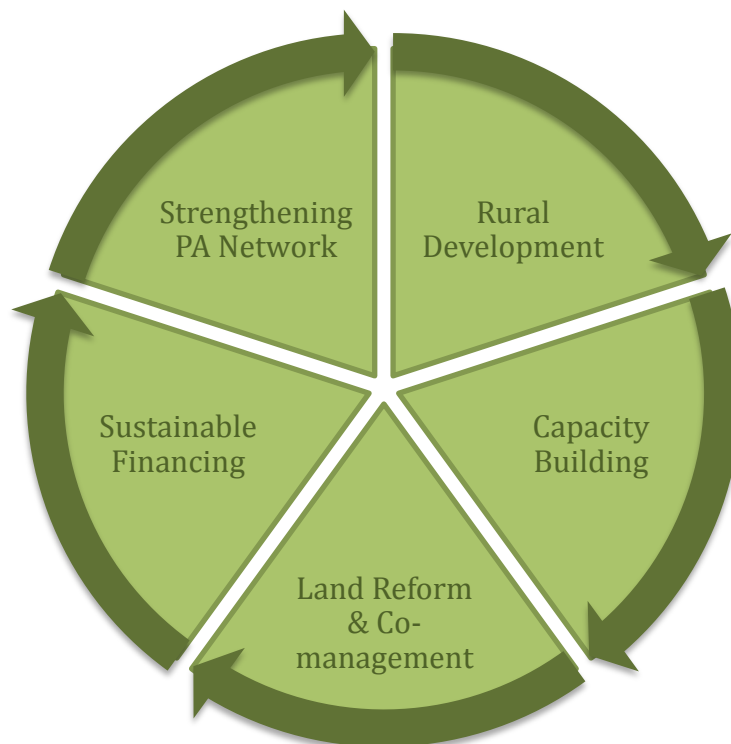




1 THEMATIC DISCUSSIONS

Five thematic areas were identified as being critical to the success of People and Parks Programmes. These themes were expanded from the thematic areas identified in Mafikeng (2008) in an attempt to include a broader range of issues affecting the future co-management of protected areas.

1. Strengthening the protected area network.
2. Rural development in the context of protected areas.
3. Land reform and co-management of protected areas.
4. Capacity building, awareness and education for co-management.
5. Sustainable financing mechanisms and partnerships for conservation.



Conference delegates separated into groups to discuss these thematic areas in more detail. The discussion groups were representative of a range of People and Parks stakeholders, including community representatives and government officials from all provinces, members of Cabinet (Deputy Minister), members of the KZN Provincial Legislature and representatives from non-governmental organizations and international organizations.



These parallel sessions focused on unpacking what has worked, what has not worked, and what actions need to be taken to find a way forward for each thematic area. Discussions were wide ranging, including individual experiences and broader learning's. These discussions were then summarized and presented to the rest of the delegates on the final day of the conference. These actions make up the beginning of the framework for a plan of action for the People and Parks Programme 2010.

1.1 Strengthening the protected area network

The protected area estate includes all areas recognized by the National Environmental Management: Protected Areas Act (Act 57 of 2003). The management of this estate by government agencies and communities is critical to the health of South Africa's biodiversity heritage and natural resource wealth, and thus forms the context for all People and Parks Programmes. Strengthening the protected area network is crucial to strengthening People and Parks Programmes.

The Protected Areas Act (Act 57 of 2003) recognises a wide range of land use areas as 'protected areas', including special nature reserves; national parks; nature reserves; World Heritage Sites; marine protected areas; specially protected forest areas, forest nature reserves and forest wilderness areas (declared under the National Forest Act); and mountain catchment areas (Mountain Catchment Areas Act).

Strengthening the protected area network means both improving the management effectiveness of protected area management authorities, and expanding the protected area estate. The recent Management Effectiveness Tracking Tool (METT) indicates that South African management authorities have an overall management effective score of only 49%. This is below international and continental standards, and indicates that there is room for growth and improvement within the existing system.

With regard to expanding the protected area estate a National Protected Areas Expansion Strategy (NPAES) was developed in 2008. South Africa currently in the NPAES has 6.2% of our land area under conservation. However, this target has been expanded to 12% of land to adequately cover a representative sample of its biodiversity. This target will cover the 10% international target for terrestrial biodiversity cover.

Climate Change has also introduced important dynamics into the protected area estate that need attention. Other protection mechanisms are being encouraged i.e. stewardship programme.

1.1.1 What has worked

Several initiatives have been underway to strengthen the protected areas network, many of which have had positive outcomes. In particular, recognising the need to empower and capacitate communities around protected areas and ensure that they benefit from them has had far reaching positive effects. The current protected areas audit to update the protected areas register and ensure that all protected areas are properly declared and claimed has also been very important for strengthening the protected area estate. The formalisation of the management effectiveness



tracking tool is assisting with improving the management of protected areas. These processes are helping communities see the value in protected areas and have led to community assistance with border identification.

Strengthening the protected area network – What has worked?
• Empowering and capacitating communities.
• Expanding community benefits from protected areas.
• Protected areas audit.
• Management Effectiveness Tracking Tool (METT)
• Community participation in protected area border identification

1.1.2 What has not worked

The lack of information and understanding of the details of the protected area estate and its management at all levels is hampering the implementation of efforts to strengthen the protected area estate. Information sharing mechanisms are inadequate and the information that is available is not filtering down to communities. A lot of progress has been made in developing frameworks and plans for expanding and strengthening the estate, but little implementation can be seen. Communities and government departments are frustrated with the lack of progress and what seems like too much focus on problems and plans, and not enough focus on practical solutions. Progress has been further hampered by lack of support from under resourced municipalities who are not enthusiastic about nationally driven programmes. The slow pace of land settlement is also contributing to problems in expanding and strengthening the estate, and multiple issues around land tenure continue to cause problems. Due to broad ranging problems within rural communities and protected area management authorities, bread and butter issues dominate with little time, resources or attention for structural issues such as strengthening the protected area estate.

