

MALOTI-DRAKENSBERG PARK WORLD HERITAGE SITE COMPACT SITE STRATEGY



Empowered lives.
Resilient nations.



SGP The GEF
Small Grants
Programme



United Nations
Educational, Scientific and
Cultural Organization

In partnership with



World
Heritage
Centre



Conservation, Partnerships & Ecotourism



Ministry of Education, Culture and
Science of the Netherlands



*Maloti Drakensberg
Transfrontier Programme*

TABLE OF CONTENTS

1	Introduction.....	4
1.1	Project Description	5
1.2	Location and Geographic Scope	6
1.3	Brief Overview of the Landscape.....	6
1.4	Approach to the Development of this Strategy	8
2	Site Strategy.....	8
2.1	Site Strategy Framework.....	8
2.2	Results Framework	10
2.3	Using the Strategy to Call for Project Proposals	17
3	Modalities for Implementation.....	18
3.1	Local Coordinator	19
3.2	Local Consultative Body	20
3.3	COMPACT CORE TEAM.....	21
3.4	National Steering Committee	21
3.5	Bi-lateral Coordination.....	21
3.6	Project-specific Implementation Structures	21
3.7	Summary of Modalities for Implementation	21
4	Financial Sustainability	22
5	Concluding Remarks Related to Synergies and Risks	23
6	References	25

LIST OF FIGURES

Figure 1:	The full extent of the MDP WHS Buffer Zone as it relates to areas in KwaZulu Natal and the Free State (Source: EKZNW).	7
Figure 2:	MDP WHS COMPACT 1 st Multi-Stakeholder Workshop for the held at Midmar View Restaurant, KwaZulu Natal, South Africa on 3 rd – 4 th August 2017 – Group picture.....	8
Figure 3:	MDP WHS COMPACT 1 st Multi-Stakeholder Workshop for the held at Midmar View Restaurant, KwaZulu Natal, South Africa on 3 rd – 4 th August 2017 – group discussions.....	10
Figure 4:	MDP WHS COMPACT 2 nd Multi-Stakeholder Workshop for the held at Midmar View Restaurant, KwaZulu Natal, South Africa on 18 th September 2017	11
Figure 5:	MDP WHS COMPACT Validation workshop for the held at Midmar View Restaurant, KwaZulu Natal, South Africa on 27 th September 2017	18
Figure 6:	An illustration of the recommended structures for implementation of the MDP WHS COMPACT Site Strategy.....	22

LIST OF TABLES

Table 1:	Maloti-Drakensberg Park World Heritage Site COMPACT Site Strategy Results Framework.....	12
Table 2:	Risk management strategy	24

LIST OF ACRONYMS

CBNRM	Community Based Natural Resource Management
CBO	Community-Based Organisation
COMPACT	Community Management of Protected Areas Conservation Programme
DEA	Department of Environmental Affairs
EKZNW	Ezemvelo KwaZulu Natal Wildlife
FPAs	Fire Protection Associations
GEF SGP	Global Environment Facility Small Grants Programme
LCB	Local Consultative Board
IAPs	Invasive Alien Plants
INR	Institute for Natural Resources
ITB	Ingonyama Trust Board
KZN	KwaZulu Natal
MDTP	Maloti-Drakensberg Transfrontier Programme
MDP WHS	Maloti-Drakensberg Park World Heritage Site
MoU	Memorandum of Understanding
NGO	Non-governmental Organisation
NRM	Natural Resource Management
OUV	Outstanding Universal Value
PES	Payment for Ecosystem Services
SADC	Southern African Development Community
SANBI	South African National Biodiversity Institute
SIP	Strategic Infrastructure Project
SNP	Sehlabathebe National Park
TA	Traditional Authority
UCPP	Umzimvubu Catchment Partnership Programme
UDP	uKhahlamba Drakensberg Park
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNF	United Nations Foundation

ACKNOWLEDGEMENTS

The Project Steering Committee comprised of Ms Anele Moyo as National Coordinator for the GEF SGP in South Africa; Mr Oscar Mthimkhulu, the Manager for the MDP WHS; Mr Rabson Dhlodhlo, MDTP Coordinator for South Africa and Ms Joyce Loza, MDTP Conservation Specialist; all provided guidance, critical review of draft reports and significant support with the logistics related to consultation processes. Dr Sonja Kruger, Park Ecologist and Mr Steve McKean, Ecologist for the Southern uKhahlamba Region also provided inputs and critical review. Dr Boyd Escott of the EKZNW Scientific Services Biodiversity Spatial Planning and Information provided the spatial data and products related to the land cover analysis. The Community Conservation Officers for the MDP WHS were very helpful by providing information on Community Levy Projects as well as assisting with the transport and participation of community representatives in the process of stakeholder consultation. The large number of stakeholders and role players who attended and participated in the Multi-stakeholder workshop also provided information subsequently, as well as the critical review of draft products.

Back Cover Image Courtesy of Ezemvelo KZN Wildlife

1. INTRODUCTION

The Community Management of Protected Areas Conservation Programme (COMPACT) is an innovative model for engaging communities in conservation and shared governance of World Heritage sites and other protected areas and is based on the proposition that ‘community-based initiatives can significantly increase the effectiveness of biodiversity conservation in World Heritage sites while helping to improve the livelihoods of local people’. With an emphasis on complementing and adding value to existing conservation programmes, COMPACT uses small grants to support clusters of community-based activities that are intended to strengthen biodiversity conservation in and around protected areas (UNESCO, 2014).

The COMPACT model has been developed over a number of phases since its inception in 2000 and is based on the grant-making model of the Small Grants Programme (SGP) of the Global Environment Facility (GEF) run through the United Nations Development Programme (UNDP). The SGP channels financial and technical support directly to community-based organizations, non-governmental organizations, and indigenous peoples’ organizations in developing countries for activities that conserve and restore the environment while enhancing people’s well-being and livelihoods. COMPACT sought to replicate the existing SGP model, but at landscape rather than national level, providing small grants to support clusters of community-based activities intended to strengthen biodiversity conservation in and around the target World Heritage sites.

The MDP WHS COMPACT Site Strategy (referred to as the Strategy from now on) builds on the work and information gathered and captured in the preceding reports, i.e. the Consultation and Scoping Report and the Baseline Assessment, Conceptual Model and Strategy Framework Report.

These three reports are designed to work together with the first providing a record of the stakeholder consultation process and a preliminary indication of the issues and opportunities relevant to the COMPACT initiative. The second has delved deeper into the natural, cultural, social, economic and political dynamics of the area providing relevant information on these and commentary related to how they impact the integrity of the MDP WHS and its Buffer Zone, while also capturing this in the form of a Conceptual Model where the linkages between these dynamics, their impacts, related strategies and desired outcomes are illustrated. On the basis of the understanding developed through this process a framework for the Strategy was also developed and which is built on in this report. These three reports must be read in conjunction with each other as duplications between them, while being inevitable, have been minimised as far as possible.

