



South African
NATIONAL PARKS

Table Mountain National Park

PARK MANAGEMENT PLAN

October 2006

AUTHORISATION

This management plan is hereby internally accepted and authorised as the legal requirement for managing Table Mountain National Park as stated in the Protected Areas Act.

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EXECUTIVE SUMMARY

Park for All, Forever is the vision of the Table Mountain National Park. This Park Management Plan, which is nestled within a longer 30 year plan, presents the management objectives, projects and programs that are required over the next 5 years.

The Management Plan is divided into four sections. The first section outlines what the 'Desired State' of the Table Mountain National Park is and how this was derived. It highlights national and local informants and details the Parks biodiversity, cultural heritage, tourism, conservation constituency building and Park support function objectives. The objectives for the Park were developed inline with the South African National Parks Corporate Business Plan as well as the Protected Areas biodiversity custodianship framework.

The second section outlines the projects and programs that the Park will engage in over the next 5 years in working towards the Desired State of the Park. Key to this section is that the Table Mountain National Park is South Africa's most visited National Park as it is largely an open access, entirely within the City of Cape Town and offers free or affordable recreational value to local and international tourists. As such it has a unique comparative advantage over other National Parks and can promote all of SANParks and provide an important financial contribution to national biodiversity conservation. The sustainability of the Park depends on unlocking the full tourism potential of the Park in a balanced approach that does not negatively impact on the unique biodiversity of the Park. Key projects include: improving access from the City of Cape Town, via Signal Hill, to Table Mountain; upgrading the Groote Schuur Estate and the ecological restoration of the Tokai and Cecilia plantations.

The third section summarises the Strategic Adaptive Management process that the Park plans to implement to ensure that the Park achieves its management objectives through a process of continual learning.

The last section presents the high level budget requirements to implement this management plan. The budget is separated into three parts highlighting the land acquisition costs, Park development costs and Park operational costs. The key point from this section is that required expenditure for all operations, projects and programs is R122 million per annum. Of this only R58 million per annum has been secured, leaving a funding shortfall of R64 million per annum. Funding applications amounting to R34 million per annum have been lodged in order to close this funding gap.

OVERVIEW

South African National Parks (SANParks) has adopted an overarching management strategy that focuses on developing and then managing towards a 'Desired State' of a National Park. The Desired State can be thought of as a 30 year achievable vision for the Park. It is important to note that a Desired State for a Park is not a static vision, but one that is continually being refined through continuous learning and forward visioning process known as Strategic Adaptive Management. This approach to the management of a National Park is inline with the requirements of the National Environment Management: Protected Areas Act No. 57 of 2003 (NEM: PAA).

The Management Plan for the Table Mountain National Park comprises four sections. The first section outlines the Desired State of the Park and how this was determined. The second summarises the management strategies, programs and projects and that are required to start achieving the desired state. As these strategies, programs and projects can extend over many years, the Parks detailed management focus until 2010 is presented. The third section outlines the Strategic Adaptive Management methodology that ensures that the

Park undertakes an adaptive approach to management. A high level budget is presented in the last section.

The key aspects of the Park Management Plan are to:

- ensure the Park is managed according to the reason it was declared;
- be a tool to guide management of a protected area at all levels, from the basic operational level to the Minister of Environmental Affairs and Tourism;
- be a tool which enables the evaluation of progress against set objectives;
- be a document which can be used to set up key performance indicators for Park staff;
- set the intent of the Park, and provide explicit evidence for the financial support required for the Park, and
- provide for the scoping process required as part of the Environmental Impact Assessment (EIA) process for development in the Park

Overall the Park Management Plan forms part of a National Planning framework for protected areas. Figure 1 outlines this framework and where the Park Management Plan fits in.

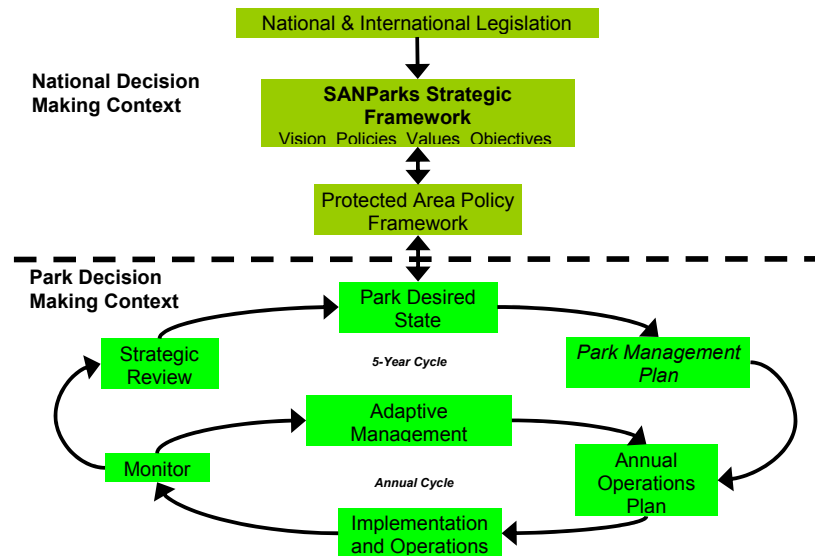


Figure 1: Protected Areas planning framework

Table of Contents

Executive Summary	iv
Overview	1
1. Setting the Desired State of the Park	2
1.1. National Decision Making Context	2
1.1.1. SANParks public mandate and business architecture	2
1.1.2 Coordinated Policy Framework governing Park Management Plans	4
1.2. Park Decision Making Context	5
1.2.1. Review of Strategic Management Plan (2000 – 2004)	5
1.2.2 Table Mountain National Park Vision	5
1.2.3. Management Context and Key Attributes that define the Park.	6
1.2.3.1. Management Context	6
1.2.3.2. Key Park attributes	8
1.3 The Desired State of the Park.	12
1.3.1. The Desired State of core Park mandates	12
1.3.1.1. The Desired State of biodiversity management	12
1.3.1.2. The Desired State of cultural heritage management	13
1.3.1.3. The Desired State of tourism management	14
1.3.1.4. The Desired State of conservation constituency building	15
1.3.2 . High Level Objectives for Park Support Functions	16
1.3.2.1. Park Establishment & Conservation Planning	16
1.3.2.2. Corporate & Cooperative Governance	17
1.3.2.3. Financial Sustainability	18
1.3.2.4. Information Management, Research & Monitoring	18
1.3.2.5. Institutional Development	19
1.4 Park Performance Measures and Targets	20
2. Programs and projects to achieve the Desired State.	21
2.1 Park Consolidation Program	21
2.1.1 Background	21
2.1.2. Park Consolidation Strategy	22
2.1.2.1. State property	22
2.1.2.2. Municipal property	23
2.1.2.3. Private property	23
2.2. Park Zoning & Conservation Development Framework (CDF)	26
2.2.1. Visitor Use Zones	26
2.2.1.1. Remote Wilderness	26
2.2.1.2. Remote	26
2.2.1.3. Quite	26
2.2.1.4. Low Intensity Leisure	27
2.2.1.5. High Intensity Leisure	27
2.2.2. Visitor Sites	27
2.2.2.1. Tourist Destination	27
2.2.2.2. Mixed Use	27
2.2.2.3. Picnic or Braai	27
2.2.2.4. Park Entry Point	27
2.2.2.5. Park Accommodation	27
2.3. Park Strategic Projects	31
2.3.1. Visitor and Tourism Projects	31
2.3.1.1. Signal Hill, Tafelberg Rd Upgrade	31
2.3.1.2 Hoerikwaggo Hiking Trails	31
2.3.1.3. Cape of Good Hope Upgrade	31

2.3.1.4. Cape Town Wild Card	31
2.3.1.5. Establish TMNP Marine Gateway	32
2.3.1.6. Groote Schuur Estate Upgrade	32
2.3.2 Biodiversity Projects	32
2.3.2.1 Proclaim False Bay as a Marine Protected Area	32
2.3.2.2. Tokai-Cecilia Rehabilitation	32
2.3.2.3. Alien Plant Removal	33
2.3.2.4. Footpath Network Upgrade	33
2.3.3. Heritage Projects	34
2.3.3.1. Tokai Manor Upgrade & TMNP Head Office Relocation	34
2.4 Strategic Management Programs for TMNP 2006 - 2010	34
2.4.1. Biodiversity programs	34
2.4.2. Heritage Programs	35
2.4.3. Tourism	35
2.4.4. Conservation constituency building	36
2.4.5. Corporate and co-operative governance	36
2.4.6. Monitoring, research and information management	37
2.4.7. Financial management	37
2.4.8. Intuitional development	37
3. Strategic adaptive management to monitor progress towards the desired state	38
4. Budgets required 2007 – 2010.	39
4.1 Park operational and maintenance budgets	39
4.2 Park development budgets	39
4.3 Land acquisition	39
Further Reading	41
List of Figures	
Figure 1: Protected Areas planning framework	1
Figure 2: Location and extent of Table Mountain National Park	10
Figure 3: High level objective hierarchy	11
Figure 4: Park Consolidation – Yesterday, Today, Tomorrow	22
Figure 5. Conservation Development Framework	28
Figure 6: Key projects in the Table Mountain National Park	33
List of Tables	
Table 1: TMNP Park Consolidation – 2006	22
Table 2: CPPNE private land consolidation categories	25
Table 3: CDF Visitor Experiential Use Zones - Desired State	29
Table 4: CDF Visitor Sites - Management Guidelines	30
Table 5: Feedback loops in strategic adaptive management	38
Table 6: Park budget 2007-2010	40
Appendix 1: Strategic Management Programs 2006 – 2010	

1. SETTING THE DESIRED STATE OF THE PARK

The Desired State of the Park is the Parks vision translated into sensible / appropriate objectives through broad statements of desired outcomes. These objectives are informed by the management context (national and local) that determines what the key attributes that inform management strategies, projects and programs are. Objectives for the Park were developed by aligning with SANParks corporate strategic objectives, but defining them in a local context. This was done through a series of workshops with significant input from the Park Forum. These objectives are clustered or grouped into a hierarchy that provides the framework for the Park Management Plan.

Within this document only the high level objectives and those objectives relevant to Park Management until 2010 are presented. More detailed objectives are currently being developed in conjunction with key stakeholders and specialists. This Desired State of the Table Mountain National Park and detailed objective hierarchy will be a separate document that will guide the development of Park Management Plans over a 25 – 30 year horizon.

1.1. National Decision Making Context

Park Management Plans are not formulated in isolation to National legislation and policies. This plan must comply with related national legislation such as the National Environmental Management : Biodiversity Act (NEM: BA), national SANParks policy and international conventions that have been signed and ratified by the South African Government. Presented below are key the National level informants to the Park Management Plan.

1.1.1. SANParks public mandate and business architecture

As per the Public Finance Management Act, Act 1 of 1999, SANParks is a Schedule 3(a) “public entity” that functions under the ambit of the NEMA: Protected Areas Act, 2003 (Act 57 of 2003). The core mandate of SANParks is the conservation and management of biodiversity through a system of National Parks. SANParks is also involved in the promotion and management of nature-based tourism, and delivers both conservation management and tourism services through an authentic people centred approach on all its programmes.

The organisation’s operations are guided by its vision and mission statements. As a public entity, the organisation is committed to act in pursuance of transformation of South Africa’s society in support of entrenching South Africa’s democracy. In this regard the organisation has adopted a transformation mission to guide its efforts accordingly.

SANParks Vision

National parks will be the pride and joy of all South Africans and of the world.

SANParks Mission

To develop and manage a system of national parks that represents the biodiversity, landscapes, and associated heritage assets of South Africa for the sustainable use and benefit of all.

SANParks Transformation Mission

To ensure effective transformation both within SANParks and the broader society and economy, through the implementation of broad-based Black Economic Empowerment in support of the Constitution of South Africa.

SANParks Values

These values are deeply-held beliefs which guide the formation of principles for decision-making and action with in SANParks.

- Respect the complexity, as well as the richness and diversity of the socio-ecological system making up each national park and the wider landscape and context. Respect the interdependency of the formative elements, the associated biotic and landscape diversity, and the aesthetic, cultural, educational and spiritual attributes. Leverage all these for creative and useful learning.
- Strive to maintain natural processes in ecosystems, along with the uniqueness, authenticity and worth of cultural heritage, so that these systems and their elements can be resilient and hence persist.
- Manage with humility the systems under our custodianship, recognising and influencing the wider socio-ecological context in which we are embedded.
- Strive to maintain a healthy flow of ecosystem and cultural goods and services (specifically preserving cultural artefacts), and to make these available, also through access to national parks, thereby promoting enjoyment, appreciation and other benefits for people
- When necessary, intervene in a responsible and sustainable manner, complementing natural processes as far as possible, using only the level of interference needed to achieve our mandate.
- Do all the above in such a way as to preserve all options for future generations, while also recognizing that systems change over time.
- Finally, acknowledge that conversion of some natural and cultural capital has to take place for the purpose of sustaining our mandate, but that this should never erode the core values above.

