

MALOTI DRAKENSBERG PARK WORLD HERITAGE SITE



COMPACT SITE STRATEGY Sehlabathebe National Park LESOTHO



Ministry of Education, Culture and
Science of the Netherlands



*Maloti Drakensberg
Transfrontier Programme*



United Nations
Educational, Scientific and
Cultural Organization

In partnership with



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SGP



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TABLE OF CONTENTS

1. OVERVIEW	1
1.1 Background	1
1.2 Sehlabathebe National Park as a Mixed World Heritage Site	3
1.3 The COMPACT Approach	5
2. SITUATIONAL ANALYSIS	5
2.1 Policy and Legal Framework	5
2.2. Stakeholder Analysis	7
2.3. Problem Analysis	8
2.4 Objective Analysis	10
3. PRIORITY INTERVENTIONS AND OUTPUTS	12
3.1 SNP Management Plan	12
3.2 Development and Implementation of an Integrated Management Plan in the SNP Buffer Zone	13
3.4 Focused Research	13
3.5 Governance	13
3.6 Agriculture	14
3.7 Awareness Raising	14
3.8 Energy Access Benefits	14
4. RESULTS FRAMEWORK FOR COMPACT PROJECT AT THE SNP	14
5. FINANCIAL SUSTAINABILITY	19
6. THE COMPACT GOVERNANCE STRUCTURE	20
7. RECOMMENDATIONS AND CONCLUSIONS	22
References	23

Table of Figures

Figure 1 Location of the Buffer Zone and Core Area of Sehlabathebe National Park	2
Figure 2 <i>Aponogeton ranunculiflorus</i>	4
Figure 3 <i>Gypaetus barbatus</i>	4
Figure 4 <i>Pseudobarbas quathlambae</i>	4
Figure 5 SNP Community Conservation Forum Members discussing Park Management Issues	6
Figure 6 Legal Framework within which the COMPACT Project will be implemented	6
Figure 7 SNP CCF and the COMPACT Team during the Baseline Assessment Process	8
Figure 8 Conceptual Framework for the SNP	15
Figure 9 Governance Structure and Reporting Channels	21

List of Tables

Table 1 List of Key Stakeholders and their Key Functions	7
Table 2 Problems and Challenges	9
Table 3 Maloti Drakensberg Park World Heritage Site Results Framework: Sehlabathebe National Park	16
Table 4 Potential Sources of Funding	19

List of Acronyms

Bilateral Coordination Committee (BCC)	Ministry of Agriculture and Food Security (MoAFS)
Bilateral Memorandum of Understanding (BMoU)	Ministry of Forestry, Range and Soil Conservation (MFRSC)
Bilateral Security Working Group (BSWG)	Ministry of Local Government and Chieftainship (MoLG)
Biosphere Reserve (BR)	Ministry of Tourism Environment and Culture (MTEC)
Community Management of Protected Areas Conservation (COMPACT)	Ministry of Water (MoW)
Civil Society Organisations (CSOs)	National Coordination Committee (NCC)
Community Based Organisations (CBOs)	National Steering Committee (NSC)
Community Conservation Forum (CCF)	National University of Lesotho (NUL)
District Planning Unit (DPU)	Integrated catchment management (ICM)
Drakensberg Transfrontier Conservation and Development Project (MDTP)	Outstanding Universal Value (OUV)
Ezemvelo KZN Wildlife (EKZNW)	District Planning Unit (DPU)
Global Environment Facility (GEF)	Sehlabathebe Community Conservation Forum (SCCF)
Global Environmental Facility Small Grants Programme (GEF SGP)	Sehlabathebe National Park (SNP)
Indigenous Peoples' Territories and Community Conserved Areas (ICCAs)	United Nations Educational, Scientific and Cultural Organisation (UNESCO)
Integrated District Development Plan (IDDP)	Trans-Frontier Conservation Area (MDTFCA)
Joint Management Committee (JMC)	uKhahlamba Drakensberg Park World Heritage Site (UDP WHS)
Local Consultative Board (LCB)	Netherlands Funds-in-Trust (NFiT)
Maloti-Drakensberg Park World Heritage Site (MDP WHS)	United Nations Development Programme (UNDP)
Maloti-Drakensberg Transfrontier Conservation and Development Area (MDTFCDA)	United Nations Educational, Scientific and Cultural Organisation (UNESCO)
Millennium Development Goals (MDGs)	United Nations Foundation (UNF)
	World Heritage Committee (WHC)
	World Heritage Sites (WHS)

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The Lesotho COMPACT Team comprised: The GEF SGP Team – Lesotho, *Mrs. Nthabiseng Majara and Mr. Tšeliso Tšoeu*, Sehlabathebe National Park Team, *Mrs. 'Makhotso Malefane, Mr. Semela Mona and Mr. Lebamang Mabari*, led by the Park Manager, *Mr. Mohau Monyatsi*, and Department of Environment – Parks Division, *Mr. Khotso Mohapi*.

1. OVERVIEW

1.1 Background

Following evaluation of the achievements of the Millennium Development Goals (MDGs), the world has embarked on a new development agenda, the Agenda 2030 and the Sustainable Development Goals (SDGs). The era offers a unique opportunity for global leaders and people to end poverty and to transform the world into one that better meets human needs, while protecting our environment, ensuring peace and realizing human rights (UN, 2015). In view of integrating a sustainable development perspective into the processes of the World Heritage Convention, a related policy on World Heritage was adopted in 2015 (UNESCO, 2015).

Although all SDGs are important, the following are of particular relevance to Sehlabathebe National Park: 1. End poverty in all its forms; 2. End hunger and achieve food security, improved nutrition and promote sustainable agriculture; 12. Ensure sustainable consumption and production patterns, 11. Target 11.4 Strengthen efforts to protect and safeguard the world's cultural and natural heritage; and 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss. To contribute towards achieving this enormous agenda, design and implementation of sustainable development projects and businesses that take everyone on board at the local community level are needed.

The Sehlabathebe National Park (SNP) was established in 1970 as a "Wild Life Sanctuary and National Park" according to the provisions of the repealed Game Preservation Proclamation No. 33 of 1951. Creation of wildlife sanctuaries was only ambiguously defined and the proclamation was replaced by the National Parks Act of 1975. The Act took effect on 29 June 1987. SNP was officially established as a National Park in November 2001 (Cohen S., 2008).

In 1997, Lesotho and South Africa signed a declaration, which recognises the biodiversity, and the cultural and ecological importance of the Lesotho Highlands and the Drakensberg Mountains. Preparatory reports were subsequently produced and funds obtained from the Global Environment Facility (GEF) through the World Bank for initiating the Maloti-Drakensberg Transfrontier Conservation and

Development Project (MDTP). The preparatory phase of the project in 1999 focused on the area lying above the 2750m contour line along the eastern escarpment, including Bokong and Tšehlanyane reserves in Lesotho. The studies identified a number of important biodiversity areas, particularly along the escarpment, around SNP and between Bokong and Tšehlanyane reserves. The planning was informed by the United Nations Educational, Scientific and Cultural Organisation (UNESCO) Biosphere Reserve (BR) concept and envisaged an alpine escarpment core area surrounded by a buffer and transition zone with more intensive agricultural activities away from the alpine zone and taking place in the lower lying areas.

In 2001, Lesotho and South Africa signed a Bilateral Memorandum of Understanding (BMoU), which recognised the need for environmental protection and committed the countries to cooperation in order to manage the environmental problems in the Maloti Drakensberg Area.

The BMoU led to a proposal to create the Maloti-Drakensberg Transfrontier Conservation and Development Area (MDTFCDA) and secured funds to initiate Phase I of the MDTP, which run until December 2009 in Lesotho.

One of the strategies for the MDTP was to establish and effectively manage the transboundary protected area. This culminated in the transboundary extension of the UDP WHS in South Africa by nominating SNP in Lesotho to form part of the existing WHS. The World Heritage Committee inscribed the transboundary Maloti-Drakensberg Park World Heritage Site (MDP WHS) on the World Heritage List in June 2013 at its 37th session in Cambodia.