Strengthening the Protected Area Network - What has not worked?
• Inadequate understanding (at all levels) of the existing protected area estate .
• Weak community capacity.
• Inadequate information sharing mechanisms for communities.
• Lack of understanding of the provisions in the Protected Areas Act (Act 57 of 2003).
• Lack of support from weak municipalities.
• Lack of buy in from municipalities.
• Insufficient implementation of programmes to strengthen the protected areas estate.
• Too much focus on plans, strategies, models and tools and not enough on implementation.
• Multiple issues around land tenure continue to cause problems.



- There are competing priorities within management and community structures. Most of the pressure is to focus on ‘bread and butter issues’ and not strengthening the protected area estate.

1.1.3 The Way Forward

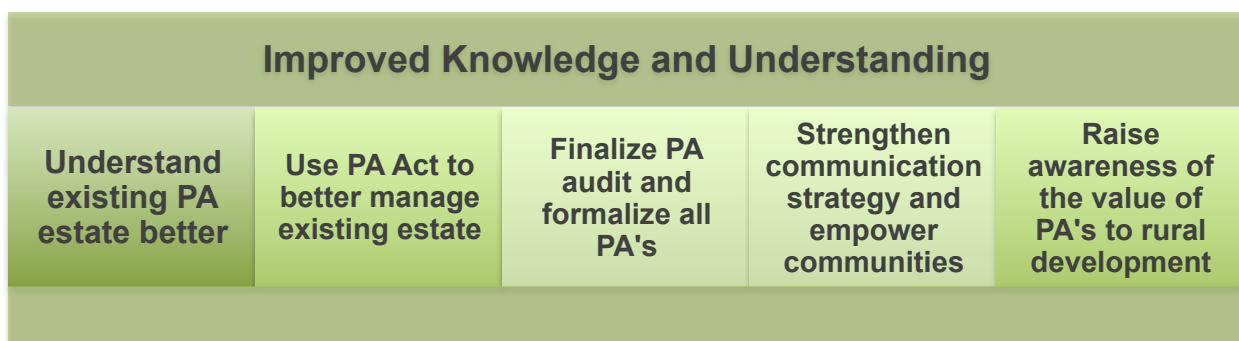
Reflecting on things that have worked, and things that have not, the group decided to focus on three key areas that emerged as being important to finding a way forward:

1. Improved **knowledge** and understanding at all levels;
2. Improved **management effectiveness** in all protected areas;
3. Increased **community participation** and partnerships.

1.1.3.1 Improved knowledge and understanding

Improving knowledge and understanding of the protected area estate is needed across all levels of government and community structures. A lot of information is available that needs to be passed on to communities and government officials in a way that they can understand and use. More information is still needed on many protected areas, and the protected areas audit must continue to fill the gaps in existing information.

The Protected Areas Act (Act 57 of 2003) holds a lot of important information and guidelines. Communities and government officials need to be capacitated to engage with the act and use it more effectively. Strengthening information sharing and communication strategies will empower communities to understand more about protected areas, and enable government officials to better manage their estates.

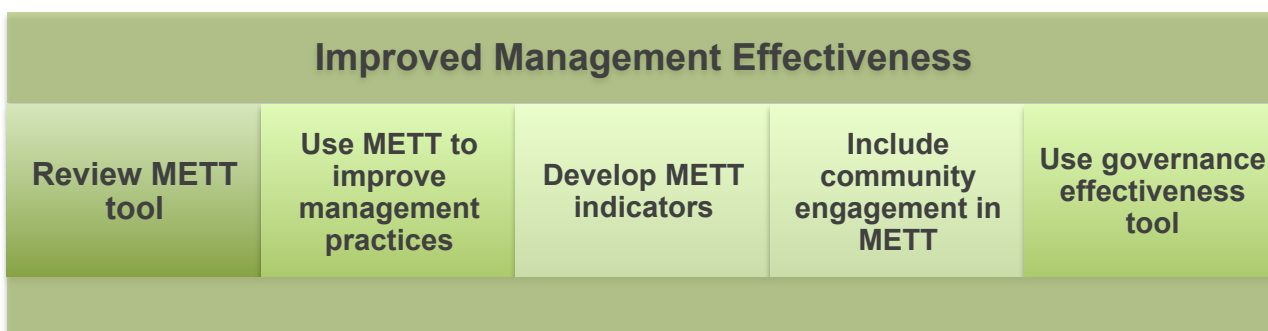


1.1.3.2 Improved management effectiveness in all protected areas

The development of the Management Effectiveness Tracking Tool (METT) has been a very positive step towards improving the management of protected areas. The tool needs to be reviewed now that it has been piloted. Protected area management authorities need to be careful not to blame the tool for management shortcomings and must ensure that they use it to improve. The tool is helpful in measuring overall effectiveness, but now indicators must be developed and



these must include community engagement. The IUCN has launched a governance



effectiveness tool in Nagoya, Japan and this needs to be looked at across all provinces as well.

