Agulhas National Park

Park Management Plan

2009 – 2013

24 February 2009

Version 4.0

For: Stakeholder Comment

South African
NATIONAL PARKS

Glossary

Alpha Diversity: the biodiversity within a particular area, community or ecosystem
Beta Diversity: measure of biodiversity which works by comparing the species diversity between ecosystems or along environmental gradients
Endemism: unique or confined to a specific place
Edaphic: plant communities that are distinguished by soil conditions
Endorheic: a closed drainage basin that retains water and allows no outflow to other bodies of water such as rivers or oceans

Acronyms

ABI: Agulhas Biodiversity Initiative
BA: Basic Assessment (in terms of listed activities identified in terms of sections 24 and 24d of the National Environmental management Act, 1998)
BBBEE: Board Based Black Economic Empowerment
CFR: Cape Floristic Region (Also known as the Cape Floristic Kingdom)
TPC: Threshold of Potential Concern
DEAT: Department of Environmental Affairs and Tourism
EIA: Environmental Impact Assessment (in terms of listed activities identified in terms of sections 24 and 24d of the National Environmental management Act, 1998)
GEF: Global Environmental Facility
HIA: Heritage Impact Assessment
IDP: Integrated Development Plan (refers to the Municipalities)
NEM: PAA: National Environmental Management : Protected Areas Act (As Amended) Act 57 of 2003
PPP: Public Private Partnership
SANParks: South African National Parks
SDF: Spatial Development Framework (refers to the Municipalities)
SMME: Small, Medium and Micro Enterprise

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EXECUTIVE SUMMARY

SANParks has developed a Biodiversity Custodianship Framework to plan, integrate, implement and review the biodiversity conservation, tourism and constituency building components that make up its core business, whilst ensuring continual learning and compliance with the Department of Environmental Affairs and Tourism norms and standards. The Agulhas National Park is a new and developing Park and the first sections were proclaimed on the 23rd of September 1999. The rationale for establishing the Agulhas National Park was succinctly set out in the original studies and submissions towards the founding of a National Park on the Agulhas Plain. The key intention of the Park is to protect the lowland Fynbos and exceptional wetland systems; the unique geographic location at the southern tip of Africa where the Indian and Atlantic Oceans meet; to protect the diverse marine life along the coast and to manage the cultural historical features of the area.

The Agulhas National Park has a Mediterranean-like climate with hot, dry summers and cold, wet winters. Cape Agulhas is the windiest area, year-round, along the South African coast. Prevailing winds are westerly in winter, and easterly in summer. Sea temperatures are relatively cool all year round.

The terrestrial vegetation is the most significant component of the biota of the Park and its protection is vital for the conservation of Fynbos in South Africa. The diversity of habitat types, wetland ecosystems, Red Data plant species and local endemics is unmatched in the Cape Floristic Region. The Park has at least four vegetation units with high conservation status. These are Central Rũens Shale Renosterveld (Critically Endangered), Elim Ferricrete Fynbos (Endangered), Agulhas Sand Fynbos (Vulnerable) and Cape Inland Salt Pans (Vulnerable). The Agulhas Plain has very high spatial turnover in diversity (beta diversity) and the most pronounced soil-controlled (edaphic) endemism in the world. Species richness values equal those of tropical rain forests. The area has approximately 2,500 species of indigenous plants including 112 of which are endemic to the area, and over 110 Red Data Book species.

Complementing the regions' biodiversity, the Agulhas Plain has an exceptionally rich archaeological and cultural heritage. The archaeological sites along the coast originate from the era of Khoisan migration and settlements dating back the to the Late Stone Age (20 000 years ago). A smaller number of Middle Stone Age (i.e. between 200 000 and 20 000 years ago) tools and occasional Early Stone Age (i.e. the period between 2 million and 200 000 years ago) tools have also been found. Numerous shipwrecks of early explorers attempting to conquer the wild seas off the southern tip of Africa dot the coastline. Many national monuments are found in the area, such as the historical Cape Agulhas lighthouse that is the 2nd oldest in South Africa and has been in operation since 1849, historical buildings such as the water mill at Elim and certain homesteads that reflect the European influence of the region.

In conjunction with the Agulhas National Park Forum, a Desired State of the Park, comprising a Park Vision and goal-orientated Management Objectives, was developed. The management programs to achieve the Desired State of the Park fall into 5 broad categories, i.e. Biodiversity Management, Heritage Management, Tourism Management, Conservation Constituency Building and Effective Park Management.

i) Biodiversity Management
The Park consolidation strategy seeks to establish (i) a Core Conservation Area (29,000 ha) under SANParks management with (ii) a further 95,400 ha under conservation management through stewardship type agreements and (iii) and over the next three years, through a public process, a Marine Protected Area. Additional management activities include the management of alien plants and animals, undertaking appropriate fire management, rehabilitation of transformed areas, management of rare and endangered species, cooperative management of the fresh water systems and appropriate translocation and re-introduction of species.

ii) Heritage Management
The management of heritage resources continues with the research and mapping of these resources into an integrated park management database. This will form the basis of a Heritage Conservation Management Plan for the Park. Flowing from this plan, key sites will be rehabilitated for interpretation and tourism activities.

iii) Tourism Management
The Park Use Zoning has been updated to reflect the new land portions that have been included into the Park. The Park plans to concentrate on unlocking the tourism potential of the southern tip of Africa and the Cape Agulhas Lighthouse precinct. The new rest camp at Pietie se Punt and a number of renovated Farmsteads should become operational in 2009/10. The Park will focus on introducing appropriate tourism activities associated with this tourist accommodation.

iv) Conservation Constituency Building
The Park's stakeholder relationship management program aims to contribute meaningfully to the quality of life of local communities by linking the management of the Park with the social and economic activities of the neighbouring communities in ways that both develop and maintain healthy mutual trust and interdependence. The aim of the Park's environmental education program is to stimulate appreciation of the natural environment. The program is based at Bosheuwel and the Heritage Centre at the Lighthouse precinct. A local economic development program aims to contribute to the economic, social and physical well-being of the community living around the Park through entrepreneurial opportunities, poverty alleviation programs and skills development.

v) Effective Park Management
The effective management of the Agulhas National Park includes (i) proactive Risk Management, through an Integrated Environmental Management system, (ii) research, monitoring and evaluation of a range of management threats both internal to and external to the Park, (iii) proactive budgeting and obtaining additional funding, and (iv) developing the Parks staffing capacity to undertake new functions (e.g. marine management) that are required by the park to achieve its desired state.

The essential feature of the adaptive management system employed by SANParks to monitor the success of its biodiversity custodianship, is the iterative way in which it enables continual improvement in the management of each park through annual and five-year review cycles. The SANParks review process also employs the Balanced Scorecard system to measure the achievement of Management Objectives.

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OVERVIEW OF THE SANPARKS MANAGEMENT PLANNING PROCESS

South African National Parks (SANParks) has adopted an overarching park management strategy that focuses on developing and then managing towards a 'desired state' for a national park. The setting of a park's desired state is done through an adaptive planning process (Rogers 2003) and in conjunction with stakeholders. The term 'desired state' is now entrenched in the literature, although it is important to note that it refers to a 'desired set of varying conditions' rather than to a static state. This point is reinforced in the SANParks values (SANParks 2006) that accept that change in a system is ongoing and desirable. Importantly, a desired state for a park is also not based on a static vision, but rather seeks refinement through ongoing learning and continuous reflection and appropriate adaptation through explicit adoption of the Strategic Adaptive Management approach.

The desired state of a park is the park's longer-term vision (30-50 years) translated into sensible and appropriate objectives through broad statements of desired outcomes. These objectives are derived from a park's key attributes, opportunities and threats and are informed by the context (international, national and local) that jointly determines and informs management strategies, programmes and projects. Objectives for Agulhas National Park were further developed by alignment with SANParks corporate strategic objectives, but defining them in a local context in conjunction with the Park Forum. These objectives are clustered or grouped into an objectives hierarchy that provides the framework for the Park Management Plan. Within the Park Management Plan only the higher level objectives are presented. However, more detailed objectives, down to the level of operational goals, have been (or where necessary are currently being) further developed in conjunction with key stakeholders and specialists.

This approach to the management of a national park complies with the requirements of the National Environment Management: Protected Areas Act No. 57 of 2003 (NEM: PAA). Overall, the Park Management Plan forms part of a National Planning Framework for protected areas as outlined in figure 1. A park's Management Plan is thus not formulated in isolation of National legislation and policies. The Management Plan complies with related national legislation such as the National Environmental Management: Biodiversity Act, national SANParks policy and international conventions that have been signed and ratified by the South African Government.

Overall, the SANParks Coordinated Policy Framework provides the overarching framework for all Park Management Plans (available on the SANParks website). This policy sets out the ecological, cultural, economic, technological, social and political environments of national parks at the highest level. In accordance with the NEM: PAA, 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.

The key functions of the Park Management Plan is 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 that enables the evaluation of progress against set objectives;
- be a document that can be used to set up key performance indicators for Park staff; and

- specify the intent of the Park, and provide explicit evidence for the financial support required to operate the Park.

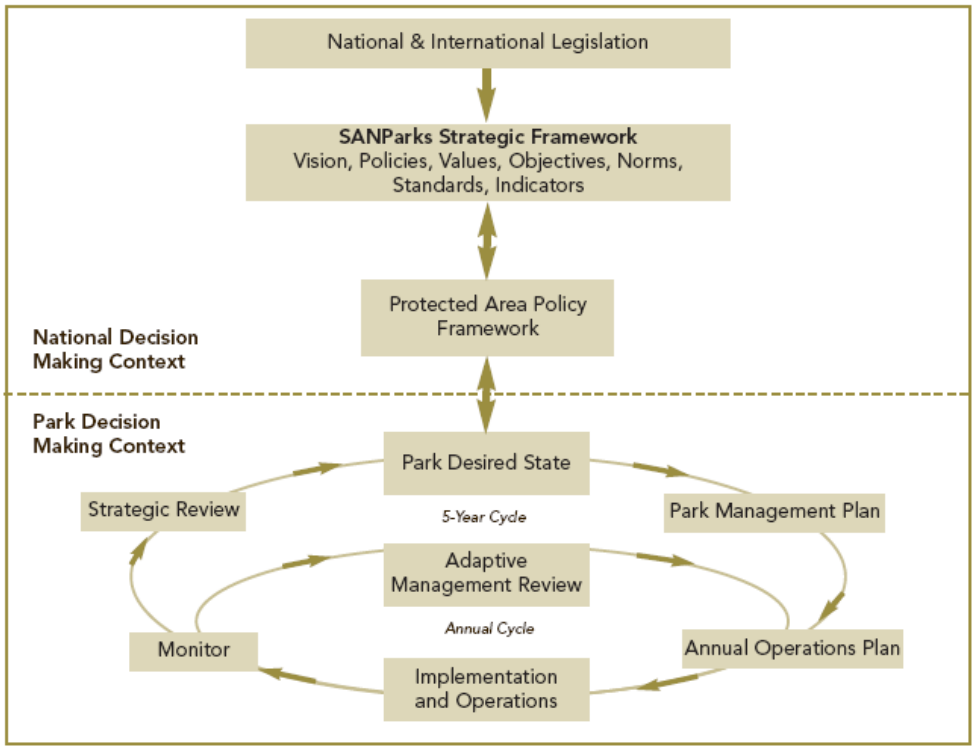

Figure 1: Protected Areas planning framework

This Management Plan for Agulhas National Park comprises three broad sections:

- An outline of the context/background and desired state of the Park and how this was determined;
- A summary of the management strategies, programmes and projects that are required to move towards achieving the desired state (although these strategies, programmes and projects can extend over many years, the management focus until 2014 is presented). This section focuses on critical strategic park management issues, operationalisation and integration, and reflection on achievements to ensure that the longer-term desired state is reached; and
- A summary of the Strategic Adaptive Management process that the Park plans to implement to ensure that the Park achieves its management objectives.

1. PARK CONTEXT AND DESIRED STATE

1.1. Park Background

Purpose of the Park

The purpose of the Agulhas National Park was succinctly set out in the original studies and submissions towards the establishment of a National Park on the Agulhas Plain (Hanekom et al 1995). The key intention of founding the Park was to protect the lowland Fynbos, especially the Central Rŭens Shale Renosterveld (Critically Endangered), Elim Ferricrete Fynbos (Endangered), the unique wetland systems, the unique geographic location at the southern tip of Africa where two oceans meet, and to protect the diverse marine life of the area.

In alignment with the NEM: PAA the current purpose of the Agulhas National Park is to:

- Protect nationally and internationally important biodiversity areas, scenic areas and cultural heritage sites;
- prevent exploitation or occupation inconsistent with the protection of the ecological integrity of the area;
- allow spiritual, scientific, educational, recreational and tourism opportunities which are environmentally compatible; and
- contribute to economic development.

Declarations and Name

The Agulhas National Park was proclaimed as such on the 23rd of September 1999 (Government Gazette No. 20476) with further proclamation of areas under SANParks management again on the 17th of October 2003 (Government Gazette No. 25562). The Park started as a 4 ha portion of land at the southern tip and has grown through the addition of 36 portions, bringing the area of the Park to 20,959 ha in January 2009.

Location, extent and airspace

The Agulhas National Park is a new and developing national park situated on the Agulhas Plain in the Overberg region of the Western Cape Province. The geographic area of the Agulhas Plain covers an area from the Klein River mouth to the Breede River of approximately 270,000 ha. The Agulhas Plain is the southern most portion of the Cape Floristic Region (CFR), an area of exceptional floristic diversity and endemism. The area was once covered by many different forms of Fynbos, wetlands and coastal Renosterveld vegetation, but it is currently severely threatened by alien plant infestation and fragmented by agriculture and urban development.

