



ADDO ELEPHANT NATIONAL PARK

From Planning to the Implementation of a Successful
Conservation and Socio-Economic Model

INTRODUCTION

To the north of the city of Port Elizabeth, in South Africa's Eastern Cape Province, lies the Addo Elephant National Park (AENP), a mosaic of landscapes defined by unique terrestrial and marine flora and fauna, spectacular scenery and deep cultural heritage.

The AENP stretches across 180,000 hectares¹, from a semi-arid zone at its northernmost end, across the Zuurberg Mountains, southwards through the Sundays' River valley to its mouth, then east along the coast of Algoa Bay to the Bushman's River Mouth, taking in the Woody Cape sections of the coast and including the Bird Island and St Croix Island groups. The park contains an impressive representative sample of the Eastern Cape's unique mix of biodiversity, scattered across marine and coastal zones and five of South Africa's nine terrestrial biomes²: thicket, forests, fynbos, nama-karoo³ and Indian Ocean coastal belt. Grassland elements also occur in the area.

Johannes van Niekerk



Addo Elephant National Park.

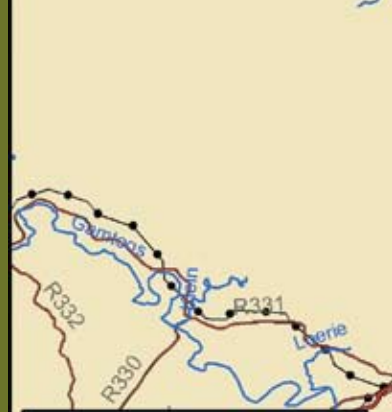
1. South Africa National Parks (SANParks); <http://www.sanparks.org/parks/addo/conservation/geanp.php>

2. 'Biome' is a scientific term used to describe areas on the earth with similar climate, plants, and animals. They are large geographical areas populated by distinctive plant and animal groups and ecosystems, adapted to that particular climate and environment.

3. The Nama Karoo Biome is characterized by its open spaces and healthy air, water and climate. It lies in the Eastern, Western and Northern Cape Provinces. It is the largest and least researched of South Africa's seven biomes (ecological regions) and the largest of its four arid biomes. It covers an area of 135,000 square kms. Elevation, temperature and rainfall separate it from the Succulent Karoo (to the south and west) and Fynbos Floral Kingdom (Cape Town).