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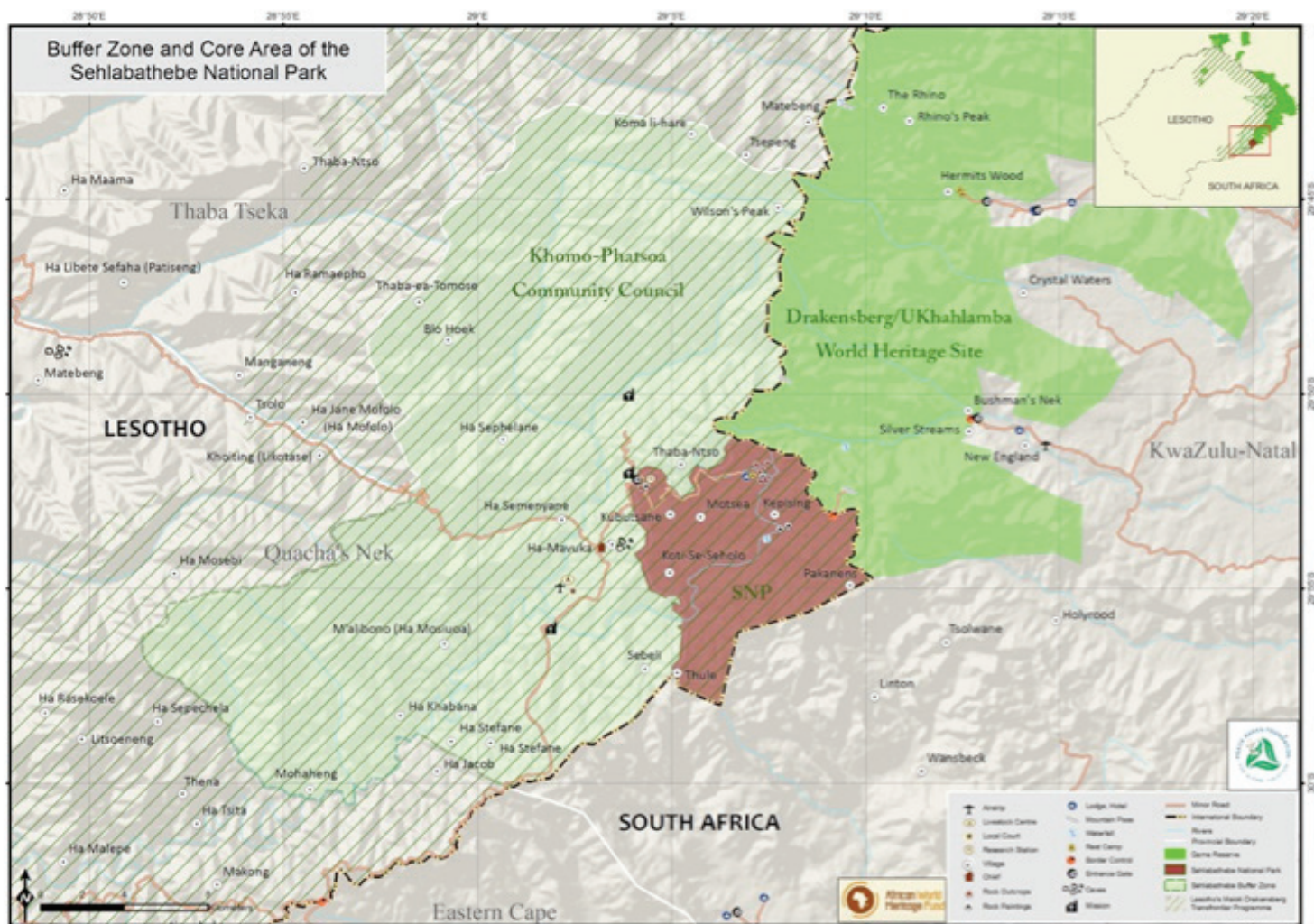


Figure 1 Location of the Buffer Zone and Core Area of Sehlabathebe National Park

Although World Heritage sites have demarcated boundaries, they are not isolated from the societies in which they are located. They provide rich opportunities to develop and promote effective models that integrate harmonious and sustainable human uses with the protection of ecosystem functions and natural and cultural heritage. Hence, World Heritage sites have great potential to demonstrate how conservation can contribute to local and national sustainable development, culture and pride.

This goal in mind, the United Nations Foundation (UNF), the Global Environmental Facility Small Grants Programme (GEF SGP) implemented by the United Nations Development Programme (UNDP) and UNESCO joined forces almost two decades ago with the aim to develop and implement an innovative and highly decentralized programme, Community Management of Protected Areas for Conservation – the COMPACT. Through extensive on-the-ground experience and a participatory methodology, COMPACT has evidenced that community based initiatives can increase the effectiveness of biodiversity

conservation in globally significant protected areas while also positively contributing to the livelihoods of the local communities. Since 2000, the COMPACT programme has been working with communities living close to World Heritage sites in Africa, Asia, Meso-America and the Caribbean.

The initiation of the COMPACT project in MDP WHS has been jointly funded by the UNDP Country Office in Lesotho, GEF SGP in Lesotho and South Africa, UNESCO through its Netherlands Funds-in-Trust Cooperation, Ezemvelo KZN Wildlife (EKZNW), Ministry of Tourism, Environment and Culture and Maloti Drakensberg Trans-frontier Programme (MDTP).

1.2 Sehlabathebe National Park as a Mixed World Heritage Site

Maloti-Drakensberg Park, inclusive of SNP, is inscribed on the UNESCO World Heritage List as a mixed site since it meets the criteria for both natural [criteria (vii) and (x)] and cultural [criteria (i), (iii)] heritage, as follows (WHC, 2013):

Criterion (i) To represents a masterpiece of human creative genius and cultural significance: The rock art of the Maloti-Drakensberg Park is the largest and most concentrated group of rock paintings in Sub-Saharan Africa and is outstanding both in quality and diversity of subject.

Since uKhahlamba Drakensberg Park World Heritage Site (UDP WHS) was nominated under this criterion, nomination of SNP as an extension of the UDP WHS added 97 more rock art sites found within an area of 6500 ha. Hence, the addition of SNP added to the concentration and diversity of the rock art subject.

Criterion (iii) To bear a unique or at least exceptional testimony to a cultural tradition or to a civilization which is living or which has disappeared: The San people lived in the mountainous Maloti-Drakensberg area for more than four millennia, leaving behind them a corpus of outstanding rock art, providing a unique testimony which throws much light on their way of life and their beliefs.

However, unlike the northern display of rock art within the UDP WHS, SNP exhibits more southern expression that must have been carried on until about two millennia ago, as it portrays more recent elements comprising domesticated animals and colonial scenes. Furthermore, the SNP rock art depicts more clear ritual activity and less hallucinatory imagery. The art gives the most recent history of an exceptional and articulate practice that embodies beliefs and a life of a people whose cultural tradition is now phased off in the hinterland.

Criterion (vii) To contain superlative natural phenomena or areas of exceptional natural beauty and aesthetic importance: The site has exceptional natural beauty with soaring basaltic buttresses, incisive dramatic cutbacks and golden sandstone ramparts. Rolling high altitude grasslands, the pristine steep-sided river valleys and rocky gorges also contribute to the beauty of the site.

Formation of the great Southern Africa escarpment, which includes the Drakensberg component, results from the

geomorphic history of the subcontinent linked to the fragmentation of the Gondwana subcontinent. The escarpment reaches its greatest and most wonderful expression in the Maloti Drakensberg within which the MDP WHS is located, with a display of landscapes and amazing features of natural beauty. The uplifting of part of the Maloti Drakensberg due to tectonic block faulting gave way to a unique outcrop of the Clarens sandstone formation area, now called SNP that is lifted relative to the rest of the escarpment. Subsequent weathering of the sandstone in SNP resulted in formation of rocks and rock outcrops, shaped naturally into an amazing array of shapes. This is an area of extensive wetlands, tarns, and meandering Tsoelikana River with oxbows that flow through a rocky gorge to an attractive Tsoelikana waterfall.

The beauty of the physical landscape in SNP is supported by natural vegetation. In spring, summer, and autumn, opulent green grass is amplified by sights of colourful flowers. A hazy view of this beauty during foggy days seals the portrait. From autumn to winter, colours change to the red pastures of Themeda triandra, usually clothed in a blanket of snow. The aesthetics of SNP add significantly to the outstanding natural beauty and visual significance of the MDP WHS.

Criterion (x) To contain the most important and significant natural habitats for in-situ conservation of biological diversity, including those containing threatened species of outstanding universal value from the point of view of science or conservation: The property contains significant natural habitats for in situ conservation of biological diversity. It has outstanding species richness, particularly of plants. It is recognized as a Global Centre of Plant Diversity and endemism, and occurs within its own floristic region – the Drakensberg Alpine Region of South Africa. It is also within a globally important endemic bird area and is notable for the occurrence of a number of globally threatened species, such as the Yellow-breasted Pipit. The diversity of habitats is outstanding, ranging across alpine plateau, steep rocky slopes and river valleys. These habitats protect a high level of endemic and threatened species.