The Park lies about 260 km south east of Cape Town and 37 km south-west of Bredasdorp. It covers and area of approximately 72 km from town of Gansbaai (34º 35' S, 19º 21' E) in the west to Struisbaai (34º 49' S, 20º 03' E) in the east and length and extends between 7 and 25 km inland from the coastline that forms the southern boundary covering an area of 20,959 ha (Map 1). The Park straddles the southernmost tip of Africa with the Atlantic Ocean to the west and Indian Ocean to the east. The airspace above the park (to an altitude of 1,010.6m / 3,512.0 feet above sea level) is also regulated by the NEM : PAA. Previous to the establishment of the Park, the airspace

above the park was not restricted and has been used as part of the Overberg Test Range flight paths. Park management is working with the Department of Defence to determine appropriate flight paths over the Park.

Judicially the Park falls within the Overberg District Municipality and abuts two local municipalities, i.e. Overstrand Municipality, with Hermanus as the administrative centre and the Cape Agulhas Municipality with Bredasdorp as the administrative centre.

Topography, Geology and Soils

The Agulhas coastal plain, a remnant of an ancient wave-cut platform, is covered primarily by calcareous sands of the Tertiary age. The coastal mountains are Cape Fold Belt sandstone, capped in sections by limestone (Raimondo & Barker 1988). Inland of these mountains are the undulating plains, comprised largely of Bokkeveld shale, which together with Cape Fold Belt sandstone are part of the Cape Supergroup System. Two fairly broad bands of the Malmesbury formation occur near Viljoenshof and Baardskeerdersbos. The shoreline of the Agulhas coast has both rocky (60 km) and sandy (45 km) beaches, followed by sand dunes, including rare hummock-blowout and playa-lunette dunes between Brandfontein and Cape Agulhas. North of these dunes is a sandy, flat coastal plain with numerous marshes, vleis and pans. The topography of the limestone hills rises to a maximum of 500 m above the coastal plain and has small to large vertical cliff faces and a diversity of slope and aspect combinations. The highest point in the Park is 309.0 metres above sea level on Waterford (Map 2).

Soils are varied and five major land systems occur in the area, namely i) Die Dam system, occurring along the coast and having medium to coarse sands, ii) the Moddervlei system, restricted to the eastern part of the area and having a bisequel, duplex profile with alluvial or colluvial topsoils over residual or transported clays, iii) the Elim system, occurring primarily in two bands near Viljoenshof and Baardskeedersbos and consisting of non-hydromorphic duplex soils, iv) the Hagelkraal system, situated near Hagelkraal, Soetanysberg and Heuningrug and having shallow, well drained, grey calcareous sands, and v) the Bredasdorpberge system, occurring mainly in the western half of the area and consisting of acidic, highly leached, moderately to excessively drained soils.

Climate

The region has a Mediterranean climate – hot, dry summers and cold, wet winters. The mean annual air temperature is ca. 15 ºC, while the annual rainfall varies between 400 and 600 mm, with 60 – 75 % of the precipitation occurring between May and October. Prevailing winds are westerly in winter and easterly in summer. Cape Agulhas is the windiest area along the South African coast year-round, with the least calm days. Sea temperature averages between 21 ºC in summer and 14 ºC in winter. Cold-water upwelling may occur in summer, causing marked declines in sea surface temperatures.

Hydrology

The Agulhas Plain is unique in that a wide variety of wetlands (freshwater springs, rivers, estuaries, floodplains, lakes, vleis and endorheic pans) occur in the area (Map 2). This contributes to a high diversity of wetland plants and aquatic invertebrates. These wetlands attract over 60 water bird species and

over 21,000 migrant and resident wetland birds annually, with the highest numbers recorded at Soetendalsvlei, followed by Uilkraals River estuary and Voëlvlei.

Flora, fauna and marine

The terrestrial vegetation is the most significant component of the biota of the Park and its protection is vital for the conservation of Fynbos in South Africa. The diversity of habitat types, wetland ecosystems, Red Data plant species and local endemics is unmatched in the Cape Floristic Region. The Park has at least four vegetation units with high conservation status. These are Central Rŭens Shale Renosterveld (Critically Endangered), Elim Ferricrete Fynbos (Endangered), Agulhas Sand Fynbos (Vulnerable) and Cape Inland Salt Pans (Vulnerable) (Map 3). The Agulhas Plain has very high beta diversity (spatial turnover in species) and the most pronounced soil-controlled (edaphic) endemism in the world. Species richness values equal those of tropical rain forests. The area has approximately 2,500 species of indigenous plants, including 112 species endemic to the area and over 110 Red Data Book species.

The regions fauna is less well known than the flora. Limited studies on invertebrates point to exceptionally high diversity of aquatic invertebrates and at least three Red Data Book listed butterflies. This is in contrast to the freshwater fish of which there are only three species of which one is Red Data Book listed. Of the 15 amphibian species thought to occur on the Agulhas Plain, three species (Cape platanna *Xenopus gilli*, Micro frog *Microbatrachella capensis* and Western leopard toad *Bufo pantherinus*) are Red Data Book listed. To date, twenty-four reptile species have been recorded, and a further twenty-two species are likely to occur on the Agulhas Plain. Two species (Yellow-bellied house snake *Lamprophis fuscus* and the Southern dwarf adder *Bitis armata*) are Red Data Book listed. The avifauna of the region is diverse with 230 bird species being recorded, of which 11 are Red Data Book species. Significant populations of blue cranes and, to a lesser extent, the vulnerable Stanley's bustard, breed on the inland plains. Of the 81 terrestrial mammals known from the Cape Floral Kingdom, 65 species have been recorded or are likely to occur on the Agulhas Plain. The majority of these are rodents (21 species) and small carnivores (14 species). This includes four mammal species classified as vulnerable, amongst others the bontebok (*Damaliscus pygargus ssp. pygargus*) is the least common antelope in southern Africa.

The Agulhas coast is also an area of exceptional marine, coastal and estuarine biodiversity. The Park lies at the extremities of Indian (Agulhas bioregion) and Atlantic (South Western Cape bioregion) oceanic systems and supports a highly diverse fauna and flora including many endemic species. The number of different species harvested for commercial and recreational usage is well over 100, and ranges from fish to shellfish and seaweed, including rock lobster, abalone and line fish.

Cultural Heritage

The Agulhas Plain is an exceptionally rich archaeological region. The discovery of stone hearths and pottery, together with shell middens, ancient fish traps and other sites along the coast, link the archaeological deposits with the era of Khoisan migration and settlements dating back the to the Late

Stone Age (20 000 years before pre-colonial history in southern Africa). A smaller number of Middle Stone Age (i.e. between 200 000 and 20 000 years ago) tools and occasional Early Stone Age (i.e. the period between 2 million and 200 000 years ago) tools have also been found.

Numerous shipwrecks of early explorers attempting to conquer the wild seas off the southern tip of Africa dot the coastline. Many national monuments are found in the area, such as the historical Cape Agulhas lighthouse that is the 2nd oldest in South Africa and has been in operation since 1849, historical buildings such as the water mill at Elim and certain homesteads that reflect the European influence of the region.

Social context

There are eight major urban settlements in the AP area, namely Struisbaai, Stanford, Gansbaai, Bredasdorp, De Kelders, Pearly Beach, Arniston and Agulhas, as well as four smaller villages and informal communities, divided into two municipalities (Overstrand and Cape Agulhas). About 60% of the region's estimated 45,000 inhabitants live in rural areas, with a mean population density of 6/hectare. However, there has recently been, as measured in 2004, a tendency towards urbanization. According to the 2008 IDP for the region, unemployment levels rose between 1996 and 2001 in both the Overstrand Municipality (10.6% in 1996 to 21.7% in 2001) and the Cape Agulhas Municipality (8.9% in 1996 to 14.7% in 2001).

Most of the land is under private or communal ownership and is used mainly for commercial agriculture. Four main categories of landuse have been identified: livestock farms (40%), Fynbos wild-flower farms (28%), conservation areas (22%), and mixed farms (10%). It is estimated that approximately 74% of the Agulhas region is still covered by natural vegetation that has not been transformed by agriculture (Heydenrych, 1999).

1.2. Agulhas National Park's Desired State

Purpose of a Desired State for a Park

The intent of setting a 'Desired State' is to guide park management towards achieving the well-being of the ecological, economic and social environments of the Park. The process to determine the desired state for Agulhas National Park involved: reviewing the Park's Vision, understanding the operating values and principles, evaluating the Park's key attributes and determining high-level management objectives. This process was done in conjunction with the current Park Forum. The management objectives then guide the formulation of management strategies and programs that are required to achieve the desired state. As such, the Park Vision and high-level objectives reflect the essence of what the Park is aspiring to achieve.

Park Vision

To implement and promote the conservation, management and sustainable use of the unique marine, terrestrial and aquatic biodiversity and cultural heritage of Agulhas National Park, in order to maintain or repair its spirit of place at the Southern Tip of Africa, through working together in a manner that

benefits the regional social dynamic and economy for present and future generations.

Operating Values & Principles

Park Operating Values

The Park's values are deeply-held beliefs that guide the formation of principles for decision-making and action, and are inherited from SANParks' Conservation values. These values include:

- Respecting 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. Respecting the interdependency of the formative elements, the associated biotic and landscape diversity, and the aesthetic, cultural, educational and spiritual attributes. Leveraging all these for creative and useful learning.

- Striving 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.

- Managing with humility the systems under our custodianship, recognising and influencing the wider socio-ecological context in which we are embedded.

- Striving to maintain a healthy flow of ecosystem and cultural goods and services (specifically preserving cultural artefacts), and to make these available, through access to national parks, thereby promoting enjoyment, appreciation and other benefits for people

- When necessary, intervening 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.

- Acknowledging 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.

Park Operating Principles

Principles are the ways of thinking that guide the management of the Park. These principles include:

- We have a deep and consistent respect for each other and our cultures, and have a co-operative and participative approach to conserving the biodiversity and cultural heritage of Agulhas National Park.

- We approach our role as custodians of Agulhas National Park in a professional, equitable, transparent and accountable manner.

- The management of Agulhas National Park is transparent, adaptive, flexible and service orientated. It is based on the integration of all relevant, available knowledge.

Key Park Attributes

The key park attributes are the important characterises and/or properties of the Park that concisely describe the key features of the Park. Currently the Park has 10 attributes that are vital to the approach by which it is managed. The issues facing management for each attribute are presented in Table 1 and form the platform from which the Parks' management objectives, strategies and programs are developed. The key attributes are:

- The Park is *non-contiguous and fragmented* and *requires consolidation* to achieve sustainability. The Park forms a Core Conservation Area to the surrounding Special Managements Areas;
- The Park boasts *exceptional globally important biodiversity* and *unique ecological* systems;
- The Park is *rich in historical* and *cultural heritage*;
- The Park must realise *sustainable and equitable resource management*;
- The Park has an *involved Park community* in both issues pertaining to the Park and to the broader conservation management of the landscape;
- The Park has undertaken an *integrated conservation & tourism development* program to facilitate *visitor management* to realise its full conservation and tourism potential;
- The Park has *a developing awareness, education and training program facilities and requires adequate resources*;
- The Park *is developing a holistic research, monitoring and information management program*;
- As a new Park, it is actively *developing Park capacity* and *institutional growth*;
- The Park is *striving for financial sustainability* through sound financial management.

Formulation of Park Management High Level Objectives

The management objectives (Figures 2a-c) of the Park are set with the intention of overcoming the perceived management challenges (Table 1) facing the Park and moving towards achieving the Park's Vision. The management requirements were determined by looking at the determinants of, constraints and threats to, the vital attributes of the Park. The management objectives are grouped into 2 broad categories. The first are those objectives relating to the delivery of the core park operations and the mandate of SANParks (e.g. Biodiversity Management), while the second set are those objectives of a generic nature (e.g. Financial Management) that are required to effectively manage the Park. These objectives can be further detailed and elaborated on to form a hierarchy of objectives.

Table 1: Agulhas National Park Key Management Challenges.

Park Attribute	Factors to be considered pertaining to the Park Attribute
The Park is non-contiguous and fragmented and requires consolidation to achieve sustainability	• Previous state land resettlement in the area, when the Overberg Military Base was established in the 1960's, results in a negative attitude to State land consolidation; • There is the perception of SANParks as 'land hungry' as part of the establishment of the Park process; • Escalation of land prices of key properties, or competing land uses have higher land values; • Loss of conservation land to urban development and inappropriate/unsustainable urban interface; • There is a range of stakeholder views to the establishment of the MPA. • Perception that access to the coast and other areas with be unreasonably restricted
The Park boasts exceptional globally important biodiversity and unique ecological systems	• Loss of connectivity with the broader landscape through external landscape change thus impacting on broad biodiversity patterns (spatial distribution of species and habitats) and ecological processes (ecological and evolutionary); • Lack of information and management strategies for conserving threatened or unique habitats or threatened, rare, endemic or important indigenous species; • Population viability or meta-populations of locally indigenous faunal species are threatened or greatly reduced; • Eradication and/or control of invasive and non-invasive alien fauna (animals) and flora (plants); • Unsustainable, legal and illegal, resource-use of land and marine resources; • Trans-boundary pollution threats from terrestrial, (e.g. fertilizers) and aquatic (e.g. oil) sources; • Increasingly unnatural fire regimes (size and frequency); • The potential effects of climate change on the Park are largely unknown.
The Park is rich in historic and cultural heritage	• Local knowledge is dying out and being diluted before it is formally captured; • Perceived lack of coordination in the collation, archiving and dissemination of the cultural heritage of the Park; • Different perceptions exist of entitlement and mandate to "control" the heritage amongst the community and authorities; • A limited budget for maintenance in the face of theft, removal and general deterioration of the physical heritage; • Development that conflicts with heritage architecture; • Potential conflict between biodiversity and cultural heritage management objectives with respect to shaded / cultural landscapes vs pristine Fynbos; • SANParks has capacity, competency and expertise to implement heritage plans.
The Park must realise sustainable and equitable resource management	• Identify which species can be used by for sustainable resource programmes in accordance with SANParks Resource Use Policy; • Management of illegal marine resource use, i.e. Abalone (*Haliotis midae*), and commercial resources, e.g. Kelp (*Ecklonia maxima*); • Identification and promotion of sustainable nature-based tourism products / functions within the Park; • Mixed trust and awareness of potential benefits across stakeholder base; • The Park has currently no explicit plan for partnerships and realistic sharing of benefits.
The Park has an involved Park community in both issues pertaining to the Park and to the broader conservation management of the landscape	• A lack of equitable capacity to deliver potential private/public partnerships within the current stakeholder base; • Some SANParks corporate policies have an inhibitory effect on the successful functioning of potential partnerships with stakeholders; • Lack of understanding of the mandate, role and function of National Parks; • There is a perception that stakeholder participation processes are not well managed; • Need to expand the scope of the Parks volunteer programme.
The Park has undertaken an	• The preservation of the unique Spirit of Place by managing noise and visual intrusions from roads and urban development at the lighthouse precinct and