SANParks Principles

Overarching principles, as ways of thinking:

- Biodiversity forms an important basis of the ecosystem services that sustain the benefits that humans derive from conservation.
- The Web of Life is seen as a fundamental notion, evoked in all thought processes.
- People are seen as part of ecosystems, though the ways in which they interact with ecosystems may vary widely in different parks and circumstances.
- Thoughtful experimentation is seen as essential, to promote learning.
- Multiple ways of knowing and acquiring knowledge are acknowledged, appreciated and integrated.
- We aim to interpret the meaning of cultural, biodiversity and landscape assets through careful documented recognition of their significance, including their tangible and intangible value, and full natural and cultural context, by fostering productive involvement of all stakeholders and associated communities in the development and implementation of interpretative values.

- We measure our performance in all that we are mandated to do.

SANParks Core Business Architecture

SANParks' business operations are founded on three core pillars: Conservation (biodiversity and cultural heritage); Nature-Based Tourism and Conservation Constituency Building.

Conservation

The primary mandate of the organisation is the conservation of South Africa's biodiversity, landscapes and associated heritage assets through a system of national parks.

Nature-based tourism

SANParks has a significant role in the promotion of South Africa's nature-based tourism, or ecotourism business targeted at both international and domestic tourism markets. The ecotourism pillar of the business architecture provides for the SANParks self-generated revenues from commercial operations that is necessary to supplement government seed funding of conservation management. A significant element of the ecotourism pillar is the Commercialisation Strategy, manifesting through the implementation of Public Private Partnerships. The objectives of this strategy are to:

- reduce the cost of delivery
- improve service levels by focusing on core business
- leverage private capital and expertise
- facilitate the expansion of tourism products
- generate additional revenue for the funding of conservation and constituency building.

Constituency building towards a people-centred conservation and tourism

SANParks is required to build constituencies at international, national and local levels, in support of the conservation of the natural and cultural heritage of South Africa. It has to ensure that a broad base of South Africans participate and get involved in biodiversity initiatives, and further that all its operations have a synergistic existence with neighbouring or surrounding communities for their socio-economic benefit.

1.1.2. Coordinated Policy Framework Governing Park Management Plans

The Coordinated Policy Framework provides the overall framework to which all Park Management Plans must align. This policy sets out the ecological, economic, technological, social and political environments of national parks at the highest level. In accordance with the Protected Areas Act, the Coordinated Policy Framework is open to regular review by the public to ensure that it continues to reflect the organisation's mandate, current societal values and new scientific knowledge with respect to protected area management. This document is available on the SANParks website.

1.2. Park Decision Making Context

Understanding the local context that a Park operates within is fundamental success of the Park. In order to develop relevant and realistic management objectives, three essential aspects were considered. The first was the review of the previous Park Strategic Management Plan, the second, was to acutely understand the Park Vision and lastly was the development of Key Attributes that needed management consideration.

1.2.1. Review of TMNP Strategic Management Plan (2000 – 2004)

In preparation of this Park Management Plan an independent review was made of the outgoing Strategic Management Plan (SMP). While specific recommendations were made with reference to planned management strategies, projects and programs, the following were considered to be key for inclusion in the next Management Plan:

“... that the indicators specified in the Inventory and Monitoring Plan need to be implemented and reported on annually. The most effective way would be for such indicators, e.g., sustainability indicators for community projects, to be included in the annual work plan for each KPA. In this form, the indicators would measure alignment with strategic direction and facilitate review of the KPA's progress. As a step towards the Park providing a triple-bottom-line report on all aspects of its performance, indicators should cover the conservation, social and economic aspects of the Park.”

“... a streamlined SMP for 2005 to 2010, containing the strategic objectives, planned actions and responsible managers for each KPA, with the detailed planning contained in annual work plans for each KPA. The streamlined SMP would function as a broad level management tool, while the annual work plans (or Annual Plans of Operation -APOs) would contain enough detail to inform day-to-day management activities.”

These and the other recommendations have been included as part of this Management Plan.

1.2.2. Table Mountain National Park Vision

Park Vision¹:

A Park for All, Forever.

The Park's vision statement was developed through an extensive public participation process in 1999 as part of the formulation of the Parks Management Policy. The vision balances the core business mandates required by SANParks, with the need for excellence in management within an urban environment. Overall it sets out the purpose for the establishment of the Park

The phrase '**A Park**' acknowledges that the TMNP first requires establishment through the ongoing land consolidation process. Tied into its establishment, is the future planning of the Park that needs to meet the SANParks mandates and public scrutiny. Only through a consolidated park and with the correct conservation planning in place, can the conservation of the world renowned biodiversity and cultural heritage management be achieved for future generations. Restoration of the consolidated land is key. The first phase focuses on fynbos restoration, the second on footpath restoration with the third being that of Afromontane forest restoration. All these restoration projects need to be completed and maintained.

The phrase '**For All**' embraces the concept that the TMNP is a people's park. Surrounded by the metropolis of the City of Cape Town, as well as being a primary local, national and international tourism destination, the appropriate management of visitors and users of the TMNP is fundamental to realize the unique economic, social and spiritual opportunities

¹ The original, extended version of the Park's vision is contained with the 2000 Park Management Policy

available within the Park, without degrading the natural and cultural resources. Coupled to these opportunities is the acknowledgement that several previously marginalised communities directly border the Park. It is only through effective constituency building towards people-centred conservation that the sustainability of the Park can be ensured.

The last phase '**Forever**' sets the tone for management decision-making framework. Park management embraces the concepts of financial sustainability, transparency and accountability underpinned by inclusive decision-making and best business practices. Park management strives for excellence through the principles of being a learning organisation and adaptive management. Innate is the principle that eco-tourism activities will not negatively impact on the unique biodiversity of the Park.

1.2.3. Management Context and Key Attributes that define the Park.

The following general context and key attributes inform the management context of the Park. For each of these key attributes, the determinants, threats and constraints were identified in order to develop high level objectives (section 1.3 of the Plan) and strategies to manage these (Appendix 1 of the Plan). This process is outlined in a separate document (The Desired State of Table Mountain National Park). Within this plan only the objectives and strategies that will be undertaken until 2010 are presented.

1.2.3.1. Management Context

Location and extent

Table Mountain National Park (TMNP) is located on the Cape Peninsula, the south-western extremity of Africa. It stretches from Signal Hill in the north (33° 54' S, 18° 24' E) to Cape Point in the south (34° 21' S, 18° 29' E) and includes Table Mountain, a national monument. The terrestrial boundary of the TMNP is largely defined as the 'Cape Peninsula Protected Natural Environment' (CPPNE) which was proclaimed in terms of the Environmental Conservation Act (Act 73 of 1989) to include the conservation worthy land of the Cape Peninsula in 1989. The CPPNE covers approximately 29,000 hectares.

The adjacent marine and coastal environments have been declared as Marine protected area (MPA) in terms of the Marine Living Resources Act (Act 18 of 1998). The Table Mountain MPA stretches from Green Point, Cape Town to Bailey's Cottage, Muizenberg. Within this area there are 6 Restricted Zones (Figure 2).

Topography, Geology and Soils

The Cape Peninsula has the highest topographical diversity of similar-sized areas in southern Africa and has two landscape features of international renown, Table Mountain and Cape Point. The impressive mountain chain traversing the Peninsula is separated from the north-south trending Folded Belt on its eastern margin by the relatively warm waters of False Bay and the narrow sandy isthmus of the Cape Flats; on its western margin it plunges, sometimes precipitously, into the cold waters of the Atlantic Ocean. The topography is dominated by the sandstone plateaux and ridges which reach a maximum altitude of 1085m on Table Mountain. These ridges drop steeply to the debris-covered and gentler slopes underlain by softer sediments. The mountain chain is interrupted by several gaps, most of which are covered by Quaternary deposits. The north-eastern sector of the Peninsula comprises part of the featureless and sand-mantled Cape Flats. Towards the south, the landscape comprises a low (<150m) sandstone plateau, occasionally interrupted by narrow dunes of Quaternary sand.

The Cape Peninsula forms part of the Cape Folded Belt which are erosion-resistant, quartzitic sandstone mountains alternating with plains and valleys underlain by softer

shales, and mantled at the coastal margin with young siliceous and calcareous sediments. The sandstones and shales of the Cape Supergroup were deposited on earlier sediments and intruded granites at the margin of an inland sea, between 450 and 340 Mya. These earlier rocks (Malmesbury shales and Cape Granite Suite) are exposed at many places along the lower slopes of the Peninsula mountains

On the Peninsula, the Cape Supergroup is represented by Graafwater and Peninsula Formations. The former comprise a narrow bed (up to 65m deep) of medium-grained sandstones and mudstones, while the latter (and predominant rocks of the region) comprise a massive bed (up to 1200m deep) of almost pure quartzitic sandstones. These sediments were uplifted during a period of orogeny between 280 and 215My and substantially eroded during the Mesozoic. Geological stability during the Tertiary has resulted in slow denudation of the hard sandstones, principally along fault lines and fractures, resulting in remnant massifs (eg. Table Mountain) surrounded by extensive colluvial deposits on gentler slopes underlain by the older, softer rocks.

Tertiary deposits are poorly developed on the Peninsula: they comprise only some fossil-rich Miocene clays in the Noordhoek Valley. The Quaternary is represented by occasional patches of alluvium and extensive areas of siliceous (older) and calcareous (younger) sands that mantle most of the Cape Flats and other coastal areas.

Climate

The Cape Peninsula experiences a fire prone Mediterranean-type climate, characterised typically by cool, wet winters and warm, dry summers. Winter rain is associated with frontal depressions budded off from the circumpolar westerly belt. In summer, the climate is influenced by the ridging cell of high pressure over the South Atlantic Ocean; the resultant south-easterly winds blow offshore along South Africa's south-west coast, and in the process lose whatever moisture they may have picked up over the warm Indian Ocean, as mist precipitation on the barrier peaks of the north-trending Folded Belt. However, up to 25% of the Peninsula's rain falls in the summer months (October to March) and much of this is associated with post-frontal conditions when the ridging high pressure cells advect moist air from the south and south-east.

The rainfall recorded in different parts of the Peninsula shows remarkable variation for so small an area (400-2270mm/year). Rainfall gradients are exceptionally steep and are influenced not only by altitude but also by aspect and other topographic features that serve to trap rain-bearing winds. These gradients may be even steeper than the rainfall data suggest, since precipitation from south-east cloud in the summer months is substantial at elevations greater than 600m.

Spatial and temporal variations in temperature are not pronounced (mean annual temperature of 18-20 °C) owing to the ameliorating influence of the ocean on the narrow land mass as well as the relatively low maximum altitudes of the mountain chain. The difference between mean maximum and mean minimum temperatures is slight (average 6-10 °C). Frost and snow are rare, never persisting for more than a day or two.

A distinctive feature of the Cape Peninsula's climate is its strong wind regime. In winter, north-westerly winds frequently exceed gale force and have mean speeds ranging of 20-30km/hr. Summer southerly and south-easterly winds may blow at gale force a week or more at a time with mean speeds of 20-40km/hr.

Flora and Fauna

The Peninsula has exceptionally high plant species richness (2285 species) with at least 158 endemic species and 141 threatened species. Biogeographically, the Peninsula flora is unusual in that it includes species typical of strictly winter-rainfall portions of the Cape Floristic Region (CFR) as well as species whose ranges extend eastwards, where more rain falls in summer. This biogeographical mixing probably contributes to explaining the very high richness of the Peninsula's flora. As is typical of other areas of the CFR, three major vegetation types are represented on the Cape Peninsula: these are the predominant Cape Fynbos shrubland, the rare Renosterveld shrubland and associated grasslands, and the patches of Forest and Thicket.

The Peninsula's fauna is less well known than the flora. Available information indicates that at least 113 faunal species in 47 families are endemic to the Cape Peninsula. These endemics are clustered in several, largely montane nodes and palaeogenic (palaeoclimatically stable) zones typically located in upper reach forest streams, riverine forests and caves (the latter supports 14 endemics). The overall general pattern for vertebrate groups is that of moderate species richness and low endemism, while certain invertebrate groups are very speciose and have exceptionally high levels of endemism. The Cape Peninsula provides habitat for 23 Red Data Book species.

1.2.3.2. Key Park attributes

A Park within a City, City within a Park

The metropolitan area of Cape Town and the Park are intertwined which directly informs the appropriate management strategies when compared to non-urban parks. The Park is bisected by major commuter routes and is intensely used as a primary recreation destination for the citizens of Cape Town (over 4 million visits per annum). There are over 2400 landowners that directly adjoin the Park, each with differing respect and attitudes towards the Park. Often city-related social issues spill over into the Park domain.

