remain under protected and are at risk of loss or degradation of habitat from a number of factors. Capacity for Management Effectiveness will be limited, and not able to address more diverse governance contexts and the high level of threats facing the PAs. Financial resources dedicated to the expansion and effective management of PAs will continue to be insufficient. As a result, national parks and reserves will continue to be subject to limited management intervention on the ground with the associated increasing risk of gradually losing their biodiversity values. This overall situation will remain if specific capacities for managing PA expansion processes are not fostered.</p>	<p>The project, which counts on financing from GEF, UNDP, and the Government of South Africa will remove key barriers by ensuring improved management effectiveness of the existing protected area network in South Africa. This concerns:</p> <ul style="list-style-type: none"> • expand representation of globally important terrestrial habitats, • that new and existing protected areas are effectively managed, and • improving the financial resilience of the PA network. <p>The focus will be on a Protected Area system wide approach addressing the three components integrally, across different levels with multiple partners. With GEF support the expansion of the current PA network to increase representation of globally important terrestrial habitats will put an improved range of globally important species and habitats in the three biodiversity hotspots in South Africa (<i>Succulent Karoo, Cape Floral Kingdom and Maputaland Pondoland Albany Hotspot</i>) under protection thereby addressing the risk of loss or degradation of these critical areas due to a number of factors. GEF support would ensure that this is being undertaken effectively from a management perspective (to address in particular legal land and ME issues) and in a cost-effective way. GEF support to the management effectiveness component will ensure that in particular appropriate, cost-effective and efficient co-management of the low cost PA expansion areas will be achieved and that these areas are fully integrated into the state PA network. GEF support to the financial resilience component will achieve reduced PA expansion costs per</p>	<p>The GEF increment will ensure improved representation of globally important biodiversity into an expanded PA network, which will be managed more effectively, from an ecological, social and financial perspective. Various terrestrial ecosystems and habitats that are currently under-represented in the terrestrial PA network will have a sample of their coverage under formal protection, mitigating direct threats to them, to the species that they harbour and the ecosystem services that they render. This will enhance the national contribution to the achievement of <u>global Aichi Targets 11</u> on protected areas, but also <u>Target 12</u> on species, <u>Target 1</u> on the realisation of biodiversity values, <u>Target 5</u> on reduction of loss of natural habitats, <u>Target 14</u> on ecosystem services, and <u>Target 15</u> on climate resilience.</p> <p>The project will expand representation of globally important terrestrial habitats in South Africa by establishing new PAs covering 197,000 ha.:</p> <ul style="list-style-type: none"> - 18,000 ha. Succulent Karoo (lowland and coastal areas); - 12,000 ha. of Lowland fynbos and renosterveld in the Cape Floristic Region; - 19,000 ha. of Mountain fynbos in the Cape Floristic Region; - 45,000 ha of the western interior of the Maputaland-Pondoland-Albany Hotspot

		<p>hectare and the application of practical PA financing approaches for optimising income and improving cost efficiencies within PA management agencies, including improving the resilience of existing income streams, financial governance, and benefit-sharing arrangements.</p>	<p>(aka Sneeuberg Centre of Endemism);</p> <ul style="list-style-type: none"> - 30,000 ha of the higher altitude montane areas of the Katberg and Amathole mountains and parts of the Drakensberg Alpine Centre (Maputaland-Pondoland-Albany Hotspot); - 10,000 ha. of diverse areas prioritised highly under the PAES and not protected yet; and - 63,000 ha. of northern range of Maputaland-Pondoland-Albany Hotspot and critical lowland and mountain catchment areas. <p>Furthermore, the project will also improve the management effectiveness of both existing and newly proclaimed PAs, will reduce external threats to protected areas through the establishment of buffer zones covering 100,000ha., and will reduce the PA financing cost per ha by introducing partnerships for PA management and reducing direct purchase, and will diversify and optimize income streams.</p>
National and local benefits	<p>Under the 'business-as-usual' scenario, efforts to reconcile competing demands for land across South Africa will gradually foreclose the current opportunity for creating new PAs in sites that have been identified as strategic priorities from a conservation perspective.</p> <p>As a consequence, potential national, provincial and local benefits that could be derived from PAs will be foreclosed. Many of the project sites deliver watershed services and are thus of great socio-economic importance and if not protected will impact on the provision of critical water resources to humans and ecosystems well beyond the actual sites' boundaries.</p>	<p>The project will bring together a number of conservation agencies as executing partners and will engage a variety of stakeholders <i>across different levels</i> in supporting an overall programme for conservation and <i>system-wide improvements in protected area management effectiveness and expansion capacity</i> in South Africa. The establishment of new PAs, identified through robust biodiversity analysis and related PAES, will also provide agency wide exposure, experience, and learning. The project work on management effectiveness and financial resilience will offer critical support for improved capacity and new and innovative approaches across site, agency and national levels. Collectively, the country will make more definite steps towards actively managing its protected area estate as a result of targeted and integrated interventions,</p>	<p>The project will initiate a system wide approach for improved management effectiveness of the PA network through integrating (i) the establishment of new PAs in critical biodiversity areas currently not being protected, (ii) improved management effectiveness of the PA network, including the establishment of buffer zones around three national parks, and (iii) the financial resilience of the PA system and benefits derived thereof for conservation agencies and communities, through collaboration across five executing agencies and interventions at site, agency-wide and national levels. The project will provide the critical support needed to roll out such an approach to achieve the targets shared above.</p>

	Ecosystems in existing PAs will become increasingly degraded and will cease to render essential services to local resource users. Over time, this will represent a loss to the South African economy and to local stakeholders resulting in the increased vulnerability of both.	which is critical given the high biodiversity significance and the high level of threats. The proclamation of new sites will follow due process for boundary demarcation, which includes stakeholder consultation, the identification of socio-economic opportunities and benefits and the application of safeguards for possible negative effects.	
COSTS			
Outcome 1: Establishment of New Protected Areas	Baseline: \$0	Alternative: \$4,4 million	GEF 4,4
			TOTAL
Outcome 2: Improve Management Effectiveness of New and Existing PAs	Baseline: \$0	Alternative: \$2,3 million	GEF 2,3
			TOTAL
Outcome 3: Cost Effective PA Expansion	Baseline: \$0	Alternative: \$1,4 million	GEF 1,4
			TOTAL
Project Management	Baseline: \$0	Alternative: \$0,45 million	GEF 0,45
			UNDP
			TOTAL
TOTAL COSTS	Baseline: \$0	Alternative: \$8,55 million	GEF 8,55
			UNDP
			TOTAL \$8.55

SECTION III: TOTAL BUDGET AND WORKPLAN

Award ID:	00079954		Project ID(s):	00089825
Award Title:	Improving management effectiveness of the Protected Area Network			
Business Unit:	ZAF10			
Project Title:	Improving management effectiveness of the Protected Area Network			
PIMS no.	4943			
Implementing Partner (Executing Agency)	SANParks			

Project Component / Atlas Activity	Implementing Agent/ Responsible Party	Fund ID	Donor Name	Atlas Budgetary Acct Code	Atlas budget description	Amount		Amount		Amount		TOTAL	Budget Note
						Year 1	Year 2	Year 3	Year 4	Year 5	US\$	US\$	
1. Establishment of New Protected Areas - the project seeks to expand representation of globally important terrestrial habitats by establishing new PAs covering 197,000 ha. The current PA estate does not effectively represent the full range of globally important species and habitats in three biodiversity hotspots in South Africa. As a result, key critical biodiversity areas within these remain under protected and are at risk of loss or degradation of habitat from several factors. Funding is not available for traditional reserve expansion through land	SANParks - Richtersveld coastal	62000	GEF	71800	Contractual Services - Individual	164,524	144,687	118,428	62,429	-	US\$	490,068	1.1
		62000	GEF	71600	Travel	27,560	28,660	29,760	30,911	-	US\$	116,891	1.2
		62000	GEF	73100	Rental & Maintenance- Premises	15,267	17,265	17,334	20,144	-	US\$	70,010	1.3
		62000	GEF	72200	Equipment & Furniture	4,765	-	-	-	-	US\$	4,765	1.4
		62000	GEF	72300	Materials & Goods	3,220	-	-	-	-	US\$	3,220	1.4
		62000	GEF	72400	Communications & Audio Visual	1,903	1,400	1,457	1,510	-	US\$	6,270	1.4
		62000	GEF	72500	Stationary and Office Supplies	500	600	700	800	-	US\$	2,600	1.4
		62000	GEF	73200	Premises alterations	4,000	-	-	-	-	US\$	4,000	1.4
		62000	GEF	73300	Rental & Maintenance of IT	1,000	-	-	-	-	US\$	1,000	1.4
		62000	GEF	73400	Rental &	1,500	1,500	1,500	1,500	-	US\$	6,000	1.4

Forest Exit Areas	62000	GEF	72200	Equipment & Furniture	5,600	-	-	-	-	5,600	3.3
	62000	GEF	72300	Materials & Goods	700	-	-	-	-	700	3.3
	62000	GEF	72400	Communications & Audio Visual	2,790	2,183	2,336	2,499	1,214	11,022	3.3
	62000	GEF	72500	Stationary and Office Supplies	500	535	572	613	655	2,875	3.3
	62000	GEF	74100	Professional Services	1,000	1,000	1,000	1,000	1,000	5,000	3.4
	62000	GEF	74200	Audio Visual & Printing Product	200	200	200	200	200	1,000	3.5
	62000	GEF	74500	Miscellaneous Expenses	630	630	662	630	630	3,182	3.6
	62000	GEF	75700	Training, workshop, conference	1,500	1,605	1,717	1,838	1,966	8,626	3.7
	62000	GEF	72100	Contractual Services - Comp.	-	11,111	11,111	11,111	-	33,333	3.8
				Subtotal	26,809	46,987	49,400	51,920	39,076	214,192	
SANParks - Mtn Zebra- Camdeboo Corridor	62000	GEF	71300	Local consultant	46,666	99,866	106,858	114,338	91,755	459,483	4.1
	62000	GEF	71600	Travel	12,500	26,750	28,622	30,626	16,385	114,883	4.2
	62000	GEF	72200	Equipment & Furniture	1,000	250	250	250	250	2,000	4.3
	62000	GEF	72300	Materials & Goods	250	1,000	1,000	1,000	250	3,500	4.3
	62000	GEF	72400	Communications & Audio Visual	167	2,500	1,500	1,500	1,000	6,667	4.3
	62000	GEF	72500	Stationary and Office Supplies	1,000	1,500	1,500	1,500	500	6,000	4.3
	62000	GEF	72800	Information Tech Equipment	2,000	1,500	750	750	250	5,250	4.3
	62000	GEF	73300	Rental & Maintenance of IT	750	1,500	1,500	1,500	750	6,000	4.3
	62000	GEF	73400	Rental & Maintenance Other	250	500	500	500	250	2,000	4.3
	62000	GEF	74500	Miscellaneous Expenses	250	1,000	1,500	1,500	500	4,750	4.4
	62000	GEF	74200	Audio Visual & Printing Product	250	1,500	1,500	1,500	1,500	6,250	4.5
	62000	GEF	74600	Prepaid Project Expenses	-	1,017	1,500	1,500	1,000	5,017	4.6

to Canyons private and Co- managed reserves, GLTFCA	62000	GEF	71600	Travel		9,375	20,063	21,467	22,970	12,289	86,164	7.2
	62000	GEF	72200	Equipment & Furniture		9,980	-	-	-	-	9,980	7.3
	62000	GEF	72300	Materials & Goods		820	150	-	-	-	970	7.3
	62000	GEF	72400	Communications & Audio Visual		4,020	2,910	3,114	3,332	-	13,376	7.3
	62000	GEF	72500	Stationary and Office Supplies		1,200	1,284	1,374	1,470	-	5,328	7.3
	62000	GEF	73200	Premises alterations		4,000	-	-	-	-	4,000	7.4
	62000	GEF	73300	Rental & Maintenance of IT		1,300	321	343	368	-	2,332	7.3
	62000	GEF	73400	Rental & Maintenance Other		300	321	343	368	-	1,332	7.3
	62000	GEF	74100	Professional Services		1,000	1,070	1,145	1,225	-	4,440	7.5
	62000	GEF	74200	Audio Visual & Printing Product		-	2,300	2,321	2,343	-	6,964	7.6
	62000	GEF	74500	Miscellaneous Expenses		2,840	1,039	1,252	1,479	-	6,610	7.3
	62000	GEF	75700	Training, workshop, conference		1,500	1,605	1,717	1,118	-	5,940	7.7
				Subtotal		83,001	130,929	139,934	120,426	42,874	517,164	
	62000	GEF	71300	Local consultant		100,837	113,575	121,496	129,974	198,237	664,119	8.1
	62000	GEF	71600	Travel		8,887	9,510	10,175	10,888	17,882	57,342	8.2
	62000	GEF	74100	Professional Services		27,295	38,889	38,889	33,333	22,222	160,628	8.3
				Subtotal		137,019	161,974	170,560	174,195	238,341	882,089	
2. Improve Management Effectiveness of New and Existing Protected Areas - to ensure that new and existing PAs are effectively managed the project seeks to increase ME on 1,100,000 ha through integrated mgt. planning, M&E, improved PA buffer zone	Sub-total Component 1					853,993	1,007,655	1,045,445	951,159	587,532	4,445,784	
	62000	GEF	71300	Local consultant		105,000	254,422	272,232	291,288	250,508	1,173,450	9.1
	62000	GEF	71600	Travel		37,402	60,480	64,715	69,244	61,005	292,846	9.2
	62000	GEF	72200	Equipment & Furniture		5,000	-	-	-	-	5,000	9.3
	62000	GEF	72400	Communications & Audio Visual		2,600	2,800	3,000	3,200	3,400	15,000	9.3
	62000	GEF	72500	Stationary and Office Supplies		1,200	1,284	1,374	1,470	1,572	6,900	9.3
	62000	GEF	72800	Information Tech		4,900	-	-	-	5,200	10,100	9.3

<p>interventions. A major focus is ensuring appropriate, cost-effective, efficient co-mgt. of the low cost PA expansion areas + these areas are fully integrated into the state PA network.</p>	SANParks - PA Technical Unit	62000	GEF	74500	Miscellaneous Expenses	1,000	1,000	900	1,000	1,000	4,900	9.3
		62000	GEF	75700	Training, Workshops, Conf	11,633	51,667	38,889	53,889	38,889	194,967	9.4
		62000	GEF	72100	Contractual Services - Comp.	23,722	68,366	57,555	46,544	45,244	241,431	9.5
		62000	GEF	71300	Local consultant	48,797	53,897	57,670	61,707	96,935	319,006	9.6
		62000	GEF	71600	Travel	4,640	4,965	5,313	5,685	9,337	29,940	9.7
		Sub-total Component 2				245,894	498,881	501,648	534,027	513,090	2,293,540	
		62000	GEF	72100	Contractual Services - Comp.	147,778	281,666	285,828	290,280	183,683	1,189,235	10.1
		62000	GEF	71300	Local consultant	29,968	33,100	35,417	37,896	59,531	195,912	10.2
		62000	GEF	71600	Travel	2,850	3,049	3,263	3,491	5,734	18,387	10.3
		Sub-total Component 3				180,596	317,815	324,508	331,667	248,948	1,403,534	
<p>3. Cost Effective Protected Area Expansion - to improve the financial resilience of the PA network through two main interventions</p>	SANParks - PMU (under guidance by the PSC)	62000	GEF	71300	Local consultant	60,287	67,928	100,142	16,437	48,377	293,171	11.1
		62000	GEF	71600	Travel	7,778	3,889	3,889	-	-	15,556	11.2
		62000	GEF	72800	Information Technology Equip	11,111	-	-	-	-	11,111	11.3
		62000	GEF	73300	Rental & Maint of Info Tech Eq	-	2,778	2,972	3,180	3,403	12,333	11.3
		62000	GEF	74500	Miscellaneous Expenses	1,333	1,567	1,816	1,083	-	5,799	11.3
		62000	GEF	72100	Contractual Services - Comp.	27,000	2,000	2,000	3,000	-	34,000	11.4
		62000	GEF	74100	Professional Services	4,000	4,280	4,580	4,900	5,243	23,003	11.5
		62000	GEF	75700	Training, Workshops, Conf	6,111	1,189	1,272	1,361	2,236	12,169	11.6
		Sub Total - PMU				117,620	83,631	116,671	29,961	59,259	407,142	
		Grand Total				1,398,103	1,907,982	1,988,272	1,846,814	1,408,829	8,550,000	

Note that the budgets below are not additional to the above, but are embedded in it. See budget note (8.1, 8.2, 9.6, 9.7 and 10.3).

