

**CAPE PENINSULA NATIONAL PARK
INTEGRATED ENVIRONMENTAL MANAGEMENT SYSTEM**

Final Draft
**Strategic Management Plan
2000 – 2004**

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1. Introduction

1.1 Background

An Integrated Environmental Management System (IEMS) is being developed for the Cape Peninsula National Park¹. The Initial Environmental Review² identified organisational, strategic and operational issues that need to be taken into account during the process of developing the IEMS. The Management Policy for the Cape Peninsula National Park (CPNP), developed together with all stakeholders between May 1999 and March 2000, details the intent and commitment of Park Management and stakeholders to a course of action that will enable the realisation of the vision for the Park. The diagram below indicates relationship between this document, namely the Strategic Management Plan, and the other components within the overarching structure of the IEMS.

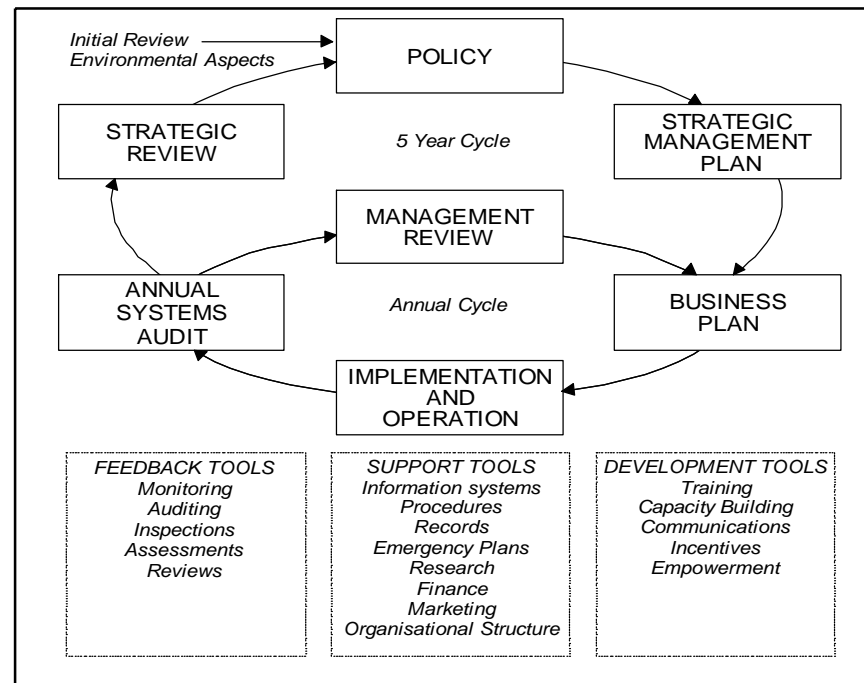


Figure 1: Structure of the Integrated Environmental Management System

¹ The CPNP-IEMS project is being funded by the Global Environment Facility

² The document's full title is *Cape Peninsula National Park Integrated Environmental Management System: An Initial Environmental Review*.

1.2 Purpose of the Strategic Management Plan (SMP)

The SMP indicates where the Park Management Team intends to focus its efforts in the next five years. It does not identify every operation required in terms of the Policy or by crises that may arise, but prioritises proactive strategies. Drawing on the Initial Environmental Review, the Management Policy, stakeholder inputs and intensive working sessions with the Park Management Team a set of *Key Result Areas* have been prioritised for the organisation for the next five years. Rather than detailing all operational and potential reactive courses of action in the next five years the SMP focuses on strategic priorities. It details a plan of implementation for each *Key Result Area*. A *Key Result Area* is a priority area of action for the Park.

The SMP together with the Management Policy provide a framework for action. The priority given to actions included in the SMP must be understood in the context of a comprehensive Policy. The Policy guides the Park Management Team and stakeholders in reacting to issues as they arise. 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.

Each *Key Result Area* is directed by a *strategic objective* for which *strategies* have been developed. Each strategy will be implemented through a set of *actions* and will result in a number of *deliverables*. The implementation of the strategies by the *implementing department(s)* will be monitored using *indicators* within a set *time-frame*. The Park Manager is ultimately responsible for all activities of the Park, and plays a supervisory role for all implementing departments. The *Key Result Areas* are introduced by brief statements of the SANP corporate approach, the current situation for CPNP and the strategic intent.

It is important to note that the SMP is not a spatial management plan in that it does not specify actions for individual areas of the Park. Furthermore, it is not the purpose of the SMP to detail operational issues, unless these are identified as having strategic importance.

The SMP provides broad guidance on operational impact management, which will be implemented through detailed procedures developed for the IEMS.