Located on the high altitude summit plateaux, SNP is part of the Drakensberg Alpine Region, which is a centre of plant diversity and endemism. Eleven grassland types and some scrubland occur at lower altitude steep slopes. There are diverse vegetation communities, including the unique southern African alpine tundra, such as, Erica – Helichrysum heath. Within the UDP WHS component of the MDP

WHS, the area of alpine tundra is limited. However, this important vegetation type, which is the only African Southern Hemisphere example, is extensive in the SNP component of MDP WHS. Hence, the SNP component makes a significant contribution to the conservation of this rare vegetation type.

SNP's habitat diversity supports a variety of unique afro-alpine and sub-alpine plants, birds, mammals, reptiles, amphibians, and fresh water fish. About 30% of the SNP is a catchment that drains through a waterfall on the Tsoelikana River in the centre of the Park. The catchment comprises of extensive wetland ecosystems with high altitude plant species, many of which are threatened, rare, endemic and internationally recognised. Three wetland types are found

in the Park, and they support different species. Tarns are home to aquatic flora including the endemic *Aponogeton ranunculiflorus*, the sponges harbour a number of endemic high altitude plants and endemic small mammals such as the ice rat, while the perennial rivers and streams are habitat to the endemic fish (maloti minnow) (*Pseudobarbus quathlambae*). These wetlands support life forms not found in the UDP WHS component of the MDP WHS.

The SNP is said to support over 20% of the plant species recorded over the entire Maloti Drakensberg region. The cliffs and rugged terrain within the Park provide nesting sites and refuge for the endangered cape (*Gyps coprotheres*) and bearded (*Gypaetus barbatus*) vultures.



Figure 2 *Aponogeton ranunculiflorus*



Figure 3 *Gypaetus barbatus*



Figure 4 *Pseudobarbus quathlambae*

1.3 The COMPACT Approach

Working across sometimes quite large geographic areas, COMPACT uses a landscape approach that supports local communities in their stewardship of protected areas (WHC, 2014). The approach is rooted in identification of the vital linkages between World Heritage sites and the wider landscape, including buffer zones and areas under community management. Adaptively managed over a long period, COMPACT's landscape methodology has been applied across a wide range of ecological and socio-economic settings (Brown & Hay-Edie, 2013).

The methodology is highly participatory, seeking to engage local people and protected area stakeholders throughout the process. It is premised on the principle of "sharing power" and co-management principles. COMPACT has developed alongside the emergence of the crosscutting concept of governance in the field of protected areas, and an associated shift towards community-led forms of governance. It includes growing appreciation of the central role that indigenous peoples' territories and community conserved areas (ICCAs), including community conservancies play in the global conservation.

The COMPACT approach relies on three closely inter-twined core elements. The initial baseline assessment of the landscape and/or seascape, which serves as a foundation for the following stage of conceptual model development. Finally, a site strategy spelling out conservation actions in the target World Heritage site is developed. At the same time, the approach was designed to give considerable flexibility to create a platform to allow for the local decision-makers to drive the course of the programme, while ensuring that the ultimate conservation goals of globally significant heritage remained clearly in focus.

COMPACT started in 2000 in order to demonstrate how community-based initiatives can significantly improve the effectiveness of biodiversity conservation in World Heritage Sites by adding value to existing projects and programmes. Since its inception, the COMPACT approach has been implemented with success in twelve World Heritage sites.

2. SITUATIONAL ANALYSIS

2.1 Policy and Legal Framework

A number of important legal instruments, especially those with direct influence on the implementation of COMPACT at MDP WHS Site are considered below.

2.1.1 International Conventions

The establishing convention for the MDP WHS is the Convention Concerning the Protection of the World Cultural and Natural Heritage (1972). However, the government of Lesotho is a signatory to various international instruments that aim at sustainable management of natural and cultural heritage resources, and some of which are not presented here. These by default affect management of the SNP and the Maloti Drakensberg Trans-Frontier Conservation Area (MDTFCA). Hence why the SNP management plan and the COMPACT Site Strategy are aligned to the following non-exhaustive list of legal instruments:

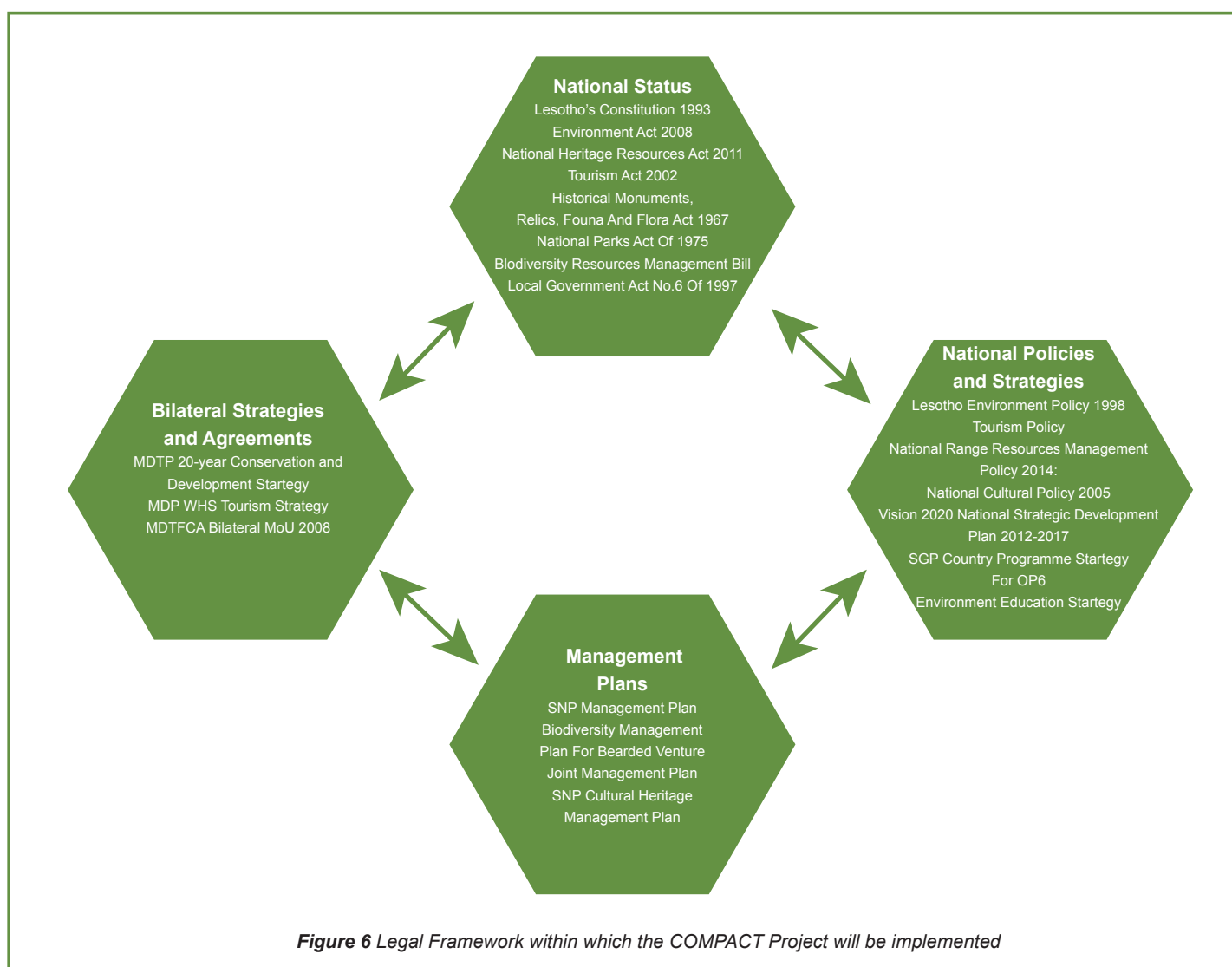
- i. Convention Concerning the Protection of the World Cultural and Natural Heritage (1972)
- ii. United Nations Conference on Environment and Development (Agenda 21)
- iii. Operational strategy for biodiversity: Global environmental facility (1996)
- iv. The Ramsar Convention on Wetlands of International Importance
- v. United Nations Convention on Biological Diversity and related Protocols and Strategies
- vi. United Nations Framework Convention on Climate Change
- vii. Convention for the safeguarding of intangible Cultural Heritage (2003)
- viii. Convention on Protection and Promotion of the Diversity of Cultural Expression (2005)
- ix. Convention Establishing the World Intellectual Property Organization

- x. Convention on International Trade in Endangered Species of Wild Fauna and Flora
- xi. United Nations Convention to Combat Desertification
- xii. Relevant SADC Protocols
- xiii. UNESCO Convention on the Means of Prohibiting and Preventing the Elicit Import, Export and Transfer of Ownership of Cultural Property (1970)

The above instruments, and other relevant ones that are not listed, should be read with the National Plans of Action (NPAs) and strategies developed by Lesotho to implement these Multilateral Environmental Agreements (MEAs). These are summarised in Figure 6 below.