PA Technical Unit - unit to provide overall technical coordination and support to all three project components critical to ensure impact across the PA network, within agencies and on site level	SANParks - PATU (under guidance by the PSC)	GEF	71300	Local consultant	83 333	89 167	95 408	102 087	167 673	537 668
		GEF	71300	Local consultant	72 222	77 278	82 687	88 475	145 316	465 979
		GEF	71300	Local consultant	16 667	23 778	25 442	27 223	29 129	122 239
		GEF	71300	Local consultant	7 380	10 350	11 045	11 792	12 585	53 152
	Subtotal				179 602	200 572	214 583	229 577	354 703	1 179 037
		GEF	71600	Travel	8 600	9 202	9 846	10 535	17 304	55 487
		GEF	71600	Travel	7 778	8 322	8 905	9 528	15 649	50 182
	Subtotal				16 378	17 524	18 751	20 063	32 953	105 670
					195 980	218 096	23334	249 641	387 656	1 284 707
	Sub-total PATU									

BUDGET NOTES

General Notes:

- * Project Budget is fully in line with PIF approved budget.
- * Budget items are adjusted annually for 7% inflation.
- * The budget has been developed in South African Rand for what reason the US\$ numbers are not rounded.
- * After several rounds of GEF project support to South Africa for work on site level this grant is now to address several critical PA issues on the PA-system / agency wide level by (i) expanding representation of globally important terrestrial habitats by establishing new PAs, (ii) improving Management Effectiveness of PAs, and (iii) improving the financial resilience of the PA system. Given the involvement of 5 Conservation Agencies and the need for the provision of coordinated highly specialist support through full-time contract staff, assisted by short-term contracted services and the critical project issues will be coordinated and led by a Protected Area Technical Unit.
- * Also due to the fact that the project is a multi-agency one (requiring stakeholder input at critical moments), the number of "items" to be sourced and the required timelines the project requires an efficient (time and cost wise) and transparent sign off and approval process in a stream-lined way. Therefore the PMU will run South African legislation (PFMA) compliant procurement processes which will be signed off by the PSC and SANParks, and hence this (i) would not be undertaken by SANParks' SCM, and (ii) requires to be undertaken by the.
- * SANParks will obtain a project specific Foreign Currency Account (US\$) for this project. Financial gains such as interest earned on the project account, more favourable exchange rates compared to the one being applied under this budget, and/or reclaimed VAT will be re-allocated within this GEF 5 project only under the authority of the Project Steering Committee. This will be equally addressed in case of budget shortfalls.
- * Within a project component, a specific budget item (e.g. contractual services – individual) may be split differently to the current allocation (while retaining the same budget item) to allow optimal spending of funds and maximization of benefit, for example current budgets allow for 2 staff members to be working in the Kruger to Canyons area (appointed to the K2C, with the buffer zone coordinator in this node reporting to the KNP). Re-evaluation of staff packages and requirements and activities required to attain the outcomes of the programme, indicates that the budget line item can be split 3 ways to allow the appointment of

<p>an additional ecologist to support low cost reserve expansion in the area. This is similar to the other partners, for example in ECPTA where 3 positions can be stretched to 4 positions. Depending on the specific activities per area, without compromising programme outcomes, the duration of appointment of contractual staff, could be determined/revisited, as long as it remains within the allocated budget.</p> <p>* Current line items for contractual services include vehicle costs. It may be necessary to separate out these costs to fit in with an individual agencies policy should this be required. Total cost would not be increased.</p> <p>* For some project components (e.g. Richtersveld coastal) the responsible agency may second staff (either current or newly appointed) to undertake the specific GEF activity. In these cases the budgets associated with the appropriate line item (e.g. contract services – Individual) will then be reimbursed to the agency to cover costs.</p>	
No.	Description
	<p>The project seeks to expand representation of globally important terrestrial habitats by establishing new PAs covering 197,000 ha. The current PA estate does not effectively represent the full range of globally important species and habitats in the three biodiversity hotspots in South Africa (Succulent Karoo, Cape Floral Kingdom and Maputaland Pondoland Albany Hotspot); and as a result, key critical biodiversity areas within these remain under protected and are at risk of loss or degradation of habitat from several factors. However, funding is not available for traditional reserve expansion through land purchase, and conservation agencies cannot afford to manage significantly expanded traditional reserve networks. Hence, the project focuses on using low cost mechanisms for land acquisition and management in order to rapidly expand the PA network to secure globally important biodiversity. The project utilizes contractual and stewardship arrangements with private and communal landowners, as well as transfers and formalization of conservation tenure of state land to rapidly expand the PA network. This is done both at a site level, and also across the PA network.</p>
1.1	Component 1, Richtersveld Coastal - to ensure increased protection of currently very small % of the globally important Succulent Karoo hotspot, in particular the lowland and coastal areas, through PA expansion targeting 18,000 ha, in partnership with local communities and authorities. To achieve this target requires an on-site Project Coordinator and two conservation staff for 54 months each (for office space see budget note 1.3).
1.2	Component 1, Richtersveld Coastal - to ensure increased protection of currently very small % of the globally important Succulent Karoo hotspot, in particular the lowland and coastal areas, through PA expansion targeting 18,000 ha, in partnership with local communities and authorities. To deliver this target requires coverage of vehicle travel costs (200,000 kms across 54 months at US\$ 0.5/km in year 1) associated with activity implementation by staff listed under 1.1
1.3	Component 1, Richtersveld Coastal - to ensure increased protection of currently very small % of the globally important Succulent Karoo hotspot, in particular the lowland and coastal areas, through PA expansion targeting 18,000 ha, in partnership with local communities and authorities. Given isolated location of project area no agency facilities are nearby so achievement of this target requires rental of office and living space.
1.4	Component 1, Richtersveld Coastal - to obtain - (72200) office equipment (Laptops for staff in 1.1, Printer/Scanner, Book binder) and furniture for the office; - (72300) materials and goods/field equipment such as GPS, Binoculars, mobile- and handheld VHF radio's; - (72400) communications and audio visual equipment i.e. cellphone contracts & 3G-cards for staff in 1.1 and a camera; - (72500) stationary and office supplies for the office; and to do - (73200) premises alterations to customize the space in 1.3; - (73300) Rental & Maintenance of IT equipment such as the maintenance and licensing of software and ArcView; and to do (73400) Rental & Maintenance of other equipment.
1.5	Component 1, Richtersveld Coastal - to obtain professional services (74100) for legal fees to support the declarations.

1.6	Component 1, Richtersveld Coastal - to obtain Audio Visual & Printing Production costs (74200) for Printing and publications of newsletters.
1.7	Component 1, Richtersveld Coastal - to do training, workshop & conferences (75700) with the local stakeholders/partners.
2.1	Component 1, Dassenberg West Coast - to ensure protection of 12,000 ha. of the last relatively intact and ecologically functional area of critically endangered and poorly protected (at ca. 2%) Atlantis Sand Fynbos, and Swartland Shale Renosterveld habitat and a critical aquifer in the globally important Cape Floral Kingdom. Ensuring one of the two proposed corridors will be protected requires a DCCP Corridor Coordinator for 48 months, office space and support provided by City of Cape Town.
2.2	Component 1, Dassenberg West Coast - to ensure protection of 12,000 ha. of the last relatively intact and ecologically functional area of critically endangered and poorly protected (at ca. 2%) Atlantis Sand Fynbos, and Swartland Shale Renosterveld habitat and a critical aquifer in the globally important Cape Floral Kingdom. Ensuring one of the two proposed corridors will be protected requires a Land Transfer Coordinator for 27 months (50%, other 50% under land transfer of forest exit areas in Western Cape), office space and support provided by CapeNature.
2.3	Component 1, Dassenberg West Coast - to ensure protection of 12,000 ha. of the last relatively intact and ecologically functional area of critically endangered and poorly protected (at ca. 2%) Atlantis Sand Fynbos, and Swartland Shale Renosterveld habitat and a critical aquifer in the globally important Cape Floral Kingdom. To deliver this target by ensuring both corridors will come under protection requires vehicle travel costs (80,000 kms across 48 months at US\$ 0.5/km in year 1) associated with activity implementation by staff listed under budget notes 2.1 & 2.2
2.4	Component 1, Dassenberg West Coast - to obtain - (72200) office equipment and furniture (Laptops, printer/scanner, bookbinder) for the DCCP Coordinator and Land Transfer facilitator; - (72300) materials and goods/field equipment such as GPS & Binoculars; - (72400) communications and audio visual equipment i.e. camera, data projector, telephone, cellphones, Wi-Fi and 3G cards; - (72500) stationary and office supplies for the offices of the DCCP Coordinator and Land Transfer facilitator; and to do - (73400) Rental & Maintenance of other equipment; - (74500) Miscellaneous Expenses such as insurance, bank charges and sundry expenses.
2.5	Component 1, Dassenberg West Coast - to do (73100) Rental & Maintenance-Premises - Premises for common services and utilities.
2.6	Component 1, Dassenberg West Coast - to obtain (74100) professional services for audit & legal fees to support the project & declarations.
2.7	Component 1, Dassenberg West Coast - to obtain (74200) Audio Visual & Printing Production costs for Printing and publications of news letters & articles.
2.8	Component 1, Dassenberg West Coast - to do (75700) training, workshop & conferences with the local stakeholders/partners and the technical- & advisory committee's.
3.1	Component 1, Western Cape Forest Exit Areas - to ensure consolidation and completion of land transfers of 19,000 ha of vulnerable mountain fynbos of global conservation importance in the Cape Floral Kingdom, many of which are adjacent to existing PAs and include key mountain catchment areas. To deliver this target will require a Land Transfer Coordinator for 27 months (50%, other 50% under Riverlands/Pella-Dassenberg West Coast). Office provided by CapeNature and assistance provided by PATU Land Officer regarding "higher" level land transfer issues.
3.2	Component 1, Western Cape Forest Exit Areas - to ensure consolidation and completion of land transfers of 19,000 ha of vulnerable mountain fynbos of global conservation importance in the Cape Floral Kingdom, many of which are adjacent to existing PAs and include key mountain catchment areas. To deliver this target will require coverage of vehicle travel costs (40,000 km across 48 months at US\$ 0.5/km in year 1) associated with activity implementation by staff listed under budget note 3.2
3.3	Component 1, Western Cape Forest Exit Areas - to obtain - (72200) office equipment and furniture (Laptops, printer/scanner, bookbinder) for the Land Transfer facilitator; - (72300) materials and goods/field equipment such as GPS, Binoculars; - (72400) communications and audio visual equipment i.e. camera, data projector, telephone, cellphones, Wi-Fi and 3G cards; and to obtain (72500) stationary and office supplies for the office.

3.4	Component 1, Western Cape Forest Exit Areas - to obtain (74100) professional services for audit & legal fees to support the project & declarations.
3.5	Component 1, Western Cape Forest Exit Areas - to obtain (74200) Audio Visual & Printing Production costs for Printing and publications of newsletters & articles.
3.6	Component 1, Western Cape Forest Exit Areas - to do (74500) Miscellaneous Expenses such as insurance, bank charges and sundry expenses
3.7	Component 1, Western Cape Forest Exit Areas - to do (75700) training, workshop & conferences with the local stakeholders/partners and the technical- & advisory committee's.
3.8	Component 1, Western Cape Forest Exit Areas - to ensure consolidation and completion of land transfers of 19,000 ha of vulnerable mountain fynbos of global conservation importance in the Cape Floral Kingdom, many of which are adjacent to existing PAs and include key mountain catchment areas. To deliver this target will require coverage of site technical services to support management planning and effectiveness of sites transferred to Cape Nature.
4.1	Component 1, Mtn Zebra Camdeboo Corridor - to ensure the conversion of 45,000 ha of the western interior of the Maputaland-Pondoland-Albany Hotspot (aka Sneeuwberg Centre of Endemism) into PA status. To deliver on this target and to support the ecological integrity of the area will require a Stewardship Officer for 54 months and a Project Ecologist for 48 months, office space and support provided by SANParks
4.2	Component 1, Mtn Zebra Camdeboo Corridor - to ensure the conversion of 45,000 ha of the western interior of the Maputaland-Pondoland-Albany Hotspot (aka Sneeuwberg Centre of Endemism) into PA status. To deliver on this target will require vehicle travel costs (200,000 kms across 54 months at US\$ 0.5/km in year 1) associated with activity implementation by staff listed under budget notes 4.1
4.3	Component 1, Mtn Zebra Camdeboo Corridor - to obtain - (72200) office equipment and furniture (Printer/scanner, bookbinder) for the office; - (72300) materials and goods/field equipment such as GPS, Binoculars; - (72400) communications and audio visual equipment i.e. cellphone costs, and 3G cards; and to obtain (72500) stationary and office supplies for the office; - (72800) Information Tech Equipment (Laptops & software) for the Stewardship Officer and Project Ecologist; - (73300) Rental and Maintenance of IT Equipment for the maintenance and licensing of software; - (73400) Rental and Maintenance of other equipment for the office.
4.4	Component 1, Mtn Zebra Camdeboo Corridor - to do (74500) Miscellaneous Expenses such as insurance, bank charges and sundry expenses
4.5	Component 1, Mtn Zebra Camdeboo Corridor - to obtain (74200) Audio Visual and Printing Production Costs for Printing and publications of newsletters & articles.
4.6	Component 1, Mtn Zebra Camdeboo Corridor - to reimburse (74600) prepaid project expenses within some of the extension and declaration work.
4.7	Component 1, Mtn Zebra Camdeboo Corridor - to obtain (74700) transport, shipping and handling for packages to be couriered due to the rural location.
4.8	Component 1, Mtn Zebra Camdeboo Corridor - to do (75700) training, workshop & conferences with the local stakeholders/partners and the advisory committee's
4.9	Component 1, Mtn Zebra Camdeboo Corridor - to ensure the conversion of 45,000 ha of the western interior of the Maputaland-Pondoland-Albany Hotspot (aka Sneeuwberg Centre of Endemism) into PA status. To deliver on this target will require site technical services to support management planning and effectiveness.
5.1	Component 1, Eastern Cape low cost Reserve Expansion - to secure 30,000 ha of the higher altitude montane areas of the Katberg and Amathole mountains and parts of the Drakensberg Alpine Centre through stewardship arrangements. To achieve this target does require a Stewardship Officer Private/Public Land and a Stewardship Officer Communal Land for 48 months each and office space & support provided by ECPTA.

5.2	Component 1, Eastern Cape low cost Reserve Expansion - to secure 30,000 ha of the higher altitude montane areas of the Katberg and Amathole mountains and parts of the Drakensberg Alpine Centre through stewardship arrangements. To achieve this target does require vehicle travel costs (200,000 kms across 48 months at US\$ 0.5 in year 1) associated with activity implementation by staff listed under budget notes 5.1
5.3	Component 1, Eastern Cape low cost Reserve Expansion - to secure 30,000 ha of the higher altitude montane areas of the Katberg and Amathole mountains and parts of the Drakensberg Alpine Centre through stewardship arrangements. To achieve this target requires - (72200) office equipment and furniture (Printer/scanner, bookbinder, furniture, vehicles) for the office and the staff listed under budget notes 5.1; - (72400) communications and audio visual equipment (cellphone & telephone costs, 3G cards, GPS/Trimble and data projectors); - (72500) stationary and office supplies for the office; - (72800) Information Tech Equipment (Laptops & software) for the staff listed under budget notes 5.1
5.4	Component 1, Eastern Cape low cost reserve expansion - to secure 30,000 ha of the higher altitude montane areas of the Katberg and Amathole mountains and parts of the Drakensberg Alpine Centre through stewardship arrangements. To achieve this target does require site technical services to support management planning and effectiveness.
6.1	Component 1, Eastern Cape consolidation of land - to secure formally under current PA legislation 10,000 ha of State Land prioritized in terms of their biodiversity and ecosystem services values under the Eastern Cape Protected Area Expansion Strategy for declaration, transfer to ECPTA, status confirmation and consolidation. To achieve this target will require a Land Transfer Administrator for 48 months & Ecologist/planner for 36 months, office space and support provided by ECPTA.
6.2	Component 1, Eastern Cape consolidation of land - to secure formally under current PA legislation 10,000 ha of State Land prioritized in terms of their biodiversity and ecosystem services values under the Eastern Cape Protected Area Expansion Strategy for declaration, transfer to ECPTA, status confirmation and consolidation. To achieve this target will require coverage of travel expenses, either locally, regionally or for travel to Pretoria to address land transfer issues associated with activity implementation by staff listed under budget note 6.1
6.3	Component 1, Eastern Cape low cost Reserve Expansion - to secure 30,000 ha of the higher altitude montane areas of the Katberg and Amathole mountains and parts of the Drakensberg Alpine Centre through stewardship arrangements. To achieve this target requires - (72200) office equipment and furniture (Printer/scanner, bookbinder, furniture, vehicles) for the office and the staff listed under budget notes 5.1; - (72400) communications and audio visual equipment (cellphone & telephone costs, 3G cards, GPS/Trimble and data projectors); - (72500) stationary and office supplies for the office; - (72800) Information Tech Equipment (Laptops & software) for the staff listed under budget notes 6.1
6.4	Component 1, Eastern Cape consolidation of land - to secure formally under current PA legislation 10,000 ha of State Land prioritized in terms of their biodiversity and ecosystem services values under the Eastern Cape Protected Area Expansion Strategy for declaration, transfer to ECPTA, status confirmation and consolidation. To achieve this target will require site technical services to support management planning and effectiveness.
7.1	Component 1, PA Consolidation in Buffer Area KNP - to secure the addition of 63,000 ha to the PA network to protect the high levels of biodiversity and endemism and the critical river systems in this region. To meet this target requires a Land Transfer Officer for 36 months and Stewardship Officer for 48 months, office space and support provided by K2C.
7.2	Component 1, PA Consolidation in Buffer Area KNP - to secure the addition of 63,000 ha to the PA network to protect the high levels of biodiversity and endemism and the critical river systems in this region. To deliver this target requires vehicle travel costs (150,000 kms across 48 months at US\$ 0.5 in year 1) associated with activity implementation by staff listed under budget note 7.1