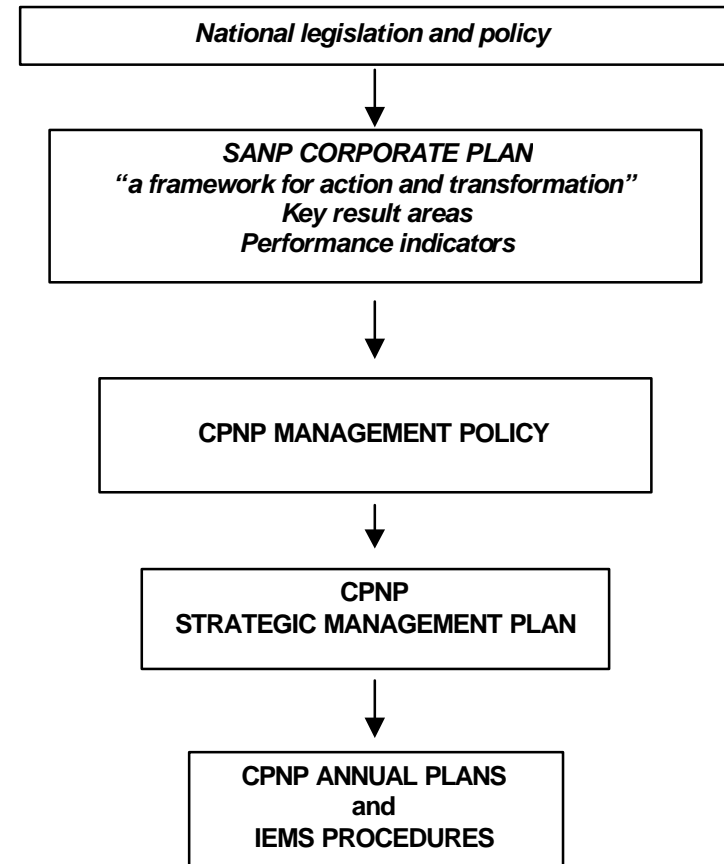


Figure 2: Relationship of IEMS products

1.3 Process of Developing the Strategic Management Plan

The Park Management Team identified *Key Result Areas* through a facilitated analysis of the Management Policy. Common Ground Consulting in consultation with the Park Management Team have compiled the draft SMP for discussion by the Joint Discussion Forum. Once the Forum has met to discuss this document, it will be amended and made available to stakeholders. The Joint Discussion Forum will meet once more to discuss the document, prior to finalisation and ratification through Cape Peninsula and South African National Parks structures.

2. Annual planning

Annual Business Plans will be guided by the Strategic Management Plan in that major effort should be directed towards priority activities that support the strategic objectives of the *Key Result Areas*. Annual planning will be an internal process.

3. Supporting Procedures and Training

Procedures that support the implementation of the Strategic Management Plan and enable policy objectives to be met are being developed together with the staff of the Cape Peninsula National Park. Besides the need to specify procedures for the management of environmental impacts resulting from operations, there are a number of documents and data sets that need to be accessible to staff on a daily basis. Ensuring that access to and training in the use of these documents, procedures and data sets are a further component of the IEMS.

4. Key result areas

4.1 Park Establishment

Park establishment is guided by the objective of the Corporate Plan, when it states that the SANP must ensure that national parks represent the widest possible spectrum of biodiversity, significant habitats, natural processes and associated cultural resources [CP: CD1].

It is desirable to manage the natural and cultural resources of the Cape Peninsula in a co-ordinated and consolidated way. The aim of Park establishment is to bring all possible land within the CPPNE under a single management authority and to establish a marine component of the Park. Currently, the CPNP manages about 70% of the CPPNE. The CPNP will also seek to manage land outside of the CPPNE that is of particular conservation value.

The CPNP will make use of many mechanisms to include land into the Park. Land may be contracted into the Park, donated, purchased or incorporated according to agreed principles. While proactively pursuing the inclusion of priority land, the Park will also need to respond, as pieces of land become available. Marine areas will be identified and a Marine Protected Area established through a public process.

To establish the Park

Strategies	Actions	Deliverables	Indicators	Time-frame	Implementing Department
Consolidate all possible land within the CPPNE, as well as other identified conservation-worthy areas adjacent to and contiguous with the Park under the management control of the CPNP	<ul style="list-style-type: none"> • Compile an inventory of all land to be incorporated into the Park • Identify criteria for inclusion of land • Prioritise land for inclusion • Compile strategic lists of private and public land inside and outside of the CPPNE • Consolidate private & public land under CPNP management control through, for example, the following mechanisms: Contracting in, donation, purchase or incorporation according to agreed principles • Explore CPNP's future involvement in the administration of the CPPNE 	Proclamation of land within the CPPNE	Number of hectares of conservation-worthy private and public land identified according to the criteria declared as National Park	Year 1 - 5	Park Development & Planning
Establish a marine component	<ul style="list-style-type: none"> • Employ a marine co-ordinator • Identify criteria for establishing boundaries for the Marine Protected Area (MPA) • Undertake public process to establish new MPA • Establish zoning for MPA • Develop management plan for MPA 	Proclamation of MPA MPA management plan		Year 1 - 3	Park Development & Planning Social Ecology

4.2 Proactive Conservation Planning and Development

The SANP encourages each park to develop zonings for management areas. These plans should establish each park's visitor use potential and ensure that the impact of tourism does not threaten biodiversity or cultural values [CP: PM1.6 and 1.7].

Inappropriate development and visitor activities threaten the sustainability of the Park. Other than the Use Zone Map, no broadly acceptable framework for conservation development planning exists. At the same time, there are sites requiring urgent attention to prevent degradation. The potential exists to proactively plan for and pursue development and conservation initiatives that will ensure the long-term sustainability of the Park.

