



**DEPARTMENT OF WATER AFFAIRS AND FORESTRY  
REPUBLIC OF SOUTH AFRICA**

**Swaziland  
Ministry of Natural  
Resources and Energy**

**MANAGEMENT PLAN FOR THE SUSTAINABLE  
DEVELOPMENT AND UTILISATION OF LAKE  
MATSAMO AND SURROUNDS:  
SWAZILAND**

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For further information contact:

Mr Chris Keeve, Komati Basin Water Authority (KOBWA)

Tel: +(268)437 1463/4 Fax: +(268)437 1460

E-mail: kobwappk@africaonline.co.sz

or

Ms. Loraine Fick, Department of Water Affairs and Forestry  
Water Abstraction and Instream Use (Environment and Recreation)

Tel: (012) 336 8224 Fax: (012) 336 8678

E-mail: deb@dwaf.pwv.gov.za

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# APPROVAL

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**Approved for the Swaziland Ministry of Natural Resources and Energy**

\_\_\_\_\_  
Mr. Sandile B. Ceko (Principal Secretary)

**Approved for the Komati Basin Water Authority**

\_\_\_\_\_  
Mr. Chris Keevy (Chief Executive Officer)

**Approved for the Joint Water Commission**

\_\_\_\_\_  
Mr. Lawrence Sithole – (Leader: South African Delegation)

\_\_\_\_\_  
Mr. Sandile B. Ceko – (Leader: Swaziland Delegation)

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The Department of Water Affairs and Forestry (DWAF) wishes to thank the Driekoppies Dam Relocation Management Committee (DRMC), the Komati Basin Water Authority (KOBWA), and Ecotourism Afrika Trust for facilitating the planning procedure and compilation of this management, utilisation and development plan for Lake Matsamo.

As a participatory planning procedure, the success of the procedure will only be ensured if all stakeholders, both interested and affected, actively participate in the process. In this regard KOBWA, on behalf of DWAF and the Ministry of Natural Resources and Energy (MNRE), appreciates the opportunity to thank all the participants, ranging from resource managers, community facilitators, neighbours, product managers, interested locals, to government officials and politicians (refer Appendix 3 for a comprehensive list of participants and process followed).

Without the active participation of these people, who voluntarily sacrificed time and enthusiastically shared in the planning process, the management plan for Lake Matsamo would not have been possible, nor would any plan truly reflect the needs and expectations of the stakeholders tasked with caring for, protecting and sustainably utilising the resources of the dam.

# PROLOGUE

This Plan is the management, development and institutional plan for Lake Matsamo and can only be modified after consultation with all relevant stakeholders.

Compiled through the Sustainable Utilisation Planning Procedure (SUPP), the plan is based on the principles underlying sustainability addressing environmental, industry and community involvement aspects by providing clarity regarding policy and strategy as well as operational guidelines pertaining to each Key Performance Area (KPA).

As a document to guide the management of Lake Matsamo, based on the inputs of all stakeholders, the plan also serves as the base document for monitoring both performance and compliance regarding the various KPAs.

The structure of the plan consists of two broad parts, the first addressing the background, aims and objectives, encumbrances to the plan, and challenges facing the management institution.

The second part consists of an integrated environmental management plan (“The Plan”), zoning plan (“The Zones”), and the proposed institutional structure (“The Institution”).

The Plan covers four key performance areas – Resource management; Private sector involvement; Community involvement and beneficiation; Monitoring and auditing. Within each area the plan provides insight into the specific vision with the key performance area, the objectives, the policy and strategy, as well as operational guidelines which will focus the management decisions, actions and initiatives.

Various zones have been proposed for both the water surface of Lake Matsamo and the land within the compensation boundary. The water based zones include a safety and security zone, a wake zone, a no wake zone and a transition zone, while the land has been zoned as a high impact recreation zone, a medium impact recreation zone, two low impact community based natural resource management zones, and a community based cultural resource management zone.

Several development cores, based on the broad zonation plan as well as on environmental constraints have been identified including a water based recreation centre, four low impact nature based developments, a cultural heritage conservation area, and an aquaculture development project. All these developments will be subject to a fair and open procurement procedure, and will be dependent on the successful finalisation of Community Public Private Partnerships (CPPPs).

To effectively and efficiently manage the implementation of the plan, a proposal regarding the management institution as well as institutional structuring and arrangements is made.

KOBWA as delegated authority, will on behalf of the Kingdom of Swaziland, control and supervise the utilisation of Lake Matsamo based on the principles underlying sustainability. To assist KOBWA as it endeavours to ensure sustainability through its management actions, an advisory committee will be established, as will a Lake Matsamo Development Foundation specifically tasked with the management of benefit flow into the various sectors within the affected communities. Concession Agreements will be managed by KOBWA after ratification by the relevant department or ministry.

Undertaken in this manner it is believed that the sustainable utilisation of Lake Matsamo can and will be attained.

# ABBREVIATIONS

BPEO	Best Practicable Environmental Option
CBNRM	Community Based Natural Resource Management
CBCRM	Community Based Cultural Resource Management
CMA	Catchment Management Agencies
CMP	Comprehensive Mitigation Plan
CPPP	Community Public Private Partnership
DRMC	Driekoppies Dam Relocation Management Committee
DWAF	Department of Water Affairs and Forestry (South Africa)
EDM	Ehlanzeni District Municipality
ECA	Environment Conservation Act (Act No. 73 of 1989)
EIA	Environmental Impact Assessment
IDP	Integrated Development Plan
IEM	Integrated Environmental Management
JWC	Joint Water Commission
KOBWA	Komati Basin Water Authority
KPA	Key Performance Area
MNRE	Ministry of Natural Resources and Energy (Swaziland)
NEMA	National Environmental Management Act (Act No.107 of 1998)
NHRA	National Heritage Resources Act (Act No. 25 of 1999)
NWA	National Water Act (Act No. 36 of 1998)
PFMA	Public Finance Management Act (Act No. 1 of 1999)
PPP	Public Private Partnership
RAP	Relocation Action Plan for the Driekoppies Dam (1993)
SUPP	Sustainable Utilisation Planning Procedure

## SECTION 1: INTRODUCTION

As a river that flows through South Africa, Swaziland and Mozambique, any actions, interventions and developments must consider the international status of this river which has a catchment of approximately 11 100 km<sup>2</sup>, influencing approximately 460 000 people, numerous agricultural sectors and various industries.

An agreement reached in 1992 between the Government of South Africa and the Kingdom of Swaziland resulted in the first phase of a joint development initiative aimed at stabilizing the water resources of the Lomati and Komati Rivers. The main objectives with the development of Driekoppies Dam are to stabilize the flow of the Lomati River, provide for the anticipated increase in primary water demand; provide for the expected increase in irrigation development, and improve the assurance of water supplies to existing irrigation and urban development in the Komati River Basin.

Situated approximately 25 km south of Malelane, in Mpumalanga, South Africa, the dam is located on the Lomati River between the villages of Schoemansdal, Schulzental and Middelplaas, and consists of an earth embankment flanking a concrete spillway section. The dam has a height of 50 m and is 2400 m in length, with a storage capacity of 237 million m<sup>3</sup>.

In an effort to ensure that the reservoir, known as Lake Matsamo as a water resource, contributes significantly to the regional economy, and especially to the communities affected by the construction of the dam, both directly and indirectly, a management Plan for the dam has been developed.

An additional objective is to ensure that the water and associated land of Lake Matsamo are protected, used, developed, conserved, managed and controlled in a sustainable and appropriate manner and that the objectives with the plan are incorporated into the objectives set for the region through initiatives such as the Integrated Development Plan (IDP).

As a planning, decision-making tool, and development guideline the plan also contributes to the broad regional development initiatives by providing guidelines to development projects within the region adjacent to the dam.

To ensure that access to and use of Lake Matsamo – both the dam and the land within the compensation boundary - is equitable, the DWAF and KOBWA commissioned the compilation of a management plan for Lake Matsamo.

The purpose of the plan for the dam is to ensure the attainment of certain objectives, including that:

- access to water is equitable;
- the utilisation of the water is efficient, sustainable and beneficial;
- social and economic development is facilitated;
- provision is made for the growing demand for water use, in particular the use of water for recreational purposes;
- both the aquatic and associated ecosystems, inclusive of their biodiversity is protected;
- pollution and degradation of the water resource is reduced and prevented;
- international obligations can be met; and,
- dam and public safety is promoted.

As part of the SUPP the existing institutions must be evaluated and a suitable institution proposed that is representative of the affected communities both in racial and gender terms that can effectively manage the benefits emanating from the dam. KOBWA is the implementation institution for the plan, yet this institution must have a formal relationship with a community-based structure responsible for managing community benefit flow.

Additionally, in the interests of co-operative governance the relationship between DWAF, the MNRE and KOBWA, and other relevant government departments must also be addressed to ensure aspects that cannot be addressed by DWAF or the MNRE are



referred to the department or ministry tasked with addressing those aspects. This approach will ensure synergy, reduce duplication and establish confidence within the local community that co-operative governance can assist communities in attaining development objectives.

The Minister of Natural Resources and Energy, as public trustee of the nations' water resources, must ensure that the water of Lake Matsamo is *inter alia* protected and managed in a sustainable and equitable manner, for the benefit of all persons and in accordance with its mandate as well as ensure that international obligations are met.

The aim of the Lake Matsamo management plan is to provide a broad policy framework, setting out key objectives, defining responsibilities and operational guidelines for sustainable management and development of the water resource and surrounding land while creating viable economic opportunities and provide benefit to the local region. As a guideline the plan strives to continue the valuable initiatives that were undertaken during the relocation and mitigation process at Lake Matsamo, yet it is assumed that all the communities are equal, and that all the requirements of the relocation and mitigation plans have been undertaken and that all the individuals that were directly affected by the construction of the dam have been compensated equitably.

As a management tool KOBWA, tasked with among other the responsibility for managing the access and use of Lake Matsamo, will use this plan for decision-making purposes, and to create awareness among staff, neighbours and water users regarding the vision, mission and operational guidelines of the dam.

Additionally, the Lake Matsamo plan will guide KOBWA in providing general access to and use of the dam, while the relevant Ministries will be responsible and accountable for specific approvals such as concessions and management contracts, which in turn will be overseen by KOBWA.

Based on the principles of participatory planning, all the affected communities were provided the opportunity to participate in the planning procedure for the compilation of the plan. Besides the various public meetings

that were convened, the project team consulted with Technical Task Teams, consisting of various community structures, individuals and organisations.

Working closely with existing community structures such as the Ward Committees, various fora, Traditional Authorities, as well as resource managers and industry representatives, inputs into the planning procedure represent the needs, requirements and expectations of a broad spectrum of stakeholders surrounding Lake Matsamo.

To guide the entire planning process a steering committee consisting of representatives from KOBWA, various ministries and statutory bodies was tasked with the responsibility, where the primary function of the steering committee was to guide the project team during the various phases of the project and to ensure that the project team attains the objectives of the project.

The success of the Lake Matsamo management plan and its implementation is dependant on the level of acceptance that the plan will have among the affected communities based on an understanding of involvement and beneficiation. As such, the unlocking of the potential of Lake Matsamo should not occur or function in isolation from its neighbours and surrounding communities, and should ideally be integrally part of the agricultural, recreation and tourism industry. By forming close working relationships with private sector operators or concessionaires, benefits can emanate from the utilisation of the dam, allowing for the management of the dam, and opportunity to disseminate these benefits in an equitable manner.

Since the affected communities is an essential partner and roleplayer, the Lake Matsamo partnerships will endeavour to assist in creating and supporting representative and democratic, legally bound structures and engage these in the management of benefit flow from the dam.

Without satisfied water users, it will not be possible to attain the key objectives set for Lake Matsamo, and thus it is critical that these users are informed about the conservation, utilisation, community and economic objectives.

Various parastatal Institutions and government ministries are responsible for the planning and management of resources, both natural and cultural, and thus play a central role in ensuring sustainability. However, these institutions are regulated in terms of their mandates and delegated powers, thus in the interest of co-operative governance these institutions must work together to ensure sound resource management. Government, parastatal, communal and private institutions should thus be tasked to manage various aspects pertaining to Lake Matsamo.

Managing the resources that fall within the dam basin sustainably is a role allocated to public, communal, and private sector groups. However, as custodian of water resources on behalf of the nation, the Swaziland Minister of Natural Resources and Energy is ultimately accountable for the management of Lake Matsamo as government waterworks. Delegating this responsibility to KOBWA does not relieve the MNRE from its role nor responsibility.

## SECTION 2: LEGAL FRAMEWORK, CONCEPTS AND PRINCIPLES FOR UTILISATION AND SUSTAINABILITY PLANNING

Since Driekoppies Dam is a dam constructed in South Africa, yet the impoundment (Lake Matsamo) impacts on Swaziland, it is imperative that the management plan addresses the needs and expectations of both countries, and therefore must be based on the legal framework of both.

Within South Africa, DWAF's mandate as custodian of all water is the management of the water resource as well as the surrounding land, based on the objectives of sustainable management. These objectives include the MNRE's responsibility of attaining broader objectives within the affected communities, and it is envisaged that the management plan will co-ordinate and align MNRE initiatives in association with the local authorities and other national departments.

To assist South Africa and Swaziland to achieve the objectives envisaged with the development of the dams within the Komati Basin, KOBWA has been established. Not only will this authority be responsible for the construction, operation and maintenance of the dam and related infrastructure, it will also be responsible for managing the access, utilisation and development of the land within the compensation boundary as well as the water resource. As delegated authority KOBWA will be responsible for managing the various aspects related to the sustainable utilisation of the water and surrounding land in an appropriate and acceptable manner.

This situation creates numerous encumbrances, some unique to either country and some common to both.