With the MDP WHS being a transboundary site shared between Lesotho and South Africa, two separate but parallel processes were undertaken to produce these outputs for the Global Environment Facility (GEF) Small Grants Programme (SGP) joint COMPACT initiative with UNESCO. A subsequent process will collate them into a single Strategy for the MDP WHS which includes the Sehlabathebe National Park WHS in Lesotho and the uKhahlamba Drakensberg Park WHS in South Africa.

This Strategy, as the culmination of all the preceding work, provides the basis from which the COMPACT initiative will determine and measure its contributions to the enhancement of community stewardship of the MDP WHS. It provides and expands on a Strategy framework and makes recommendations in terms of modalities for implementation.

1.1 PROJECT DESCRIPTION

The Terms of Reference for this project states the following by way of introduction:

“Maloti-Drakensberg Park World Heritage Site (MDP WHS) Community Management of Protected Areas Conservation Programme (COMPACT) project has the objective of demonstrating how community-based initiatives can significantly increase the effectiveness of biodiversity conservation in natural World Heritage Sites (WHS) by adding value to existing [and newly identified] projects and programmes. It is currently a jointly funded programme of the United Nations Development Programme (UNDP), the Global Environment Facility Small Grants Programme (GEF SGP) and the United Nations Educational, Scientific and Cultural Organisation (UNESCO), which began in 2000. The MDP WHS COMPACT project has been jointly funded by the UNDP, GEF SGP, UNESCO-Netherlands Funds-in-Trust Cooperation, Ezemvelo KwaZulu Natal Wildlife (EKZNW) and Maloti Drakensberg Transfrontier Project (MDTP).

The COMPACT Programme is premised on the notion that World Heritage sites are very much a part of the communities in which they are located. As such, they provide rich opportunities to develop and promote effective models for integrating compatible human uses with the protection of ecosystem functions and biodiversity. World Heritage sites have the potential to showcase the effective integration of sustainable local development with conservation by demonstrating how conservation can contribute to local and national economic development, culture and pride.”

In their efforts to establish the Buffer Zone for the MDP WHS, EKZNW have demonstrated their commitment to the principles encompassed in the statements above (Forster et al, 2007 and EKZNW, 2016). A study commissioned by them in 2010 looked to identify incentives that would assist in securing support for the Buffer Zone (UDM, 2010). The focus of this work was:

- Adding value to communal farming;
- Adding value to commercial farming;

- Adding value to human settlement; and
- Adding value to conservation on communal and commercial lands.

Not only does this work provide evidence of this commitment, but is one of many other examples of existing initiatives that may be built on by this project.

During the implementation phase of the Maloti-Drakensberg Transfrontier Programme (MDTP) from 2002 to 2008 a study was commissioned to determine the relative value of the MDP WHS in terms of the ecosystem goods and services that it produces and delivers (MDTP, 2007). This work evolved further into a project commissioned by the South African National Biodiversity Institute (SANBI) on testing the feasibility of a Payment for Ecosystem Services (PES) approach to securing sustainable financing for the Park in recognition of its strategic value to both Lesotho and South Africa as a watershed (SANBI, 2012).

It is important to note therefore that the ideals of the WHS COMPACT programme and the social ecological principles embraced by EKZNW, as the management authority of the MDP WHS, are compatible and provide confidence that this project will succeed. In addition to this is the recognition of the strategic value of the area as a ‘water factory’ as captured in the submission of the national Department of Environmental Affairs to the Presidential Infrastructure Coordinating Commission (DEA, 2014) where the concept of “Ecological Infrastructure for Water Security” was put forward as a Strategic Integrated Project (SIP) aimed at improving South Africa’s water resources and other environmental goods and services through the conservation, protection, restoration, rehabilitation and/or maintenance of key ecological infrastructure. Inherent within this critically important national recognition is the traction that will provide substance to many of the potential projects that will emerge out of this Strategy and together with the international recognition of a World Heritage Site, provides adequate motivation for the implementation of numerous GEF SGP COMPACT projects throughout the MDP WHS Buffer Zone.

1.2 LOCATION AND GEOGRAPHIC SCOPE

The geographic scope of the project is the MDP WHS and its Buffer Zone, with particular focus on neighbouring communities living on land under the leadership of Traditional Authorities, although not exclusively. Figure 1 provides an indication of the extent of the geographic focus of this project as well as land tenure and Local Municipal areas.

Communal land is indicated as ITB (Ingonyama Trust Board) while private land is the plethora of small polygons representing farm boundaries. The Buffer Zone is shown as two layers, i.e. Layer 1 and Layer 2, with the outer boundary being the full extent of the Buffer Zone relative to this Strategy.

1.3 BRIEF OVERVIEW OF THE LANDSCAPE

The MDP WHS and its Buffer Zone falls within the Maloti Drakensberg Bioregion which encompasses the Maloti Mountains in Lesotho and the Drakensberg Mountains in the Free State, KwaZulu Natal and Eastern Cape provinces in South Africa. Land tenure on the South African side includes state land in the form of protected areas, and communal land and private land which are primarily under a variety of subsistence and commercial agricultural uses respectively. Relatively small urban nodes are located within but on the periphery of the landscape.