1.1.3.3 Improved community participation and partnerships

Communities would like to be more involved in the planning and implementation of programmes to strengthen the protected area network. Success stories have shown that broader community participation in these processes assists with their implementation. Plans and models need to be translated into action plans that can be implemented at local, provincial and national levels to stop the loss of protected areas and assist with the expansion of the protected area estate. Lessons must be learnt from land settlement processes to avoid the same frustrations and delays.

Communities need to participate more actively in all processes regarding strengthening the protected area estate, but this participation needs to be driven by BOTH communities and government officials. Closer collaboration between communities and protected area management authorities should assist communities to decrease their dependence on management authorities and empower them to do some things on their own. There are nation wide consultations on important issues such as legislation, and communities need to be empowered to participate in these consultations. More policies and legislation is needed to support community engagement in all processes.

Activities aimed at improved community participation and partnerships will assist communities to take ownership of the resources and empower them to be more proactive in the management of resources. The Department of Rural Development and Land Reform needs to come on board with this process and legal instruments need to be provided to support the settlement of land claims.



1.2 Rural development in the context of protected areas

Rural development within and beyond People and Parks Programmes is crucial to the development of vibrant rural economies able to sustain local communities and protected areas. There are existing comprehensive rural development programmes across the country and making linkages to these programmes is very important for both communities and protected area management authorities. In this regard, intergovernmental relations and co-governance between the various departments involved in rural development is crucial.

Coordination and facilitation of all relevant government departments is a serious challenge to consolidating rural development initiatives, as is developing programmes that are responsive to, and inclusive of, all aspects of the rural community.

Creating sustainable linkages between protected area related economic development initiatives and existing rural development strategies is the best way to ensure the resources allocated to rural development are fully utilized.

Within this context, issues of entitlement versus ownership were discussed, with an emphasis on communities needing to find ways to shift from a sense of entitlement regarding rural development initiatives, to a sense of ownership and participation in these initiatives to ensure they are successful.

1.2.1 What has worked

It was broadly agreed that individual efforts by project champions drive positive outcomes in rural development programmes. It was also agreed that in general all aspects of rural development are very challenged. The focus of the discussion was on finding solutions to the seemingly overwhelming problems associated with rural development.

Rural Development – What has worked?
<ul style="list-style-type: none"> • Individual champions to drive projects. • Few successes.



1.2.2 What has not worked

Rural development initiatives are championed by MEC's and community representatives expressed frustration at not having the necessary knowledge or power to influence provincial, district or municipal processes. As such, there is little involvement of the relevant communities in local Integrated Development Planning (IDP) processes.

There is also a lack of integration between local and national government planning and implementation strategies, leading to a lack of coordination that negatively affects the success of rural development programmes. There is a further lack of integration between government, business, NGO and community based initiatives.

Due to these and other failures, communities have little interest in formal rural development projects and they do not participate in monitoring or managing what is happening to try and affect more positive outcomes. There is a lack of proper reporting processes and significant funds are wasted on unsuccessful initiatives.

Rural Development – What has not worked?

- Efforts championed by MEC's and communities not properly involved.
- Lack of knowledge and influence within communities.
- Lack of involvement in IDP processes.
- Lack of integration between local and national government planning and implementation.
- Lack of integration between government, business, NGO and community initiatives.
- Lack of community interest in formal rural development processes.
- Lack of accountability and reporting within existing programmes.

1.2.3 The way forward

Reflecting on things that have worked, and things that have not, the group focused on three key areas that emerged as being important to finding a way forward:

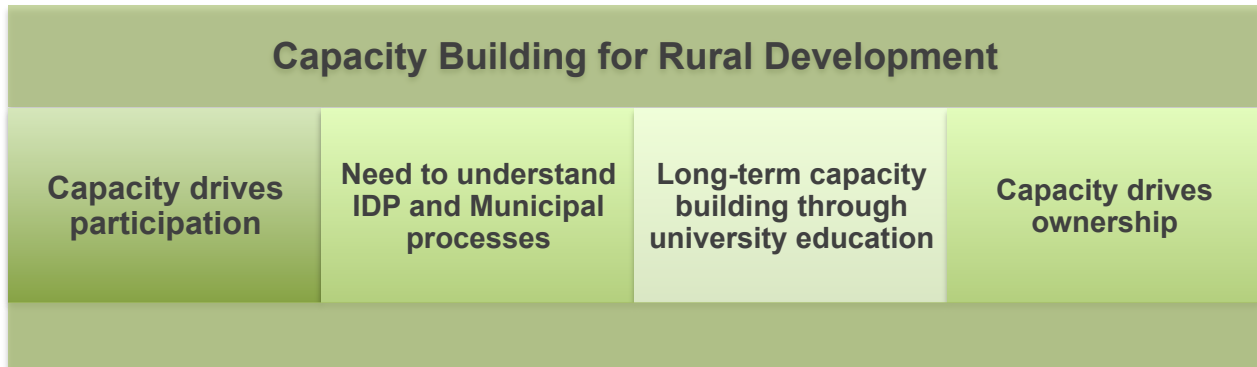
1. **Capacity** building for communities;
2. **Integration** with local, district and national processes;
3. Communities need to take **ownership** of rural development.

1.2.3.1 Capacity building

In order for communities to meaningfully participate in rural development processes local structures need to be strengthened and capacitated to drive involvement. In particular, communities need to be capacitated to understand how IDP and municipal planning cycles work so that they can participate in them as active and informed stakeholders.



Long-term capacity building is also crucial and communities would like grant funding to be used to raise capacity from local youth through university educations. Long-term capacity building was noted as being important for building true capacity for ownership and participation in rural development processes.