Clear planning principles will guide the formulation of a Conservation Development Framework (CDF) for the Park. The CDF will identify use zones, based on a review of the existing Use Zone Map and baseline data on biodiversity and cultural significance. The CDF will develop guidelines for land management and development appropriate for each zone. It will provide a framework for visitor management. Based on this framework, planning for local areas will be undertaken.

To plan proactively for conservation development

Strategies	Actions	Deliverables	Indicators	Time-frame	Implementation
Prepare the Conservation Development Framework (CDF)	<ul style="list-style-type: none"> Finalise process for development of Conservation Development Framework (CDF) Undertake a credible stakeholder involvement process Develop planning principles (within the guidelines set by the CPNP Management Policy) to underpin the CDF. Develop baseline of environmental opportunities and constraints Update baseline information of the Use Zone Map Finalise Conservation Development Framework 	Broadly accepted CDF		Year 1	Park Development & Planning Environmental Management Social Ecology
Prepare local area plans	<ul style="list-style-type: none"> Prioritise local areas for planning Develop work programme to address all priority local area planning Complete planning for priority local areas Review existing local area plans 	Local area plans, EIA reports (where required)		Years 1- 3	Park Development & Planning Environmental Management Social Ecology Commercial Development & Tourism

Strategies	Actions	Deliverables	Indicators	Time-frame	Implementation
Implement local area plans	<ul style="list-style-type: none"> Identify priority local areas for implementation Undertake required conservation and development activities for local areas 	Construction & operational EMPs		Years 1- 5	Park Development & Planning Environmental Management Social Ecology Commercial Development & Tourism
Initiate and participate in proactive and reactive initiatives for co-ordinated planning and development of the Park and its surrounds	<ul style="list-style-type: none"> Engage with relevant authorities and private landowners Actively participate in processes affecting land-use of the Park and its surrounds, e.g. urban edge study, rezonings, structure plans, Catchment Management Plans. 	Information included in monthly reports on CPNP involvement in broader planning process		Year 1 - 5	Park Development & Planning Environmental Management

4.3 Research and Monitoring

The national Corporate Plan identifies the need to create and maintain centralised data warehouses, that gives users the scientific and technical data they require [CP: IT5]. For all key result areas, indicators should be established and tracked. SANP policy is to identify the natural resources in national parks and to develop proposals for their protection [CP: CD2].

Monitoring is essential to adapt CPNP management plans and activities to changing circumstances. Two key areas for monitoring are biodiversity and visitor management.

Conservation of biodiversity resources is a core activity of the CPNP, and will require monitoring against accurate baseline information. Establishing a profile of visitors, their numbers, uses and impacts on the Park will be a second major focus of the monitoring programme. In addition to the focal areas, the monitoring programme will provide information needed to meet strategic objectives and guide day to day operations.

To establish a research and monitoring programme

Strategies	Actions	Deliverables	Indicators	Time-frame	Implementation
Research, document and maintain information on biodiversity	<ul style="list-style-type: none"> Identify indicators for biodiversity monitoring Identify gaps in information. Develop research programme aimed at gathering/consolidating data on biodiversity Engage local research institutes to collaborate on priority research projects Solicit research funding support 		Biodiversity indicator results Number of research programmes	Year 1-5	Environmental Management Park Development & Planning
Develop targeted monitoring programmes that support strategic objectives	<ul style="list-style-type: none"> Develop monitoring programme to evaluate efficacy of alien clearing Develop monitoring programme for fire management Maintain records on faunal and floral elements Maintain information on visitor numbers, profile and usage Develop indicators to monitor and evaluate social delivery Document social ecology 'best practice' Collaborate with local authorities on fresh-water systems research and monitoring 	Fire records Monitoring programmes Fauna and flora records Visitor information Alien clearing records	Refer to alien clearing, fire management, biodiversity, visitor management indicators	Year 1 - 5	Environmental Management Park Development & Planning Commercial Development & Tourism

4.4 Invasive and non-invasive alien plant management

The national Corporate Plan sets out the objective of protecting and enhancing environmental value through identifying key threats and implementing cost-effective means of averting these [CP: CD2].

Invasive alien plants are a key threat to the long-term conservation of biodiversity on the Cape Peninsula. In addition, dense stands of alien trees are a major fire hazard to the surrounding urban area and to Park infrastructure.

The management of alien plants has been identified as a priority for the CPNP. This has been supported by grant funding from the Global Environment Facility. The Park aims to manage aliens with minimum negative environmental effects and maximises social benefits by involving disadvantaged contractors in alien clearing. The Park's efforts will be complemented by the activities of local, provincial and national authorities and private landowners within their areas of control.