7.3	Component 1, PA Consolidation in Buffer Area KNP - to secure the addition of 63,000 ha to the PA network to protect the high levels of biodiversity and endemism and the critical river systems in this region. To deliver this target requires- to obtain - (72200) office equipment (Laptops, Printer/Scanner, Book binder) and furniture for the office and staff listed under 7.1; - (72300) materials and goods/field equipment such as GPS/trimble, Binoculars, pasture meter); - (72400) communications and audio visual equipment i.e. Camera, data projector, telephone, cellphone contracts & 3G-cards and Wi-Fi for staff in 7.1; - (72500) stationary and office supplies for the office; - (73300) Rental & Maintenance of IT equipment such as the maintenance and licensing of software and ArcView; and to do (73400) Rental & Maintenance of other equipment; - (74500) Miscellaneous Expenses such as insurance, bank charges and sundry expenses.
7.4	Component 1, PA Consolidation in Buffer Area KNP - to secure the addition of 63,000 ha to the PA network to protect the high levels of biodiversity and endemism and the critical river systems in this region. To deliver this target requires to do - (73200) premises alterations to customize the office space in 7.1 provided by K2C.
7.5	Component 1, PA Consolidation in Buffer Area KNP - to secure the addition of 63,000 ha to the PA network to protect the high levels of biodiversity and endemism and the critical river systems in this region. To deliver this target requires to do - (74100) professional services for audit & legal fees to support the project & declarations.
7.6	Component 1, PA Consolidation in Buffer Area KNP - to secure the addition of 63,000 ha to the PA network to protect the high levels of biodiversity and endemism and the critical river systems in this region. To deliver this target requires to do - (74200) Audio Visual & Printing Production costs for Printing and publications of newsletters & articles.
7.7	Component 1, PA Consolidation in Buffer Area KNP - to secure the addition of 63,000 ha to the PA network to protect the high levels of biodiversity and endemism and the critical river systems in this region. To deliver this target requires to do - (75700) training, workshop & conferences with the local stakeholders/partners and the technical- & advisory committee's.
8.1, 8.2, 9.6, 9.7 and 10.3	<p>Protected Area Technical Unit - this unit is critical to provide technical support and ensure coordination and coherence across (i) the three project components of PA expansion, improved management effectiveness and financial sustainability, and (ii) PA-system wide, agency wide, and site level interventions and exchanges of lessons learned. This unit is critical for all three components and is therefore "embedded" proportionally in all three.</p> <p>PATU - Project Coordinator for 66 months (6 months extra to ensure appropriate project close out), office space and support provided by SANParks. This position is to provide substantial technical support to the project in management effectiveness and / or PA financial revenues.</p> <p>PATU - Project Accountant for 66 months (6 months extra to ensure appropriate project close out), office space and support provided by SANParks. This position is to provide substantial technical support to financial information and analysis for work under the component on financial sustainability.</p> <p>PATU - Personal Assistant for 57 months, office space and support provided by SANParks.</p> <p>PATU – Global information support (GIS) for 24 months, office space and support provided by SANParks. This is to support the delivery of project spatial information, data and administration such as priority vegetation information and maps which are required by the PA expansion.</p> <p>and</p> <p>to cover the respective operational budgets associated with activity implementation by the PC and the Project Accountant including support to the multiple agencies involved. To cover travel related expenses (flights, car rental, mileage, parking, tolls, accommodation and subsistence) and a small amount for communications. For Project Coordinator to ensure overall coordination and direction of the project, for the accountant to ensure sound financial management and audits, and financial analysis. And for the Project Coordinator and Accountant appropriate project close out.</p>

8.3	<p>Component 1, all sites - PA expansion does depend often on appropriate legal arrangements and has been one of the bottlenecks for resolution. It is therefore critical to have a facility of para-legal expertise, to be allocated by the PATU and PSC for use at national, agency and site levels to ensure legal aspects of PA integrity are secured. Given the need for such a facility across the agencies this is currently under funded and this activity will be prioritized in case of excess funding (for example as a consequence of exchange rate gains, interest earned on the specific project account, or with reclaimed VAT).</p> <p>The second theme of the project is ensuring that both the new and existing protected areas are effectively managed. The project seeks to increase management effectiveness on 1,100,000 ha through integrated management planning, monitoring, evaluation and improved PA buffer zone interventions. A major focus is ensuring appropriate, cost-effective and efficient co-management of the low cost PA expansion areas, as well as ensuring these areas are fully integrated into the state PA network.</p>
9.1	<p>Component 2 - PA expansion in South Africa has proven to depend often on appropriate legal arrangements and this has been one of the bottlenecks for resolution. In the proposed project this concerns work across multiple aspects of delivery under component 1, on site, provincial and national levels. Also given very technical aspects related to land transfers, delivery of this key aspect does require a Technical Expert Land Transfers for 57 months to provide technical and high level support and coordination to agencies and site work, office space and support provided by SANParks.</p> <ul style="list-style-type: none"> - The success of Management Effectiveness will depend partly on sustaining current efforts and to expand these over a larger area with more diverse governance, support the alignment, improvement and adjustment of existing tools, and the results of assessments are used to improve actual management. In order to achieve this will require a Technical Expert Management Effectiveness for 57 months to provide technical and high level support to agencies and site work, office space and support provided by SANParks; - To ensure improved PA Management Effectiveness through implementation of the policy on Buffer Zones. This will require a Buffer Extension Officer for 48 months for work on Riverlands/Pella-Dassenberg-West Coast corridor, office space and support provided by SANParks regionally. - To ensure improved PA Management Effectiveness through implementation of the draft policy on Buffer Zones. This will require a Buffer Zone Officer for 48 months to support work in KNP buffer areas, office space and support provided by SANParks (Skukuza).
9.2	<p>Component 2 - to ensure improved PA Management Effectiveness will require respective operational budgets for officers listed under budget note 9.1. To ensure operations in many outlying areas and the provision of technical support across the multiple agencies involved. To cover travel related expenses (flights, car rental, mileage, parking, tolls, accommodation and subsistence) and a small amount for communications.</p>
9.3	<p>Component 2 - to ensure improved PA Management Effectiveness will require respective operational budgets for officers listed under budget note 9.1, to secure the addition of 63,000 ha to the PA network to protect the high levels of biodiversity and endemism and the critical river systems in this region. To deliver this target requires- to obtain - (72200) office equipment (Printer/Scanner, Book binder) and furniture for the office and staff listed under 9.1; - (72400) communications and audio visual equipment i.e. Camera, data projector, telephone, cellphone contracts & 3G-cards and Wi-Fi for staff in 9.1; - (72500) stationary and office supplies for the offices; - (72800) Information Tech Equipment (Laptops & software) for the staff listed under budget notes 9.1; - (74500) Miscellaneous Expenses such as insurance, bank charges and sundry expenses.</p>
9.4	<p>Component 2 - to ensure improved PA Management Effectiveness agency and system wide will need a Management Effectiveness Learning Network across the agencies. This is to be supported through hosting and facilitating two high level workshops with all partners and the other protected area management agencies in South Africa in years 2 and 4, aimed at working towards the development of protected area management planning, monitor and evaluation, and management effectiveness tracking best practice for state, private and communally managed protected areas.</p> <ul style="list-style-type: none"> - to ensure improved PA Management Effectiveness does require training of junior staff across the network. This requires a fund to train junior staff involved in and / or responsible for protected area management at institutions offering accredited short courses in protected area management planning, monitoring and evaluation, and management effectiveness tracking and reporting.

9.5	<p>Component 2 - to ensure improved PA Management Effectiveness does require site technical services to support management planning and effectiveness. This is to support this work in the Richtersveld Coastal area.</p> <p>'- to ensure improved PA Management Effectiveness does require site technical services to support management planning and effectiveness. This is to support this work in the Dassenberg-West Coast corridor.</p> <p>'- to ensure improved PA Management Effectiveness does require site technical services to support management planning and effectiveness. This is to support this work in the Buffer Areas of Kruger National Park.</p>
<p>Cost Effective Protected Area Expansion - expanding and effectively managing the PA network requires financial sustainability, and therefore the third theme of the project is improving the financial resilience of the PA network through two main interventions. The first will result in reduced PA expansion costs per hectare and enable the PA system to meet total expenditures through a paradigm shift from direct purchase of land, to lower cost reserve expansion and management mechanisms in partnership with communities and private landowners, as well as utilization of innovative expansion funding mechanisms such as offsets. The second will be the application of practical PA financing approaches for optimising income and improving cost efficiencies within PA management agencies, including improving the resilience of existing income streams, financial governance, and benefit-sharing arrangements.</p>	
10.1	<p>Component 3 - given very specific approaches to achieve financial sustainability this is to cover a critical technical position / facility at PATU level to oversee component 3 work across the agencies and site work. The skill set should represent a strong practical background and proven track record in business development, entrepreneurship or resource economics regarding conservation and protected area issues.</p>
10.2	<p>Component 3 - exploring options towards financial sustainability requires a different skill set often housed in conservation agencies. It is therefore critical to be able to obtain contractual services of highly specialised skills to achieve cost effective PA expansion and in particular to improve the financial sustainability of the PA network. This concerns a diverse set of technical expertise for undertaking for example assessments of existing income streams and strategic issues regarding their governance and recommendations how to optimize these inflows and their use, co-management and benefit sharing arrangements, to identify new and diverse income streams, including offsets and investments in ecological infrastructure, and to identify socio-economic opportunities and partnerships advancing a biodiversity driven economy in park buffer zones. Expertise to be acquired should have a proven track record of delivery on similar assignments and represent experience from South(ern) Africa and beyond.</p>
<p>Project Management - to cover essential project management aspects such as PSC oversight, inception workshop, financial records, procurement, audits, reviews, and operational expenses.</p>	
11.1	<p>PMU - Procurement Manager for 36 months, office space and support provided by SANParks. As it is anticipated that 80% of the procurement will have been undertaken in the first three years including the mid-term review. After the 36 month period, it is proposed to move the remaining procurement to SANParks.</p> <p>'- PMU – Administration and Global information support (GIS) for 57 months, office space and support provided by SANParks. This is to support the delivery of project spatial information, data and administration as required.</p> <p>'- PMU - to cover expenses for the services of external specialists to undertake mid-term and end of project performance reviews. This is not to cover expenses of GEF or UNDP</p>
11.2	<p>PMU - to cover the respective operational budgets associated with activity implementation by staff listed under budget note 40 including support to the multiple agencies involved. To cover travel related expenses (flights, car rental, mileage, parking, tolls, accommodation and subsistence) and a small amount for communications. This is to support the hiring of staff and multiple other procurements.</p>

11.3	PMU - to obtain computers and office equipment in year 1 for all PMU and PATU staff and '-maintenance and repairs of equipment listed above; years 2 through 5; and - (74500) Miscellaneous Expenses such as insurance, bank charges and sundry expenses..
11.4	PMU - to obtain communication services to cover the costs of advertising for the various positions and contractual services requirements at all levels in accordance with the relevant procurement specifications that will be used to govern procurement within the project.
11.5	PMU - to undertake annual project financial audits.
11.6	PMU - to cover expenses of a project inception workshop. ' - PMU - to cover limited expenses for Project Steering Committee meetings through the year; all related costs of attendees to be covered by the respective agencies.

SECTION IV: ADDITIONAL INFORMATION

PART I: Other agreements

CO-FINANCING LETTERS

To develop and manage a system of national parks that represents the biodiversity, landscapes, and associated heritage assets of South Africa for the sustainable use and benefit of all.



Ref.: 4/6/1

Enquiries: Dr H Hendricks

15 November 2013

Attention:

Dr. Agostinho Zacarias
UN Resident Coordinator / UNDP Resident Representative
United Nations Development Programme
UN House Level 10, Metropark Building
351 Francis Baard Street
P.O. Box 6541, Pretoria

Per fax: +27 86 636 5292 and Per email: agostinho.zacarias@undp.org

Subject: UNDP-GEF Project GEF project 4848: Improving Management Effectiveness of the Protected Area Network (South Africa)

Dear Dr. Agostinho Zacarias,

I write to you in connection with the above-named project and wish to inform you that SANParks remains fully committed to the above project, and to confirm that SANParks is a co-financing partner on the project. In the period since the project was originally submitted to the GEF by SANParks and the Department of Environmental Affairs and Tourism on behalf of a consortium of Protected Area management agencies on 2 March 2012 and its subsequent approval by the GEF Council on 5 June 2012, SANParks has been working with the partner agencies to develop the detailed project document. This final project document is being submitted to the GEF Council for final approval on 5 December 2013.

SANParks will be implementing activities that will contribute to the achievement of the goals and objectives of the proposed UNDP-GEF project (number 4848) during the period 2014 to 2019, with a total budget of USD 56 050 00.00 through a contribution / co-financing amount of USD 17 500 000.00 as committed to in the original submission to the GEF. As the proposed project is focussed on management effectiveness, low cost reserve expansion and financial sustainability of the Protected Area network, all of which are core competencies and work areas for SANParks, the co-financing contribution is built into SANParks' budgets and activities in the focus areas. This contribution / co-financing amount is made up of:

643 Leyds Street
MUCKLEBURK
0002

P.O. Box 787
PRETORIA
0001

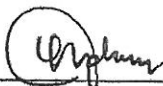
Tel: 012 426 5000

central reservations: 012 428 9111
reservations: sanparks.org
www.sanparks.org

-
- Portions of the Conservation Services Department budget spent in Richtersveld, West Coast, Camdeboo, Mountain Zebra and Kruger National Parks on park expansion, management effectiveness and supporting SANParks' financial sustainability.
 - Portions of the Kruger National Park and Parks Department budgets spent in Richtersveld, West Coast, Camdeboo, and Mountain Zebra National Parks. These include costs related to expansion and consolidation activities; and on overall management effectiveness through expenditures on biodiversity conservation related activities, infrastructure related activities, safety and security, and regional integration and bioregional programmes. Small portions of the Kruger and Parks Department budgets on finance and administration and tourism related activities are included, as these are central to supporting the financial viability of the overall park system.
 - In addition, small portions of the overall effective governance budget (e.g. Board, Finance Department and Corporate Services) are included as these play an important role in overall management effectiveness of the Protected Area network.

The pledged amount will contribute towards GEF BD1: Improving sustainability of protected Area Systems.

Yours Sincerely,



David Mabunda
Chief Executive: South African National Parks



THE OFFICE OF THE CEO

postal Private Bag X29 Gatesville 7766
physical PGWC Shared Services Center cnr Bosduif &
Volstruis Streets Bridgetown 7764
website www.capenature.co.za
enquiries Dr Kas Hamman
telephone +27 21 483 0013 fax +27 21 483 0070
email khamman@capenature.co.za
reference GEF Project ID 4848_JG_221113
date 22 November 2013

For Attention: Dr. Agostinho Zacarias
UN Resident Coordinator / UNDP Resident Representative
United Nations Development Programme
UN House Level 10, Metropark Building
351 Francis Baard Street
P.O. Box 6541, Pretoria
agostinho.zacarias@undp.org
Tel: + 27 12 354 8025

Dear Dr Zacarias

UNDP-GEF Project ID 4848 "Improving Management Effectiveness of Protected Area Network"

The Western Cape Nature Conservation Board t/a CapeNature hereby would like indicate its support for the abovementioned project. CapeNature has committed to being a key implementing partner to this project over its five year implementation cycle (2014/15-2019/20) and in implementing activities in support of the goals and objectives of the Project.

We acknowledge that projects of this scale require significant co-funding for it to be successful and to ensure long term sustainability. CapeNature has therefore committed co-financing to the amount of \$22 539 510.56.

The proposed project objectives is aligned to key strategic outcomes for CapeNature which include i) protected area expansion, ii) management effectiveness of protected areas and iii) the financial sustainability of protected areas.

The indicative co-funding will also contribute specifically to i) protected area expansion in the Dassenberg- West Coast of about 12,000 ha of Lowlands Fynbos and Renosterveld which is currently underrepresented within the Cape Floristic Region hotspot, ii) securing legal status of priority sites including forest exit areas, ii) management effectiveness of new and existing protected areas and iv) financial sustainability of new and existing protected areas.

The Western Cape Nature Conservation Board trades as CapeNature

Board Members: Dr Colin Johnson (Chairperson), Ms Francina du Bruyn (Vice Chairperson), Mr Milco Estlin, Dr Edmund February, Prof Francois Hanekom, Mr Eduard Kock, Mr Carl Lotter, Dr Bruce McKenzie, Ms Merle McOmbring-Hodges, Prof Gavin Maneveldt, Adv Mandla M'udlu, Mr Danie Nel

The indicative co-financing will contribute directly to GEF BD1: Improving sustainability of Protected Area Systems.

Warm Regards



Dr. Kas Hamman
Acting Chief Executive Officer

CC: Dr EWH Baard – Executive Director; Biodiversity Support Services
Mr E Cloete – Acting Executive Director; Conservation Management
Mr S Ismail – Executive Director; Marketing and Eco-Tourism
Mr A Preston – Chief Financial Officer

Enquiries to: Dr D. Balfour
Telephone: 082 923 9222
Date: 20/11/2013

For attention: Dr Agostinho Zacarias

UNDP Resident Coordinator / UNDP Resident Representative
United Nations Development Programme
UN House Level 10, Metropark Building
351 Francis Baard Street
PO Box 6541
PRETORIA
0001

Fax: 086 636 5292

Email: agostinho.zacarias@undp.org

Re: UNDP-GEF Project 4848 "Improving Management Effectiveness of the Protected Area Network"

Dear Dr Agostinho Zacarius

I write to you in connection with the above-named project and wish to inform you that the Eastern Cape Parks and Tourism Agency is fully committed to the project and intends to act as a co-financing partner to the project. It is anticipated that the final project document will be submitted to the GEF Council for final approval on 5 December 2013, with a 5-year implementation period commencing in 2014/15.

The proposed project is focused on protected area expansion through stewardship, protected area management effectiveness and financial sustainability of the protected area network. These

Beacons Bay | 5205 | P.O.Box 18375 | Dugway | East London | 5213 | Tel: +27 (0) 43 701 9600
East London | 5213 | Tel: +27 (0) 43 705 4400




functions are core competencies for the Eastern Cape Parks and Tourism Agency and the pledged co-financing amount is a reflection of existing ECPTA budgets in the focus areas. In line with the project document, the Eastern Cape Parks and Tourism Agency will be implementing activities that will contribute to the achievement of the goals and objectives of the proposed UNDP-GEF project during the period 2014/5 – 2019/20. Based on the Indicative funding in the PIF and the established co-financing ratio of 1:6 we are prepared to co-finance our participation in the project to a value of USD 8,519,602.

The pledged amount will contribute towards achieving the expected project outcomes, in particular (i) contractual protected area expansion totaling 30,000 ha in the Eastern Cape; (ii) secured legal status and tenure of protected areas located in Eastern Cape Protected Area Expansion Strategy priority areas; (iii) Improved management effectiveness in new and existing protected areas and (iv) improved financial sustainability of new and existing protected areas.

The pledged amount will contribute towards GEF BD1: Improving sustainability of protected area systems.