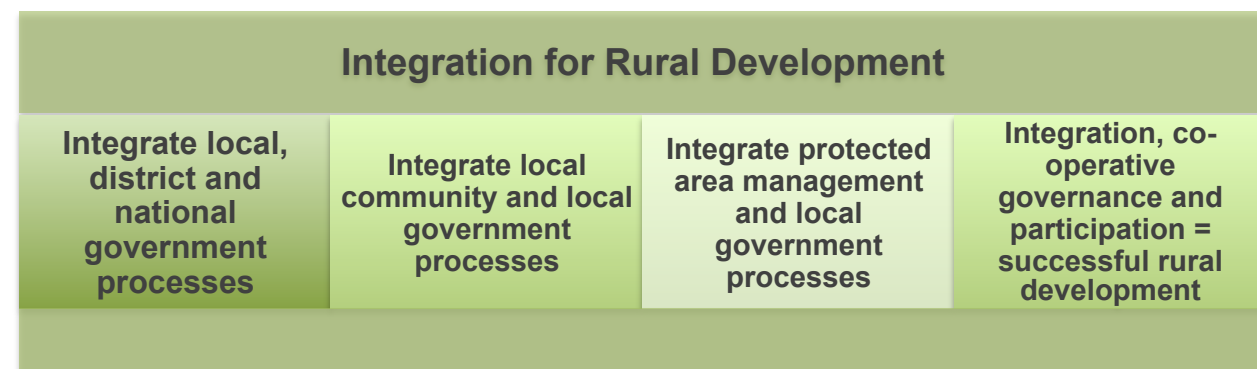


1.2.3.2 Integration

Integration needs to take place on several levels. Firstly, between national, district and local planning and implementation processes. Secondly, between local municipalities and local communities, and thirdly between protected area management authorities and local municipalities.

If integration, co-operative governance and participation are improved between these three sectors then rural development strategies will be more successful. In particular, communities and protected areas need to be able to access municipal budgets to ensure sustainable support for their projects.

Strategies need to be developed to bring local government on board with People and Parks Programmes. Starting with the Mayor, municipalities should facilitate broader integration.



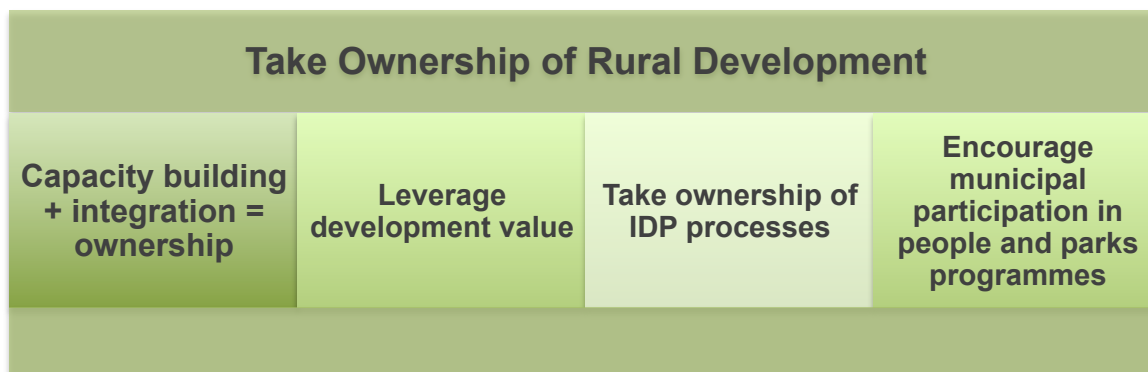
1.2.3.3 Ownership

Through capacity building and integration communities can start to take ownership of rural development processes. As beneficiaries, communities should be able to leverage the development value of projects and participate more meaningfully. This will assist them to bring focus to areas where conservation is happening. If communities understand and participate in IDP processes, they will be able to take ownership of local economic development processes. If



municipalities understand and participate in People and Parks Programmes they will be able to support them through municipal processes.

Communities, protected area management authorities and municipalities need to take ownership of rural development.



1.3 Land reform and co-management in protected areas

Issues surrounding co-management and land reform determine the institutional and land ownership arrangements through which People and Parks Programmes operate. A focus on these two issues is critical to the development of sound institutions and relationships through which programmes can be implemented.

A broad ranging discussion was held outlining local, provincial and national issues relating to land reform and co-management. The discussion included individual and group concerns, and focused on trying to understand how to move forward effectively around issues of land reform and co-management.

1.3.1 What has worked?

The development of a national co-management framework is set to provide the kind of guiding principles needed to ensure that individual co-management agreements include all the necessary details. Many provinces have delayed finalizing their co-management agreements so as to ensure that they are in line with the national framework, and it's completion will assist in ensuring these arrangements are finalized.

It was widely agreed that implementation of land reform and co-management arrangements is the most successful in areas where there are dedicated staff able to provide the necessary support and drive to guide implementation. Intergovernmental collaboration between the Department of Environmental Affairs and the Department of Rural Development and Land Reform is particularly important at a local and provincial level to ensure that processes receive the necessary support.

Communities that have been able to present a united approach to their land reform and co-management concerns have been more successful than ones with internal political struggles. The need for sound legal advice for communities was noted, although communities with united



approaches were reported as being less dependent on external advice and more proactive in their engagements.