To manage invasive and non-invasive alien plants

Strategies	Actions	Deliverables	Indicators	Time-frame	Implementation
Remove all woody seed-bearing adult invasive alien plants from within the CPPNE and sustain a follow-up programme	<ul style="list-style-type: none"> Review priority areas for clearing Plan for follow up on post fire recruitment of burnt areas Plan for follow-up on cleared areas Develop and initiate model for establishing a price for clearing alien vegetation, taking into account socio-environmental variables Train staff, contractors and volunteers Implement clearing plans through skilled management staff, contractors and volunteers 	Follow-up programmes	<p>Number and distribution of hectares cleared</p> <p>Price per hectare cleared (initial and follow-up)</p> <p>Time since last component cleared</p>	Year 1 - 5	Environmental Management Social Ecology Park Development & Planning
Avoid or minimise all negative environmental impacts associated with clearing invasive plants	<ul style="list-style-type: none"> Ensure efficient use of herbicide Identify negative environmental impacts Institute mitigatory measures, e.g. where herbicide use is necessary, ensure efficiency through effective procedures 	Effective procedures	Recorded loss of species	Year 1 - 5	Environmental Management
Undertake accurate monitoring, evaluation and recording of invasive plant clearing and follow-up programmes.	<ul style="list-style-type: none"> Establish criteria for evaluation of alien clearing success Maintain and update database of alien clearing Encourage research institutes to sustain research into aliens and their control Monitor before and after clearing and follow-up programmes 	Alien clearing records	Alien clearing histories	Year 1 - 5	Environmental Management Park Development & Planning
Communicate impacts and responsibilities of clearing to landowners and public	<ul style="list-style-type: none"> Clarify legal responsibilities of landowners Encourage removal of aliens on private land Negotiate rates incentives / penalties for non-removal of invasive aliens 	Number of effective communications: newsletters, press releases etc.	Percentage of private landowners on sustained follow-up programmes	Year 1 – 5	Environmental Management Social Ecology CD&T (Communications)

Strategies	Actions	Deliverables	Indicators	Time-frame	Implementation
Manage non-invasive alien plants, particularly in the context of historical and cultural landscapes and recreational areas	<ul style="list-style-type: none"> Plan to manage non-invasive alien plants associated with defined cultural and historical landscapes at a local area level Maintain non-invasive trees planted for recreational purposes, only where they are in harmony with the strategic objectives of the Park Phase out areas only used for timber production Review fire breaks planted with non-invasive alien plants 	Number of local areas planned and managed		Year 1 – 5	Environmental Management Social Ecology

4.5 Fire management

Fire is an essential feature in maintaining fynbos ecosystems. Fire frequency has increased to a level that it is a threat to the long-term conservation of the biodiversity of some areas of the Cape Peninsula. The presence of dense stands of alien plants significantly contributes to the intensity of wildfires and the general management of the fire regime. People living close to the urban edge are concerned when fires burn in the Park, whether they are accidental wildfires or part of a fire management programme.

The Park will strive to maintain a mosaic of vegetation communities of different ages, shaped by fire. In order to achieve this ecological objective and to protect urban areas against wildfires, a fire management plan will be developed. The fire management plan will detail procedures and protocols for wildfires and control burns, assess maintenance procedures (e.g. fire-breaks and infrastructure), staff capacity and training, inter-agency co-operation, biodiversity conservation determinants for control burns, legal responsibilities, information management and communication.

To manage fire

Strategies	Actions	Deliverables	Indicators	Time-frame	Implementation
Plan and implement controlled burns where necessary	<ul style="list-style-type: none"> Review fire-history records Assess the need and plan for controlled burns Identify areas burned too often 		Mosaic of vegetation of varying ages	Year 1 - 5	Environmental Management
Develop and implement a Fire Management Plan	<ul style="list-style-type: none"> Develop procedures and protocols for wildfires and control burns Assess maintenance procedures (e.g. fire-breaks and infrastructure) Assess and develop staff capacity and training Develop inter-agency co-operation during fires Collaborate with local authorities and landowners for the removal of alien trees from the urban edge 	Fire Management Plan Fire fighting infrastructure Firebreaks	Distribution of vegetation ages	Year 1- 5	Environmental Management Park Development & Planning

Strategies	Actions	Deliverables	Indicators	Time-frame	Implementation
	<ul style="list-style-type: none"> Identify biodiversity conservation determinants for control burns Determine and meet legal responsibilities Assess and enforce recreational fire-free zones for the Park Acquire the necessary infrastructure and equipment for fire management Implement fire protection measures for CPNP and local authority infrastructure Form Fire Protection Association(s) Explore registration of CPNP as a local authority i.t.o. National Veld and Forest Fire Act (1998) 		Frequency and extent of wildfires		
Maintain accurate fire history records for all areas of the Park	<ul style="list-style-type: none"> Update fire history records Develop monitoring programme for post-fire recruitment of aliens. 	Fire history		Year 1 – 5	Environmental Management Park Development & Planning
Promote the awareness of visitors and the general public on the periphery of the Park regarding their responsibilities in protecting their properties and the Park from accidental fires.	<ul style="list-style-type: none"> Establish and communicate legal responsibility regarding fire to land owners and neighbours Develop public communication campaign 	Records of communications	Property damage due to wildfires	Year 1 - 5	Environmental Management Social Ecology CD & T (Communications)

4.6 Cultural heritage resources management

The SANP Corporate Plan commits the national organisation to identify cultural resources within parks and devise strategies for managing these resources in collaboration with local communities [CP: SE 1.7].

The Cape Peninsula represents different “places” for different people and 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 the South African National Parks system or on the Cape Peninsula. Responsibilities regarding the management of cultural heritage resources are now defined within the National Heritage Resources Act (1999).