The broad encumbrances include:

- State owned land surrounding the dam on the South African side, which in turn is surrounded by nominally owned land (ex South African Development Trust land) - effectively tribal land, as opposed to Swazi Nation Land;
- Security of tenure issues related to the utilisation and development of tribal land;

- A local community which consists of both directly and indirectly affected individuals, each with their own needs and expectations;
- Differing decision-making procedures in the two countries regarding the management and use of water;
- Existing institutions in South Africa which are geographically-based as opposed to sectorally based;
- Stronger acceptance and acknowledgement of traditional leadership in Swaziland as opposed to South Africa, and since the community, on both sides of the border, is a community encumbered with a problem with roots in the colonial occupation of Africa, effectively "One community – two countries".

Constructed on state owned property within South Africa, the management of the dam and surrounding land is subject to both the agreement between the South African and Swaziland Governments regarding the water resources of the Komati Basin and the NWA, while the section of Lake Matsamo within Swaziland is subject to the agreement and relevant local legislation, such as the recently gazetted Swaziland Water Act, based on the inundation agreement between the two countries.

By setting objectives for Lake Matsamo through a participatory planning procedure, which acknowledges the aspects unique to each country and common to both, it is envisaged that this dam which impacts on two countries can contribute significantly to regional economic development, resource protection and community participation.

The principles underlying the management plan for Lake Matsamo are based on general principles guiding the attainment of sustainability – sound resource management; equitable and appropriate community involvement and beneficiation; the creation of viable and sustainable business

opportunities; and clear policies, objectives and operational guidelines.

Various initiatives were implemented and continue to be implemented, both during and after construction to ensure that the community directly affected by the construction of the dam are adequately compensated. A critical assumption within the management plan is that all the projects planned as part of the Relocation Action Plan (RAP) and Comprehensive Mitigation Plan (CMP) have been successfully implemented and that the communities directly affected by the construction of the dam have been compensated to an extent where they are either equal or better than before the construction of the dam. This situation enables the plan to assume that the communities surrounding the dam are equal, and should include all individuals, not only those directly affected by the construction of the dam.

Within the Swaziland context, ensuring compliance to relevant legislation is pivotal to the attainment of sustainability. At Lake Matsamo it is imperative that all actions are compliant with all relevant legislation such as:

- Environment Act (Act No.15 of 1992);
- Natural Resources Act (Act No. 71 of 1951);
- Water Act (Act No. 7 of 2003);
- Flora Protection Act (Act No. 45 of 1952);
- Game Act (Act No. 51 of 1953), plus the 1990 revision;
- Protection of Freshwater Fish Act and Regulations (Act No. 75 of 1937);
- National Trust Commission Act (Act No. 9 of 1972);
- Comprehensive Mitigation Plan;
- Treaty on the development and utilisation of the water resources of the Komati River Basin between the Government of the Republic of South Africa and the Government of the Kingdom of Swaziland, 1992;
- Tourism Authority Act (Act No. 2 of 2001); and
- KOBWA 1992.

Not only do these Acts and Ordinances, as well as regulations, guide the specific decisions and actions, they also provide the framework for monitoring performance and

compliance, and provide guidelines regarding contravention, offences and penalties.

As a regional development tool it is imperative that the management plan be included into the IDP and related initiatives within local and district municipalities. This inclusion will ensure that the development of the dam and surrounding land fits into the broader development initiatives of the region. Since water based developments are attractive to the private sector Lake Matsamo has been identified as a growth point within the region, yet the plan will provide guidelines and policy for the sustainable development and utilisation thereof.

Not only will the management plan provide a spatial framework for development, it will also serve as a tool for decision-making by KOBWA and the relevant government authorities, as well as private sector partners interested in unlocking the potential of Lake Matsamo in a responsible and sustainable manner.

## **SECTION 3: BACKGROUND TO THE LAKE MATSAMO SUSTAINABLE UTILISATION PLANNING PROCEDURE**

Lake Matsamo has tremendous potential to stimulate regional development, yet requires an effective plan to ensure sustainability. The challenge of the management plan is to guide the establishment of partnerships between the public, private and communal sectors to assist in unlocking the economic potential of the dam; set guidelines for the sustainable management of the water resource and surrounding land and devise a method to facilitate the benefit flow to the local community.

By compiling a plan for Lake Matsamo, it is envisaged that a harmonious balance can be attained between resource managers, directly and indirectly affected communities and user groups. A clear policy framework, resulting in an implementable utilisation plan could contribute significantly to unlocking the potential of the Dam in a just, appropriate and equitable manner.

Lake Matsamo is situated in the Lomati River and constitutes Phase 1A in the development of water resources of the Komati River Basin.

See Appendix 1 for Lake Matsamo national context and orientation map.

As part of the Komati River Water Scheme, Lake Matsamo has a storage capacity of 237 million m<sup>3</sup> of water, with a water surface area at 1870 ha at Full Supply Level. The primary functions of the dam are to regulate the flow of the Lomati River to ensure water for irrigation downstream of the dam, assist in managing the use, meeting IFR and cross border requirements, and for human consumption. Lake Matsamo is managed as part of a water scheme that includes Maguga Dam. Within this water scheme KOBWA is primarily tasked with the construction, operation and maintenance of the dams as well as land within the compensation boundary.

As a new dam few attempts have been initiated by both the public and private sectors to unlock the potential of Lake Matsamo, mainly due to a lack of clear policy and guidelines to direct the formation of

equitable structures focused on attaining and optimising synergy and development between KOBWA, developers and the community.

The SUPP for Lake Matsamo has been a concerted effort by DWAF, the MNRE and KOBWA to unlock the potential of the region in an equitable manner, as well as compile a management plan and zonation plan, as well as recommend institutional structures responsible for implementing the plan.

The scope of the SUPP entailed the water surface of the lake, the surrounding land within the compensation boundary in context of the broader region.

The jurisdiction of the resultant management plan is the water surface and land within the compensation boundary, yet it is envisaged that through the creation of effective and appropriate partnerships the full potential of the lake can and will be unlocked.

As a tool to facilitate effective decision making the management plan will assist the DWAF and the MNRE – through the Joint Water Commission to guide KOBWA in the sustainable management of Lake Matsamo.

By providing a clear framework for development, which could assist the affected communities, management agencies and user groups in the management of the dam, KOBWA believes it can achieve its objectives.

The final plan thus reflects the needs of the environmental managers, affected communities and user groups, as well as institutional arrangements to manage the implementation of the plan.

It is believed that this plan will result in the sustainable utilisation of Lake Matsamo, based on sound environmental principles, good business practices and equitable community involvement.

## SECTION 4: SUSTAINABLE UTILISATION OF LAKE MATSAMO

It is envisaged that the sustainable utilisation of Lake Matsamo, where sustainability is defined as “Development that meets the needs of the present without compromising the ability of the future generations to meet their own needs.” (Brundtland Commission, 1987)<sup>1</sup>, will lead to significant economic impacts being attained, as well as a harmonious balance being achieved between resource utilisation, affected communities beneficiation, and industry participation, based on clear and acceptable public policy.

As such, the mission for the dam is accepted as being:

*“A commitment to unlock the potential of Lake Matsamo in a sustainable manner, based on sound business, resource management, and environmental principles, that benefit both the water user and affected communities in an equitable manner.”*

Cognisance will be taken throughout the implementation of the management plan that the initiatives comply and contribute to the primary purpose of the dam.

Developed through a consultative planning process involving all stakeholders, the SUP is a plan that reflects the needs and expectations of stakeholders by addressing the policies, objectives, strategies and operational guidelines that need to be managed to ensure attainment.

See Appendix 3 for a stakeholder list as well as SUPP project schedule.

### 4.1 The Challenge

Sustainability is a term that is often used, yet seldom understood in terms of its complexity and implications. However, without a focus on sustainability, the water resource of Lake Matsamo will never reach optimal potential nor contribute to the attainment of the objectives set out in legislation such as the NWA.

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<sup>1</sup> Brundtland Commission (1987): Our Common Future – World Commission on Environment & Development

Through the protection and sustainable utilisation of the water resource of Lake Matsamo it is believed that substantial financial, social and environmental benefits will be generated, both for the dam and region, making the management and conservation thereof both meaningful and viable.

Ultimately the challenge is to stimulate economic growth in the region through the establishment of public private partnerships to assist in unlocking the economic potential of the water resource, while sustainably managing the resource and facilitating benefit flow to the affected communities.

Many aspects compound this challenge including climatic variation, changes in the land use, economy and ownership, as well as future development needs, government policies and regional objectives.

By understanding these aspects, and incorporating dynamic strategies in the management of the dam, and to be willing to adapt to these changing environments, the management institution will effectively face the challenge and attain sustainability in a manner that is both acceptable and appropriate to all roleplayers and stakeholders.

### 4.2 Lake Matsamo: Key Objectives

To attain the vision and mission for Lake Matsamo, and accept the challenges, the key objectives for the dam's management, utilisation and development are acknowledged as being:

- *unlocking the economic potential of the dam through the establishment of effective public private partnerships;*
- *active participation and involvement of the affected communities, defined as the community directly affected by activities and initiatives within the dam basin;*
- *ensuring equitable and sustainable benefit flow into the community through*

*the creation of appropriate institutional arrangements;*

- *sustainable management of the water and associated aquatic ecosystems through appropriate methods; and,*
- *monitoring management systems.*

Additional to these key objectives is the creation of an institutional relationship to guide KOBWA in the management of the dam, the water surface and the surrounding land within the compensation boundary that is dynamic, focused and representative of the stakeholders. Through the provision of opportunities for capacitation of KOBWA, and empowering KOBWA to play an effective role, it is believed that the objectives will be both attainable and manageable.

The performance of KOBWA in its endeavours to attain its objectives will be constantly audited and reviewed, to ensure that the DWAF and MNRE can assist wherever necessary and appropriate.

### **4.3 Implementation Policy**

KOBWA as the water management institution has an essential role to play in the facilitation and management of Lake Matsamo's water resources and associated land. This management entails all aspects pertaining to use of water and associated resources for recreation and other purposes, yet certain aspects can be undertaken by agencies other than KOBWA yet should be co-ordinated with KOBWA to avoid duplication and to ensure efficiency regarding the benefits accruing from the use of the water and associated resources.

In an effort to optimise benefits to all roleplayers, the implementation of the management plan for Lake Matsamo will be undertaken in an adaptive, dynamic and integrated manner based on sound ecological, social and economic principles.

The policy will be to seek advice and support from the relevant departments in both countries regarding the key objectives envisaged with the dam and ensuring that the activities of Lake Matsamo enhance these objectives.

Additionally, it will be the policy of KOBWA to document activities, accomplishments,

problems and solutions, so that other similar water resources and development projects can be aided and guided regarding possible solutions and pitfalls.

Incorporation of the management plan into regional development initiatives will ensure that any development initiatives undertaken at and around Lake Matsamo have the support of the Regional Hhohho Administration and relevant Traditional Authority. This support is essential to co-ordinate development efforts, reduce duplication and increase efficiency of specific projects within the region. Undertaken in this integrated and synergistic manner the plan will become an important regional development tool, achieving local, regional, national and international objectives through sound resource management, effective community involvement and the creation of viable and attractive business opportunities based on clear policies and operational guidelines.

## SECTION 5: THE PLAN

To ensure that the objectives set for Lake Matsamo can be attained in an appropriate manner it is imperative that a plan be used to guide the management decisions and actions.

Without a utilisation plan, guidelines, and directives it will be impossible to co-ordinate and manage the activities required to unlock the potential of Lake Matsamo. Only by measuring the performance of specific actions and operational guidelines against clear objectives will it be possible to effectively manage the resources of the dam and surrounding land in a co-ordinated and equitable way.

The structure of the plan is based on key performance areas, namely:

- Resource management – natural, cultural, and land expansion and incorporation;
- Private sector involvement – procurement, product quality management, infrastructure, and marketing;
- Community participation and beneficiation; and
- Monitoring and auditing – research projects and performance and compliance auditing.

Within each of these key performance areas the following aspects are addressed:

- Vision;
- Objectives – primary, secondary, tertiary;
- Policy;
- Strategy;
- Operational Guidelines; and
- Monitoring.

Undertaken in this manner, actions can be identified based on clear policies and objectives within each key performance area, and with operational guidelines to facilitate the co-ordination of actions to a common vision.

Decisions are based on the vision and objectives, guided by clear policy statements. In this way the management staff, affected

communities and users will clearly understand why certain activities are allowed or prohibited.



## 5.1 Key Performance Area: Resource Management

### 5.1.1 Natural Resources

Characterised by undulating topography with gentle slopes surrounding Lake Matsamo, the underlying soils have a moderate to high erosion potential, stabilized relatively easily by maintaining the natural vegetation cover, especially grass cover.

As part of the Savannah biome the area is characterised by grass and open woodland, with transitional vegetation ranging from Lowveld to Lowveld Sour Bushveld, with an average annual rainfall of approximately 800 mm.

The original vegetation has been substantially modified by human use with a few patches of riverine fringe vegetation remaining, yet severely impacted on by the large fluctuations in the water level of the dam.

No large fauna species remain as a result of population density, and the Environmental Impact Assessment (EIA) documentation states that no rare or threatened species occur.

- **Vision:**

The vision for the management of the lake entails:

*'Improved livelihoods, without degrading land, water, air, plant and animal resources.'*

Firstly, that the biodiversity, bio-physical processes, quality and resources, both water and land based, associated with Lake Matsamo and the surrounding land are well conserved through the application of adaptive, yet ecologically sound management processes.

Secondly, that KOBWA in its management of Lake Matsamo obtains recognition for its integrated management approach to conservation and resource protection as well as the utilisation of the water and associated resources, emanating in substantial benefits to both the affected communities and resource managers.

