

**TOWARDS A STRATEGIC MANAGEMENT
FRAMEWORK FOR THE
KOGELBERG BIOSPHERE RESERVE**

STRATEGIC PLAN

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1. INTRODUCTION

1.1 Background

The Kogelberg Biosphere Reserve ("KBR"), South Africa's first biosphere reserve, was registered with UNESCO in 1998 under its Man and the Biosphere (MAB) Program. The KBR covers a land area of some 103,629ha and includes a marine portion of 24,500ha. In 2002 the Kogelberg Biosphere Reserve Company (KBRC), a Section 21 Company¹, was established to manage the biosphere reserve in terms of the requirements of the MAB Program.

Once registered the company struggled to get operational in the absence of a plan to guide its activities, no secure sources of funding, and inadequate administrative and technical support to the board of directors. Whilst the KBRC is still faced with these obstacles, in recent years progress has been made in overcoming them. In 2004 a Technical Committee was established in terms of the KBRC's Articles of Association (Article 18). The Technical Committee comprises representatives from provincial and local government, as well as representatives from the KBR's core (CapeNature), buffer and transition areas. The Technical Committee gives support to the KBRC directors, has secured funding, and in November 2005 appointed the SetPlan / DJ Environmental Consultants Joint Venture ("SetPlan / DJEC JV") to prepare a Strategic Management Framework (SMF) for the KBRC.

1.2 Strategic Management Framework

The Strategic Management Framework (SMF) for the KBRC serves the following purposes:

- Galvanising diverse Kogelberg stakeholders around a common vision for the biosphere reserve and the setting of clear objectives to achieve this vision.
- Providing strategic direction on KBRC's core business activities, and how it should go about consolidating and operationalising the biosphere reserve.

¹ Section 21 of the Companies Act 61 of 1973 allows for a 'not-for-profit company' or 'association incorporated not for gain'. Section 21 companies resemble business oriented (for profit) companies in their legal structure, but do not have a share capital and cannot distribute shares or pay dividends to their members. Instead they are 'limited by guarantee', meaning that if the company fails its members undertake to pay a stated amount to its creditors.

- Establishing a framework for decision making and addressing how to establish and maintain effective co-ordination between the KBRC and the various statutory authorities active in the KBR, with particular attention to clarifying jurisdictions and responsibilities of the different spheres of government, parastatals (e.g. SAFCOL), and other statutory bodies (e.g. CapeNature) active in the KBR.
- Facilitating the involvement of private landowners as voluntary participants in the biosphere reserve initiative.
- Rationalising biodiversity management activities in the KBR's core, buffer and transition areas.
- Ensuring that the KBR delivers tangible socio economic benefits to local communities.
- Introducing research programs, benchmarks for monitoring the performance of the KBRC and the state of the environment, and the exchange of information.
- Securing sufficient funding for the company to operate.

A consultative process is being followed to prepare a SMF for the KBRC. The process has the following phases and outputs:

- Over the period December 2005 and January 2006 interviews were undertaken, available information on the KBR and UNESCO's MAB Program was reviewed, and a **Conceptual Framework and Situational Analysis** report was produced. This report established points of departure to the preparation of the SMF by exploring the conceptual basis of managing biosphere reserves, reviewing the current situation in the study area, and identifying key issues that need to be addressed in the Strategic Management Framework.
- To further inform the SMF an **initial round of consultation with local stakeholders** was undertaken over the period January to March 2006. This involved a series of community meetings, a workshop with environmental managers and interest groups active in the KBR, a workshop with provincial and municipal land use planning and management officials, and interviews with stakeholders from the different sector of the local economy. The inputs made by these various stakeholders were recorded and interpreted (see March 2006 report ""Initial Stakeholder Consultation: Implications for the Strategic Management Framework"").
- The current phase is concerned with working out a **Strategic Plan** for the KBRC. The Strategic Plan is informed by inputs made in the initial round of stakeholder consultation and the findings of the Conceptual Framework & Situational Analysis. The draft Strategic Plan presented in this report is the output of

a strategic planning workshops held with KBR stakeholders on 12 April 2006 in Kleinmond. It sets out the broad based agreement reached on the strategic direction that the company should take moving forward.