Yours sincerely,



Mr Luxolo Rubushe
ECPTA CEO

Cc: Vuyani Dayimani – ED: Operations
David Balfour – ED: Biodiversity conservation

Date: 20 November 2013





LIMPOPO

PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

Your Ref: 12/1113

Enquiries to: Mphaphuli S.E

Telephone: 082 412 6184/ 015 293 8741; e-mail mphaphulise@ledet.gov.za



Dr. Agostinho Zacarias

UN Resident Coordinator / UNDP Resident Representative

United Nations Development Programme

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SUBJECT: Co- financing letter to the UNDP-GEF 5 Project: Improving Management Effectiveness of the Protected Area Network (South Africa) - Project ID: 4943

Dear Dr Agostinho Zacarias

This letter serves to confirm commitment of the Department of Economic Development, Environment and Tourism (LEDET) in connection with the nature reserves located in the Lowveld node in Limpopo Province IN South Africa. The nature reserves are located in both the buffer of Kruger national Park (KNP) and Kruger to Canyons Biosphere (K2C) as per the requirement of GEF 5 project. LEDET write to you in connection with the UNDP-GEF 5 Project: Improving Management Effectiveness of the Protected Area Network (South Africa) - Project ID: 4943 and intends to act as a co-financing partner to the project.

In this regard, LEDET will be implementing activities that will contribute to the achievement of the goals and objectives of the proposed UNDP-GEF 5 project. The department will fund infrastructure development and maintenance during the period of 2014-18. Through this letter, LEDET commit the total amount of \$ 5 000 000.00 for the above mentioned period as

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part of showing commitment to the GEF 5 project. The pledged amount will contribute towards improving the management effectiveness at the reserve level.

Yours Sincerely,



Solly Kgopong

Head of Department of Economic Development Environment and Tourism – South
Africa, Limpopo Province

Date: 15/11/2013

SUBJECT: Co- financing letter to the UNDP-GEF 5 Project: Improving Management
Effectiveness of the Protected Area Network (South Africa) - Project ID: 4943



Your Ref: 1911.22 GETH
Enquiries to: J.J. Eksteen
Telephone: +27(0)137595510
Mobile: +27(0)834093310

Dr. Agostinho Zacarias
UN Resident Coordinator / UNDP Resident Representative
United Nations Development Programme
UN House Level 10, Metropark Building
351 Francis Baard Street
P.O. Box 6541, Pretoria

22 November 2013

Re: UNDP-GEF V Project: Improving Management Effectiveness of the Protected Area Network

Dear Dr Zacarias

I write to you in connection with the above-named project and wish to inform you that the Mpumalanga Tourism and Parks Agency (MTPA) is committed to the project, and intends to act as a co-financing partner to the project.

The proposed project is focussed on protected area expansion through stewardship, protected area management effectiveness and financial sustainability of the protected area network. These functions are core competencies for the MTPA, and the pledged co-financing amount is a reflection of existing budgets in the focus area.

The MTPA will be implementing activities that will contribute to the achievement of the goals and objectives of the proposed UNDP-GEF project (number 4943) during the period 2014 to 2019, with a total budget of USD 58 050 000,00 through a contribution / co-financing amount of USD 8 250 000,00. The pledged amount will contribute towards GEF BD1: Improving sustainability of Protected Area Systems.

Yours Sincerely,

Mr B.J. Moorpane
Chief Executive Officer

Confidentiality Notice: This internal memo contains information which may be legally privileged. This information is intended for the sole purpose of the addressee named above. Any copying, disclosure or action taken on reliance of the memo information is strictly prohibited.

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Tel: +27 (13) 739 3300/01 Fax: +27 (19) 755 3928
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PART III: Stakeholder Involvement Plan

200. The PPG phase included consultations with the project's key stakeholders at the national and provincial levels. One workshop at the national level was also held and the project was thoroughly discussed. Generally, project design was a highly participatory process, in line with UNDP's and GEF's requirements..

201. A full Stakeholder Involvement Plan remains however to be prepared upon project inception and this is already an identified activity. For the sake of information and reference, the project's key stakeholders are listed in Box 1 Table 6 below. Furthermore, outlines the coordination with other related initiatives.

Table 6. Coordination and collaboration between project and related initiatives

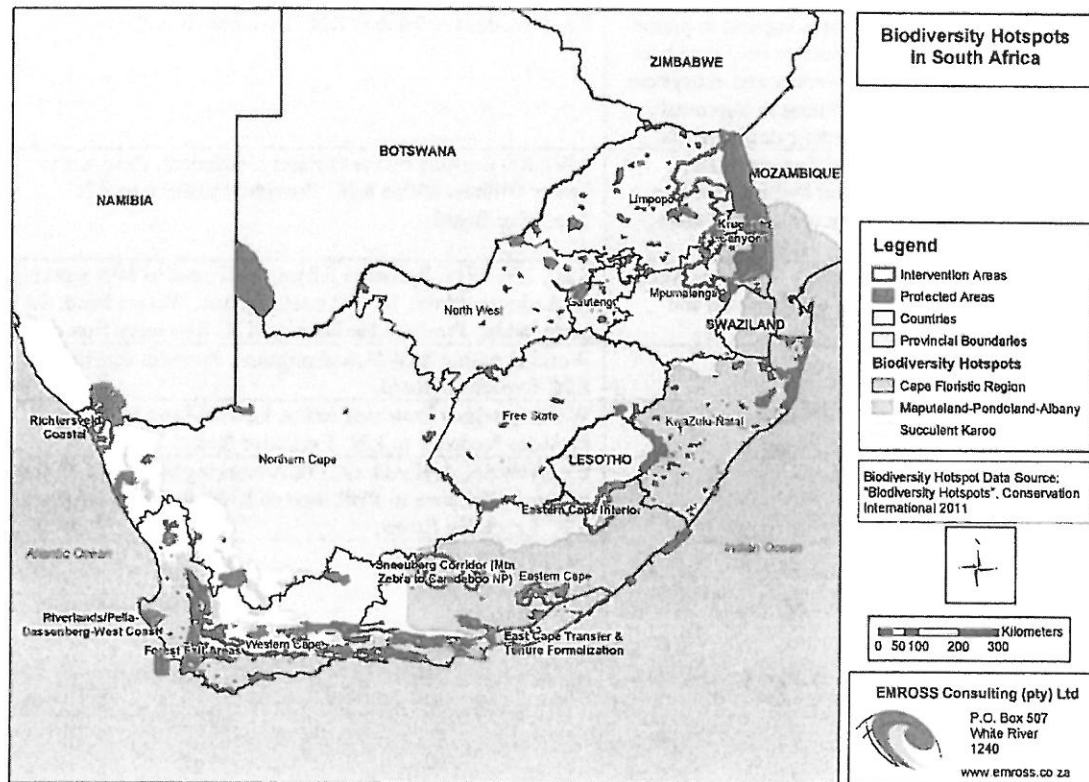
INITIATIVES / INTERVENTIONS	HOW COLLABORATION WITH THE PROJECT WILL BE ENSURED
National Dept. of Environmental Affairs' full review of the management effectiveness of all of South Africa's state managed protected areas for 2014, 2015 and 2016.	Collaboration needs to be achieved on three levels namely at the PSC level where DEA will be represented, and on the functional level where the PMU's Management Effectiveness Specialist will engage with the relevant DEA official/s to ensure that there is as much harmony between the initiatives as possible. Lastly it will also be necessary for the ME Specialist to work at the agency and site level to ensure a facilitated process of harmonising PA management planning, M&E and management effectiveness tracking and reporting systems within and across PA management agencies, as well as the integration of these to produce an integrated METT system capable of delivering on agency, DEA and GEF management effectiveness reporting requirements.
Low-Cost expansion of reserves between Mountain Zebra and Camdeboo NPs by a CEPF-funded partnership between SANParks and Wilderness Foundation.	SANParks is the primary project leader in the CEPF and this project and will thus ensure there is adequate coordination. This project is to be housed within the SANParks offices at CNP. The CEPF will be wrapping up at the time this project commences, so SANParks will facilitate a handover.
GEF V Mainstreaming biodiversity project	There are limited areas of overlap, however communication is important to ensure that synergy, particularly in the buffer areas.
GRF 5 Rhino project	It is not expected that this GEF program will have any overlap as it is focussed on rhino genetics.
Existing low-cost reserve expansion by ECPTA	Internal coordination by ECPTA will ensure there is no duplication of effort.
Declaration / boundary confirmation of existing reserves by EC Department of Public Works	ECPTA and EC DPW will have to coordinate their efforts to ensure there is no duplication.
Development of green jobs under expanded public works to facilitate habitat rehabilitation activities, Alien clearing etc.	EPWP in Western Cape to work in rehabilitation in the Riverlands Pella areas.
DBSA Green Fund: SANParks/GREEN FUND/DBSA INITIATIVE	Through BIONET and SANParks operating in the Riverlands/Pella-Dassenberg-West Coast National Park area
West Coast Biosphere Reserve initiative	Through BIONET, which is the City of Cape Town's biodiversity Network group
Provincial Department of Public Works green jobs	Through BIONET
SANParks and DEA need to implement their buffer zone policy around West Coast NP	Through PATU and SANParks

INITIATIVES / INTERVENTIONS	HOW COLLABORATION WITH THE PROJECT WILL BE ENSURED
DBSA Green Fund: SANParks/GREEN FUND/DBSA INITIATIVE which involves stimulating an economy around conservation for social upliftment.	Through BIONET and SANParks
DEA Wildlife Economy. Assisting communities with game ranching and animal sales.	Working in Bushbuckridge (SSW, Amashangaana, BBR Local Municipality) through DEA and LinkD. Provides feedback to K2C Executive Board
SANParks BSP (Working on Wildlife)	MTPA PA's (Andover, BBR NR, Blyde NR) and buffer zone. Provides feedback to K2C Executive Board.
SANParks BSP K2C Environmental Monitors. The main aim is to provide additional support to partner institutions to attain their respective core mandates supportive of improved biodiversity and ecosystem services conservation, contributing to improved livelihoods and resilient economic development.	K2C and BSP working within K2C Area within and outside PA. Provides feedback to K2C Executive Board.
RESILIM – Resilience of the Limpopo Basin Project- USAID funded project looking at water and biodiversity and the impacts on the Olifants River system.	AWARD working on the Olifants Catchment. Relevant to Lower Olifants within K2C. Provides feedback to K2C Executive Board
GEF SGP (small grants program). Socio-economic development through various conservation and wildlife liked projects.	K2C, UP, SSW, Resource Africa, WRF, and MTPA working on Andover, Mnisi, SSW/Amashangaana, Welverdiend, SAWC partnership. Provides feedback to K2C Executive Board.
Drylands Fund	Working within SSW/Amashangaana. Provides feedback to K2C Executive Board.
Protected Area Management Effectiveness Training, Youth Development Programmes	Working within Protected Areas, Lowveld and Broader. Provides feedback to K2C Executive Board.
One-health- Programme/AHEAD	UP HHWRS, AHEAD, GLTFCA working within GLTFCA and its buffer zone in BBR west of KNP. Provides feedback to K2C Executive Board.

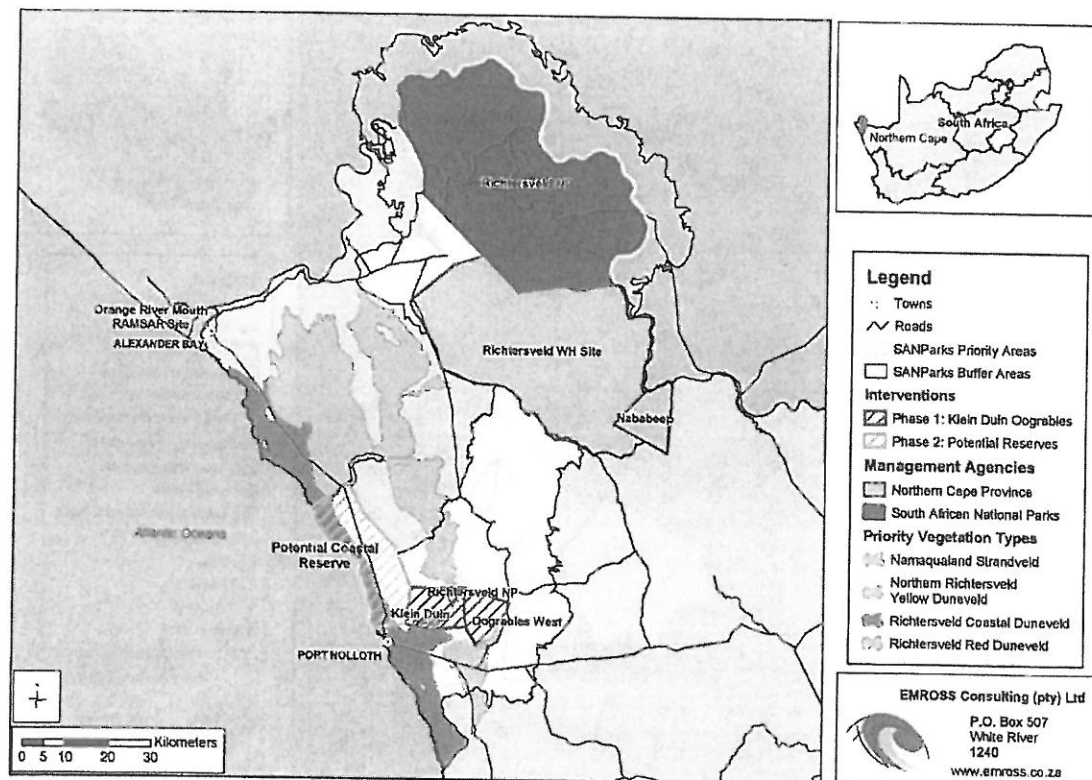
PROJECT ANNEXES

Annex 1: Maps

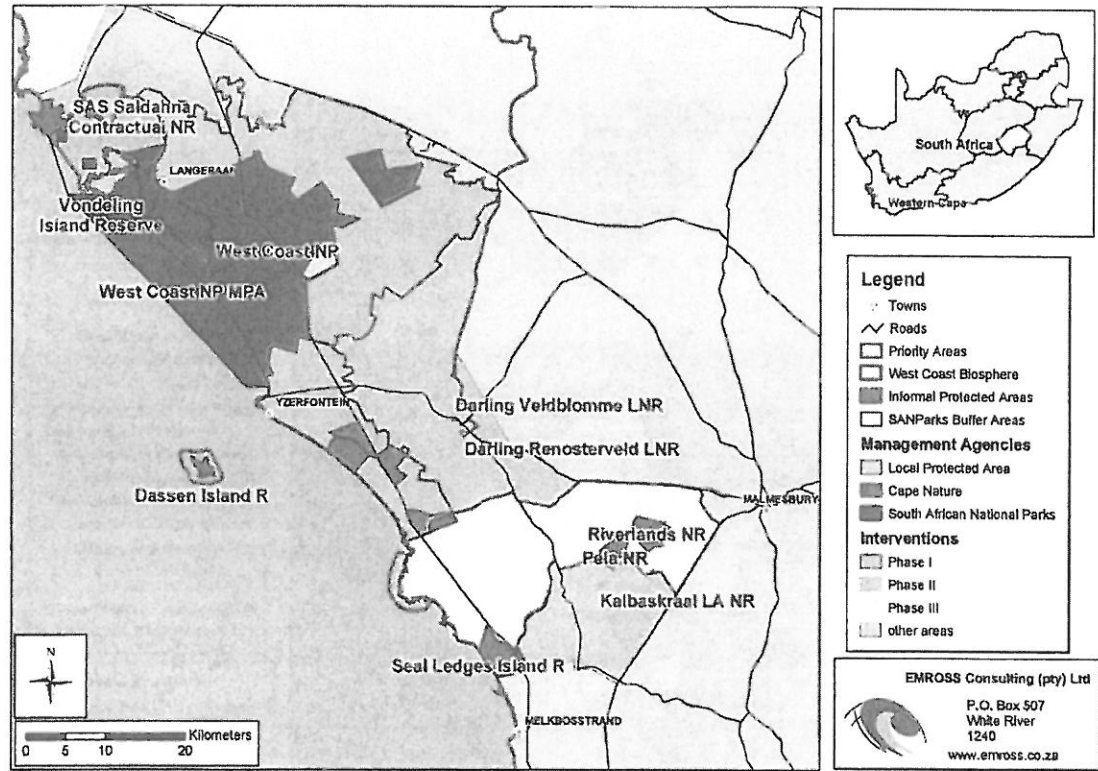
Map 1: Biodiversity hotspots in South Africa.