An essential part of managing cultural heritage resources is their rediscovery, research and documentation. This is seen as a priority for the CPNP over the next few years. Linking the Park's cultural heritage resources to their broader cultural context and their integration into the management of all aspects of park management are further immediate challenges.

To manage cultural heritage resources

Strategies	Actions	Deliverables	Indicators	Time-frame	Implementation
Identify, research and document information on tangible and intangible cultural heritage resources associated with the CPNP	<ul style="list-style-type: none"> Form cultural heritage working group Audit tangible and intangible heritage resources Collect and document oral information Develop a framework for interpretation Compile comprehensive spatial and non-spatial database on cultural heritage resources 	Database of cultural and heritage resources Framework for interpretation		Year 1 - 2	Social Ecology Park Development & Planning
Manage existing tangible and intangible cultural heritage resources	<ul style="list-style-type: none"> Develop overarching cultural heritage resources management plan Take steps to manage impacts on tangible cultural resources Identify priorities for restoration, stabilisation and rehabilitation, and integrate with CDF and local area plans Prepare site-specific management plans where required Restore priority sites 	Site-specific management plans		Year 2 - 5	Park Development & Planning Social Ecology Environmental Management
Develop materials, methods and facilities that develop an appreciation and respect for the diverse cultures and spiritual significance associated with the Park	<ul style="list-style-type: none"> Identify and prioritise the development of education facilities and materials Develop educational materials and facilities 	Interpretative facilities and materials		Year 2 - 5	Social Ecology CD&T

4.7 Community partnerships and benefits

The SANP Corporate Plan has a strong emphasis on the identification of development of community partnerships and benefits. SANP have undertaken to develop and nurture good relations with communities adjacent to national parks, and to take full account of local cultural values and resources in park development and management [CP: SE1].

Relationships of the CPNP with the broader Park Community are essential to the sustainability of the Park. The Park's neighbours need to derive benefits from the Park if they are to support it, in particular disadvantaged communities. The development of community partnerships relies on identifying areas of action that can result in sustainable relationships between the Park and surrounding communities. Placed in a metropolitan area, the Park has a great opportunity to promote meaningful involvement of volunteers.

To create a broader Park community, the CPNP will communicate effectively with stakeholders and develop relationships based on mutual respect and trust with communities and interest groups. Building on existing volunteer programmes and using the Park for environmental education will add to the sense of partnership. In terms of community benefits, the Park will identify and facilitate the delivery of benefits to adjacent and broader communities. Such benefits could include community access to Park opportunities educational, recreational use, economic opportunities, and cultural interpretation. The specific focus for the delivery of direct benefits must be with disadvantaged communities.

To promote community partnerships and benefits

Strategies	Actions	Deliverables	Indicators	Time-frame	Implementation
Create effective mechanisms for on-going communication with stakeholders.	<ul style="list-style-type: none"> Develop CPNP communication strategy Maintain stakeholder database Explore alternative communications mechanisms (publications, TV, Radio etc) 	Communicati on strategy Newsletter Stakeholder database Record of Communicati ons		Year 1-2	Social Ecology CD&T (Communication)
Develop mutually beneficial partnerships with communities and interest groups.	<ul style="list-style-type: none"> Identify potential partnerships Work in partnership with existing structures Set up new partnerships in collaboration with interested and affected parties 	Partnerships and joint projects		Year 1 –5	Social Ecology CD&T (Communications) Environmental Management
Develop volunteer programmes.	<ul style="list-style-type: none"> Identify areas for volunteer involvement Develop volunteer programme 	Volunteer programmes Training records of volunteers		Year 2 - 5	Social Ecology Environmental Management

Strategies	Actions	Deliverables	Indicators	Time-frame	Implementation
Develop an effective community education and awareness strategy	<ul style="list-style-type: none"> Ensure that visitor centres can be used as sites for experiential learning Develop links with environmental education networks to facilitate the development of education programmes Develop a Park file, linked to the school curriculum and linked to the web page, for teachers on how to use the Park as a learning resource Provide training for teachers 	Visitor centres with interpretive facilities Teacher training courses	Number of participating educators	Year 1- 5	Social Ecology Park Development & Planning Commercial Development & Tourism
Identify and enable access on an equitable basis to sustainable direct and indirect economic and other benefits derived through the Park.	<ul style="list-style-type: none"> Facilitate mechanism of accessing the Park for disadvantaged communities Assess the feasibility of developing the participation of neighbouring communities in conservation and tourism. Determine criteria for awarding contracts and benefits with emphasis on disadvantaged persons Provide support to Park contractors to become independent businesses Develop sustainability indicators for community projects 	Criteria for awarding contracts Sustainability indicators	Profile of those accessing Park opportunities (compared to social and economic profile of the region)	Year 1 -5	Social Ecology Environmental management CD&T

4.8 Co-operative governance

The Constitution of the Republic of South Africa Act (No 108 of 1996) regulates the relationship between SANP and national, provincial and local government. Section 40 binds these authorities to co-operative governance. The SANP is committed to formalising the involvement of civil society and other authorities within Park Committees [CP: SE1].