Open Access

The Park is largely an open access system with only 4 pay point for access destinations (Cape of Good Hope, Boulders, Silvermine and Oudekraal). There are over 4 million visits per year to the open access areas of the Park with a wide range of recreational activities taking place here.

Rich in Marine & Terrestrial Biodiversity

The Cape Peninsula is considered by many naturalists to be the jewel in the Cape Floristic Region's crown. The rich terrestrial diversity is complimented by a rich marine diversity driven by the geographic positioning of the Cape Peninsula at the junction of two major ocean systems.

Rich in Cultural Heritage

With historical sites within the Park ranging from Early Stone Age, to Colonial Era, to World War II, to Apartheid Rule and now under Democratic Rule, Table Mountain has not only played a fundamental role in shaping the physical placement of the City of Cape Town, but has also been the source of spiritual inspiration. The Park is a proclaimed Grade 1 National Heritage site in terms of the National Heritage Resources Act.

Rich in Scenic Land- & Sea scapes

The Parks exceptional beauty reflects the topographic diversity of the Peninsula, the product of millions of years of differential erosion of resistant and more yielding

sediment. The Park is home to Table Mountain and Cape Point which are two scenic landmarks of international renown.

Natural World Heritage Site

In recognition of the unique biodiversity and scenic landscapes on the Cape Peninsula, the Park was declared a Natural World Heritage Site in 2003

Top Local, National and International Tourism Destination

The Park receives over 4 million visits per year making it the most visited National Park in South Africa and the second most visited tourist destination in South Africa after the V&A Waterfront.

Global Icon

Table Mountain and Cape Point which are two scenic landmarks of international renown.

Gateway for SANParks & Western Cape Region

Over 90% of international tourists visit Cape Town. Of the visitors to TMNP almost 70% had not visited another National Park in the last 12 Months. This opens an opportunity for TMNP to promote other National Parks and the Western Cape Region.

Varied Recreational Usage

There are almost 25 recognised recreational user groups that utilise the Park.

Economic Driver

The Park has a positive economic contribution to the City of Cape Town by contributing R377 million to national Gross Domestic Product (GDP) between 1999 and 2004 from its operational and project expenditure alone.

Wide Stakeholder Base and Sense of Ownership

Table Mountain National Park is a People's Park. Interest in its' management ranges from individuals, entrepreneurs, recreational user groups to environmental and social pressure groups, Local, Provincial and National Government Departments, etc.

Decades of Sub-Optimum Management

The historically fragmented management of the Park has resulted in widespread alien plant infestation, uncoordinated proliferation of footpaths and tracks and severe fire hazards.

Extensive, but Degraded Basic Infrastructure

The majority of basic infrastructure inherited by the Park was in a degraded state.

Dedicated & Motivated Team

The Park has actively pursued the formation of a management team that actively engages in moving the Park towards its vision.



Figure 2: Table Mountain National Park terrestrial section extends from Signal Hill in the north to Cape Point in the south on the Cape Peninsula. The Marine Protected Area covers almost 1000km² with 6 restricted zones.

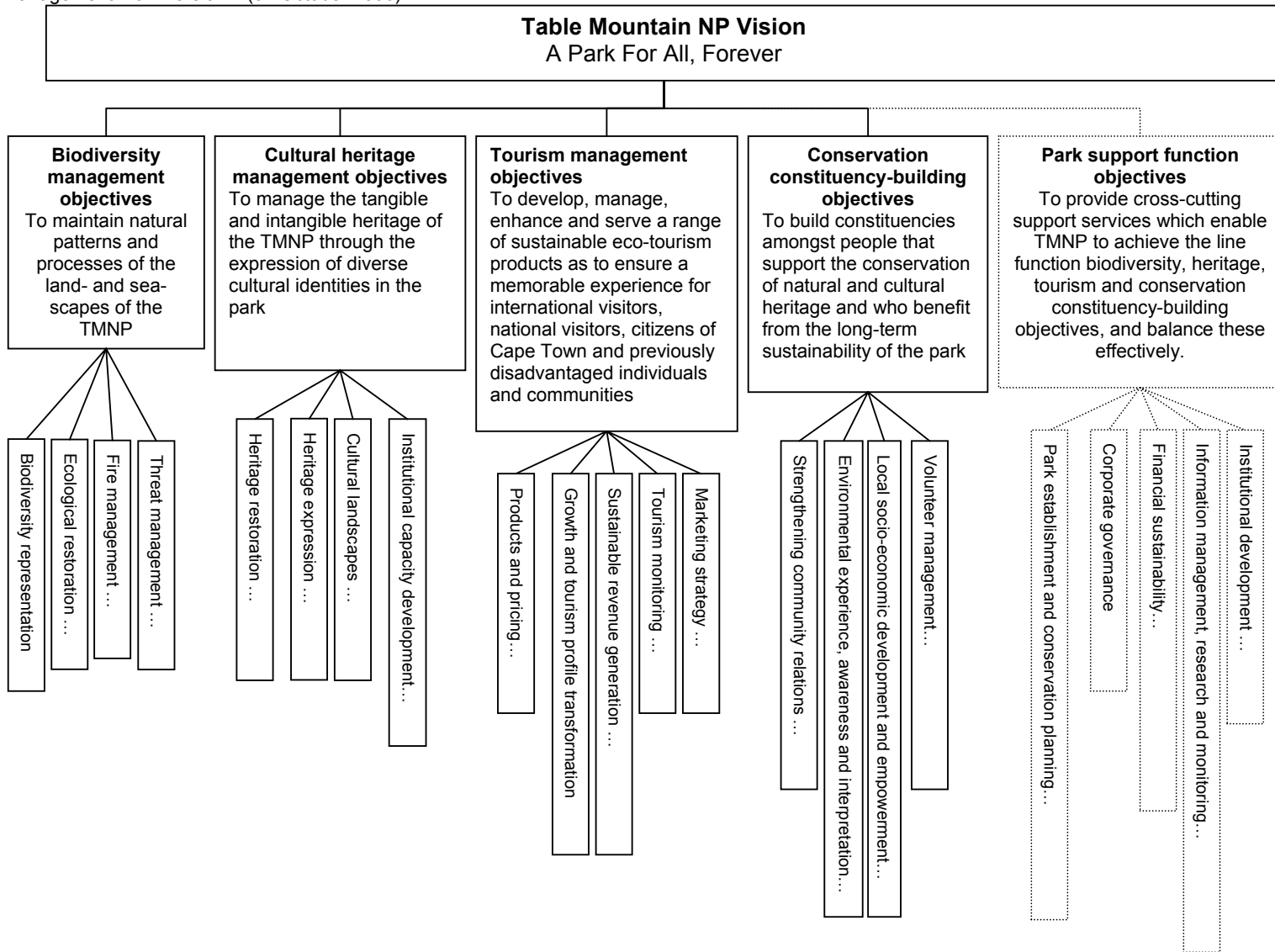


Figure 3. High level objective hierarchy that supports the achievement of the Park Vision

1.3. The Desired State of the Park.

The Desired State of the Park is the Parks vision translated into sensible objectives though broad statements of desired outcomes. Figure 3 provides a road map to how these objective fit together to support the vision of the Park.

1.3.1. The Desired State of core Park mandates

1.3.1.1. The Desired State of biodiversity management

'The Cape Peninsula is the jewel in the Cape Floristic Region's crown' (Cowling 1995).

Within an area of 471km², 2285 indigenous plant species occur making the Cape Peninsula flora one of the richest for any similar-sized area, both in the Cape Floral Kingdom (CFR) and elsewhere in the world. Six percent of the Cape Peninsula flora (141 species) and at least 23 fauna species are Red Data Book listed.

The Cape Peninsula is an endemic hotspot for both flora and fauna supporting 113 Peninsula endemic animal species and 158 Peninsula endemic plant species. The Cape Peninsula has probably the richest concentration of faunal endemics for any area of comparable size anywhere in the world, while 66 Peninsula endemic plant species are Red Data Book listed.

The Peninsula has the highest topographic and climatic diversity of any area in southern Africa, resulting in a spectacular richness of habitats for plants and animals. Annual rainfall ranges from a mere 400mm at Cape Point to well over 2000mm on parts of Table Mountain.

Primarily for these reasons, the Cape Peninsula was declared a Natural World Heritage Site in 2003

Fire is a natural component of the Fynbos biome and is required to maintain biodiversity. However, the incidence of fire has greatly increased on the Peninsula, mostly due to the proximity to the urban centre of Cape Town. In addition, wildfires have the potential to threaten property and lives. As such it is important that fire management strategies be continually refined so that they address key constraints specifically, including: removal of invasive species; biodiversity maintenance coordination between different agencies; and inadequacy of resources.

The Cape Peninsula is also an area of exceptional marine and coastal biodiversity. It lies at the junction of two major oceanic systems and supports a highly diverse fauna and flora comprising numerous endemic species. The number of different species harvested for commercial and recreational usage is well over 100 and ranges from fish to shellfish to seaweed, including west coast rock lobster, abalone and line fish. In order to ensure effective management of these resources, the Cape Peninsula Marine Protected Area was proclaimed in 2004

Biodiversity objectives

The primary objective for biodiversity management in the TMNP is:

To maintain natural patterns and processes of the land- and sea scapes of the TMNP.

This primary objective has 4 sub-objectives:

1. Biodiversity Representation:

To preserve a representative sample of each pattern and process in a contiguous arrangement enabling natural variation in structure, function and composition over space and time

2. Ecological Restoration:

To restore, where appropriate, the natural patterns and processes of degraded land- and sea scapes within the Cape Peninsula

3. Fire Management:

To manage fire regimes so that natural patterns and processes are not compromised and to evaluate and respond appropriately to fire threats facing infrastructure and human lives.

4. Threat Management:

To effectively manage internal and external threats to biodiversity.

1.3.1.2. The Desired State of cultural heritage management

'Over centuries the mountain has stood as a symbol of human capacity for hope and freedom, whether for the Khoikhoi tribes fighting colonial domination, for Indonesian and Malaysian slaves who for generations buried their leaders and holy men on its slopes, or for twentieth century political prisoners. It is ... a sacred and precious place ... To us on Robben Island. Table Mountain was a beacon of hope. It represented the mainland to which we knew we would one day return.' (Mandela 1998)

For centuries Table Mountain was known as 'Hoerikwaggo' or the 'Mountains in the Sea' by the local Khoekoe people. It has since been recorded in songs, poems, literature, art, crafts, photographs, history books, film, religious tracts and mythology. With the establishment of the first permanent European settlement in 1652, Table Mountain became synonymous with the 'Tavern of the Seas' and later the 'Gateway to Africa'.

Table Mountain has not only played a fundamental role in shaping the physical location and development of the City of Cape Town, but has also been the source of spiritual inspiration and remains a site internationally by many as one of the world's most sacred sites. Historical sites within the Park represent a wide range of interests and range from Early Stone Age, to Colonial Era, to World War II, to Apartheid Rule to significant geological sites.

The Cape Peninsula relates to the psyche of people, myths and legends, histories and experiences, social and cultural traits and philosophical and ideological values. However, different cultural heritage resources have not received the same emphasis as biodiversity in the past either within SANParks or on the Cape Peninsula.

Cultural heritage objectives

The primary Cultural Heritage objective of the TMNP is:

To manage the tangible and intangible heritage of the TMNP through the expression of diverse cultural identities in the Park.

This primary objective has 4 sub-objectives:

1. Heritage Restoration:

To rediscover, rehabilitate and nurture cultural heritage resources, especially where these have been suppressed and neglected.

2. Heritage Expression:

To encourage the expression and celebration of the diverse cultures and spiritual significance associated with the Park and to facilitate the recognition of the cultural linkages of the Park with surrounding communities.

3. Cultural Landscapes:

To conserve and restore cultural sites, landscapes and scenic resources of the TMNP.

4. Develop Institutional Capacity:

To actively work with South African Heritage Resource Agency (SAHRA) to implement heritage management in the Park .

1.3.1.3. The Desired State of tourism management

The Table Mountain National Park is the backbone of the Cape Town tourist economy...

The Cape Peninsula has a number of global icon attractions that are 'must see' destinations on a majority of tourists' itineraries. These icons are Table Mountain, Cape Point, V&A Waterfront, Kirstenbosch Gardens, the Boulders Penguin colony and Robben Island. Of these important tourist attractions, Table Mountain National Park manages three of the six, and therefore is a key role-player in the tourism economy of Cape Town. As such, the TMNP has a responsibility to unlock the full potential of TMNP for the economic benefit of Capetonians. In an internal visitor survey conducted by the TMNP in 2000, it was estimated that the TMNP received over 4.2 million visits annually.