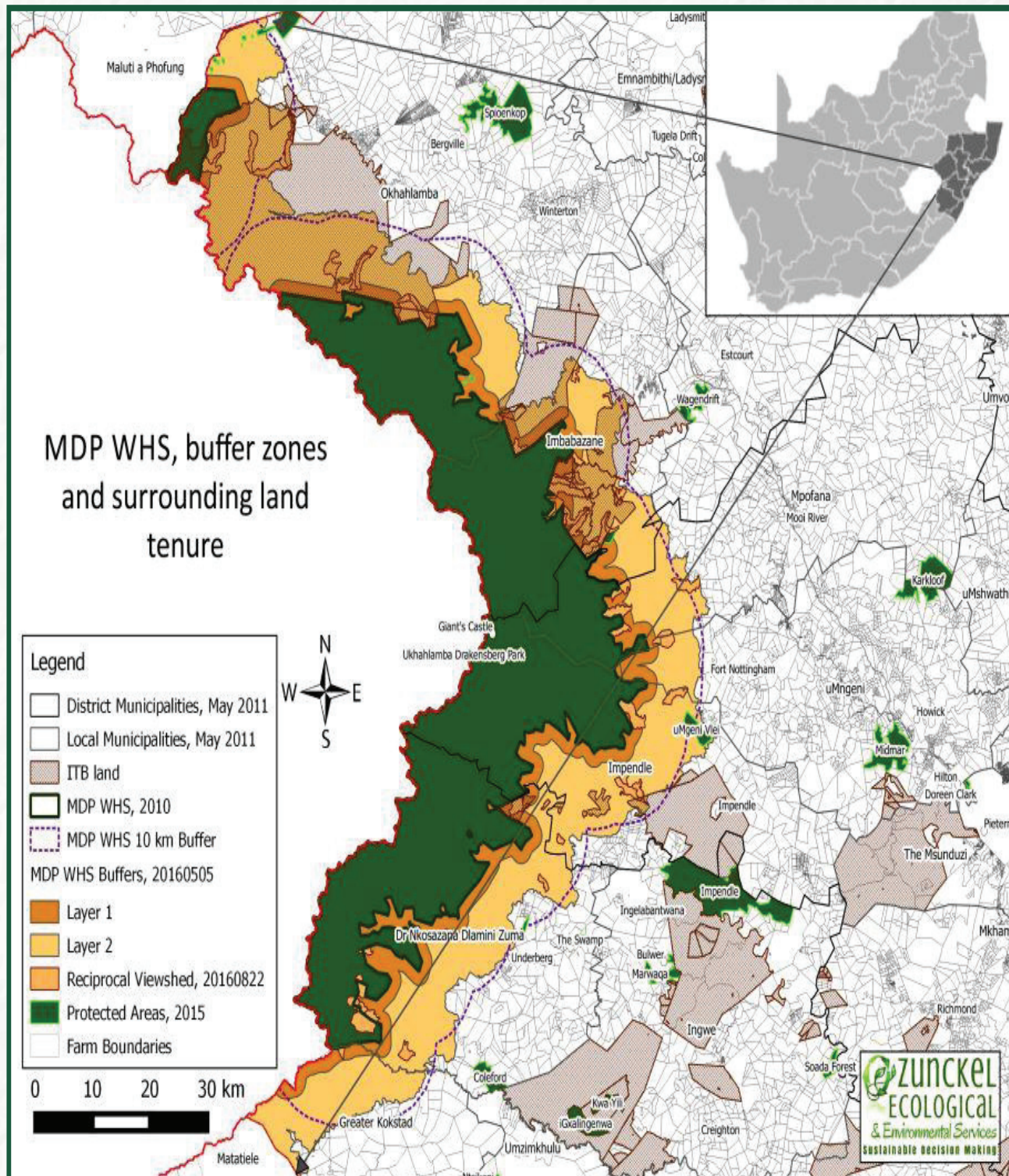
As already stated, commercial agriculture plays an important role in the economy of the landscape, including timber plantations. Tourism plays an important role with many tourism facilities being available along the length of the MDP WHS and many related activities being accommodated in both the MDP WHS and its Buffer Zone. However the socio-economic profile of the people living on communal land is in contrast to the private land areas with the former being characterised by low income levels. Consequently the negative impact of environmental issues that are prevalent in the landscape, such as infestations of invasive alien plants and soil erosion, are most keenly felt in the communal land tenure areas.

A further challenge to the integrity of the MDP WHS and its Buffer Zone is the prevalence of crime

associated with livestock theft and drug smuggling. While this has a strong transboundary aspect, it also occurs within the South African portion of the landscape. The implications of this are that it serves to frustrate efforts to address the environmental challenges which may be attributed largely to poor range and livestock management. Livestock owners and managers are not able to manage their herds in an extensive manner which increases their movement and thus their impact on the land. The use of fire as a distraction to law enforcement and conservation management officials also negates efforts to apply best practice fire management strategies.

However, despite these challenges the Management Authorities of the MDP WHS still succeed in maintaining the ecological integrity of the area and its capacity to deliver vital life supporting ecosystem services, primarily water, while conserving the many important biodiversity and cultural heritage features that are recognised as being of Outstanding Universal Value. Their capacity to continue doing this in the long-term is being compromised though through declining budget allocations and the consequent loss of capacity, and therefore the COMPACT initiative and the GEF SGP has the potential to contribute substantially to addressing some of the issues listed above and discussed in detail in the Baseline Assessment.

The site has been inscribed on the UNESCO World Heritage List for its cultural and natural heritage considered to be of outstanding value to humanity. The following link to the site description <http://whc.unesco.org/en/list/985> provides useful information in this regard.



1.4 APPROACH TO THE DEVELOPMENT OF THIS STRATEGY

The project's Inception Report and the Consultation and Scoping Report provide detail on the approach but in essence the project was implemented through a combination of desktop research and both broad and focussed stakeholder consultations. The former was achieved through two multi-stakeholder workshops while the latter was achieved through a series of focussed workshops with the Project Steering Committee and additional specialists, as well as one-on-one communications either via telephone or email. The introductory paragraphs to Section 1 above describe the series of projects outputs that were produced through this process and how they relate to each other.

In addition to the above it is important to highlight that the threat analysis, conducted as part of

the multi-stakeholder consultation process, was augmented with an ecosystem services review and comparative analysis which is the first time this has been done within the COMPACT initiative.

This process; described in detail in the Baseline Assessment, Conceptual Model and Strategy Framework Report; provided an important added dimension which has served to underpin the strategic value of the project area as well as illustrate that restoration of the Buffer Zone towards a condition similar to that in the MDP WHS, will result in the improved capacity of the area to deliver and produce vitally important life supporting ecosystem goods and services that will enhance the resilience of the livelihood strategies of affected communities.

2. SITE STRATEGY

The Site Strategy for the MDP WHS and its Buffer Zone provides an important framework for the allocation of resources; implementation of grants and other activities; and the assessment of results (UNESCO, 2014). In a highly consultative process the Site Strategy is to be subjected to regular review where the major threats, as presented in the Baseline Assessment and the Conceptual Model, are revisited together with the related

opportunities and priority actions. Building on the Conceptual Model, the Site Strategy identifies the main factors having an impact on the target condition and, in turn, to determine and prioritize specific actions that are likely to have a positive impact on conservation and/or protection of the features of outstanding universal value (UNESCO, 2014).



Figure 2: MDP WHS COMPACT 1st Multi-Stakeholder Workshop for the held at Midmar View Restaurant, KwaZulu Natal, South Africa on 3rd – 4th August 2017 – Group picture

2.1 SITE STRATEGY FRAMEWORK

In order to build a Strategy it is important to begin with a framework and this was produced as part of the preceding step and has been carried across here.

The structure of the Site Strategy Framework is based on a hierarchy of statements that begin being broad and long-term and are broken down into those that are more specific and of a shorter term nature. While the naming of the statements can differ from process to process, the COMPACT methodology (UNESCO, 2014) proposes to use a key goal and core objectives to reflect this hierarchy.

Using these as the basis for this strategy the **key goal** for the MDP WHS COMPACT Site Strategy is:

Key Goal:

The Outstanding Universal Value of the Maloti Drakensberg Park World Heritage Site is maintained through the flow and realisation of both tangible and intangible benefits to local communities as stewards of these features.

To unpack the Key Goal and provide a deeper understanding of what it is saying the following explanation is provided:

The Outstanding Universal Value (<https://whc.unesco.org/en/list/985>) has been described in detail in the Baseline Assessment Report and includes the rich natural and cultural heritage of the Park and its scenic splendour which is all recognised as being of international importance. These features represent a complex of natural systems and a landscape that produces and delivers vital life supporting goods and services that are **benefits** which **flow** in various ways to beneficiaries, but particularly to **local communities** where they are realised either **tangibly and/or intangibly**. The former include ecosystem goods such as clean water, fodder for livestock, building materials, etc., while the latter include services such as a sense of place, places of spiritual importance, tourism business and/or work

opportunities, etc. In the context of the COMPACT initiative and as these benefits serve to improve community livelihoods, their **stewardship** of the Park and its OUV will be ensured.

The Key Goal needs to be read as if one is looking back in twenty to thirty years' time and all the Strategy outcomes have been achieved. The same is true for the statements that follow in the next level of the Strategy Framework hierarchy.

