# CONSOLIDATED ACTION PLANS –

## Strengthening partnerships and relationships between government and communities

| **Specific actions needed?** | **Who should be involved?** | **What resources do we need?** | **Timeframe for delivery?** | **Relevant Issues** |
| --- | --- | --- | --- | --- |
| Implement skills audits for the activities within the parks to guide training programmesConduct skills development with a focus on training that could lead to other empowerment opportunitiesPrioritise governance and capacity building interventions | Management authority (MA), steering committee (SC), Government (Gov), Non Governmental Organisations (NGOs), Agencies, Claimants, Park Forums (PF), adjacent Local Government (LG), Communities, Affected stakeholders | Funds, transport, training material, bursaries  | April 2015 | Learnerships bursaries, capacity building, partnership’s with education sector SETAs  |
| Raise awareness of biodiversity within protected areas. Showcase biodiversity careers to communities | MA, LG, SC | Information (resource material), transport, equipment, skilled facilitators, Adverts, media, info pamphlets, workshops, awareness weeks | April 2015 |  |
| Improve communication for greater cooperation between government and communities. Raise awareness of people and parks issues with various stakeholders | Gov, Community structures, CPAs, MA, Park reps, Other affected and interested communities, NGOs, FBOs, other stakeholders | ICT, Communication Experts, social media, human resources | ASAP |  |
| Improve consultation between government and communities, management authorities and communities.Identify and target other stakeholders that have a vested interested or could exert influence in Protected Areas.  | Gov, Community structures, CPAs, MA, Park reps, Other stakeholders, SC | Meeting venues, finance, transport, communication toolsMedia, notice boards, phones, social networks | Ongoing |  |
| Strengthen and monitor existing forums through monthly and quarterly meetings Ensure that communities are included in government forums  | DEA, MA, SC, Parks, Community Structures | Funds, logistical support, communication tools | Monthly and quarterly | Reports from forums through minutes must be disseminated to communities timeously  |
| Strengthen monitoring, support and evaluation mechanisms | Parks Man, Gov, National SC | Finance | Annually |  |
| Conduct performance audits | Parks Man, Gov, National SC | Finance | Annually | Feedback from the outcomes of the audit must be given to stakeholders |
| Ensure accountability | All stakeholders | Funding, communication tools | 1 month | This take place through providing feedback to communities  |

## Expediting implementation of co-management, and facilitating access and benefit sharing strategies associated with protected areas

| **Actions needed** | **Who should be involved**  | **Resources needed** | **Delivery Timeframe** | **Relevant Issues** |
| --- | --- | --- | --- | --- |
| Establish business management entities linked to CPAs. | Land owners/Claimants, Management Authorities, DTI, Traditional Councils. | * Financial Resources.
* Legal Resources.
* Business Resources.
 | Six months after |  |
| Monitor and evaluate co-management agreements and report on jobs created. | Management Authorities.DEA (EP: EPIP; IMSC; B&C: PASM). Communication structure (provincial/national). | * Monitoring and Evaluation toolkit.
* Human and Financial resource.
 | 12 months for development of toolkit. | * Analysis of co-management agreements.
* Development of Monitoring & Evaluation Toolkit.
* Implement Monitoring & Evaluation tool.
 |
| Ensure the capacity building of beneficiaries. | P&PP Capacity building.Awareness and Education task team, Community stakeholders | * Human and Financial resources.
* Capacity building and Training toolkit.
* Training for Park management (train the trainer).
 | 12 months | * P&PP Capacity building, Awareness and Education task team
 |
| Explore the commercialisation of biodiversity.  | DEA, Management Authorities, Communication structures (provincial/national). | * National Biodiversity Economy Development Strategy.
 | NBEDS implementation 2015/2025 | * Evaluation of protected areas with respect to conservation and commercialisation.
* Integration of People and Parks (co-management agreements) and NBEDS.
 |
| Leverage political will for implementation of co-management agreements. | DEA, Treasury, Management Authorities Communication structures. | * Minister.
* MECs.
* Premiers,
* Community Board representatives,
 | At next cycle of appointment of board members or at discretion of principals, | * Minister to emphasise importance of allocation of funds for implementation of co-management agreements (MinMec).
* Representation on different agency boards by community representatives appointed.
 |
| Conduct feasibility study/ stock take of resources and development of business case options.  | Management Authorities.Private investors.Communication structures.  | * Financial resources.
* Expertise.
 | Six months  | * Appointment of service providers to analyse available resources and modelling of different business options for consideration.
 |
| Establish common understanding of co-management agreements and benefits.  | DEA.Management Authorities.Communication structures (provincial/national). | * Co-management framework awareness and education material.
* Co-management framework workshops .
* Translation of Co-management Framework.
 | Annual  |  |
| Develop terms of reference (minimum standards) for co-management committees. | Management Authorities, Communication structures (provincial/national), P&PP steering committee.  | * Human resources.
* P&PP task team.
 | 12 months | * DEA to lead document development for finalisation by P&PP steering committee.
 |
| Develop financial management models for benefit fund allocations.  | DEA, Treasury, Management Authorities - Financial managers.  | * Financial managers
 | Six months |  |
| Develop community protocols for allocation and distribution of income for broader community beneficiation.  | Communication structures (provincial/national). | * Human resources.
 | Nine months  | * Community structures to be supported by Management Authorities.
 |