- **Objectives:**

*Primary Objectives:*

Optimising the utilisation of resources for the effective unlocking of the potential of the lake in an equitable, appropriate and sustainable manner.

*Secondary Objectives:*

The secondary objective is to zone the lake and the surrounding resources to ensure the most appropriate activities and utilisation through sound business partnerships and the recognition of the value of indigenous knowledge, provided these activities do not compromise the primary objectives.

*Tertiary Objectives:*

The tertiary objective is to illustrate the value of sustainable utilisation of the natural resources in a manner that maximises income and other benefits without compromising the primary or secondary objectives to the neighbouring community.

- **Policy:**

Since Lake Matsamo's biotic and abiotic components can no longer function as a natural ecosystem, a policy of management interventions aimed at ensuring sustainable development by simulating or rehabilitating natural systems will be applied, based on current knowledge, information sharing, technology, time and financial resources, yet limited to plant and animal species historically indigenous to the Komati River System, that can benefit the affected communities, through the sharing of benefits equitably.

- **Strategy:**

Through improvement in knowledge and technology, together with a formal policy of management intervention based on the principles underlying sustainable development, the strategy for managing Lake Matsamo will be to consistently apply adaptive management processes to consolidated ecological management units incorporating resources both within the compensation boundary and adjacent to the dam basin through agreements with the traditional authority, based on:

- a natural resource database, continuously updated;
- the principle of co-operative governance;
- active community involvement;
- liaison with the Regional Hhohho Administration and the relevant Traditional Authority to incorporate management decisions with tribal resolutions;
- law enforcement related to sustainable utilisation and environmental protection;
- goals and objectives that are clear and measurable effectively communicated to the affected communities;
- appropriate technology and knowledge leading to better utilisation of state and communal resources;
- acceptable monitoring systems;
- ecological review and evaluation; and
- a trained and capacitated management team and staff, well monitored and committed to attaining the objectives.

• **Operational Guidelines:**

Management of the natural resources will be undertaken through agreement with the Regional Hhohho Administration and relevant Traditional Authority, and other relevant spheres of government, addressing aspects such as:

- Alien Plant Control:

No invasive alien plants will be introduced in or around Lake Matsamo. The objective is to remove and control existing alien plants in and around the dam, and will be based on a five-year plan including a follow up control procedure based on the latest alien plant control technology and knowledge.

Acknowledging budgetary constraints a continuous programme will be compiled with the assistance of relevant government departments, and be budgeted for and implemented with the respective land managers. Programmes will include physical removal, chemical and fire control. Watercourses and kloofs will mainly be physical and chemical, while for the plains and hills fire will be utilised as part of the programme.

Biological control will be used where technology and knowledge have proven it to be acceptable or even preferable.

- Veld Burning:

Veld burning is recognised as an important intervention for achieving primary, secondary and tertiary objectives and will be applied according to seasonal and veld conditions based on a fire programme.

Veld areas will only be burnt after full ecological considerations and evaluation, to provide informed decision making regarding hot or cold burns to control excess woody material. Fire-breaks are burnt in early to mid winter, depending on environmental conditions, as broad strips allowing for effective fire management.

- Bush Encroachment:

It is believed that the veld-burning programme will control bush encroachment and achieve the primary, secondary and tertiary natural resource management objectives, yet species diversity will be monitored. In the event of these not being met, a bush control programme will be implemented based on cost effective procedure with a five-year follow up plan.

Various defoliation techniques can be utilised, yet must form part of an approved land management agreement.

- Erosion/Wave Action:

Soil erosion and erosion due to wave action is a natural process, yet where it is accelerated due to unsustainable water use practices or activities, active measures to mitigate, rehabilitate and control will be implemented.

Sheet and gully erosion will be managed according to conditions through the timing of controlled burns and packing of branches. The impact of these interventions will be monitored.

- Stocking Rate:

It is assumed that the primary objective of managing the land surrounding the dam in terms of biodiversity and species, can best be attained by stocking animal populations at conservative levels between the ecological and economic carrying capacity of adjacent land, and thus the management of Lake Matsamo will strive to ensure that the stocking rate is aligned with the carrying capacity for the region, and based on the specific environmental conditions. An approved grazing plan, prepared and submitted by the stock farmers, and evaluated by ecologists should form the basis of the Community Based Natural Resource Management (CBNRM), to ensure both sustainability and manageability.

– Game Management:

Despite the valuable contribution that game has on recreation, due to the limited size of available land surrounding Lake Matsamo game introductions will only be considered if a community public partnership can be agreed to. Since game significantly enhances the nature-based experience, the introduction of animals will be considered both for the enhancement of game viewing as well as the maintenance of genetic diversity.

Game will only be introduced if a conservation plan is compiled which includes a commitment from the relevant traditional authority.

– Fishing:

To enable Lake Matsamo to be managed on the principle of sustainability, sport fishing as well as commercial fishing will be zoned and controlled through limited access as well as concessions. Fish stocks will be monitored on a regular basis.

Aquaculture initiatives, through the formation of a Community-Public-Private Partnership (CPPP) will be allowed as part the fish utilisation project due to the controlled nature and limited impact of this technique as opposed to other commercial fishing measures, such as gill-netting.

Fish stock levels and species diversity will be monitored in partnership with institutions such as the Fisheries Department.

– Consumptive Utilisation:

To enable Lake Matsamo to reach its mission and objective it will be necessary to consumptively utilise the natural resources of the dam, based on the principles of sustainability. Consumptive utilisation will include sport fishing, grass, clay, sand and reed collection, grazing as well as limited firewood collection, and will be regulated through the allocation of licences and permits based on the resource care programme and management agreements between KOBWA and the Regional Hhohho Administration and relevant Traditional Authority.

These activities will all be managed ensuring minimal impact on related experiences and activities, and the impact of consumptive use monitored on a continuous basis.

– Control of Illegal Use:

Illegal use of natural resources of Lake Matsamo is a serious threat to the sustainability of the dam, thus it is policy to retain an ongoing vigilance through cost effective surveillance and monitoring, backed with reaction capabilities. Access to the dam will be controlled, and informants rewarded for the provision of information regarding illegal use. For effective control it is important that all incidents that are reported are followed up timeously and that appropriate actions are taken.

– Waste:

Recognising KOBWA's limited power, ideally KOBWA and surrounding land managers will adopt a responsible and environmentally friendly waste management plan, which will address liquid as well as solid waste.

Ideally, liquid waste will be treated on-site according to site development plans, and the impact of waste treatment closely monitored.

Solid waste should be separated and sorted, with biodegradable waste being composted, recyclables stockpiled, combustibles incinerated and disposed of in a responsible manner.

Research will be undertaken to identify the *Best Practicable Environmental Option (BPEO)* regarding each type of waste stream, guided by relevant legislation.

- **Monitoring:**

For effective management of natural resources it is essential that KOBWA monitors both performance and compliance by utilising record keeping techniques and procedures based on:

- assumptions regarding adaptive management
- auditing of management agreements both in terms of performance and compliance;
- cost efficiency and applicability;
- appropriateness to management objectives;
- current ecological theory;
- BPEO; and
- consistency over time.

### 5.1.2 Cultural Resources

As with many changing environments the value of indigenous knowledge is being eroded, resulting in changes regarding the value communities place on environmental resources such as medicinal plants, myths and legends associated with places, people and animals. Sectors within the community surrounding Lake Matsamo still utilise and value cultural resources, and seek acknowledgement and guidance. Resources that are utilised include wood collection for fuel wood, crafts and implements, and building materials; reeds; clay for pottery, ritual purposes and building materials; harvesting of wild animals for home consumption and medicine; veld fruits and edible plants as well as medicinal plants

- **Vision:**

To preserve, enhance and revive the cultural heritage of the region, it is envisaged that the archaeological, historical and cultural resources surrounding Lake Matsamo are well conserved through an appropriate, dynamic and adaptive management process, and that KOBWA become recognised as a role model in integrated conservation management.

- **Objectives:**

*Primary Objectives:*

The primary objective is to identify, document, research and protect the cultural resources – plants, sites and animals - within the Lake Matsamo basin. Specific consideration will be given to the palaeontological, archaeological, historical and cultural heritage resources in the following order of priority: international, national, provincial, local, and will be based on both relevant conventions and legislative requirements.

*Secondary Objectives:*

The secondary objective is to actively involve and stimulate participation in community and traditional activities focused on conserving the cultural heritage and heritage resources surrounding Lake Matsamo.

*Tertiary Objectives:*

The tertiary objective is to provide insight into the Komati River System, the establishment of Lake Matsamo, and the cultural heritage resources, such as the history of the Matsamo tribe, associated with the area to visitors and users in an engaging and interesting manner.

- **Policy:**

Based on the guidelines contained in relevant legislation, Convention for Biodiversity and ICOMOS Charter, and continuously updating and expanding the knowledge base regarding cultural resources, through research, documentation and conservation, as well as staff training and capacitation, it will be possible to effectively manage the cultural resources within acceptable cultural standards.

- **Strategy:**

Since cultural resource management is a new management field within environmental management, the guiding strategy within the adaptive management process will be based on:

- current legislation;
- clear and measurable goals and objectives;
- the compilation of a cultural resource data base;
- continuous updating of the knowledge base;
- adapting to new technologies;
- acceptable monitoring systems;
- review and evaluation by external cultural resource managers; and
- support of cultural resource management initiatives.

As for Natural Resource Management, these actions will be undertaken in association with the affected communities, through the conclusion of management agreements.

- **Operational Guidelines:**

- Identification:

Staff will be trained in the identification of cultural heritage resources, focusing on both tangible and intangible features of

palaeontological, archaeological, historical and cultural significance.

– Documentation:

Through a process of documentation regarding the cultural heritage resources of Lake Matsamo and surrounding land, a database will be created and continuously updated by staff.

– Research:

Once staff have documented cultural heritage resources, it is critical that resources are researched to ascertain the status of their significance, any threats to the resources, and the most appropriate conservation methods to be used. This research can be undertaken, amongst other, in association with institutions such as the National Botanical Institute, various national, provincial and local museums, guided by relevant legislation.

– Conservation:

Where cultural resources are threatened or where developments are proposed, conservation work will be undertaken based on the guidelines and regulations as provided by the relevant authority. Without the necessary or relevant authorisation, neither conservation work nor development will be undertaken.

– Utilisation:

Wherever possible cultural resources, both tangible and intangible, will be selectively and sustainably incorporated into the visitor experience programmes and products at Lake Matsamo. It is believed that by creating authentic and culturally correct experiences the broad conservation objective of Lake Matsamo can be attained.

• **Monitoring:**

As an essential step in the effective management of cultural resources, it is imperative that the performance of management interventions be monitored by KOBWA, based on aspects such as:

- attainment of management objectives;
- compliance with legislative guidelines;
- current monitoring theory;
- cost efficiency; and
- effectiveness.

### 5.1.3 Land Expansion and Incorporation

- **Vision:**

The vision with managing Lake Matsamo and the surrounding land within the compensation boundary is to achieve management as an ecological unit, as well as incorporation into the wider management and development initiatives of the region, consolidating both the management and operation of the various areas into manageable units.

- **Objectives:**

*Primary Objectives:*

The primary objective with integration and consolidation is to ensure maximum efficiency regarding management activities.

*Secondary Objectives:*

The secondary objective is to facilitate effective management of the land surrounding Lake Matsamo, as well as the enhancement of the tourism experience, through a common set of management principles.

*Tertiary Objectives:*

The tertiary objective is to generate awareness regarding the value of consolidation and integration, specifically related to environmental management, heritage management, community beneficiation and product management.

- **Policy:**

Consolidation requires commitment from all stakeholders, based on a common set of rules acceptable to all, necessitating the policy to be the creation of an advisory body to guide KOBWA with the management of Lake Matsamo and surrounding land, followed by the consolidation of the entire area into viable management units.

- **Strategy:**

Based on the policy, the first strategic step will be the creation of an advisory committee to assist KOBWA as management institution, with a dedicated management team. Once this advisory committee, consisting of

KOBWA, the Regional Hhohho Administration, relevant Traditional Authority and relevant ministries, has been created and clarity provided regarding the operational guidelines for the water surface and surrounding land, discussions can focus on the encumbrances regarding the consolidation of the area into management units, using the management plan for Lake Matsamo as guideline. Various management measures such as leases, management agreements and service contracts can be utilised to formalise the relationship between KOBWA and the manager.

- **Operational Guidelines:**

- Core Area Consolidation:

The water surface of Lake Matsamo is surrounded by a thin strip of land (compensation boundary), except for the section in Swaziland where a Permission to Occupy the land through inundation has been attained. This situation compounds effective and sustainable management.

To rectify this situation two phases must be undertaken, the first being the formation of CBNRM agreements with the adjacent communities. The MNRE as the holder department of the land adjoining the lake on the Swaziland side, will enter into these agreements after consultation with KOBWA. These management agreements must include aspects such as stocking rates, veld burning programmes, roads, monitoring and environmental benchmarks, as well as acceptable activities that the communities may perform on the land.

The second phase would be to find synergy between the various users and consolidate all utilisation of land surrounding the dam into a single management unit.

Following this consolidation it would be possible to extend and consolidate the land surrounding the dam through agreements with the traditional authority, regional authority, and other relevant authorities, yet based on the common vision and management criteria.

It is envisaged that Lake Matsamo and surrounding land could become an anchor within a larger tourism development area stretching from Malolotja Game Reserve, to Lake Matsamo. This will however be dependent on the degree of shared vision and focus among the community regarding the utilisation of the communally shared resources and the utilisation thereof. KOBWA will merely facilitate the inclusion of the land within the compensation boundary, if the objectives with inclusion do not impinge on the overall objectives of the dam, and the specific objectives of the management plan for Lake Matsamo.