Park Attribute	Factors to be considered pertaining to the Park Attribute
integrated conservation & tourism development program to facilitate visitor management to realise its full conservation and tourism potential	southern tip; • There is a limited regional network perspective between the local tourism role-player; • Conflicting management agendas between organisations is stunting growth potential; • Incomplete understanding of the intended market for visitors to the Park and surrounding area; • Limited infrastructure (e.g. roads, trails, view points) and nature-based activities within the Park and its surroundings; • Potential for uncoordinated and inappropriate development and access within and surrounding the Park as well as conflicting user activities within the Park; • Need to ensure continued safety and security of visitors to the Park; • Facilitate reasonable access to the Park and it's facilities for disabled and elderly people; • Need to develop a strong, professional and prosperous tourism industry within the Park.
The Park has a developing awareness, education and training program facilities and requires adequate resources	• Limited capacity and facilities to develop and roll out Environmental Education Programmes; • Limited Environmental Education networks within the region; • Limited availability of public information in popular formats (pamphlets, brochures, etc); • Lack of a proper marketing strategy for the Park and the region.
The Park is developing a holistic research, monitoring and information management program	• Current research is focused on biodiversity and needs to be broadened into heritage and tourism areas; • The Park has no formal monitoring programme and these need to be designed, funded and implemented; • The concept of Thresholds of Potential Concern (TPC's) needs to be understood by both management and stakeholders and suitable TPCs determined and measured; • Findings of research and monitoring need to be formally fed back into management strategies and actions; • Shortage of funding for specific priority research projects.
As a new Park, it is actively developing Park capacity and institutional growth	• Relevant management expertise are in short supply in the region; • Staff training and capacity building programmes need to be developed and implemented.
The Park is striving for financial sustainability through sound financial management	• Shortfall in budget allocation to new strategic objectives and initiatives; • Insufficient resources allocated to developing parks and new mandates; • Diversity of tourism destinations/activities within the region; • General shortfall in the short term for special project funding for infrastructure and alien clearing.

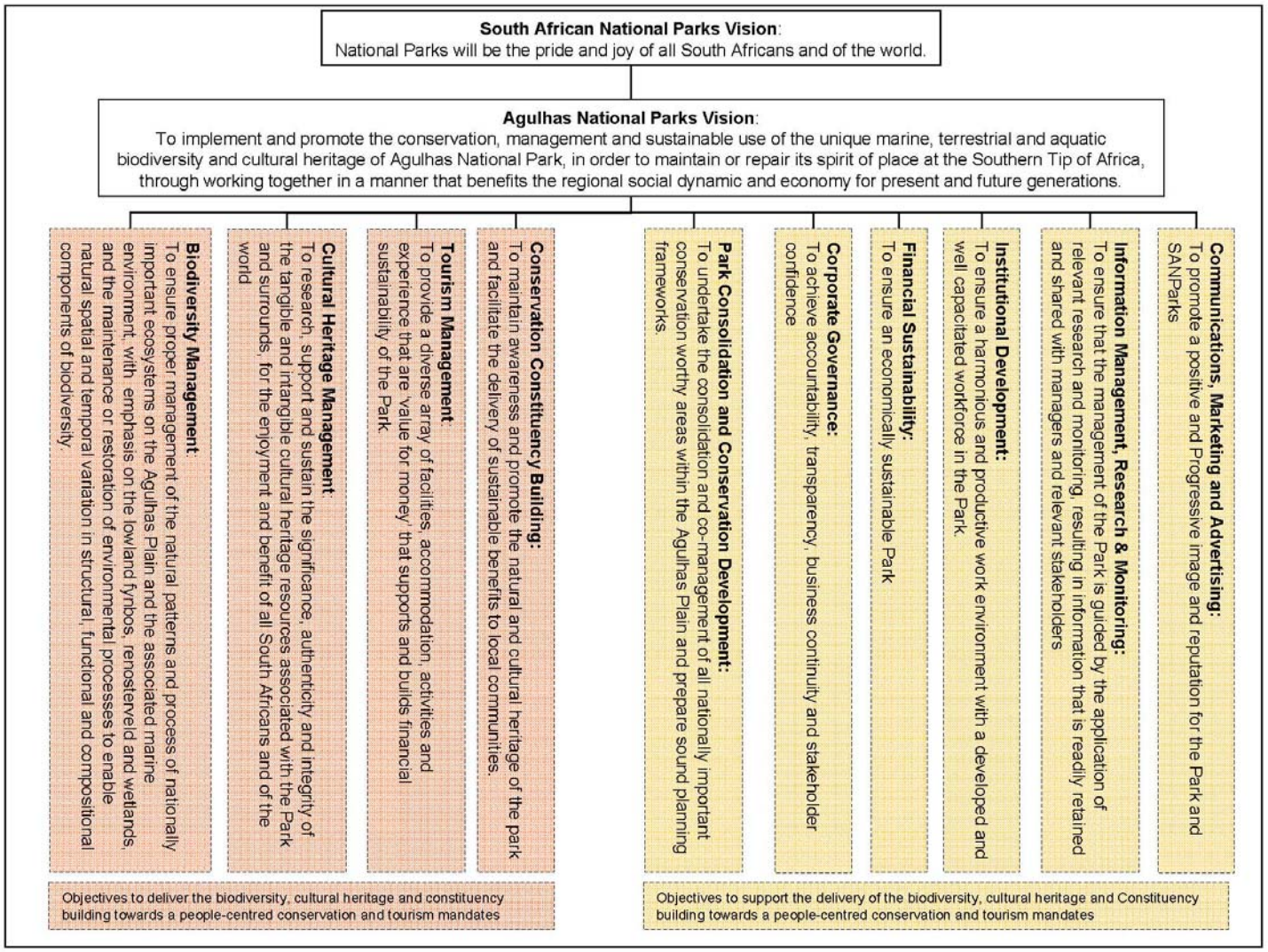

Figure 2a : Agulhas National Park High Level Management Objectives

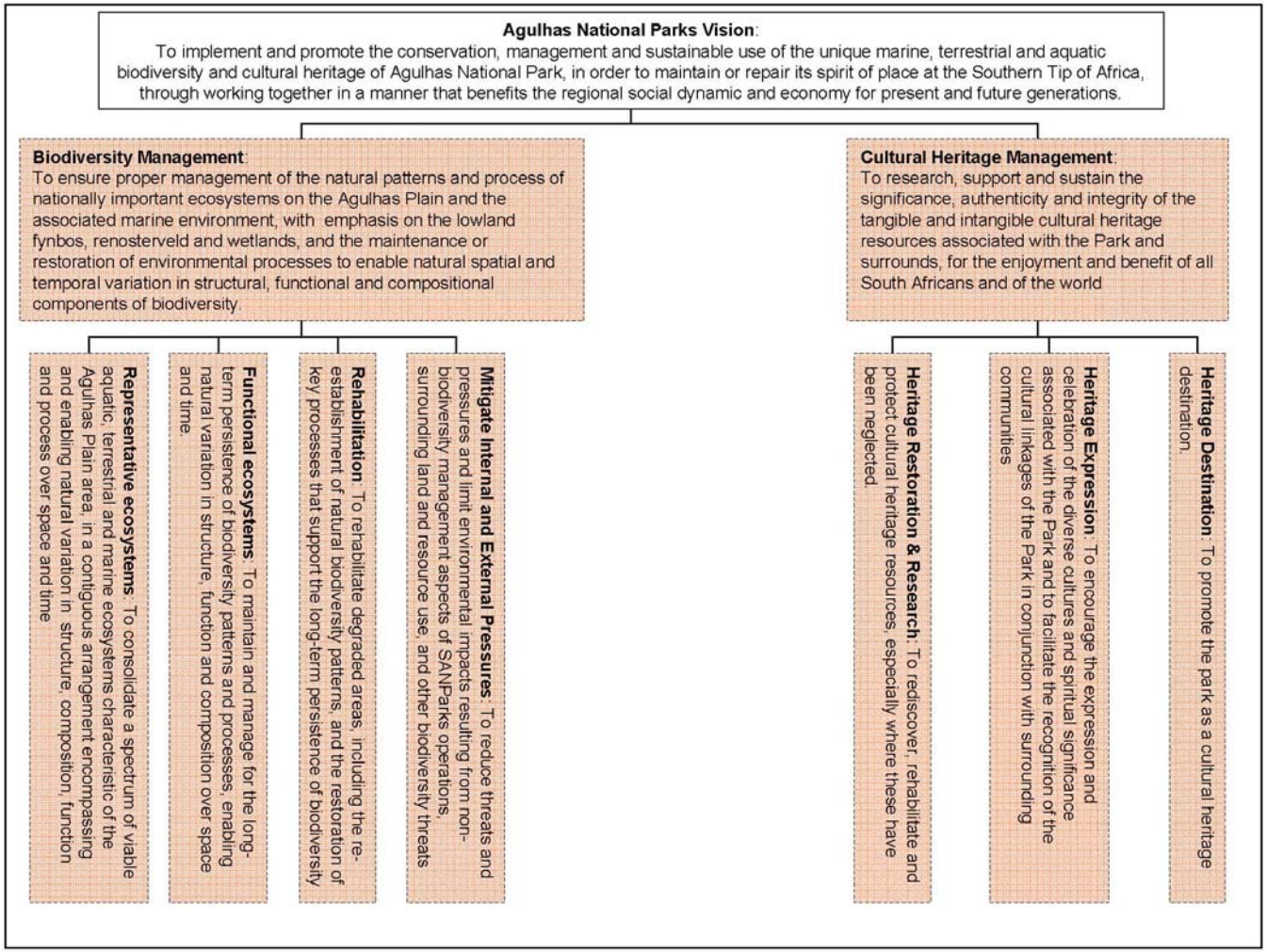

Figure 2b : Agulhas National Park High Level Management Objectives – Biodiversity and Cultural Heritage Management

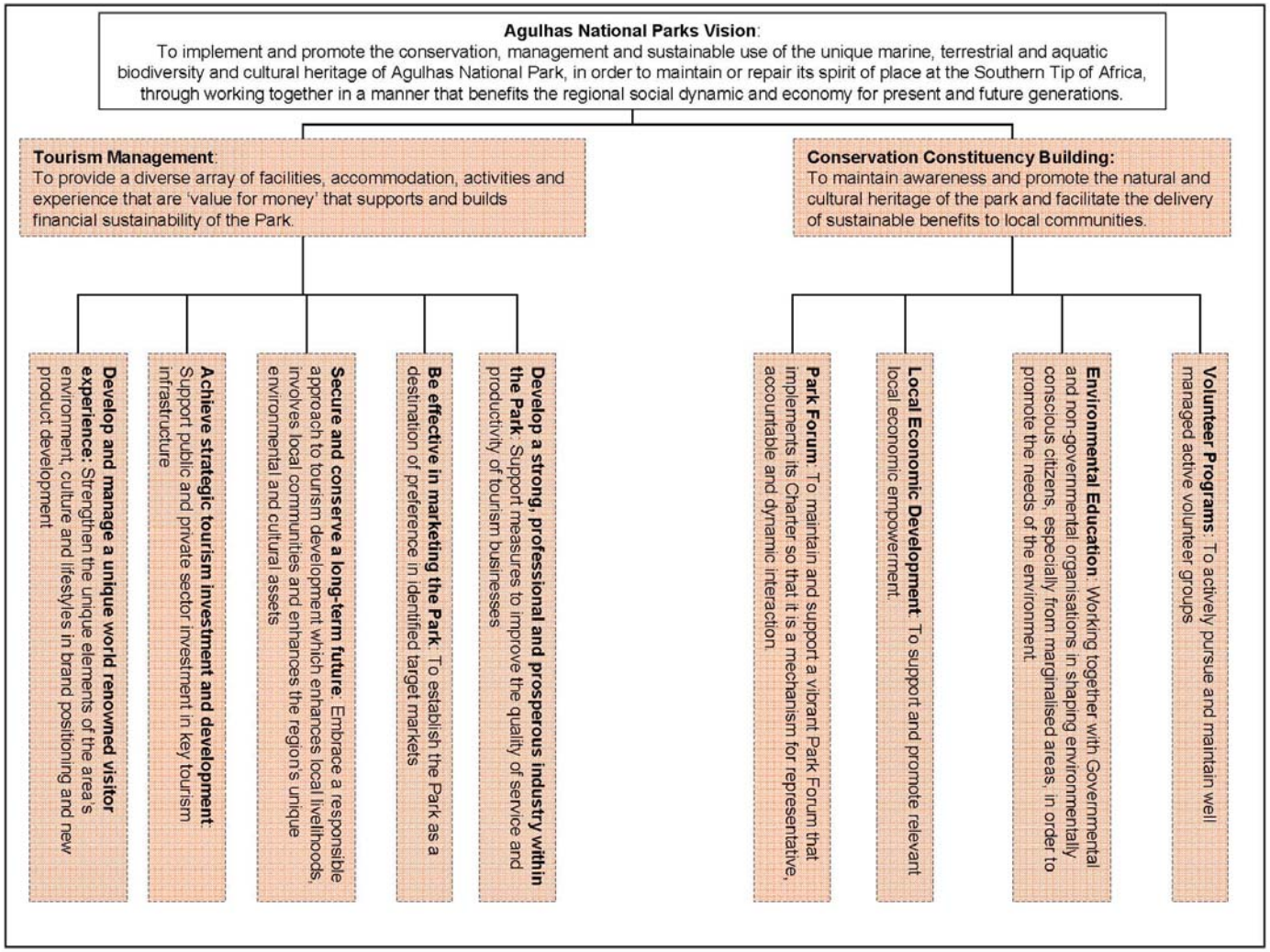

Figure 2c : Agulhas National Park High Level Management Objectives – Tourism and People Constituency Building