Implementing co-operative governance principles is a priority for the CPNP but is also a challenge given the diverse set of interests. As the Park is located in a metropolitan context, it is essential that co-operative relationships with all spheres of government and stakeholders contribute to the attainment of the vision and goals of the CPNP. The roles and responsibilities of the various authorities overlap, e.g. land use planning.

For the CPNP, developing co-operative governance systems will need to focus on improving relationships with government bodies and stakeholders. Participation in policy decisions and review of progress will happen through a representative and accountable Park Committee.

To promote co-operative governance

Strategies	Actions	Deliverables	Indicators	Time-frame	Implementation
Support a representative & accountable Park Committee with policy, review, monitoring and advisory functions	<ul style="list-style-type: none"> Seek clarity on TOR of PC Request timeous nomination procedure for new PC Plan for review of IEMS by PC Submit monthly reports to PC 	TOR Minutes of PC meetings Reports		Year 1 - 5	Management Team CD&T, Communications, Social Ecology, Environmental Management Park Development & Planning
Nurture co-operative relationships with local and provincial authorities and stakeholders.	<ul style="list-style-type: none"> Develop and maintain bilateral forums Develop local advisory/community forums where required 	Bilateral Forum records		Year 1 - 5	Park Development & Planning Social Ecology Environmental Management CD&T
Manage Park - CMA cross-boundary impacts	<ul style="list-style-type: none"> Identify and prioritise issues Develop action and response plans to manage cross-boundary impacts Collaborate on response plans for emergencies and disasters 	Emergency response plans		Year 1 - 5	Park Development & Planning Social Ecology Environmental Management CD&T
Co-operate with local authorities in defining and maintaining the urban edge and transitional zones	<ul style="list-style-type: none"> Participate in finalisation of Urban Edge Study Investigate determination of transitional zones and management guidelines Participate in investigation of Biosphere Reserve concept 	Urban Edge with management guidelines		Year 1 - 5	Park Development & Planning Environmental Management
Improve the management of municipal infrastructure in the Park.	<ul style="list-style-type: none"> Develop guidelines for the upgrading and maintenance of municipal infrastructure within the Park 	Guidelines Formal agreement with local authority		Year 1	Environmental Management Park Development & Planning
Communicate with the public to improve management of the Park-CMA interface.	<ul style="list-style-type: none"> Identify priority issues for communication Communicate with the public 	Communications dealing with Park-CMA interface		Year 1 - 5	Social Ecology Environmental Management CD&T

Strategies	Actions	Deliverables	Indicators	Time-frame	Implementation
Involve relevant stakeholders in decisions where their interests are affected.	<ul style="list-style-type: none"> Develop and apply criteria for involvement of stakeholders in strategic decision-making Initiate public involvement processes / communications to elicit stakeholder comment on strategic decision-making 	Criteria Public involvement processes or communications		Year 1 - 5	CD&T (communications) Social Ecology

4.9 Financial sustainability

In terms of the new SANP business strategy, all parks are now expected to operate as independent business units [CP: PM2], while making a contribution to the Head Office to offset overhead costs. National parks are expected to provide a high level of internal and public accountability for the use of resources through the use of accounting systems [CP: Fin2].

For the first few years of its life the Park will have the support of external funding from international and local authority sources over and above support received from the national body and the income it generates itself. External funding is expected to last through 2003 (e.g. Global Environment Facility support). The revenue side is contrasted with the high investment demand to establish the Park and significant operation costs to support visitor activities and alien clearing. Local authorities currently support the Park with funding of around R10 million per annum. This funding may cease to exist after 2003.

By 2003, and if the large grant contributions from the GEF and local authorities are not sustained, the CPNP will need to find a further R15 - 30 million per annum in order to cover its capital and operational budgets. To become financially sustainable, the Park will need to diversify its sources of income, increase revenue and improve financial management. Possible sources of increased revenue include grant funding, donations, tourism admission fees and revenues from commercial ventures.

To ensure financial sustainability

Strategies	Actions	Deliverables	Indicators	Time-frame	Implementation
Ensure financial accountability and align financial management system with that of the SANP system	<ul style="list-style-type: none"> Facilitate an annual independent audit of CPNP financial records Provide relevant financial information to field management Facilitate access to audited statements by the public 	Audited statements publicly accessible		Year 1 - 5	Financial Management

Strategies	Actions	Deliverables	Indicators	Time-frame	Implementation
Improve the management of financial resources	<ul style="list-style-type: none"> Align charges with markets Reduce expenditure by improving efficiency Prepare accurate and realistic annual budgets in consultation with management team that are in line with the SMP objectives Provide monthly financial reports timeously by cost centre Identify opportunities for outsourcing functions where this is most cost-effective 	Annual budgets Monthly budget reports	Charges for Park services Human resources costs as % of budget Number and type of outsourced functions	Year 1 - 5	Financial Management CD&T Park Development & Planning Social Ecology Environmental Management
Develop a robust and diverse income base	<ul style="list-style-type: none"> Identify sources of potential income: Grant funding and donations, entry tariffs, commercial developments, sponsorships, merchandising and product development, royalties from concessionaires, season tickets, etc. Develop procedure for environmental control in developing income base Support the establishment of trust funds for CPNP to receive grants and donations 		Profile of income sources Financial sustainability	Years 1 - 5	Management Team Financial Management CD&T
Actively market resources and services	<ul style="list-style-type: none"> Develop marketing strategy Develop marketing materials 	Number of marketing initiatives	Level of awareness of Park resources and services	Year 1 - 5	Financial Management CD&T

4.10 Visitor management and services

The SANP encourages appropriate access to tourism opportunities in parks that are based on ecological and cultural resources [CP: CT1]. Understanding the ecological and cultural-based tourism market, and providing a unique experience and high level of service are further objectives of the Corporate Plan [CP: CT2].