- **Monitoring:**

On behalf of DWAF, MNRE and relevant authorities, KOBWA must keep a record of all agreements, management contracts, service contracts and leases, as well as a record of annual reports regarding the conditions of the agreement, as well as compliance with the conditions and objectives.



## 5.2 Key Performance Area: Private Sector Involvement

### 5.2.1 Procurement

- **Vision:**

It is envisaged that the use of the land within the compensation boundary around Lake Matsamo, as well as the water surface will contribute significantly to the development of a viable industry for the benefit of the affected communities through the creation of CPPPs.

In compliance with official government policy, Lake Matsamo encourages private sector involvement in all tourism and related economic development activities that can be implemented in a cost-effective, socially responsible and environmentally acceptable manner and thus it is envisaged that all tourism and economic development opportunities based on the use of the water surface of Lake Matsamo, or the access, utilisation and development of land within the compensation boundary will be outsourced, either through tenders and managed as concessions or service contracts.

It is envisaged that this approach to development, investment and management will maximise local employment, skills development and local economic benefit, thus contributing not only to improved quality of life but also unlock the economic potential in a sustainable and appropriate manner.

- **Objectives:**

*Primary Objectives:*

The primary objective is to eliminate poverty and to improve the standard of living through the promotion of the Swazi culture to create job opportunities, through cultural tourism development and promotion, within a well conserved environment.

*Secondary Objectives:*

The secondary objective is to optimise community participation in the ownership of tourism and economic development opportunities, based on the utilisation of the water surface and land within the compensation boundary, in an equitable manner based on the optimisation of

opportunities and minimisation of constraints posed by the dam and surrounding environment.

*Tertiary Objectives:*

The tertiary objective is to ensure that private sector involvement is equitable, and that market related fees are paid for the use of the water and land within the compensation boundary compliant with relevant policies.

- **Policy:**

Business should impact positively on the dam and its surroundings, thus all tourism and economic development will be Government led, private sector driven and community based.

Furthermore, in the spirit of co-operation, it is accepted as policy that the private sector, affected communities and KOBWA are all stakeholders in the dam, necessitating good relationships and communication.

- **Strategy:**

To unlock the economic potential of Lake Matsamo, the private sector partners will through equity sharing programmes undertaken in association with the affected communities, play an essential part in the planning, development, funding, management, marketing and operation of activities and related infrastructure.

The private sector should be contracted to implement projects and manage these on a contract basis where appropriate. These activities create employment and business opportunities leading to social enhancement, and therefore where practical and feasible the value of such operations and initiatives must be recognised and their activities acknowledged.

KOBWA will be responsible for output, not input, and therefore it is strategically important that where practical, feasible and cost effective supplies, contracts and opportunities must be outsourced, with the primary focus on local people and business. Where possible KOBWA can assist Small, Medium and Micro Enterprises (SMME) in developing through the establishment of mentorship programmes.

- **Operational Guidelines:**

- Selection Procedure and Criteria:

Concession and services opportunities will be advertised publicly and contracts awarded by the relevant government department (DWAF or MNRE) according to a concession management and service provision policy and procedure, after adjudication against pre-set criteria which includes environmental, community, commitment, expenses and expectations, existing entitlements, access, employment opportunities, cost and impact.

Addressed in the criteria must be aspects such as the development of small business opportunities, minimisation of risk transfer to the state and community, security of tenure, and concession fee structure.

- Allocation:

All concessions and operations within the dam basin will be subject to concession, lease or service contracts entered into by DWAF or the MNRE and the concessionaire/service provider. The cost of the concession or services will be commensurate with its rights, impacts and benefits in terms of the zonation of the dam, and must be market related.

The relevant government department – either DWAF or MNRE - will enter into the agreements/contracts, yet once procured and awarded the contracts will be administered by KOBWA.

The agreements must be awarded through a public procurement process compliant with relevant legislation.

Generally, leases, concession and service contracts will be awarded to companies and individuals with proven track records in the industry, however, contracts or lease opportunities could be given to emerging companies or individuals. Priority will be given to local people where equity, efficiency and standards are commensurate to the needs of Lake Matsamo.

- Lake Matsamo Rules and Regulations:

Operators, developers, concessionaires and contractors must operate within defined codes of conduct and rules as provided by KOBWA, and amended as required.

- Limits of Development and Use:

All agreements and contracts will have clearly defined limits placed on sizes, numbers and levels of development, as well as type of activity and restrictions of zones. Concessionaires and service providers are responsible for compliance.

- Concession Fees:

Concession fees will be levied for the right to operate commercial activities at Lake Matsamo. Concession fees will be collected by KOBWA on behalf of the relevant government department – DWAF or MNRE - based on the concession management policy, as well as criteria such as:

- exclusivity;
- size of the operation;
- location of the operation; and
- impact of the operation.

The concession fees should consist of an upfront payment and basic lease payable monthly.

- Allocation of Concession Fee Income:

All fees levied and all income earned will be collected by KOBWA, for utilisation regarding the following:

- catchment management fees (payable to the relevant water management institution- either KOBWA, relevant authority or the Catchment Management Agency (CMA) proposed for the Komati Catchment);
- development and operational costs of infrastructure;
- development and management costs for resource protection and care; and,

- contribution to community beneficiation projects and programmes.

– Authorisations:

All developments and operations utilising the water surface or the land within the compensation boundary surrounding Lake Matsamo must be authorised in terms of relevant legislation.

– Numbers of Concessionaires and Developments:

Concessionaire, visitor numbers and developments within the entire dam basin are to be limited based on development criteria. Developments will be limited to:

- A Water based recreation resort;
- An Aquaculture project;
- Four nature based developments;
- One cultural conservation core; and,
- A ferryboat service with four terminals.

By ensuring that these concession levels are included in the concession contracts it will be possible to ensure security in terms of extent and market stability. Private sector operators must be provided with a development framework to ensure that market viability is sustained.

These levels have been set through a participatory planning process to ensure the following:

- financial viability and attractiveness to private sector;
- stimulation of local economy;
- maximum visitor satisfaction;
- protection of traditional values;
- significant contribution to management and development; and
- maximum communal and social benefits.

– Concession Development and Contracting:

Request for proposals will be issued to actively solicit and invite offers from interested parties based on this

management plan for Lake Matsamo. Appropriate media will be utilised to ensure sufficiently wide distribution, yet allowing for local entrepreneurs and investors to effectively participate.

Capacitation and empowerment programmes aimed at stimulating local entrepreneurs and investment, as well as mentorship programmes, can be undertaken to assist in redressing past imbalances

Contracts will be awarded on a competitive basis in the case of:

- existing contracts or agreements expiring;
- concessionaires default; and
- concessionaires express an intent to sell their operation.

In the event of unsolicited bids being received, these would have to be evaluated against available concession opportunities and objectives for Lake Matsamo.

• **Monitoring:**

KOBWA will keep a record of all concessions, concessionaires, contracts and conditions to monitor compliance and performance.

Annual reports regarding visitor data, satisfaction levels, environmental performance and community benefits will be submitted to the relevant government departments by KOBWA.

## 5.2.2 Product Quality Management

- **Vision:**

It is envisaged that tourists and recreators that utilise Lake Matsamo will return to the lake based on enjoyable experiences within an aesthetically pleasing, safe, well managed and protected environment.

- **Objectives:**

*Primary Objectives:*

By clearly addressing visitor needs and expectations in an appropriate manner, based on unique and well managed projects and products, it will be possible to attain the vision.

*Secondary Objectives:*

Ensuring that all the development products and projects are undertaken by private sector operators and developers through concession agreements, managed by KOBWA, will be the basis of this secondary objective.

*Tertiary Objectives:*

The tertiary objective will be to ensure that the concessionaires operate within specific conditions regarding environmental issues, community beneficiation and industry norms and standards.

- **Policy:**

Lake Matsamo will serve a wide range of water based activities aimed at highlighting the development objectives and culture of the region.

- **Strategy:**

The strategy regarding product quality management will be to encourage private sector involvement, as well as guiding these operators regarding the objectives of Lake Matsamo.

- **Operational Guidelines:**

- Outsourcing:

All products and programmes will be outsourced through an open and transparent procedure compliant with relevant legislation, where KOBWA will be responsible for ensuring that the specific conditions related to concessions are adhered to. KOBWA will be responsible for the output as opposed to the input regarding water use and land based activities on the land within the compensation boundary adjacent to Lake Matsamo.

- Operational Rules:

All concessionaires will be subject to a common set of operational rules for the dam and surrounding land. These operational rules will be compiled by KOBWA and form part of the concession agreement, and will be updated regularly, at least annually.

- Visitor Densities:

To enhance the tourist experience, as well as attain the resource management objectives, visitor densities will be set by each concessionaire, based on the environmental constraints, size of available land, operational conditions and management levels.

Densities will be based on impact as opposed to number of guests. Impact will include aspects such as launch sites, moorings, jetties, visual impact, operational procedures, associated infrastructure, and number of boats. The onus rests with the proponents to provide KOBWA with visitor density levels, management strategies and operational conditions.

The utilisation of a variety of visitor management techniques will ensure flexibility regarding visitor carrying capacity, while reducing impacts and will include:

- compliance to the zonation plan;
- monitoring of visitor profiles, needs and expectations;
- time and spatial arrangements;
- enhancing experience through the provision of information, orientation and documentation;

- focus on low volume, low impact activities and high quality experiences through trained and capacitated staff; and
- monitoring of impacts on environment, game and bird behaviour.

– Development Cores:

Infrastructural development within Lake Matsamo will be limited to the following cores:

- A water based recreational resort;
- An aquaculture project;
- Four nature based developments;
- One cultural conservation core; and,
- A ferry boat with four terminals.

All development will be subjected to authorisation in terms of relevant regulations and requirements.

No additional infrastructural development may take place without recommendation from the management team, and without authorisations from the relevant departments or authority.

These development cores could be linked with adjacent tourism development cores such as Nhlambeni, Mashobeni, Timphisini, and Madelezini, as well as Maguga dam, Malolotja, waterfalls, the Matsamo Cultural Village and the Hhohho Tourism Development Initiative.

– Monitoring Attitudes and Satisfaction:

KOBWA will encourage feedback from visitors and tourists in the form of questionnaires, suggestion boxes and personal interviews, as well as invitations for comment via telephone, fax, e-mail and appropriate mechanisms. Through constant monitoring of visitor satisfaction with the service levels of concessionaires, environmental standards and overall experience, the management team can ensure that visitors' needs and expectations can be met.

– Access Control:

General public access to the water surface and land within the

compensation boundary will be limited to the development cores. No access may take place from any other site besides these and will constitute illegal access.

This approach ensures that all recreators will receive the necessary safety information, zonation plans, operational rules and indemnity forms.

Access for the affected communities to the resources of Lake Matsamo and surrounding land within the compensation boundary, for use will be controlled through the various CBNRM agreements that KOBWA will oversee on behalf of the relevant government departments.

Staff providing access must be trained to provide a prompt, efficient and friendly welcome to visitors, as well as provide information regarding the zonation, operational rules and restrictions to these visitors.

– Visitor Management:

Concessionaires will be responsible for managing their visitors, providing them with zonation plans, operational rules and restrictions pertaining to the dam and surrounding land.

- **Monitoring:**

By maintaining a record of incidents regarding visitors, either positive or negative, as well as complaints, compliments and concerns, KOBWA will be able to monitor visitor satisfaction levels, and therefore also manage concessionaires appropriately.

Compliance with operational rules, visitor densities and developments can also be used as a performance monitoring tool by the management team.

### 5.2.3 Infrastructure

- **Vision:**

It is envisaged that all infrastructure related to Lake Matsamo and surrounding land within the compensation boundary will be authorised and developed in an aesthetically pleasing, environmentally friendly and cost effective manner, based on the vision of Lake Matsamo.

Basic bulk infrastructure such as roads, electricity, sewerage, and water will be referred to the relevant sphere of government, yet KOBWA through its link to DWAF and the MNRE will assist in seeking support and approval, as well as funds for the provision of these services. The inclusion of these infrastructural needs in the regional development plans and related initiatives for the region can leverage support for their provision through prioritisation in local economic development objectives.

- **Objectives:**

*Primary Objectives:*

The primary objective of KOBWA regarding the infrastructural development required to unlock the potential through the use of the water resources and land within the compensation boundary is to enhance the environmental objectives, as well as comply with all relevant environmental and related legislation.

*Secondary Objectives:*

The secondary objective is to ascertain the level of infrastructural development needs, and where necessary and appropriate ensure authorisations and commitment for these developments through the inclusion of the needs in regional planning initiatives.

*Tertiary Objectives:*

The tertiary objective is to control all infrastructural development through the authorisation procedure and conditions attached to concessions and agreements.

- **Policy:**

All infrastructural development within the Lake Matsamo Basin will be authorised, and based on the conditions attached to concessions and agreements.

- **Strategy:**

KOBWA will check and recommend all plans for infrastructural development, whether for themselves or for concessionaires, and ensure that all relevant legislation is complied with and that the necessary authorisations have been obtained prior to development taking place.

All existing infrastructure will be catalogued and where necessary either authorised or removed, based on operational standards and guidelines.

- **Operational Guidelines:**

- Standards:

Industry norms and standards will form the base minimum for the establishment of infrastructural development and the onus will rest with the developer to provide evidence of compliance.

- Plans:

All plans for operational development will be submitted to KOBWA for evaluation and recommendation. These plans must indicate location, land ownership, any encumbrances, and compliance to concession conditions.

- Authorisations:

All infrastructural development will comply with environmental impact assessment as well as DWAF, MNRE and relevant authorities' regulations where applicable. All buildings must comply with the applicable ordinances and local authority legislative requirements.

Existing infrastructure will be subjected to authorisation, licences or accreditation, and will be catalogued as such. Where necessary any unauthorised development will be removed at the developers cost, and the

site rehabilitated within acceptable standards.