Table 2. Management Objectives – Management Program matrix highlights the interaction and integration between management programs and management objectives

Management Objective	Biodiversity Management				Heritage		Tourism Management					Conservation Constituency Building				Conservation Planning			Corporate Governance			Finance		Research & Monitoring			Institutional Development		
Sub- Objective / Park Program	Representation	Functional	Rehabilitation	Pressures	Restoration & Research	Expression	Visitor Experience	Tourism Investment	Responsible Tourism	Marketing	Industry Development	Park Forum	Local Economic Dev	Environmental Education	Volunteer Management	Park Consolidation	Park Development	Park Planning	Stakeholder Relations	Business Continuity	Legal Environment	Income Base	Cost Effectiveness	Park Research	Monitoring	Information Management	Management Capacity	Management Training	Communications
Species of Special Concern	✓	✓	✓													✓	✓							✓	✓	✓	✓	✓	✓
Fire Management	✓	✓	✓	✓									✓		✓			✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓
Fresh Water Management																													
Alien Plant Management	✓	✓	✓	✓			✓							✓	✓			✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓
Alien Animal Management	✓	✓	✓	✓										✓				✓	✓		✓			✓	✓	✓	✓	✓	✓
Species Re-Introduction & Trans	✓	✓	✓			✓	✓	✓		✓				✓		✓		✓	✓		✓	✓		✓	✓	✓	✓	✓	✓
Wildlife Management	✓	✓	✓			✓		✓		✓				✓		✓		✓			✓	✓		✓	✓	✓	✓		✓
Environmental Management System							✓											✓		✓	✓		✓		✓	✓	✓	✓	✓
Disaster Management	✓	✓		✓														✓	✓		✓	✓	✓						✓
Heritage Research & Mapping					✓									✓			✓							✓	✓	✓	✓	✓	
Heritage Site Management					✓	✓	✓	✓		✓	✓		✓	✓	✓		✓	✓	✓			✓	✓				✓	✓	✓
Infrastructure Development					✓	✓	✓	✓	✓				✓				✓	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓
Marketing										✓												✓		✓	✓	✓	✓	✓	✓
Services & Standards							✓		✓	✓	✓		✓							✓	✓	✓	✓		✓	✓	✓	✓	
Stakeholder Relations				✓				✓				✓							✓	✓	✓		✓						✓
Local Economic Dev				✓	✓	✓	✓				✓						✓	✓	✓	✓	✓								
Environmental Education						✓	✓		✓					✓					✓										
Volunteer Management							✓				✓								✓				✓						
Bio-regional planning	✓	✓		✓			✓	✓			✓	✓				✓	✓		✓		✓								
Marine Planning	✓	✓		✓			✓	✓	✓				✓			✓	✓	✓	✓		✓			✓	✓	✓	✓	✓	✓
Land Restitution																✓	✓	✓	✓		✓								✓
CDF & Zoning				✓		✓	✓	✓	✓				✓				✓	✓	✓	✓	✓	✓	✓				✓	✓	✓
Precinct Planning					✓	✓	✓	✓	✓										✓	✓	✓	✓	✓						✓
Management Planning				✓				✓	✓				✓				✓	✓	✓	✓	✓				✓	✓	✓	✓	
Park Forum				✓								✓					✓	✓	✓	✓									✓
Risk Management				✓			✓	✓				✓								✓	✓								
Legal Compliance									✓				✓					✓	✓	✓	✓		✓						
Financial Management																				✓		✓	✓						
Research, Monitoring & Evaluation	✓	✓					✓										✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓
Park Information System	✓	✓	✓	✓	✓	✓		✓	✓	✓			✓	✓		✓	✓	✓		✓	✓	✓	✓	✓	✓	✓		✓	✓
Capacity Building	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓		✓	✓	✓						✓		✓	✓	✓		✓	✓	
Staff Well-being																											✓		
Communications							✓			✓		✓	✓	✓	✓				✓								✓		✓

2. PROGRAMS AND PROJECTS TO ACHIEVE THE DESIRED STATE.

This section deals with all the discrete, but often interlinked, management programs that make up the approaches to the Park's management requirements, and lead to actions on the ground. Together they are the Park's set of activities undertaken to achieve the management objectives of the Park as thus the desired state as specified in section 1. The Park's Programs have been formulated to achieve one or more management objectives with the direct links between the different management objectives and programs outlined in the Objectives-Program Matrix (Figure 3).

For each management program, only a summary is presented, with the detail being located in specific lower level plans. In some cases these programs are presented as part of a long-term planning framework to be completed within 5 to 25 years. It is important to note that this long-term framework not only considers appropriate development in the Park *per se*, but also the Parks restoration and rehabilitation requirements in accordance with the Conservation Development Framework for the Park. All management programs have undergone a scoping process and Table 2 illustrates the their importance on, and integration between the Management Objectives of the Park.

2.1. Park Planning and Bioregional Programs

The achievement of the Park's growth aspirations depends on understanding the relationships and inter-dependencies between various strategic planning processes in the region. These range from the bioregional planning, through to the district and local Spatial Development Frameworks, into the Park's consolidation and conservation development frameworks.

2.1.1 Bioregional Programs

The Park falls under two key bioregional programs i.e. CAPE (Cape Action Plan for People and Environment) and ABI (Agulhas Biodiversity Initiative). CAPE is a partnership of government and civil society aimed at alleviating human-induced pressures while conserving and restoring the biodiversity of the Cape Floristic Region, and the adjacent marine environment, with the aim of delivering significant benefits to the people of the region over the next 20 years. As a CAPE partner, SANParks supports the CAPE program's objectives and through the Agulhas National Park drives the ABI program.

ABI is aimed at addressing the main threats to the globally significant lowland Fynbos biodiversity of the Agulhas Plain and improving the livelihoods of local communities through inter-linked conservation, development and socio-economic activities. ABI, a joint partnership between SANParks and Fauna & Flora International was the first pilot project to be implemented under CAPE.

The four main components of ABI are:

- Conservation management in the productive landscape of the Agulhas Plain including controlling alien invasion; fire management and wetlands rehabilitation;
- Development and implementation of models for sustainable harvesting of wild Fynbos including certification, marketing programmes and monitoring;
- Development and implementation of sustainable nature-based tourism activities, including building local support through heritage centres and education programs; and

- Building local support for biodiversity conservation on the Agulhas Plain through public awareness activities.

The program aims at demonstrating to landowners, private businesses and local communities that biodiversity, if managed and harvested sustainably, will provide significantly better economic benefits in the long-run, compared with alternative agricultural land-uses. As such, SANParks, through the Park, aims at:

- Ensuring that a landscape-level conservation management and planning system is developed and implemented in public-private partnerships negotiated by a well-capacitated extension service;
- Demonstrating that wild Fynbos harvesting can be ecologically, socially and ethically sustainable as a viable land use on the Agulhas Plain;
- Implementing a participatory and responsible tourism strategy in the Agulhas Plain that contributes to sustainable livelihoods; and
- Increasing local support for biodiversity conservation on the Agulhas Plain through a broad-based conservation awareness program.

Although the GEF grant funding for ABI program ends in 2010, the ABI outcomes (Table 3) will be continued by SANParks into the future.

Table 3: Agulhas National Park program alignment with Agulhas Biodiversity Initiative (ABI)

Agulhas Biodiversity Initiative	**Complementary Agulhas National Park Program**
Landscape-level conservation management and planning system	Park Consolidation Strategy
Well-capacitated extension service	Building Staff Capacity
Sustainable wild Fynbos harvesting	Biodiversity Management, Recourse Use
Participatory and responsible tourism strategy and development	Conservation Development, Park Planning and Tourism Management, Park Infrastructure
Increasing local support for biodiversity conservation	Park Forum, Marketing, Benefits beyond Boundaries, Heritage Management
Broad -based conservation awareness program	Environmental Awareness Program

2.1.2. Municipal Spatial Development Frameworks and Infrastructure Development Plans

In undertaking the revision of the management plan for the Park, both the District's Spatial Development Framework (2004) and Integrated Development Plan (2008) were consulted and consideration was given to which aspects the Park could contribute towards.

In terms of the Spatial Development Framework (SDF), the overarching goal of the region is to achieve sustainable development through, amongst other themes, ensuring environmental integrity. The proposed approach is to implement a system of Biosphere Reserves in the region. The fundamental principle in this approach is that biodiversity conservation is a prerequisite for sustainable development, and that for biodiversity conservation to succeed, the maintenance of environmental integrity (as defined by ecological, economic and social criteria) must be one of the primary determinants of bioregional delimitation and land-use planning. As such the Park continues to be an important Core Conservation Area as well as a key role-player in the tourism economy for the Agulhas Bioregion.

In considering the region's Integrated Development Plan (IDP), the Park plans to contribute to one of the six strategic goals, that of Economic Development. Within

this broad goal the Park will contribute to the municipal strategies outlined in table 4.

Table 4: Agulhas National Park alignment with the Overberg District Municipality's IDP

District IDP Strategies	Complementary Agulhas National Park Program	Implementation Timeframe
E1: Sustainable environmental management based on bio-regional planning objectives and the introduction of principles thereof over a wide spectrum	Biodiversity Management, Heritage Management, Tourism Management, Sustainable Resource Use	On going
E2: Job creation by means of the eradication and control of alien vegetation	Working for Water and Working on Wetlands Alien Clearing Programs	On going
E3: Rehabilitation of the natural and urban environment	Rehabilitation Program, Alien Clearing, Heritage Management, Fire Management, Working on the Coast	On going
E4: Development of national parks and nature reserves	Park Consolidation Strategy, Marine Protected Area establishment, Support of Special Management Areas through ABI	On going
E5: Promotion of biodiversity conservation	Biodiversity Management, ABI program	On going
E10: Overberg Tourism: Tourism Development Strategy	Tourism Development strategy including, rest camp, Cape Agulhas Lighthouse Precinct upgrade and southern tip development.	On going
E11: Overberg Tourism: Tourism Marketing Strategy	Marketing Program	On going

2.1.3 Park Consolidation

In order for SANParks to achieve its national mandate of conserving representative samples of South Africa's different ecological landscapes, the establishment of ecologically sustainable parks remains a priority. The expansion of the Agulhas National Park is in line with the national strategic objective (SO 5) in the National Biodiversity Spatial Assessment Priorities (2005) to expand the national protected area system towards 12% of the terrestrial; as well as in line with the National Protected Areas Expansion Strategy (NPAES) (DEAT 2008).

To adequately protect key lowland Fynbos, i.e. Central Rŭens Shale Renosterveld (Critically Endangered), Elim Ferricrete Fynbos (Endangered), Agulhas Sand Fynbos (Vulnerable), Overberg Sandstone Fynbos (Poorly Conserved), Agulhas Limestone Fynbos (Poorly Protected), Overberg Dune Strandveld (Well Protected) and the associated wetlands, a bioregional approach to conservation has been adopted. This approach involves multiple conservation entities within a context of varying land-uses. The Agulhas National Park is the designated Core Conservation Area (29,000 ha) managed by SANParks, while Priority Natural Areas (17,200 ha), Ecological Process Areas (54,300 ha) and Special Management Area's (23,900) need not be under SANParks ownership or management, but protected through a integrated voluntary, conservancy or stewardship arrangements signed with either the Minister DEAT or SANParks. (Map 4). Although no stewardship agreements between private landowners and SANParks have been signed to date, they will be aligned to the current ABI agreements. A potential long-term possibility exists to link the Park through the various management authorities and land owners to the Provincial Reserves of de Mond and then on to de Hoop.

The key focus for SANParks in consolidating the Core Conservation Area is to bring an additional 10,000 hectares under SANParks management through a

combination of land acquisitions, contractual inclusions and co-management arrangements of both private and state land. Possibilities of state land inclusion into the Agulhas National Park include the provincial reserves of Soetendalsvlei, Quoin Point and Pearly Beach that currently adjoin the Park. Private land inclusions will focus on securing the southern and western portions of the Core Conservation Area.

Currently there are no known land claims or formally registered land claims on property managed by SANParks, nor property that forms part of the Core Conservation Area.

2.1.4. Marine Protected Area Establishment and Management

With 2 of the 19 priority marine conservation areas for the marine Agulhas Bioregion located between Gansbaai and Struisbaai (Lombard 2007), the notion of formalising marine conservation under a Marine Protected Area (MPA) adjacent to the national park is being considered. This initiative is aligned with the national strategic objective (SO 5) in the National Spatial Biodiversity Assessment Priorities (2005) which aims to bring 20% of the coastal environment under formal protection as well as the recommendations of the 2007 CAPE bioregional marine assessment. The program to establish an Agulhas MPA will run over three years. It will start with further collation of information and research and then be brought into the public domain so that local stakeholder needs as well as the established fishing industries in the area are accounted for. Draft zonation will be put out for public comment and input before a final zonation is presented to the Minister for proclamation.

Table 5: Marine Protected Area Establishment and Management – Key Actions and Timing

Key Management Actions	Time Frame (years)				
	2009	2010	2011	2012	2013
Collation, review of current information, stakeholder views and legislation pertaining to the rational and strategy for establishing an Agulhas Park Marine Protected Area	✓				
Develop an initial Draft Marine Protected Area zoning based on Science and stakeholders	✓				
Undertake stakeholder participation process on the MPA establishment and draft zoning in terms of relevant Legislation		✓			
Complete revised MPA zoning and develop Marine Management Plan and submit for proclamation.		✓	✓		
Operationalisation MPA Management Plan			✓	✓	✓

2.1.5. Agulhas National Park Conservation Development Framework (CDF) including Park Zonation, Park Interface Zones and Park Visitor Facilities and Access:

The primary objective of a Conservation Development Framework (CDF) is to establish a coherent spatial framework in and around a park to guide and co-ordinate conservation, tourism and visitor experience initiatives. A key part of the CDF is the zoning plan, which plays an important role in minimizing conflicts between different users of a park by separating potentially conflicting activities such as game viewing and day-visitor picnic areas whilst ensuring that activities which

do not conflict with the park's values and objectives (especially the conservation of the protected area's natural systems and its biodiversity) can continue in appropriate areas.