Cape Town is South Africa's most popular tourist destination. The CPNP is well known for its biodiversity, scenic beauty, unspoiled coastline, environmental education possibilities, and recreational opportunities. In 1999, a South African Tourism Board international market survey revealed that 38% of all overseas tourists to South Africa visit sites within the CPNP. The CPNP plays an important social role as a recreational resource for residents as well. The challenge is to provide a high level of service and to manage visitors in such a way that protects the resource that attracted them in the first place.

Underpinning the management of the CPNP is the maintenance of a balance between ecological, social and economic needs. In order to manage visitors effectively, the CPNP must ensure that: economic needs are met through visitor enjoyment (i.e. generating revenue); broader social needs are addressed (i.e. access to recreational, educational and employment opportunities); and, ecological protection is ensured (i.e. the basis of the tourism industry, natural and cultural resources, is protected).

To manage and service visitors

Strategies	Actions	Deliverables	Indicators	Time-frame	Implementation
Plan for and manage visitor facilities	<ul style="list-style-type: none"> Monitor and manage visitor numbers and their environmental impact Plan for and develop visitor facilities within CDF and local area plans Monitor visitor numbers Survey visitor opinions 	<p>Visitor survey results</p> <p>Visitor facilities</p>	Visitor impacts	Years 1-5	CD&T Park Development & Planning Social Ecology Environmental Management
Rationalise, develop and maintain the road, footpath, and bridle and bicycle path systems in the Park	<ul style="list-style-type: none"> Review road, footpath, bridle and bicycle path system in Park Prioritise path and road development, decommissioning and maintenance Develop path specifications and establishment and maintenance costs Regular inspections of public footpaths Prepare schedule of road repair and reconstruction requirements Evaluate signage in terms of needs and aesthetics Implement signage system Develop contractor capacity 	<p>Revised map of path and road systems</p> <p>Signage and road maintenance schedule</p>	Condition of path and road systems	Years 1-3	CD&T Park Development & Planning Environmental Management
Strive to ensure visitor safety	<ul style="list-style-type: none"> Outsource security management Appoint and train volunteers Establish collaborative relationships with policing authorities Liaise with local authorities and stakeholders on security issues 		Number of reported crime incidents	Year 1 – 5	Environmental Management Social Ecology
Promote and manage access to the Park	<ul style="list-style-type: none"> Set management guidelines for different use zones Provide season ticket and special user discounted rates to enable equitable access Monitor pay access points and control access where required Identify areas requiring special management strategies and protection from visitor use Facilitate access for disadvantaged groups on request 	<p>Mechanisms for discounted access</p> <p>Use Zone</p> <p>Map with management guidelines</p>	<p>Visitor numbers</p> <p>Profile of users</p> <p>Profile of discount opportunities</p>	Years 2-4	CD&T Park Development & Planning Social Ecology Environmental Management Financial Management

Strategies	Actions	Deliverables	Indicators	Time-frame	Implementation
Manage visitor activities	<ul style="list-style-type: none"> Determine and manage appropriate activities for different zones and local areas through CDF process Train visitor management staff to regulate and assist visitors of the Park Develop volunteer programme for visitor management Provide visitor information and signage Identify and register all organised user groups and develop Codes of Conduct Identify and manage impacts associated with different uses 	CDF Training records Volunteer programme Interpretive signage Codes of Conduct Register of user groups	Adherence to codes of conduct	Year 1 - 5	Park Development & Planning Social Ecology Environmental Management CD&T

4.11 Commercial operations management

The Corporate Plan encourages the involvement of the private sector in the provision of tourism services. Managing the impact of commercial tourism operations is also a key objective of Park management [CP: PM 1.2, 1.6, 1.7, 1.12].

Commercial operators potentially offer an important source of income for the Park, but at the same time their operations can have negative environmental impact. Three major categories of commercial operators associated with the CPNP are contractors, leaseholders and operators.

While ensuring the protection of biodiversity and cultural resources, the CPNP will seek opportunities for the involvement of small, medium and micro-enterprises and disadvantaged communities in commercial operations. Furthermore, operators and leaseholders can contribute to Park income through the establishment of agreements for the payment of registration fees or a percentage of income.