What has worked
• Development of a national co-management framework;
• Staff dedicated to resolving land reform and co-management issues;
• Intergovernmental collaboration in certain areas;
• United communities;
• Legal support for communities (where available);

1.3.2 What has not worked

Despite some successes, the number of provinces in which there is dedicated capacity to deal with land reform and co-management issues are very low. Most provinces do not have dedicated staff to deal with the complex processes around land reform and co-management, and must do it over and above their regular responsibilities. Most provinces are also experiencing a lack of intergovernmental co-ordination, making it difficult to settle issues that involve both protected area and land reform issues.

Both land reform and co-management are highly emotive issues with a lot at stake for both communities and government departments. Much conflict arises during settlement negotiations and there is no dedicated capacity to facilitate independent conflict resolution and interdepartmental co-ordination. Arbitration is a lengthy and expensive process that further delays negotiations and must be avoided if other conflict resolution methods can be found.

Several issues arose regarding co-management on land surrounding protected areas. Communities would like clarity on how to engage with government on land that falls under their claim, but outside of protected area boundaries.

Communities are required to participate in complex co-management negotiations without the necessary legal and financial support to ensure they are always properly informed of the issues at hand. This is a critical issue as it leads to dissatisfaction with co-management agreements at a later stage, once the issues become clearer. It also leads to frustration during the negotiation process as communities do not feel they are equal partners in the negotiation when they do not understand all the implications of the legislation and settlement provisions.

Financial support is needed to sustain lease agreements with government departments when these form part of land claim settlements. This, together with the lack of concrete timeframes for the handing over of full management, creates a perception amongst communities that government is not able to honour their agreements.

What has not worked
• No dedicated capacity in most provinces;



- Lack of intergovernmental co-ordination in most provinces;
- Lack of alternative conflict resolution mechanisms;
- No clarity around buffer zones;
- Legal support to communities in the development of co-management arrangements;
- Financial support to sustain lease agreements;
- No concrete timeframes for handing over full management of parks.

1.3.3 The Way Forward

Issues surrounding co-management and land reform are interdependent, but recommendations regarding the way forward can be outlined separately to assist with clarity. Some of the issues raised fall within the mandate of the Department of Environmental Affairs and its provincial authorities, while others will need to be resolved by the Department of Rural Development and Land Reform. All issues will be noted and efforts made by the Department of Environmental Affairs to ensure they are addressed.

1.3.3.1 Land Reform

Ownership is an essential feature of co-management and co-management arrangements cannot be finalized in the absence of title deeds and finalized land reform processes. In this regard, communities would like to see title deed processes fast tracked. Lease agreements are often the product of land reform and co-management negotiations, and unless sustainable funds are made available by government, they will no longer be a viable alternative for resolving land reform and co-management issues.

There are many outstanding land reform issues, such as the recent decision by cabinet regarding the claimants in the Kruger National Park, which need to be clarified and clearly communicated to the relevant communities.

Inter-governmental cooperation must be improved, so that land reform and co-management issues can be resolved.



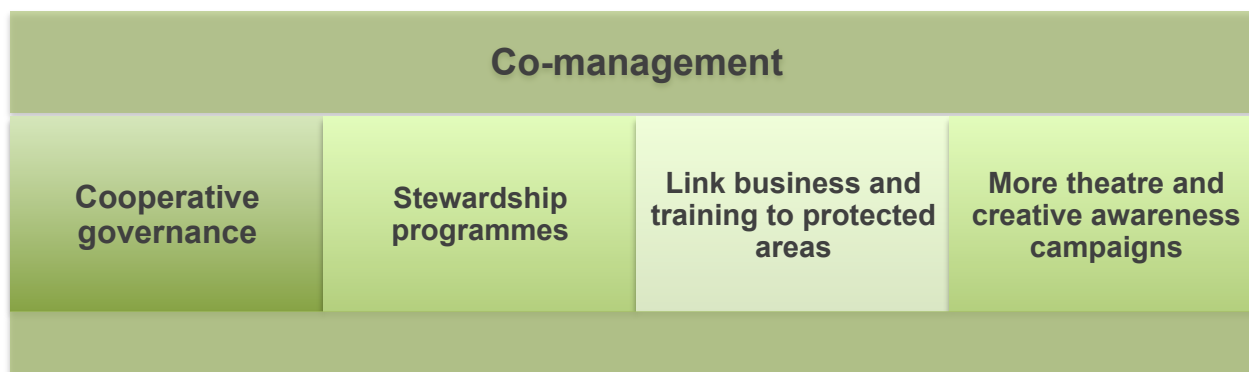
1.3.3.2 Co-management

The national co-management framework can now be used as a ‘menu’ of options to inform co-management negotiations between communities. Co-management arrangements must be site specific, tailor made to each individual community and protected area. Equal partnerships are essential to successful co-management arrangements and communities need to be capacitated around all aspects of protected area management to ensure that they can participate as equals. Communities with title deeds are more able to assert their rights, and this also allows more equality in co-management relationships. Capacity building around co-management is needed at all levels, within community and government structures.

A critical element of such capacity building is to ensure that all communities are properly capacitated to understand and proactively engage with three critical pieces of legislation governing land reform and co-management activities, namely, the Protected Areas Act; the Land Restitution Act; and the Public Financial Management Act.

These steps will aid in the implementation of co-management agreements, but will not preclude conflict between communities and management authorities during and after negotiation processes. In this regard an independent dispute resolution mechanism has been recommended that can specifically support the resolution of land claim and co-management conflicts. In some cases, political intervention is need to help resolve conflict, particularly in relation to conflicts where traditional leaders are land holders from who land is being claimed or attempting to be co-managed.