The **Core Objectives** that may be drawn from the Key Goal and which relate to the features of Outstanding Universal Value are as follows:

- The threatened and endemic **biodiversity** of the MDP WHS and its Buffer Zone is conserved within the constraints and dynamics imposed by external factors such as population pressure and global climate change.
- The **cultural heritage** features of the MDP WHS and its Buffer Zone are conserved and protected while contributing to enhancing the areas spiritual significance and sense of place, as well as supporting cultural tourism opportunities.
- The **scenic splendour** of the MDP WHS and its Buffer Zone are maintained and continue to be a significant attraction for residents and visitors.
- The full suite of **ecosystem goods and services** produced and delivered by and from the MDP WHS and its Buffer Zone are maintained and enhanced as ecosystem integrity and functionality are secured.
- The resilience of **community livelihoods** is enhanced with both tangible and intangible benefits being realised from the maintenance of the MDP WHS and the restoration of its Buffer Zone.



Figure 3: MDP WHS COMPACT 1st Multi-Stakeholder Workshop for the held at Midmar View Restaurant, KwaZulu Natal, South Africa on 3rd – 4th August 2017 – group discussions

2.2 RESULTS FRAMEWORK

It is reiterated here that the MDP WHS COMPACT Site Strategy has been developed through a process of intensive stakeholder and role player engagement, with particular reference to the gathering of information and the threat analysis used to inform the baseline assessment. Stakeholders involved in the strategy development process included civil society organisations, provincial and local government, traditional leaders, academia, local community and private sector representatives. Members of MDTP National Coordinating Committee (NCC), GEF SGP National Steering Committee (NSC), the UDP Local Board as well as the MDTP Biodiversity and Protected Areas Working Group were consulted during the development of the strategy.

It is important that the strategy be reviewed and updated on a regular basis at a frequency of no less than every five years. While it is likely that the Key Goal and Core Objectives will not change substantially, the finer detail of the Results Framework may well need to change based on

progress made. It will be important that the review process include all the stakeholders and role players involved in the compilation of the strategy.

The Strategy Framework is further developed on the basis of a Results Framework which includes the impacts, outcomes, outputs and activities necessary to achieve the Key Goal and Core Objectives discussed above. Based on UNDP (2009) the components of the Results Framework are defined below but have been adapted to reflect the Outstanding Universal Value of the MDP WHS:

- **Impacts:** Actual or intended changes in human development as measured by people's well-being, enhanced ecosystem functionality and integrity, conservation of associated biodiversity and protection of cultural heritage features and scenic splendour.
- **Outcomes:** The short-term and medium-term effects of an intervention's outputs; change in development conditions.

- **Outputs:** The products, capital goods and services that result from development interventions.
- **Activities:** Actions taken through which inputs are mobilized to produce specific outputs.

Given that these have a social developmental focus it is necessary to recognise the biodiversity and cultural heritage aspects of the MDP WHS and the need for the COMPACT Site Strategy to impact on these as well. Therefore the definitions provided above must be seen as examples to guide the readers understanding of the strategy and the results framework.

The Results Framework is captured in Table 1 where the Core Objectives listed in Sub-section 2.1 have been inserted as the Desired Impacts of the strategy and have divide the Framework accordingly. There are however duplications within the Framework and activities listed within one Desired Impact, can be appropriate to another. Listing of these duplications has been avoided where possible but they do occur and this should not be seen as a weakness, but rather as underlining the strategic linkages within the Framework.



© Ezemvelo KZN Wildlife

Figure 4: MDP WHS COMPACT 2nd Multi-Stakeholder Workshop for the held at Midmar View Restaurant, KwaZulu Natal, South Africa on 18th September 2017

Table 1: Maloti-Drakensberg Park World Heritage Site COMPACT Site Strategy Results Framework structured according to its Core Objectives.

OUTCOMES	OUTPUTS	INDICATORS OF ACHIEVEMENT	ACTIVITIES
The threatened and endemic biodiversity of the MDP WHS and its Buffer Zone is conserved within the constraints and dynamics imposed by external factors such population pressure and global climate change.			
Medicinal plants are harvested within sustainable limits, including controlled access into the Park.	Traditional healers subscribe to the control mechanisms and commercial collections for urban centre markets are prohibited.	Relevant control measures developed and implemented and reduced incidence of illegal harvesting. The conservation of threatened species is improved.	Development and implementation of relevant control measures (e.g. permit systems) within existing legal frameworks and traditional law and the building of institutional capacity for enforcement within these structure.
		Number of local people considered to have sufficient capacity to fulfil the role of a community field ranger as per EKZNW assessment.	Training, equipping and deployment of community field rangers to enforce local control measures.
		Number of relevant awareness campaigns and materials developed and the numbers of participants/traditional healers reached.	Development and implementation of relevant awareness and education campaigns for the communities in general and specifically for the Traditional Healers and gatherers and relevant law enforcement agencies such as the SAPS.
		Number of medicinal plant nurseries established.	The establishment of medicinal plant nurseries in collaboration with traditional healers.
		Robust baseline and M&E strategies providing relevant data.	Implementation of research projects to determine a baseline for medicinal plant harvesting and M&E strategies for tracking utilisation.
Rangeland condition improves with decrease in areas infested by IAPs and impacted by soil erosion.	Local community livestock owners adopt and implement the grazing management plans and improved livelihoods for local communities through household level income generated from the Meat Naturally and/or similar initiative.	Number of grazing management plans developed and operational. Extent (hectares) of degraded rangelands restored. Number of livestock owners and other community members participating in the Meat Naturally and/or similar initiative.	Design and implement community beneficiation initiatives similar to the Meat Naturally initiative promoting production and selling of grass-fed beef, and income generation for local communities.
	Hectares of IAP infestations decrease with well managed woodlots established.	The extent (hectares) to which IAP infestation is limited, controlled and contained within woodlots.	Design and implement beneficiation projects related to the use of invasive alien plants and their management as an important source of fuel and building material.
		Areas infested with IAPs reduced and investments made into the clearing of IAP infestations with associated improvements in water quantity and quality.	Support for the application for and implementation of Working for Water projects or similar sources of funding, but only as seed funding.
	Reduction in the number of arson fires started and the areas burnt annually.	Number of local people considered to have sufficient capacity to fulfil the role of a community field ranger as per EKZNW assessment.	Training, equipping and deployment of community field rangers in the early detection and fighting of fires.