Despite the development of a number of new visitor facilities in recent years (new entrance and associated facilities at Kirstenbosch Botanic Gardens, a funicular at Cape Point, boardwalks at Boulders, major upgrade of the Table Mountain Cableway) the demand for additional facilities and services to serve the tourism market is huge. Some existing facilities (e.g. the restaurant at Cape Point) cannot cope with the demand, leading to a less than optimal visitor experience.

SANParks has developed a Commercialisation Strategy which intends to generate revenue to ensure the conservation of biodiversity and cultural heritage. The strategy allows for granting the private sector the opportunity to operate within national parks, under strict environmental and social requirements, without alienating the assets. The contractual mechanism that enables this is a concession contract which enables the concessionaire to use a defined area of land for a set period of time. The Park has already concession contracts in place for the management of tourism facilities at Cape Point and Table Mountain. In the future, additional concessions will be released.

A key management challenge facing the Park with respect to the impacts of visitors and tourists in an open access system is a history of uncontrolled use of the CPPNE for recreational purposes which have led, in places, to degradation of the environment including erosion, vandalism and crime.

Tourism objectives

The primary objective for tourism management in the TMNP is:

To develop, manage, enhance and serve a range of sustainable eco-tourism products as to ensure a memorable experience for international visitors, national visitors, citizens of Cape Town and previously disadvantaged individuals and communities.

This primary objective has 5 sub-objectives:

1. Products and Pricing:

To ensure that visitors have access to a range of unique and top quality products and services that are competitively priced and in line with diverse and dynamic visitor needs

2. Growth and Tourism Profile Transformation:

To grow visitor numbers and promote access to and use of the TMNP by all previously excluded sectors of society (Local, National, Regional)

3. Sustainable Revenue Generation:

To achieve sustainable revenue growth

4. Tourism Monitoring:

To proactively monitor the social, economic and biophysical effects that tourism has on the TMNP & Cape Town

5. Marketing Strategy:

To market TMNP and SANParks tourism, destination, experiences and products

1.3.1.4. The Desired State of conservation constituency building

'I am an African. I owe my being to the hills and the valleys, the mountains and the glades, the rivers, the deserts, the trees, the flowers, the seas and the ever-changing seasons that define the face of our native land.' (Mbeki – 1998)

With the emphasis on “People and Parks” and “Benefits Beyond Boundaries” at the World Sustainability Summit (2002) and later World Parks Congress V (2003) as well as the CAPE concept of ‘Fynbos Fynmense’ which highlighted the important role which Protected Areas had to play with regard to addressing issues of sustainable economic development and poverty alleviation.

As South Africa is a developing nation with a long history of inequality and poverty, the Park is in a position to make a meaningful contribution to the socio-economic development of the citizens of Cape Town. One of the primary challenges facing the City is the high levels of unemployment and limited opportunities. As of 2004, 1 in 19 people living in Cape Town were employed in the tourism sector. As the Park hosts the major natural tourist attractions, it has a major role to play in managing entrepreneur and employment opportunities within the Tourism sector. This needs to be done in accordance with National Government initiatives of broad based BEE and transformation.

Constructive relations, based on trust and respect, between the TMNP and the broader Park Community is essential to the sustainability of the Park. The TMNP's neighbours, in particular disadvantaged communities, need to derive benefits from the Park if they are to support and value it. The development of community partnerships relies on identifying areas of action that can result in sustainable relationships between the TMNP and surrounding communities. The Park has launched an Expanded Public Works Programme (EPWP) which has provided training and employment opportunities in alien clearing, foot path construction etc. A SANParks Board approved Park Forum has been constituted to facilitate communication between the broader Park Community, Park Management and stakeholders.

Located in a metropolitan area, the Park has a great opportunity to promote meaningful involvement of volunteers. Volunteers are already integrated into a number of key park management activities including, fire fighting, alien clearing, footpath maintenance, visitor safety and information, environmental education and fund raising.

Nurturing a conservation constituency depends on life-long education and learning. An integrated approach has been developed with the Department of Education, private business and a number of environmental education supportive institutions where education

programs and projects are presented within the framework of outcomes based education and curriculum 2005.

Conservation Constituency Building Objectives

The primary Conservation Constituency Building objective is:

To build constituencies amongst people that support of the conservation of natural and cultural heritage and who benefit from the long-term sustainability of the Park.

This primary objective has 4 sub-objectives:

1. Strengthening Community Relations

To maintain and support a vibrant Park Forum that is a mechanism for representative and accountable participation in the advisory structures of the Park

2. Environmental Experience, Awareness and Interpretation

To assist Government and non-governmental organisations in shaping an environmentally conscious citizens, especially from marginalised areas, in order to promote the needs of the environment.

3. Local Socio-Economic Development and Empowerment

To promote local economic empowerment through outsourcing, job creation, and the harnessing of Expanded Public Works Programmes and Poverty Relief Projects

4. Volunteer Management

To have a well managed interactive volunteer program reflective of the various needs of the Park in order for the TMNP to be a Park for all, Forever.

1.3.2 . High Level Objectives for Park Support Functions

1.3.2.1. Park Establishment & Conservation Planning

Key to the sustainability of the TMNP is the ability to consolidate all conservation worthy land within the Cape Peninsula Protected Natural Environment (CPPNE) under a single management authority and to expand the marine component of the Park. Currently, about 80% of the CPPNE is under the management of the Park. While the primary focus is consolidation of the CPPNE, conservation worthy land outside of this boundary will also be considered for inclusion into the Park. Various mechanisms can be used in order to include land into the Park. Land may be contracted, donated, purchased or incorporated according to agreed principles. While proactively pursuing the inclusion of priority land, TMNP will also need to proactively respond as land become available. The expansion of the Marine Protected Area (MPA) will be investigated through consultation with research facilities and stakeholders.

Once land is included into the Park it needs to be managed to ensure the sustainability of the Park. Inappropriate development and visitor activities can threaten this sustainability. The Conservation Development Framework (CDF) for the TMNP seeks to set out a clear spatial framework to guide and coordinate conservation and development activities in and around the Park. It identifies use zones based on biophysical baseline data, heritage significance and tourism usage and aims at reconciling the multi-purpose use of the Cape Peninsula. The CDF also draws on current related initiatives such as the City of Cape IDP and Bioregional Planning Programmes such as CAPE. To this end, the CDF provides guidelines for land management and development appropriate for each zone and based on this framework, detailed planning for local areas will be undertaken.

Park Establishment & Conservation Planning objectives

Primary Objective for Park Establishment & Conservation Planning is:

To be the custodian of choice for nationally important Protected Area's in the Cape Metro Area

This objective has 2 sub objectives

1. Park Establishment

To consolidate all conservation worthy land on the Cape Peninsula under SANParks Management to ensure it long-term ecological, economic and social sustainability

2. Conservation Planning & Development

To ensure that conservation planning and development of the Park follows regulatory requirements, maintains and enhances for the benefit of visitors and users experience the integrity of ecological, cultural and scenic resources, enables the financial sustainability of the Park, and is integrated and coordinated with the development and planning of the surrounding Cape Metro Area.

1.3.2.2. Corporate & Cooperative Governance

The principles to what constitutes good corporate governance were outlined in the King II Report. The TMNP, and SANParks, has adopted these principles and aims to implement these alongside other relevant legalisation governing the management of public assets. Key governmental partners include the City of Cape Town with which regular bilateral meeting are held.

Corporate Governance Objectives

Primary Corporate Governance Objective

To achieve accountability, transparency, business continuity and stakeholder confidence

This objective has 5 sub objectives

1. Inclusive Strategy Development

To have meaningful and structured public engagement on issues of strategic importance

2. Risk Management

To ensure proactive risk management as to ensure business continuity

3. Internal Auditing

To develop and implement internal audit programs focused on key business functions

4. Integrated Sustainability Reporting

To undertake triple bottom line reporting

5. Stakeholder Relationship Building

To actively build positive and meaningful relations with stakeholders

1.3.2.3. Financial Sustainability

In recent years, financing of Protected Area's have formed a key agenda item at international biodiversity conservation conferences. Overall the observation is that insufficient investment is being made in biodiversity conservation in general and protected

areas in particular. However sole reliance on Government sourced funds is unrealistic and innovative approaches are required to generate the additional funding required to ensure conservation of global, national and local significance biodiversity and cultural heritage.

In September 1998, the Department of Environmental Affairs and Tourism articulated the need for SANParks to prepare for the eventual weaning from state funding. This formed the basis of the Commercialisation Strategy adopted by SANParks in 2000 with its foundation in the economic theory which defines the State's responsibility as one of performing a regulatory function and intervening in the market-place only where there is market failure.

Against this backdrop TMNP needs to consider strategies that not only ensure that sustainable revenue is generated by the Park in order to meet its core mandates, but also to contribute to other nationally important protected area that due to their local context will never be financially sustainable, but are critical for global biodiversity conservation.

A three fold approach has been developed to achieve sustainable revenue generation for the TMNP. The first is to develop a robust and diverse income base which is not solely dependant on tourism related products. The second is to optimise spending in a transparent and accountable manner in accordance with National Legalisation. The third is to partner with the private sector to deliver relatively risk-free returns for the Park.

Financial Sustainability Objectives

Primary Financial Sustainability Objective is
To ensure an economically sustainable Park

This objective has 3 sub objectives

1. Diverse Income Base

To develop a robust and diverse income base

2. Effective Financial Management

To ensure sound financial management over budgets, income and expenditure

3. Financial Networks and Partnerships

To ensure that all aspects of the Park development & operations are implemented in the cost effective manner.

1.3.2.4. Information Management, Research & Monitoring

Information is the 'lifeblood' of any organisation, more so for an organisation that depends largely on science and knowledge sharing of complex systems. The management and dissemination of information can play a very significant role to ensure the delivery of an efficient management of the TMNP. The Park requires integration with SANParks national information systems i.e. financial, human resources and reservations while acting as a source of spatial and research information for both SANParks and research institutions. In order to keep the information in SANParks databases current, pertinent research and monitoring is required.

Information Management, Research & Monitoring objectives

Primary Information Management, Research & Monitoring objective is:

To ensure that the management of the Park is guided by the application of relevant research and monitoring, resulting in information that is readily retained and shared with managers and relevant stakeholders.

This objectives has 2 sub objectives

1. Research & Monitoring

To ensure that research & monitoring programs are designed and implemented to provide relevant information to Park Management

2. Information Sharing

To develop and maintain an Integrated Environmental Management System (IEMS) that enables all staff and stakeholders have access to relevant information

1.3.2.5. Institutional Development

In order for the Park to meet the objectives presented in this plan, human resource capacity needs to be developed. Park capacity is not only defined by development of current staff, but requires the holistic management of attraction and then retention of the finest human resources to the Park, creation of a learning environment aimed at increasing staff performance while developing leadership skills and the sharing their knowledge and experiences through the Park and SANParks as well as developing socially important lifestyle management programs to help employees and their families deal with the negative effects of lifestyle diseases including HIV-AIDS.

Institutional development objectives

The primary objective for Institutional Development is

To ensure a harmonious and productive work environment with a developed workforce in the TMNP.

This objective has 4 sub objectives

1. Staff Recruitment and Retention

To attract and retain knowledgeable & experienced employees

2. Learning Organisation

To have a continuous learning ethic that directly contributes to a motivated, fulfilled and productive workforce

3. Human Resource Optimisation

To ensure that Human Resources are optimised to meet the needs of the TMNP

4. Lifestyle Management

To provide the best attention to all affected employees in understanding and coping with HIV-AIDS and other lifestyle diseases and to promote safe behaviour to employees

1.4 Park Performance Measures and Targets

Section 43 of the Protected Areas Act requires Park Management Plans to include a means of monitoring performance of a Park in accordance with a set of measures and indicators. SANParks uses the Balanced Scorecard (Kaplan and Norton 1992) for business objectives-setting and performance management of national parks. These national objectives are positioned into a 'local context' so that a Park specific scorecard is developed.

The achievement of these identified objectives is considered critical for ensuring the delivery of the Park's vision. For each objective, measures to assess the degree of attainment of the objective have been set, and specific targets have been identified. Performance management through the Park Scorecard thereby enables the Park to build in accountability through clear measurement of performance in relation to set objectives.

The Parks objectives are reviewed through the process of Strategic Adaptive Management (SAM) which is SANParks' preferred management approach to managing complex and dynamic socio-ecological systems. This approach makes use of explicit mental models that are continually being refined through a measured monitoring system. Within these models, thresholds are set for which management should not exceed. Currently the TMNP is developing these socio-ecological thresholds for the Park and key thresholds will be in place during the next management cycle.