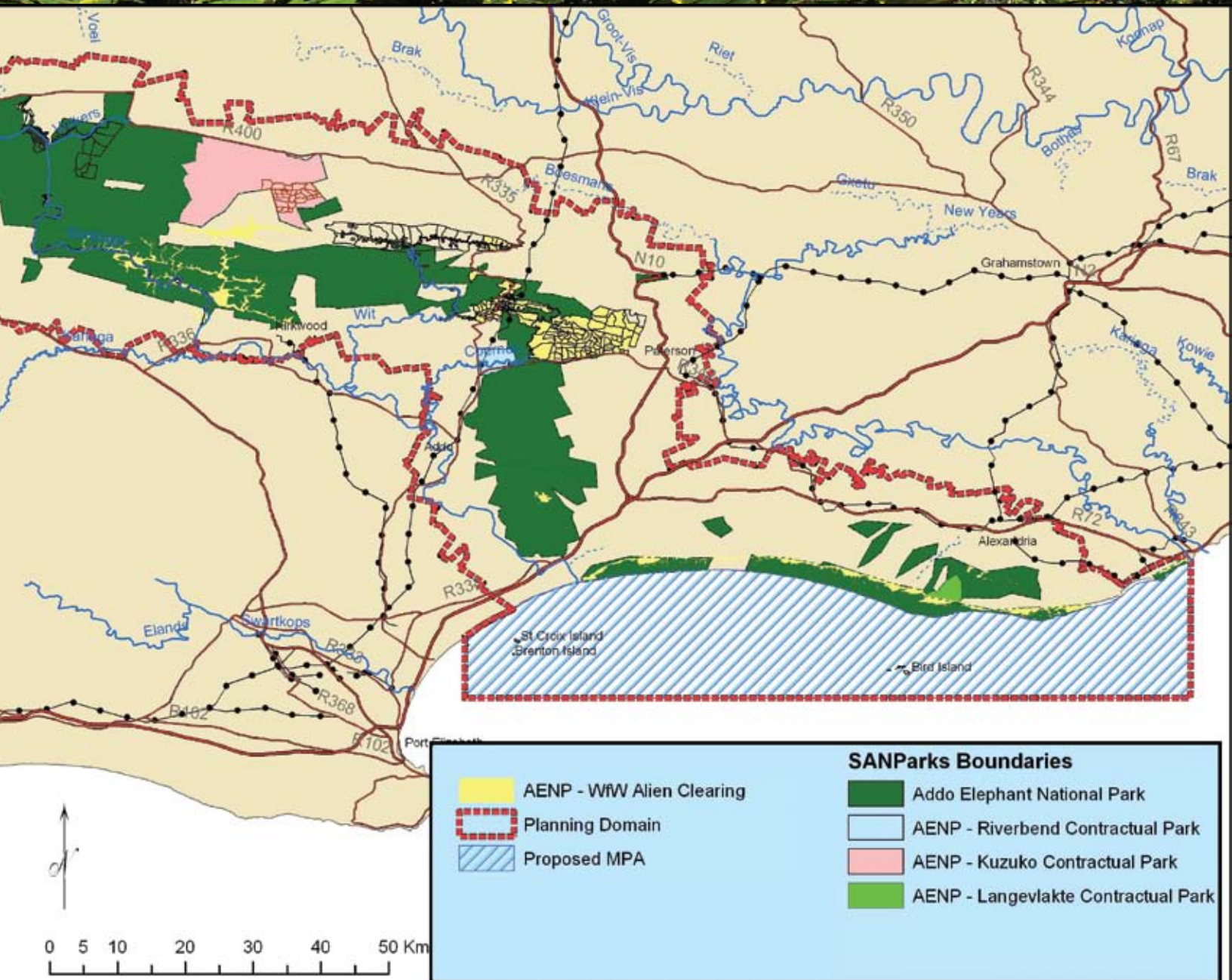


Johannes van Niekerk



South Africa





EIGHT DECADES OF EXPERIENCE

The Addo Elephant National Park (AENP) was originally proclaimed 80 years ago, on 2,270 hectares, in an effort to protect the region's severely threatened elephants. The park's management strategy has evolved over the decades from a single species conservation philosophy to one that embraces holistic biodiversity conservation and sustainable development. The evolution began during the 1970s and 1980s, in response to a need to expand the original conservation area to allow for sufficient boundary expansion to sustain the growing population of elephants. The park's vision has further been expanded to accommodate a broader biodiversity focus as well as the re-introduction of key big species, which has resulted in the park now holding the title of the world's first 'Big Seven' conservation area, home to elephants, lions, rhinos, buffalos and leopards, plus the southern right whale and the great white shark. Over time, the drive to conserve and effectively manage the region's unique and diverse biological resources has led to a shift in focus towards a landscape approach, with



A Greater Kudu at the Addo Elephant National Park in South Africa.

a focus on sound ecosystem management and sustainable development.

The AENP's strategic vision calls for it to be fully "integrated into the regional landscape, [so as to] conserve and enhance the characteristic terrestrial and marine biodiversity, ecological processes and cultural, historical and scenic resources representative of the Eastern Cape region for the appreciation, and benefit of, present and future generations". The habitat diverse ecosystems that define the park, today the third largest national park in South Africa, include offshore island groups, coastal dune fields, coastal plains, arid plains and mountains



At the time the park was proclaimed, fewer elephants than those seen in this photo remained.

Rich in Diversity

South Africa is considered by Conservation International to be a megadiversity country primarily due to its floristic variation and high levels of endemism. South Africa's plant diversity is estimated at over 23,000 species, representing at least 9 percent of the global total. Two of the world's 25 threatened biodiversity hotspots are found within the country's boundaries. These include the Succulent Karoo Biome and the Cape Floral Kingdom, of which portions of the latter are found within the AENP area. The AENP area also contains the 'Albany center of plant endemism', located in the Thicket biome which is confined to South Africa and has some of the highest levels of endemism seen globally per square kilometer.

that house a wide variety of wildlife including over 550 elephants, lions and leopards, spotted hyaenas, black rhinos, buffalo, antelopes and zebras, as well as the largest breeding colony of Cape gannets in the world, endangered African Penguins and rare Roseate Terns.

EXPANDING POSSIBILITIES

While vastly rich in biological diversity, the Eastern Cape is one of South Africa's most economically challenged provinces, faced with high rates of illiteracy and unemployment. Persistent poverty, unabated over the years by subsistence livestock farming, posed a threat to the region's biodiversity and hastened desertification as communities struggled to eke out a living from their surrounding natural resource base. Yet, the experience emanating from within the AENP protected area in the 1990s had a far more positive story to tell.

A study on the economic value of the AENP, published at the time, showed that conservation-related forms of land use that had been adopted in and around the park, including primarily eco-tourism and wildlife ranching, were fundamentally more sustainable than livestock farming, both economically and ecologically, as they demonstrated net gains for the natural resource base and local communities⁴. These findings complemented a growing number of other studies that pointed to the fact that nature-based tourism was, from ecological, economic and social perspectives, more sustainable than pastoralism⁵. The AENP's emerging eco-tourism industry was, in particular, noted as providing a boost to the region's economy, evidenced by growing numbers of tourists, as many as 50 percent from abroad, which were driving local job creation. 'Growing' the AENP began to be viewed as an opportunity to enhance the generation of additional ecological and socio-economic benefits by expanding the reach of biodiversity conservation in the region in tandem with expansion of a range of entrepreneurial and employment opportunities linked to preservation of the park's invaluable, globally significant natural assets.