Figure 5 SNP Community Conservation Forum (CCF)
Members discussing Park Management Issues



¹ <http://whc.unesco.org/en/convention/>

2.2. Stakeholder Analysis

Table 1 List of Key Stakeholders and their Key Functions

STAKEHOLDERS	KEY FUNCTION
NATIONAL GOVERNMENT INSTITUTIONS	
Ministry of Tourism Environment and Culture (MTEC)	Leading national agency for environmental (cultural and natural) protection; plays a leading role in implementation of the COMPACT project
Ministry of Forestry, Range and Soil Conservation (MFRSC)	Responsible for range management and other conservation measures which bear relevance to overall biodiversity and natural resources management. Land use management, environmental protection, soil and water conservation including wetland protection are some of the major elements in natural resources management.
Ministry of Water (MoW)	The Department of Water Affairs is responsible for implementation of catchment management principles and practices as the basis for managing the country's water resources
Ministry of Agriculture and Food Security (MoAFS)	Responsible for providing guidance in appropriate livestock and crop farming systems.
Ministry of Local Government and Chieftainship (MoLG)	Responsible for land use development, integrated natural resources management plans; decentralization of institutional arrangements including delegation of functions to local government and empowerment of community councils.
Lesotho Mounted Police Service	Law and order issues
LOCAL GOVERNMENT INSTITUTIONS	
Qacha's Nek District Planning Unit (DPU)	Development and implementation of District Development Plans. The body is constituted of members from various Government Ministries that have offices at the district level. The COMPACT Site Strategy will contribute towards achieving the District Strategic Plan.
Community Council and Chieftainship	Development of community plans including natural resources management.
MDP (SNP) GOVERNANCE STRUCTURES	
SNP Management	Housed in MTEC, responsible for managing SNP through SNP Management Plan. They do this in close cooperation and liaison with the CCF.
Sehlabathebe CCF	A community representative structure in the management of SNP. It comprises of representation from all sectors from SNP community.
MDTP Joint Management Committee (JMC)	Constituted of members from MTEC, SNP Management, and SNP CCF. The JMC oversees development and implementation of the Joint Management Plan (JMP). Their role in the COMPACT Project is to implement, monitor and evaluate joint activities of the MDP WHS.
MDTP National Coordination Committee (NCC)	The Lesotho NCC/LCC is responsible for overall coordination of the activities of the Maloti Drakensberg Area in Lesotho. Therefore their role will be to provide policy guidance and in monitoring and evaluation to ensure compliance to the national programme for development in the Drakensberg Area.
MDTP Bilateral Coordination Committee (BCC)	Provides the Parties with a forum for discussion and coordination regarding the conservation and sustainable development of the Maloti-Drakensberg Trans-frontier Conservation and Development Area which is governed through a Bilateral Memorandum of Understanding in implementation of a 20-Year Conservation and Development Strategy.
CIVIL SOCIETY ORGANIZATIONS (CSOS)	
Non-Governmental and Community Based organizations found within the Buffer Zone	The CSOs with special focus on local CBOs are eligible for funding under COMPACT grant making and thus will develop and manage implementation of conservation projects that will generate livelihood support benefits.
RESEARCH INSTITUTIONS	
The National University of Lesotho	The main national academic research institution in the country. May undertake research in SNP and surrounding areas to bring to light pertinent knowledge and awareness creation on natural resources management issues and the interaction of man and the environment.

2.3. Problem Analysis

The vision of the communities on SNP is to conserve and sustainably use the natural and cultural resources within and outside the Park through community involvement and equitable benefit sharing, while promoting vibrant eco-cultural tourism. This is in line with the vision elucidated in the revised SNP management plan which states that SNP should be:

“A fully operational and sustainably managed, developed and utilised world-class protected area, firstly as a func-

tional entity on its own and secondly as a critical component of the Maloti-Drakensberg Transfrontier Park, benefiting the people of the Kingdom of Lesotho and society at large.”

However, a number of threats have been identified from the various studies and reports prepared about the site and its environs. These are augmented by what has been raised as threats by the communities in stakeholder consultation workshops involving the DPU in Qacha's Nek and the CCF in Sehlabathebe.

The identified problems and challenges are summarized in the Table 2 below.



Figure 7 SNP CCF and the COMPACT Team during the Baseline Assessment Process

Table 2 Problems and Challenges

Illegal grazing in the Park, poaching, dagga trade and livestock theft	No perimeter fence; people move through when going to and from South Africa: livestock thieves, poachers, tourists and illegal dagga traders; tourist attacks by rogue community members. Implementation of the MDPWHS Tourism Strategy, development of an integrated management plan for the Buffer Zone, good governance and law enforcement may address these challenges
Wild Fires	Attributable to stock-theft, dagga trade, malice and those that may go out of control during establishment of fire belts. Implementation of the SNP fire management programme and establishment of local fire-fighting teams are critical.
Lack of continuous awareness campaigns	As a cross-cutting issue, awareness creation is done in a haphazardly. Awareness campaigns should cover all resource user sectors and schools in the vicinity of the WHS, making full use of education tools developed through programmes such as Education for Sustainable Development.
Alien invasive species	May lead to replacement of indigenous species and this may further be aggravated by climate change. Implementation of a joint alien invasive species management plan and development and implementation of an integrated management plan for the Buffer Zone should be undertaken.
Climate change impacts	Extreme events: drought, torrential rains, snow storms that may lead to catastrophic destruction of heritage resources and emergence of alien invasive species. Research is needed to determine the long term effects of climate change on the MDP WHS and implementation of ecosystem and community based adaptation strategies.
Cultural beliefs and human/wildlife conflict	Jackal, porcupine, grey rhebok and others occasionally trespass on communal land and cause destruction to agricultural produce; while there is a belief that Themeda triandra seeds kill sheep hence burning before the seeds can disperse; owls and Burhinus capensis are associated with witchcraft or bad omen. Research, mapping and documentation needed.
Habitat fragmentation	caused by resource over-extraction, development initiatives, human settlement expansion and unsustainable agricultural practices in the Buffer Zone; may lead to rangeland destruction and loss of ecosystem services leading to a demand for these resources within the Park.
Poor Governance structures	This is attributed to low awareness level among local communities, lack of capacity and empowerment and overall lack of incentives.
Inadequate means of livelihood	Compounded by inadequate portable water, seems to be one of the main causes of various threats to natural and cultural heritage resources. Implementation of environmental protection projects that generate livelihood support benefits and create local employment and ownership should be considered.
Lack of financial sustainability	A protected area must generate money towards its operational requirements. Dependency on external funds is a setup for failure. There is need to develop an effective business plan for SNP including a community levy for businesses running in the ePark.

2.4 Objective Analysis

The district stakeholders, the District Planning Unit (DPU) in Qacha's Nek and the community representatives of the Sehlabathebe Community Conservation Forum (CCF) and other Community Based Organisations (CBOs), are well aware of the status of SNP as part of MDP WHS. They are well conversant with the most important features of the site (Outstanding Universal Value, OUV), and would like these to be conserved. There is knowledge and awareness in the communities with regard to the threats to the site's natural and cultural heritage.

Given the way in which the Park was established, the communities still remember how they forfeited important grazing resources and they are sensitive to expansion of the Park borders to include Thaba-Ntšo. This was displayed by both talks and demeanour of some participants. Nonetheless, they are unwavering that the conservation efforts in and around the Park will be sustainable, since this time they are consulted and involved.

The input of various interested and affected stakeholders is fundamental to the successful management of SNP. That is why during the review of SNP management plan in 2017 various stakeholders were involved through suitable participation processes and mechanisms. Opportunity for contributions was provided from all stakeholders within reasonable timeframes with an emphasis on information sharing and joint learning.

Feedback was provided on the outcomes of the processes aimed to recognise all knowledge and input – indigenous, ordinary and expert, as well as the diversity of values and opinions that exist among stakeholders. These groups included government departments (national and regional), CSOs, local communities, local tourism operators and donors. The stakeholder engagements revealed expectations with regard to SNP management.

All groups identified overarching common needs and expectations on various levels during the stakeholder engagements. These include capacity building and empowerment of local communities and governance structures, improved protection and management of cultural and biodiversity resources, increased tourist numbers, infrastructure development, and creation of alternative livelihood support opportunities.

The major needs and expectations arising from national level workshops included the enhancement of bilateral and local government plans, and policies relating to reporting, institutional arrangements and operations. Completion of the remaining SNP infrastructure and tourism strategies, including staff capacity were also raised as concerns.