The zoning of Agulhas National Park was based on an analysis and mapping of the sensitivity and value of a park's biophysical, heritage and scenic resources; an assessment of the regional context; and an assessment of the park's current and planned infrastructure and tourist routes/products; all interpreted in the context of park objectives.

Overview of the use zones of Agulhas National Park:

The use zoning plan for Agulhas National Park is shown in Map 5 and summarised in Table 6. Full details of the use zones (including high resolution maps), the activities and facilities allowed in each zone, the conservation objectives of each zone, the zoning process, the Park Interface Zones (detailing park interaction with adjacent areas) and the underlying landscape analyses are included in Appendix One: Agulhas National Park Zoning Plan. Additional details are included in the Agulhas National Park Conservation Development Framework (CDF) Document which is available on request.

Remote Zone: This is an area retaining an intrinsically wild appearance and character, or capable of being restored to such and which is undeveloped. It provides outstanding opportunities for solitude, with awe inspiring natural characteristics with sight and sound of human habitation and activities barely discernable and at a far distance. There are no permanent improvements or any form of human habitation. The conservation objective is to maintain the zone in a natural state with no impact on biodiversity pattern or processes. Recreational activities that impact on the intrinsically wild appearance and character of the area, (solitude, remoteness, wildness, serenity, peace, etc.) will not be allowed. In Agulhas National Park, Remote areas were designated in the area between Ratelrivier and Rietfontein, and in the area around the Soetanysberg, which are both landscapes with high environmental sensitivity and value.

Primitive Zone: The prime characteristic of the zone is the experience of wilderness qualities with access controlled in terms of numbers, frequency and size of groups. The zone shares the wilderness qualities of the Remote zone, but with limited access roads (mostly 4x4) and hiking trails, and the potential for basic small-scale self-catering accommodation facilities. The conservation objective is to maintain the zone in a generally natural state with little or no impact on biodiversity processes, and very limited and site specific impacts on biodiversity pattern. Activities that impact on the intrinsically wild appearance and character of the area, (solitude, remoteness, wildness, serenity, peace, etc.) should be restricted and impacts limited to designated facilities. In Agulhas National Park, Primitive areas were designated to buffer Remote areas from external impacts and to protect most of the remaining sensitive areas from high levels of tourist activity.

Quiet Zone: This zone is characterized by unaccompanied (or accompanied under some circumstances) non-motorized access, where visitors can walk or cycle and experience nature without the intrusion of any form of motorized transport. The conservation objective is to maintain the zone in a generally natural state, with the proviso that limited impacts on biodiversity patterns and processes are allowed in order to accommodate park recreational and tourism objectives. In Agulhas National Park, Quiet areas were designated in the lower use pedestrian areas surrounding the Southern Tip precinct in order to enhance the experience of visitors. Detailed planning around the Southern Tip precinct may modify the

boundaries of the Quiet Zone in this area. Quiet areas have also been designated around the coastal settlements adjacent to the park and around the visitor nodes (e.g. Ratel River, Rietfontein and Renosterkop) within the park.

Low Intensity Leisure Zone: The Low Intensity Leisure Zone is characterized by relatively high levels of tourist activity, motorized self-drive access to certain areas, and the potential for small camps without facilities such as shops and restaurants. Facilities along roads are limited to basic self-catering picnic sites with toilet facilities. The conservation objective is to mitigate the impacts of the relatively high levels of tourism activity and infrastructure on biodiversity. Tourism activities and facilities will impact on the wild appearance and reduction of the wilderness characteristics of the area (solitude, remoteness, wildness etc). These impacts should be managed and limited to ensure that the area still provides a relatively natural outdoor experience. Low intensity leisure areas were designated around a rationalized road network (incorporating existing useful and environmentally acceptable roads, proposed park link roads, and closure and rehabilitation of certain environmentally inappropriate existing roads), to include facilities along this road network (Ratelrivier, Rietfontein, Bergplaas, Springfield, Rietfontein se Baai and Renosterkop), to accommodate the rest camp site at Pietie se Punt, and to include relatively high tourist use coastal sections east of Suiderstrand. In addition, unavoidable regional roads that cut through the park were included in this zone. Low intensity leisure areas were only designated if relatively high tourist activity did not conflict with the underlying landscape sensitivity and value analysis.

High Intensity Leisure Zone: The main characteristic is that of a high density tourist development node with amenities such as shops, restaurants and interpretive centres. This is the zone where more concentrated human activities are allowed, and is accessible by motorized transport on high volume transport routes. The main focus is to ensure a high quality visitor experience. The conservation objectives requires that the high levels of tourism activity and infrastructure have a minimal effect on the surrounding natural environment. In Agulhas National Park, a High intensity leisure zone was designated around the Southern Tip and Lighthouse development nodes to accommodate visitor reception and interpretation facilities, as well as park management infrastructure.

Overview of the Park Interface Zone of Agulhas National Park:

The Park Interface Zones shows the areas within which land use changes could affect a national Park. The zones, in combination with guidelines, serve as a basis for i) identifying the focus areas in which park management and scientists should respond to EIA's, ii) helping to identify the sort of impacts that would be important at a particular site, and most importantly ii) serving as the basis for integrating long term protection of a national park into the spatial development plans of municipalities (SDF/IDP) and other local authorities. In terms of EIA response, the zones serve largely to raise red-flags and do not remove the need for carefully considering the exact impact of a proposed development. In particular, they do not address activities with broad regional aesthetic or biodiversity impacts.

Agulhas National Park has three Park Interface Zone categories. The first two are mutually exclusive, but the final visual/aesthetic category can overlay the others (Map 6).

Priority Natural Areas: These are the key areas required for the long-term persistence of biodiversity in and around the park. The zone also includes areas identified for future park expansion. Inappropriate development and negative land-

use changes should be opposed in this area. Developments and activities should be restricted to sites that are already transformed. Only developments that contribute to ensuring conservation friendly land-use should be viewed favorably.

Catchment Protection Areas: These are areas important for maintaining key hydrological processes within the park. Inappropriate development (e.g. dam construction, loss of riparian vegetation etc.) should be opposed. Control of alien vegetation & soil erosion as well as appropriate land care should be promoted.

Viewshed Protection Areas: These are areas where development is likely to impact on the aesthetic quality of the visitor's experience in a park. Within these areas any development proposals should be carefully screened to ensure that they do not impact excessively on the aesthetics of the park. The areas identified are only broadly indicative of sensitive areas, as at a fine scale many areas within this zone would be perfectly suited for development. In addition, major projects with large scale regional impacts may have to be considered even if they are outside the Viewshed Protection Zone.

Overview of Park Gateways, Movement Systems and Visitor Nodes:

Park Gateways: As Agulhas is a park in the making, the current CDF does not propose the establishment of gateways. In the longer term, when the park is more consolidated, attention should be given to the establishment of formal gateways into the park.

Park Internal Movement System: (i) Pedestrian: In general, non-motorized forms of transport are encouraged in the park. To this end a system of footpaths and cycle routes needs to be planned and constructed. This should include an investigation into a establishing a hiking trail that traverses the park's mountain and coastal habitats. (ii) Roads: The CDF contains a proposal for rationalizing the park's internal road system. The key proposal is an east-west vehicular route. The need for this arises from the tarring of the Gansbaai – Bredasdorp route, which will give rise to an increasing number of visitors accessing the park from the west. Furthermore, such a route will facilitate management access to the entire park, as well as provide access to the park's visitor sites at the historic farmsteads. The various farm roads and tracks traversing the park also need to be rationalized.

Visitor and Management Nodes: The Lighthouse Precinct in the east, a regional tourist destination, is proposed as the park's principal high volume mixed use visitor node and park management headquarters. The CDF designates all other park visitor facilities are located within low volume mixed use nodes at Pietie se Punt and the existing farmsteads of Ratelrivier, Rietfontein, Rietfontein se Baai, Bosheuwel, Bergplaas and Renosterkop. (Table 15) All these sites are earmarked to accommodate a mix of appropriate tourism, environmental education and/or recreation facilities, the specifics of which need to be informed by market research, local environmental surveys (particularly heritage sensitivity and value of sites) and detailed site planning. The CDF proposes the development of day visitor coastal facilities between Suiderstrand and the Southern Tip. Waterford is identified as a possible ranger post for the management of the park's western area.

Current status and future improvements of the CDF:

Certain elements of the Agulhas National Park CDF have not yet been finalized. Remote areas will still be investigated for possible formal declaration as Wilderness Areas in terms of Section 22 of the NEM : PAA. Special management overlays which designate specific areas of a park that require special management

interventions (e.g. areas requiring rehabilitation) will also be identified. Further, as the park is rapidly expanding, it is anticipated that the zoning will need to be updated regularly. Once the Nuwejaars River Protected Environment is established, the zonation of the park in areas adjacent to the Protected Environment may need to be adjusted to take advantage of any addition opportunities for a more restrictive conservation orientated zoning for areas that are currently on the periphery of the park, as well as to accommodate any joint projects and connections.

Table 6: Summary of Use Zones of Agulhas National Park

Zone	General Characteristics	Experiential Qualities	User Interaction	Types of Access	Types of Activities	Types of Facilities	Conservation Objectives	Limits of acceptable change: Biophysical	Limits of acceptable change: Aesthetics and recreational
Remote	Retains an intrinsically wild appearance and character, or capable of being restored to such.	Solitude and awe inspiring natural characteristics	None to very low	Controlled access, only on foot	Hiking in small groups	Established footpaths where erosion may be a problem. Essentially undeveloped and roadless	Maintain or restore where required the natural state of the veld. Deviation from a natural/ pristine state should be minimized, and existing impacts should be reduced.	Deviation from a natural/pristine state should be minimized, and existing impacts should be reduced	Activities which impact on the intrinsically wild appearance and character of the area will not be tolerated.
Primitive	Generally retains wilderness qualities, but with basic self-catering facilities. Access is controlled. Provides access to the Remote Zone, and can serve as a buffer.	Experience wilderness qualities	Low	Controlled access. Accompanied or unaccompanied. Foot; 4x4 vehicles	Hiking; 4x4 drives; game viewing; horse riding	Small, basic, self-catering; or limited concessions with limited numbers; 4x4 trails; hiking trails	Maintain or restore where required the natural state of the veld. Deviation from a natural/ pristine state should be minimized, and existing impacts should be reduced.	Deviation from a natural/pristine state should be small and limited to restricted impact footprints. Existing impacts should be reduced.	Activities which impact on the intrinsically wild appearance and character of the area should be restricted, and impacts limited to the site of the facility.
Quite	This zone allows non-motorised access to areas which generally retain a natural appearance and character. Access is not specifically controlled.	Wide range of activities; relaxation in a natural environment	Moderate to high	Unaccompanied non-motorised access. Mainly on foot, non-motorised access to specific facilities.	Hiking; walking; rock climbing; bird watching; possibly mountain biking and horse riding	Hiking trails; footpaths; management tracks; bird hides. Ablution facilities may be provided in high use areas. No accommodation; and no tourist access by vehicle.	Biodiversity restoration within the context of heritage resources and recreational use. The zone also acts a buffer and transition area between the Primitive Zone and the adjoining developed areas.	Some deviation from a natural/pristine state is allowed, but care should be taken to restrict the development footprint. Infrastructure, especially paths and viewpoints should be designed to limit the impacts of large numbers of visitors on the biophysical environment	Activities which impact on the relatively natural appearance and character of the area should be restricted, though the presence of larger numbers of visitors and the facilities they require, may impact on the feeling of wildness found in this zone
Low Intensity Leisure	The underlying characteristic of this zone is motorised self-drive access with basic self-catering facilities. The numbers of visitors are higher than in the Remote and Primitive Zones. Camps are without modern facilities such as shops and restaurants.	Comfortable facilities in a relatively natural environment.	Moderate to high	Motorised self-drive access.	Motorised self-drive game viewing, picnicking, walking, cycling; rock climbing; hiking; adventure activities.	Facilities limited to basic self-catering picnic sites; ablution facilities; information/education centres; parking areas. Small to medium self-catering (incl. camping) rest camps with ablution facilities, but not shops or restaurants. Low spec access roads to provide a more wild experience.	ensure that impacts on the surrounding areas are protected through intensive landscaping, vegetation management and on-going rehabilitation.	Deviation from a natural/pristine state should be minimized and limited to restricted impact footprints as far as possible. However, it is accepted that some damage to the biophysical environment associated with tourist activities and facilities will be inevitable	Although it is inevitable that activities and facilities will impact on the wild appearance and reduce the wilderness characteristics of the area, these should be managed and limited to ensure that the area still provides a relatively natural outdoor experience
High Intensity Leisure	The main characteristic is that of a high density tourist development node, with modern amenities, where more concentrated human activities are allowed.	Comfortable and sophisticated facilities while retaining a natural ambiance	High	Accessible by motorised transport (car/bus) on high volume transport routes, including delivery vehicles.	As above. Additional sophisticated infrastructure. Larger, organised adventure activities (orienteering, fun runs). Dining at restaurants.	High density tourist camps with modern amenities. Footpaths, transport systems, accommodation, restaurants, curio and refreshment stalls; education centres. High volume roads.	Ensure visitor activities have a minimal impact on the surrounding natural environment.	The greatest level of deviation from a natural/pristine state is allowed in this zone, and it is accepted that damage to the biophysical environment associated with tourist activities and facilities will be inevitable.	Although it is inevitable that the high visitor numbers, activities and facilities will impact on the wild appearance and reduce the wilderness characteristics of the area, these should be managed and limited to ensure that the area generally still provides a relatively natural outdoor experience appropriate for a national park.