– Roads:

All existing roads and tracks on land will be logged and catalogued. The need for, and condition of these roads ascertained and decisions regarding their use and maintenance made.

No roads will be developed or allowed in sensitive areas, nor without the necessary EIA authorisations.

All roads will be maintained according to a set of standards for each class of roads, as compiled by the management team.

Roads should be contoured and provided with spillways and drainage. Erosion will be monitored and no off-road driving allowed.

– Buildings and Visitor Facilities:

All buildings or structures must be authorised by the relevant government department in terms of its legislation and development policy, and all leases for development must comply with the relevant legislative requirements.

Facilities such as hides, trails, picnic areas, jetties and ablutions will be developed according to approved plans compliant with all relevant authorisations and regulations.

– Services:

Wherever possible, services such as telephone lines, electricity and water should be underground or provided in an aesthetically pleasing manner. All services are to be maintained by the developer, including decommissioning.

– Fencing:

Any fences that cross the land will be compliant to provincial standards, and will be maintained by the relevant land manager at his own cost, to a standard acceptable to KOBWA.

Where possible a fence maintenance road should be developed to ensure the

management, maintenance and security of the fence, as well as facilitate spraying to clear it of vegetation.

– Safety and Security:

KOBWA must ensure that all concessionaires comply with, and that their visitors comply with relevant boating regulations, industry norms and standards regarding boats, vessels, canoes and vehicles, as well as relevant legislation.

Additionally, the management team must provide concessionaires with information regarding zonation, restrictions and codes of conducts for both the operators and visitors.

It is also imperative that all concessionaires provide guarantees to the management team that they have sufficient public liability insurance cover for their operations.

• **Monitoring:**

By maintaining a database of all authorised infrastructure, as well as incidents, it will be possible for KOBWA to monitor compliance and performance regarding the provision and maintenance of infrastructure.

The format, updating and auditing of infrastructure should form part of KOBWA's functions.

#### 5.2.4 Marketing and Promotion

- **Vision:**

KOBWA envisages that the dam obtain recognition, both locally and regionally, for its anchor role as tourism and economic development catalyst and successes in applying innovative and adaptive management principles, including sustainable use of resources, community involvement and participation, private sector commitment and participation, and that these initiatives be marketed ethically to the public.

Aspects that can be addressed in the marketing of the dam include the adoption of a brand name and image for Lake Matsamo. Details will be discussed between the concessionaires and KOBWA as part of the joint marketing initiatives.

- **Objectives:**

*Primary Objectives:*

The primary objective is to create awareness regarding the management and importance of Lake Matsamo through ethical marketing.

*Secondary Objectives:*

The secondary objective is to ensure consistency and accuracy regarding the content of marketing brochures, documents and programmes.

*Tertiary Objectives:*

The tertiary objective is to maximise economic benefits for the region through the establishment of awareness regarding the dam, its products and programmes.

- **Policy:**

The policy regarding the marketing of Lake Matsamo will be based on the principle of those who stand to benefit from the marketing of the product are responsible to carry the costs associated with the marketing. No marketing or the contents thereof is permitted that conflicts with the operations, policy or management guidelines of Lake Matsamo.

- **Strategy:**

KOBWA will screen all marketing material prior to publication, including marketing material compiled by concessionaires.

- **Operational Guidelines:**

- Marketing Roles:

KOBWA is responsible for both the promotion of the concept of Lake Matsamo as integrated part of the region, its philosophy and policies, as well as the promotion of concessions and developments.

The promotion of the products and programmes will be undertaken by the individual operators or concessionaires.

Local and provincial government will be tasked with the promotion of the region as a destination, yet the management team will endeavour to ensure that these agencies include Lake Matsamo in regional and national marketing strategies and campaigns.

- Joint Marketing:

The unifying factor of the utilisation of Lake Matsamo will provide some opportunity for joint marketing of the concept and products, and where appropriate KOBWA should work together with the private sector.

- Screening of Marketing Material:

All marketing material, both print and electronic, concerning Lake Matsamo should be screened by the management team to avoid the creation of false impressions, and if not done or approved, KOBWA may not be held liable for any statements concerning issues related to Lake Matsamo, its management, or policies.

- **Monitoring:**

As one of the most difficult aspects to monitor, marketing however is an essential component, and requires continuous monitoring both in scope as well as content to



ensure maximum effect and impact. Since most marketing will be undertaken by the private sector, the main focus regarding the monitoring by KOBWA of marketing initiatives will be the screening of material to ensure compliance to objectives and consistency of message.

Good communication should form the basis for the relationship between the operators and management team, of which this monitoring could be one aspect.

### 5.3 Key Performance Area: Community Participation and Beneficiation

- **Vision:**

Since the utilisation of the water and land within the compensation boundary of Lake Matsamo should have a significant positive impact on the affected communities, it is the vision of KOBWA that benefits emanating from the utilisation of the dam and surrounding land within the compensation boundary should flow into the affected communities in an equitable manner.

- **Objectives:**

*Primary Objectives:*

The primary objective is to establish an institution consisting of representatives from the affected communities, KOBWA and selected external persons to oversee the benefit flow from Lake Matsamo.

*Secondary Objectives:*

The secondary objective is to illustrate and highlight the benefits of integrated planning, management and utilisation to the affected communities, and to create a mechanism for their equitable participation.

*Tertiary Objectives:*

The tertiary objective is to stimulate development and tourism related partnerships, projects and activities within the affected communities through the active involvement and training, capacitation and empowerment of individuals with proven interest and entrepreneurial skills.

- **Policy:**

Developing an active committee, properly constituted as a development foundation, to guide KOBWA in managing the utilisation of Lake Matsamo and the surrounding land within the compensation boundary, consisting of tribal representatives, the various spheres of government and industry representatives must be prioritised.

Regarding the management of Lake Matsamo, KOBWA recognises its role as an important economic catalyst within the region, and will strive to ensure that the utilisation of the dam provides tangible benefits to the affected communities, as well as the region in an equitable and appropriate manner, supportive of the resource management and other objectives of envisaged for Lake Matsamo.

- **Strategy:**

To assist KOBWA in achieving its objectives regarding community participation and beneficiation, the strategy will include:

- the establishment of a Lake Matsamo Development Foundation;
- formally constituting sectoral development committees, and ensuring the representivity of these committees;
- participation in appropriate fora regarding community beneficiation;
- the compilation and facilitation of awareness programmes and related initiatives in the neighbouring communities;
- guidelines for the selection and utilisation of local entrepreneurs and service providers;
- the compilation of a database of local service providers;
- the formation of development partnerships to stimulate investment and employment;
- limiting the creation of unrealistic expectations; and
- promoting self-reliance and not dependence.

- **Operational Guidelines:**

- Institutional Body:

KOBWA must establish two independent Lake Matsamo Development Foundations (one for each country) with representatives from the Regional Hhohho Administration, relevant Traditional Authority, relevant government authorities, sectoral development committees; Swaziland Tourism Authority and KOBWA and selected independent individuals to manage the benefits flowing from the utilisation of the dam. These benefits will be determined through the

business plan as a percentage of the income after operational costs have been settled.

The Swaziland Development Foundation will consist of 4 community representatives, 1 KOBWA representative, 1 Swaziland Tourism Authority representative and 2 outside organisation representatives.

Additionally, the Development Foundation should be properly constituted and institutionalised, with clear mandates, so that it can operate as a Section 21 Company, or as a Foundation.

– Neighbour Relations:

KOBWA will establish formal relationships with its neighbours through existing fora, working groups and any other formal institutions that may exist. In this regard the community has an essential role to play in ensuring that the specific needs and expectations of the community are reflected through the working groups and various other formal institutions.

– Communication:

Through regular two-way communication with recognised community institutions and structures, it will be possible to monitor community perceptions and attitudes, as well as expose entrepreneurs in these communities to the regional opportunities and initiatives that are available.

Ideally KOBWA should provide documentation through media such as a newsletter, website and e-mails, flyers, posters, articles in local newspapers, radio interviews, presentations to development committees, community fora etc. thereby establishing a formal means of communication with all stakeholder groups.

– Awareness Programmes:

KOBWA should develop an awareness programme based on its vision, objectives and policies. Wherever possible this awareness programme should be implemented to ensure that all stakeholder groups and interested parties

know what the objectives are for the utilisation of the water resources of Lake Matsamo and the land within the compensation boundary, and why certain activities or zones have been established or are restricted. This awareness programme should be dynamic and adaptable for variation in audiences, and should clearly highlight the benefits of sustainable utilisation.

– Database:

To maximise community benefit it is essential that a database be established and regularly updated consisting of local service providers. Not only can the management team draw on this pool of expertise, but all the concessionaires should be encouraged to do the same. Where possible, only service providers listed with the management team on the database should be requested to provide services to KOBWA and concessionaires at Lake Matsamo.

The needs and requirements of KOBWA should be provided to service providers so that a synergistic and effective partnership can be established.

• **Monitoring:**

Only by monitoring aspects such as the establishment and updating of the database, use of local suppliers and service providers and participation of the KOBWA in fora, meetings and related structures will it be possible for KOBWA to ensure benefits based on specific needs and measurable criteria.

## 5.4 Key Performance Area: Monitoring and Auditing

### 5.4.1 Research Projects

- **Vision:**

All research projects, both basic and applied, contribute significantly to KOBWA attaining its primary, secondary and tertiary objectives.

- **Objectives:**

*Primary Objectives:*

The primary objective is to initiate and support research projects, which contribute to performance and compliance measurement regarding the management and development of Lake Matsamo.

*Secondary Objectives:*

The secondary objective is to undertake and support research aimed at attaining sustainability regarding the utilisation of Lake Matsamo.

*Tertiary Objectives:*

The tertiary objective is to support research regarding the ripple effect of Lake Matsamo, specifically environmental issues, community benefits and visitor satisfaction levels, as well as education and training.

- **Policy:**

The official policy regarding research projects at Lake Matsamo will be to initiate, undertake and support research projects that contribute to improved insight into the functioning and impact of the dam on the surrounding community and environment.

- **Strategy:**

Research project proposals will be screened by KOBWA, and must be approved before commencement.

Approval must be obtained based on the research project's objective, contribution to sound management, available budget and staff requirements, as well as contribution to the achievement of overall objectives.

Research institutes will be approached to assist KOBWA where management expertise or manpower is lacking.

Only research programmes where comprehensive budgets have been submitted or prepared, and funds approved, will be undertaken or supported, to ensure successful completion.

- **Operational Guidelines:**

- Needs Assessment:

KOBWA will undertake a research needs assessment regarding environmental, community, industry and policy issues specific to the dam and surrounding land. Guidelines regarding these needs and possible projects, as well as assessment criteria must be compiled and must be aligned with the outcomes of the annual performance and compliance audit (refer 5.4.2).

- Approval:

All research projects and programmes must be subjected to an approval process, based on needs, evaluation criteria, contribution and available budget. The process must be led by KOBWA.

No project may commence without the approval of KOBWA and submission of a project implementation schedule.

- Current Projects:

All approved projects will be evaluated in terms of the project implementation schedule and objectives envisaged for Lake Matsamo. Decisions will be made as to whether the projects should continue or not.

– Future or Proposed Projects:

Any new projects or research needs that are proposed or identified by either the management team or outside researchers, will be subject to the evaluation process, with clearly defined goals, milestones, costs and management implications.

• **Monitoring:**

For effective management of research projects it is essential that KOBWA continually monitor the research projects and programmes regarding the objectives; time frames; impacts and budgets. Based on the monitoring of the projects, decisions can be made regarding authorisation of new and continuation of existing projects.

#### 5.4.2 Performance and Compliance Auditing

- **Vision:**

It is envisaged that all activities undertaken within Lake Matsamo or on land within the compensation boundary will be subjected to monitoring, and that an overall performance and compliance audit be undertaken to ensure the integration of management activities.

- **Objectives:**

*Primary Objectives:*

The primary objective with monitoring and auditing is to ensure that all key performance area activities are integrated synergistically.

*Secondary Objectives:*

The secondary objective is to implement an overall performance and compliance audit system based on the individual key performance areas.

This audit, together with a management system, will form the basis of both internal and external review.

*Tertiary Objectives:*

The tertiary objective with monitoring and auditing is to ensure cost efficiency regarding management interventions by limiting duplication.

- **Policy:**

Recognising the fact that each key performance area is a specialised field of expertise, it will be KOBWA's policy regarding the utilisation of Lake Matsamo and land within the compensation boundary to integrate the monitoring of each area into a single integrated audit which will ascertain overall as well as individual performance and compliance.

- **Strategy:**

To attain the vision for monitoring and auditing it is imperative that a monitoring system be developed for each key performance area, as well as an integrated

audit to measure overall performances and compliance.

- **Operational Guidelines:**

- Measuring Performance and Compliance:

For effective management it is important that effective measurement tools be developed by KOBWA within each key performance area.

Based on these measurement tools an overall audit must be implemented, linked to a management system.

This approach will allow for regular review and adaptations to management initiatives based on performance and compliance criteria.

- Ecotourism Audit:

An annual audit will be prepared by KOBWA for Lake Matsamo based on both performance and compliance regarding environmental management, community beneficiation, industry development and visitor satisfaction. These audits can be compiled internally, yet require external verification bi-annually.

## SECTION 6: THE ZONES

The zonation of Lake Matsamo has been undertaken to ensure organized development, equitable user access, sound resource management and optimal community beneficiation. This approach also minimises the potential conflict that could arise between the various user groups. The zonation of Lake Matsamo has been based on:

- the overall vision and concept of Lake Matsamo;
- accessibility for identified target markets;
- the physical, aesthetic and environmental potential of the region, as well as capacities and constraints of the terrain;
- suitability for specific types of developments and activities;
- access to support infrastructure;
- linkages and relationships with neighboring zones, developments and activities; and
- efficiency of management.