Key to this goal of long-term, sustainable conservation was the need to ensure consolidation of an area suffi-

4. Kerley, G.I.H. and A.F. Boshoff; The Greater Addo National Park Initiative: Linking Biodiversity Conservation to Socio-economic Development; pp. 57-66; in *Mainstreaming Biodiversity in Development: Case Studies from South Africa*; S.M. Pierce, R.M. Cowling, T. Sandwith, and K. MacKinnon, editors; The World Bank, 2002; p.59.

5. Research undertaken during preparation of the future GEF project highlighted that studies (1995) estimated total revenues from tourism in AENP were between US\$83 and US\$110 million, and that at a micro-level, total gross income/ha from ecotourism in the park could be as much as four times higher than for pastoralism.

ciently large to allow ecological processes and patterns integral to biodiversity to be entrenched and, through proper management, maintained. And so the expansion and consolidation strategy began with the amalgamation of protected areas proximate to the AENP that, on their own, and lacking effective management capacity, were not thriving. In 1995, the Zuurberg National Park⁶ was amalgamated to the AENP, followed, in 2001, by the addition of the provincial Woody Cape Nature Reserve, with the St. Croix and Bird island groups,⁷ to its boundaries. The foundation for the establishment of the greater AENP was laid.



The Zuurberg Mountains provide breathtaking views overlooking the Addo Elephant National Park that tourists routinely enjoy.

NURTURING THE ECONOMIC POTENTIAL OF ECOSYSTEM SERVICES

Priority spending for the Government of South Africa in the Eastern Cape Region was focused on basic infrastructure and social services. The AENP experience expanded that vision. It became clear that the Eastern Cape Region's biodiversity and ecosystem services held not only tremendous environmental value, but also significant potential to expand socio-economic development and growth by attracting foreign, and domestic, investment that generate foreign exchange and provide employment, through conservation and preservation of natural assets. It therefore, mandated the South African National Parks (SANParks), the country's premier conservation organization, to expand the country's protected areas footprint in order to enhance nature-based tourism prospects. In response, in 2000, SANParks launched an important park planning initiative, centered on the conservation of the AENP's unique biodiversity to be complemented by the promotion of a sustainable eco-tourism industry and capacity-building for economic development.

To support the effort of growing the AENP's area of conservation into the greater AENP, SANParks turned to experts in the World Bank for support and guidance in developing a funding proposal for submission to the Global Environment Facility (GEF). An independent funding mechanism that brings together governments, international institutions, nongovernmental organizations and the private sector, the GEF has, since 1991, provided important grant financing to developing countries for projects across a variety of environmental areas, including biodiversity, with the aim of benefitting

6. Government Gazette no. 16755, 13 October 1995.

7. Government Gazette No. 22089, 2 November 2001.



The parcels of land annexed to Addo Elephant National Park ensure that additional endangered plants are protected.

the global environment as well as promoting sustainable livelihoods. In keeping with requirements for GEF funding, the proposal outlined a global environmental objective that targeted conservation, through enhanced ecosystem and protected area management, of a significant representation of the region’s diverse landscape environment, including offshore islands – a rarity on the African coast, coastal plains and forests, inland semi-arid and arid plains and mountains, within one national park. An equally important project development objective focused on stemming further ecosystem degradation of the area by increasing direct employment in nature conservation and eco-tourism, which complemented the Government’s national strategy

at the time to generate 10 percent of GDP from tourism⁸. Overall, the proposal called for the adoption of a conservation and development model to avert future loss of terrestrial and marine biodiversity. It was guided by an integrated and replicable management approach that actively involved local stakeholders, including landowners, communities and the private sector in park operations, and acquisition of additional lands through direct purchase, establishment of concessions and contractual inclusions of privately owned land.

8. Project Information Document (GEF project concept document).

In March 2004, the GEF approved a 5.5 million US dollar grant and the project began implementation in July of the same year. A national steering committee composed of the AENP Park Manager, the newly established Conservation Services Park Planning & Development Unit of SANParks and the Project's management team, was struck to guide and oversee the project's implementation. The French GEF (Fonds Français pour l'Environnement Mondial—FFEM) joined the project with a contribution of US\$1.29 million. Five principal areas of intervention were laid out:

- Conservation planning, through development of a planning and monitoring framework for reduced environmental degradation and long-term conservation of the AENP's assets;
- Strengthen institutional and governance structures involved in the management of the park;
- Implementation of the AENP Development Plan, to establish expanded infrastructure and expansion of the parks' boundaries through land purchases and contracting arrangements;
- Stimulation of economic development in the region by engaging the private sector in establishing an enabling environment for tourism and its related economic activity, and;
- Community development through managed access to natural resources, employment and microenterprise opportunities, as well as training and education on environmental and socio-economic monitoring of the impact of the project.



