



Business Case for Undertaking the Management of the Papegaaiberg Nature Reserve

A Proposal by

Vuya Endaweni

To the Municipality of Stellenbosch

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## 1. Introduction

Vuya Endaweni Community Conservation Partnership was founded over two years ago following the development of the informal settlement on Papegaaiberg. The community of Papegaaiberg was in crisis with the people of the informal settlement, Middlevlei Farm and Onderpapegaaiberg in a quandary about how to handle the situation. Our organisation was formed because our members wanted to do things differently. We wanted all the parties to begin acting as neighbours and address issues jointly. We formed a committee that included people from the informal settlement, Middlevlei Farm and Onderpapegaaiberg. Since our organisation's inception our focus has been on conservation through community upliftment and transformation. We are about building relationships through business opportunities and caring for the vulnerable parts of God's Creation on Papegaaiberg. Although most of our members are of the Christian faith, we work with all who share our vision for conserving the people, plants and animals of Papegaaiberg, regardless of faith or no faith. We have established a tour guiding business, a 2<sup>nd</sup> hand shop at the Tourism Corridor, a crèche and an environmental education centre in the informal settlement.

It is our understanding that for a section 23 nature reserve to survive on Papegaaiberg that the communities living around it must see the value of the mountain for themselves. One of the primary concerns for all the people of Papegaaiberg is the lack of security on the mountain, the need for a safe recreational and the creation of jobs. In order to achieve this aim the Vuya Endaweni team has put together a management approach to the area that focuses on job creation through tourism and environmental protection that is linked to security provision.

Our team consists of a mixture of people of different ages, races and languages that represent the people of Papegaaiberg and who all have spent their time working for our organisation with minimal to no pay. Their level of commitment to the community has been tested and their skills honed in community upliftment in the past two years. We aim to continue with our own business initiatives: Siyavuya Creche, Vuya Endaweni 2<sup>nd</sup> Hand Shop and Vuya Endaweni Tours and add to this portfolio a nursery, a cable car, a restaurant and a natural history museum. These business ventures would be outsourced to service providers with strong community ties and economic empowerment strategies so as to maintain Vuya Endaweni's vision of Papegaaiberg as an economically sustainable urban conservation area.

This document is part of an ongoing discussion with Dennis Moss and Associates which started last year with the drawing up of the management plan by this company. Upon their completion of the first draft of the management plan, we submitted our comments on their plan to the municipality. This document represents our proposals with regards to how Vuya Endaweni would manage the section 23 reserve were we to be given the opportunity to do so. In sections 2 and 3, we summarise the management objectives and implementation of Dennis Moss's management plan and in section 4, 5 and 6 respectively we discuss Vuya Endaweni's proposed corporate model, Vuya Endaweni's role as a service provider and our implementation plan. Finally, we conclude with an estimated budget for the provision of our services.

## 2. The Management Objectives of the Nature Reserve

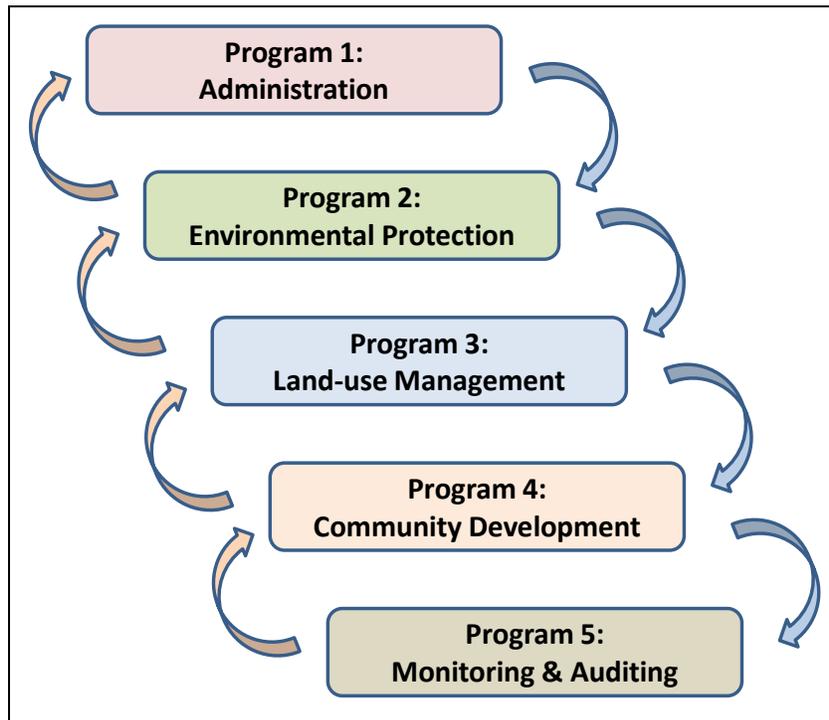
The Papegaaiberg Nature Reserve Environmental Management Plan (EMP) listed the following management objectives (page 20) for the nature reserve:

NO.	MANAGEMENT OBJECTIVES FOR THE NATURE RESERVE
1	Over a period of 3 years, establish the nature reserve as a landmark for environmental and cultural heritage conservation in a provincial, district and local municipal context.
2	Over a period of 3 years, establish the nature reserve as a primary element of the Cape Winelands Biosphere Reserve in order to obtain whatever support there may be available in UNESCO's MaB Program.
3	On an on-going basis, lobby financial and moral support for the management of the nature reserve.
4	On an ongoing basis, ensure adequate opportunities for community participation and co-operation in all management aspects, with specific reference to performance auditing.
5	On an on-going basis, remove or mitigate the threats to the health of the nature reserve listed in Chapter 7.3 through efficient governance and constructive stakeholder support.
6	With immediate effect and on an ongoing basis, ensure professional and cost-effective management of all aspects of the nature reserve.
7	With immediate effect and on an ongoing basis, ensure objective performance management and accountability of all concerned through an adaptive management approach that embodies the concept of continual improvement.
8	Over a period of 20 years (2012-2032), restore biodiversity and ecological integrity (with specific reference to the key resources) to the extent that the nature reserve could function as a self-sustaining natural system.
9	Over a period of 20 years (2012-2032), restore the remnants of near-extinct Renosterveld on the site to the extent that it would thereafter function as a self-sustaining plant community.
10	Over a period of 5 years (2012-2032), restore historic and cultural integrity of the site to the extent that it would instil appreciation and pride with local people and a sense of interest with visitors.
11	On an ongoing basis, provide equitable opportunities for all members of society to utilise the nature reserve for sustainable recreational, educational, spiritual and traditional purposes.
12	Over a period of 5 years (2012-2017), create in the minds of all local people an appropriate understanding and appreciation for Papegaaiberg as a fundamentally important public asset to the extent that the long-term protection would never be under threat again.
13	On an ongoing basis, ensure that the stated environmental policy, vision, goals and objectives are achieved.

These objectives are the critical outcomes that should be achieved by the management process.

### 3. The Management Implementation Programmes

The EMP also identifies five programmes (page35) through the implementation of which these outcomes should be achieved:



## 4. The Proposed Corporate Model

The EMP explains (page 22) that in terms of the principle of *inclusivity* the management of the nature reserve is an ongoing inclusive process that gives meaningful consideration to the changing and dynamic interests, needs and values of the people of Stellenbosch and those that have an interest in ensuring a prosperous future for the area. In this regard, it is important that the following be achieved:

- Continued participation, representation and involvement of all stakeholders promoting broad-based policy learning and capacity development.
- Creating adequate and appropriate opportunities for community participation in decisions that may affect the area.
- Developing and utilising the skills and capacities of the people living in the area in the management of the nature reserve.
- Encouraging on-going involvement of local people in the programs identified for the management of the nature reserve.

The Municipality is required to facilitate the establishment of a Management Authority that complies with and has the capacity to give effect to the above requirements in an all-inclusive and participative manner. Such Management Authority should preferably be a Section 21 Company. It functions under the auspices of the Municipality as the over-arching custodian of the site and is accountable to the latter. Accordingly, it comprises representatives of key interested and affected parties.