2.2 Biodiversity Related Programs

Proper biodiversity management is a core mandate of the Park. The programs listed below outline the key management strategies that have been put in place to move the Park towards achieving its Biodiversity Objective. Although the ABI program is looking at sustainable resource-use in the area, these resource-use models have not yet been applied in the Park. It is the intent of Park Management to pilot these sustainable resource use models Park over the next 5 years which will inform both the SANParks Sustainable Resource-use Policy and to support the Conservation Benefits Program (Section 2.5.2).

The key management strategies over the next 5 years are to:

- Eradicate, control and monitor alien biota through the Alien Plant and Animal Programs;
- Undertake appropriate fire management through the preparation of management guidelines and implementation of a Fire Management Program;
- Improve knowledge and management of Red Data Book-listed species through the Species of Special Concern Program;
- Increase management of freshwater systems (rivers and wetlands) through supporting co-management, rehabilitation, assessment and monitoring;
- Develop guidelines and protocols for species re-introductions through the Species Reintroduction and Translocation Program; and
- Continue with standard conservation management such as conservation infrastructure and operational activities.

2.2.1. Alien Plant and Animal Control and Eradication Program

Invasive alien plants are a key threat to the long-term conservation of biodiversity within the Agulhas National Park. Several alien species (e.g. Port Jackson, Rooikrans, Pines, etc) within the Park have been categorised as ecosystem transformers that alter the natural dynamics of the ecosystem. These species contribute the greatest threat as well as being a major fire hazard to the surrounding urban area and park infrastructure.

To date 30 plant species (Table 7) have been identified as needing management control including : *Acacia mearnsii* - Black Wattle; *Acacia longifolia* - Long leaf wattle; *Acacia melanoxylon* – Black wood; *Acacia Cyclops* - Rooikrans; *Eucalyptus spp*.; *Lantana camara* -Lantana; *Leptospermum laevigatum* – Myrtle. A constant review and monitoring of new and emerging alien species (e.g. Giant Reed *Arundo donax*) needs to be done, particularly to prevent secondary infestations.

Table 7: Known invasive alien plant species within the Park (As per Section 76 4a NEM: BA)

No.	Botanical name	Common name	No.	Botanical name	Common name
1	*Acacia baileyana*	Bailey's	*16*	*Lantana camara*	Lantana
2	*Acacia cyclops*	Rooikrans	*17*	*Leptospermum laevigatum*	Australian Myrtle
3	*Acacia dealbata*	Silver wattle	*18*	*Myoporum tenuifolium*	Manatoka
4	*Acacia mearmsii*	Black wattle	*19*	*Paraserianthes lophantha*	Stinkbean
5	*Acacia longifolia*	Long-leaf wattle	*20*	*Pinus canariensis*	Canary pine
6	*Acacia pyncnantha*	Golden wattle	*21*	*Pinus pinaster*	Cluster pine
7	*Acacia saligna*	Port jackson	*22*	*Pinus pinea*	Stone pine
8	*Cereus jamacaru*	Queen of the night	*23*	*Populus x canescens*	Grey poplar
9	*Cirsium vulgare*	Scotch thistle	24	*Ricinus communis*	Castor oil
10	*Cortaderia selloana*	Pampas grass	25	*Rubus* spp.	Bramble
11	*Datura stramomium*	Thorn apple	26	*Solanum sisymbriifolium*	Gifappel
12	*Eucalyptus lehmanii*	Spider gum	27	*Spartium junceum*	Spanish broom
13	*Eucalyptus grandis*	Saligna gum	28	*Opuntia monacantha*	Drooping prickly pear
14	*Hakea gibbosa*	Rock hakea	*29*	*Agave sisalana*	sisal
15	*Hakea sericea*	Silky hakea	*30*	*Echium plantagineum*	Patterson's curse

Currently, areas infested within the park boundaries as well as on some adjacent private land have been mapped and record on 1:50 000 topographical maps. Mapping details relating to the park areas, size of infestation and quantitative data in terms of densities, etc (housed at the regional Invasive Species Clearing Unit) have been collected. The long-term alien clearing planning takes into account that Agulhas National Park is a developing park and that park consolidation is an ongoing process with expanding budget implications.

Broadly, the Park can be divided into two alien clearing management sections. The eastern section comprising the Rietfontein, Soetanysberg, Bergplaas, Hangnes, Springfield, Soutpan and Bosheuwel) and the newly consolidated western portions of Waterford, Ratel River. In general the eastern portion has lower alien vegetation infestation levels (between 25% - 50% densities) compared with the western sections (50% - 100% densities) which still require initial clearing. In Soetanysberg & Sandberg areas of the park infestation levels have been greatly reduced and currently stand and between 1%-5% density.

Overall for the 21,000 ha in the Park, approximately 11,400 ha still needs to be brought onto the clearing plan as initial clearing while 8,000 ha is currently in a follow-up programme. The remaining 2,000 ha is nearing completion and is in maintenance phase. The high priority areas of the Park remain the wetlands, lightly infested areas and post-fire sites.

The Alien Plant Clearing Programme includes three major components, namely: eradication, control and monitoring of targeted species. In order to effectively eradicate and control alien species, combination of mechanical (e.g. chainsaw, slashing), chemical (e.g. herbicides, fire) and biological (e.g. seed weevil, *Melanterius servulus*) are used depending upon the species and scale of infestation. Monitoring the effectiveness of control and eradication efforts is done via an information management system (WIMS – Working for Water Information Management System) that captures species, infestation type, density, rotational period, person day allocation per hectare, number of treatments, etc. for areas within the Park. Indicators of success are drawn from WIMS. Due to the persistent seed banks, long inter-fire periods, Park consolidation and re-infestation from neighbouring lands, alien vegetation clearing within the park is expected to continue well into the future.

Table 8a: Alien Plant Control and Eradication Program – Key Actions and Timing

Key Management Actions	Time Frame (years)				
	2009	2010	2011	2012	2013
Collation, review and classification (transformer, invader, non-invasive) of alien species lists and determine management priorities.	✓	✓	✓	✓	✓
Map distribution and abundance of priority alien species within and adjacent to the park.	✓	✓	✓	✓	✓
Review management strategies for alien species control and develop new ones for newly identified species.	✓	✓	✓	✓	✓
Monitor for new and emerging alien invasive species within and adjacent to the park.	✓	✓	✓	✓	✓
Maintain an invasive alien plant clearing program in collaboration with ABI that ensures the regular updating of the prioritisation of clearing, legal requirements, staffing requirements, techniques, cost-efficiencies, outsourcing management, pricing models, economic empowerment opportunities, training requirements, monitoring, data maintenance, rehabilitation, communication requirements, environmental mitigatory measures and heritage issues.	✓	✓	✓	✓	✓
Maintain key information on the alien clearing program to sustain an ongoing and effective follow-up clearing program.	✓	✓	✓	✓	✓
Monitor the effectiveness of the clearing programs and revise strategy as required.	✓	✓	✓	✓	✓
Manage non-invasive alien plants, particularly in the context of historical and cultural landscapes and recreational areas	✓	✓	✓	✓	✓

Currently the extent and effects of invasive alien animals within the Park is largely unknown. Mammals that potentially pose a problem include limited numbers of Fallow deer, *Cervus dama*, that have escaped from adjacent agricultural land, domestic cats associated with old farmsteads and abandoned buildings and possibly bontebok-blesbok hybrids that occur within farm areas adjacent to the Park. Four alien fish species occur in the Nuwejaars system, and with three species being feeding on indigenous species, they pose a significant threat. The number and distribution of alien insects is lacking.

To address the shortcomings of knowledge and data, the park will focus on formulating a coherent strategy to manage alien animals. This will begin with the collation, review and classification of alien species lists as well and the prioritisation for management action. A key focus of the review will be to identify new and emerging alien animal species with recommendations and tactics to prevent their introduction to the Park.

Table 8b: Alien Animal Control and Eradication Program – Key Actions and Timing

Key Management Actions	Time Frame (years)				
	2009	2010	2011	2012	2013
Collation, review and classification (transformer, invader, non-invasive) of alien species lists and determine management priorities.	✓	✓	✓	✓	✓
Map distribution and abundance of priority alien species within and adjacent to the park.	✓	✓	✓	✓	✓
Review management strategies for alien species control and develop recommendation and tactics for the prevention of new introductions.	✓	✓	✓	✓	✓
Implement controls measure in accordance with the Animal Use and Care committee guidelines and recommendations.	✓	✓	✓	✓	✓

2.2.2. Fire Management Program

The lowland Fynbos and renosterveld occurring within Agulhas National Park are vegetation types of high conservation significance. These vegetation types are fire-dependant, i.e. fire is required to stimulate plant recruitment and retain maximum species richness. Other vegetation types such as forests and coastal thickets are fire-sensitive, i.e. are readily damaged by inappropriate fire regimes. Given the profound effect that fire has on the ecosystems within the Park, special attention will be given to the implementation of a suitable fire regimes and program that maintains biodiversity without negatively affecting life and property as well as complying to national legislation.

To determine and implement a 'natural' fire system within the Park, a collation and analysis of historic fire in the area is needed to determine amongst other aspects, vegetation age, fire size, fire frequency, fire season, etc. This will then guide the formulation of fire management guidelines for vegetation types within the Park. From this a detailed Fire Management Plan can be developed in conjunction with the new FPA that considers amongst others, a legislative framework, fire prevention, fire protection, fire suppression, pre-scribed burning, post-fire recovery and appropriate fire indicators within in context of a regional fire management regime. Implementation of the Fire Management Plan will depend upon expanding inter-agency (Local and District Municipalities, Provincial Conservation Agencies, Working on Fire) agreements, the securing of the necessary infrastructure and equipment for fire management and developing staff capacity for wildfire management.

Table 9: Fire Management Program – Key Actions and Timing

Key Management Actions	Time Frame (years)				
	2009	2010	2011	2012	2013
Develop inter-agency (Local and District Municipalities, Provincial Conservation Agencies, Working on Fire) agreements and programs which support a co-operative regional approach to fire management.	✓	✓	✓	✓	✓
Haasvlakte Fire Protection Association: undertake legal application and appointment of the Fire Protection Officer and rollout Fire Management Plan.	✓	✓			
Collaborate with local and provincial authorities and private landowners on the management of fire risks and fuel loads adjacent to, and within, the park.	✓	✓	✓	✓	✓
Collate historic current fire records and where required remap and available information.	✓	✓			
Formulate fire management guidelines per habitat type and highlighting special requirements for any sensitive habitats and species of special concern.			✓		
Develop a Fire Management Plan which considers amongst others, a legislative framework, fire prevention, fire protection, fire suppression, pre-scribed burning, post-fire recovery and appropriate Fire Indicators within in context of a regional fire management regime.			✓	✓	
Integrate fire fighting in the park with the Working on Fire program.	✓	✓	✓	✓	✓
Maintain accurate fire history records.	✓	✓	✓	✓	✓
Acquire the necessary infrastructure and equipment for fire management and develop staff capacity for wildfire management as per Fire Management Plan.	✓	✓	✓	✓	✓

2.2.3. Species of Special Concern Program

Although the focus of biodiversity management is primarily at the landscape scale, there is the need to implement specific management strategies aimed at conserving threatened or unique habitats or threatened, rare or endemic species. The Species of Special Concern Program aims to fill knowledge gaps of Red Data Listed species through identification, inventory and prioritisation of candidate species (plants and animals) within the Park. Once the species lists have been reviewed and species prioritised, threats to populations will be identified through infield surveys and feasible management actions to lessen or reverse the threats will be identified. In some cases management actions may require direct intervention such as 'Seed Banking' of genetic material, population relocation or indirect methods such as alien plant clearing and correct fire management. The results of the field surveys and management actions will be fed back into national programs such as SANBI's Red Data Listing Program.

Table 10: Species of Special Concern Program – Key Actions and Timing

Key Management Actions	Time Frame (years)				
	2009	2010	2011	2012	2013
Improve knowledge of Red Data species through identification, inventory and prioritisation of candidate species.	✓	✓	✓	✓	✓
Identify and manage threats to priority species and populations through both direct (e.g. seed banking) and indirect (e.g. alien clearing) interventions.	✓	✓	✓	✓	✓
Feed information on Red Data species back into national atlas programs and listings.	✓	✓	✓	✓	✓

2.2.4. Freshwater Program

Correct management of the rivers and wetlands of the Agulhas Plain is complex and a partnership-driven management task. This is largely driven by the Park only directly managing end-reaches of the wetland and river systems, while the influences outside of the Park such as increasing water demands for human populations and agricultural lands on both above and below ground water sources are on the increase. Key to ensuring sound river and wetland management is increasing the capacity of the local catchment management agency and the Department of Water Affairs and Forestry. Support is needed in determining the current status of freshwater systems such as the Rietfontein System, Ratel River, Nuwejaars river system and the key threats facing them. Once the management priorities have been set, both direct management actions such as managing reed encroachment in Soetendalsvlei and reinstatement of natural marine connectivity with Soetendalsvlei as well as indirect actions such as the instatement of river reserves in key systems will be required. Through the national Working on Wetlands program, remedial action such as the removal of old weirs and the filling/blocking of drains has commenced.

Table 11: Freshwater Program – Key Actions and Timing

Key Management Actions	Time Frame (years)				
	2009	2010	2011	2012	2013
Undertake an assessment of the current state of the freshwater systems in and adjacent to the Park	✓	✓			
Determine the priority systems for management and the current threats and management actions required such as reed encroachment in Soetendalsvlei and river systems and reinstatement of natural marine connectivity with Soetendalsvlei.			✓	✓	✓
Support local catchment management agency (CMC) & DWAF in wetlands management in the area.	✓	✓	✓	✓	✓
Initiate process to establish reserve determination (river and ground water)			✓	✓	
Undertake wetland rehabilitation program through the Working on Wetlands program	✓	✓	✓	✓	✓
Look at freshwater monitoring within a national context, e.g. River Health Program			✓	✓	✓

2.2.5 Species Re-introduction and Translocation Program

Due to an impoverished biotic community structure, the Park needs to consider the re-introduction and translocation of plant and animal species. As such the park will focus on undertaking an assessment of historical species composition of the Park and identify gaps with reference to the functional significance of that species. Before any re-introduction occurs, each species will require a detailed feasibility assessment. Included in this assessment will be 1) biodiversity related issues such as genetic suitability of available populations and long term habitat availability within the Park, 2) Stakeholder views and issues that will need to be address before re-introduction and 3) the availability and cost of Park infrastructure to support the population, e.g. fencing, is in place. Based on current timeframes, reintroduction of large herbivores will only be possible from 2013.