Overgrazing combined with climate variability resulted in land degradation in the buffer areas of the park. The project supported soil and water conservation projects to reverse the environmental degradation.

Stable Ecosystems are Good for Climate Resilience

Stable and functioning ecosystems are necessary for sustainable development. Ecosystem services including, conservation of biological diversity, provision of clean air and water, retention of soil and opportunities for carbon sequestration, all contribute importantly to adaptation in the face of changing climate.

Expansion of the AENP through the incorporation of continuous ecosystems within its perimeters is an important ecological approach to climate change mitigation and adaptation. The move away from land conversion to land conservation in the park has relieved the threat of historic unsustainable land use and degradation. The 'ecological corridors' created by the project have allowed elephants and other wildlife to roam across larger swathes of land in the AENP, thereby further reducing land degradation from grazing, as well as reducing reliance on artificial sources of drinking water. The park's contiguous and diverse ecological areas open to tourism allow for a diversity of experiences, both terrestrial and marine. By opting to manage the park as one contiguous ecological zone, ongoing planning and management, and equitable distribution of positive economic gains, are addressed in a holistic manner with a view to ensuring the resilience of the park's zones as a whole.

LAYING THE GROUNDWORK FOR THE AENP'S LONG-TERM CONSERVATION

Conservation Planning and Infrastructure Development

In order to lay the foundations for sustainable conservation and geographic and economic growth that would guide the development of the AENP, coordinated planning was required. A detailed research effort was launched to identify areas of land best-suited for inclusion in the park's expansion process and a strategic land acquisition process ensued, guided by a Conservation Planning Framework that allowed the management team to filter biological and cultural heritage data⁹, as well as information provided by the public and private sectors. Of priority was the potential conservation value of land parcels, balanced with the need to address broader socio-economic development goals, the latter of which necessitated greater public participation and private-public partnership. A phased approach, structured on SANParks policy of demarcating South Africa's parks into use zones to ensure that visitors have access to a wide range of experiences without compromising

9. While seen to hold significant positive potential, the project nevertheless triggered World Bank safeguard policies on environmental assessment, physical and cultural resources, and involuntary resettlement during its preparatory phase. In response to the Bank's safeguards, as well South African and SANParks' heritage policies, a Cultural Resource Framework was developed during project preparation. A cultural heritage resource mapping exercise ensued, which resulted in the development of an Integrated Cultural Resource Management Plan for the park, whose guidance is embedded in the CDF. resettlement Action Plans (RAP) were drawn up with those affected (19) incorporated directly into park positions or provided with work and capacity building through initiatives such as Working for Water, Working on Coasts and other poverty alleviation initiatives. All were provided with housing and then registered with local municipalities to receive official government housing.



Claudia Sobrevia

The project is bringing terrestrial and marine ecosystems management under a single large area and management institution.

the integrity of the environment's conservation, was implemented to determine how best expanded park space should be zoned and used.

Each phase of the expansion process focused on a specific Addo section and tackled a standard list of goals including, boundary expansion potential, fencing requirements, wildlife management needs, tourism and community development. Given the vast biological and geographical diversity of Addo's sections, this approach allowed managers to locate appropriate high intensity facilities and activity areas in zones robust enough to tolerate intensive use, while protecting more sensitive areas of each section from over-utilization.

Another significant dimension of the AENP planning initiative was the goal of incorporation of a 120,000 hectare Marine Protected Area into the park, inclusive of the Bird and St Croix island groups. The inclusion of a marine component to the park was considered to offer a unique opportunity for the park, once expanded, as it would be in a position to offer visitors a land and sea



In March 2010, at project's end, over 12,800 students had visited Addo Main Camp.

experience, with the southern right whale and the great white shark making it an exciting Big 7 destination.

Thanks to effective and comprehensive planning and implementation, steady progress was made resulting in quite remarkable results. After just six years of implementation by 2010 the park was indeed 'greater', having grown from 140,000 ha to just over 170,000 ha on land, and from no marine protection to an area of over 7,400 ha being declared a Marine Protected Area (MPA), including islands that are home to the world's largest breeding populations of Cape Gannets and endangered African Penguins. Looking toward the future, an additional 110,000 ha of marine area, linking these groups

and the coast have been proposed for inclusion in the MPA. Five of the park's terrestrial management sections, Darlington, Kabouga, Zuurberg, Nyathi and Colchester, between them house an impressive 133,000 ha of park wildlife protected within predator-proof enclosures,

St. Croix and Bird Islands were annexed to the AENP as a result of the project activities.