## Exploring sustainable financing mechanisms for the programme

| **Actions needed** | **Who should be involved?** | **What resources do we need?** | **Timeframe for delivery?** | **Relevant notes** |
| --- | --- | --- | --- | --- |
| Provide capacity-building for beneficiaries, in line with needs assessments – e.g.:* Workshops on:
	+ Development of business plans
	+ Indigenous herbs
	+ Wildlife economy
	+ Eco-tourism
* Educational tours
* Sharing of benchmarks and best practice
* Establishment of exchange programmes
 | DTI (e.g. for training SMMEs), Universities*,* SETAs*,* Municipalities*,* Landowners, and other members of community*,* Management authorities*,* Relevant government departments (provincial and national) – incl. DRDLR and DEA, and sector departments*,* Business people*,* Private sector mentors*,* NGOs*,* Traditional leaders*,* Community | * Facilities
* Human capacity
* Material resources
* Financial resources
* Expertise
* Guideline documents
 | General capacity building: Ongoing (already initiated)Workshops: twice a year Educational tours: twice a year |  |
| Develop community development plans  | DAFF, SANParks, Communities, DRDLR, DEA, Municipalities, Business, NGOs, Traditional leaders | * Guidelines (National P&P Steering Committee)
* Funding (DRDLR and DEA)
* Human capacity
* Material resources
* Budget
 | * Ongoing
 | * To be developed by community, with support from relevant role-players
* Community development plans will assist in fund-allocation in the context of long-term priorities (rather than short term focus and distribution)
 |
| Develop Terms of Reference for co-management forums | National People and Parks Steering Committee, DEA, DRDLRCommunities, Traditional leaders, DAFF | * HR
* Funding (Vumelana; RECAP)
 | * 30 Sept 2015
 | * DAFF has been included, in the context of marine protected areas/ forests
 |
| Establish co-management forums | National People and Parks Steering Committee, DEA, DRDLR, Communities, Traditional leaders, DAFF | * Guidelines
* Funding
 | * 31 March 2016
 |  |
| Ensure appropriate consultation:* Provide information and feedback
* Engage communities and address concerns
* Address community development plans via consultation
 | Community, Relevant government department*,* Business people*,* NGOsTraditional leaders | * Human capacity