Various categories of zones have been identified based on landownership, adjacent land use; current knowledge; climatic conditions; visitor needs and expectations; economic and social criteria, guided by the principles underlying Community Based Natural resource Management (CBNRM).

### **6.1 Dam Safety and Security Zone (RSA SPECIFIC)**

The Safety and Security Zone is a zone immediately adjacent to the Driekoppies Dam, with limited public access and subject to the regulations pertaining to dam safety including a safety boom. The objective of this zone is to protect the dam wall and outlet works and to ensure the safety of the public in these and surrounding areas.

KOBWA must ensure that the area is properly fenced and that on the water a safety boom is installed and maintained to meet dam safety specifications.

## **6.2 Land Use Zones**

### **6.2.1 High Impact Recreational Zone (RSA SPECIFIC)**

The medium to shallow slopes, as well as the previously disturbed nature of the zone, linked to the proximity of the main tar road and services, residential development of Schoemansdal and development need expressed by the stakeholders makes this zone ideal for development. Developed as a water-based recreational center, not only will this development address the needs and expectations of the affected communities, this zone will enable various opportunities for private sector involvement in the form of concessions and service contracts.

Due to the lack of available space within the compensation boundary, the success of this zone will be dependant on the finalisation of an agreement between DWAF, the Regional Hhohho Administration, relevant Traditional Authority, and the Nkomazi Municipality. This Community Public Partnership will contribute to attracting private sector partners to assist in unlocking the potential of the zone.

Activities such as fishing and picnicking will be allowed below the buffer line, as will infrastructural developments such as jetties, slipways, braai facilities, and lapas. No accommodation or overnight camping will be allowed.

Developments such as chalets, camping sites, restaurants, events arenas, etc. will only be allowed above the buffer line, necessitating the finalisation of a community public partnership, prior to engaging private sector partners through requests for proposals.

### **6.2.2 Medium Impact Recreation Zone (RSA SPECIFIC)**

Based on the need for a zone where the affected communities can use the water and land within the compensation boundary for recreational purposes a zone on the eastern shore of Lake Matsamo has been identified.

Infrastructural development will be limited to picnicking, sport fishing, ablutions and laps, linked to the two ferry boat terminal sites and should be managed through access concessions. No overnight accommodation will be developed. Access to the water resources will be controlled through the land management agreement entered into by DWAF, the Regional Hhohho Administration, relevant Traditional Authority, and the Nkomazi Municipality.

### **6.2.3 Low Impact Community Based Natural Resource Management Zones (RSA and SWAZILAND)**

Due to the difference in land ownership, two types of low impact CBNRM Zones have been identified.

On the South African side, a CBNRM Agreement needs to be concluded between DWAF, the Regional Hhohho Administration and relevant Traditional Authority. Undertaken in this manner the authority currently authorizing resource utilisation on the land adjacent to the land within the compensation boundary will be able to extend control and supervision to the entire area.

On the Swaziland side, the community is already applying the principles of CBNRM. The zoning of the water surface is compatible to the land based management objectives.

Clear authorisation criteria, and operational guidelines must be attached to the agreements to ensure that the management activities do not contribute to negative water resource impacts pertaining to quantity or quality.

Infrastructural developments will be limited to the four nature based development cores.

### **6.2.4 Low Impact Community Based Cultural Resource Management Zone (SWAZILAND SPECIFIC)**

Based on the stakeholder need that was identified regarding cultural resource management within a zone adjacent to the water on the Swaziland side, a low impact Community Based Cultural Resource Management (CBCRM) zone was identified.

KOBWA should assist the community with the compilation of a detailed conservation plan for this zone, taking into consideration the hot spring and various sites of cultural significance, including the use and conservation of natural resources as part of the Swazi cultural heritage and indigenous knowledge.

The no wake zoning of the water adjacent to this zone will ensure that the activities undertaken within this zone contribute to cultural conservation.

## **6.3 Water Use Zones**

### **6.3.1 Transition Zone (50m No wake) (RSA SPECIFIC)**

Adjacent to the high impact recreation and medium impact recreation zones a transition zone of 50m has been identified. This low impact buffer between the shore and wake zone allows for safe shoreline activities, improved compatibility of fishing and boating and minimises erosion as a result of increased wave action.

### **6.3.2 Wake Zone (RSA SPECIFIC)**

The objective of the wake zone is to allow for high impact water sports activities without compromising the safety of other users or the integrity of ecologically and culturally sensitive areas. The deeper water and wider surface area of this zone makes it most suitable for motorized water sport activities. Compatibility between users will be achieved through the application of conventional navigational rules and right of ways.

Access to this zone is limited to recreators accessing through the water based recreation center.

### **6.3.3 No Wake Zone (RSA and SWAZILAND)**

In an effort to stimulate development a no wake zone adjacent to the low impact CBNRM zones, and the CBCRM zone has been identified. Access to this zone is limited to recreators accessing via one of the development cores, either using their own vessels or a vessel offered by one of the



developments, yet subject to border regulations.

This limit on access will enable operators some level of exclusivity, both in terms of numbers of visitors and the manner purpose and extent of water use.

## **6.4 Development Cores**

### **6.4.1 Water Based Recreation Centre (RSA SPECIFIC)**

A water based recreation center is proposed for the peninsula closest to Schoemansdal (refer to 6.2.1). As a CPPP this development will encourage private sector involvement, while providing the community the possibility of an equitable share in the development, without being exposed to the risks normally undertaken by the private sector.

### **6.4.2 Nature Based Developments (RSA and SWAZILAND)**

Four nature based developments will be encouraged on the land adjacent to the dam, three in South Africa and one in Swaziland. These developments can include aspects such as fishing lodges, birding activities, canoe safaris etc. The size, impact, levels of exclusivity, operational conditions and duration of concession will influence the carrying capacity of this area of the dam.

### **6.4.3 Cultural Heritage Developments (SWAZILAND SPECIFIC)**

Developed along similar lines as the nature based developments the cultural heritage developments will include aspects such as theme based accommodation, cultural walks, canoe safaris, guided boating trips etc. The focus of these activities will be on incorporating cultural resources, indigenous knowledge of plants, animals and places into a tourism experience extending beyond the Matsamo Cultural Village experience offered at the Border Post. Working in association with the traditional authority, cultural groups and heritage managers this development can become a unique selling feature for Lake Matsamo, yet must be based on the principles underlying CPPP's.

### **6.4.4 Aquaculture Development (RSA SPECIFIC)**

A development core specifically identified for the development of an aquaculture project, which could include outgrowing as part of a larger aquaculture project, has been identified on the eastern shore close to the village of Schulzental. The deep water, proximity to the village, and the minimal influence caused by water level fluctuation makes this site ideal for aquaculture development. Additionally this development could stimulate economic development on the eastern side of the dam, not ideal for conventional recreation activities due to unfavourable winds, reflection and isolation from tourism routes.

The development of a new road is however required to ensure access, distribution and effective management. Not only will this road stimulate economic development on the eastern side of the dam, it will also alleviate problems associated with the construction of the dam which caused isolation of the Schulzental community.

## SECTION 7: THE INSTITUTION

To successfully manage the sustainable utilisation of the water resources and land within the compensation boundary of Lake Matsamo it is imperative that an institutional arrangement be established which can effectively strive to attain the primary, secondary and tertiary objectives set out in the management plan.

The establishment of institutional relationships has been guided by the SUPP and relevant legislation such as the NWA.

The plan for Lake Matsamo will serve as an integrated environmental management plan, a zonation plan – show what will be allowed and where – and as an institutional plan.

Guided by the objectives contained in the plan it is recommended that KOBWA must be tasked with facilitating the implementation of the plan on behalf of DWAF and MNRE.

KOBWA as a formally constituted legal body will become the delegated authority responsible for the development of, and the control and supervision over the use of the water of Lake Matsamo and land within the compensation boundary. An advisory committee consisting of representatives from the Regional Hhohho Administration, relevant Traditional Authority, relevant municipalities, sectoral organisations and selected individuals will assist KOBWA in its management decisions.

The right of control and supervision will include:

- access control;
- compliance to zonation plan;
- overseeing of management agreements;
- management of concessions and tenders compliant to legislative requirements such as the NWA and Treasury Regulations; and
- community development and benefit flow.

KOBWA and its management team will be obligated to and responsible for:

- controlling all access to the dam, both its surface and surrounding land;

- ensuring that access is equitable;
- managing the utilisation of the water surface through the demarcation of zones, appropriate signage and documentation;
- ensuring that the utilisation is environmentally, socially and economically acceptable and viable;
- managing the utilisation of the land adjacent to the dam through management agreements between the MNRE, the Regional Hhohho Administration and relevant Traditional Authority;
- ensuring that the management agreements are compliant with the objectives of the Lake Matsamo management plan, and any other relevant legislation;
- monitoring the performance of the land management agreements against set objectives;
- evaluating proposed concessions against ecological, social, economic and operational guidelines;
- monitoring compliance with the conditions of the allocated concessions;
- the establishment of a Lake Matsamo Development Foundation, with representation from the surrounding communities, government authorities and select individuals;
- monitor community benefit flow on a regular basis;
- measure the economic ripple effect of Lake Matsamo on the surrounding environment; and
- report on the successes and failures of Lake Matsamo as catalyst for community beneficiation.

In terms of this institutional structure, the Lake Matsamo Development Foundation will be responsible for all external projects, within the surrounding community yet focusing on sectoral needs and expectations.

Individual projects or initiatives within these communities can approach the Development Foundation for support, based on specific criteria and within clear budgets. The Development Foundation has the right to source additional donor or grant funding for these projects, and therefore need not rely

solely on the percentage accruing to it from the concessions.

Any projects, not only those related to water use, can be supported if the Development Foundation believes that it could contribute to attaining the objectives set for Lake Matsamo.

The management agreements required for the effective management of the land within the compensation boundary will be entered into between the relevant department and ministries - DWAF and MNRE – and the Regional Hhohho Administration and relevant Traditional Authority, guided by the relevant local authority.

Institutions can assist KOBWA in the compilation of conditions within the land management agreements, as well as the criteria against which management performance will be measured, based on the guidelines of the Lake Matsamo management plan.

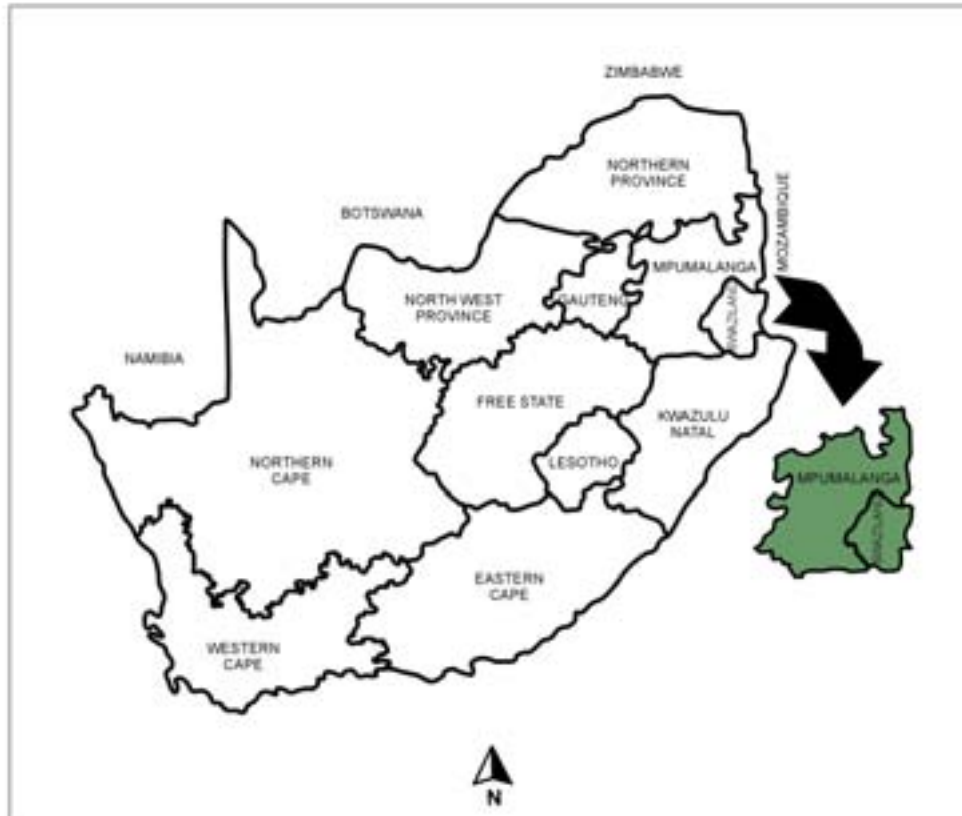
See Appendix 4 for the Institutional Structure Framework.