The Woody coastline near Port Elizabeth and south of Addo Elephant National Park offer s visitors additional products to enjoy during their visit.

which optimizes wildlife management. Eventually, the Park's Management Plan calls for removal of all fencing between the sections in order to consolidate the range of wildlife within the park's overall perimeter. Other, equally impressive conservation management and infrastructure development results included the removal of over 75,000 ha of invasive alien species from the park, and completion of construction of an additional 154 km of all season roads in the Main Camp zone of the Colchester section. The park continues to expand through public-private contractual partnerships and

now ranks as the third largest national park in South Africa.

The systematic planning approach embedded within the Conservation Development Framework (CDF) and the Park Management Plan, and applied during project implementation produced such excellent results that it now figures as part of SANParks management policy nationwide as an example of conservation best practice. Both the CDF and the Park Management Plan are reviewed every five years to ensure, or update, their relevance.

MONITORING RESULTS

To ensure effective ongoing conservation planning and management effectiveness, the project supported the development of a successful management information reporting system (MIRS) that included both environmental and financial¹⁰ management components. The environmental MIRS component, designed as a state of biodiversity management report, was developed by the Parks Planning & Development division of SANParks, and included detailed information on the state of both the terrestrial and marine environments in the park. Although initially designed and tested for the AENP, based on very positive feedback the MIRS has since been disseminated and applied by SANParks in all 20 of South Africa's national parks. The MIRS, which was automated in 2010, has become an integral part of SANParks' monitoring system. The design and systematic use of such a standardized system to monitor ecological change speaks not only to the effective conservation practices that have been established, but also to the increased capacity in the country's parks institutions and governance structures to monitor and manage South Africa's park systems across the board.

10. The project's related financial MIRS, the project's financial management tool, was designed to facilitate the preparation of financial management reports, including data on annual budgets, co-financing and full statements of expenses. It proved to be an invaluable tool with which to monitor and report upon expenses.

STIMULATING THE LOCAL ECONOMY

One aim behind the expanded vision for the AENP that was supported by the World Bank's GEF-funded project, was stimulation of the region's overall economic development through creation of an enabling environment conducive to nature-based tourism and engagement of the private sector. An initial tourism development model, involving a mix of biodiversity conservation, investment from the private sector and pro-poor job creation that has seen success in other parts of South Africa, was funded by the project. Today the AENP is one of the few of South Africa's national parks to turn a profit.

TOURISM-RELATED GROWTH AND LOCAL BUSINESS DEVELOPMENT

As projected, and hoped, the conservation of the AENP's natural assets and investment in its game reserves through collaboration with the private sector resulted in significant job creation, enterprise development and related economic improvement for local communities thanks to tourism.

The number of tourists to the park has been increasing at roughly 8 percent per year since 1991, when 51 000 tourists visited the Addo. By 2010, the number of visitors had reached 135,109, with over 50 percent coming from other countries, many of whom from Germany, the Netherlands and the United Kingdom. This high proportion of foreign visitors is almost twice the annual number that visit another of South Africa's notable national parks, Kruger National Park. The AENP now offers a total of 505 beds to visitors.

Income from tourism is of significant economic benefit to the region. Total tourist spending within the AENP and its Concessionaires in 2008-2009 amounted to R 70.1 million. This income, when spent within the regional economy by the Park and Concessionaires on staff and goods and services, generated an additional estimated R 140 million worth of income for local businesses and their employees. In addition, six commercial concessions have been established within the AENP including a curio shop, a restaurant, and lodges in Gorah, Darlington, Nguni and Riverbend.

Though less quantifiable, another economic benefit associated with the park and the tourism it generates, is

that it has created opportunity for local farmers to diversify their business through the development of tourism related activities, such as provision of accommodations and other goods and services. Indeed, many local tourism businesses around the AENP are located on functioning citrus and livestock farms, in addition to those found on the game reserves. A co-benefit of the park's tourism has therefore been to strengthen the economic viability of the local farming sector through provision of additional income earning opportunities and new employment opportunities to meet demand.

The number of beds available for tourists in AENP increased from 174 in 2004 to 505 in 2011.

BUILDING PUBLIC-PRIVATE PARTNERSHIP

Effective private sector participation has also been a key feature in the success of the project and has provided SANParks valuable experience in working with the sector as a key conservation partner into the future. Indeed, in addition to investment in tourism ventures within the park, the private sector has played a vital role in cementing the park's enhanced ecological footprint. As previously mentioned, an important component of the AENP's expansion strategy called for acquisition of areas of land where biodiversity conservation was required on a priority basis, so as to increase the ecological connectivity between areas that had been previously isolated from both conservation and economic development perspectives. To be achieved, investment beyond available public funding was required. Options identified included direct purchase, the establishment of concessions and contractual inclusions, all of which relied on private sector interest and funding.

The in-depth conservation planning work undertaken by the project allowed SANParks to identify a series of areas of high ecological and biological value for incorporation into the expanded AENP. In turn, SANParks was in a position to propose attractive sites for private sector inclusion and attract companies involved in high-end tourism, a budding market in the AENP.