- iv Given a common understanding on the direction that the KBRC should take, the next step will be to convene small focus groups to work out the specifics of how the company is going to undertake its core business activities. The details of how these management programs will be implemented will be recorded in the KBRC **Strategic Management Plan**.
- v How to structure and fund the KBRC so that it is in a position to effectively implement its Strategic Management Plan is the next step in the process (i.e. preparation of a KBRC **Corporate Plan**). To work this out the current composition and mandate of the board of directors will be critically reviewed, as will that of the Technical Committee. A way forward will be mapped for the restructuring of the company and sources of funding identified.
- vi The final step in preparing the strategic management framework involves developing an overarching performance measurement system to **monitor and review** progress of the KBRC, and other management agencies, in meeting the targets set by the Strategic Management Plan.

1.3 Purpose and Content of the Strategic Plan

Although the management of biosphere reserves is not prescribed in international or South African law, the Western Cape provincial government is developing enabling legislation dealing with biosphere reserves. The various biosphere reserve management models used around the world are all based on some form of voluntary association between the local community, landowners, local business and statutory authorities. In the case of the Kogelberg Biosphere Reserve, these stakeholders are using a Section 21 Company as entity for managing the affairs of the KBR.

The draft Strategic Plan presented in this report sets out to build agreement between the different stakeholder groups on the direction the company should take in managing the KBR. To this end this report covers the following topics:

- Drawing on the findings of the Conceptual Framework & Situational Analysis and inputs made in the initial round of stakeholder consultation, Section 2 explores the **management challenges** facing the KBRC.

- Section 3 looks at the external threats and opportunities the company needs to be aware of and respond to, as well as local strengths and weaknesses that it has influence over (i.e. **SWOT analysis**).
- Section 4 sets out a **vision** for the KBR that the company should aspire to achieve in carrying out its activities.
- **Guiding principles** to underpin the management activities of the KBRC are set out in Section 5.
- Section 6 defines the primary purpose(s) of the KBRC (i.e. its **mission statement**).
- Section 7 explains the **management goals** the company needs to pursue in fulfillment of its mission.
- The report concludes by setting out **the way forward** in detailing management programs for the achievement of the KBRC's goals.

The Strategic Plan presented in this report documents the direction the company should take in managing the KBR. Details contained in the February 2006 "Conceptual Framework & Situational Analysis" report and the March 2006 "Initial Stakeholder Consultation: Implications for the Strategic Management Framework" report are not repeated in the Strategic Plan.

2. MANAGEMENT CHALLENGES

Some of the key challenges faced in managing the KBR are outlined below. These challenges are classified according to whether they are legally or institutionally related, and whether they relate to the key functions of biosphere reserves (i.e. biodiversity conservation, socio-economic development, and logistical/research).

2.1 Legal Challenges

- Whilst the provincial government in the Western Cape currently is developing enabling legislation for biosphere reserves, biosphere reserves currently have no specific legal basis in South Africa. This has major implications for the biosphere reserve management model. Securing the voluntary participation of the local community, landowners and statutory authorities in the initiative is a significant challenge facing the KBRC. Committing these partners to carry out agreements reached presents further challenges for the KBRC. New provincial enabling legislation and/or use of the Municipal Systems Act are options for binding biosphere reserve partners to agreements reached.
- In terms of the Statutory Framework for biosphere reserves the periodic review of the KBR is due in 2008/2009. The KBRC has limited time to report back to the International Network regarding its activities and the extent to which the KBR has met its management obligations.

2.2 Institutional Challenges

- Factors complicating management of the KBR include the complex legal framework, the overlapping jurisdictions between various statutory authorities, the poor delivery capacity of local government, and a politically unstable climate.
- Within this context the KBRC is faced with the significant challenge of building effective partnerships between KBR stakeholders. To date it has not met this challenge.
- Broad based community support for the KBR is lacking. The KBRC needs to be structured in a way that the broader community is represented. Key stakeholders that need to be brought on board include the HDC's, the farmers (as major land owners), and economic stakeholders (tourism operators, fishermen, etc). But representivity and consultation are insufficient to ensure the KBRC's legitimacy. The company also needs to demonstrate on the ground action if it is to build broad based support.