# APPENDICES

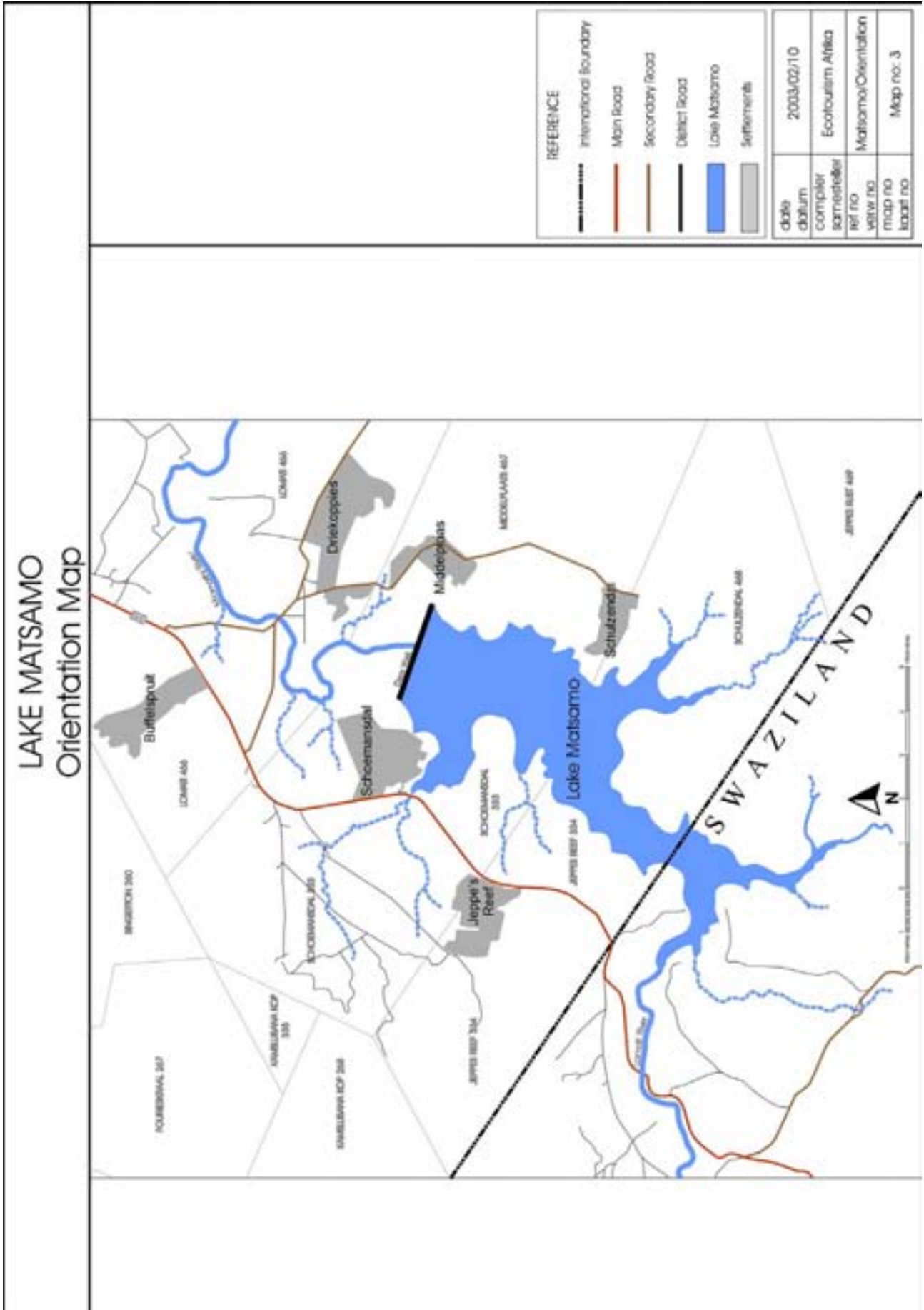
## APPENDIX 1

### *National Context*

# LAKE MATSAMO National Context: South Africa

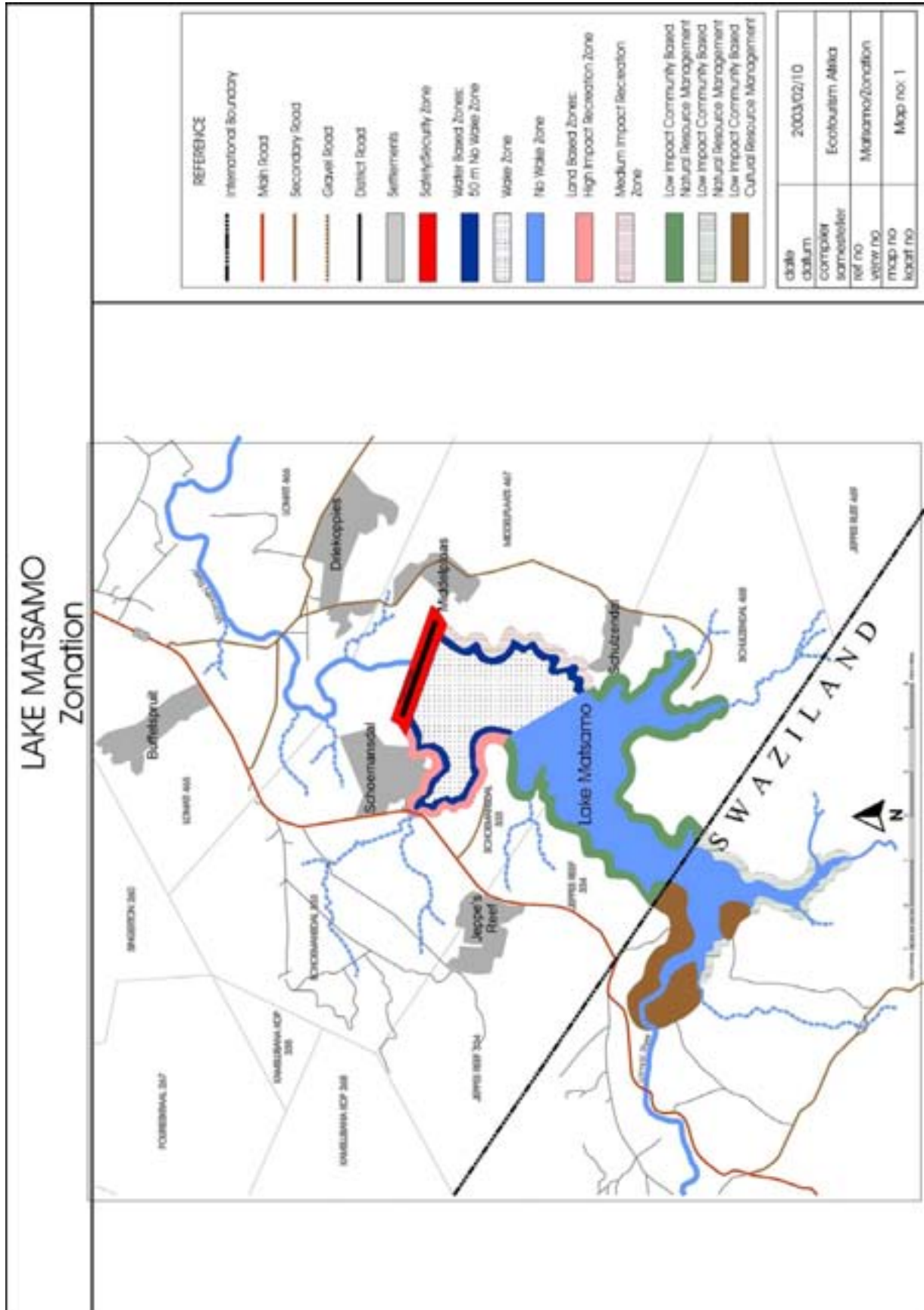


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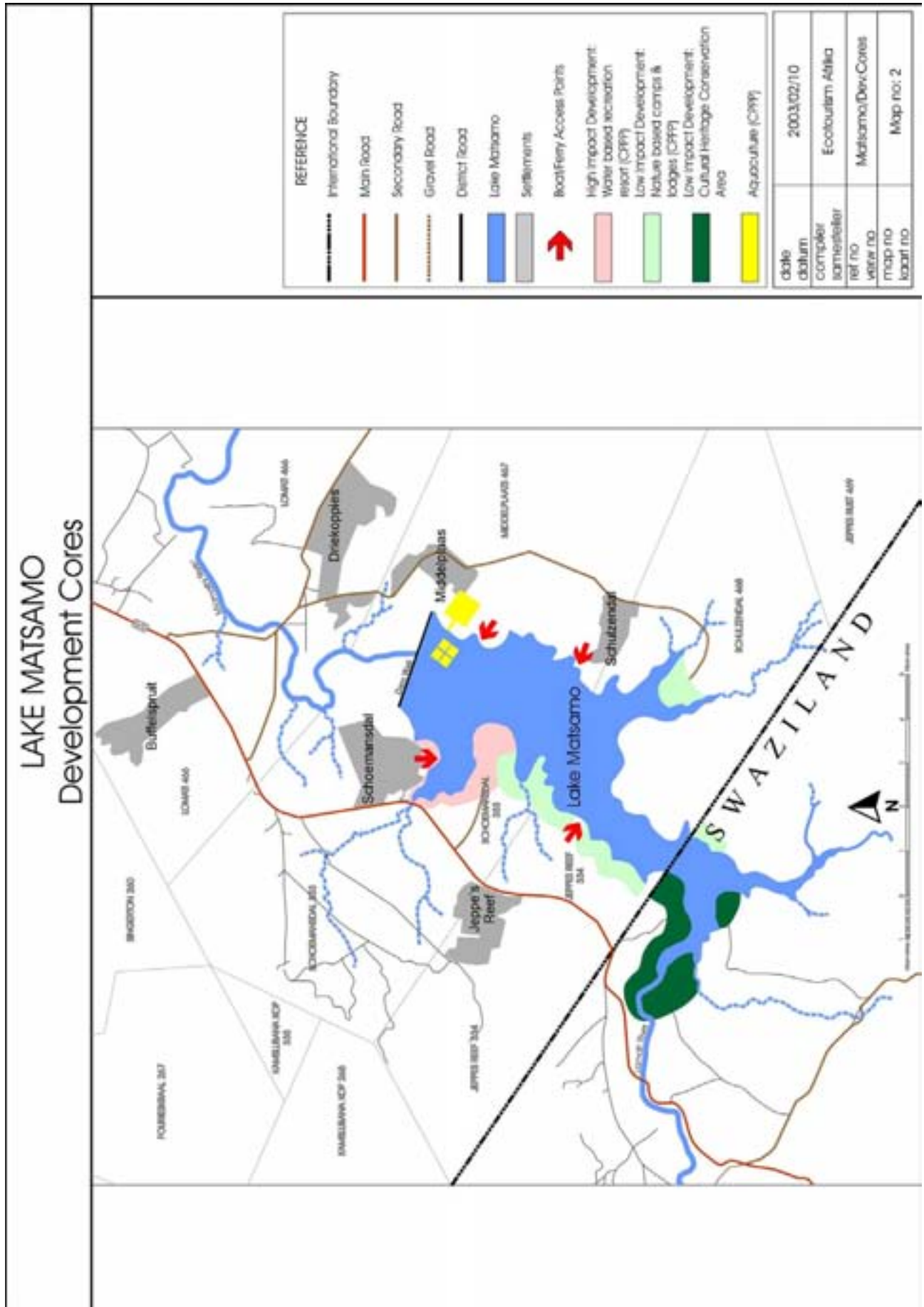


## APPENDIX 2

### Zonation



Development Cores





### APPENDIX 3

*SUP Procedure Project Process*

<b>SUP PROCEDURE SCHEDULE TO DATE</b>			
<b>No.</b>	<b>Workshop/Meeting Description</b>	<b>Date</b>	<b>Venue</b>
1	Steering Committee Meeting	6 Nov 2003	Riverside Government Complex, Nelspruit
2	Setting the Objectives Workshop	26 Nov 2003	KOBWA Offices, Lake Matsamo
3	Steering Committee Meeting	27 Nov 2003	KOBWA Offices, Lake Matsamo
4	Swaziland Technical Task Team Meeting	13 Jan 2003	Swaziland
5	South Africa Technical Task Team Meeting	14 Jan 2003	KOBWA Offices, Lake Matsamo
6	Steering Committee Meeting	14 Jan 2003	KOBWA Offices, Lake Matsamo
7	South Africa Technical Task Team Meeting	29 Jan 2003	KOBWA Offices, Lake Matsamo
8	Swaziland Technical Task Team Meeting	30 Jan 2003	Swaziland
9	South Africa Technical Task Team Meeting	31 Jan 2003	KOBWA Offices, Lake Matsamo
10	Steering Committee Meeting	31 Jan 2003	KOBWA Offices, Lake Matsamo
11	Public Review Phase Open Day Lake Matsamo	18 – 20 Mar 2003	KOBWA Offices, Lake Matsamo
12	Steering Committee Meeting	30 Apr 2003	Riverside Government Complex, Nelspruit
13	Steering Committee Meeting (Swaziland members)	15 May 2003	Maguga Dam, Swaziland
14	Steering Committee Meeting (Swaziland members)	18 June 2003	Maguga Dam, Swaziland
15	Submission of Final Draft SUP Document to KOBWA/DWAF for approval	31 July 2003	KOBWA Offices Nelspruit/DWAF Head Office

## *List of Participants*

### **Steering Committee**

<b>NO.</b>	<b>NAME</b>	<b>AFFILIATION / DESIGNATION</b>
1.	Banda, TZ	MDACE
2.	Bell, Alec	DRMC Consultant
3.	Ehrmann, Jurgen	EDM
4.	Engelbrecht, JS	Mpumalanga Parks Board (MPB)
5.	Fick, L	DWAF
6.	Keevy, Chris	KOBWA Chief Executive Officer
7.	Khota, Lynn	SKPE
8.	Khoza, E	Department of Housing Mpumalanga
9.	Khoza, MM	Department of Land Affairs Mpumalanga
10.	Khumalo, Selby (Dr)	Nkomazi Municipality / Mayor
11.	Kolesky, M	MBB Consulting Engineers Inc.
12.	Maartens, Wynand	DWAF / DRMC Chairperson
13.	Mataré, R	Department of Agriculture Conservation and Environment – Mpumalanga (MDACE)
14.	Mdluli, FG (Dr)	KOBWA
15.	Mndzebele, D	MNRE
16.	Mngomezulu, MJ	Nkomazi Municipality / Director: Department of Socio- economic Development and Tourism
17.	Shongwe, Thandi	Ehhlazeni District Municipality / MMC: Finance and Procurement
18.	van den Berg, JL	SATAC
19.	Venter, Charles	CVG Professional Teams