2. PROGRAMS AND PROJECTS TO ACHIEVE THE DESIRED STATE.

This section deals with all the discrete, but often interlinked, programs and projects which make up the approaches to issues, and lead to the actions on the ground. Together they are the Park's set of actions to achieve the desired state specified in section 1. Each objective has a set of programs and projects and the summary of these is presented. These programs are supported by more detailed lower level planning. As per section 1, the objectives are in two broad groupings. The first are the core business objectives of biodiversity, cultural heritage, tourism and conservation constituency building. The second are the business support objectives that support the core business objectives. Two key programs, Park Consolidation and the Conservation Development framework are of such fundamental importance that they are presented first and at a detailed level.

2.1. Park Consolidation Program

2.1.1 Background

The decision to establish the Table Mountain National Park (TMNP) was taken by Cabinet on 3 April 1996 when it adopted the recommendation:

- To appoint South African National Parks (SANParks) as the future management authority for the Cape Peninsula Protected Natural Environment (CPPNE) with the intention to proclaim the CPPNE as a National Park; and
- For Ministers who have an interest in such a proclamation or administer property in the CPPNE to support the abovementioned intention and co-operate in the process to establish the CPPNE as a National Park.

This landmark decision would afford conservation worthy land in and around the CPPNE the highest level of protection in terms of national legislation. The park establishment area for the TMNP was therefore pre-determined and clearly defined by the statutory 29 000 hectare CPPNE. Since the Park's establishment in 1998, SANParks and its partners have consolidated over 80% of conservation worthy land in and around the CPPNE into the Park.

This has been achieved through the Park's land consolidation process which addresses both conservation worthy public land (State and local authority) and private land in the CPPNE. Strategies have been put in place for all three categories of land as set out hereunder.

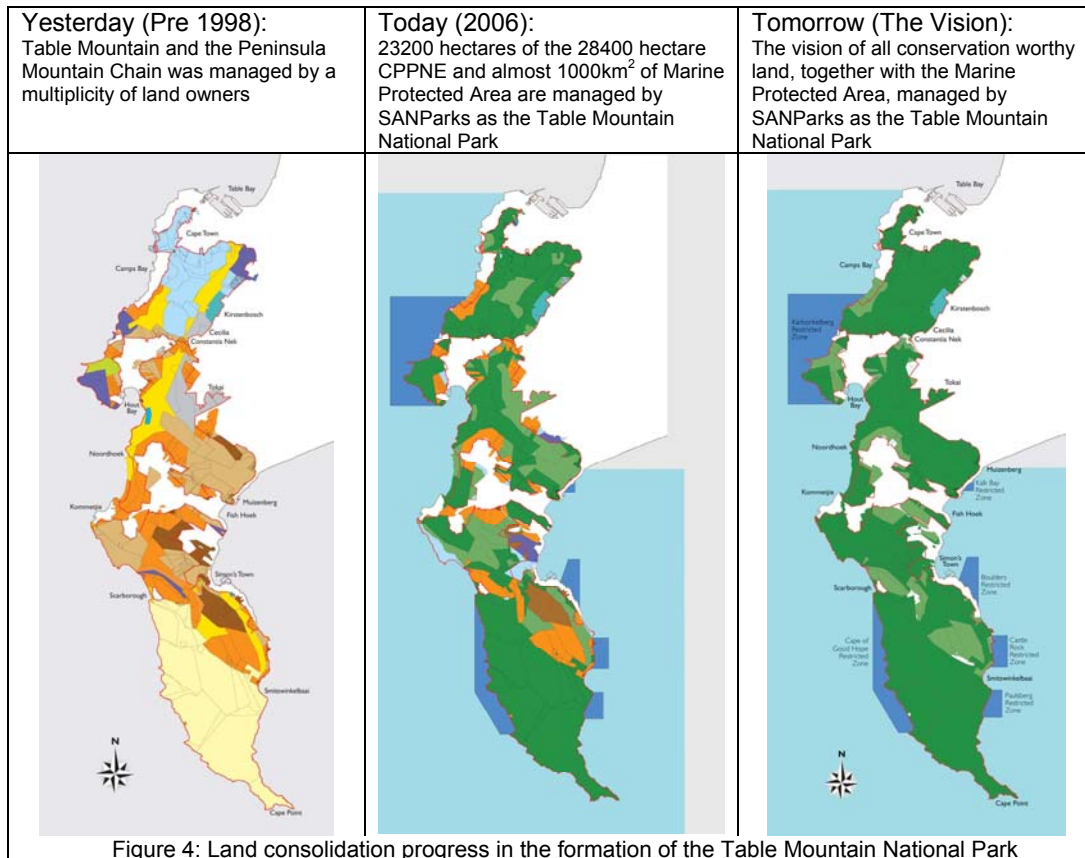


Table 1: TMNP Park Consolidation – 2006

Landowner	Total Area		TMNP Management		Outstanding	
	Hectares	%	Hectares	%	Hectares	%
State	7 000	100	6 000	79	1 000	21
Municipal	16 000	100	15 500	97	500	3
Private	5 400	100	1 700	30	3 900	70
Total	28 400	100	23 200	81	5 400	19

2.1.2. Park Consolidation Strategy

2.1.2.1. State property

Prior to the Park's establishment about 25% of the land within the CPPNE was managed by various government bodies – Department of Public Works, Provincial Administration of the Western Cape (PAWC), Cape Nature, South African National Defence Force (SANDF) and the then South African Forestry Company Limited (SAFCOL). The bulk of State land (97%) has been consolidated into the Park and is in various stages of management and proclamation.

The strategy has been to prepare a Schedule of Public Land (“the Public Land Schedule”) listing all properties owned by the State and identifying the government department controlling each one and then to secure the agreement and authorisation by all interested Government bodies for the declaration of the State land appearing on the Schedule as National Park in terms of Section 20A (2) of the Protected Areas Act (previously in terms of Section 2A1(a) of the National Parks Act).

Typically these agreements involve the initial transfer of control of the land to SANParks followed by a change in vesting of the land from one government department to the Minister of Environmental Affairs and Tourism after which it is proclaimed as national park. In many cases this process also involves the survey of unsurveyed portions and the subdivision of properties to exclude developed portions and/or infrastructure that the other government department will continue to utilise.

To this end, SANParks has put in place processes with the relevant government authorities with an interest in properties in the CPPNE to consolidate the conservation worthy land into the Park as set out in the Park's Public Land Schedules. The most recent significant additions of State land was in April 2005 when the 1000 hectare Tokai and Cecilia plantations was assigned to SANParks by the Minister of Water Affairs and Forestry in terms of the National Forests Act. Commercial plantation activity is being incrementally phased out over a 20 year period pursuant to which land will be proclaimed as national park.

The main outstanding portions of conservation worthy State land at this stage are various portions of SANDF land for which land availability agreements are currently being negotiated.

2.1.2.2. Municipal property

The bulk of the land in the CPPNE is local authority land allocated for consolidation into the Park in terms of the Heads of Agreement entered into in 1998 between SANParks and the three erstwhile local authorities that are now amalgamated into the City of Cape Town. This Agreement provides for City owned land to be contracted into the Park in terms of the then Section 2B1(b) of the National Parks Act with provision for transfer of land to the Park once certain conditions had been met. The different properties to which the Agreement relates are listed in four schedules to the Agreement which divide the properties according to whether they require subdivision; are subject to infrastructure agreements; require further negotiation or are unencumbered properties ready for proclamation.

Pursuant to this Agreement, 13,100 hectares of local authority land was initially proclaimed as national park in 1998. Since 1998 a further 2 400 hectares have been brought under the management of SANParks

There is ongoing negotiation with the City relating to the proclamation and management of the properties listed in the Schedules. This occurs in the Park-City Land Working Group of the Park-City Bilateral. Here issues related to the properties are discussed and recommendations are presented to the Bilateral and the relevant Council committees.

2.1.2.3. Private property

The Park launched its private land consolidation strategy in 2001 following on the devastation caused by the fires of 2000 which were exacerbated by the dense alien vegetation on privately owned, conservation worthy land in the CPPNE. With the Park's partners - the City of Cape Town, the Park Forum, WWF-SA, Table Mountain Fund and the then Ukuvuka Operation Firestop - a strategy for consolidating private land into the Park was put in place. This strategy included the establishment of a comprehensive database of privately owned properties, prioritisation of the properties, appointment of a Land Negotiator and the establishment of the CPPNE Private Land Consolidation Working Group.

In terms of the strategy a number of options for incorporation of privately owned land were developed which were seen to respond to landowner preferences whilst being aligned with Park objectives. These options were donation, contract, acquisition or co-operative agreement. The contractual option provided for a set of incentives being offered to land owners to contract their land into the national park. Known as the FARsighted approach, the incentives offered were: Fire prevention, Alien clearing and Rates exemption. The strategy did not however, provide for private landowners making their land available for consolidation on the basis of them receiving enhanced development rights.

Substantial progress was made on the basis of this strategy with over a third of the privately owned conservation worthy land in the CPPNE being consolidated into the Park through donation, contract and acquisition. The most significant achievement was the acquisition of the 450 hectare Noordhoek-Kommetjie wetland properties to link the northern and southern sections of the Park.

With land prices escalating on the Peninsula over the past few years and limited progress being made with the further consolidation of privately owned land, the land consolidation strategy is being reviewed and a draft revised strategy has been prepared. This draft revised strategy takes into account the need for greater flexibility in responding to landowner conservation and development goals.

Firstly, in terms of landowners with conservation goals, SANParks will now consider contractual arrangements in terms of which the landowners will retain ownership of the land, the land will be proclaimed as national park, but instead of SANParks taking responsibility for the daily management of the land it will be done by the landowner subject to an overriding conservation management framework. The advantage of such an arrangement is that landowners will be access benefits associated with their land being proclaimed as national park whilst retaining their day-to-day control over the land.

Secondly, in responding to landowners' development goals, SANParks has sought to categorise properties according to the perceived impact of development of those properties on the environment and the Park, the extent of development that could be considered and the conditions subject to which it would need to be met in order to ensure that the conservation integrity of the environment was not compromised. The proposed strategy provides for identification of categories of land as per table x.

In terms of this revised strategy, enhanced development rights can only be obtained through application to the relevant authority (local, provincial, environmental, heritage). SANParks cannot allocate such rights but will be a key commenting authority. In commenting SANParks would take into account such criteria as location in relation to the CPPNE and Urban Edge, existing structure plans, visual impact, ecological concerns (e.g. fauna, flora, hydrology).

Table 2: CPPNE private land consolidation categories

	PROPERTY STATUS	DEVELOPMENT PREFERENCE	CONSOLIDATION OPTION
1.	<p>Well managed properties with no development threat</p> <p>Under landowner's dedicated conservation management</p>	Existing rights only	Co-operative agreement / Self managed contract with World Heritage Site status
2.	<p>Priority land with development threat</p> <p>High conservation status, iconic landscapes, isolated, exercise of existing rights likely to have high impact</p>	No development	Acquisition or expropriation
3.	<p>Existing rights</p> <p>Land where the exercise of existing rights is likely to have a limited impact on the conservation area.</p>	Existing rights only	Contract/Donate
4.	<p>Limited enhanced rights</p> <p>Land where the exercise of limited enhanced rights within a clear landscape line or by re-aligning existing rights likely to have limited impacts.</p>	Limited enhanced rights subject to planning and / or environmental, heritage planning decision	Provisional contract with donation subject to approval of development application
5	<p>Substantial enhanced rights</p> <p>Land where the owners likely to seek substantial enhanced development rights within a clear line on the landscape, the impacts of which must be assessed.</p>	Enhanced rights subject to planning and / or environmental, heritage planning decision	Provisional contract with donation subject to approval of development application

2.2. Park Zoning & Conservation Development Framework (CDF)

The Conservation Development Framework (CDF) is a strategic spatial plan. It is used as a management tool to reconcile and coordinate various conservation, recreation, tourism and visitor experience initiatives in and around the Park inline with the Desired State of the Park. Conservation initiatives focus on the management of biodiversity, heritage and scenic resources while development initiatives focus on the provision of infrastructure and facilities for visitors. The CDF serves to resolve these varied, and sometimes conflicting, conservation and development activities. The two key features of the CDF are the visitor use zones and the visitor sites.

Visitor use zones define the desired experiential qualities and associated activities within the Park. In this way potential conflicts between different Park users are minimised. Visitor use zones also guide specifications for management on what are the desired resource and social conditions to be maintained, restored or discontinued. Visitor sites are specific nodes within the Park where site specific facilities are provided to achieve the intended use of the site. Each visitor site is compatible with the underlying visitor use zone.

The TMNP CDF that was developed in 2001 was revised through an inclusive public process to align with the requirements of the Protected Areas Act and the objectives of the Park Management Plan. At a lower level of detail the CDF is divided in 11 planning units for which detail planning is being prepared.

2.2.1. Visitor Use Zones

The TMNP has defined 5 visitor use zones. The detailed activities permitted within each zone type have been prepared.