- In the absence of the KBRC demonstrating its presence in the area, a more vocal and prominent environmental interest group (KOBIO) has assumed the role of representing the KBR's interests. This group primarily performs an advocacy role, which can compromise the KBR's partnership building requirements.
- Securing sufficient funding, at the very least to provide administrative support to the KBRC, presents a significant challenge.

2.3 Conservation Challenges

- Limited awareness by the local community of the significance and fragility of the local environment (biophysical and heritage), the notion of sustainable development and the biosphere reserve concept are challenges the KBRC needs to tackle head-on. What is not always recognized is that the consumptive lifestyle of some affluent members of the local community impacts negatively on the environment.
- The perception exists among previously disadvantaged communities that conservation does not deliver real benefits, be they spiritual or socio-economic. This perception also leads to the problem of limited political support for the KBR as politicians cannot see how the biosphere reserve model can assist in addressing socio-economic issues such as poverty and unemployment which are high on the political agenda.
- Unsustainable land use practices in areas peripheral to the biosphere reserve impacts negatively on the KBR. This occurs mostly where river catchments extend beyond the current borders of the KBR and act as 'transmitters' of external environmental impacts. These impacts will have to be more effectively managed to ensure that the conservation value of the KBR is maintained, particularly its valuable water resources.
- Poorly compiled and aligned Spatial Development Frameworks (SDFs) presents a further challenge to the KBRC, as does the fact that many of the existing SDFs do not incorporate the sustainability principles of biosphere reserves. The absence of a spatial development plan specific to the KBR complicates the company's attempts to co-ordinate management of the biosphere reserve.
- Poor waste and sewerage management in parts of KBR is a challenge the KBRC needs to assist local authorities address. Whilst improved service delivery is a common challenge faced by all municipalities, it is incumbent on the KBRC to find ways to help municipalities maintain the integrity of the KBR's sensitive and unique ecosystems.

- Illegal harvesting of natural resources, particularly the poaching of marine resources, is an important biodiversity conservation challenge facing the KBRC. Poaching is likely to spread to other terrestrial resources if conservation does not consider the importance of the social and economic well-being of all its communities.

2.4 Socio-economic Development Challenges

- The KBR has, similar to elsewhere in South Africa, pressing social and economic problems which exacerbate the gap between the wealthy and poorer sections of the local community. The local community is polarized around conservation issues, and a major challenge facing the KBRC is ensuring a meaningful balance between socio-economic and conservation imperatives. The challenge for the KBRC is to demonstrate the benefit of the KBR to previously disadvantaged communities and to obtain their buy-in.
- There is a perception among many stakeholders that biodiversity does not deliver tangible socio-economic benefits, particularly to the poor. While socio-economic development is a mandated responsibility of the local authority and other governance agencies, the challenge lies for the KBRC to promote socio-economic development that is based on the sustainable use of the KBR's natural resources and ecosystem services. In promoting this type of development it must also demonstrate the link between biodiversity conservation and the social and economic benefits that this type of development delivers.
- Developers perceive the KBR as a hostile environment, mainly due to the presence of powerful civic organizations who are anti-development. The challenge for the KBRC is to ensure that the sustainability of proposed developments is demonstrated and that lobbying groups do not oppose desirable development that is sustainable and thereby conforms to the biosphere reserve model. One way of doing this is through the development of clear and unambiguous land use management and development guidelines for the core, buffer and transitional areas. Improving the alignment of the SDFs and the preparation of an SDP for the KBR will also help to clarify what constitutes desirable development.

2.5 Logistical Challenges

- The need to put in place effective KBR monitoring systems emerges as an additional challenge facing the KBRC. It is necessary to monitor both environmental conditions in the KBR and the performance of the company in meeting biosphere reserve objectives.