OUTCOMES	OUTPUTS	INDICATORS OF ACHIEVEMENT	ACTIVITIES
	Reduction in fire related losses experienced and an improvement in the implementation of fire management strategies aimed at limiting the area burnt annually to 30%.	Number of Working on Fire or similar projects implemented in the area and the number of related local structures impacted on.	Support for the application and implementation of Working on Fire projects, and/or similar funding sources, as seed funding, including the institutional strengthening of local Fire Protection Associations (FPAs), Local Disaster Management and Fire and Rescue for Local Municipalities.
		The number of awareness raising campaigns and related material produced and the number of community members reached.	Development and implementation of awareness campaigns for the communities in general as this relates to the control of fire.
Populations of wildlife species related to human/wildlife conflict incidents are conserved.	Incidence of human/wildlife conflict is reduced.	Relevant control measures developed and number of TAs with capacity to implement and enforce.	Development and implementation of control measures by the Traditional Authorities related to the control and management of wildlife/ human conflict, e.g. permit system.
	Levels of tolerance towards wildlife increased.	Number of relevant awareness campaigns and materials developed and the numbers of participants reached per campaign.	Development and implementation of awareness campaigns.
		The types of crops and cultivated areas protected by fencing projects.	The fencing in and protection of crops and crop land from wildlife.
	The cultural heritage features of the MDP WHS and its Buffer Zone are conserved and protected while contributing to enhancing the areas spiritual significance and sense of place, as well as supporting cultural tourism opportunities.		
Rock art sites in the MDP WHS and the Buffer Zone are protected from fire and vandalism	Arson fires and acts of vandalism that damage rock art sites are significantly reduced.	The number of community members trained according to Amafa requirements for the protection of cultural heritage sites from fire damage, and the number of arson fires and acts of vandalism detected and dealt with.	Training, equipping and deployment of community field rangers in the early detection and fighting of fires.
		Number of Working on Fire and similar projects implemented in the area and the number of FPAs impacted on.	Support for the application for and implementation of projects related to the DEA NRM Working on Fire programme and similar projects, but only as seed funding.
		The number of rock art monitoring groups established and capacitated.	Revitalise and sustain the Rock Art Monitoring Groups of the AmaNgwane and AmaZizi and replicate these in other areas.
The richness and value of the oral history of the area is maintained.	Increased appreciation for cultural heritage amongst communities and visitors and the features are safe guarded.	Number of relevant awareness campaigns and materials developed and the numbers of participants reached.	Development and implementation of cultural heritage awareness and education campaigns for the communities in general.
		Additional inventories of as yet undocumented cultural heritage features e.g. eco-cultural mapping exercise.	Create an opportunity for communities to identify sites of cultural heritage significance and integrate outcomes into the awareness raising activities.

OUTCOMES	OUTPUTS	INDICATORS OF ACHIEVEMENT	ACTIVITIES
		Number of cultural heritage related tourism projects.	Development and implementation of sustainable tourism projects with a cultural heritage focus.
		Numbers of youth contributing to community-based projects.	Develop and implement projects with Traditional Authorities to promote the concept of “Amabutho” where youth are encouraged to volunteer their time for community-based contributions related to cultural heritage.
The scenic splendour of the MDP WHS and its Buffer Zone are maintained and continue to be a significant attraction for local, national and international visitors.			
Developmental decision-making is consistent with the objectives of the MDP WHS Buffer Zone policy.	Development decision-making processes, both pro and reactive, are characterised by good relationships between TAs and Local Govt. officials, as well as the application of sustainability principles.	Number of events facilitated and the number of participants attending.	Facilitate processes/events designed to build relationships between Traditional Leaders and Local Governments and build their awareness of the MDP WHS OUV.
		Evidence of civil society contributions to the mainstreaming process (workshop proceedings, minutes, etc).	Empower civil society to contribute to the mainstreaming of the Buffer Zone Policy into Local Government planning and decision-making processes.
	Increasing realisation of the value of the scenic splendour of the area in supporting local livelihood strategies through tourism.	Number of projects implemented and the number of local community members employed and occupied by these.	Identify and implement sustainable tourism projects within the area as a whole (see Sustainable Tourism Strategy and the concept plan “Landscape of the Ancestors”).
The full suite of ecosystem goods and services produced and delivered by and from the MDP WHS and its Buffer Zone are maintained and enhanced as ecosystem integrity and functionality are secured.			
The strategic importance of the MDP WHS and its Buffer Zone as a water factory becomes deeply entrenched with local, provincial and national decision-makers.	Increased community appreciation for CBNRM underpinning the production and delivery of ecosystem goods and services.	Number of CBOs established to implement ecosystem restoration projects related to soil erosion control and prevention.	Revitalise and sustain the Donga Reclamation Groups of the AmaNgwane and AmaZizi and replicate these in other areas Support environmental education and awareness projects
		Total investment secured from WfW and similar projects, number of projects and areas cleared of IAPs.	Support for the application for and implementation of Working for Water or similar projects as seed funding.
		Number of scientifically determined controlled fires implemented as a range management tool increases.	Support for the application for and implementation of funding and projects through the Working on Fire programme, but as seed funding.
		Number of degraded and drained wetlands restored.	Support for the application for and implementation of funding and projects through the Working for Wetlands programme, but only as seed funding.
The resilience of community livelihoods is enhanced with both tangible and intangible benefits being realised from the maintenance of the MDP WHS and the restoration of its Buffer Zone.			

OUTCOMES	OUTPUTS	INDICATORS OF ACHIEVEMENT	ACTIVITIES
Tourism investment and visitor confidence in the area increases with related knock-on impacts to the local economy and livelihoods.	The incidents of attacks on tourists no longer occur.	Number of local community members trained, equipped and deployed in this capacity.	Training, equipping and deployment of community field rangers in the provision of security for tourists.
	Incidents of cross-border and local crime in the area decrease substantially.	The number of projects directly related to the implementation and furthering of the objectives of the Bi-lateral Security Strategy.	Use the Bi-lateral Security Strategy as a basis from which to identify and implement projects that relate to enhanced safety and security of residents and visitors.
Community well-being and resilience enhanced.	Enhanced community resilience in relation to food security and crafts.	Number of sustainable community food security projects established.	Identify and implement projects related to enhancing community-based food security, e.g. permaculture projects, bee keeping, etc. which take climate change projections into account.
		Number of crafters and sustainable craft markets supported.	Support to existing crafters and craft markets, and new and emerging initiatives.
		Number of community members trained in entrepreneurial skills and the number of enterprises established and/or strengthened.	Develop and implement entrepreneurial capacity development projects.
	Reduced reliance on biomass for energy and improved health related to reduced smoke inhalation.	Number of households using renewable energy technologies in the communities.	Identify and implement projects related to the provision of affordable renewable energy solutions to communities such as solar lighting and fuel-efficient cooking and heating.
	Improved and enhanced water supply for human and livestock consumption.	Number of households using rain water tanks.	Develop and implement rain water harvesting projects for human consumption.
		Number of livestock watering projects implemented.	Develop and implement projects related to the provision of water for livestock.
Private and communal land under conservation management is increased with improved capacity to deliver vital life supporting ecosystem services.	Enhanced conservation importance of AmaNgwane and AmaZizi land secures support from relevant local, provincial and national partners for the implementation of their conservation management plans.	AmaNgwane and AmaZizi Community Nature Reserves declared and Stewardship and Conservation Management Agreements signed.	Facilitate the finalisation of the KZN Biodiversity Stewardship process for the AmaNgwane and AmaZizi.
	Enhanced conservation importance of private and communal land secures support from relevant local, provincial and national partners for implementation of conservation management plans.	Increase in hectares of land under Stewardship and Conservation Management Agreements.	Identify and implement KZN Biodiversity Stewardship projects with affected communities on both communal and private land, throughout the Buffer Zone.