During the course of the project's implementation, the rising cost of land impinged somewhat on the overall plan for expansion through private sector acquisition. Nevertheless, three contractual partnership agreements were signed with Kuzuko, Riverbend and Langvlakte, under which private lands adjacent to the park were contracted into the park with the agreement that they remain under conservation use for at least 99 years. This further consolidated the broader conservation area of the park and improved protection of the thicket and fynbo-grassland biomes. In the three areas tourism activities were developed, resulting in job creation and enhanced regional economic development.

Kuzuko Lodge is adjacent to the expanded Addo Elephant National Park.

Expansion Through Contractual Partnerships: The Kuzuko Experience

A series of public-private conservation partnerships have allowed the park to expand by an additional 30,000 hectares. Landowners sign long-term contractual agreements with SANParks, thereby bringing private land under the management of the park. While the contractual areas are managed in line with SANParks conservation policies, the private sector contractual partners are entitled to operate tourism enterprises on the land.

The Kuzuko is a 15,000 ha game reserve adjacent to the AENP's Darlington Section on the park's northeast side. Located within the Blue Crane Route Municipality (BCRM), the land within the Kuzuko Contractual Area had in the past been used for small stock farming. Following establishment of the Contractual Area, the process toward rehabilitating the land began and, in partnership with SANParks, conservation programs centered on indigenous wildlife, including black rhinos and elephants. At the time of their re-introduction into Kuzuko, the black rhino and the elephant hadn't occupied the karoo for 150 years.

Kuzuko now offers tourists a world class safari experience and accommodations in a 5-star lodge managed by one of South Africa's leading hotel groups, Legacy Hotels. Since its inception, the Kuzuko Contract Park has come to be viewed as the most significant contributor to the economy of the BCRM, thanks to enhanced tourism and the related businesses it has spawned, including bed and breakfasts. Indeed, in response to the positive economic influx generated by this contract park, the municipal government responded by building an airport in nearby Somerset East to better serve the region's tourism trade.

In total, the private sector contributed US \$14.5 million to the AENP initiative through land purchases, as well as lodge construction. This in itself is a significant indicator of success. Yet private sector involvement in the expansion of the AENP conservation and economic development efforts also contributed to increased job creation, with over 1,800 persons being employed in association with the AENP at the time of the project's closure, compared to a baseline of 909 at its outset.

COMMUNITY DEVELOPMENT, EDUCATION, AND JOBS

Community development, through education, awareness and job creation, was considered an important

social indicator for the project and the overall sustainability of the AENP's expansion. Matters of specific interest included managed access to natural resources, enhanced employment and microenterprise opportunities, and training and education on environmental and socio-economic monitoring of activities in and around the park.

Negotiations commenced with the owners of the adjacent Enon Bersheba communal lands regarding the possible inclusion of these lands, located on the southern Zuurberg slopes, into the park. If successfully concluded, their inclusion will further increase protection of the thicket biome, as well as further involve the community in their management. Linking this potential developmental area of the park in partnership with the



Local people employed in the Working for Water Programme — a poverty relief program targeting invasive non-native plants in South Africa.

community would provide opportunities to test new conservation-development models.

From an employment perspective, it has already been noted that conservation-related expansion significantly spurred local job creation, resulting in 1,842 external jobs, a 103 percent increase over the baseline number of jobs at the project's inception. In addition, internal jobs within the AENP's administration also rose to a total of 540, marking an increase of 409 percent. SANParks reports that employment amongst local businesses showed a steady increase over the last five years, rising from an average of six employees per business five years ago, to one of 23 employees per business at present. Since 2000 alone, 103 new businesses have been established as a direct result of the park's activities, resulting in the creation of 434 new jobs. From a social perspective, the park supplies employment and income,

both direct and indirect, to an estimated 1,400 households that support 5,600 people.

A formal capacity building programme focused on poverty alleviation has, over the last five years, supported the creation of a number of local small, medium and micro enterprises (SMMEs). Such enterprises are eligible to bid for contracts including site rehabilitation, building clearing, fence line maintenance, road building and removal of invasive alien vegetation. Eleven of the SMMEs are regarded as sustainable, having been in operation for more than two years and employing three or more workers. To date, the amount of Rands earned by the SMME's through various contracts financed by the AENP, private partners, and the Government totals R 20,357,000 (> US \$2.86 million).

Employment and entrepreneurial opportunities target local unemployed people from the vicinity of the AENP. A training plan has been instituted which includes training in basic environmental and cultural management, natural resource use enterprises (charcoal, arts and crafts), alien vegetation removal, basic business and financial management, basic adult education, and HIV/AIDS awareness. Concrete opportunities have materialized thanks to such training and support from Government-funded programs including Poverty Relief, Working for Water (WfW) and Extended Public Works Programme (EPWP), as well as from employment associated with the park's expansion and eco-tourism developments.