### **Technical Task Team – South Africa (SA)**

<b>NO.</b>	<b>NAME</b>	<b>AFFILIATION</b>
20.	Dlamini, Thabo	Schulzendal Business Forum
21.	Fakude, Thomas	EDM
22.	Khoza, Victor	Natural Resources
23.	Lubisi, Timothy	Ward Councillor
24.	Magagula, Arthur	Schulzendal BT
25.	Mahlangu, SE	Nkomazi Municipality
26.	Makamo, Virginia	Middelplaas
27.	Mashabe, Sindile	CVG
28.	Mona, Sipiwe	GTZ/MRDP
29.	Mpanza, Sam	Nkomazi Municipality
30.	Msibi, Patrick	EDM
31.	Nkosi, Adelaide	KOBWA
32.	Nkosi, Richard	MPB
33.	Radebe, Patrick	Schulzendal BT
34.	Shongwe, Foni	MTA (Chief Matsamo's representative)
35.	Shongwe, Vezamafa	Jeppes Reef – JRB Trust
36.	Sibiya, Bobsy	Buffelspruit
37.	Willis, Freddie	Schoemansdal

## SA Participants

<b>NO.</b>	<b>NAME</b>	<b>AFFILIATION</b>
38.	Bekker, Kriek	University of Stellenbosch – AquaStell
39.	Brink, Danie	University of Stellenbosch – AquaStell
40.	Clananan, Rob	Developer
41.	Francis, RC	CVG
42.	Host, Leem	Schulzendal
43.	Hurry, Lynn	Institute of Social Ecology
44.	Khoza, EK	DHLA
45.	Khoza, MV	
46.	Khoza, Victor	Buffelspruit
47.	Kress, Anne	MPB
48.	Lekhuleni, J	Malelane
49.	Lubisi, EJ	Middelplaas
50.	Madonsela, Maria	Schoemansdal
51.	Magagula, Irene	MPB
52.	Mamba, EM	Jeppes Reef
53.	Manikela, JB	Fishing business / Community
54.	Manikela, VH	Fishing business / Community
55.	Marais, Marinda	MPB
56.	Mathonsi, BN	Schulzendal
57.	Mathonsi, SM	Schulzendal
58.	Mavimbela, Phelmon	Schulzendal
59.	Mavuso, MJ	Matsamo Tourism Pty Ltd
60.	Mdaka, Nicholas	Barberton Kulani Management Investment Services
61.	Metiso, GS	Jeppes Reef
62.	Mkabela, David	Schoemandal
63.	Mkhabela, Michael	Schoemandal
64.	Mkhwanazi, Mildred	MPB
65.	Mkhwanazi, Reginald	Middleplaas
66.	Mnisi, Baby	Schulzendal
67.	Mnisi, N	Malelane
68.	Mogiba, CT	C & V Golden Home
69.	Nguna, James	District Council
70.	Nkosi, LM	Schulzendal
71.	Nkozi, Edgar	CVG
72.	Ntimba, KZ	Schulzendal
73.	Ntimba, PM	
74.	September, Ian	Schoemandal
75.	Shongwe, SA	Fishing business / Community
76.	Shongwe, Zakhi	Schulzendal
77.	Sibiya, MS	Mpumalanga Investment Initiative
78.	Sono, Thoko	Schulzendal
79.	Vilare, J	Middelplaas

## Technical Task Team – Swaziland

<b>NO.</b>	<b>NAME</b>	<b>AFFILIATION</b>
80.	Dlamini, Mshengu	
81.	Dlamini, S	
82.	Dube, Sabelo	MEE
83.	Fakudze, Selby	Project Committee
84.	Gumbi, Lungile	SEA
85.	Kunene, Sthembile	MBB
86.	Magagula, M	
87.	Mahlale, Magomane	Traditional Authority

<b>NO.</b>	<b>NAME</b>	<b>AFFILIATION</b>
88.	Mamba, Dinah	Project Committee
89.	Mamba, Timothy	
90.	Manana, AM	Project Committee
91.	Mavimbela, Themba	Project Committee
92.	Mavso, Paulina	
93.	Mavuso, Fantashe	
94.	Metiso, Galina	Project Committee
95.	Mndubile, Dumsani	
96.	Mnisi, Prudence	MBB
97.	Ndwendwe, Mduna	
98.	Nshlalintshali, Prima	Project Committee
99.	Nsingwane, Queen	Project Committee
100.	Phindile Mamba, Phindile	Project Committee
101.	Shongwe, Boy	
102.	Shongwe, GS	Member of Community
103.	Shongwe, LD	Traditional Authority
104.	Shongwe, M	Project Committee
105.	Shongwe, Senteni	Project Committee
106.	Shongwe, Siphon	
107.	Shongwe, Steven	MBB

### **Swaziland Participants**

<b>NO.</b>	<b>NAME</b>	<b>AFFILIATION</b>
108.	Chirwa, Zandile	
109.	Dlamini, Arnold	Ministry of Tourism
110.	Dlamini, Boniwe	
111.	Dlamini, Doctor	
112.	Dlamini, Ellen	
113.	Dlamini, Lindiwe	
114.	Dlamini, Lomini	
115.	Dlamini, Mavulane	
116.	Dlamini, MB	Thakhona
117.	Dlamini, Nomvula	
118.	Dlamini, Nonhlanhla	
119.	Dlamini, Petros	
120.	Dlamini, Phindile	Timpisini
121.	Dube, Sabelo	Ministry of Enterprise
122.	Fakudze, Selby	Mashobeni
123.	Gama, Thulisile	
124.	Gana, Phineas	
125.	Gulwako, Sfiso	
126.	Gumedze, Peter	
127.	Gumendze, Siyaphi	
128.	Khoza, David	KOBWA
129.	Khoza, Nomsa	Shongwe Mission
130.	Kunene, Lomavasho	
131.	Kunene, Maria	
132.	Kunene, Sthembile	
133.	Lubisi, Alice	
134.	Lubisi, Bigboy	Tizamelini
135.	Lubisi, Celine	
136.	Lubisi, Lon	
137.	Magagola, Busiswe	
138.	Magagula, Tholakele	
139.	Mamba, Girlie	Timphisini

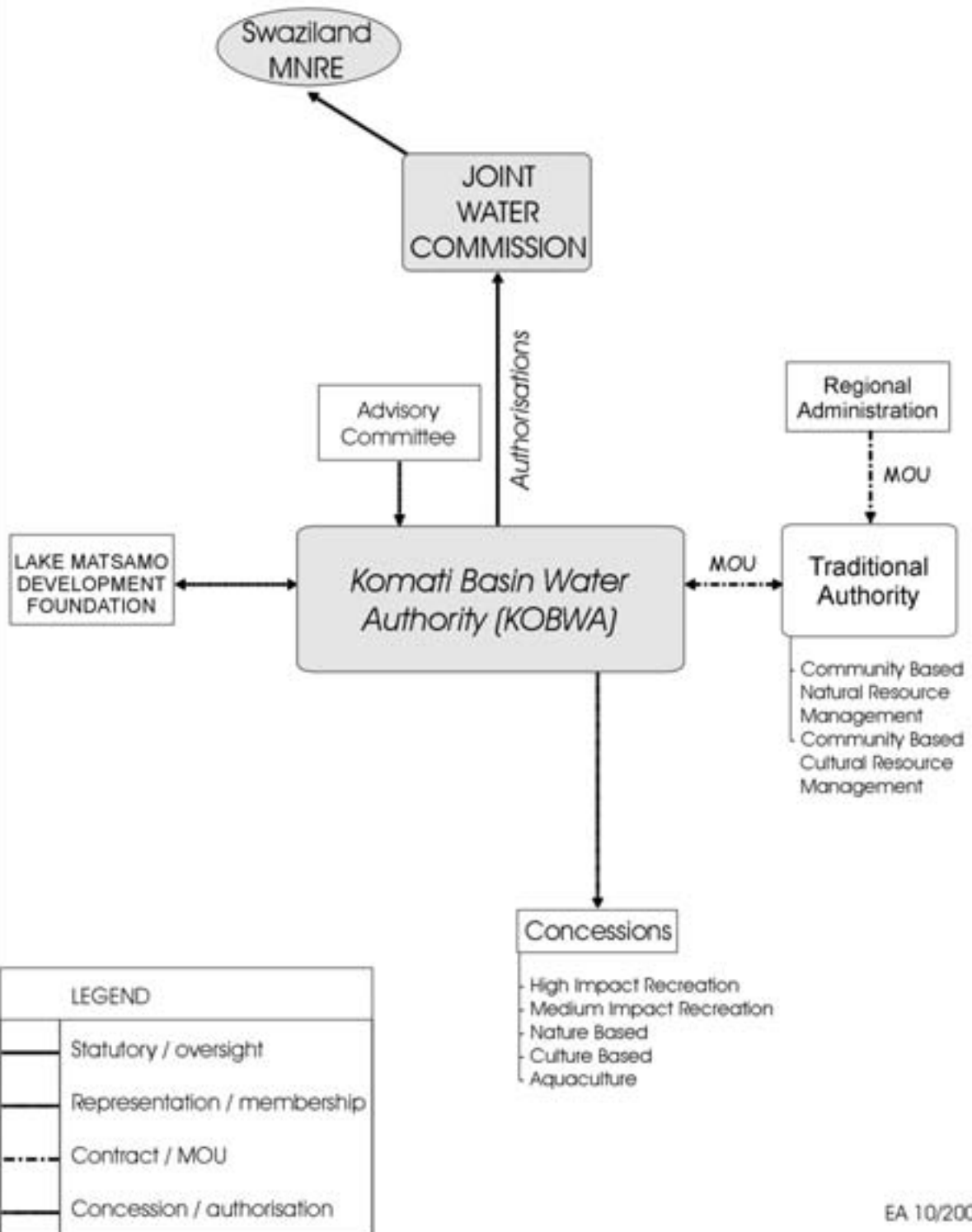
<b>NO.</b>	<b>NAME</b>	<b>AFFILIATION</b>
140.	Mamba, Henry	
141.	Mamba, Lolly	
142.	Mamba, Lompantji	
143.	Mamba, Mayina	
144.	Mamba, Ntfombi	
145.	Mamba, Ntombikayise	
146.	Mamba, Phindile	
147.	Mamba, Timothy	Nhlambeni
148.	Manana, Akel	
149.	Maseko, Boy	Timphisini
150.	Maseko, Phumzile	
151.	Maseko, Tobias	
152.	Masilela, Khulekile	
153.	Matfunjwa, Phosha	
154.	Mathalela, Ndamase	
155.	Mathunjwa, Lindiwe	
156.	Mathunjwa, Sophie	
157.	Mathunjwa, Thanana	
158.	Matlalela, Alex	
159.	Mauba, Delsibe	
160.	Mavimbela, Lomansisi	
161.	Mavimbela, Macele	
162.	Mavuso, Fontotsa	Madelezini
163.	Mazibuko, Roye	
164.	Metiso, Lina	
165.	Metiso, Makelompambo	Timphisini
166.	Metiso, Thembini	
167.	Mhlalela, Excellent	
168.	Mkambule, Nonhlanhla	
169.	Mkhatshwa, Thomas	
170.	Mkhobo, Themba	Nhlambeni
171.	Mkhwanazi, Pinkie	
172.	Mknashwa, Esilina	
173.	Mokoena, Domant	
174.	Mordamni, Thulani	Nhlambeni
175.	Mordauni, TDM	
176.	Motsa, Hlengiwe	
177.	Motsa, Zanele	
178.	Msweli, Lomgabele	
179.	Msweli, Sibongile	
180.	Msweli; Luke	
181.	Mthuba, Martha	
182.	Mudzane, Samson	
183.	Muweli, Sibusiso	
184.	Ndwandwe, Johannes	
185.	Ndwandwe, Mandzela	
186.	Nkosi, Mbuzulwane	Shongwe Mission
187.	Nsingwane, Timothy	Timphisini
188.	Ntshalivitshalli, Prima	
189.	Scherzer, Paul	ACER Africa – Environmental Consultant
190.	Shiba, December	
191.	Shiba, Geli	
192.	Shiba, Gogonishi	
193.	Shongwe, Elina	
194.	Shongwe, Fredah	

<b>NO.</b>	<b>NAME</b>	<b>AFFILIATION</b>
195.	Shongwe, George	
196.	Shongwe, Lodoy	
197.	Shongwe, Lomasontho	
198.	Shongwe, Lomthantozo	
199.	Shongwe, Majalonthe	Madelezini
200.	Shongwe, Miriam	
201.	Shongwe, Ndudu	
202.	Shongwe, Nhlanhla	
203.	Shongwe, Nomsa	
204.	Shongwe, S	Timphisini
205.	Shongwe, Samuel	
206.	Shongwe, Senteni	
207.	Shongwe, Sibongile	
208.	Shongwe, Sonto	Madelezini
209.	Shongwe, Thabile	Mashobeni
210.	Shongwe, Thembsile	
211.	Shongwe, Themninkosi	
212.	Shongwe, Thini	
213.	Shongwe, V	Masibambisane
214.	Sibandee, Vaka	
215.	Sibandze, Emer	
216.	Sibandze, Lomanjija	
217.	Sibandze, Loncuala	
218.	Silolo, Thandiwe	
219.	Simelane, Khanyi	
220.	Sirolo, Sibongile	
221.	Tsabedze, Johannes	
222.	Tsabedze, Khulekile	
223.	Vilakati, Thulisile	
224.	Zikalala, Sonto	
225.	Zwane, Zeblone	

APPENDIX 4

Lake Matsamo Institutional Structure: Swaziland

LAKE MATSAMO: INSTITUTIONAL STRUCTURE SWAZILAND



EA 10/2003