2.3 USING THE STRATEGY TO CALL FOR PROJECT PROPOSALS

In putting out calls for project proposals it is recommended that the over-arching long-term statements presented in the Strategy Framework in Section 2.1 and the detail provided in Table 1 be used as a point of departure and as important information to include in the call. Prospective applicants should then be guided to identify the Core Objective they wish to position their application within and the specific Activity related to their project proposal. Applicants must be made aware of the US\$50,000 limit per project as this will provide guidance in terms of the scope, both spatially and temporarily, and which will allow for many similar projects to emerge for specific Activities but across the length of the Buffer Zone.

In the absence of any form of prioritisation it is recommended that adjudication of project applications should ensure a wide spread across the Strategy's Core Objectives and Activities. In this way it will be more likely that the positive impacts of increased community stewardship towards the Park, and their own natural and cultural resources in the Buffer Zone, will be realised.

Further detail as to the Call for Projects and the adjudication of project applications will need to be developed by the structures that are put in place to implement this Strategy as discussed in the following Section. However, the following considerations and overarching principles will be applicable and must be acknowledged by applicants:

- Funding will only be allocated to NGOs, CBOs and research institutions supporting community projects.
- Stakeholder communities as beneficiaries must be involved in project design, implementation and monitoring.
- The dissemination of knowledge, lessons learned and good practices gained through

the implementation of the project is a required output, particularly with members of affected communities, as is the integration of indigenous knowledge into projects. Existing platforms should be used as avenues for the dissemination of knowledge, etc.

- Gender and youth empowerment must be integrated into the project design and implementation.
- Project sustainability and replicability must be integrated into the project design. This is particularly relevant to the funding that may be sought from the DEA NRM programmes. These interventions are not sustainable on their own and must be integrated into project designs which use them for seed funding to launch projects that have the capacity to be sustainable.
- The development of institutional capacity at the community level, either directly or through partnerships between established NGOs and emerging CBOs, is a required output.
- Projects must fit within the context and framework of the Buffer Zone Policy and must carry the endorsement of a credible and relevant local authority such as a Traditional Council or Local Municipality.
- Projects must seek to work synergistically with other initiatives, particularly considering that they will be relatively small projects of short duration and their accumulative impact will be what helps to achieve the Core Objectives and Key Goal.

While the geographic focus of the strategy is the MDP WHS and its Buffer Zone, funding applications for projects that fall outside this area but which will help to achieve the Key Goal, will be considered.



© Ezemvelo KZN Wildlife

Figure 5: MDP WHS COMPACT Validation workshop for the held at Midmar View Restaurant, KwaZulu Natal, South Africa on 27th September 2017

3. MODALITIES FOR IMPLEMENTATION

The over-arching principles relating to the modalities for implementation of this Strategy and associated projects are the need for them to operate in a decentralized, democratic and transparent manner (UNESCO, 2014). In order to achieve decentralisation it is recommended that as much responsibility as possible be delegated to the Site level, acknowledging that national and even bi-lateral oversight is necessary. The necessary

structures and positions need to be established and filled according to democratic best practice and operated to achieve, not only transparency, but also openness, honesty and accountability. UNESCO (2014) provides clear direction as to the modalities for implementation and this has been used to guide the discussion below while local context has been included to provide specific recommendations.

3.1 LOCAL COORDINATOR

The Local Coordinator is responsible for the planning and implementation of the Site Strategy, serving as a key link between the affected communities, the stakeholders and role players, and the COMPACT decision-making structures. The Local Coordinator manages the small grants portfolio for the MDP WHS COMPACT Site Strategy and, in addition, leads in a variety of related capacity-building activities. Once this Strategy has been adopted and the oversight structures have been established, it

will be possible for a procurement process to be launched to secure a suitably qualified person to fill this position. The successful candidate will be based at the uKhahlamba Regional Office of EKZNW and will answer to the Manager of the MDP WHS.

It should be noted that it will not be possible for the responsibility of local coordination to be integrated into the job description of an existing position within the Management

Authority. The reasons being that EKZNW have been unable to fill vacated positions and therefore existing staff are already carrying additional responsibilities. The risk would then be that the strategy could get 'lost' and not be given the required level of attention. It is therefore recommended that the above call for an individual to be procured as an addition to the Management Authority be followed through and that funding for this position be secured from the GEF SGP or other sources.

Some of the key requirements for this candidate are as follows:

- A relevant qualification that covers natural resource management, although knowledge of cultural heritage management will be an advantage;
- At least five years of Community-based Natural Resource Management (CBNRM) working experience, preferable in mountain ecosystems;
- A high degree of knowledge of the local, national and international context;
- The ability to work with different actors in an atmosphere of fairness and neutrality and the ability to build and maintain trust with and between them;
- The ability to facilitate multi-stakeholder processes and participation;
- A proven track record of project management inclusive of implementation tracking, monitoring and evaluation and progress reporting;
- An understanding of the principles of active adaptive management and evidence of their application; and
- A proven track record of managing programme finances inclusive of budgeting, procurement and expenditure tracking.
- Knowledge and experience of the World Heritage Convention will be an added advantage.

It would be important to revisit these criteria based on the evolving context within which the strategy is being implemented.

3.2 LOCAL CONSULTATIVE BODY

The Local Consultative Body (LCB) helps to ensure that dialogue, coordination and consensus building takes place among key stakeholders at the level of the protected area. In regards to the MDP WHS it is recommended that two LCBs are established to represent Lesotho and South Africa respectively. This is in recognition and respect of the different socio-economic, political, legal and policy settings of each country and that oversight responsibility is best placed separately within these. The LCBs also make recommendations on grant proposals to the SGP National Steering Committee and represent a set of key stakeholders in the landscape. Although it will be necessary to keep the LCB as small as possible in the interests of efficiencies, it is recommended that the stakeholder data provided in the Baseline Assessment Report be used to guide the process of securing members that represent all relevant sectors including government, civil society and the private sector. In addition it is recommended that stakeholder groupings listed in this data base are approached and asked to provide nominations, which may or may not include members of the existing local board.

According to UNESCO (2014) the characteristics of the LCB are as follows:

- **Representative of the diverse actors concerned with the site and surrounding landscape** – The LCB might include representatives of the local protected area management authorities, the leadership of local communities, NGOs active in the region, local research institutions, local government, the private sector, as well as donors.
- **Voluntary** – It is important that members serve on a voluntary basis, without expectation of compensation, although disbursement costs will be covered.
- **Independent** – Members should serve in their capacity as individuals, or as representatives of a community, organization or business, but not as representatives of a political or administrative entity.
- **Active** – Members should be prepared to be actively involved beyond simply attending periodic meetings. In the case of COMPACT,

members of the LCBs have become actively engaged in project review, site monitoring, capacity-building workshops and exchanges, and many serve as mentors to community groups.

- **Long-standing** – The consistency ensured by a long-term structure is important. At the same time, the membership should change regularly, according to fixed terms of service, in order to bring in fresh perspectives.