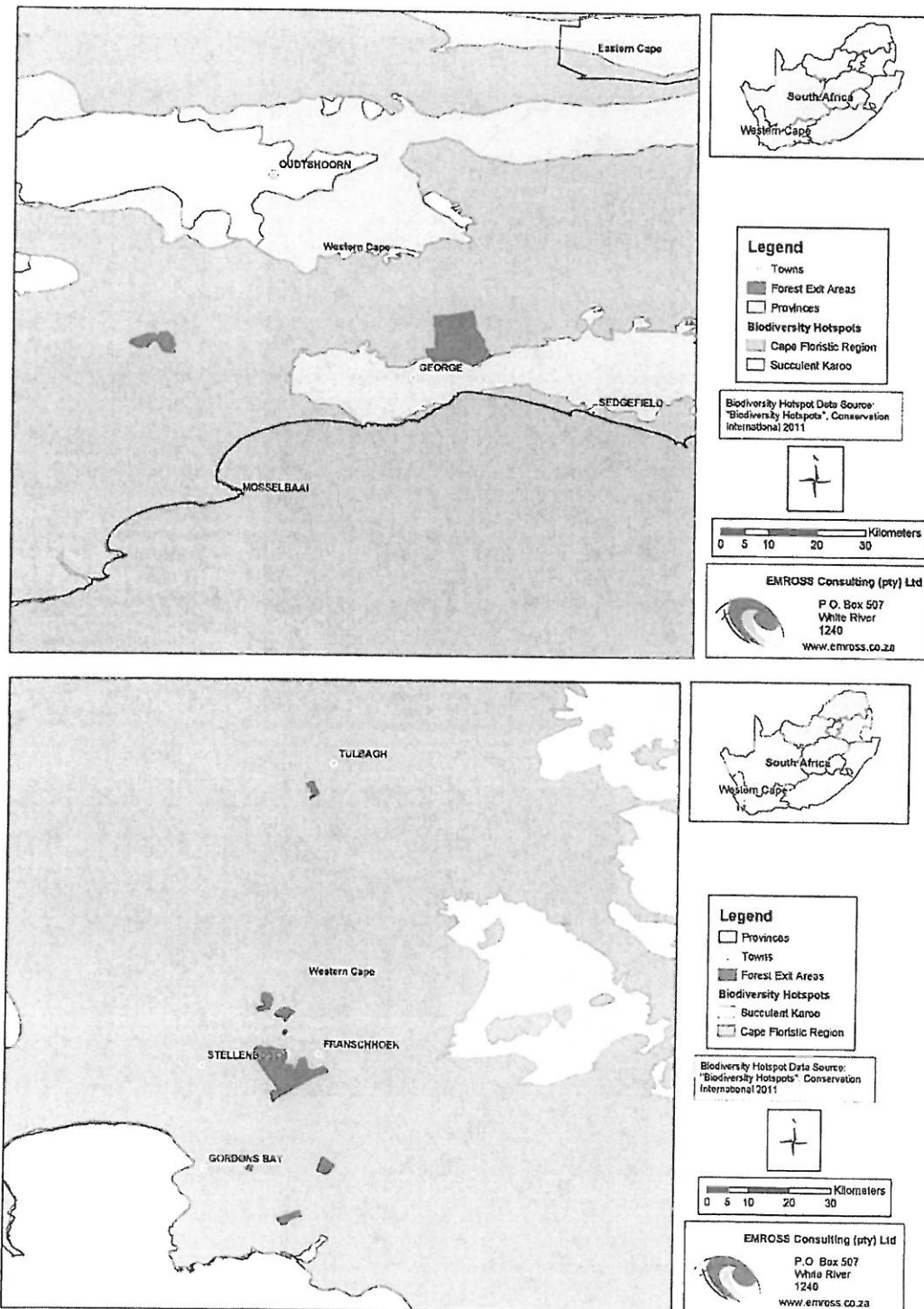
Map 2: Establishment of New Protected Areas in Succulent Karoo hotspot (Richtersveld Coastal)



Map 3. Lowland climate change corridors in the Cape Floral Region (Riverlands/Pella - Dassenberg-West Coast)

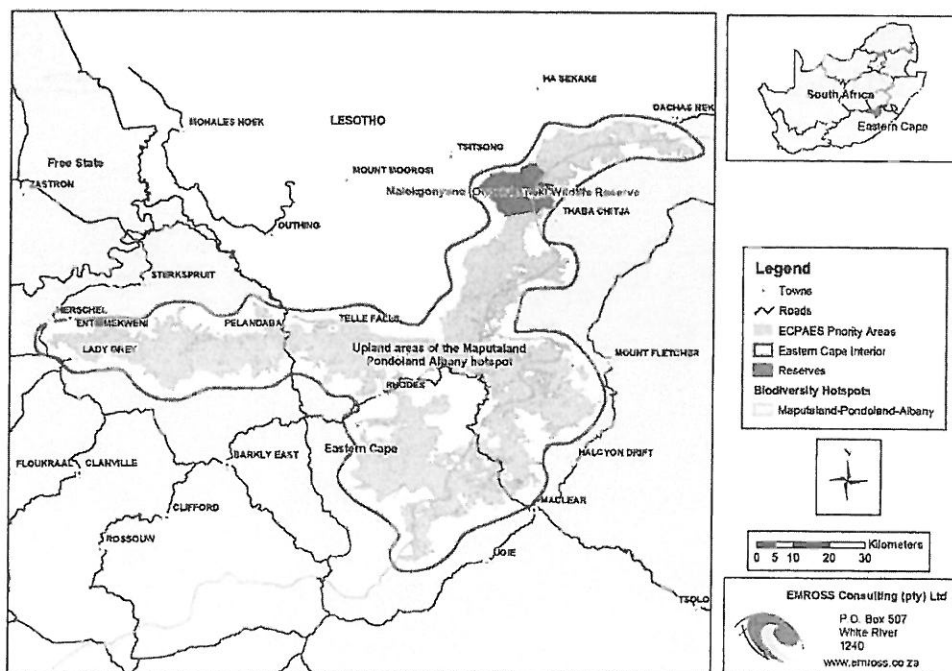
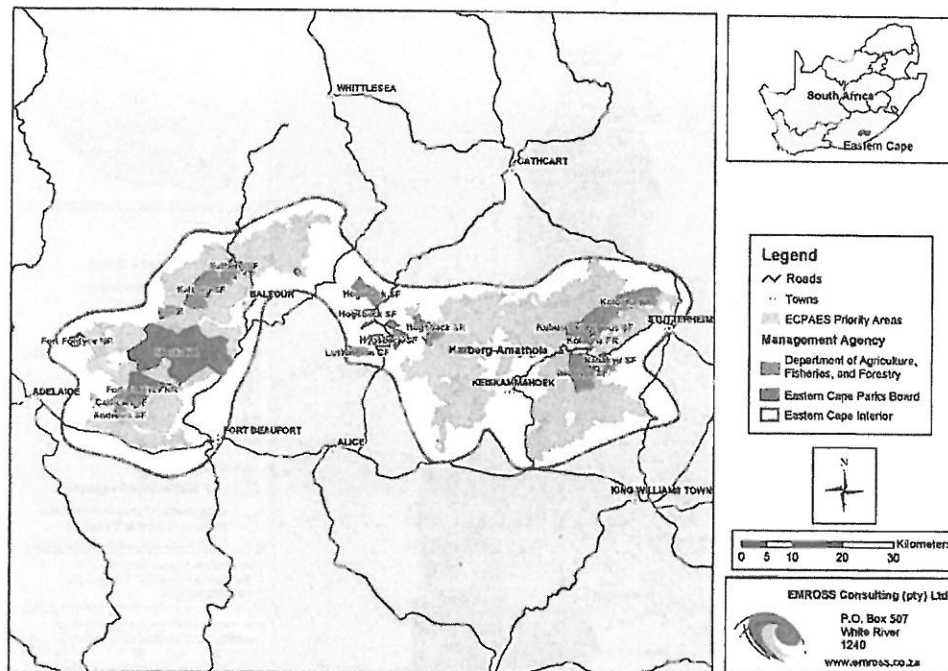


**Map 4: Establishment of New Protected Areas in upland areas in the Cape Floral Region
(Forest exit areas)**



[illegible]

Map 6: Establishment of New Protected Areas in upland areas of the Maputaland Pondoland Albany hotspot (Eastern Cape interior)



Map of the Kruger National Park area in South Africa.

Legend:

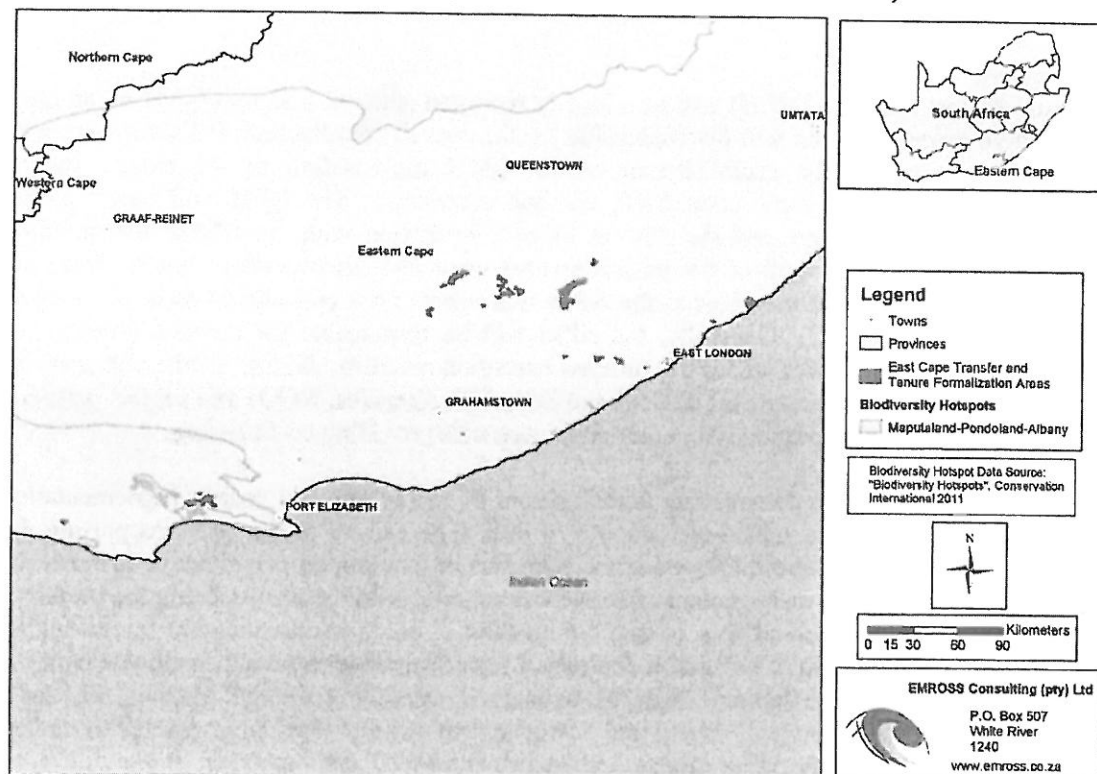
- Management Agencies:**
 - Doreen, Rhoda & Shiela
 - SANParks
 - LEDET
 - Joint Management with Community
 - Private Nature Reserve
 - MTPA
- Biodiversity Hotspots:**
 - Maputland-Pondoland-Albany
- Intervention Areas:**
 - KNP Buffer Zone Intervention
 - Establishment of New Protected Areas in Kruger to Canyons

Biodiversity Hotspot Data Source: "Biodiversity Hotspots", Conservation International 2011

Scale: 0 10 20 40 60 Kilometers

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P.O. Box 507
White River
1240
www.emross.co.za

Map 8: Establishment of New Protected Areas in lowland areas of the Maputaland Pondoland Albany hotspot (East Cape transfer and tenure formalization)



Annex 2: Terms of References for key project staff

NATIONAL PROJECT MANAGER

Background

National Project Manager (NPM) will be a locally recruited national selection based on an open competitive process. She/he will be responsible for the overall coordination and management of the project, including the establishment of the PMU mobilisation of all project inputs, supervision over project staff, consultants and sub-contractors. The NPM will report to the SANParks Project Manager and the PSC in close consultation with the UNDP RR (or duly designated UN officer) for all of the project's substantive and administrative issues. From the strategic point of view of the project, the NPM will report on a periodic basis to the Project Steering Committee (PSC). Generally, the NPM will be responsible for meeting government obligations under the project, under the national execution modality (NEX). She/he will perform a liaison role with the Government, UNDP and other UN Agencies, NGOs and project partners, and maintain close collaboration with other donor agencies providing co-financing.

The NPM must be able to demonstrate a track record of highly efficient project implementation and coordination so that a substantial amount of their time can be dedicated to supporting the technical functions of the specialist personnel. The bias of this support can either be towards the resource economic or the management effectiveness aspects, with the former being the preferred option. The rationale behind this is that Component 3 has a proportionately lower budget allocation than Component 2 and that it can play a significant role in taking South Africa's PA network forward into the future. A NPM with good resource economic acumen will be a significant bonus to this project. It is noted however, that this technical input will be secondary to the primary requirements of coordination, management, M&E, and reporting.

Duties and Responsibilities

- Overall management and implementation of the project and its Logframe, including the PMU, its mobilisation and of all project inputs from national to local/site levels.
- Supervise and coordinate the production of project outputs, as per the project document;
- Mobilize all project inputs in accordance with UNDP procedures for nationally executed projects;
- Supervise and coordinate the work of all project staff, consultants and sub-contractors;
- Coordinate the recruitment and selection of project personnel i.e PMU/PATU and where applicable to assist site level recruitment;
- Support the establishment of site based project steering committees to give site level oversight towards achieving the sites biodiversity and PA expansion outcomes and ensure consolidated report back to the national PSC/PB and UNDP.
- Prepare and revise project work and financial plans, as required by PSC and UNDP;
- Liaise with UNDP, PSC/PB, relevant government agencies, and all project partners, including donor organizations and NGOs for effective coordination of all project activities, both site and National;
- Facilitate administrative backstopping to subcontractors and training activities supported by the Project;

- Oversee and ensure timely submission of the Inception Report, Combined Project Implementation Review/Annual Project Report (PIR/APR), Technical reports, quarterly financial reports, and other reports as may be required by UNDP, GEF, PSC and other oversight agencies;
- Disseminate project reports and respond to queries from concerned stakeholders;
- Report progress of project to the steering committees, and ensure the fulfilment of steering committees directives.
- Oversee the exchange and sharing of experiences and lessons learned with relevant community based integrated conservation and development projects nationally and internationally;
- Ensures the timely and effective implementation of all components of the project;
- Coordinate and assists scientific institutions with the initiation and implementation of all field studies and monitoring components of the project
- Develop and implement a communication strategy to ensure that project progress is reported beyond the PSC and UNDP reporting requirements and in a way that supports a learning network and generates enhanced awareness for low cost protected area expansion and management effectiveness;
- Assists and advises the teams responsible for documentaries, TV spots, guidebooks and awareness campaign, field studies, etc; and
- Carry regular, announced and unannounced inspections of all sites and the activities of the project site management units.
- Ensuring community benefits through project interventions at the various sites.

Qualifications

- A university degree (MS or PhD) in biodiversity conservation or Environmental Sciences or equivalent qualifications i.e. MBA in Environmental Management;
- At least 10 years of experience in natural resource and protected area management;
- At least 5 years of project/programme management experience;
- Working experiences with ministries and national institutions is a plus, but not a requirement;
- Ability to effectively coordinate a large, multi-stakeholder project;
- Ability to administer budgets, train and work effectively with counterpart staff at all levels and with all groups involved in the project;
- Strong drafting, presentation and reporting skills;
- Strong computer skills, in particular mastery of all applications of the MS Office package and internet search;
- Strong knowledge about South African political and socio-economic context, in particular at National Provincial, Agency and Municipal level; and
- Excellent communication skills in English;
- Understanding of GEF and UNDP Processes will be an added advantage.

PROJECT ACCOUNTANT

Background

The Project Accountant will be a locally recruited national selection based on an open competitive process. She/he will be responsible for the management of, tracking and reporting on the project finances on the basis of the UNDP and GEF financial management requirements and norms and standards. She/he will report directly to the NPM and will be recruited at the same time, i.e. at project initiation. She/he will form an important link between the NPM and the UNDP in terms of facilitating the flow of funds required to ensure project implementation happens as efficiently as possible. She/he will assist the NPM with the process of collating budgets linked to the annual plans of operations and will ensure that funds are available pro-actively for all activities and that PMU staff are reimbursed timeously for all project expenses. She/he will provide financial management reporting to the PSC and UNDP as and when required, and regularly on a quarterly and annual basis. Full cooperation will be given to the UNDP financial management audit processes and where necessary, management actions required to address any inefficiency will be recommended.

Duties and Responsibilities

- Establishing the financial management policy for the project and which reflects the norms and standards of the UNDP and GEF, while also falling within the financial management standards of SANParks;
- Work with the NPM and PMU staff to develop the budgets to support implementation of the annual plans of operation;
- Track and report on all expenditure as per the UNDP and GEF reporting requirements;
- Ensure that the funding for all budget requirements is made available from the grant;
- Assist the NPM and PMU staff with their budget processes and all financial management requirements;
- Ensure that all financial reporting requirements for scheduled UNDP audit processes are adhered to; and
- Assist the NPM by ensuring that they are empowered to provide the PSC and UNDP with progress reports that are linked to project expenditure.

Qualifications

- BCom Accounting degree or an equivalent CA(SA) undergraduate qualification at a South African Institute of Chartered Accountants (SAICA) accredited university;
- Accredited by the South African Institute of Chartered Accountants (SAICA);
- Previous accounting experience in the implementation of a GEF funded project, preferably within South Africa;
- At least ten (10) years of experience as an accountant;
- The ability to work as part of a multi-disciplinary team and to ensure that the technical project staff are supported fully in all their financial management requirements; and
- Strong communication, writing and reporting skills, in English, backed up with strong computer literacy including the MS Office package and relevant accounting software.

PROCUREMENT MANAGER

Background

The Procurement Manager will be a locally recruited national selection based on an open competitive process. He/She will be responsible for the management of, tracking and reporting on all procurement processes on the basis of the UNDP and GEF procurement management requirements and norms and standards. They will report directly to the NPM and will be recruited at the same time, i.e. at project initiation. They will form an important link between the NPM and the PMU in terms of ensuring that all resources that need to be procured from the grant are done so as efficiently as possible to ensure that project implementation can be rolled out without delays. They will work closely, although as a distinctly separate function, with the Project Accountant to ensure that all funding requirements for the procurement of resources required for project implementation, are available to match the procurement processes.

They will provide procurement management reporting to the PSC and UNDP as and when required, and regularly on a quarterly and annual basis. Full cooperation will be given to the UNDP procurement management audit processes and where necessary, management actions required to address any inefficiency will be recommended.

Duties and Responsibilities

- Working with the NPM and PMU staff produce an annual Procurement Plan based on the annual plans of operations;
- Initiate and facilitate all procurement processes ensuring that these meet the GEF and UNDP norms and standards, but also that they progress as efficiently as possible to prevent any unnecessary delays in project implementation;
- Guide the NPM and PMU staff with the annual plan of operations in terms of ensuring that the GEF and UNDP norms and standards are considered in the timing of activities;
- Maintain orderly and comprehensive records of all procurement processes such that these are available to satisfy GEF and UNDP audit requirements;
- Work in close collaboration with procurement management at the agency levels to ensure that GEF and UNDP requirements are harmonised with their systems where necessary; and more specifically
 - Getting goods and services for the best price and value;
 - Cutting any waste and unnecessary costs to create a streamlined process and fast production times;
 - Working with suppliers to ensure that key processes are running efficiently and cost-effectively;
 - Building strong working relationships both internally and with key suppliers;
 - Contract management and negotiation;
 - Understanding and keeping up with new trends and regulations in the business
 - Understanding technology and managing online systems such as e-auctions and e-tendering

Qualifications

- Must be a member/associate of The Association for Operations Management of Southern Africa (SAPICS) or the Chartered Institute of Purchasing and Supplies (CIPS);
- Tertiary qualification in Procurement and/or Supply Chain management;
- 5 years relevant experience in a complex project management environment, preferable within the context of natural resource management;
- Computer literate – MS Excel and ERP Systems;
- Good administrative skills in terms of record keeping;
- Good negotiation skills; and
- Good communication, writing and reporting skills in English.