- The need for the KBRC to facilitate participation in international research emerges as a further challenge facing the company. UNESCO requires that biosphere reserves participate in an international network by conducting biosphere-scale research and sharing the findings. The KBRC will have to decide how it can promote KBR-scale research projects, collate scientific information on the KBR and share this information with the international network.
- Whilst the KBRC is not responsible for socio-economic development, it needs to promote and support demonstration projects which show how biodiversity conservation and the sustainable use of natural resources can generate socio-economic benefits. The challenge is for these demonstration projects to become practical examples of best practice.

3. STRATEGIC ASSESSMENT

Section 2 highlighted some of the formidable management challenges facing the KBRC. In formulating strategies for tackling challenges it is informative to consider the external influences a company is subject to (i.e. the threats and opportunities it faces). Even though a company has no direct control over these forces, it needs to be aware of them and respond appropriately to gain advantage or protect its interests. In strategic planning companies also examine their internal strengths and weaknesses, as these are variables which a company can control.

Some of the significant external and internal influences on the strategic direction the KBRC should take are explored below by way of a SWOT analysis.

3.1 External Threats & Opportunities

<i>Threats:</i>	<i>Opportunities:</i>
<ul style="list-style-type: none"> E Cape poverty fueling migration into KBR which will accentuate existing social disparities in the area and escalate current pressures on the natural environment 	<ul style="list-style-type: none"> Job creation as a result of rapid economic growth in SA, and increased awareness of and interest in conserving the natural environment by the broader community
<ul style="list-style-type: none"> Global climate change threatening KBR's biological diversity and causing a rise in sea level 	<ul style="list-style-type: none"> Landscape wide regional conservation initiatives (e.g. CAPE) safeguard biodiversity patterns & processes
<ul style="list-style-type: none"> Depletion & possible collapse of some marine and terrestrial resources due to illegal harvesting 	<ul style="list-style-type: none"> Reform of natural resource allocation policy to allow greater equity, and increased enforcement capacity
<ul style="list-style-type: none"> Escalating pressure on KBR's water resources driven by escalating Cape Town demand 	<ul style="list-style-type: none"> Catchment resource management & introduction of payments for ecosystem services
<ul style="list-style-type: none"> Depressed conditions in the deciduous fruit & wine industries putting pressure on sustainable agricultural land use 	<ul style="list-style-type: none"> Expansion of biodiversity friendly farming practices and introduction of nature based tourism and recreational products
<ul style="list-style-type: none"> Growing regional competition in the nature based tourism and recreational markets 	<ul style="list-style-type: none"> Growing popularity of nature based tourism & recreation and KBR's proximity to metropolitan market
<ul style="list-style-type: none"> Proposed N2 toll road will divert traffic along KBR's scenic coastal drive 	<ul style="list-style-type: none"> KBR strategically located along 2 established regional tour routes (i.e. Garden Route and Whale Route)
<ul style="list-style-type: none"> Unviable land reform projects leading to land degradation. 	<ul style="list-style-type: none"> Diversification of land reform projects & increased emphasis on implementing sustainable land use activities & providing on-going support to beneficiaries
<ul style="list-style-type: none"> Constant political change and preferences within all spheres of government. 	<ul style="list-style-type: none"> Scope for KBRC to be depoliticized, as far as possible, and obtain broad based buy-into the biosphere reserve concept