Table 12: Species Re-introduction and Translocation Program – Key Actions and Timing

Key Management Actions	Time Frame (years)				
	2009	2010	2011	2013	2014
Undertake assessment of historical species composition of the Park and identify gaps with reference to function significance of that species.	✓	✓			
Undertake feasibility assessments for potential re-introductions or translocations to include genetic stock, habitat availability/ suitability, park infrastructure, population viability, stakeholder desirability, etc			✓	✓	✓
Implement a program based on the feasibility assessments and monitor the success of the introduction and the faunal population dynamics and impacts.					✓

2.2.6 Biodiversity Management Activities

There are a host of day-to-day biodiversity related activities that are undertaken by the park. These include Area Integrity Management (e.g. anti poaching operations, routine patrols), wildlife management (small mammals surveys and counts), maintenance of conservation infrastructure (e.g. fences, tracks, field offices), removal of unwanted old and defunct farming structures, small-scale preventative soil erosion control and management of Working for Water, Working on Wetlands and Working for the Coast programs.

2.3 Cultural Heritage Related Programs

The cultural heritage program for the next 5 years focuses on 2 key areas of work:

- The Heritage Research and Mapping Program seeks to undertake the on-going site surveys and recording of new sites which will inform the formation of a Heritage Conservation Management Plan. This plan will identify sites that require restoration or rehabilitation based on priorities. The plan will further identify heritage sites, themes and areas that require formal research.
- The integration of the Parks cultural heritage into the tourism offerings for the Park through the Heritage Site Management Plans

2.3.1. Heritage Mapping, Research and Planning

As protected areas were readily seen as a means to protect only the natural environment, relatively little attention has been given to cultural resources in many of these areas, especially in terms of direct management activities such as inventorying, physical conservation, tourism development and indirect activities such as financing heritage resource management, creating staff awareness, integrated planning for heritage resource management and involving interested and affected parties to help curate cultural resources. To address this, the Park requires a Heritage Conservation Management Plan. This plan will be based on inventorying and mapping of tangible and intangible heritage associated with the Park and determining the significance thereof. The heritage plan will identify the priority sites that require restoration or rehabilitation as well as gaps information that require further research.

Table 13: Heritage Mapping, Research and Planning – Key Actions and Timing

Key Management Actions	Time Frame (years)				
	2009	2010	2011	2012	2013
In collaboration with stakeholders undertake and maintain an inventory of heritage resources associated with the Park and attribute a significance rating.	✓	✓	✓	✓	✓
Develop a database of the cultural mapping of the tangible and intangible heritage resources associated with the Park.	✓	✓	✓	✓	✓
Develop a Heritage Conservation Management Plan and the associated site specific management plan for the proper management of heritage resources such as “visvywers” (ancient fish traps), historical farmstead’s, shell middens, shipwrecks, etc.	✓	✓			
Facilitate and undertake research into sites identified in the Heritage Conservation Management Plan		✓			
Assist and collaboration and support of other Heritage Centres.			✓	✓	✓
Formally capture the internal history of the Agulhas National Park such as Park Establishment, anecdotal stories, Park Highlights, etc		✓	✓	✓	✓
Formalise the evaluation of heritage management through the SANParks State of Cultural Heritage Report			✓	✓	✓

2.3.2. Heritage Integration Program

Agulhas National Park offers fantastic range of historical and cultural history. Key to its sustainable management is the integration of heritage management into the Parks tourism products. The approach to achieving this is as follows:

- The development and maintenance of historical museums;
- the development and management of historic buildings and associated features as part of cultural tourism product for the Park;
- The interpretation of key sites; and
- Support and promote the unique cultural skills that are found in the Region.

Table 14: Heritage Integration – Key Actions and Timing

Key Management Actions	Time Frame (years)				
	2009	2010	2011	2012	2013
Establish a Heritage Centre in the Cape Agulhas lighthouse precinct.	✓	✓			
Upgrade and maintain the Lighthouse Museum within the Lighthouse.	✓	✓	✓	✓	✓
Develop Experiential Accommodation (e.g. farmsteads) & associated features (e.g. interpretative trails, fish/ meat racks, fruit trees, shipwreck trail along coast, etc).	✓	✓	✓	✓	✓
Restore where appropriate and undertake interpretation at key sites within the Park e.g. a shell middens, fish traps, salt pans, 'uit spanning' and Park management activities, etc	✓	✓	✓	✓	✓
Promote and support the historical skills unique to the area e.g. fishing, thatching, stone dressing, weaving, liming, etc.	✓	✓	✓	✓	✓

2.4 Tourism Management Related Programs

The key tourism focus of park management over the next 5 years is to unlock the tourism potential of the Southern Tip and the Lighthouse Precinct. Associated with this is the need to develop an east-west tourism route through the Park and integrate the Park with the cultural-based tourism of the region.

2.4.1 Infrastructure Development Program

Cape Agulhas and the southern-most tip of Africa is arguably one of South Africa's most untapped tourism resources. Although the coastal towns of the Overberg have long been popular summer holiday destinations for the domestic leisure market, the southernmost point is generally bypassed by organised tour groups.

The current under-development of the area as tourist destination can be ascribed to a range of factors – infrastructural, marketing, accommodation, destination image, etc. Recognising that a facilitating and strategic approach would be key to unlocking the potential of the area, the Park has put in place a tourism development plan (summarised in Table 15) which aims at addressing some of these issues.

The Tourism Plan highlights the integrity of the lighthouse and the southern-most tip. A principle decision is that as a coastal park the primary experience on offer to tourists is an ocean experience in close proximity to the primary attractions of the lighthouse and the southern-most tip of Africa. The plan also identifies a variety of accommodation facilities that emphasise the cultural experience.

Destination Development

The Park has undertaken two precinct planning exercises. The Lighthouse precinct looks at the redevelopment of the lighthouse area so that it functions as a gateway

to the southern tip. The facility in this area will comprise the lighthouse with auxiliary function of a restaurant & curio shop, information centre, heritage centre and associated parking. Included in this concept are options for addressing access to Suiderstrand. The Southern Tip precinct planning outlines the appropriate movement from the lighthouse area to the southern tip and back as well as suitable infrastructure for the area and identifies coastal day visitor's sites.

Accommodation
The Park has currently no overnight accommodation. A range of park accommodation will be brought online over for the next management period and includes, Pietie se Punt Rest Camp (24 Beds, 3 Star Grading), Rhenosterkop (12 Beds, 2 Star Grading), Rietfontein (12 Beds, 2 Star Grading), Bergplaas (10 Beds, 3 Star Grading) and Ratelrivier (20 Beds, 2 Star Grading). Rietfontein and Ratel River sites lend themselves to a variety of uses that still need to be explored

Day Visitors Picnic Sites
Rasperpunt and Rietfontein se Baai are the traditional, although under-utilised day visitor sites within the Park. Rasperpunt will be upgraded as part of the Southern Tip precinct while Rietfontein se Baai will require a local site plan for its improvements.

View Sites
The peaks of Sandberg and Soetanysberg have been designated as potential view sites for the Park. Both of these sites have, or are currently used as part of a communications network (Radio and Overberg Test Range) in the region.

Environmental Education and Interpretative Centres
Bosheuwel is currently being upgraded to serve as an environmental education centre. The facility will accommodate (50 learners). Soutbosch has been earmarked as an interpretative facility, with associated nature-based activities.

East-West Tourism Route
Although Cape Agulhas has the renowned distinction of being the southernmost tip of Africa and although the district has vast natural, cultural and historical resources, it is largely inaccessible to tourists. The only major access route from Cape Town, which could be utilised by tour operators, is via the N2 over Caledon, then the R316 to Napier and Bredasdorp. An alternative coastal link to Hermanus would provide a circular route through the area, extending the R43 eastwards from Gansbaai, Pearly Beach on to Struisbaai, attracting visitors to Hermanus and eliminating the need for tour operators to return to the N2 via the same road. Although there is conceptual agreement that this link needs to be built, the exact positioning as well as type of route still needs to be determined via further studies.

Table 15: Summary of Infrastructure Development for the Park. Note Some budgets have not be completed.

Visitor Sites & Infrastructure	Current Status	Proposed Role	Use Zone	Proposed Main Activity (by 2013)	Recommended Park Management Action	Approx Budget (R'000)	Date Complete	* Process Required
Park High Volume Sites								
Southern Tip	Destination	Destination	HIL	Sightseeing, coastal walks, interpretation	Compile & implement development plan for S Tip precinct with attention to: linkages to lighthouse precinct; rationalising vehicular access and parking; establishing pedestrian trails; interpretive signage; and iconic symbol to designate S Tip	10,000	2011/12	EIA
Lighthouse Precinct	Disparate & under used infrastructure and tourism facilities	Mixed Use	HIL	Gateway to Park's S Tip precinct incoprorating diverse visitor facilities and NPA & Telkom facilities	Complete EIA; appoint professional design team & contractors; construct buildings and landscaping; enter into operational agreements (concessions)	16,000	2010/11	EIA, HIA
Park Low Volume Sites								
Pietie se Punt	Derelict historic buildings; new access road	Park Accomm	LIL	24 bed rest camp with auxiliary facilities	Construct and commission rest camp; enter into operational agreements (services: e.g. linen); market new facility	8,800	2009	EIA
Rasperpunt	Under used	Picnic sites	LIL	Picnic sites; parking areas; pedestrian routes; signage; ablutions	Compile & implement development plan for day visitor facilities of Rasterpunt as per ST Precinct Plan	350	2011/12	BA
Renosterkop	Start of restoration of dilapidated & under used historic farmsteads	Mixed Use	LIL	Visitor accommodation in historic homesteads; centre for activities; possible living museum (Cultural Add)	Complete restoration of homesteads; maintain restored facilities; investigate outsourcing options including local BEE component and issue operator proposal call if feasible		2009	HIA, BA
Soutbos	Under used	Mixed Use	LIL	"Birding base' of ANP with camping & ancilliary facilities; outdoor activity centre; interpretation; facility for rangers; possible living farm yard	Compile & implement development plan for Soutbos; investigate outsourcing options including local BEE component		2013	HIA, BA
Bosheuwel	Environmental Education Centre	Mixed Use	LIL	Environmental Education Centre including dormitory accommodation for groups	Maintain and upgrade existing facilities	50	2009	HIA, BA
Rietfontein	Start of restoration of burnt down historic homestead/ destroyed by Fire	Mixed Use	LIL	Accommodation and conference facilities (Cultrual Add)	Complete restoration of homesteads; maintain restored facilities; investigate outsourcing options including local BEE component and issue operator proposal call if feasible;		2009	HIA, BA
Rietfontein se Baai	No improvements	Coastal Picnic sites	LIL	Picnic sites; parking areas; pedestrian routes; signage; ablutions; heritage interpretation	Survey local community recreation requirements; Compile & implement Local Site Plan for day visitor facilities at Rietfontein se Baai		2010/11	BA
Bergplaas	Recently restored farmstead	Park Accomm	LIL	Visitor accommodation in old farm homestead (Self Cater Guest House Type)	Investigate outsourcing options for daily servicing and routine maintenance; market new facility		2009	HIA, BA
Ratel River	Start of restorartion of dilapidated & under used historic farmsteads	Mixed Use	LIL	Visitor accommodation; restaurant and low key commercial facilities; cottage industry; Cultural Tourism	Complete restoration of homesteads; maintain restored facilities; investigate outsourcing options including local BEE component and issue operator proposal call if feasible;		2009 Phase 1	HIA, BA
Waterford	Farmstead	Mixed Use	LIL	Park's West logistics and TBD	Rehab and renovation for Park Operational purposes (Western Section HQ)			None
Park View Sites								
Sandberg	Degraded access road, view site & OTB installation	View site	LIL	Controlled & managed access to view site, subject to postive BA	Undertake BA of proposed view site; undertake required repairs & upgrading to access road; compile & implement management plan; install interpretative signage and decks			BA
Soetanysberg	Degraded access	View site	PRIM	Controlled & managed access to	Undertake BA of proposed view site; undertake			BA

Visitor Sites & Infrastructure	Current Status	Proposed Role	Use Zone	Proposed Main Activity (by 2013)	Recommended Park Management Action	Approx Budget (R'000)	Date Complete	* Process Required
	road, view site & Radio installation			view site, subject to postive BA	required repairs & upgrading to access road; compile & implement management plan; install signage and decks			
Park Tourist Infrastructure								
East - West Park Tourist Route	No through route	Park Tourist Route	LIL	Land acquisition, route alignment & EIA	Acquire land portions for continuous route; fix alignment to avoid sensitive areas; conduct EIA; procure funds and build			EIA
* Required Process: Environmental Impact Assessment (EIA); Heritage Impact Assessment (HIA); Basic Assessment (BA)								

2.4.2 New Nature-based Tourism Products

The primary nature-based activities within the Park are limited to site seeing at the tip, and a few small walking trails along the coast. A range of nature-base products will be be developed. For example the formation of a hiking trail network that is integrated with the SMA, offering a variety of options, including botanical, birding, shipwreck, cultural and overnight trails or the option of introducing horse trails that will require further investigation. Currently adventure- based activities (e.g. 4x4's, quad biking, abseiling, etc.) are not deemed appropriate for the Park.

2.4.3 Tourism Services and Standards

This will be become effective with the release of tourism products. Staff training will form a large component of the program as new systems, e.g. SANParks booking system, tourist protocols and standards, need to be implemented effectively. Several tourism support services, e.g. linen provision, security provision, etc. will need to established and integrated into park operations.