Terms of Reference.

The Terms of Reference for key project personnel has been limited to the National Project Manager (NPM), Accountant and Procurement Manager and those for technical personnel have been left for the Project Manager (NPM) and the PSC to compile and procure on a collaborative basis. This is of particular importance in consideration of dynamic circumstances that will have to be carefully considered at the point of procurement. This document will also need to be interpreted by the PSC and NPM within the context of implementation as a when the technical personnel are to be procured. However, for Component 2 it is envisaged that two key technical personnel will be required and the set-up of a technical facility for component 3 as follows:

Land Specialist

This individual be a para-legal expert who is familiar with the national level processes necessary to ensure that existing and newly acquired protected areas are supported as far as land transfers, boundary and declaration confirmations, management plan compilations and approvals, etc. are completed and taken to and through the relevant government offices. They will work in close collaboration with their colleagues based at the agency level and ensure the linkage between the national and provincial processes are as seamless as possible. It will be necessary to procure the services of this individual as soon as possible after inception and to keep them on a full-time contract for at least fifty four months.

Management Effectiveness Specialist

This individual will need to be highly skilled in protected area management planning and experienced in the challenges of practical implementation of management plans. Also they will need to be strongly skilled in the tracking of management effectiveness and in facilitating the identification of strategies required to address management weaknesses. They will need to have the ability to work closely with PA management personnel at the site and agency levels to build overall management effectiveness capacity, and at the national level to coordinate the development of an integrated approach to all aspects of management effectiveness as detailed in the outputs for sub-component 2.2 in the Section on the Project Goal, Objectives, Outcomes and Outputs/activities.

Technical facility for business development, entrepreneurship and resource economics in protected areas

To fulfil this function a technical position is reserved at Protected Area Technical Unit level for environmental resource economics. This position is either to be filled by i) one full-time person with at least a master's degree in economics with specialisation in environmental resource economics or related disciplines, or ii) by a small team of technical experts on a part-time basis under the leadership of a senior environmental resource economist with at least ten years' experience, or iii) a person with a strong background in business development and/or entrepreneurship but with clear experience in conservation. The person/persons would be responsible for:

- managing component three;
- procure, in conjunction with the PMU procurement officer, the services or technical service providers in order to fulfil the activities of component three;
- conduct technical and subject specific analysis, in conjunction with appointment of technical service providers, based on the content of component three, to include the development of an offset mechanism for South Africa, the facilitation of investment in ecological infrastructure, and the improvement of the existing governance system of the protected areas network by improving the efficiencies of and the diversification of existing income streams and the reduction of financial losses;
- conduct or facilitate capacity-building among participating agencies with respect to component three activities;
- produce a final synthesis report documenting the results of component three and highlighting the way forward as well as lessons learnt with respect to low-cost protected areas expansion and the socio-economic development of the region within which a protected area is located.

OVERVIEW OF INPUTS FROM TECHNICAL ASSISTANCE CONSULTANTS

Table 1. Overview of Inputs from Technical Assistance Consultants

Consultant		Tasks and Inputs
<i>Local / National contracting⁷</i>		
Land Transfer Coordinator	54 months	Responsible to ensure protection of 12,000 ha. of the last relatively intact and ecologically functional area of critically endangered and poorly protected (at ca. 2%) Atlantis Sand Fynbos, and Swartland Shale Renosterveld habitat and a critical aquifer in the globally important Cape Floral Kingdom. Ensuring one of the two proposed corridors will be protected under land transfer of forest exit areas in Western Cape).
Stewardship Officer	54 months	Responsible to ensure the conversion of defined ha of the western interior of the Maputaland-Pondoland-Albany Hotspot (aka Sneeuberg Centre of Endemism) into PA status and secure ha to the PA network to protect the high levels of biodiversity and endemism and the critical

⁷ International or regional expertise will be sourced only if this cannot be found locally.

Consultant		Tasks and Inputs
		river systems in this region.
Buffer Extension Officer	48 months	Responsible to ensure improved PA Management Effectiveness through implementation of the policy on Buffer Zones
Buffer Zone Officer	48 months	Responsible to ensure improved PA Management Effectiveness through implementation of the draft policy on Buffer Zones
Evaluation Specialist	2 months	External specialists to undertake mid-term and end of project performance reviews
Project Ecologist	48 months	Responsible to deliver on this target and to support the ecological integrity of the area Mtn Zebra Camdeboo Corridor - to ensure the conversion of 45,000 ha of the western interior of the Maputaland-Pondoland-Albany Hotspot (aka Sneeuberg Centre of Endemism) into PA status.
Technical Expert Land Transfers	57 months	Provide technical and high level support and coordination to agencies and site work.
Technical Expert Management Effectiveness	57 months	Provide technical and high level support to agencies and site work. Contribute to the success of Management Effectiveness through sustaining current efforts and to expand these over a larger area with more diverse governance, support the alignment, improvement and adjustment of existing tools.

Annex 3: Risk Analysis

Risk Analysis. *Use the standard UNDP Atlas Risk Log template. For UNDP GEF projects in particular, please outline the risk management measures including improving resilience to climate change that the project proposes to undertake.*

- Dwindling operational budgets at PA level;
- Significant capacity building requirements in terms of PA management capacity to implement METT meaningfully towards improvements in management effectiveness;
- Limited capacity within core PAs in terms of agency ability to take responsibility for newly acquired expansion areas;

Annex 4: Offline Risk Log

Project Title: Improving management effectiveness of the Protected Area Network					Award ID: 00079954 & Project ID: 00089825		Date:		
#	Description	Date Identified	Type	Impact & Probability	Counter-measures / Mgt response	Owner	Submitted, updated by	Last Update	Status
1	Enter a brief description of the risk (In Atlas, use the Description field. Note: This field cannot be modified after first data entry)	When was the risk first identified (In Atlas, select date. Note: date cannot be modified after initial entry)	Environmental Financial Operational Organizational Political Regulatory Strategic Other Subcategories for each risk type should be consulted to understand each risk type (see Deliverable Description for more information) (In Atlas, select from list)	Describe the potential effect on the project if this risk were to occur P = I = (In Atlas, use the Management Response box. Check "critical" if the impact and probability are high)	What actions have been taken/will be taken to counter this risk (In Atlas, use the Management Response box. This field can be modified at any time. Create separate boxes as necessary using "+", for instance to record updates at different times)	Who has been appointed to keep an eye on this risk (In Atlas, use the Management Response box)	Who submitted the risk (In Atlas, automatically recorded)	When was the risk last checked (In Atlas, automatically recorded)	e.g. no longer applicable, reducing, increasing, no change (In Atlas, use the Management Response box)
2			Environmental Financial Operational Organizational Political Regulatory Strategic Other	Text P = I =					
3			Environmental Financial Operational Organizational Political Regulatory Strategic Other	Text P = I =					

#	Description	Date Identified	Type	Impact & Probability	Counter-measures / Mgt response	Owner	Submitted, updated by	Last Update	Status
4									

Box 1. Risk Assessment Guiding Matrix						
Probability	Impact					
		CRITICAL	HIGH	MEDIUM	LOW	NEGLIGIBLE
	CERTAIN / IMMINENT	Critical	Critical	High	Medium	Low
	VERY LIKELY	Critical	High	High	Medium	Low
	LIKELY	High	High	Medium	Low	Negligible
	MODERATELY LIKELY	Medium	Medium	Low	Low	Negligible
UNLIKELY	Low	Low	Negligible	Negligible	Considered to pose no determinable risk	

Annex 5: METT Score Report

Management effectiveness: a report in
preparation for the GEF-5 project:
Improving Management Effectiveness of
the Protected Area Network (South Africa)
- Project ID: 4943.

Report to EMROSS
Fiona Leverington and Kevan Zunckel
November 18, 2013

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1. Introduction

This report has been produced as part of the contract requirement for component two in the project "complete project baseline studies, capacity assessment, and project strategy, logical framework and document development for GEF5 project: Improving Management Effectiveness of the Protected Area Network (South Africa) - Project ID: 4943".

Terms of reference

The terms of reference for the project include an emphasis on an integrated approach to planning and assessment for both existing protected areas and the expanded system. The relevant context is shown below.

Development and implementation of cost effective management planning, monitoring and evaluation in existing and newly expanded protected areas:

Contractual incorporation of private and communal land into the protected area network (especially where management responsibility and actions are retained by the owner) will reduce long term management costs to the state per hectare. The expanded PA will, nevertheless, result in increased total management costs for PA agencies.

One of the key barriers to contractual expansion of the protected area estate has been the ability and willingness of agencies such as SANParks or provincial agencies to take on management costs for these areas, even where these are limited to monitoring and evaluation costs. It is therefore critical that cost-effective management planning, monitoring and evaluation mechanisms are developed for the expanded areas. These mechanisms need to ensure that the areas meet their long-term overall biodiversity and social objectives, but at the same time are streamlined and as cost-effective as possible.

Cost effective management planning, monitoring and evaluation methods will be developed, refined and tested in current and newly expanded protected areas through the

(a) revision and expansion of the METT-SA tracking tool to provide both basic METT metrics necessary for international reporting and a unified/integrated tool for conservation agencies and landowners to apply at appropriate levels in both state and private conservation areas (including building in current State of Biodiversity reporting tools);

(b) annual roll-out of a METT-SA and then updated METT-SA process for 5 year period at the implementation sites to embed management plan led and deliverable based reporting into protected area management structures and processes; and

(c) development of a co-learning network to allow exchange of approaches, methods and skills between conservation agencies. A final component

(d) will support targeted management action interventions to improve management performance in key areas including heritage management, poaching control, legal tenure and boundary integrity.

Many of these issues can be addressed by targeted improvement of management planning processes to focus attention on key objectives, particularly linking the budget processes to park objectives.

This component will support five state PA agencies (SANParks, Eastern Cape Parks and Tourism Agency, CapeNature, Limpopo Department of Economic Development, Environment and Tourism, and the Mpumalanga Tourism and Parks Agency) as well as key privately and communally owned reserves in the geographic focus areas of the project (see component 1) to address the above key gaps.

The park management planning process will be refined to allow more direct linkages between identified problem areas, setting of park objectives, budgeting processes, annual plans of operations, evaluation and reporting. In particular improved information management and the development of effective evaluation components of the management planning process will be emphasized. Where necessary additional operational management planning evaluation methods will be developed and applied. The goal is to improve METT scores for 1,100,000 ha of protected area within the reserves addressed by this programme, to ensure that the METT scores are increased from their current minimum baseline of 33% to exceed the internationally recognized best operational level of 67%.

Tasks

Tasks for the management effectiveness component of the GEF-5 preparation are listed below (Table 2). Activity 4, a detailed needs analysis of each institution, will be conducted as part of the management effectiveness component of the full project, as it was beyond the time allocation of this phase and requires extensive consultation with agency staff.

An addition task was the production of baseline assessment sheets in the GEF METT format for each of the 21 current protected areas included in the project scope. These assessments have been derived from the METT-SA but required 'translation' into the GEF METT format where this was possible and completion of missing fields by field staff.

Table 2: Required tasks for GEF-5 preparation project

Task
1. Evaluate current METT-SA project outputs, as well as other management effectiveness assessments undertaken across the protected areas implementation sites.
2. Rapidly check and where necessary update Britton & Cowan METT-SA 2010, and include updated scores from PA agencies, evaluation for all protected area implementation sites to serve as a project baseline.
3. Undertake a needs analysis by institution with reference to gaps identified in the METT-SA process and identify most effective interventions required to improve management effectiveness and consequently METT-SA scores.
4. Develop a set of implementation activities, deliverables and measures for GEF5 project.
5. Develop a detailed logframe and budget.

2. Application of METT-SA

Assessing the effectiveness of management of protected areas has been widely recognised as an important step in ensuring that they function in their key roles of protecting biodiversity and delivering community benefits, and has been fostered by international bodies including the International Union for the Conservation of Nature (IUCN) and non-government organisations for nearly two decades (Hockings et al., 2006). Embedding these assessments into the normal business of protected area agencies has long been considered desirable, and this has been recognised in the targets for the Convention on Biological Diversity's Program of Work for 2010 (Convention on Biological Diversity, 2004) and the subsequent "Aichi targets", which invite parties to complete assessments of 60% (by area) of their protected areas by 2015 (CBD COP 10 Decision X/2, 2010).

South Africa has been a world leader in management effectiveness assessment and in adaptive management of protected areas. By 2010, it was estimated that 58% of terrestrial protected areas and 100% of marine protected areas had already been assessed using a variety of methodologies (Cowan et al., 2010). Between 2005 and 2010, a process within South Africa led to the development of a rapid assessment tool known as 'METT-SA', derived from the Management Effectiveness Tracking Tool (METT), which was originally developed for the World Wildlife Fund and World Bank (Stolton et al., 2003) and improved in 2007 (Stolton et al., 2007). The South African tool had questions and answer categories better suited to the agencies concerned, but had many similarities in the scoring scheme and general approach. A revised version of the METT-SA (METT-SA2) was developed in 2010 and is better aligned with the revised METT, but has not yet been widely applied.

The 2010 South African study on management effectiveness presented a report with discussions and recommendations (Cowan et al., 2010), and a consolidated spreadsheet with scores for 230 protected areas across the country. While there may be some limitations, this is a very valuable resource which few countries in the world have achieved. As discussed below, its worth has been shown in the reported great improvement in management effectiveness scores in most of the agencies and protected areas reviewed in the current project.

General comments on this study are:

- It is a well written and clear report, providing very useful contextual information as well as a valuable baseline across the entire system.
- Overall, national parks were scoring very well on an international scale, but nature reserves were below average.
- Threat/ pressure assessment could be improved for future studies (the second version of the METT-SA provides a more comprehensive threat analysis).
- Outcome assessment is weak, so the METT needs to be able to clearly relate to other methodologies which assess ecological integrity/ state of parks. It is also desirable to separate outcome from outputs.
- The 2010 assessment used some data from provinces which had already conducted their own assessments. Some alteration of scores was undertaken, with some dissatisfaction from some quarters

- Questions about the accuracy of the assessment in one protected area have been raised in the published literature (Carbutt and Goodman, 2013), with suggestions that the process was rushed, did not involve a wide enough group of people, and did not allow for discussion. The national assessment of the protected area discussed in the paper yielded an average score 28% higher than the provincial assessment using the same methodology.

What has been done since 2010

All agencies involved in the GEF project were requested to provide:

1. Copies of all METT-SA assessments conducted since 2010, including reports, consolidated data and original data sheets for those protected areas in the project regions;
2. Details of any other management effectiveness methodologies, including state of parks and integrity assessments, used by the agencies;
3. Any comments or recommendations regarding management effectiveness evaluations and METT specifically.

Very limited information was available for 2) and 3), and further intensive discussions will form part of the full GEF project.

UPTAKE AND USE OF METT-SA

It appears that most of the protected area management agencies in South Africa have conducted at least one, and up to three, follow-up evaluations using the METT-SA tool (Table 3, Table 4). In 2012, for example, 163 provincial protected areas were assessed in eight provinces. This is a very high uptake of the evaluation tool, and shows a high level of commitment by the agencies to regular management effectiveness evaluation.

Table 3: Number of METT assessments in 2012. Information provided by CapeNature

Management authority	Number of protected areas assessed in 2012	Number of protected areas in 'sound' range (av score >67%)
SANParks	No information	No information
iSimangaliso	No information	No information
Northern Cape	No information	No information
Limpopo	33	0
MTPA	18	0
Free State	15	0
Gauteng	6	2
ECPTA	15	2
CapeNature	43	22
NWPTB	15	13
EKZNW	18	15

Even more encouraging are indications that the results of the studies, and the evaluation process itself, have been used as part of a continual improvement process, with commitment by the agencies involved to raise as many protected areas as possible into the 'sound' range, and to addressing short-comings identified.

METT assessments consist of scores with space for comments and indications of the next steps that need to be taken. In some of the provincial assessments, the level of commitment towards the assessments can be seen by the detailed discussions relating to each question. While this process is rather time-consuming, it means that staff are genuinely engaged in considering issues and solutions.

In three of the four provinces involved in this project, average scores and the individual scores for most of the protected areas involved have increased steadily and substantially over

the last three to five years. The exception is Mpumalanga province, where assessments showed a significant drop between 2009 and 2011, and a slight recovery since that time. The METT-SA tool has not been reapplied in most of the national parks managed by SANParks, as their alternative management effectiveness evaluation measures fulfil a similar role and provide greater detail in all aspects of management, including biodiversity outcomes (p. 141).

CHANGES IN EFFECTIVENESS OF MANAGEMENT

A brief summary of the available provincial assessments is provided below, showing both the number of protected areas assessed and the assessment results. (note that this table presents results for ALL protected areas assessed, not only those within the GEF project areas). More details of assessments of individual protected areas within the project areas are presented under each agency heading.

Table 4: Known METT-SA assessments and their scores in the provinces involved in the GEF project. N= number of reserves assessed; Av is the overall % score; S is the number of reserves scoring within the 'sound' range, i.e. over 66.6%. Source: Data for 2010 obtained from Cowan et al; other data provided by the provincial agencies.

Year	ECPTA			Cape Nature			Mpumalanga			Limpopo(LEDET)			SanParks		
	N	Av	S	N	Av	S	N	Av	S	N	Av	S	N	Av	S
2008				41	47	1									
2009							18	54	2						
2010	15	34	0	40	47	1	18	54	3	34	33	0	19	69	12
2011	15	51	1	39	63	11	18	46	0	29	38	0			
2012	15	55	2	43	68	22	18	52	0	32	n/a	0			
2013	15	68	4												

Eastern Cape Province (ECPTA)

Subsequent to the national-wide management effectiveness study (Cowan et al., 2010), ECPTA conducted METT-SA studies on its reserves in 2011 (NCC Environmental Services, 2011), 2012 (Jeckelman et al., 2012) and 2013 (Ranger and du Plessis, 2013) and produced reports for each which are useful at a provincial level but also provide great detail for reporting and improvement at PA level. The reports have also provided useful feedback to the national process about the METT process.