Lastly, further clarity was requested regarding the decision by cabinet not to provide ownership to claimants in Kruger, but rather settle claims through alternative means. Further information was also requested regarding the co-management of land adjacent to protected areas.



1.4 Capacity Building, Awareness and Education

Capacity building, awareness and education about all aspects of co-management and protected areas are crucial to the success of People and Parks Programmes and the ability of communities to benefit from them. This issue was raised in all five thematic discussions, all of which made recommendations regarding the specific capacity building concerns for their thematic area.

The national community representative's steering committee outlined the scope of capacity building, awareness and education as needing to include the following key areas:

- **Environmental education** and awareness raising for children and adults;
- Protected area **management** capacity building for communities;
- Involvement in broader conservation and tourism related **programmes** and activities - e.g. Working for Water, Social Responsibility Policy and Projects (SRPP);
- **Skills profiling** for communities neighbouring protected areas;
- A review of the capacity building **roles, activities and responsibilities** of all protected area management authorities.

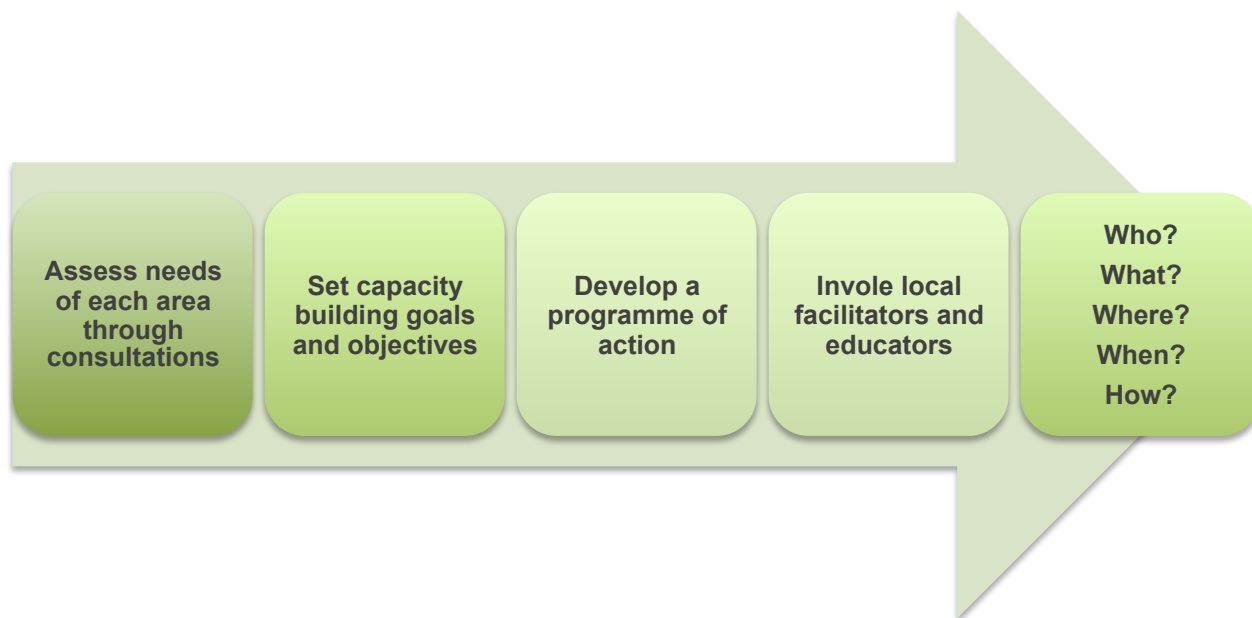
The discussion group on capacity building, awareness and education discussed examples from across the country and world in search of key learning's around what works and what doesn't work with regard to education and capacity building. The report back, however, focused on drawing lessons from successful case studies such as the education programme in iSimangaliso so as to provide concrete recommendations.

1.4.1 Approach:

It was agreed that education, awareness and capacity building needs are not the same in all communities, and it is important to assess the needs of each situation through consultation



before deciding on a programme of action. In this regard, it is important to set goals and objectives in order to meet the specific needs of each community. These goals and objectives must be translated into activities that involve local school educators, community facilitators and experts. For each area, a list is needed detailing what needs to be done, by whom, when, and what resources and support are available.



1.4.2 What has worked

Drawing on lessons from iSimangaliso Wetland Park Authority it was agreed that having a clear goal and objective is very important to any education or capacity building process, as is having enough resources. iSimangaliso has a dedicated fund that ensures it keeps running.

Their **goal** is to ensure that each child in the region is exposed to environmental education and that local educators and facilitators are involved in the programme. This ensures the sustainability of the programme. Their **objective** is to provide actual experience of the natural coastal and ocean environment (touch, look, learn), and to communicate lessons on the interdependence of biodiversity and food webs.

There is also an adult environmental education programme that focuses on resource users such as divers, dive operators, subsistence fishers and other natural resource harvester's. The focus of the work is on supporting education materials on conservation and tourism. There has also been marine protected area management training in the area. Working with NGOs such as CBD, IUCN and regional initiatives such as WIOMSA and BCC has helped ensure the success of the programme.

Capacity building, awareness and education - What is working?

- Clear goals and objectives;



- A dedicated fund;
- Involving local educators and facilitators;
- Touch, look, learn;
- Adult environmental education;
- Focus on resource users;
- Partnerships with NGOs

1.4.3 What has not worked

Despite many successes, a key concern with regard to capacity building is that there is not enough focus on adults. Many of the environmental education programmes focus predominantly on children and while this is useful for the future, it does not assist with building the community capacity needed to engage meaningfully in People and Parks Programmes.