Needs and expectations at Park and local community level stakeholder groupings highlighted buffer area management; the development of standard operational policies, strategies and procedures for the Park relating to safety and security; community involvement, and cultural and natural resources management. It is expected that the local community needs for employment can be addressed through improved agricultural initiatives and the projected increase in tourism.

During the baseline phase of this planning, a conceptual model was developed, covering the natural and cultural heritage aspects of the SNP landscape, and with the following objectives

2.4.1 Sustainable Landscape Management

Sustainable landscape management may be achieved through development and implementation of integrated management plans for the Park and the buffer zone. The development of the plans should be participatory, as ownership and commitment can support successful implementation. They should follow adaptive management approaches supported by appropriate institutional frameworks. Empowerment through training and adequate resources is essential. It is envisaged that sustainable landscape management will arrest habitat fragmentation and land degradation through:

- i. Harmonisation of sectoral plans in the area;
- ii. Identifying institutional structures and their capacity needs;
- iii. Identifying management objectives and zoning the area according to land use based on sensitivity analysis;
- iv. Securing the necessary funding and resources for implementation;
- v. Increasing local community involvement and benefits from conservation; and
- vi. Monitoring and evaluation.

2.4.2 Improvement of Livelihood Support and Employment Opportunities

Based on the conceptual model, poverty seems to play a central role in causing or indirectly leading to various environmental problems and degradation. Hence, design and implementation of projects that generate local employment opportunities and reduce poverty may reduce the negative environmental threats, such as poaching, tourist attacks, stock theft, and dagga trade. Since agriculture and tourism seem to be the main areas to focus community livelihood projects, there is need to develop these sectors through:

- i. Development of strong eco-cultural tourism through product development, marketing and regulation;
- ii. Livestock improvement through focus on suitable animal varieties with special attention to wool and mohair production; and
- iii. Increase crop production through adoption of appropriate crop suitability studies.

2.4.3 Strong Governance Structures

Strong governance supports implementation of policies and good use of budgets. Law review and enforcement are an integral part of good governance, and require good governance structures. One of the objectives of COMPACT is to support communities in their stewardship of World Heritage sites. Hence, there is need to establish and maintain good governance through:

- i. Identification of institutional structures and their capacity needs;
- ii. Providing necessary resources for the structures to be able to carry out their tasks;
- iii. Training and retention of those in the management structures, and monitoring and evaluating their performance; and
- iv. Strengthening of the SNP CCF as a competent structure to participate in co-management of the Park.

2.4.4 Awareness Creation

Awareness creation and capacity building are common approaches to support good management of natural and cultural heritage resources. Community members and stakeholders are sometimes not aware of the effects of their extractive use or practices that lead to environmental and cultural heritage degradation. The unsustainable resource use practices result in soil erosion, alien invasive species infestations and wetland degradation, leading to loss of water quality and quantity. COMPACT promotes the establishment of partnerships amongst stakeholders to facilitate coordinated effort in raising awareness on practices that lead to environmental and cultural heritage degradation. Effective awareness creation can be achieved through:

- i. Creation of targeted, coordinated and continuous awareness campaigns;
- ii. Promotion of peer to peer exchanges and practical demonstration of good practices; and
- iii. Monitoring and evaluation of the effectiveness of campaigns.

2.4.5 Financial Sustainability

For their sustainability, protected areas should be able to fund their operational plans. SNP and the greater MDP WHS would require a financial sustainability strategy. This may be achieved by implementation of the Sustainable Tourism Strategy through:

- i. Establishment and improvement of tourism based businesses in the area
- ii. Awareness creation on the importance of eco-cultural tourism in relation to MDP WHS management;
- iii. Undertaking of needs assessment, development and implementation of a capacity development program;
- iv. Establishment and improvement of tourism CBOs.

2.4.6 Research

Coordination and a method are needed for authorising research in the landscape. Research should focus on:

- i. Documentation of the natural and cultural heritage resources in the landscape;
- ii. Identification of the resilient and sensitive components of the OUV to various threats including effects of climate change;
- iii. Exploring means by which humans and wildlife may live in harmony;
- iv. Identifying the medicinal and commercial importance of some species, and how their exploitation may be done without causing habitat degradation and their extinction; and
- v. Research, documentation and promotion of indigenous knowledge on heritage conservation.

3. PRIORITY INTERVENTIONS AND OUTPUTS

From the Conceptual Model analysis, it is clear that focus of the COMPACT project should be on poverty reduction in the Sehlabathebe community through local community involvement and empowerment in developing and implementing sustainable community livelihood initiatives that enhance conservation and protection of the MDP WHS. The MDP WHS landscape should be sustainably co-managed by all stakeholders and local communities for conservation of its natural and cultural heritage.

On the Lesotho side, the landscape is divided into two main areas. The SNP, which is formally managed through a management plan that is reviewed every five years, and the Khomo-Phatšoa area, which forms the buffer zone in which human settlements, agricultural and grazing land are found.

The buffer zone should be well managed since development pressures in the area can lead to encroachment on the Park.

Development of sustainable eco-cultural tourism with local communities realizing tangible benefits is seen as an important tool towards securing the natural and cultural heritage of the SNP landscape. Tourism projects can be used as a significant means towards poverty reduction through job creation.

Therefore, the landscape needs to be sustainably co-managed as follows:

3.1 SNP Management Plan

The SNP should be effectively and sustainably co-managed for conservation of natural and cultural heritage resources. The SNP Management Plan guides all management action in the Park with involvement of the local community through the CCF, which is a community representative structure. The Park is zoned into wilderness, development, and buffer zones. Both development and management action in the Park should be in line with conservation and preservation of its OUV through:

- i. Developing and implementing research guidelines and regulations for carrying out research in the Park;
- ii. Implementation of monitoring and evaluation according to international standards for a mixed WHS;
- iii. Empowering the local community for full participation in the management of the SNP;
- iv. Establishing and maintaining a competent management personnel structure;
- v. Developing and managing sustainable infrastructure with local communities realizing benefits from the Park infrastructure;

- vi. Developing and regulating eco-cultural tourism in line with the conservation objectives of SNP;
- vii. Developing and implementing a financial sustainability strategy;
- viii. Local, national, regional and international awareness building on the OUV of the SNP; and
- ix. Identifying and implementing joint management projects with UDP WHS.

The absence of a perimeter fence on the Park border has been considered to cause certain threats such as human/wildlife conflict, grazing encroachment, poaching, and uncontrolled human movement in the Park. Hence, fencing and erection of signage is seen as important by the SNP management, local communities and other stakeholders. To allow for effective management, the staff component for SNP should be increased to sufficient levels and quality and be provided with resources. The CCF should be trained and empowered to enable it to contribute to co-management of the Park and local community stewardship of the World Heritage site.

3.2 Development and Implementation of an Integrated Management Plan in the SNP Buffer Zone

The community landscape around SNP should be effectively and sustainably managed in line with UNESCO guidelines for managing World Heritage sites. This is important because most of the pressures flowing to the SNP come from the adjacent communities. Effective management of this area is seen as a blanket approach solution towards mitigation of threats to the natural and cultural heritage of the landscape – thereby maintaining the integrity of the SNP.

The management plan must include zoning that identifies key biodiversity and cultural heritage hot spots, settlement development areas and water provisioning, crop, and grazing land informed by sensitivity analysis. Further, it should include development and implementation of grazing plans that take into consideration livestock numbers in accordance with available grazing resources.

3.3 Implementation of a Sustainable Eco-cultural Tourism Strategy

A joined eco-cultural MDP WHS Tourism Strategy has been developed, addressing all the requirements for tourism development in the landscape. These include robust marketing of the MDP WHS as a destination, and it should be executed within the limits of the area's carrying capacity.

The tourism strategy identifies the following strategic outcomes:

- i. Ensuring that the Tourism sector helps protect the Maloti-Drakensberg Park World Heritage Site's Outstanding Universal Value;
- ii. To collaborate and partner with the local communities, the region, the First Peoples, and the tourism sector to ensure their empowerment and that they benefit from responsible tourism in the World Heritage Site;
- iii. Educate and communicate the Outstanding Universal Value of the Maloti-Drakensberg Park World Heritage Site local and around the world to grow understanding, widen appreciation, and drive responsible tourism; and
- iv. Develop a world-class product and experiences within the Maloti-Drakensberg Park World Heritage Site destination that are based upon the Outstanding Universal Value and local values.