Material resources; financial resources (e.g. for transport; venue; documents; catering; people to facilitate consultation) | * Ongoing
 |  |
| Establish formalized institutional arrangements in communities | Traditional authorities*,* CommunitiesDRDLR | * Constitution
* Human resources
* Budget
* Memorandum of Understanding (MOU)
 | * 6 to 12 months – with review after 6 months
 | Institutional arrangements to address:* Governance issues
* Clarity on community structures, how funds are to be allocated, institutional relationships
 |
| Establish a National Financial Forum (NFF) – bringing together community representatives, government role-players, possible funders and funding facilitators | NGOs*,* National Development Trust*,* Vumelana*,* DEA*,* DRDLR*,* Community representatives | * Human resources
* Budget
 | * Quarterly
 | The formation of the NFF will:* Drive accountability and sharing of practices across CPAs
* Support monitoring and evaluation, and auditing
* Serve as a mechanism to support transparency and accountability
* Provide a platform for cross-community engagement with financiers, and engagement on funding options
* Ensure funding options across various stakeholders are coordinated
 |
| Develop viable financial policies  | Communities*,* Sector departments | * Policies
* Monitoring tools
* Human resources
 | * Ongoing
 | * Focus: on how funds will be used; mechanisms for accountability and engagement; necessary conditions for proper governance and improved reputations)
 |
| Explore the formation of partnerships with investors | DTI*,* DoE*,* SETAs*,* Business Sector*,* DLDR*,* DEA | * Human resources
 | * Ongoing
 | * This needs to be supported by a People and Parks Programme brand (and branding strategy) that appeals to prospective funders
 |
| Ensure all People and Parks projects within Pas are included in Integrated Development Plans (IDPs), Environmental Management Plans (EMPs) and sector plans | Sector departments*,* Local government | * Plans
* Budgets
* HR
 | * Ongoing
 |  |
| Develop open communication channels with neighbouring communities, for improved relationships  | Project beneficiaries**,** Management authorities**,** Neighbouring communities | * Human resources
* Budget
 | * Ongoing
 |  |
| Conduct feasibility studies for projects | DRDLR, DEA, Municipalities, National People and Parks Steering Committee | * Funding (DEA and municipalities)
 | * 30 Sept 2015
 |  |
| Explore all viable business opportunities – e.g. bio-prospecting; wildlife economy | DEA*,* Land owners*,* Private sector/ business (e.g. pharmaceutical companies)*,* Traditional knowledge holders | * Land
* Appropriate infrastructure
* Budget
* Expertise
 | * Ongoing
 |  |
| Develop compatible land-use management model for all PAs (i.e. viable/ suitable to the specifics of each PA) | Land owners*,* Management authorities*,* Provincial and national government | * Expertise,
* Ecological/ land-use plans
 | * Ongoing
 |  |
| Integrate formal environmental education programmes into the national curriculum | National government*,* Learning institutions*,* Private sector | * Budget
* National government support
 | * Ongoing (already underway)
 |  |

## Poaching of endangered species of fauna and flora

**1. Awareness raising and community mobilisation**

* Communities need to understand the value of the asset (fauna and flora) and their role in looking after it
* Communication efforts must be geared toward behaviour change. There is a sense that the most effective methods of communication are Imbizos, door-to-door campaigns, social media , radio and TV advertising campaigns
* Consider Rhino ambassadors as an anchor marketing element

**2. Incentives and skills development (socio-economic development)**

*What are the skills development requirements for dealing with the challenge of poaching?*

* Environmental education to be included in the school curriculum - understanding of plants and animals and its importance (long term)
* Indigenous knowledge of for example medicinal plants needs to be captured and recorded. Research must be conducted to ensure that Intellectual Property (IP) is retained by communities.
* Resource management skills development and training required.

*What incentives do communities require in order to assist with anti-poaching activity?*

* Access to protected areas - to visit grave sites, heritage sites, harvesting of medicinal plants
* Poor communities must be prioritised for jobs in the parks
* Make an incentive kitty available and run some kind of competition that will be paid out to communities if no rhinos killed in a specific space of time
* Communities in PAs can also assist with infrastructure development in these areas - employment opportunities
* Recognition of indigenous knowledge and skills
* Financial reward for whistle blowers/informers who turn in poachers - however this is a challenge as it will be competing with syndicates who are able to pay much more
* "Non-financial incentives" - building of schools, roads, etc.
* Municipalities must work with communities in PAs to ensure service delivery - Community Development Plans for the PA must talk to the IDP of the municipality, basic infrastructure provided roads, etc. there must be relevant dispensation for providing those basic services

**3. Capacity building / Empowerment of local institutions & structures**

* Under this intervention the intention is to empower local institutions and structures to provide leadership and guidance to communities on environmental management, conservation and anti-poaching issues

**4. Relationships and partnerships between parks and communities** (link with the commission dealing with stakeholder relations and partnerships)

* The intention of this intervention is to ensure that relationships and partnerships between communities and parks authorities are strengthened to ensure that communities are able to benefit from the natural resources in protected areas.

**5. Law enforcement and security**

* Community volunteers should be utilised in law enforcement activities
* There must be a response standard to ensure that damage caused to property by animals are dealt with speedily.
* Ensure engagements with communities to agree on how they will collaborate with law enforcement and parks authorities to reduce poaching activities
* Unemployed youth should be offered opportunities to fix and maintain fencing to secure parks and limit damage to property caused by animals