2.2.1.1. Remote Wilderness

These areas are characterized by having very high natural qualities where the sights and sounds of the city are infrequent allowing for a spiritual experience of isolation. They are generally inaccessible, requiring extra physical exertion to reach and experience. Visitors need to be more self reliant and knowledgeable of the environment. The nature of the experience is heavily dependant on the quality of the natural environment. The main accent of management is biodiversity conservation and 'Pack it in Pack it out' principles are strictly applied to all activities including management.

2.2.1.2. Remote

The experience within a Remote zone is one of a challenge providing relative experiences of solitude and wildness. Signs and sounds of the urban area are more obvious and encounters with other visitors are more frequent than in Remote Wilderness. Although less physical exertion is required, a reasonable level of fitness, self reliance and experience is required within this zone. The nature of the experience is dependant on the quality of the natural environment. The main accent of management is biodiversity conservation and "Pack it in Pack it out" principles are strictly applied to all activities including management. There may be some signs of infrastructure which is largely related to relics of the past.

2.2.1.3. Quite

This zone provides experiences of a relative sense of solitude and relaxation in an environment that is openly exposed to the sights and sounds of the city. Although it is a place of quietness and naturalness, there will be more interaction between users than Remote. There are less challenges, easier access to and less physical exertion is required within the zone. The quality of the experience is less dependant on the quality of the natural environment. This zone also serves as a buffer to the adjoining urban area.

2.2.1.4. Low Intensity Leisure

The main accent of this zone is on recreational activities which are more dependant on the quality of the facilities provided than on a completely natural environment. By their nature these zones are placed in more transformed landscapes. Group interaction and socialisation are an integral part of the experience.

2.2.1.5. High Intensity Leisure

This zone allows for high density tourism development with modern commercialised amenities with very concentrated, activities. The quality of the visitor experience is heavily dependant of the quality of the facilities which enable the visitor to experience the environment with a minimum of effort. Due to their highly transformed nature, these zones are concentrated at specific nodes or 'visitor sites'. These nodes are generally situated at existing facilities including historic buildings and precincts. The main focus of management is to ensure a high quality visitor experience whilst ensuring that the activities have a minimal impact on the surrounding natural environment.

2.2.2. Visitor Sites

There are 5 defined visitor sites within the Park.

2.2.2.1. Tourist Destination

These are the main tourist destinations within the Park. Tourists visit the site to see and experiencing specific attractions with the overall length of stay at the site being short. Types of facilities within the site to deal with the large numbers of tourists include parking, ablutions, interpretation, footpaths, mass transport systems and refreshments.

2.2.2.2. Mixed Use

These sites serve a variety of purposes - recreation, leisure, transit, education, refreshments and accommodation. The extent of the site varies in scale according to the specific site context. Facilities found within this site include ablutions, parking, food outlets, accommodation, interpretative centres, education facilities, recreation facilities (picnic & braai) and Park field offices.

2.2.2.3. Picnic or Braai

Only picnic/braai facilities, tables with seating and ablutions. No other recreational activities. Limited scale refreshment outlets may be considered where appropriate.

2.2.2.4. Park Entry Point

These are the points of entry into the Park and have been classified as Pay Points, Gateways, Minor Access Points and Local Access Points. Each type of Park Entry Point has its own specific management guidelines.

2.2.2.5. Park Accommodation

Provides accommodation from which adjoining visitor zones can be accessed. Accommodation within the Park strongly reflects and respects the surrounding environment and is low impact and limited in extent.

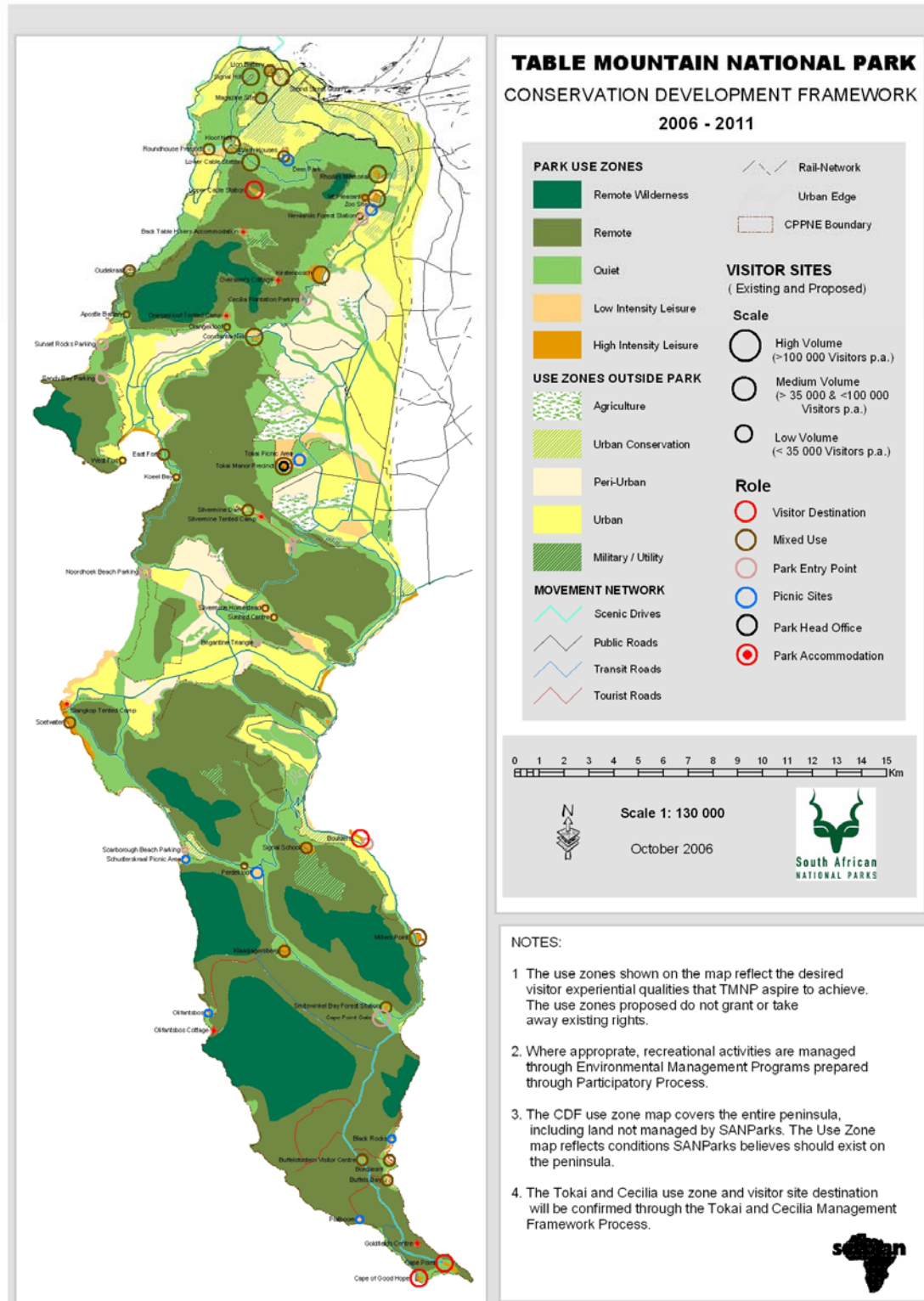


Figure 5. Conservation Development Framework for the TMNP

Table 3: CDF Visitor Experiential Use Zones - Desired State

Experience	TMNP Zone	Primary objectives	Quality of the natural environment	Experiential Qualities	Interaction between users	Sophistication of facilities	Level of Exertion	Level of self sufficiency	Spirituality	Primary user movement within the zone	Equivalent SANParks zone
Close to Nature Activities tend to be at landscape level	REMOTE WILDERNESS	Areas with very high natural qualities where the sights and sounds of the city are infrequent allowing for a spiritual experience of isolation. They are generally inaccessible, requiring additional physical exertion to reach and experience. Visitors need to be more self reliant and experienced. The nature of the experience is heavily dependant on the quality of the natural environment. The main accent of management is biodiversity conservation and "Pack it in Pack it out" principles are strictly applied to all activities including management.									
		Pristine	Isolation	Very Low	Very Low	Very high	Very High	Very high	Pedestrian only	Quiet	
	REMOTE	The experience is one of relative solitude and wildness. Signs and sounds of the urban area are more obvious and encounters with other visitors are more frequent than in Remote Wilderness. Although less physical exertion is required, a reasonable level of fitness, self reliance and experience is necessary. The nature of the experience is dependant on the quality of the natural environment. The main accent of management is biodiversity conservation and "Pack it in Pack it out" principles are strictly applied to all activities including management. There may be some signs of infrastructure mainly of a heritage nature.									
	Relatively Pristine	Solitude	Low	Low	High	High	High	Pedestrian only			
	QUIET	This zone provides experiences of a relative sense of solitude and relaxation in an environment that is openly exposed to the sights and sounds of the city. Although it is a place of quietness and naturalness, there will be more interaction between users than Remote. There is less of a challenge and the zone is easier to access and less physical exertion is required. The quality of the experience is less dependant on the quality of the natural environment. It also serves as a buffer to the adjoining urban area.									
		Natural / semi-transformed	Relaxation	Moderate	Moderate	Moderate	Moderate	Moderate	Pedestrian Non motorised		
Outdoor Natural Experience Activities tend to be at precinct level	LOW INTENSITY LEISURE	The main accent is on recreational activities which are more dependant on the quality of the facilities provided than on a natural environment. By their nature these zones are found in more transformed landscapes. Interaction and socialisation are an integral part of the experience.									
		Transformed	Socialisation	Frequent	High	Low	Low	Moderate	Pedestrian Non motorised	Low intensity leisure	
	HIGH INTENSITY LEISURE	High intensity tourism development with modern commercialised amenities with very concentrated, activities. The quality of the visitor experience is heavily dependant of the quality of the facilities which enable the visitor to experience the environment with a minimum of effort. Due to the high impacts these are concentrated at specific nodes. These nodes are generally situated at existing facilities including historic buildings and precincts. The main focus of management is to ensure a high quality visitor experience whilst ensuring that the activities have a minimal impact on the surrounding environment and that heritage resources are respected and celebrated.									
		Highly transformed	Entertainment	Very frequent	Very High	Very low	Very low	Low	Motorised People movers	High Intensity Leisure	

Table 4: CDF Visitor Sites - Management Guidelines

Site	Role	Facilities	Applicable zones	Guidelines	Sites
Tourist Destination	Main tourist destinations. Seeing and experiencing specific attractions. Short duration visit.	Appropriate facilities to deal with large numbers of tourists e.g. parking, ablutions, interpretation, footpaths, transport systems, refreshments.	High Intensity Leisure	Due to high pressure of tourist volumes and the sensitive nature of the surrounds, these sites are maintained as destinations of high volumes and short duration. Facilities should not detract from the intrinsic qualities of the area.	Cape Point, Table Mountain Upper Cable Station, Boulders' Visitor Centre, Cape of Good Hope, Lower Cable Station.
Mixed Use	Serves a variety of purposes - recreation, leisure, transit, education, refreshments and accommodation. Varies in scale and purpose according to context	Ablutions, parking, food outlets, accommodation, interpretative centres, education facilities, recreation facilities (picnic & braai). Park facilities.	High Intensity leisure Low Intensity Leisure	Length of stay is longer than for Tourist Destinations and provides for a range of activities.	Signal Hill, Lion Battery*, Magazine Site*, Kloof Nek, Constantia Nek, Rhodes Memorial, Old Zoo Site, Kirstenbosch*, Oudekraal, Apostle Battery, Tokai Manor precinct*, Silvermine Dam, Silvermine Homestead, Signal School*, Buffels Bay, Smitswinkel Forest Station, Bordjiesrif, Oudekraal, Koel Bay, East Fort, West Fort*, Sunbird Centre, Strand Street Quarry*, Platteklip Wash Houses
Picnic / braai	Provides braai and/or picnic facilities.	Only picnic and braai facilities, tables with seating and ablutions. No other facilities. Limited scale refreshment outlets may be considered	Low Intensity Leisure	Provides for safe and secure family orientated facilities for low intensity leisure activities	Perdekloof, Newlands braai area. Tokai braai/picnic area, Silvermine North, Olifantsbos, Black Rocks, Platboom, Schusterskraal, Deer Park
Park Entry point	Points of entry into the Park which can be categorised as: -Pay Points, -Gateways, -Minor Access Points and -Local Access Points	Parking with signage & information. Ablutions and trading at selected sites.	Low Intensity Leisure Quiet	Maintained as Park entry points Not suitable to diversify into Mixed Use sites. Management of security is required	Newlands Forest parking area*, Cecilia parking area, Newlands Forest station, Sunset rocks, Sandy bay parking*, Noordhoek Beach parking, Silvermine gates, Brigantine Triangle*, Scarborough Beach parking area.
Park Accommodation	Provides Park accommodation from which adjoining zones can be accessed.	Small (max. 24 beds) accommodation, preferably self catering for park visitors	Quiet	The accommodation should be appropriate to the surrounding environment.	Olifantsbos Cottage, Overseer's Cottage, Back Table hikers accommodation, Orange Kloof Tented Camp, Silvermine Tented Camp, Slangkop Tented Camp, Klaasjagersberg, Goldfields

Notes: 1. Each visitor site can be graded according to the volume of visitors to be catered for.
 High volume > 100 000 visits/annum
 Medium Volume >35 000 <100 000 visits/annum
 Low Volume <35 000 visits/annum
 2. The table indicates facilities that may be appropriate at different visitor sites. The development of specific sites is subject to detailed planning and following the relevant statutory approval processes.
 3. The CDF provides for linking visitor sites across different use zones as determined through local planning processes and relevant statutory approvals (e.g. EIA and HIA)
 * indicates visitor sites under separate or shared management with SANParks.