From a South African perspective it is recognised that the MDP WHS has followed a democratic process/es and has appointed a Local Board which includes representatives of the affected communities living adjacent to the Park and within the Buffer Zone. It is possible that these members may be prepared to carry this community representation through to the LCB, accepting the criteria listed above. If so, they will have to be democratically nominated; but if not, then alternative community representatives will have to be sought. In terms of the rest of the stakeholders and role players needed to serve on the LCB, the lists provided in the preceding two

reports should be used as points of reference from which stakeholder groupings may be invited to nominate representatives to serve on the LCB. Note that these lists include private sector and research institution representation, as well as representation from the Free State and Eastern Cape.

A letter of invitation which clearly outlines the objectives of the GEF SGP and the MDP WHS COMPACT Site Strategy, as well as the criteria for participation, should be collaboratively compiled and sent by the MDP WHS Management Authority and the GEF SGP representative to all the stakeholder and role player groupings. The invitation should request them to nominate a representative/s and to submit an application inclusive of a motivation as to why their nomination is suited to serve and a signed commitment to do so according to the criteria of membership listed above. All applications will then need to be subjected to a selection process and successful candidates notified. Thereafter it would be appropriate to launch the programme for the MDP WHS where LCB members may be formally inaugurated and their commitment acknowledged.

3.3 COMPACT CORE TEAM

It is recommended that the core team responsible for overseeing the development of the Strategy be kept in place to provide overall guidance and oversee implementation. This team consisted of the UNDP GEF SGP National Coordinator, the Manager for the UDP WHS and the Conservation Specialist

from the MDTP. As each of these representatives will appear at the national and/or bi-lateral levels of coordination, it will not be necessary to create an additional level of project oversight, but simply to recognise the value they will add as a result of their involvement in the development of the Strategy.

3.4 NATIONAL STEERING COMMITTEE

According to UNESCO (2014) the National Steering Committee (NSC) is part of the SGP structure in each of the countries where it operates. It is a

multi-stakeholder body operating at national level and responsible for final decisions regarding small grants financed by the GEF.

3.5 BI-LATERAL COORDINATION

Similarly to the above discussion, the MDTP has a bi-lateral structure constituted on the basis of the Bi-lateral Memorandum of Understanding that brought the MDTP into existence. To avoid duplicating structures, it is recommended that the MDTP's Bi-lateral Coordinating Committee serves the role of bi-lateral coordination of the transboundary projects within the MDP WHS COMPACT initiative.

This structure and its responsibilities will however be subject to the outcome of the process that seeks to integrate the Lesotho and South African COMPACT Site Strategies, which is set to follow their respective adoptions. The COMPACT initiative will be represented at the bi-lateral level by the two Park Managers.

3.6 PROJECT-SPECIFIC IMPLEMENTATION STRUCTURES

Each project that is identified, selected and implemented within the scope of this Strategy would need to have an implementation structure in place which operates according to the overarching principles discussed in the introduction to this Section, as well as those relevant to the LCB. The structure would need to be representative of the stakeholders and role players involved in implementation as well as those who stand to

benefit by it. The NGOs or CBOs who receive the GEF Small Grants for project implementation need to take responsibility for establishing and managing these structures as well as meeting the project management requirements of progress tracking and reporting as well as monitoring and evaluation within a broader M&E framework provided by the Local Coordinator.

3.7 SUMMARY OF MODALITIES FOR IMPLEMENTATION

The recommendations in terms of modalities for implementation discussed above are summarised in the illustration in Figure 6.

Figure 6: An illustration of the recommended structures for implementation of the MDP WHS COMPACT Site Strategy.



4. FINANCIAL SUSTAINABILITY

It is important for all who are involved in the implementation and overseeing of this COMPACT Strategy to keep this aspect in the forefront of their minds and to work towards securing financial sustainability. This is relevant to individual projects implemented within the Strategy, as well as for the Strategy as a whole. Reference has been made to this in numerous places in the Results Framework so it is a theme that is already well entrenched, however some specific guidance in this regard is provided here to support the Strategy.

Much has been written about this challenging aspect with UNESCO (2014)¹ providing some guidance in relation to the leveraging of additional grant funding but also making suggestions in regard to more market based instruments such as Payment for Ecosystem Services. Emerton et al

(2006)² provide a thorough review of the situation in regards to the financing of protected areas in their IUCN Best Practice publication “Sustainable Financing of Protected Areas: A global review of challenges and options.” Here they provide insight into the concept of financial sustainability and then follow this up with specific guidance as this relates to sources of donor funding, moving through to market based instruments.

More recently and with specific reference to transboundary conservation areas, the work of Vasiljević et al (2015)³ and Zunckel (2014) cautions against the tendency for these types of initiatives to become donor dependent and that within the context of the Southern African Development Community (SADC) this has caused transboundary

conservation initiatives to falter and even fail with significant ramifications in regard to the credibility of the initiatives and those involved in driving them. To counteract this tendency they encourage an ecosystem services review approach whereby it is possible to position the area within its socio-economic context and secure support through a variety of market-based mechanisms that relate to the sustained delivery of ecosystem goods and services.

As far as the MDP WHS is concerned a substantial amount of work has already been done in this regard and may be applied in efforts to secure financial sustainability. Firstly work was commissioned by the MDTP during the initial five year implementation phase which investigated the feasibility of using payments for watershed services as a mechanism to secure sustainable financing (MDTP, 2007). It is recommended that the lessons learned from this and subsequent work (SANBI, 2012 and 2013) be applied in order to entrench the value of the Park in the minds of key decision-makers at national, provincial and local government levels. In this way it may be possible to ensure that on-going and incremental funding support is secured, together with market-based mechanisms that may be used to generate an income stream. A study carried out to Identify Incentives to secure the Buffer Zone of the UDP WHS (UDM, 2010) provides very specific

recommendations on a range of opportunities that relate to community livelihoods and these are captured in the form of an action plan with specific tasks which collectively would work towards adding value to communal and commercial farming, human settlements and conservation actions on both communal and private land.

Lastly a significant body of work was carried out by the Institute for Natural Resources (INR) as part of an international effort known as "Afromaison"⁴ which looked at the selection and design of economic instruments that may be used to incentivise integrated natural resource management. Importantly the upper uThukela was selected as the case study area for this work and it was carried out in parallel with the Integrated Development Plan that was being compiled for the uThukela District Municipality (Afromaison, 2013). While this project has long since being completed the Afromaison website and its resources remain available and specifically the tools that were developed to identify and design appropriate economic instruments⁵. It is highly recommended that both this and the economic incentive work done for the Buffer Zone (UMD, 2010) be used to secure the financial sustainability of this Strategy.

5. CONCLUDING REMARKS RELATED TO SYNERGIES AND RISKS

The fact that the MDP WHS and its Buffer Zone straddle national, provincial, local government, traditional authority and institutional borders and boundaries, means that in order to manage it well, both the SNP and UDP Management Authorities have had to facilitate and work towards synergies across these. In addition to this many stakeholders, through established NGOs and emerging CBOs, have demonstrated their appreciation for the Outstanding Universal Value of the Park and the natural and cultural resources within the Buffer Zone and have initiated, facilitated and implemented many projects over the last few decades. The institutional structures are present and the institutional memory is rich, providing fertile ground for implementation of this Strategy.