3.2 Internal Strengths & Weaknesses

<i>Strengths:</i>	<i>Weaknesses:</i>
<ul style="list-style-type: none"> KBR globally significant hotspot of marine & terrestrial biodiversity 	<ul style="list-style-type: none"> Marine not fully integrated into KBR, and inadequate overall capacity to regulate & protect resource base
<ul style="list-style-type: none"> Diverse interest groups in KBR who subscribe to principles of sustainable development 	<ul style="list-style-type: none"> No or divergent understanding of BR concept among local interest groups and very low awareness of KBR
<ul style="list-style-type: none"> Active network of CBOs in KBR who share passion for area and appreciate significance of local environment 	<ul style="list-style-type: none"> Community polarisation over 'green' and 'brown' environmental issues, perceived bias to conservation, little common ground
<ul style="list-style-type: none"> BR an established international 'brand' name 	<ul style="list-style-type: none"> No identity, face or voice to KBR – misperceptions & confusion rife
<ul style="list-style-type: none"> Range of co-operative governance arrangements in place on which to build 	<ul style="list-style-type: none"> Overlapping legal mandates in KBR, no legal status to BRs, efficacy of KBRC questioned
<ul style="list-style-type: none"> Provision in W Cape for BR Spatial Development Plan to align land use planning & management across jurisdictions 	<ul style="list-style-type: none"> Provincial & municipal planning currently not fully aligned and unclear as to what activities are permissible in BR zones
<ul style="list-style-type: none"> Range of existing initiatives between different partners that are congruent with BR objectives 	<ul style="list-style-type: none"> Existing initiatives not branded as KBR. KBR partnerships not effective, need rebuilding
<ul style="list-style-type: none"> Scope for KBR to enhance effectiveness of authorities involved in conservation, socio-economic development & research 	<ul style="list-style-type: none"> KBR not mainstreamed into activities of statutory authorities, perceived to be more hindering than adding value to their programs
<ul style="list-style-type: none"> Land owners positive towards BR objectives, want to see KBR work 	<ul style="list-style-type: none"> KBR not perceived to be adding value to land owners, no incentive to participate in its activities
<ul style="list-style-type: none"> Significant body of research available on KBR 	<ul style="list-style-type: none"> Poor sharing of existing information & co-ordination of research
<ul style="list-style-type: none"> KBRs diverse resources, if sustainably used, can open up new economic opportunities 	<ul style="list-style-type: none"> KBR not perceived to be delivering tangible socio-economic benefits, many see it as blocking development
<ul style="list-style-type: none"> KBRC has functional Technical Committee in place who are supporting KBRC directors 	<ul style="list-style-type: none"> KBRC Articles of Association not tailored to BR requirements, company representivity questioned
<ul style="list-style-type: none"> DBSA funding secured & consultants appointed to prepare management plan for KBRC 	<ul style="list-style-type: none"> Company has lacked direction & focus in absence of management plan to guide its activities
<ul style="list-style-type: none"> As part of CAPE network, scope for KBRC to leverage funding if it can demonstrate sustainable dev 	<ul style="list-style-type: none"> KBRC hamstrung in its operations by no secure sources of funding
<ul style="list-style-type: none"> BRs to learn lessons of best practice 	<ul style="list-style-type: none"> No measurement system in place to measure performance of KBR

4. VISION

As stated at the outset, a biosphere reserve is a voluntary association between the local community, statutory authorities, land owners and local businesses. For these different parties to work together and collectively add value, they need a shared vision of what the KBR should be. The parties must first buy into this vision before they can work out how to tackle the KBR's management challenges, respond to outside threats and opportunities, and address local weaknesses and capitalize on its strengths.

Towards stimulating discussion on common aspirations, the following vision for the Kogelberg Biosphere Reserve is put forward:

Kogelberg's most precious assets are its people and the unique natural environment they are privileged to live in. It is special as the biodiversity hotspot of the Cape Floral Kingdom. It is also special as an environment that the local community benefits from, especially those previously disadvantaged, and one that they share with visitors. It is an environment that the community nurtures so that future generations can continue to benefit from the use of its marine and terrestrial resources.

This quest for the Kogelberg as a model sustainable living environment is shared by civil society, land owners, the business community and authorities. To pursue the journey down this road together these interest groups are partners in the Kogelberg Biosphere Reserve. This is their vehicle for learning from each other, networking with biosphere reserves across the globe, and sharing their experience with others.

"Kogelberg Biosphere Reserve– the Cape Floral Kingdom's model sustainable living environment for all"

4. GUIDING PRINCIPLES

Towards realizing the vision aspired to, the following values should underpin the activities of the KBRC:

Capacity Building – seek to ensure that the KBRC and its partners are adequately resourced to meet their mandated, and ethical, responsibilities in respect of the quality and timeliness of performance, productivity, controlling of costs, and managing their responsibility with integrity and in compliance with applicable laws.