3.4 Focused Research

From various discussions with the stakeholders, it has emerged that focused research should be carried out on the features that contribute to the OUV of the MDP WHS and its neighbouring landscape. This will help to:

- i. Increase knowledge on the natural and cultural components of the site and their presentation;
- ii. Research and documentations of some cultural beliefs linked heritage, and help bring to the fore how a harmonious relationship between man and nature may be achieved;

- iii. Help those managing the heritage to take appropriate management action, and to develop sound adaptation measures towards the effects of climate change; and
- iv. Assist in developing access and benefit sharing models, and the possibility to prospect some of the natural resources without contravening the management objectives of the Site.

3.5 Governance

All governance structures should be trained and empowered for effective execution of their duties. Among these are the DPU, CC, CCF, and SNP management. This will allow understanding on jurisdiction and interaction with one another. This will further facilitate enforcement of statutes, by-laws and regulations. There is need to strengthen and empower the MDTP Bilateral Security Working Group (BSWG) to take care of bilateral security issues that affect the MDP WHS.

Since COMPACT will operate through grant-making, it is important to have well organised CSOs around the Park, with special focus on CBOs. These organisations will need to be developed, trained and registered. However, there are some already existing organisations that will just need strengthening through capacity building.

3.6 Agriculture

Improvement of agricultural products is needed in the communities as poverty is one of the major contributing factors to heritage destruction. Hence, implementation of community vegetable gardens, nurseries, agro-forestry and fruit

trees, suitable field crops, and overall livestock improvement with special focus on wool and mohair and fodder production are some of the possible agricultural interventions.

3.7 Awareness Raising

A lot of awareness creation has been carried out in the area. However, since awareness is a crosscutting issue, there should be ongoing activities covering all sectors, including schools close to the MDP WHS. However, information about the MDP WHS should be disseminated nationally, regionally and internationally. It is envisaged that ongoing research will yield results that will inform awareness creation.

3.8 Energy Access Benefits

The community mentioned that for their heating and cooking, they use various forms of energy ranging from gas, paraffin and natural resources. However, since the majority of the people rely on biomass and dung for their energy requirements, this would mean that there is ecosystem deficit regarding return of manure and reduction in vegetation cover. Thus, various forms of ecosystem friendly forms of renewable energy, and energy efficiency technologies suitable for the area should be investigated, developed, and implemented through community involvement.

4 RESULTS FRAMEWORK FOR COMPACT PROJECT AT THE SNP

Overall Goal:

The Outstanding Universal Value of MDP WHS is maintained through the flow and realization of both tangible and intangible benefits to local communities as stewards of these features.

Objectives:

- To contribute towards full development of sustainable eco-cultural tourism for generation of tangible benefits for local communities .
- To sustainably co-manage the landscape of SNP for conservation of its natural and cultural heritage

- To safeguard the MDP Cultural and Natural Heritage through development and implementation of community based sustainable livelihood support initiatives that enhance the conservation status of the Site
- To identify and promote environmentally friendly forms of alternative and renewable energy technologies for the local communities
- To build the capacity of local communities to take active participation in the decision making processes for safe guarding and maintaining the integrity of the SNP ecosystem and its Buffer Zone

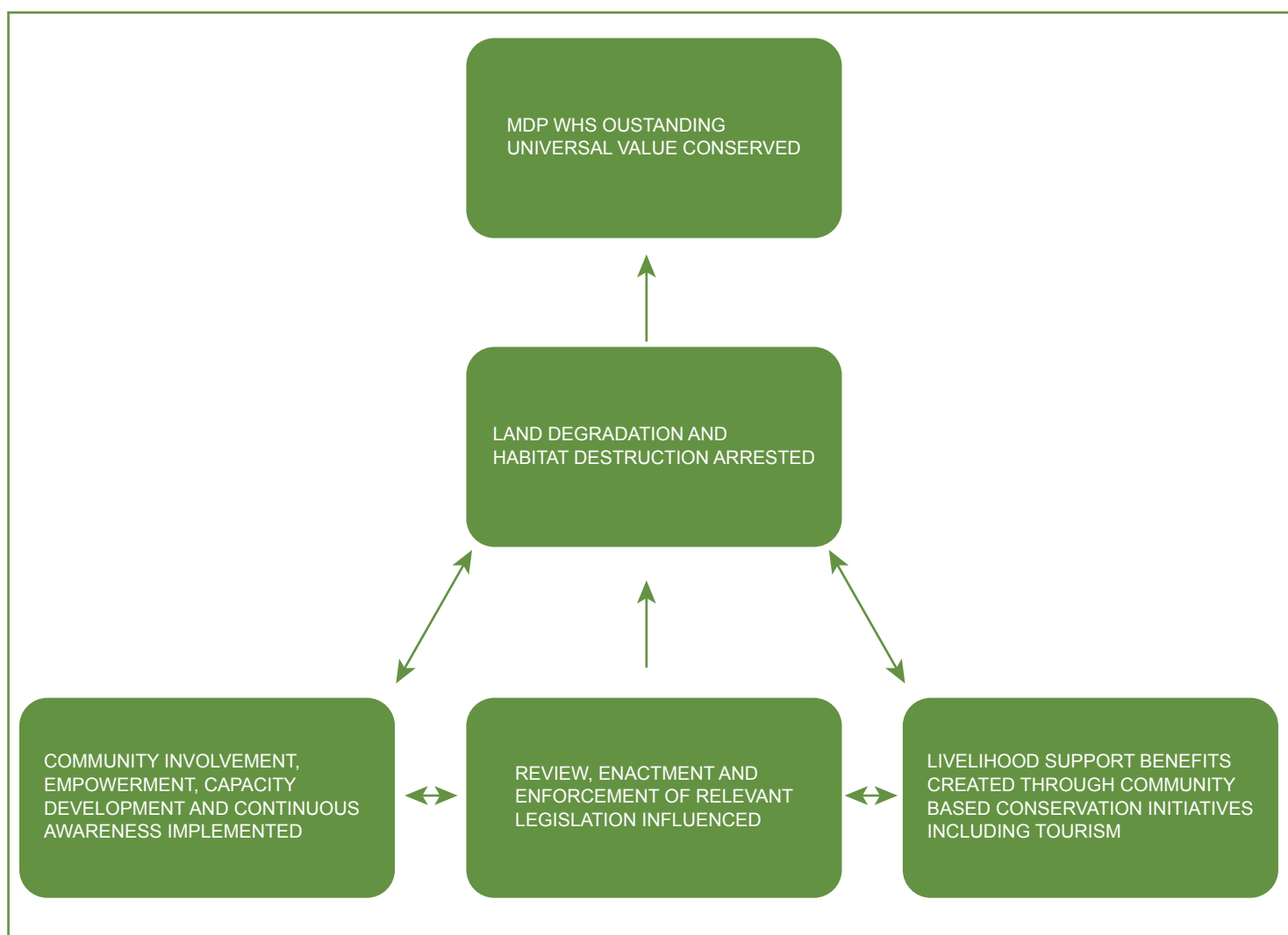


Figure 8 Conceptual Framework for the SNP

Table 3 Maloti Drakensberg Park World Heritage Site Results Framework: Sehlabathebe National Park

OUTCOME	OUTPUT	OUTPUT INDICATORS	INTERVENTIONS
1. MDP WHS (SNP) Sustainable eco-cultural tourism fully developed with local communities realizing tangible benefits.			
A. Flourishing eco-cultural tourism industry driven by local communities as stewards of the Heritage resources and as beneficiaries of the tangible benefits generated thereof.	i. MDP WHS Sustainable tourism strategy implemented.	• Number of functional tourism based businesses in the area. • Number of people employed due to tourism based initiatives as % of total local workforce. • Annual occupancy of beds in tourism establishments in the area. • Number of functional tourism based CBOs. • Positive national, regional, and international media reports about the site. • Tourist attacks reduced to zero. • SNP OUV well presented to visitors.	• Establishment and improvement of tourism based businesses in the area e.g. guiding, handicrafts, culture based tourism, homestays, agri-products for tourism etc. • Awareness creation on the importance of eco-cultural tourism in relation to MDP WHS management. • Undertaking of needs assessment, development and implementation of a capacity development program. • Establishment and improvement of tourism CBOs. • Promotion and strengthening of cross border networking and collaboration.
2. MDP WHS (SNP) Landscape sustainably co-managed by all stakeholders and local communities for conservation of its natural and cultural heritage			
B. Joint action and collaborative processes for the conservation and management of the SNP	i. MDP WHS (SNP) effectively and sustainably co-managed for conservation of natural and cultural heritage	• Number of community initiatives contributing to the implementation of the SNP Management Plan. • A competent and functional CCF in place. • A systematic monitoring and evaluation program in place. • Number of significant species with maintained or improved conservation status. • Reduced incidents of wild fires. • Zero incidents of illegal grazing in the Park. • Hectares of degraded land restored and rehabilitated. • Hectares of significant ecosystems with improved conservation status. • Illegal human movement in the Park stopped. • Rock art destruction halted. • Intangible cultural heritage documented and well presented. • Reduction in the number of poaching cases.	• Empowerment and capacity development for local CSO network (legal registration, development of bylaws, administrative tools). • Awareness raising, in cooperation and alignment with available education programmes in schools and academic institutions on relevant cultural and nature conservation laws. • Development and implementation of a human movement control strategy. • Development and implementation of community projects in support of the implementation of SNP Cultural Heritage Management Plan. • Undertaking of regulated and applied research at SNP/MDP WHS landscape. • Development and implementation of community based monitoring and evaluation tools