SANParks has also actively engaged with various stakeholder groups to boost community development further through educational and training activities, as well as through direct projects. Examples include: a partner-

ship with the Pick 'n Pay supermarket chain to establish a Kids in Parks program that exposes local school children to environmental education programs in the park; sponsored activities for disadvantaged school-age children along the Wilderness Foundation's Imbewu trails that focus on culture and nature; and, support for 'Hop on Guides' an initiative launched by a group of park guides to establish themselves as a business entity and open further employment opportunities.

Over the course of the project's implementation, 514 training days were offered to park employees, delivering instruction on contractual partnerships and concessions. A total of 29 internships have been offered by the AENP during the same period, 3 of which were funded by the project: one in environmental education, another in conservation related GIS, and the last in marine conservation. Other interns received training, and worked in, tourism guidance, conservation guardianship and hospitality services.

Construction, refurbishing and launch of an Interpretative Centre at the Main Camp of the AENP was also completed during the life of the project. To encourage its use, the park purchased a bus for the Centre to facilitate the transportation of students, and helped design specific educational activities linked to learning outcomes within the national school curriculum, in which visiting pupils participate. In March 2010, at project's end, over 12,800 students had visited the Main Camp Interpretative Centre.

To support ongoing planning, development and management decisions, a social monitoring process has been designed to facilitate review and documentation of the evolving relationship between the park, local



The Interpretive Center at the Main Camp of Addo Elephant National Park was supported by the project.

communities and the economic activities where they interact.

STAKEHOLDERS FOR SUSTAINABILITY

In order to encourage autonomy of communities in developing different economic activities, the project supported the establishment of the Mayibuye Ndlovu Development Trust (MNDT). Designed as a sustainable institution, the Trust is a model around which AENP communities may organize, register as a legal entity and develop their economic interests. Officially formalized in 2004, the Trust is managed by a Board composed of two trustees from each of the park's eight surrounding communities, plus two trustees from the AENP's management. Trustee meetings are held quarterly and an annual general meeting is held to review the Trust's business plan. A full time administrator manages the Trust, whose objective it is to become financially self-sustaining, generating funds for the benefit of the eight communities' development. The MNDT offers an innovative means by which to create community reserves into the future while in tandem, supporting the ongoing conservation of the park's natural assets.



Production of compost by local communities belonging to the Mayibuye Ndloyu Development Trust using invasive species.

Composting for Environmental Protection and Job Creation

The Sundays River Valley is characterized by the thicket conservation zones of the AENP and high intensity irrigation farming. The Valley, with its vital water resources, plays an important role in the local economy of the Eastern Cape.

The availability of fresh water resources in the region into the future is a significant concern, given the dual impact of projected warmer and drier climatic conditions on the sub-continent. Recently, the rivers of the Eastern Cape, the Sundays River included, had begun to face an important threat from the incursion of invasive alien vegetation. It was getting to the point where the Sundays River was often impassable due to the growth and spread of invasive plants. These, in turn, were contributing to dropping water tables, stagnation, silting and drying tributaries, with related negative effects on the fragile marine environment of the river and the estuary, and the economy.

In response to the threats posed by invasive alien vegetation on the Sundays River system and the productive soil in the Valley, the Mayibuye Ndlovu Development Trust (MNDT) and the Sundays River Citrus Company (Pty) Ltd (SRCC), one of the largest packers and marketers of citrus fruit in southern Africa, launched a joint commercial initiative, the Mayibuye Ndlovu Compost project. The project sought not only to address the problem of invasives, but also to support sustainable agriculture and promote sustainable employment for people from surrounding communities.

The MNDT supported the creation of two new local small, medium & micro enterprises (SMMEs) and raised additional project grant funding from the EU of R 4,700,000. The SMMEs, which following their creation became self-sustaining, harvest alien vegetation and process the raw material for compost manufacturing. This is then delivered to the SRCC, who uses the raw materials to manufacture organic compost which is then distributed to citrus growers and other commercial buyers in the region.

The Mayibuye Ndlovu Compost project has contributed to a revitalization of the local environment and economy by providing opportunity for local communities to benefit financially from the removal of invasive alien vegetation, and serves as a benchmark for further future community development projects.