According to the EMP the executive function of the Management Authority is undertaken by an appointed official (hereafter referred to as the reserve manager). This is an employee of the Municipality assigned to the management of the nature reserve.

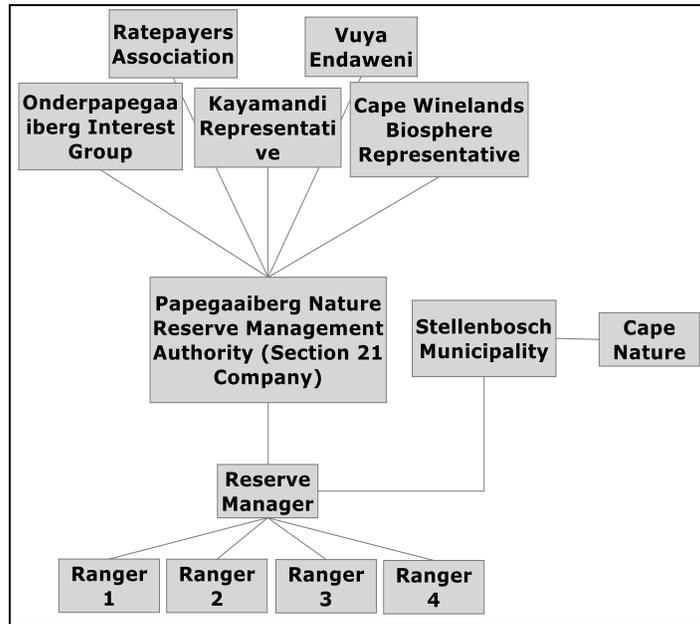
The functions of the Management Authority include the following:

- Implementation of the EMP.
- Monitoring and auditing of management actions and environmental impact and facilitation of continual improvement of the EMP.
- Ensuring that the strategies and implementation projects listed in the EMP are listed in the IDP.
- Sourcing adequate funds and managing an efficient trust fund for the nature reserve.

The said trust fund is to ensure that the necessary financial resources are available for effective long-term management of the nature reserve. The sustainability of the trust fund should be ensured by drawing on donations from local stakeholders, municipal funds, and, in particular, funds from national and international funding organisations such as the Development Bank of Southern Africa, Global Environmental Facility, United Nations Development Program, United Nations Environmental Program, etc.

The EMP notes that Cape Nature, who have been facilitating the process of establishing the nature reserve in terms of the National Environmental Management: Protected Areas Act, 57 of 2003, will act in an advisory capacity to the Management Authority.

The following graphic depicts the corporate model which the EMP proposes for the functioning of the Management Authority. In terms of the model Vuya Endaweni would be a stakeholder and represented on the board of trustees of the Management Authority.



## 5. Vuya Endaweni as Service Provider

Vuya Endaweni is an organisation that plays several roles: an awareness raising, an advocacy and a service provision role. Examples of the awareness raising role are events like the Fun Run and Cycle Race across Papegaaiberg (2009), the recent Treasure Hunt on the Papegaaiberg (starting from the Ouder Libertas market) (2011), various talks on the flora and fauna of the Papegaaiberg and surrounding areas (2010) and (most recently, 2011) the establishment of an Environmental Education Centre in the Enkanini settlement; examples of the advocacy role are the submission made with regard to the proposed cemetery extension (2011), the ongoing advocacy for the Papegaaiberg to be declared a nature reserve (since 2009) and a meeting with the Executive Mayor (in 2011) regarding the upgrading of services in Enkanini; and, examples of the service provision role are the business development guidance provided through starting up three enterprises, namely the Siyavuya Creche (in Enkanini) (started in 2009), the Field Guides Tour (which runs from the Tourism Centre at Kayamandi to Middelvlei Farm) (started in 2010) and the Second Hand Shop (in the Tourism Centre) (started in 2010).