2.3. Park Strategic Projects

The Park is currently engaged in, or soon to be initiated, strategic projects aimed at achieving the desired state of the Park. These projects are presented as part of a long term planning framework to be completed within 5 to 10 years. It is important to note that this framework not only considers appropriate development in the Park *per se*, but also the Parks restoration and rehabilitation requirements in accordance with the CDF. All projects have undergone a scoping process and are aligned to the core mandates of nature based tourism provision and the conservation of biodiversity and cultural heritage.

2.3.1. Visitor and Tourism Projects

The Table Mountain National Park is South African most visited National Park. This is largely due to its proximity to the City of Cape Town and being home to international tourism icons of Table Mountain and Cape Point. As such it has a unique comparative advantage over other National Parks. The sustainability of the Park depends on unlocking the full tourism potential of the Park in terms of the CDF.

2.3.1.1. Signal Hill, Tafelberg Rd Upgrade

Concept: To turn the problem of the congested Kloof Nek interchange, where 1,2 million visitors per annum converge to access the roads to the Cable Way and Signal Hill, into an opportunity for public transport access from the City Centre to the top of Table Mountain and back. The proposal to achieve this is by introducing a mechanical 'people mover' linking Strand Street Quarry to the Lion Battery and onto the top of Signal Hill. With potential for parking at the Quarry, which is also easily accessible by foot and bus shuttles from the City centre, visitors can pay to ride on the 'people mover' or walk freely adjacent to it, alighting at view points at the Lion Battery (Noon Day Gun) and the Signal Hill summit. Shuttles could take visitors to the Lower Cable Station opening the way for a round trip return without using private vehicles.

This Eco-Tourism venture is a potential income earner of a similar order of magnitude as the Cape of Good Hope entrance and the Table Mountain Cable Way. Key requirements for this project to be able to partner with the City of Cape Town and to engage in an affective Public-Private-Partnership.

2.3.1.2. Hoerikwaggo Hiking Trails

Concept: A suite of hiking trails designed to realise the dream of being able to hike a wilderness line from one end of the Cape Peninsula to the other. The variety of experiences offered by the trails include indoor overnight accommodation in upgraded facilities to 'tented camps' and provide hiking opportunities for all market levels – from affordable to upmarket. Overnight facilities need to "touch the earth lightly" within existing transformed footprints. Depending on the market being served the trails will be cross subsidised, cover the running costs or generate income but are not seen as a major ecotourism revenue earner for the Park.

2.3.1.3. Cape of Good Hope Upgrade

Concept: In order to maintain the quality of visitor experience at the south western tip of Africa the balance between visitor arrivals at Cape Point and the need to provide for the ongoing growing tourism demand and revenue potential of the area. The imminent upgrade of the Cape Point road is required in order to cope with the demands of heavily loaded coach tours. A circular route for the area is to be investigated to relieve the traffic congestion at Cape Point.

2.3.1.4. Cape Town Wild Card

Concept: To simultaneously promote affordable access and provide a base line income to sustain the Park. The Wild Card recreational permits provide an opportunity to introduce recreational codes of conduct and responsible practise for activities such as mountain biking, walking with dogs, paragliding etc. The principle of 'Pay by Impact' needs to be applied so that cost recovery occurs for activities that have impacts on the environment. There is great potential to grow the affordable Cape Town Wild Card to previously disadvantage communities so that these communities can partake in the recreational opportunities within the Park.

2.3.1.5. Establish TMNP Marine Gateway

Concept: The Cape Peninsula lies at the junction of two oceanic systems. The idea of linking the diversity of the terrestrial environment with that of the ocean is through the establishment of a 'Marine Gateway to the Southern Oceans'. The purpose of this gateway would be to promote the wonders of the ocean through a variety of marine based recreational activities marine based research and marine enforcement. A suitable site needs to be identified.

2.3.1.6. Groote Schuur Estate Upgrade

Concept: The Groote Schuur Estate project involves expanding the game camp for indigenous fauna, upgrading the Zoo Site into a multi-use visitor facility and the Rhodes Memorial site.

2.3.2. Biodiversity Projects

The Cape Peninsula flora is one of the richest for any similar-sized area, both in the Cape Floral Kingdom and elsewhere in the world. The main management focus is on ecosystem restoration to withstand human impact. It should be noted that investment of resources into the restoration of the intrinsic value of the Park's natural capital over time does not realise a financial return on investment, but does reduce the long term operating costs of the Park. As such there is an essential link between restoration of biodiversity and sustaining revenue generation though eco-tourism.

2.3.2.1. Proclaim False Bay as a Marine Protected Area

Concept: False Bay is Africa's largest bay. It holds a wealth of diversity and is an important breeding ground for globally important species such as the Great White Shark. As such Table Mountain National Park, in partnership with the City of Cape Town, is exploring the options of a False Bay Coastal Corridor that links the two horns of False Bay, the Cape of Good Hope (SANParks) and the Kogelberg Biosphere (Cape Nature). With co-operation between management authorities the two horns can be linked allowing for terrestrial encirclement of Africa's largest Bay followed by eventual proclamation of it as an MPA.

2.3.2.2. Tokai-Cecilia Rehabilitation

Concept: Long term restoration by 2025 of 600 hectares of commercial pine plantation to indigenous lowland, granite and mountain fynbos, riverine corridors and afro-montane pocket forests, while providing for high intensity recreational activities and limited eco-tourism opportunities.

2.3.2.3. Alien Plant Removal

Concept: The presence of invasive alien vegetation is the principle threat to biodiversity on the Cape Peninsula. Intensive alien vegetation removal commenced in 1998 when the Park was established. To date 85% of the Park has undergone an initial clear, with the follow-up clearing of these areas a priority. Due to the persistent seed banks of these species, follow-up programs will be required in the Park for at least the next 80 years.

2.3.2.4. Footpath Network Upgrade

Concept: The extensive footpath and track network criss-crossing the Park posed a severe threat to biodiversity. This is due to a history of inadequate maintenance, incorrect alignment and poor design. As such many footpaths were in a severely eroded state. In 2003 a focused effort to rationalise and upgrade the footpaths of the Park was initiated. Although the key problem areas have been addressed to date, this project is due to run for an additional 5 years.



Figure 6: Location of key projects in the Table Mountain National Park

2.3.3 Heritage Projects

2.3.3.1. Tokai Manor Upgrade & TMNP Head Office Relocation

Concept: Secure a long term lease from Provincial Government of the Western Cape to locate the new TMNP Head Office and associated support offices (Research, Marine) at the Tokai Manor precinct.

2.4 Strategic Management Programs for TMNP 2006 - 2010

The Strategic Management Programs (SMP) indicate where Park Management intends to focus its efforts over the next five years to achieve its 'Desired State'. It does not identify every operation required in or crises that may arise, but prioritises proactive strategies.

Each strategic program is aligned to the Parks primary objectives (listed in section 1.3). Within each program there are lower level strategies that will be implemented through a set of actions and will result in a number of deliverables. The implementation of the strategies by those tasked with responsibilities for implementation will be monitored using indicators as determined by the Parks Scorecard (section 1.4).

While planning for some emergencies, e.g. fires, is part of the SMP, it remains possible that unforeseen disasters could disrupt the prioritisation set out here. The Park Manager is ultimately responsible for all activities of the Park, and plays a supervisory role for all prioritisation and implementation of these programs.

The Annual Plan of Operation (APO) is guided by the Strategic Management Programs in that major effort is directed towards priority activities that support the strategic objectives (Figure 1). Annual planning and budgeting is an internal process and has not sought the involvement of external stakeholders.

2.4.1. Biodiversity programs

To ensure that the TMNP is conserving a representative sample of each pattern and process in a contiguous arrangement enabling natural variation in structure, function and composition over space and time the following strategies have been developed. The first is to document important ecological processes and evolutionary connections to ensure that the implications of these for Park management is understood. The second is to ensure that inventories of the terrestrial, aquatic and marine systems are reviewed and updated regularly. Thirdly, habitat-specific management strategies to prevent the extinction of endemic, rare or threatened plants will need to be developed in a case by case scenario. Lastly, steps needs to be taken in order to establish and maintain viable populations of locally indigenous and endemic faunal species so that faunal species richness is maintained.

Restoration of degraded habitats is key to maintaining biodiversity within the Park. To restore, where appropriate, the natural patterns and processes of degraded land- and sea scapes within the Cape Peninsula will require the removal or control all alien flora within the Park. Currently the focus is on invasive woody plants, secondary non-woody invasive plants will receive attention in the future. Where non-invasive alien flora occur within the Park, especially as part of a heritage sites, these need to be managed accordingly so that biodiversity is not compromised. As with invasive flora, invasive fauna will need to be removed from the Park. A species specific strategy for each species will need to be developed in line with key stakeholder guidelines. For specific degraded habitats, habitat specific restoration plans will be developed. Current restoration projects include the Afromontane Forest rehabilitation project which aims to rebuild the structure and functioning of the indigenous forests on the peninsula.

In terms of fire management, the Park will strive to maintain a mosaic of vegetation communities of different ages. However due to the cross boundary nature of fire and threat to the urban edge, a coordinated capability to respond to and contain wildfires between the TMNP, City of Cape Town and Working on Fire has been set in place. Due to the increased frequency of fires on the Peninsula, systems and management capacity to prevent wild fires from occurring and ensure effective wild fire suppression have been developed and are implemented on an on going basis. A prescribed burning plan will be developed in order to ensure that overall biodiversity is not negatively affected due to the constraints of managing fire within an urban environment.

Overall the Park needs to be able to effectively manage internal and external threats to biodiversity. Within the Park boundaries, the first strategy is to integrate the philosophies of Protected Area Management Assessments (PAMA) into management practices. The second is to develop species specific disaster management plans, especially marine species, so that the effects of unnatural disasters are adequately managed. With regards to species that cross the Park boundaries (e.g. baboons, penguins) species specific management plans are required to ensure that negative human interactions are managed accordingly. These species are currently jointly managed by key stakeholders. Inappropriate development adjacent to the Park is seen as a serious threat to biodiversity on the Peninsula. As such the Park actively comments on development and land-use applications within the Cape Peninsula Protected Natural Environment and outside of the defined Urban Edge.

2.4.2. Heritage Programs

The approach to cultural heritage management is four fold. The first focuses is on heritage protection, rehabilitation and restoration where heritage resources within the TMNP are Identified, researched and documented. Once this has been completed, heritage management plans are drawn up for priority sites and resources.

The second management area is to encourage the expression and celebration of the diverse cultures and spiritual significance associated with the Park and to facilitate the recognition of the cultural linkages of the Park with surrounding communities. Here materials, methods and facilities that encourages an appreciation and respect for the diverse cultures and spiritual significance associated with the Park are developed.

Thirdly, the heritage links between sites and the landscape need to be managed. Here a key concept is that scenic landscapes are a heritage resource that requires special consideration. Lastly, it is acknowledged that heritage management is a relatively new management focus for SANParks and that heritage management capacity needs to be built. As such there is a key partnership that needs to be developed with the South African Heritage Agency.

2.4.3. Tourism

Several comprehensive strategies have been developed which aim to develop, manage, enhance and serve a range of sustainable eco-tourism products as to ensure a memorable experience for international visitors, national visitors, citizens of Cape Town and previously disadvantaged individuals and communities.

The first is to ensure that visitors have access to a range of unique and top quality products and services that are competitively priced and inline with diverse and dynamic visitor needs. Current products include the Cape Town Wild Card, Hoerikwaggo Trails, improved footpath access and improved signage and information. Key strategic tourism projects that could realise the competitive advantage of the Park include, The Signal Hill to Tafelberg Road upgrade, completion of the range of Hoerikwaggo Trails, Groote Schuur upgrade and the establishment of a Marine Gateway. Ensuring visitor safety and security is key factor that needs to be considered in the delivery of tourism products. Currently the TMNP has developed a comprehensive Visitor Safety Plan in collaboration with the City of Cape Town to ensure a visible presents and rapid reaction to all crime hot spots within the Park.