Partnerships – seek to support a diversity of options in the implementation of KBR activities, including devolution to different spheres of government, devolution to NGO's, community based natural resource management, collaborative management, participatory management, joint ventures, outsourcing and resource use concessions.

Empowerment - seek to empower stakeholders involved in the KBR through facilitating capacity building and access to economic opportunities.

Culture of learning – seek to provide for continual improvement through a creative and collaborative approach to problem solving and learning. It shall strive to share experiences with, and learn from, other similar regional, national and international organizations.

Accountability and transparency - seek to develop mechanisms to: report on the quality and timeliness of performance; increase productivity, control costs, and manage the KBR with integrity and in compliance with applicable laws.

Balance – seek to use, and document, the KBR as a demonstration project for working models of sustainable development that could be replicated across the region and scaled up country-wide.

The preferred management approach of the KBRC may be summarized as follows:

Building on the foundation – seek to complement, not duplicate, activities, initiatives and programs of institutions, civil society and individuals actively working within the KBR.

Maintaining a small, flexible and focused institution – seek to maintain a small, cost-effective and innovative institution, the KBRC, which focuses on its priority objectives and leverages support for its activities through effective partnerships with other government agencies, the private sector, and civil society.

Supporting focused and directed co-ordination of activities – seek to adopt an holistic planning approach to sustain continuity and ensure functional integration across institutions, civil society and individuals. It will seek to integrate and coordinate priority activities within the larger environmental, institutional and socio-economic context of the KBR.

Maintaining excellence in management - seek to attain excellence in managing the KBR and serving the communities that live in it, and visitors that use it, through: accountable and informed decision-making; and co-ordination, co-operation and integration with relevant government agencies and stakeholders.

In practical terms, the strategic management framework needs to ensure that the following requirements for the effective management of the KBR are adequately addressed:

- The necessary **mandate, human capacity and financial resources** to implement and achieve the objectives and activities described in the strategic framework;
- A clear definition of **roles and responsibilities** of partner institutions and stakeholders in the implementation of the strategic framework;
- The delivery of **tangible benefits** to society that outweigh their social and economic costs (i.e. they are cost-effective).
- **Flexibility of service delivery** that encourages innovation and a wide range of government and non-government sector involvement.
- **Performance indicators and accountability measures** that provides for regular review of outcomes.

5. MISSION STATEMENT

The KBRC is the entity being used to manage the affairs of the Kogelberg biosphere. As a Section 21 Company its primary purpose is not to make profits for its shareholders. The KBRC is rather a voluntary association between different interests groups who subscribe to the objectives of biosphere's, who aspire to a common vision, and who share similar values.

A company's mission statement needs to answer two important questions:

- 1) What groups (i.e. customers) and needs will the company serve?
- 2) What is the company's business and what will it be?

6.1 The KBRC's Customers

Regarding who the KBRC serves and the needs of these customers:

- It must function in the interests of the Kogelberg **biosphere 'community'** (i.e. residents, community based organizations, local business, and the owners or occupiers of land), recognizing that there are diverse interests within this broad constituency inclusive of impoverished and marginalized groups who need to be specifically targeted. Both the current and future generations need to be served.
- It must attract **visitors and investors** into the Kogelberg. Visitors to the biosphere seek quality and safety when experiencing the local environment. Investors seek to minimize their risks and maximize their returns.
- It must complement the conservation, socio-economic development and research/monitoring activities of **statutory authorities** mandated to carry out these functions in all or part of the biosphere. The authorities seek the KBRC to support and partner them.
- It must facilitate the involvement of **NGOs and research institutions** to learn lessons and share experience in sustainable development, and network with **other biosphere reserves** in South Africa and across the globe.

6.2 The KBRC's Core Business

Given these diverse customers who have different agendas, since it was founded in 2002 the KBRC struggled to work out where it should best direct its efforts. Lessons from other partnership based initiatives that are part of the CAPE program point to the importance of adopting a very focused approach (i.e. concentrating on delivering on selective strategic priorities).