To manage commercial operators

Strategies	Actions	Deliverables	Indicators	Time-frame	Implementation
Manage environmental impact of all commercial operators in the Park	<ul style="list-style-type: none"> Develop and enforce Code of Conduct for all commercial operators in the Park Monitor commercial operators in the Park. Limit/prevent commercial operators in sensitive areas. Limit number of commercial operators where necessary Evaluate performance of commercial operators, including their impact on visitor experience 	Code of Conduct	Adherence to code of Conduct Level of environmental impact of commercial operators Visitor experience	Year 1 -5	CD&T Social Ecology Environmental Management Financial Management

Strategies	Actions	Deliverables	Indicators	Time-frame	Implementation
Release commercial opportunities in an equitable manner	<ul style="list-style-type: none"> Focus on SMME's in the release of commercial opportunities Identify opportunities for commercial operations through franchising, subcontracting, community-driven enterprises, joint ventures, apprenticeships and employment 		Variety and number of opportunities released to SMME's	Year 1 - 5	CD&T Social Ecology Environmental Management Financial Management
Manage contractors	<ul style="list-style-type: none"> Identify opportunities for the involvement of contractors Develop base of emerging contractors through training Develop specifications (cost, method and environmental performance) for all contract activities 	Contract specifications Database of contractors	Variety and number of opportunities offered to contractors Profile and skills of contractors	Year 1 - 5	CD&T Social Ecology Environmental Management Financial Management
Manage leaseholders within the Park	<ul style="list-style-type: none"> Identify opportunities to involve disadvantaged individuals as leaseholders Ensure adequate contribution of profits to Park from leaseholders Develop environmental performance components to contracts Develop EMPs for concessionaires where appropriate 	Contract specifications EMPs	% of income derived from leaseholders Profile of leaseholders	Year 1 - 5	CD&T Social Ecology Environmental Management Financial Management
Manage commercial operators in the Park	<ul style="list-style-type: none"> Complete inventory of operators in the Park Establish registration system, including collection of fees Develop and enforce Codes of Conduct and where appropriate, implement environmental performance contracts for operators in the Park Where the Park allows access to sensitive areas, formalise agreements with operators Monitor operators Restrict access by operators where necessary 	Inventory of commercial operators Code of conduct Formal contracts or agreements	Adherence to codes of conduct	Year 1 - 5	CD&T Social Ecology Environmental Management Financial Management

4.12 Institutional development

The SANP aims to achieve a people complement that is effective in meeting the organisation's needs that draws on the potential and capacity of a diverse and talented community [CP: HR1]. The Corporate Plan requires parks to operate as efficient business units [CP: PM2.1].

Institutional development supports all of the other strategic objectives of the Park. Essential parts of developing the CPNP as an organisation are staff development and training and developing a learning organisation.

Priorities in institutional development are the implementation of a training system for staff, contractors and volunteers, the implementation of an employment equity plan, structural transformation, and the implementation of the IEMS. The implementation of the IEMS enables continual improvement through implementation, review and adaptation. The IEMS will also ensure that the environmental impacts associated with operations of the Park are avoided where possible or minimised.

To ensure institutional development

Strategies	Actions	Deliverables	Indicators	Time-frame	Implementation
Train staff, contractors and volunteers	<ul style="list-style-type: none"> Identify training needs Develop training programme Implement training programme Maintain training records Evaluate performance of staff, contractors and volunteers 	Training records	Performance evaluations	Year 1 - 5	Financial Management Social Ecology Environmental Management
Implement an employment equity strategy.	<ul style="list-style-type: none"> Identify employees from disadvantaged communities within the Park with potential for fast-tracking Encourage promotions from within staff Direct employment drives at disadvantaged groups 	Park staff representative of regional community	Profile of Park staff	Year 1 - 5	Financial Management Environmental Management
Review current organisational staff structure to ensure effective implementation of the Management Policy	<ul style="list-style-type: none"> Review and change, if necessary, current staff structure Establish competence criteria for key functions 	Organogram Job descriptions Performance appraisals		Year 1 - 3	Financial Management
Implement IEMS	<ul style="list-style-type: none"> Implement plans Apply procedures Monitor performance Annual Systems audits Review of system and policy on a five year basis Update legal information 	Plans Procedures Monitoring records Audits Review Up to date legal information		Year 1 – 2	Park Development & Planning Social Ecology Environmental Management CD&T Financial Management

Strategies	Actions	Deliverables	Indicators	Time-frame	Implementation
Identify and manage operational impacts resulting from operations and develop and update management procedures in order to avoid or minimise such impacts.	<ul style="list-style-type: none"> Identify operational impacts Develop management procedures Update management procedures where necessary 	List of operational impacts Procedures		Year 1 – 3	Environmental Management Park Development & Planning CD&T Social Ecology
Investigate the development of a Park-specific set of regulations in accordance with the National Parks Act.	<ul style="list-style-type: none"> Maintain up-to-date information on all aspects and applications of the National Parks Act, including feedback on operations undertaken in terms of the Act Recommend modification of the legislation as appropriate, to meet the current needs to the Park and with input from Park Committee Develop recommendations to SANP Directorate for writing Park-specific regulations 	Gazetted set of regulations for CPNP		Year 1 – 3	Park Development & Planning
Ensure that data required to inform management decisions are effectively integrated and accessible	<ul style="list-style-type: none"> Establish and maintain a GIS-based database of Park information to facilitate strategic and operational decision-making Develop user-friendly applications for Park staff Create a computer network infrastructure integrating SANP corporate and CPNP requirements Provide ongoing technological support to optimise the Park's efficiency 	Park database Applications Network Hardware and system		Year 1 – 5	Park Development & Planning