Secondly, there is a clear need to grow visitor numbers and promote access to and use of the TMNP by all previously excluded sectors of society. This is achieved largely through

the provision of facilities and the promotion of events that attract this market segment to the Park.

The third set of strategies aims at ensuring a sustainable revenue is generated. Here the focus is on the effective management of concessionaires, implementation of pricing schemes for commercial operators and releasing appropriate commercial opportunities associated with tourism development. As tourism can only be considered sustainable if there is a net social benefit without compromising biodiversity values, the monitoring the effects of tourism on both the social systems and biodiversity and heritage resources is planned.

2.4.4. Conservation constituency building

In order to build constituencies amongst people that support of the conservation of natural and cultural heritage in the TMNP and who benefit from the long-term sustainability of the Park the following management initiatives have been developed. The first is to strengthen community relations by to maintaining and supporting a vibrant Park Forum that is the mechanism for representative and accountable participation in the advisory structures of the Park. The Forum, which comprises 17 portfolios, reviews all strategic planning and public engagement processes of the TMNP.

The second is to promote local economic empowerment by diversifying livelihood options through outsourcing, skills development, job creation, and the harnessing of Expanded Public Works Programmes, Poverty Relief Projects and community-based natural resources management. Here the focus is on being an effective implementation agent for government so that SANParks contributes meaningfully to economic development, job creation and training and social upliftment.

Key to conservation constituency building is the need to enhance the environmental experience, awareness and interpretation of the Park. Here the approach is to assist educators and communities in implementing environmental programs. Key programs include Train the Teacher and TMNP bus facility. Within these programs teachers are trained to present curriculum aligned education programs to learners with availability of two dedicated busses overcoming the issue of limited access to the Park.

The TMNP volunteer program makes use of the advantage of being situated close to a metropolitan area. Both local and international volunteers have been integrated into many aspects of Park management including fire fighting, alien vegetation clearing, footpath maintenance, visitor safety and information, environmental education and fund raising. This program will continue to grow as the TMNP focus the mutual benefits that volunteering has to offer.

2.4.5 Corporate and co-operative governance

The TMNP is committed to implement the policies and achieve the strategies of SANParks as an organ of state to ensure implementation of corporate governance and subscribe to the ethos of co-operative governance. To realise this, the key focus will be on the following 5 management areas. The first will be to undertake an inclusive approach to strategy development of the Park. Here the Park Forum, the City of Cape Town and identified key stakeholders will be involved in the strategic planning for the Park. The second is to roactively manage business risk to ensure business continuity. This will be done through assessment and prioritisation of risks. Thirdly internal auditing programs will be developed and implemented which focus on key business functions such as financial compliance. Fourthly, the Park continually builds and maintains strategic stakeholder relationships with the City of Cape Town, DEAT, DWAF, SANBI, MTO Pty LTD, Peninsula Fire Protection

Agency and the Park Forum. Lastly the Park has committed to undertake triple bottom line reporting showing the relative capital investments and returns between natural, social and financial systems.

2.4.6 Monitoring, research and information management

Monitoring is essential to adapt Park management plans and activities to changing circumstances. A primary recommendation of the review the Strategic Management Plan 2000-2004 was to ensure that the Park undertakes an integrated approach to research and monitoring of key management indicators in order to enable an adaptive management approach. To this end, the Park Scorecard has been developed and implemented to monitor the achievement of the Parks business objectives. A series of indicators known as thresholds of potential concern (TCP's) will be developed as indicators for biodiversity, tourism and people centred conservation. Both of these indicator sets will evolve through the process of adaptive management.

With the development of a SANParks research node in the TMNP, it is envisioned that the Park will attract and support external research projects of value to the Park and the Cape Cluster of parks. The initial focus of the Research Node would that of marine research, extending later to terrestrial ecology. A key feature of the Research Node would be to re-integrate the ensuing knowledge into Park understanding and management.

The spatial information systems that were developed over the last 4 years, will be maintained and improved as they fill continue to function as an aid to decision making.

2.4.7 Financial management

Without incisive financial management of the Park, there would be no realistic conservation effort. Finance staff have been trained on relevant financial systems and deliver the key business requirement of accountable financial management. For the next 5 years the Park finance department will oversee that all Park operations (budget R51 mil per annum) and Park projects (budget R75 mil per annum) are cost effective and financially sound. In addition particular attention will be given to developing a diverse income base and proactive financial networking to enable to the Park to move towards being financially sustainable.

2.4.8 Intuition development

Institutional development supports all of the other strategic objectives of the Park. Essential parts of developing the TMNP as an organisation are seen as attracting and retaining quality staff, staff development and training and developing a learning organisation. A key challenge facing all organisations is the social and economic impacts of HIV-AIDS. As such the Park aims to be part of the larger SANParks lifestyle awareness program to address this issue.

3. STRATEGIC ADAPTIVE MANAGEMENT TO MONITOR PROGRESS TOWARDS THE DESIRED STATE

Integrated and prioritised objectives, strategies and actions for the period 2006-2010 are presented in Appendix 1. In order to assess if these objectives are being reached or the intended management actions are achieving the predicted result, the Park intends to implement a management review approach known as Strategic Adaptive Management (SAM). This process of review is inline with SANParks which views SAM as the preferred management approach in managing complex and dynamic socio-ecological systems.

The adaptive management approach make use of thresholds of potential concern (TPC) which are a compatible and well-articulated set of adaptive management goals and endpoints, usually defined by a upper and lower level. Each TPC functions as a 'worry level' to monitor a clearly defined hypothesis. Key to this monitoring approach is to be able to 'traceback' the changes in the socio-ecological system to a particular cause.

Within the SAM process, the eight feedback loops, listed below, are required. Over the next 5 years the Park will integrate SAM into its management review process though the development and monitoring of a set of core TPC's.

Table 5: Description of Strategic Adaptive Management feedback loops

Feedback Loop	Description
1	whenever a TPC violated, or is credibly predicted to be violated in the future,
2	that the predicted outcome of management an intervention is achieved,
3	that the action decided upon and specified is carried out,
4	of the overall performance of the Park relative to its objectives,
5	as to whether organizational or societal acceptance of the consequence of an intervention is still acceptable,
6	as to whether objectives need adjustment in the longer-term,
7	as to whether the monitoring programme is achievable and effective
8	as to, or at least latent preparation for, surprises

4. BUDGETS REQUIRED 2007 – 2010

Without dedicated and approved budgets this Management Plan is merely a paper exercise. Appendix 1 shows the integrated and prioritised projects, programs and actions that are required to for the period 2006-2010. Projects and programs presented in the plan are not a 'wish list' of activities but are the set required to meet the long-term business objectives of 'establishing' the Park by 2035.

The budget presented is divided in to 3 parts which firstly, summarises the current Park operational and maintenance budgets; secondly, presents the Park development budgets and thirdly estimated land acquisition costs. Aside from land acquisition costs which are treated as non-scheduled expenditure, the Park will have an average funding deficit of R57 million per year over the next 4 years as this portion of the total funds required have not been secured.

4.1 Park operational and maintenance budgets

The TMNP expects to generate R240 million income between 2007 and 2010 from current products and services. When compared to a capped expenditure based of R215 million for the same period, a false profit of R25 million can be seen. For the 2007 financial year only 50% of the required expenditure budget (operational and development) has been secured with this percentage dropping to 44% by 2010.

4.2 Park development budgets

TMNP is a young establishing Park and as such is undergoing a strong biodiversity rehabilitation and tourism product services development phase. A number of projects and programs, based on sound scoping, have been presented. In terms of dedicated project funding, only R16 million (6%) of a required R254 million has been secured. Several applications have been to the City of Cape Town (R40 million), Working for Water (R38 million) and to the Extended Public Works Program (R43 million), but these have not yet been secured.

4.3 Land acquisition

Property prices on the Cape Peninsula are relatively expensive. Current estimates of purchasing privately owned conservation worthy land required by the Park range from between R260 million if no additional development rights have been secured to R660 million where development rights have been secured. These purchases do not form part of the normal budgeting schedule as they are subject to negotiations with private landowners and unpredictable by nature.

Table 6: TMNP Management Plan Budget Summary 2007-2010

Cat 1	Cat 2	Description	2007-2008 (R'000)	2008-2009 (R'000)	2009-2010 (R'000)	2010-2011 (R'000)	2007-2011 (R'000)
TMNP: Current Operational Budget							
A. Income	Conservation Fee		-42,776	-42,854	-42,937	-43,024	-171,591
A. Income	Concession Fees		-9,253	-9,437	-9,624	-9,814	-38,128
A. Income	Tourism Income		-2,736	-4,135	-5,948	-6,705	-19,524
A. Income	Other Income		-2,757	-2,572	-2,692	-2,819	-10,840
B. Expenditure	Human Resource		25,671	26,792	27,967	29,081	109,511
B. Expenditure	Depreciation		726	769	814	854	3,164
B. Expenditure	Maintenance	Maintenance: Buildings	1,298	1,344	1,348	1,400	5,390
B. Expenditure	Maintenance	Maintenance: Veld	5,869	6,161	6,468	6,790	25,289
B. Expenditure	Maintenance	Maintenance: Other	1,446	1,459	1,531	1,607	6,043
B. Expenditure	Operating Costs	Rent Paid: All	3,142	3,222	3,395	3,577	13,337
B. Expenditure	Operating Costs	Municipal Fees: All	1,673	1,746	1,831	1,922	7,172
B. Expenditure	Operating Costs	Telecommunications	1,536	1,619	1,703	1,676	6,534
B. Expenditure	Operating Costs	Transport Costs: All	2,341	2,440	2,566	2,695	10,042
B. Expenditure	Operating Costs	Specialist & Agent Fees	2,959	2,403	2,550	2,717	10,629
B. Expenditure	Operating Costs	All Other	3,692	3,886	4,083	4,284	15,946
B. Expenditure	Finance Costs		392	411	432	454	1,689
Total Operations			-6,775	-6,744	-6,513	-5,307	-25,338
TMNP Infrastructure Development Program (Provisional DEAT Funding)							
C. IDP	Biodiversity Management	All Biodiversity Projects	1,000	1,000			2,000
C. IDP	Tourism Management	All Tourism Projects	7,000	7,000			14,000
Total: IDP			8,000	8,000			16,000
Extended Public Works Program Application							
D. EPWP	Biodiversity Management	All Biodiversity Projects	6,750	6,750	6,750	6,750	27,000
D. EPWP	Tourism Management	All Tourism Projects	4,000	4,000	4,000	4,000	16,000
Total: EPWP			10,750	10,750	10,750	10,750	43,000
City of Cape Town funding Proposal							
E. CoCT	Biodiversity Management	All Biodiversity Projects	2,100	2,100	2,100	2,100	8,400
E. CoCT	Heritage Management	All Heritage Projects	500	500	500	500	2,000
E. CoCT	Tourism Management	All Tourism Projects	6,575	6,575	6,575	6,575	26,300
E. CoCT	Other	All Projects	810	810	810	810	3,240
Total: CoCT			9,985	9,985	9,985	9,985	39,940
Public Private Partnerships Opportunities							
F. PPP	Tourism Management	All Tourism Projects	1,733	1,733	1,733		5,200
Total: PPP			1,733	1,733	1,733		5,200
Working for Water-Wetlands							
G. WfW	Biodiversity Management	All Projects	9,000	9,500	9,750	10,000	38,250
Total: WfW			9,000	9,500	9,750	10,000	38,250
Marine MPA							
H. Marine	Biodiversity Management	All Projects	2,382	2,501	2,626	2,757	10,267
Total: Marine			2,382	2,501	2,626	2,757	10,267
Unfunded Projects							
I. UFP	Biodiversity Management	All Biodiversity Projects	3,908	4,095	4,095	4,095	16,193
I. UFP	Heritage Management	All Heritage Projects	875	875	875	875	3,500
I. UFP	Tourism Management	All Tourism Projects	19,350	19,350	19,350	19,350	77,400
I. UFP	Other	All Projects		1,000	11,500	14,500	27,000
Total: UFP			24,133	25,320	35,820	38,820	124,093
Summary							
Total Income (A)			-57,522	-58,998	-61,201	-62,363	-240,083
Total Committed Budgets (B, C)			58,747	60,254	54,688	57,056	230,745
Total Budgets Applied For (D, E, F, G, H)			33,850	34,469	34,845	33,492	136,657
Total Uncommitted Budgets (I)			24,133	25,320	35,820	38,820	124,093
Regional Management			941	998	1,058	1,121	4,118
Total: TMNP Short Fall*			60,150	62,044	65,209	68,127	255,530

* if all revenue were to be reinvested back into the TMNP

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