OUTCOME	OUTPUT	OUTPUT INDICATORS	INTERVENTIONS
	ii. The Buffer Zone effectively and sustainably managed in line with conservation objectives of natural and cultural heritage.	• Number of up to date grazing plans in place and implemented • Community based monitoring and evaluation tools established and used. • Hectares of degraded land restored and or rehabilitated. • Number of communities demonstrating sustainable land management practices. • Hectares of land cleared of alien invasive plant species. • Hectares of managed alien invasive shrub lands • Hectares of significant ecosystems with improved conservation status. • Hectares of indigenous and community conserved areas influenced. • Hectares of land under sustainable agricultural and water management practices. • Number of water harvesting and conservation technologies/ strategies • Improved crop yield of suitable varieties. • Rock art destruction halted. • Intangible cultural heritage documented and well presented. • Harmonised land use practices.	• Develop and implement Grazing Management Plans. • Identification, promotion and demonstration of community based monitoring and evaluation tools. • Identification and documentation of Alien invasive species of use (cooking energy) to local communities and development and implementation of sustainable management model of those species • Empowerment and capacity development for local CSO network (legal registration, development of bylaws, administrative tools). • Development and implementation of sustainable agricultural and water based community livelihood projects. • Support to Implementation of the Cultural Heritage Resources Management Plan outside the Park. • Awareness raising on relevant cultural and nature conservation laws. • Undertake regulated applied research on natural and cultural heritage components of the landscape.
	iii. Co-management action on natural and cultural heritage resources of the MDP WHS is informed by research that considers sustainable indigenous knowledge systems.	• Research reports on MDP WHS in place. • Indigenous Knowledge mapped and documented and disseminated • Cultural beliefs researched and well documents • Useful knowledge about some components of natural and cultural heritage increased. • Human wildlife conflict reduced. • Harmonised land use practices.	• Undertake coordinated research and disseminate research reports widely. • Undertake research and develop sustainable access and benefit sharing models. • Research, document and map Indigenous Knowledge with direct influence to the conservation of cultural and natural heritage of the MDP WHS

OUTCOME	OUTPUT	OUTPUT INDICATORS	INTERVENTIONS
3. The Cultural and Natural Heritage of the MDP WHS (Sehlabathebe) and its Buffer Zone is safeguarded through development and implementation of community based sustainable livelihood support initiatives that enhance the conservation status of the Park			
C. Local Communities take active participation in the conception of community development initiatives tht generate nature conservation and livelihood support benefits.	i. Opportunities for environmentally sustainable employment and income generation initiatives created.	• Number and quality of sustainable community based livelihood support initiatives. • Number of people employed/benefiting as a result of community based livelihood support initiatives. • Increase in purchasing power by reduced spending, increased income and or other means.	• Identification and implementation of sustainable community livelihood projects in line with the management objectives of the Site. • Empowerment and capacity development for local CSO network (project development and management, business management, development of ABS models).
4. Local communities participate actively in the decision making processes for safeguarding and maintaining the integrity of the SNP ecosystem and its Buffer Zone and the MDP as a whole			
D. The integrity of the SNP an its Buffer Zone is maintained through robust and participatory decision making processes	i. Local institutional structures participate actively in MDP WHS management and decision making	• Competent governance decisions taken towards natural resources management challenges. • CCF and other structures fully involved in MDP WHS management and decision making • Number of dialogue platforms organized, both local and transboundary • Number of cross-border collaborative initiatives	• Needs assessment, empowerment and capacity development for local governance structures. • Creation of platforms for dialogue between local communities, local, district and national authorities on issues pertaining to the management of the MDP • Networking and strengthening of south to south cooperation
5. Local communities have access to affordable and environmentally friendly forms of alternative and renewable energy technologies that relieve pressure from biodiversity resources			
E. Local communities adopt renewable technologies that reduce overdependence on biomass and allow re-generation of vegetative cover within the buffer zone.	i. Communities in the Buffer Zone have access to affordable, alternative and environmentally friendly forms of energy.	• Number of available renewable energy and energy efficient technologies. • Number of households adopting environmentally friendly renewable energy technologies. • Energy based extractive resource use reduced	• Identification and adoption of environmentally friendly renewable energy techno

5. FINANCIAL SUSTAINABILITY

As was indicated during the replication mission and subsequent consultations with the GEF Small Grants Programme and UNESCO WHC, replication of COMPACT in new sites does not come with funding. However to start-up the replication process, through UNESCO WHC, a planning grant was secured from the Netherlands Trust Fund. Through this grant, COMPACT Site Strategies for either side of the MDP and a Joint Results Framework have been developed. From strategizing meetings that

were held during the Site Strategies development process, potential partners were identified, particularly those that are supporting initiatives that are currently running in the Site, with which synergies could be established to attract new and additional resources for the implementation of the COMPACT project in the MDP WHS. Table 4 below presents a summary of potential sources of funding for COMPACT grant-making:

Table 4 Potential Sources of Funding

• Bilateral and Multilateral Institutions Concerned with conservation	
Donor/ Partner	Potential Synergies with currently running and future initiatives
UNESCO	UNESCO/Flanders project on strengthening sub-regional cooperation and national capacities in seven southern African countries for implementing the 2003 convention for the safeguarding of the intangible cultural heritage The National Commission and the National Focal Point for the 2003 Convention will be approached to establish a partnership for collaboration and possible inclusion of the SNP and its buffer Zone in the current, extension and future initiatives under the 2003 and 2005 conventions. UNESCO/Netherlands Funds-in-Trust (NFIT) A planning grant awarded for formulation of COMPACT Strategies for the implementation of the COMPACT project in the MDP WHS. Through this grant, key institutional structures including among others Site Management and the Local Consultative Body, which are permanent which are long-term structures have been capacitated and or established to drive the COMPACT implementation process. Consultations with the WHC will continue, to seek assistance for leveraging additional resources to kick-start grant-making to maintain the momentum created during the Strategy formulation process, while the search for other resources continues.
UNDP	UNDP Country Office in Lesotho, through its partnership with the Ministry of Tourism, Environment and Culture, made a financial contribution for the review of the Sehlabathebe Park Management Plan and the formulation of the COMPACT strategy. A small grant allocation has been set aside to demonstrate how the COMPACT grant making operates and also as an initiative to mark the Launch of the Project in Lesotho. Consultations will continue to determine possibility of a small grant allocation being reserved under this partnership and others that may arise out of this initiative. Through its access to a wide reservoir of technical assistance and financial resources through the Regional Service Centre and other sources, the UNDP Country Office in Lesotho continues to link up the GEF SGP Secretariat with potential funding sources for the implementation of the COMPACT Project at the MDP WHS.
FAO	The SNP Buffer Zone is benefiting from FAO Emergency response to El Niño Drought in Lesotho project which is coming to an end but with possibility of extension. Wetlands restoration and water provisioning for livestock are key components of the project which aligns perfectly with some components of the COMPACT project. Potential partnership exists and will be pursued.
GEF SGP	The priority Landscape for SGP OP6 is the Orange River Basin, with the Sehlabathebe National Park falling within the landscape, hence local communities through local CSOs can access funds for community conservation projects in the Buffer Zone.
• Bilateral Agreements	
Maloti Drakensberg Transfrontier Programme	Through a GEF supported project implemented by the World Bank in the Maloti-Drakensberg area, a 20 Year Conservation Strategy for the Transfrontier Park was formulated. As part of the implementation of this Strategy, the MDTP Office in South Africa continues to support transfrontier initiatives in the MDP. It is envisaged that, over and above COMPACT resources to be mobilized, agreed transboundary initiatives will benefit immensely from the MDTP.