The core business of the KBRC is to manage Kogelberg as a functional biosphere reserve. Arising out of the research completed to date, three strategic priorities for the KBRC are identified:

- a) Spreading awareness and an understanding of the KBR amongst the company's different customers, and showing the company's 'face' to its customers.
- b) Building (or rebuilding) relationships between existing and prospective partners who share an interest in delivering on the KBR's conservation, socio-economic development and/or research objectives.
- c) Facilitating the co-ordination of research, forward planning and management for the entire biosphere, and sharing lessons learnt.

6.3 Mission Statement

The following mission statement for the KBRC is proposed:

The KBRC manages the Kogelberg biosphere reserve in accordance with UNESCO's Man and the Biosphere program. The company comprises a partnership between different stakeholders who are working together to establish the Kogelberg biosphere reserve as a model of sustainable development. To this end the company's core business activities are:

- *Education, training, marketing and publicity to its customers*
- *Supporting and co-ordinating socio-economic development, service delivery and conservation initiatives in the biosphere reserve*
- *Promoting and exchanging biosphere level research and planning.*

6. MANAGEMENT GOALS

Towards carrying out its mission the following strategic management goals are proposed for the KBRC:

Goal 1: To raise general awareness of the KBR, build a broad based understanding of the Man and the Biosphere program, and establish an identity for the KBRC.

Target market: KBRC customer base (as defined in Section 6)

Target result: 66% of Kogelberg community and 100% statutory authorities aware of KBR, basic understanding of BR concept, and knowledge of KBRC

Timeline: By 2008 KBR review

Goal 2: To support (organizationally, financially and/or logistically) socio-economic and conservation initiatives in the biosphere that offer scope for wider replication

Target market: KBRC customer base (as defined in Section 6)

Target result: Support to projects or programs embodying three primary functions of BRs

KBR Local Economic Development Strategy
inclusive of Tourism Development Strategy

Support to a terrestrial and marine community
based natural resource management enterprise

Partnering of an emerging business with an
established businesses

Support to forestry, farming and tourism related
land reform projects

Monitoring & evaluation system for all projects
supported by KBRC

Timeline: Project implementation within 3 years

Goal 3: To facilitate and co-ordinate biosphere level research and forward planning, and share the results with partners.

Target market: KBRC customer base (as defined in Section 6)

Target results: Baseline research on the value and sensitivity
KBR's biodiversity, heritage and scenic resources
(marine & terrestrial), to inform refinement of core,
buffer and transition zones and establishment of
MPA

Spatial Development Plan for KBR (inclusive of land
use guidelines for core, buffer & transition areas)
as basis for aligning Provincial and municipal SDFs

Consolidated data base on all research undertaken
in KBR

Monitoring and evaluation system for tracking the
performance of KBRC

Information exchange with MAB network

Timeline: Achievement of above targets by KBR's 2008
review

**Goal 4: To secure sufficient and sustainable finance for the effective
functioning of the KBRC**

Target market: KBRC customer base (as defined in Section 6),
donors and the private sector

Target results: Range of recurrent income streams from public and
private sources (non dependence on grant finance)

Revenue from payment for eco-system services

Timeline: Achievement of above targets within 5 years

7. THE WAY FORWARD

The Strategic Plan presented in this report forms part of the Strategic Management Framework for the KBRC which is being prepared.

This report has highlighted the need for the KBRC to embark in a new strategic direction, and makes recommendations in this regard. The report is based on the outcomes of the strategic planning workshop held amongst KBR stakeholders on 12 April 2006.

Given in principle endorsement of a new strategic direction for the KBRC, the next step involves preparing a detailed Management Plan for the roll-out of the company's programs. To contribute to this plan's preparation, stakeholders will be invited to participate in focus groups where the specifics of implementation arrangements will be worked out (i.e. responsibilities, deliverables, timeframes, sources of funding, etc). Workshops will be convened to finalise a consolidated management plan.

Once the Management Plan is in place, the KBRC Corporate Plan will be prepared. This will focus on how to restructure the company so that it can implement its management programs, how it should be staffed and resourced including the financing of its activities.