There was a time during the initial implementation phase of the MDTP, and for some time thereafter that, where "Synergy Meetings" were held with

all the groupings involved in natural and cultural resource management projects in the northern KZN Drakensberg, and the communal areas under the jurisdiction of the AmaNgwane and AmaZizi Traditional Authorities. While this in itself is an encouraging fact, more importantly to this Strategy is that these meetings were facilitated by the NGO sector. It is therefore highly likely that the MDP WHS COMPACT Site Strategy will find favour and be implemented successfully.

However it is essential that the COMPACT initiative and the GEF SGP be aware of the risks inherent in the landscape. A list of some of the most apparent of these is provided Table 2 in no order of priority but according to natural, socio-economic and local political dynamics. These may be used by the GEF SGP to further assess the relevance and quality of project applications.

Table 2: Risk management strategy

RISK	MANAGEMENT STRATEGY
NATURAL	
Climate change projected increase in woody vegetation exacerbates IAP infestations ¹ .	Ensure project related to IAP control consider this implication.
Extent and rate of IAP infestations precludes eradication as an option for projects thus limiting them to control and emphasising the need for restoration of ecosystems.	As above
SOCIO-ECONOMIC	
Improvements in the income of livestock owners may be spent on the acquisition of more livestock thus exacerbating range management challenges and negating any gains made.	Levels of sustainable livestock numbers must be negotiated and agreed to as part of project design (see http://whc.unesco.org/en/news/1482/ for examples of grazing pressure reduction strategies). Ways of introducing a diversity of livelihood options must also be sought.
The prevalence of cross border and local crime can impact on the effectiveness of the Strategy.	Projects designed to address this must be priorities while others must integrate consideration of this dynamic into their design.
Decreasing financial capacity of the UDP WHS Management Authority as well as capacity limitations within NGOs and emerging CBOs is generating a donor-dependency.	Innovative sustainability strategies must be built into project designs while projects must also be sought to address this need specifically.
Implementation of this strategy across the international border with Lesotho may be frustrated by differences in language, culture, legal and policy frameworks and capacity.	Projects that are to be implemented as transboundary projects must build on the lessons learned from the MDTP and the joint management of the MDP WHS.
POLITICAL	
Communal land is legally under the jurisdiction of the Ingonyama Trust Board but Traditional Authorities generally dispute this and the ITB lack capacity to honour their legal obligations to the TAs.	Projects to be implemented on communal land and/or in partnership with the TAs must demonstrate endorsement from the ITB at least, or have them included as partners in implementation.
Local political processes through the Local and District Municipalities may be in conflict with TAs and vice versa.	Projects must demonstrate relevant endorsement and applicants must be encouraged to submit project applications aimed at addressing this conflict.

6. REFERENCES

Afromaison (2013). Africa at a Meso-scale: Adaptive and Integrated Tools and Strategies for Natural Resource Management: South African Case Study. http://afromaison.net/images/Study_cases/south%20africa%20case%20study.pdf.

Department of Environmental Affairs (DEA) (2014). SIP 19: Ecological Infrastructure for Water Security. Minister's Approved Draft for Submission to the Presidential Infrastructure Coordinating Commission, Revision 6.1, Friday 31 October 2014.

Emerton, L., Bishop, J. and Thomas, L. (2006). Sustainable Financing of Protected Areas: A global review of challenges and options. IUCN, Gland, Switzerland and Cambridge, UK. x + 97pp.

Ezemvelo KZN Wildlife (EKZNW) (2016). Proposed World Heritage Site Buffer Policy. Unpublished draft document compiled by Ezemvelo KZN Wildlife, Pietermaritzburg, South Africa and dated March 2016.

Forster C, Mthimkhulu O, Kiepiel J. and Rushworth I. (2007). An approach to the identification and establishment of a Buffer Zone to the uKhahlamba Drakensberg Park World Heritage Site. Development Management Services and Ezemvelo KZN Wildlife, Pietermaritzburg.

International Union for the Conservation of Nature (IUCN) (2008). Management Planning for Natural World Heritage Properties: A Resource Manual for Practitioners. IUCN World Heritage Studies, No. 5. IUCN Programme on Protected Areas, Rue Mauverney 28, CH-1196 Gland, Switzerland.

Maloti-Drakensberg Transfrontier Project (MDTP) (2007). Payment for Ecosystem Services: Developing an Ecosystem Services Trading Model for the Mnweni/Cathedral Peak and Eastern Cape Drakensberg Areas. Mander (Ed) INR Report IR281. Development Bank of Southern Africa, Department of Water Affairs and Forestry, Department of Environment Affairs and Tourism, Ezemvelo KZN Wildlife, South Africa.

SANBI (South African National Biodiversity Institute) (2012). Supply Chain Management for PES in the Upper

uThukela and Umzimvubu Catchments – PES Brokerage in the Upper uThukela. Report compiled by K. Zunckel of Zunckel Ecological and Environmental Services, May 2012, SANBI's National Grasslands Biodiversity Programme, Pretoria, South Africa.

SANBI (South African National Biodiversity Institute) (2013). Supply Chain Management for PES in the Upper uThukela and Umzimvubu Catchments – Investments into Ecological Infrastructure in The Greater uMngeni River Catchment. Report compiled by K. Zunckel of Zunckel Ecological and Environmental Services, July 2013, SANBI's National Grasslands Biodiversity Programme, Pretoria, South Africa.

United Nations Development Programme (UNDP) (2009). Handbook on Planning, Monitoring and Evaluating for Development Results. United Nations Development Programme, One United Nations Plaza, New York, NY 10017, USA.

United Nations Educational, Scientific and Cultural Organization (UNESCO) (2014). Engaging Local Communities in Stewardship of World Heritage: A methodology based on the COMPACT experience. Published in 2014 by the United Nations Educational, Scientific and Cultural Organization, 7, place de Fontenoy, 75352 Paris 07 SP, France.

uThukela District Municipality (UDM) (2010). Study to Identify Incentives to Secure the Buffer Zone of the uKhahlamba Drakensberg Park World Heritage Site. Report compiled by Golder Associates Africa, Report No.: 12505-9244-1, dated August 2010.

Vasilijević, M., Zunckel, K., McKinney, M., Erg, B., Schoon, M., Rosen Michel, T. (2015). Transboundary Conservation: A systematic and integrated approach. Best Practice Protected Area Guidelines Series No. 23, Gland, Switzerland: IUCN. xii + 107 pp.

Zunckel, K (2014). Southern African Development Community Transfrontier Conservation Guidelines: The establishment and development of TFCA initiatives between SADC Member States. The Secretariat for SADC Directorate for Food, Agriculture and Natural Resources, Gaborone, Botswana.

Photo Credit

Cover picture: *The road into the Mnweni Valley in the AmaNgwane Traditional Authority Area, Northern KZN Drakensberg* by Kevan Zunckel

Partner Websites

UNESCO World Heritage Sites: <https://whc.unesco.org/en/list/985>

UNDP GEF Small Grants Programme: www.sgp.undp.org

Ezemvelo KwaZulu Natal Wildlife: <https://www.ekznw.co.za/>