Dramatic progress has been demonstrated between 2010 and 2013 (see Table 4), with all nature reserves now scoring over 50% and an average of 68%, which is very high by national and international standards.

The 2013 report, which is the baseline study for this project, had a lot of useful information on individual protected areas, and the individual assessment sheets also demonstrated a high level of participation and commitment by staff.

Priority recommendations in this for nature reserves across the province include:

ECPTA recommendations (Ranger and du Plessis, 2013)

1. *Commission a Heritage Assessment to detail specific management actions required for the different cultural values and heritage resources present.*
2. *Improve land and water planning outside the PA through engagement in regional planning processes.*
3. *Improve the level of budget and re-invest PA income needs into the protected areas.*
4. *Increase human resource capacity, though morale and the training program are rated highly.*
5. *Establish better commercial tourism relationships and marketing and improve the website.*
6. *Develop and implement good system and budgeting for maintenance of equipment and infrastructure, which are limiting effectiveness and are deteriorating.*
7. *Improve agency administrative systems which constrain PA effectiveness.*
8. *Formalise and continue to support community relationships including advisory bodies, and ensure that neighbours and local communities are adequately represented.*
9. *Develop an education and awareness program with clear objectives.*
10. *Continue to support high staff morale through targeted training and career development.*

Protected areas in this province that are included in the GEF project areas are Ongeluksnek, Mpofu and Fort Fordyce, East London Coast, Baviaanskloof, Mkambathi, Silaka, Hluleka and Great Fish. Management in all of these reserves has shown steady improvement in recent years, with four of them now scoring within the 'sound' range (Table 5).

Table 5: Average METT-SA score for Eastern Cape Province Nature Reserves from 2010 to 2013 (data for 2011, 2012 and 2013 from ECPTA (Ranger and du Plessis, 2013), data for 2010 from Cowan et al (2010))

	2010*	2011	2012	2013
Baviaanskloof	59	77	76	88
Mpofu-Fort Fordyce	26	51	53	68
East London Coast	45	40	47	51
Great Fish River	32	58	64	83
Hluleka	37	48	55	65
Silaka	36	41	49	65
Ongeluksnek	36	43	52	60
Mkhambathi	36	50	61	77

Western Cape Province (CapeNature)

CapeNature conducted METT studies in 2008 (which formed the basis of the data used in the 2010 national study) and in 2011 (Birss, 2011) and 2012 (Cleaver-Christie et al., 2012).

This province has also shown a very high level of commitment to assessing management effectiveness and to addressing any weaknesses identified. Average results across the province have improved steadily over this period, and by 2012 were 68%. The number of protected areas scoring on average in the 'sound' range over 67% has increased substantially over this time, from one to 22.

The 2012 report (Cleaver-Christie et al., 2012) makes the following priority recommendations:

1. An adequate core budget needs to be secured and reliance on short-term special funding lessened.
2. Planning in conjunction with surrounding lands, including forest transfer areas, is critical for future effective management.
3. The issue of adequate, well maintained equipment and efficient procurement systems needs to be resolved.
4. Succession planning and passing on of understanding to new staff needs to be improved.
5. A quality assurance framework will be used to evaluate the economic and social contribution of the protected areas.

The only existing protected area in this province which is included in the GEF project area is Riverlands, which now scores within the sound range (Table 6).

Table 6: Average METT-SA score for Riverlands Nature Reserve from 2008 to 2012 (note: data for 2008, 2011 and 2012 provided by CapeNature, data for 2010 from Cowan et al (2010). 2012 assessment used METT-SA2.

	2008	2010	2011	2012
Riverlands average %	45	45	65	67

Mpumalanga Province (MTPA)

MTPA has conducted METTs in all the protected areas involved in the GEF project, with results available for 2009, 2011 and 2012. (It is not clear whether the national METT in 2010 used the 2009 data or is an additional data point.) Assessments available showed a thoughtful process with comments and next steps completed for all indicators.

The overall average score has declined from 2009, with a clear dip in the 2011 results and a 6% recovery in 2012 (Table 7). Most of the protected areas involved in this project had lower scores in 2012 than in 2009. Across the province, the average scores are only just over 50% so are still of concern (Mpumalanga Tourism and Parks Agency, 2012).

No recommendations document has been made available, but from analysis of the 2012 scores shown in the presentation (Figure 2), features of concern across the province include:

- very low scores for inputs, and the consistent comments in the assessments that no secure funding is available for any core activities;
- Lack of operational plans; and
- Low scores for law enforcement capacity

Table 7: Average METT-SA score for Mpumalanga Nature Reserves from 2009 to 2012 (note: data for 2009, 2011 and 2012 provided by MPTA; data for 2010 from Cowan et al (2010))

	2009	2010	2011	2012
Andover	48	46	52	50
Barberton	60.3	62	46	59
Blyde canyon	63.3	63	59	62
Bushbuck ridge	10.4	9	22	33
Manyaleti	68.9	67	63	66

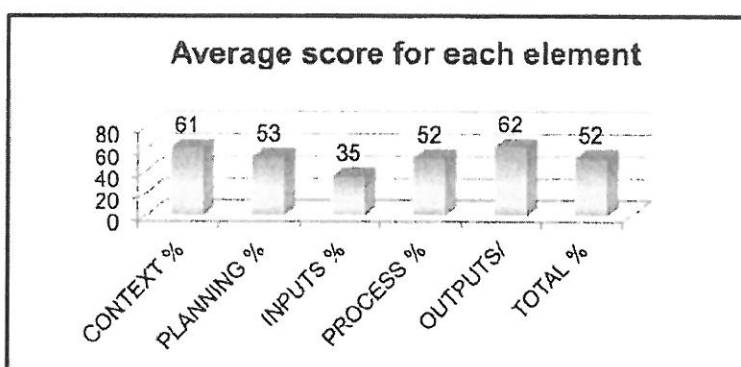


Figure 2: Average METT scores in 2012, Mpumalanga Province (Mpumalanga Tourism and Parks Agency, 2012)

Limpopo Province (LEDET)

Limpopo's nature reserves were first evaluated in 2010 as part of the South African study. A report specifically for the province was compiled with recommendations for improvements of the generally low scores (Kruger, 2011) and follow-up evaluations were conducted in 2011 and 2012, showing substantial improvements. Effectiveness in the three reserves in the project area have all improved since 2010 but are not yet in the 'sound' range (Table 8).

Table 8: Average METT-SA score for relevant Limpopo Nature Reserves from 2010 to 2012 (note: data for 2010, 2011 and 2012 provided by LEDET)

	2010	2011	2012
Letaba Ranch	34	44	43
Hans Merensky	36	45	45
Makuya	51	59	51

SANParks

SANParks conducted a follow-up METT in Camdeboo National Park in 2013, which showed a significant improvement (Table 9). As SANParks has other comprehensive management effectiveness assessment processes, METTs have not been implemented in other areas. However, information from their other management effectiveness or M&E systems can be used to populate many of the METT fields if desired.

Table 9: Average METT-SA score for relevant SANParks Nature Reserves in 2010 and 2013

	2010	2013
Camdeboo	67	71
West Coast	59	67
Kruger	83	75
Mountain Zebra	73	71
Richtersveld	72	65

In preparation for the GEF-5 project, SANParks revised the GEF-METT assessments for the protected areas involved in the project. Scores for this 2013 baseline are included in Table 9.

Other relevant processes of evaluation

Limited information has been available on the processes of evaluation used by each agency, but most of the agencies have methodologies integrated into their business in addition to the use of the METT.

SANParks has invested heavily in adaptive management processes, including management effectiveness evaluation, and uses three core tools to assess and report on progress (Freek Venter pers.comm)

- **State of Biodiversity (SOB):** a high level tracking tool based on METT
- **State of Area Integrity Management:** This evaluates Rangers at the section level.
- **Balanced Score Card:** for individual protected areas, for SANParks as a whole and for each division and department. Each employee's performance contract, KPAs and performance appraisals are linked to the score card and reporting to the Board and Minister is also done using the same structure.

3. Baseline METT scores for the project areas

The GEF-5 project requires baseline scores for each of the protected areas included in the project. To avoid agency staff having to repeat assessments for a slightly different methodology, the most recently conducted METT-SA assessments were used to provide baseline data for the project. The process of 'translation' from the METT-SA had three steps:

- a) The three scoresheets (GEF_METT, METT-SA and METT-SA2) were compared and those indicators which could be directly transferrable were marked (Appendix 1). Note that for many of the indicators, there were minor differences in wording of the question, and minor to moderate differences in the response categories. However, it was considered that the scoring scale was similar (from zero being no progress to three being 100% achievement) and that the results would be similar enough to give an accurate indication of progress. This approach has been used internationally to compile large data sets for management effectiveness (Leverington et al., 2010a).
- b) For each protected area, the GEF-METT spreadsheet was completed as far as possible by the consultant by applying the rules above to translate information from the METT-SA to the GEF-METT. All comments and metadata available were also transcribed into GEF-METT.
- c) The GEF-METT spreadsheets were then returned to the relevant agencies to complete the missing data *as was appropriate to the baseline year* to maintain the integrity of the form.
- d) For SANParks –managed national parks, all information was updated on the GEF-METT assessment form to provide a 2013 baseline.

The scores as % of maximum, using both the METT-SA and the GEF-METT are shown in Table 10

Differences in the scores reflect the different indicators used in the two methodologies: the mean difference in scores is 4% (some higher with the SA method and some with the GEF method), but the difference in the mean score of the sample is 0.4%.

While average scores as shown give some indication of management effectiveness, it is stressed that rolled-up scores are only an approximation, and each indicator should be viewed individually for a more balanced picture of progress. Table 11 and Table 12 show the individual indicator scores for the baseline year (using METT-SA). Table 13 lists the indicators used in METT-SA and shows the average scores for the baseline assessments.

Table 10: Baseline scores for protected areas within the project scope

Organisation	PA Type	Protected Area name	baseline year	METT-SA % of maximum score	baseline year	GEF-METT % of maximum score
SANParks	NP	Mountain Zebra	2010	73%	2013	71%
SANParks	NP	Richtersveld	2010	72%	2013	65%
SANParks	NP	West Coast	2010	59%	2013	67%
SANParks	NP	Kruger	2010	83%	2013	75%
SANParks	NP	Camdeboo	2013	76%	2013	71%
Mpumalanga	NR	Blyde Canyon	2012	62%	2012	59%
Mpumalanga	NR	Bushbuckridge	2012	33%	2012	26%
Mpumalanga	NR	Manyeleti	2012	65%	2012	65%
Mpumalanga	NR	Andover	2012	50%	2012	52%
Eastern Cape	NR	Baviaanskloof	2013	88%	2013	90%
Eastern Cape	NR	East London Coast	2013	50%	2013	51%
Eastern Cape	NR	Mpofu-Fort Fordyce	2013	68%	2013	60%
Eastern Cape	NP	Ongelukse Nek	2013	61%	2013	66%
Eastern Cape	NP	Mkambathi	2013	77%	2013	81%
Eastern Cape	NP	Silaka	2013	65%	2013	75%
Eastern Cape	NP	Hluleka	2013	65%	2013	75%
Eastern Cape	NP	Great Fish	2013	83%	2013	87%
Limpopo	NR	Hans Merensky	2012	45%	2012	38%
Limpopo	NR	Letaba Ranch	2012	43%	2012	37%
Limpopo	NR	Makuya	2012	51%	2012	49%
Western Cape	NP	Riverlands	2013	67%	2013	68%

*These scores are based on the translation of scores from the METT-SA and represent the total of indicators that could be translated directly, complemented with additional indicators filled out by agency staff. SANParks staff adjusted the GEF-METT to reflect the current situation and therefore 2013 is the baseline year for the GEF-METT for those protected areas.

Table 11: Baseline scores using METT SA (indicators one to three). Supplementary items scored 0/1: all other indicators 0 (min) to 3 (max). For key to indicators, see Table 13.

Organisation	PA Type	Protected Area name	baseline year	total % of maximum score	1.1	1.2	1.3	1.4	1.5	2.1	2.2	2.3	2.4	2a	2b	2c	2d	2e	3.1	3.2	3.3	3.4	3.5	3.6
SANParks	NP	Mountain Zebra	2010	73%	3	3	2	2	2	2	2	2	1	1	1	1	0	1	1	2	2	2	2	2
SANParks	NP	Richtersveld	2010	72%	3	3	2	3	2	3	2	3	3	1	1	1	1	1	1	2	1	2	2	3
SANParks	NP	West Coast	2010	59%	3	2	2	2	2	2	3	1	1	1	1	0	1	0	2	2	1	3	3	1
SANParks	NP	Kruger	2010	83%	3	3	3	3	3	2	3	3	2	1	1	1	1	1	3	2	1	2	3	2
SANParks	NP	Camdeboo	2013	76%	3	2	3	2	2	2	3	3	1	1	1	1	1	1	1	2	2	2	3	2
Mpumalanga	NR	Blyde Canyon	2012	62%	2	2	2	2	2	2	2	2	2	1	1	1	1	1	2	1	1	1	2	1
Mpumalanga	NR	Bushbuckridge	2012	33%	2	1	1	0	0	2	0	0	2	1				1	1	0	1	1	0	1
Mpumalanga	NR	Manyeleti	2012	65%	2	2	3	2	1	3	1	1	2	1	1	1	1	1	2	2	2	1	2	2
Mpumalanga	NR	Andover	2012	50%	2	2	3	1	1	2	0	0	3	1				1	1	2	0	0	2	2
Eastern Cape	NR	Baviaanskloof	2013	88%	3	3	3	3	3	3	3	3	2	1	1	1	1	1	3	3	2	2	2	2
Eastern Cape	NR	East London Coast	2013	50%	1	2.5	2	2	2	2	3	3	1.5	1	1	1	1		1	1	1	2	2	1
Eastern Cape	NR	Mporfu-Fort Fordyce	2013	68%	2	2	2	2	3	2	2	2	2	1	1	1	1	0.5	2	2	1	2	2	2
Eastern Cape	NP	Ongelukneke	2013	61%	3	2	2	1	1	2	3	3	2	1	1	0	1	0	1	2	1	2	2	2
Eastern Cape	NP	Mkambathi	2013	77%	3	2	3	3	2	2	3	3	2	1	1	1	1		3	2	1	2	2	2
Eastern Cape	NP	Silaka	2013	65%	0	2	3	2	1	2	3	3	2	1	1	1	1	1	2	1	1	2	2	2
Eastern Cape	NP	Hluleka	2013	65%	3	3	1	3	1	1	2	2	1	1	1	0	1	0	2	2	1	2	2	3
Eastern Cape	NP	Great Fish	2013	83%	2.5	3	3	3	3	3	3	3	1	1	1	1	1	0	3	2.5	1	2	2	3
Limpopo	NR	Hans Merensky	2012	45%	3	2	2	2	3	2	1	1	1	0				0	1	0	0	0	1	1
Limpopo	NR	Letaba Ranch	2012	43%	2	2	2	1	0	2	1	1	0	1	1		1		0	2	1	1	0	1
Limpopo	NR	Makuya	2012	61%	1	2	3	2	1	1	1	1	3	1				0	1	0	0	0	1	1
Western Cape	NP	Riverlands*	2013	65%	3	2	3	2	0	2	2	0	2	1	1	1	1	1	1	1	1	3	na	1

Table 12: Baseline scores using METT SA (indicators four and five)

Organisation	PA Type	Protected Area name	4.1	4.2	4.3	4.4	4.5	4.6	4.7	4.8	4.9	4.10	4.11	4.12	4.13	4a	4b	4c	5.1	5.2	5.3	5.4	5.5	5a	5b
SANParks	NP	Mountain Zebra	3	2	1	2	2	2	2	3	3	2	2	3	3	1	1	3	2	2	2	2	2	1	
SANParks	NP	Richtersveld	1	2	3	2	2	1	2	2	3	3	3	0	2	0	1	1	2	2	3	1	2	0	1
SANParks	NP	West Coast	0	2	2	2	2	2	1	2	2	2	2	2	2	1	0	1	1	2	1	1	3	0	0
SANParks	NP	Kruger	3	2.5	2	2	2	2	1	2	3	3	3	2.5	3	1	1	1	2	2	2	3	2	1	1
SANParks	NP	Camdeboo	2	3	2	2	3	2	2	3	3	2	2	3	3	1	1	1	2	2	2	1	3	1	
Mpumalanga	NR	Blyde Canyon	1	2	1	2	2	2	1	2	2	2	2	2	2	1	1	1	1	2	0	2	2	1	1
Mpumalanga	NR	Bushbuckridge	1	1	0	0	0	0	0	1	1	2	1	0	2	1	1		0	1	0	0	2	0	
Mpumalanga	NR	Manyeleti	1	2	1	2	2	2	2	2	3	2	2	2	2	1	1	1	2	2	0	2	1	1	1
Mpumalanga	NR	Andover	1	2	0	2	1	1	1	1	2	2	2	0	2	1	1	1	2	2	0	2	2	1	1
Eastern Cape	NR	Baviaanskloof	3	3	3	3	2	2	2	3	3	2	2	3	3	1	1	1	2	3	3	3	3	0	
Eastern Cape	NR	East London Coast	3	2	0	2	1	1	1	1	1	1	0	1	3	1	1		2	1	1	1	1	0	
Eastern Cape	NR	Mpofu-Fort Fordyce	3	2	3	2	2	0	1	1.5	3	3	1	1	3	1	1	1	2	2	3	2	2	0	
Eastern Cape	NP	Ongeluknek	3	2	1	2	1	2	1	2	2	2	2	0	3	1	1	1	2	2	0	1	2	1	1
Eastern Cape	NP	Mkambathi	3	2.5	2	3	1	2	1	3	3	3	3	2	3	1	1	1	1	3	2	2	2.5		
Eastern Cape	NP	Silaka	3	2	1	2	2	2	2	3	3	2	3	1	3	1			2	2	0	2	2		
Eastern Cape	NP	Hluleka	3	2	1	3	1	1	1	3	3	1	2	2	3		1	1	2	2	1	3	3		
Eastern Cape	NP	Great Fish	3	3	2	2	1.5	3	2	3	3	2.5	3	2	3	1		1	2	3	2	3	3		
Limpopo	NR	Hans Merensky	1	2	3	2	1	1	1	1	2	0	0	1	0	1	1		2	2	3	2	1	1	1
Limpopo	NR	Letaba Ranch	1	1	1	2	1	2	1	0	2	0	2	3	0				1	1	1	3	3		
Limpopo	NR	Makuya	2	2	0	2	2	1	1	0	3	3	2	3	1	1			2	3	1	2	2	1	1
Western Cape	NP	Riverlands	3				1	2	2	1	2	3	2	na		1	1	1	0	3	0	1	3		