Vuya Endaweni has recruited a range of resources which are applied within each of these three areas of its core activities. We have members who are knowledgeable and experienced in:

- The local flora and fauna as well as the conservation of the bio-sphere,
- Early childhood learning
- The initiation and operation of start-up enterprises
- Management of large scale policy and strategic consulting projects
- Project administration and accounting
- Public participation and community consultation processes
- Outcomes-based training and capacity building methodologies

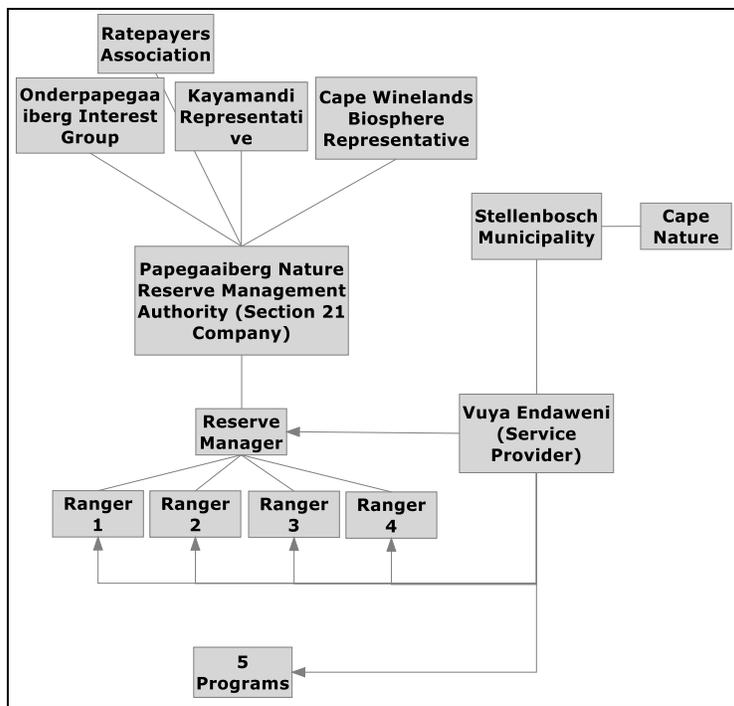
We are also able to draw on additional resources to augment the above competencies if required.

It is clear from the above that Vuya Endaweni is particularly well resourced in providing an overall management service, an environmental protection service, specific community involvement and awareness raising (education) services as well as enterprise development services that are referred to in the EMP's list of management objectives for the nature reserve.

Accordingly, Vuya Endaweni does not see a role for itself at the governance level of the Management Authority (i.e. as a member of a Board of Trustees) but chooses rather to play a service provision role, that will enable the Management Authority to discharge its responsibilities by implementing the necessary tasks in order to realise the identified management objectives.

Therefore Vuya Endaweni proposes that the management Authority contracts Vuya Endaweni to both manage the implementation process and be responsible for key areas of the implementation itself. To achieve this the Management Authority would appoint Vuya Endaweni as the Reserve Manager, and in this role Vuya Endaweni would also appoint the rangers.

The following graphic depicts the model which the Vuya Endaweni proposes for the functioning of the Management Authority:



## 6. Implementation Programmes

The EMP identifies the following activities under each programme, for the Management Authority:

EMP PROGRAMMES	MANAGEMENT AUTHORITY ACTIVITIES
Administration	<ul style="list-style-type: none"> <li>• Developing Policy and Strategy</li> <li>• Identifying and Securing of Funding</li> <li>• Planning Operations</li> <li>• Budgeting</li> <li>• Managing the implementation of operations</li> </ul>
Environmental Protection	<ul style="list-style-type: none"> <li>• Researching, monitoring and protecting Flora species</li> <li>• Monitoring Fauna, removing alien Fauna and preventing predation</li> <li>• Promoting water conservation through rehabilitation of vegetation and community and business involvement</li> <li>• Registering veld fires</li> <li>• Researching archeological finds/sites, erecting archeological signage and informing communities</li> </ul>
Land Use Management	<ul style="list-style-type: none"> <li>• Involving communities in land use management</li> <li>• Implementing neighbourhood educational programmes on tourism</li> <li>• Raising ecological awareness amongst communities</li> <li>• Creating small business opportunities</li> <li>• Formulating a land use code of conduct</li> <li>• Securing funding sources for tourism amenities</li> <li>• Ensuring sustainable development for people and the environment</li> </ul>
Community Development	<ul style="list-style-type: none"> <li>• Enabling and implementing environmental education</li> <li>• Convening public events and meetings</li> <li>• Employing Kayamandi residents as rangers and marshalls</li> <li>• Promoting human development (including physical infrastructure)</li> </ul>
Monitoring and Auditing	<ul style="list-style-type: none"> <li>• Appointing a Competent Auditor</li> <li>• Proceduralising how to deal with non-compliance</li> <li>• Managing environmental records</li> <li>• Submitting audits to the municipality</li> </ul>