There is also concern regarding the focus of capacity building programmes on tourism and co-management, rather than the full range of subjects related to protected area management, including legal, financial and conservation issues. It was noted that a distinction should be drawn between short-term capacity building in the form of training and workshops, and long-term capacity building involving study. More investment is needed in long term capacity building initiatives.

Capacity building, awareness and education - What is not working?

- Not enough focus on adult education and capacity building;
- Too much focus on tourism and co-management;
- Not enough training in legal, financial and conservation issues;
- Short and long term capacity building needed;

1.4.4 The way forward

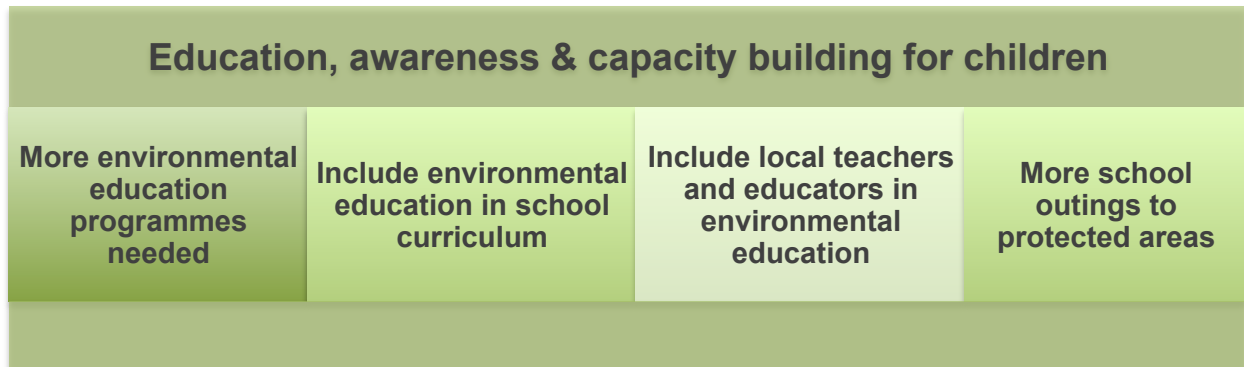
Discussion group four agreed that capacity building, awareness and education needs to be prioritized to ensure that People and Parks Programmes are successful. There are three streams within which capacity building, awareness and education need to be considered:

1. **Children** in communities neighbouring parks;
2. **Adults** in communities neighbouring parks;
3. The **broader** community.

1.4.4.1 Children



There are many successful environmental education programmes for children, but more are needed. Environmental education should be included in local school curriculums and local educators should play an active role in including conservation matters in their learning programmes. Many schools already visit reserves for field trips, but more school visits are needed, especially in areas where the children seldom visit protected areas.



1.4.4.2 Adults

There are more environmental education programmes for children than adults, and this needs to be addressed urgently. Communities need to be made aware of, and be involved in, planning for capacity building programmes. It is very important that conservation authorities do not make assumptions on behalf of communities regarding what capacity building and training is needed.





The Community Based Natural Resource Management (CBNRM) workshops that were held were very successful and communities would like these to continue and to be expanded to all areas. Expanding adult education must include collaboration with local experts in traditional knowledge such as traditional healers. Adult capacity building initiatives must be linked to skills transfers and broader development objectives.

1.4.4.3 The broader community

Capacity building and education initiatives need to be developed in conjunction to the work happening in protected areas. Cooperative governance agreements between the Department of Environmental Affairs and the Department of Basic Education can assist with the delivery of capacity building and education programmes. Subjects like tourism, population dynamics and the food chain need to be collaborated on by both departments.

Stewardship programmes should be introduced to increase the conservation landscape and expand the scope of involvement of communities in conservation. Other initiatives that facilitate training and business linkages between the broader community and protected areas will help to raise awareness and capacity. Theatre and creative projects are also needed to raise public awareness about people and Parks issues.



1.5 Financing mechanisms and partnerships for conservation

Sustainable financing for conservation and rural development related initiatives is a concern across the conservation sector. Without sustainable financing mechanisms, government agencies are unable to fulfil their contractual obligations to communities, and communities are unable to access the necessary capacity building and infrastructural support needed to ensure they participate meaningfully in co-management and rural development initiatives.

Finding a balance between funding for conservation and funding for business related initiatives was of particular concern to the group, as these two sectors should develop supportive relationships to assist each other grow but often compete for funding and human resources.

There are many financing mechanisms such as concessionaries, grants and mandatory partners available to projects, but ensuring these sources are accessible and sustainable is difficult.



Organizations such as the National Lotteries Board, the European Union, the Global Environment Facility as well as government programmes such as the Expanded Public Works Programme and private business and donors have funds available for people and parks related financing. These funds have, however, only been accessed by a few projects and provinces and efforts are needed to assist all stakeholders to access funding.

In trying to achieve sustainable financing, tension arises between a focus on conservation, and a focus on business. Finding the right balance between these two areas is critical to developing sustainable projects able to generate income and properly meet their conservation mandate.

1.5.1 What has worked

Addo Elephant National Park was given as an example of a programme that has successfully been able to generate funds to support community related projects. The claimant communities neighbouring Addo Elephant National Park formed a trust, providing them with the legal and institutional structures necessary to apply for funding. They then drafted a business plan and applied to several sources for funding. Several of their applications, including to the European Union, were successful, and the People and Parks Programmes in Addo Elephant National Park have enjoyed the benefits of having a significant amount of funding available from a diverse range of sources. This has enabled them to invest in business, capacity building and conservation related activities.