Table 13: List of indicators from METT-SA 1 and average baseline scores

Indicator	Average score
1.1. Legal status	80%
1.2. Protected Area regulations	77%
1.3. Boundary demarcation	80%
1.4. Biodiversity Resource Inventory	68%
1.5. Heritage Resource Inventory	52%
2.1. Protected area design	70%
2.2. Strategic Management Plan	68%
2.3. Conservation Development Framework	61%
2.4 Land & water use planning outside of PA	58%
2a. Supp item The planning process allows adequate consultation with key stakeholders in the compilation of the management plan	95%
2b. Supp item . There is an established schedule and process for periodic review and updating of the management plan	100%
2c. Supp item . The results of monitoring, research and evaluation are routinely incorporated into planning	82%
2d Supp item . There is a programme for the implementation of the SMP and its costing.	94%
2e Supp item. The terms and conditions of any relevant Biodiversity plan and/or the applicable aspects of the IDP of the local municipality have been taken into account.	72%
3.1. Research & Monitoring Programme	52%
3.2. Human Resource Capacity	52%
3.3. Current budget	35%
3.4 Security of budget	52%
3.5 Income	63%
3.6 Law enforcement	55%
4.1. Annual Plan of Operation	68%
4.2. Biodiversity resource management	68%
4.3. Heritage resource management	48%
4.4 H R management	68%
4.5. Administrative systems	52%
4.6. Operational equipment & infrastructure	52%
4.7. Maintenance of operational equipment & infrastructure	44%
4.8. Education & awareness programme	60%
4.9. Neighbours	82%
4.10. Advisory committee/forum	69%
4.11. Community partners	64%
4.12. Commercial tourism	53%
4.13 Performance Evaluation system	76%
4a. Supp item. There are management guidelines for the sustainable use of biodiversity resources	95%
4b. There is open communication and trust between local stakeholders and PA managers	94%
4c Supp item. There is active participation in peripheral activities that may influence the PA.	100%

Indicator	Average score
5.1. Visitor facilities	56%
5.2. Ecological condition assessment	70%
5.3. Heritage condition assessment	44%
5.4. Protection systems	64%
5.5. Economic and social benefit assessment	72%
5a Supp item. There are active programmes for restoration of degraded areas in the PA and/or associated buffer zone, resultant from visitor use.	60%
5b Supp item. Where applicable is the impact of extractive use of biological resources being monitored?	90%

4. Recommendations for future management effectiveness studies

Use and interpretation of METT

- South Africa is a world leader in management planning, reserve planning and adaptive management. In its most well-known reserves, such as Kruger NP, the principles of adaptive management have been well applied and the thinking and standards of management are both advanced and complex. In such cases, the METT is an extremely simple and superficial assessment of progress and can frustrate staff, who feel they have already invested their time in more sophisticated evaluation processes. However, repeating the METT-SA process across all South African protected areas at regular intervals (perhaps every five years) has some definite advantages:
 - It provides a consistent and consolidated baseline to measure progress across the entire protected area system, and will flag where there are declines in effectiveness as well as improvements.
 - Considering METT as providing a measure of 'consolidation' of new reserves is useful.
 - It is also interesting how few well-established protected areas score 100%, indicating that it can be a useful method for identifying gaps in individual established areas across the system.
- The uses and limitations of METT and METT-SA have been well documented and stressed in Cowan et al (2010), especially the fact the METT is designed to track changes over time and not to compare sites, nor to facilitate criticism of poorly-performing agencies and/or protected area managers.
- The processes of completing METT forms in groups so that shared learning can take place, and of considering the results and defining the next steps, are a vitally important part of the evaluation and in many cases steps to improve management can take place even before reports are completed.
- METT-SA2 appears to be a substantially improved questionnaire compared to METT-SA1, but does not seem to have been widely adopted at this point. However, some agencies have stated that they will use it in the future.
- There are differences in wording between the METT-SA2 and the GEF-METT, especially in the response categories. It will be useful to review and align these, and to enable the GEF-METT reporting obligations to be easily completed through the METT-SA process.

- While not right or wrong, the classification of some of the indicators differs from that used in the METT (Stolton et al., 2007) and in the global study. In particular, in most methodologies availability of information is regarded as an *input* rather than a *context* measure.
- The meanings of overall ratings (which were taken from the first global study into management effectiveness (Leverington et al., 2008) should be adjusted to reflect the changes that were made in more recent reports (Leverington et al., 2010b; Leverington et al., 2010c). These cut-off points accord with the meaning of the most common assessment systems that provided the data for this analysis i.e.
 - Below 33.3% - clearly inadequate
 - 33.3-50% basic with major deficiencies
 - 50-66.7% - basic with considerable improvement needed
 - Over 66.7% - sound management
- While roll-up average scores for individual protected areas and for whole systems have their uses in broad-brush reports, the misleading nature of such data should be recognised, particularly when there is equal rating given to every question. In particular, this means very little relative emphasis is given to *outcomes* of management compared to processes and inputs. It is important to consider the indicators or at least the indicator groups individually to understand what is happening, and for new reserves to focus on achievement of the basics required for establishment and basic operations.

Development of tools and processes

- Any new or enhanced evaluation system should be able to directly compare with existing data, so that tracking improvements over time from the initial assessment is possible.
- There is a need to complete METTS in the GEF format at the beginning, mid-point and end of the project. This is a standard requirement in all GEF-funded protected area projects and has enabled a large portfolio of evaluation reports to be compiled across the continents. Given that most of the South African protected areas are already being evaluated, it appears to be an additional reporting burden. However, the similarities are such that the GEF form could be added into the METT-SA2 form and most of the questions could be automatically populated. A few additional questions need to be completed but this will not be a particularly onerous burden. It may be possible to also align other reporting systems in this way.
- Consideration should be given to establishing and evaluating system-wide (agency-level) indicators on regular basis, in addition to the existing site-level assessments. Experience in system-level evaluations is increasing and advice can be obtained from the IUCN-WCPA.
- All questions should be reviewed to ensure they can be applied to full range of reserve types, from strictly protected areas to those with voluntary agreements, and add or supplement questions where necessary. This can often be done through clarifying the standards for each type of PA, but in some cases additional questions will need to be asked. The use of these evaluations to ensure that stewardship arrangements are working well is critical.
- Consideration of an integrated approach for planning and evaluation, with the METT questionnaire embedded into the software, should be continued. This can be an effective way to reduce the planning and management effectiveness tracking load for private and community reserves, and is well understood and accepted by NGOs who might be able to assist with its roll-out in non-government reserves.

Norms and standards

- Standards need to be set to make evaluations less qualitative and easier to complete. These should not necessarily be the same for all reserves and a specific distinction needs to be made between state managed PAs and those owned and/or managed by the private sector and communities. Clear interpretation is needed to show what ratings and questions mean for different reserve types.
- A 'levels of service' approach may be applicable, where higher standards are expected in the most important protected areas or those with a greater status.

Note that Section 11 of the *National Environmental: Protected Areas Act* (NEM: PAA) allows the Minister to prescribe norms and standards for the achievement of any objectives of the Act for both national and provincial protected areas.

QUALITY CONTROL OF EVALUATION

- Meta-data, especially dates of evaluation and people involved in the process, need to be recorded fully and clearly on all sheets, including compilation sheets.
- Quality control of the METT process should be ensured, with consistency across time and in different areas.
- Justification for ratings, and evidence should be provided, wherever possible.
- While consultants can be useful for facilitating meetings, compiling reports and assisting with training, it is important that management effectiveness capacity and understanding within agencies is also developed and maintained.

INTEGRATION WITH OTHER PROCESSES

- Reports on management effectiveness should include METT results but also refer to or bring in where possible the other evaluation work being conducted. Reporting on *outcomes* of management as well as related processes is critical to track the success of agencies in achieving their objectives.
- It is also important to link these assessments with management planning and monitoring – see comment above on an integrated approach.
- It is recommended that managers are obliged to use and report on management effectiveness results when compiling budgets and work programs.

Recommendations from CapeNature's 2012 report (Cleaver-Christie et al., 2012) are also relevant to this discussion. They advise:

- *Ensure consistency of assessments by continued training of staff and ensure facilitation by the Regional Ecologists or Ecological Coordinators.*
- *Each METT-SA assessment per reserve must be conducted individually and not "lumped" together in group sessions, as this detracts from the value of discussion.*
- *Progress made with regard to action plans drafted to improve METT-SA scores must be regularly followed up by Regional Ecologists and Area Managers and reported at the Monthly management meetings. This should also be embedded in the performance management system of individuals at all levels.*
- *From 2013 all assessments must be conducted on the METT-SA 2010 assessment sheet.*
- *Detailed discussions need to take place with reserve management where METT-SA scores are below 60%. Detailed strategies need to be developed to determine high*

level interventions at these reserves to ensure improved management effectiveness of these reserves.

- *There needs to be a concerted effort to implement management strategies to ensure the 14 nature reserves (33%) currently scoring between 60-67% reach 68%. This should be done through the METT improvement plans. Follow up on progress made on the 2012 METT improvement Plans should also be investigated.*

5. Suggested activities for management effectiveness evaluation

Cost effective management planning, monitoring and evaluation developed and implemented in existing and newly expanded protected areas through:

- (a) A facilitated process of harmonising PA management planning, M&E and management effectiveness tracking and reporting systems across PA management agencies, as well as the integration of these to produce an integrated METT system capable of delivering on agency, DEA and GEF management effectiveness reporting requirements;
- (b) The critical review of baseline METT reports (2010 to 2013) and subsequent management effectiveness strategies at the agency and site level with the view to providing support to derive improvement strategies where these are lacking and to ensure that those that are in place are implemented, and in the process building on the agency and protected area management capacity for adaptive management systems;
- (c) The development of a learning network and implementation of capacity building through on-the-job mentoring with regards to management planning (including the review and revision of these and the derivation of concept development and business plans), M&E, and management effectiveness tracking and reporting;
- (d) The hosting and facilitation of two high level workshops with all the partners, as well as the balance of the protected area management agencies in South Africa, aimed at working towards the development of protected area management planning, monitor and evaluation, and management effectiveness tracking best practice for state, private and communally managed protected areas.
- (e) The development and integration of management planning, M&E, and management effectiveness tracking and reporting systems to a level appropriate for application on private and communal land that is secured as part of the low cost PA expansion strategies, and the integration of these requirements into the core PA capacity to support the expansion areas (particularly where these expansion areas are contractual PAs and Protected Environments). This may include the procurement of management planning expertise on a short-term basis to assist with the compilation of management plans for expansion areas.
- (f) The facilitation and coordination of management effectiveness tracking processes which output the required GEF METT evaluations at mid-term and end of project, with associated reports and management improvement strategies, and the provision of support for the implementation of these improvement strategies aimed at real improvements of PA management and biodiversity outcomes.
- (g) The funding of training for junior staff involved in and / or responsible for protected area management at institutions offering accredited short courses in protected area management planning, monitoring and evaluation, and management effectiveness tracking and reporting.

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Appendix 1 Comparison of GEF-METT with METT-SA and METT-SA2 indicators

GEF-METT Question	METT -SA 1 Comparison	METT-SA2 Comparison
1. Legal status: Does the protected area have legal status (or in the case of private reserves is covered by a covenant or similar)?	1.1 - same wording as GEF	1.1 - same wording as GEF
2. Protected area regulations: Are appropriate regulations in place to control land use and activities (e.g. hunting)?	1.2 same question - different wording in answers	1.2 same question - different wording in answers
3. Law Enforcement: Can staff (i.e. those with responsibility for managing the site) enforce protected area rules well enough?	3.6 - slight difference in wording	3.6 - slight difference in wording
4. Protected area objectives: Is management undertaken according to agreed objectives?	not available	not available
5. Protected area design: Is the protected area the right size and shape to protect species, habitats, ecological processes and water catchments of key conservation concern?	2.1 same question, different wording in answers	2.1 same question, different wording in answers
6. Protected area boundary demarcation: Is the boundary known and demarcated?	1.3 very similar - slight amendment to wording	1.3 very similar - slight amendment to wording
7. Management plan: Is there a management plan and is it being implemented?	2.2 Similar but slightly different wording	2.2 Similar but slightly different wording
7.a Planning process: The planning process allows adequate opportunity for key stakeholders to influence the management plan	supplementary	2a
7.b Planning process: There is an established schedule and process for periodic review and updating of the management plan	supplementary	2b
7.c Planning process: The results of monitoring, research and evaluation are routinely incorporated into planning	supplementary	2c
8. Regular work plan: Is there a regular work plan and is it being implemented	4.1 similar but refers to AOP and its links to the PA's Strategic Management Plans targets.	4.1 similar but refers to AOP and its links to the PA's Strategic Management Plans targets.

GEF-METT Question	METT-SA 1 Comparison	METT-SA2 Comparison
9. Resource inventory: Do you have enough information to manage the area?	1.4 covers biological values- slight difference in wording. (note: 1.5 covers cultural values. Add score for 1.5 in comments if different to 1.4. In most GEF assessments, the emphasis here is on biodiversity.)	1.4 covers biological values- slight difference in wording. (note: 1.5 covers cultural values. Add score for 1.5 in comments if different to 1.4. In most GEF assessments, the emphasis here is on biodiversity.)
10. Protection systems: Are systems in place to control access/resource use in the protected area?	5.4 wording different	5.4 wording different
11. Research: Is there a programme of management-orientated survey and research work?	3.1 similar; wording slightly different in answers	3.1 similar; wording slightly different in answers
12. Resource management: Is active resource management being undertaken?	4.2 wording different - SA wording is more confusing. Sa splits into natural and heritage (4.3), which should be included in the comments.	not covered
13. Staff numbers: Are there enough people employed to manage the protected area?	3.2 combined with question below to come up with capacity	3.2
14. Staff training: Are staff adequately trained to fulfil management objectives?	3.2 combined with question above to come up with capacity	3.2.1
15. Current budget: Is the current budget sufficient?	3.3	3.3
16. Security of budget: Is the budget secure?	3.4	3.4
17. Management of budget: Is the budget managed to meet critical management needs?	none	none
18. Equipment: Is equipment sufficient for management needs?	4.6, includes infrastructure	3.7, 3.8
19. Maintenance of equipment: Is equipment adequately maintained?	4.7 different wording	4.4, 4.5
20. Education and awareness: Is there a planned education programme linked to the objectives and needs?	4.8	4.6
21. Planning for land and water use: Does land and water use planning recognise the protected area and aid the achievement of objectives?	2.4	2.4

GEF-METT Question	METT -SA 1 Comparison	METT-SA2 Comparison
21a. Land and water planning for habitat conservation: Planning and management in the catchment or landscape containing the protected area incorporates provision for adequate environmental conditions (e.g. volume, quality and timing of water flow, air pollution levels etc) to sustain relevant habitats.	none	none
21b. Land and water planning for habitat conservation: Management of corridors linking the protected area provides for wildlife passage to key habitats outside the protected area (e.g. to allow migratory fish to travel between freshwater spawning sites and the sea, or to allow animal migration).	none	2.4.1
21c. Land and water planning for habitat conservation: "Planning addresses ecosystem-specific needs and/or the needs of particular species of concern at an ecosystem scale (e.g. volume, quality and timing of freshwater flow to sustain particular species, fire management to maintain savannah habitats etc.)"	none	none
22. State and commercial neighbours: Is there co-operation with adjacent land and water users?	4.9	4.8
23. Indigenous people: Do indigenous and traditional peoples resident or regularly using the protected area have input to management decisions?	is covered by 4.11 - can't double-count so ignore	is covered by 4.11 - can't double-count so ignore
24. Local communities: Do local communities resident or near the protected area have input to management decisions?	4.11 - community partners	4.1
24 a. Impact on communities: There is open communication and trust between local and/or indigenous people, stakeholders and protected area managers	supplementary	4b
24 b. Impact on communities: Programmes to enhance community welfare, while conserving protected area resources, are being implemented	none	none
24 c. Impact on communities: Local and/or indigenous people actively support the protected area	none	none
25. Economic benefit: Is the protected area providing economic benefits to local communities, e.g. income, employment, payment for environmental services?	5.5 wording different	6.1, 6.1.1
26. Monitoring and evaluation: Are management activities monitored against performance?	4.13 - wording different	4f - different words
27. Visitor facilities: Are visitor facilities adequate?	5.1 some different words	5.1 some different words

GEF-METT Question	METT-SA 1 Comparison	METT-SA2 Comparison
28. Commercial tourism operators: Do commercial tour operators contribute to protected area management?	4.12	4.11
29. Fees: If fees (i.e. entry fees or fines) are applied, do they help protected area management?	none	3.5
30. Condition of values: What is the condition of the important values of the protected area as compared to when it was first designated?	Use 5.2, but outcome questions split into 5.2 ecological values and 5.3 cultural values. Add others in comments	Use 6.2, but outcome questions split into 6.2 biodiversity, 6.3 ecosystem services for biodiversity, 6.5 ecosystem services. Add others in comments
30a: Condition of values: The assessment of the condition of values is based on research and/or monitoring	none	none
30b: Condition of values Specific management programmes are being implemented to address threats to biodiversity, ecological and cultural values	none	none
30c: Condition of values: Activities to maintain key biodiversity, ecological and cultural values are a routine part of park management	none	none

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