With the exception of the Monitoring and Auditing function, which should be outsourced to an independent service provider, Vuya Endaweni could take over the management and implementation of the first four programmes, some of the activities of which the organisation is already

implementing. Several of the activities listed under different EMP programmes are logically related: for example there are various business development activities which are spread across several programmes. Using Vuya Endaweni’s current activities as well as a logical clustering of the EMP activities, the table below identifies four (renamed and restructured) programmes within which Vuya Endaweni would include all the EMP Management Authority activities (as well as several existing Vuya Endaweni projects which exemplify the required Management Authority activities): (The table includes a column identifying the Vuya Endaweni resources)

VUYA ENDAWENI PROGRAMMES	EMP PROGRAMMES AND MANAGEMENT ACTIVITIES	VUYA ENDAWENI RESOURCE
Planning, funding and managing implementation	Administration (including all comprising activities) Include administration components of proposed Business enterprise development programme	Insite Settlements Network CC (Paul Hendler [programme leader] and Insite staff)
Environmental protection	Environmental protection (including all comprising activities)  Community development (Employing Kayamandi residents as rangers and marshalls)	Lydia Willems (programme leader) Pedro Goliath (ranger – security/tourguide) Mlalumi Kulati (ranger – environmental protection/tourguide) McDonald Nzalo (ranger – environmental protection/tourguide)
Awareness raising, community participation and community development	Land use management (including all comprising activities with the exception of small business opportunities – current projects include: pamphlets, website, links with the universities, schools and community hall meetings, and liaisons with other CBO stakeholders)  Community development (Promoting human development [including physical infrastructure] [of which the Siyavuya Creche and Environmental Education Centre and Advocacy around Enkanini’s infrastructure are current Vuya Endaweni projects], Enabling and implementing environmental education at schools, universities in the Western Cape and convening public events and meetings)	Leanne Seeliger (programme leader) Thandokazi Daweti (ranger – community development) Christine Hangest d’Yvoy (early childhood development)
Business enterprise development	Land use management (Creating small business opportunities) Existing projects are the Siyavuya Creche, the Second Hand Shop and the Tourist Field Guiding  New start ups could result through facilitating the setting up of a cable car, museum, nursery and restaurant businesses	Deborah Saxton/or an outsourced service provider (business enterprise facilitator) Nokhuphiwa Sidliyiya (2 <sup>nd</sup> hand shop) Amahle Gogoni (Vetkoek Paleis)

## 7. Estimated Budget (indicative)

PROGRAMMES	Cost Items	Monthly Funds	Annualised	3 Year Cycle		
Planning, funding and managing implementation	Strategic planning and administrative services	25,000	300,000	900,000	<b>900,000</b>	
Environmental protection	Programme leader	20,000	240,000	720,000		
	Ranger - security	6,000	72,000	216,000		
	Ranger - environmental protection	5,000	60,000	180,000		
	Ranger - environmental protection	5,000	60,000	180,000	<b>1,296,000</b>	
Awareness raising, community participation and community development	Programme leader	20,000	240,000	720,000		
	Ranger - community development	5,000	60,000	180,000		
	Early childhood development specialist	6,000	72,000	216,000	<b>1,116,000</b>	
Business enterprise development	Programme leader	20,000	240,000	720,000		
	Second hand shop	3,000	36,000	108,000		
	Vetkoek Paleis	3,000	36,000	108,000	<b>936,000</b>	<b>4,248,000</b>