Financing Mechanisms and Partnerships for Conservation – What has worked?

- The formation of a community trust.
- The development of a business plan.
- Formal applications for funding through the trust to a range of funders.
- Funding from multiple sources.

1.5.2 What has not worked

Protected areas vary in their size, location and financial needs, and few outside of the popular national parks are financially self-sustainable. As such, protected areas require additional funding for their operation and management, as well as to support People and Parks Programmes.

Different size protected areas require different types of funding, but there is no baseline inventory of up to date information regarding the budget and overall resourcing or expenditure for protected areas. Without this information, it is difficult to anticipate exactly how much support protected areas need.

Communities raised concerns regarding their participation in identifying what funds are needed for, and accessing funds in general. Many communities feel that they do not have the capacity to access funding in isolation of protected area management authorities. They outlined the need for funding to address the needs of both People and Parks Programmes and the constituent



communities participating in these programmes, and want more input into the sourcing and allocation of funds.

In addition to funding for people and parks related programmes, funds are needed to mitigate external risks associated with climate change, disease, invasive species and fire. These kinds of events threaten both conservation and development initiatives and must be budgeted for.

Financing Mechanisms and Partnerships for Conservation – What has not worked?

- Insufficient funding for park management.
- Inability to access funds despite availability.
- Lack of up to date information about park budgets and resources.
- Lack of community participation in funding initiatives.
- Lack of focus on programme and community needs, usually either or scenario.
- Lack of funds to mitigate against external risks.

1.5.3 Way forward

Several steps were discussed to facilitate resolving some of the concerns regarding sustainable financing. These steps can broadly be categorized into four areas of concern:

1. Proper **planning, budgeting and accountability** processes for community and conservation authorities.
2. Financial management **capacity building** for community and conservation authorities.
3. **Legal structures** for communities to access funding opportunities.
4. **Partnerships and linkages** to support community and conservation authorities.

1.5.3.1 Planning, budgeting and accountability

It was agreed that zero budgeting and planning / baseline information is needed for all protected areas so that proper financial planning can inform fundraising efforts. Communities also need to collect zero budgeting and planning / baseline information for their organizational and co-management activities for the same reason.

Communities need to develop business plans for their activities and outline clear areas in which financial support is needed. To ensure these business plans are properly implemented, communities need to develop accountability procedures that ensure the integrity of their financial activities.



Business plans must be based on developing financial activities through traditional economic as well as eco-system services so that protected areas are able to use their inherent resources to secure sustainable financing.



1.5.3.2 Capacity building

In order for communities to take responsibility for proper financial planning and management within their organizations and within co-management frameworks, they need extensive capacity building. The communities involved with Addo Elephant National Park have good financial management skills within them, which has enabled them to access funding and managed it sustainably.

Capacity building initiatives should be aimed at using best case lessons from successful initiatives around the country as well as bringing in learning's from broader local economic development. Skills development is essential to community participation in co-management arrangements and other People and Parks Programmes.



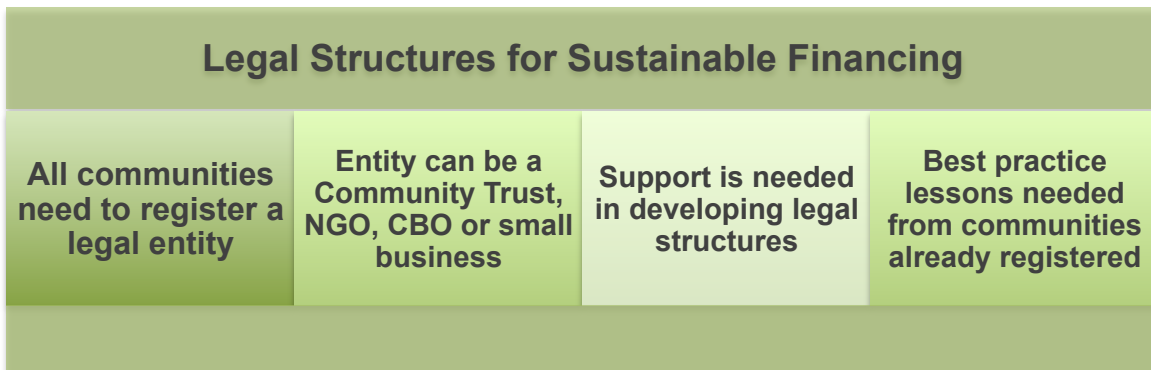
1.5.3.3 Legal structures

In order for communities to access funding opportunities and take responsibility for their financial management they need to develop the appropriate legal and organizational structures. Only



registered community trusts, NGO's and Community Based Organizations (CBO) can apply for grants and funding, so all communities must be supported to establish the necessary structures.

Those communities that have already established legal entities can provide learning's and support to other communities, but support is also needed from protected area management authorities and government departments.



1.5.3.4 Partnerships and linkages

Partnerships between communities and government departments, NGO's, funding organizations, international donors, development agencies and financial institutions are essential to sustainable financing strategies. Such partnerships can be developed at different stages, and can be geared towards support in developing formal financial management procedures, capacity building, the formation of legal entities and for funding to support projects.

These partnerships can include traditional fundraising partnerships, as well as broader economic development partnerships and linkages, black economic empowerment partnerships and business relationships. Localised community based BBBEE procurement in particular will support the development of sustainable financing mechanisms.