CONSERVATION FOR SOCIAL AND ECONOMIC GROWTH — INDICATORS AND RESULTS

INDICATORS	BASELINE VALUE	VALUE ACHIEVED
Wildlife Conservation		
236,000 ha ^A of globally significant terrestrial biodiversity protected	141,000 ha terrestrial	170,115 ha terrestrial
Formal proclamation of contiguous 120,000 ha or marine protected area (including 2 islands)	0 ha marine	7,414 ha marine ^B
Hectares of the AENP where wildlife is contained within the boundary of a fence (Predator proof)	13,681 ha	133,000 ha
Hectares of the AENP where wildlife is contained within the boundary of a fence (Predator proof)	8,426 ha	75,044
Number of ha of private land (conservation partnerships) included in the AENP	0 ha	30,000 ha
Economic Development		
Number of formal SMMEs of more than 3 permanent employees and two years existence created as a result of the project	0	11/36
Amount in Rands annually transferred to SMMEs through various contracts financed by the AENP or by private concessionaires within AENP	0	20,357,000
Increase in absolute employment in the AENP footprint that is linked to the existence of AENP	1,228	1,842
Yearly number of tourism entries	94,699	135,109
Number of beds available in the AENP	174	505
Number of commercial concessions operational in the park resulting in tourism infrastructure	0	6
Infrastructure Development		
km of all seasons road available within the boundaries of the AENP	13.3	154.5
Training and Education		
Cumulative number of 'learnerships' and internships offered by AENP	0	32

A. Revised downwards to 205,000 ha during project implementation.

B. 120,000 additional ha submitted for approval.



LESSONS LEARNED

An initial investment of US \$5.5 million of grant funds from the GEF allowed the Government of South Africa, through SANParks, and with support from World Bank specialists, to demonstrate conclusively that conservation can be an engine for regional economic growth. Well beyond single species conservation strategies, the Addo Elephant National Park project proved that conservation can act as a catalyst for sustainable development, promoting wide-scale environmental rehabilitation across a broad spectrum of terrestrial and marine eco-zones, driving economic growth and supporting social development. It is a win-win strategy.

Today, the conservation planning model and monitoring methods that were developed to support the park's growth are considered a conservation planning best standard and used across South Africa's national parks system. The Addo's Park Management Plan continues to guide the conservation vision of the AENP into the future, including goals of continued expansion, most notably in the marine zone.

The Government's vision and overarching commitment to the value of conservation served as a driving force that helped bring together the ingredients necessary for success. The participatory approach to biodiversity conservation instituted during the park's expansion benefited from strong leadership from SANParks, whose long-term view for the AENP promoted confidence in the possibility that conservation could spur economic development, and provided a role for all key stakeholders, effectively empowering local communities and the private sector as key conservation partners.

The concrete results and rich experiences gained by the Addo Elephant National Park Project are a model worth sharing and replicating well beyond South Africa's borders to encourage further conservation for economic growth and social development.

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PREPARED BY: Dominique Kayser, Claudia Sobrevila, George Ledec (World Bank)

REVIEWED BY: M.H. Knight, Russell Smart, Megan Taplin (SANParks)

GRAPHIC DESIGN: James Cantrell (World Bank)

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The World Bank's mission is to help developing countries and their people to alleviate poverty. The World Bank also addresses global challenges in ways that advance an inclusive and sustainable globalization—that overcomes poverty, enhances growth with care for the environment, and creates individual opportunity and hope. To date, the World Bank is the largest international funding source for biodiversity in developing countries. www.worldbank.org



ABOUT THE GLOBAL ENVIRONMENT FACILITY

The GEF unites 182 countries in partnership with international institutions, NGOs and the private sector to address global environmental issues while supporting national sustainable development initiatives. Today the GEF is the largest funder of projects to improve the global environment. An independent financial organization, the GEF provides grants for projects related to biodiversity, climate change, international waters, land degradation, the ozone layer, and persistent organic pollutants. Since 1991 the GEF has invested \$9 billion in grants and leveraged another \$40 billion in cofinancing for more than 2600 projects in 165 countries. www.thegef.org



ABOUT SOUTH AFRICAN NATIONAL PARKS

South African National Parks (SANParks) is the leading conservation authority in all national parks in South Africa, responsible for 3,751,113 hectares of protected land in 20 national parks. SANParks manages a system of parks which represents the indigenous fauna, flora, landscapes, and associated cultural heritage assets of the country for the sustainable use and benefit of all. SANParks' vision is to be the pride and joy of all South Africans and of the world. The focus for SANParks in the first decade of democracy has been to make national parks more accessible to tourists in order to ensure conservation remains a viable contributor to social and economic development in rural areas. www.sanparks.org



ABOUT FONDS FRANÇAIS L'ENVIRONNEMENT MONDIAL

The FFEM is a bilateral mechanism that acts to address the degradation of the global environment. The FFEM is an instrument of French cooperation and development policy in the areas of climate change, biodiversity, international waters, land degradation (including desertification and deforestation), persistent organic pollutants and protection of the ozone layer. It is a bilateral fund created by the French government in 1994, whose activities are in line with the strategic priorities of French development assistance. www.ffem.fr



ABOUT THE DEPARTMENT OF ENVIRONMENTAL AFFAIRS, SOUTH AFRICA

The Department of Environmental Affairs (DEA) is one of the departments of the South African government under the Ministry of Water and Environmental Affairs. It is responsible for protecting, conserving and improving the South African environment and natural resources. The DEA's mission is to create a prosperous and equitable society that lives in harmony with our environment. www.environment.gov.za