• National Conservation Programmes

Ministry of Forestry and Land Reclamation	The COMPACT project will capitalize on the on-going poverty relief programme of the Ministry and the related rain water harvesting initiatives. Through the Range Management Department, Grazing Associations, which are key stakeholders in the project will continue to get the requisite technical and material support to rehabilitate the rangeland resources in the Buffer Zone.
Ministry of Tourism, Environment and Culture	The SNP is under the management of the MTEC which host National Focal Points for several multilateral environmental and cultural Heritage conventions. It is envisaged that in developing new requests and or conservation projects, components of the COMPACT project will be taken into consideration. The on-going initiatives including the finalization of the Sustainable Tourism Strategy for the MDP and resources mobilization for its implementation created opportunities for financing of some components of the COMPACT project. Through the Sehlabathebe Community Conservation Forum, the MTEC is working on providing 10% of the annual SNP income, for community development initiatives.
Ministry of Water	The EU supported initiative in the Department of Water Affairs is currently planning a national program on integrated catchment management (ICM). The land and water interventions of the COMPACT Project are a sub-component of this greater thrust of this ICM initiative. This creates potential for local communities to benefit from the grant-making component of the ICM project.

6. THE COMPACT GOVERNANCE STRUCTURE

The Governance Structure is founded on three principles: it is decentralised, democratic, and transparent.

At the helm of the model is the **Local Consultative Board (LCB)** whose main task is to mainstream the local context into the project management, working on the ground to ensure effective dialogue. The **SNP Manager** unless otherwise decided will chair the LCB. The LCB will comprise key stakeholders at the local level and its membership shall be drawn from the **SNP Community Conservation Forum**. This Board will not only be responsible for reviewing and recommending community projects for funding, but it will also monitor project progress on the ground.

Approval of the recommended community projects rests with the **National Steering Committee (NSC) of the GEF SGP** based in Maseru. Each approved project will be awarded no more than USD 50,000. Criteria for selection of projects will be developed and agreed upon by all key stakeholders in close collaboration with the **SGP Secretariat**, prior to the initiation of the grant making process.

Overall project coordination and reporting will rest with the locally based **Local Coordinator (LC)** who shall act as the Chief Executive Officer of the COMPACT Project. The LC, in close collaboration with the LCB and the Park Manager, shall provide reports and regular updates to the **SGP National Coordinator** who shall in turn provide updates to the **NSC**, the **COMPACT Team** and the Joint **COMPACT Team** for joint reporting to **UNESCO**.

There shall be a **Stakeholders' Forum** where all COMPACT Grantees and their partners at the local level convene for solutions to common issues and for COMPACT visibility. The Forum which can also serve as a platform for learning, can be an annual event convened by the Local Coordinator in close collaboration with the LCB.

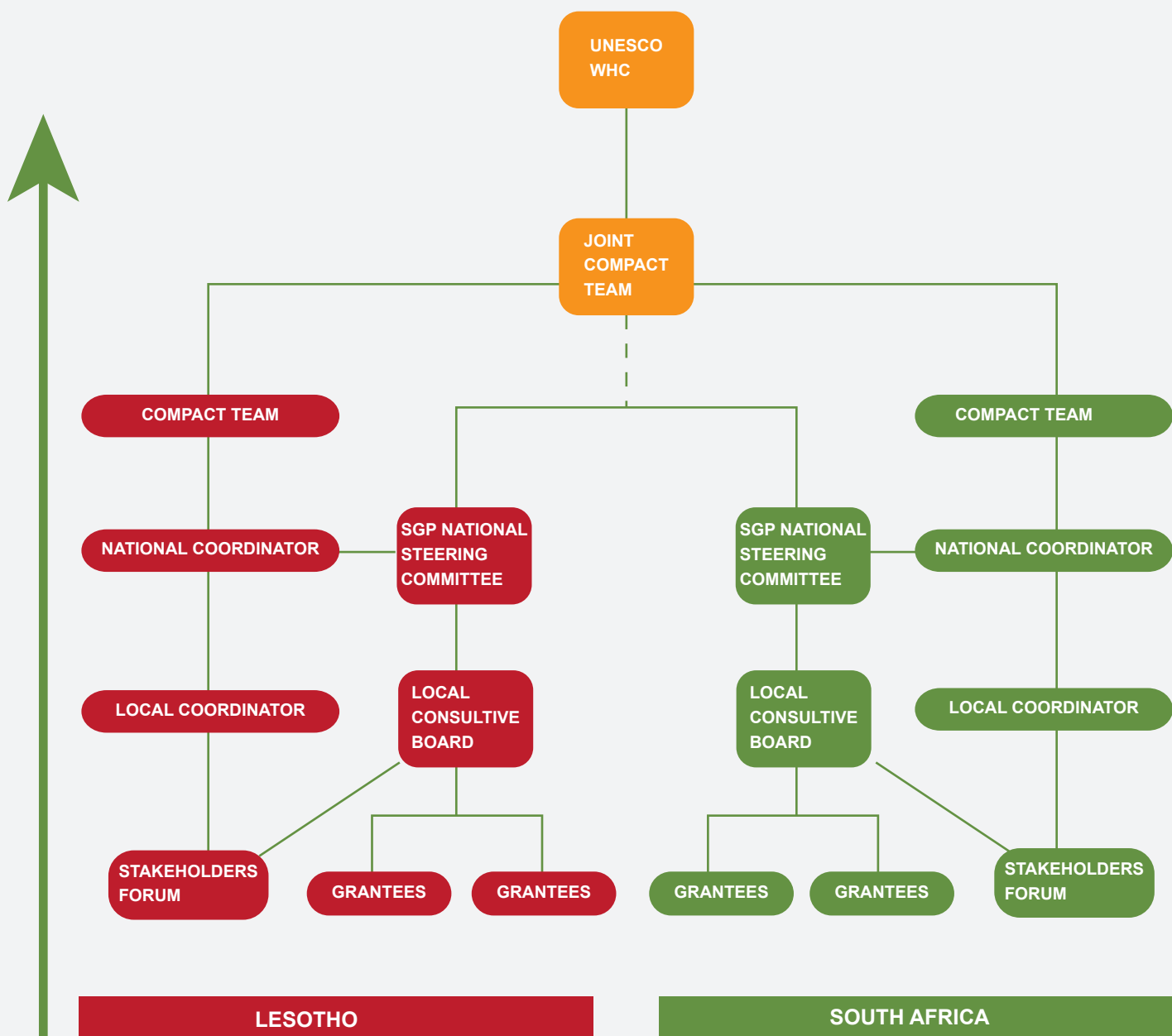


Figure 9 Governance Structure and Reporting Channels

7. RECOMMENDATIONS AND CONCLUSIONS

Since a number of development interventions are aimed at the Sehlabathebe area, it is found highly crucial for the COMPACT project to partner with those that have common goals such as SGP, UNESCO, FAO, MTEC, MoLGC, MFRSC and Water Affairs, as discussed above.

Fencing of the park seems to have been an issue in the SNP agenda for a long time. However, before fencing (if this becomes a desired option) it is important to ascertain or put mechanisms in place that will ensure the sustainability and social acceptance of the intervention.

The COMPACT approach is based on testing the hypothesis that improvement of the livelihood base in communities around protected areas results in safeguarding of the biodiversity in the protected areas. According to Frederic Herzberg's motivation-hygiene theory, certain factors motivate employees to perform at work (motivators) while the absence of certain factors (hygiene factors) lead to dissatisfaction even though their presence does not motivate. The absence of both motivation and hygiene factors leads to very unhappy organisations. If this theory is anything to go by, our conservation efforts should seek to add community motivation while removing dissatisfaction.

Since tourism is seen as a major contributor towards livelihood improvement, it is important to improve tourism infrastructure, especially the access roads to the World Heritage Site as they are in bad condition from all directions. Robust marketing of the site as a tourist destination should be undertaken with established carrying capacity of the site to avoid environmental degradation.

A strong range management approach is crucial towards securing the natural and cultural heritage in the buffer zone, since land degradation in this area will lead to destruction of the protected area. Hence, development and implementation of an INRMP for the buffer zone is long overdue. Such a plan will also inform the actions of the DPU or Integrated District Development Plan (IDDP).

It is important to secure funding and implement the COMPACT Site Strategy immediately to capture the present community and stakeholder momentum. This will lead to motivation and realisation of intended outcome.

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The GEF Small Grants Programme – Lesotho
P.O. Box 301, 3rd Floor United Nations House
13 United Nations Road, Maseru 100 – Lesotho
Tel: (+266) 22228000 Fax: (+266) 22310042
Website: www.sgp.undp.org

Ministry of Tourism, Environment and Culture
6th Floor Post Office Building, Kingsway
P.O. Box 10993, Maseru 100 – Lesotho
Tel: (+266) 22311767 Fax: (+266) 22311094
Website: www.tourism.gov.ls

Maloti-Drakensberg Park World Heritage Site –
<http://whc.unesco.org/en/list/985>