2.4.4 Marketing Program

As the range of tourism products expands so will the accompanying effort to market the Park and its products. The strategy currently is to ensure integration with SANParks regional cluster marketing to capitalise on existing visitors to Cape Town as well as maintain the well established relations with local, regional and provincial tourism authorities.

2.5 Conservation Constituency Building Related Programs

Given the recent shifts towards an inclusive approach to conservation management, the People and Conservation department was established to build constituencies among people in support of the conservation of the natural and cultural heritage assets within SANParks. Through strengthening relationships with neighbouring park communities, management of cultural resource and indigenous knowledge management, environmental education, awareness and interpretation, social science research, and youth outreach, the Park is contributing towards developing a people centred approach conservation management.

The key management activities for the next 5 years includes:

- proactively engage a wide range of Park stakeholders on relevant issues;
- maintain an active Park Forum that guides the strategic direction of the Park;
- undertake targeted Local Economic Development projects which encompasses support for Local SMME's, the outsourcing of commercial facilities through Public Private Partnerships and the development of sustainable natural resource products;
- improve the Environmental Education and Park Awareness Programs; and
- Develop and support the Park volunteers such as the Honorary Rangers and volunteer associations (e.g. Global Vision International).

2.5.1. Stakeholder Relationship Management

The Park aims to enhance its management through adopting a sound management ethic and actively promoting healthy community custodianship of the Park. Co-operative, collaborative and mutually beneficial relationships are essential for the Park to reach its stated objectives. To this end, both formal and informal partnerships are initiated, maintained and nurtured with Government, local and district municipalities, conservation entities, business partners, communities, various Non-Governmental Organisations, Community Based Organisations, local farmers and fishermen, the media, customers and employees.

The Park established a Park Forum comprising a wide range of representative local stakeholders. with the primary mandate of guiding the strategic direction of the Park.

Table 16: Stakeholder Relationship Program – Key Actions and Timing

Key Management Actions	Time Frame (years)				
	2009	2010	2011	2012	2013
Establish new and support and strengthen existing, partnership structures such as WFW Advisory Committee, Coastcare, Suurvy Plukkers Vereniging, Municipal Ward Committees, local tourism bureau, South Point Environmental Alliance, Suidpunt Hengel en Mariene Bewarings Organisasie, and the Portnet Joint Management Committee	✓	✓	✓	✓	✓
Maintain an effective Park Forum by meeting regularly, maintaining active work groups, maintaining a stakeholder database and ensuring effective communication	✓	✓	✓	✓	✓
Develop and maintain discussion forums with key agencies, authorities and bodies on Park issues that may arise such as Urban interface issues, problem animals, etc	✓	✓	✓	✓	✓
Identify opportunities to establish mutually beneficial partnerships between the Park and interest/user groups	✓	✓	✓	✓	✓
Explore and, if feasible, establish a mechanism for more effective community liaison/communication	✓	✓			
Maintain the "Agulhas Bulletin" as a mechanism for informing local stakeholders about activities and events in the Park.	✓	✓	✓	✓	✓

2.5.2. Local Economic Development

Community empowerment, upliftment and poverty alleviation are central to the Park's overall objectives, with special emphasis placed on providing local communities with new choices and opportunities. It is envisaged that through the establishment and development of the Park, the associated projects and management activities will provide an important contribution to poverty alleviation efforts in local communities.

The Local Economic Development has four key areas. The first is to ensure direct employment benefits through the participation of Government's poverty alleviation programs such as the Working for Water alien vegetation clearing program, Working on Wetlands rehabilitation program, Working for the Coast rehabilitation program and the DEAT Extended Public Works infrastructure development program. The economic motivation for undertaking the employment of previously unemployed persons is that they will stimulate new business within their respective communities.

The second is the support of new and established SMME's and BBBEE entities through the outsourcing of contract opportunities associated with Park management activities such as, cleaning services, infrastructure maintenance, footpath maintenance, fire management, etc. Thirdly, the realisation of a rational approach for exploitation of natural resources (e.g. cut flowers, thatching, sour figs) from the Park in order to develop rural livelihoods in areas where poverty is

widespread. Fourthly, through the development of appropriate Public Private Partnerships for the management of designated tourism facilities and activities within the Park.

Table 17: Local Economic Development Program – Key Actions and Timing

Key Management Actions	Time Frame (years)				
	2009	2010	2011	2012	2013
Facilitate the development of economic opportunities for stakeholders by liaising with Local Authorities, Non-Governmental Organisations, Dept Economic Development & Tourism, Community Based Organisations.	✓	✓	✓	✓	✓
Explore, and where appropriate, support, the participation of neighbouring communities in conservation and tourism opportunities through the creation of BBBEE entities in the park.	✓	✓	✓	✓	✓
Develop and maintain a database of preferred local Service Providers, especially BBBEE's and SMME's, as a source for contracting opportunities.	✓	✓	✓	✓	✓
Establish criteria for awarding contract work, with the emphasis on disadvantaged persons and local SMMEs Inline with SANParks Procurement Policy.	✓				
Identify, research and implement opportunities for appropriate sustainable resource use, and management, by local communities in the park and adjacent areas, e.g. sour figs, thatch, flower picking, etc. in conjunction with the ABI Team subject to the adoption of Policy.	✓	✓	✓	✓	✓
Actively source, support and implement government funded EPWP, WfW, WoW, WftC and other relevant National initiatives.	✓	✓	✓	✓	✓
Activity assess, determine and release Public Private opportunities within the Park	✓	✓	✓	✓	✓

2.5.3. Environmental Education and Park Awareness

Agulhas National Park is situated in the Overberg Education Region with its regional head office situated in Caledon. The Park's educational programs will target the schools in the Southern Overberg area, specifically schools in Bredasdorp, Napier, Struisbaai, L'Agulhas, Arniston/ Waenhuiskrans, Elim and surrounds. The farm schools in the area are poorly resourced and need support at all levels. The Bosheuwel Environmental Education Centre will include both day based activities as well as dormitory accommodation for groups to over-night.

Table 18: Environmental Education and Park Awareness – Key Actions and Timing

Key Management Actions	Time Frame (years)				
	2009	2010	2011	2012	2013
Implement environmental focussed programmes such as Kids in Parks, Eco Schools, Morula Kids, Environmental Calendar Days, adult awareness raising, IKS, Jr Land Care programs, etc. and outreach programs	✓	✓	✓	✓	✓
Finalize the development of Bosheuwel Environmental Education Centre.	✓	✓			
Develop Park resources and interpretive materials for effective environmental education, visitor activities, both guided and self guided, and displays.	✓	✓	✓	✓	✓
Maintain ongoing Park interactions with schools and community groups in the Overberg region, e.g. Youth Development Programmes, Eco clubs, Bush camps, Junior Honorary Rangers, etc	✓	✓	✓	✓	✓
Identify opportunities for synergy between school-based and other environmental education, training or awareness-raising activities, e.g. Junior Land Care Camps.	✓	✓	✓	✓	✓
Maintain strong links with the Department of Education regarding teacher development, e.g. OBE enhancement programmes, linking curriculum with biodiversity conservation and Park resources.	✓	✓	✓	✓	✓
Guide new Park staff involved in environmental education and inform staff training in environmental education.	✓	✓	✓	✓	✓

2.5.4. Volunteer Program

The Park has an active volunteer base co-ordinated through the Park's Honorary Rangers. These volunteers are seen as a key part of the effective delivery of the Park's functions and are involved in park development, public events (Geelstert Fees, mountain bike races, birding excursions etc.), as well as external fund raising to support park management with donations of equipment and infrastructure.

Table 19: Volunteer Program – Key Actions and Timing

Key Management Actions	Time Frame (years)				
	2009	2010	2011	2012	2013
Co-ordinate and support existing honorary ranger and other volunteer programs and initiatives	✓	✓	✓	✓	✓

2.6 Programs enabling Effective Park Management

Effective park management programs are those geared to ensuring that the values and objectives of the park are maintained. These programs put in place the systems and processes that enable proactive management of the Park's objectives. Currently there are four broad programs, Corporative Governance, Research Monitoring and Evaluation, Information Management and Institutional Capacity and Development programs.

2.6.1. Corporative Governance

The principles to what constitutes good corporate governance were outlined in the King II Report. SANParks has adopted these principles and aims to implement these alongside other relevant legalisation governing the management of public assets. To realise this, the Park will focus on the following 5 management areas:

- undertake an inclusive approach to strategy development of the Park through the Park Forum (see 2.4.1);
- proactively manage business risk, through an Environmental Management System to ensure business continuity through assessment and prioritisation of risks;
- ensure that Park Management Planning is in place for all programs;
- carry out legal compliance internal auditing programs on key business functions; and
- ensure pertinent Financial Management

Risk Management

Fundamental to good corporate governance is effective Risk Management, which has become a focus area in all corporate governance frameworks and public sector specific legislation (in terms of the Public Finance Management Act). The Park adopts the approach that Risk Management is about proactively identifying and understanding the factors and events that may impact the achievement of strategic management objectives, then managing, monitoring and reporting these risks. As such, the Park has developed a risk profile based on a risk likelihood, probability and impact rating.

The management of risk is done through the Park's Environmental Management System (EMS) that puts in place the actions required to manage the identified risk profile. The EMS also includes aspects of park management that are not issues at present, but could be come issues in the future. In effect, all internal and external threats and pressures to the park, e.g. Disaster Management Responses (oil spills), Visitor Safety and Security, Wildlife Disease Management (e.g. Tuberculosis), etc. are managed through the description of Standard Operational Procedures (SOP's).

Park Management Planning

The Park has developed (e.g. Park Management Plan, Conservation Development Framework, Park Consolidation Plan) and will develop (e.g. Fire Management Plan, Resources Use Plan, Marine Protected Area Management Plan) a number of strategic Park Planning documents that need to be updated regularly to ensure that they adequately address the changing needs of the Park.

Legal Compliance

With the replacement of the National Parks Act (Act 57 of 1976) with the National Environmental Management Act : Protected Areas Act (Act 57 of 2003 there has been fundamental changes to the overarching legal framework that governs the

management of national parks. In addition there has been major advancements in other legal frameworks, including financial management, heritage management, occupational health and safety, wildfire management, etc. As such SANParks has put in place a Legislative Committee that reviews legislative changes in legislation and oversees park compliance with these changes.

Financial Management

Without incisive financial management of the Park, there can be no realistic conservation effort. For the next 5 years the Park will ensure that all Park operations and Park projects 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.

Table 20: Corporate Governance Program – Key Actions and Timing

Key Management Actions	Time Frame (years)				
	2009	2010	2011	2012	2013
Maintain park risk profile and identify new potential risks	✓	✓	✓	✓	✓
Maintain Environmental Management systems (i.e. Management Aspects, Standard Operating Producers, Disaster Management, etc)	✓	✓	✓	✓	✓
Update Park Management strategic documents (e.g. Park Management Plan, CDF, Fire Management Plan, etc.)	✓	✓	✓	✓	✓
Maintain up-to-date legal reviews for matter relating to the legal framework of Park management.	✓	✓	✓	✓	✓

2.6.2. Park Research, Monitoring and Evaluation

Management of the Agulhas National Park requires that the appropriate data and information is collected, maintained and made readily accessible to staff responsible for all aspects of management. Such data is not only essential for formulating effective long-term management objectives, plans, programmes and systems, but also for educating and informing residents associations, user groups, local authorities, provincial and national decision and policy makers, international organisations and aid/donor agencies.

Although good biophysical, socio-economic and heritage data exists for the Agulhas Plain, specific information is needed at a higher resolution for the Park to use as a baseline against which to monitor the management actions of the Park. The priorities for research will be developed through a priority needs analysis which will be articulated through the development of an overarching Science Plan. This plan will determine the suitable park indicators (including Thresholds of Potential Concern) to monitor, as well the varying mechanisms to collect the data (e.g. internal research, universities, commissioned studies, etc.).

Table 21 : Park Research, Monitoring and Evaluation – Key Actions and Timing

Key Management Actions	Time Frame (years)				
	2009	2010	2011	2012	2013
Develop a Marine State of Knowledge Report & maintain the current State of Knowledge report for the park.	✓	✓	✓	✓	✓
Undertake a Research and Information Priority assessment for Park.	✓				
Develop a Science Research and Monitoring plan for the Park.	✓				
Implement the "Science Plan" on a prioritised basis through the use of local research institutes and universities, internal research capacity, external research capacity and commissioned/ outsourced arrangements.		✓	✓	✓	✓
Inline with the "Science Plan", undertake baseline surveys to compile Park species list and species status assessment.		✓	✓	✓	✓
Determine and monitor suitable biodiversity indicators or Thresholds of Potential Concern.			✓	✓	✓
Establish and maintain a database of Park information to facilitate strategic and operational decision-making and the monitoring of management indicators as well as the evaluation of these so that feedback of information is quick enough for management to act.			✓	✓	✓
Ensure that research and monitoring findings are published in formal and popular format as well as presented to management and stakeholders.	✓	✓	✓	✓	✓
Actively source alternative and donor funding for research and monitoring in the Park.	✓	✓	✓	✓	✓

2.6.3. Park Information Management

The management and dissemination of information plays a significant role in ensuring the efficient management of the Park. As such 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 information systems and management support needs to be set-up for the Park. The information management program will draw on previous database developments from within SANParks as well as newly developed ones such as BIO-GIS from SANBI.

Table 22: Park Information System – Key Actions and Timing

Key Management Actions	Time Frame (years)				
	2009	2010	2011	2012	2013
Establish and maintain a database of Park information to facilitate strategic and operational decision-making and the monitoring of management indicators.		✓	✓	✓	✓
Obtain sufficient and ensure ongoing technical regional support and staff capacity to optimise the value and efficacy of the database			✓	✓	✓
Through a park information system provide overarching management control, and collation of information, of all research and monitoring activities taking place in the park.		✓	✓	✓	✓

2.6.4. Institutional Capacity & Development Program

The Park currently has 16 staff on its permanent establishment. As outlined in this Park Management Plan, there will be new management functions of tourism management and marine management that will need to be staffed. As such, the staff establishment is expected to grow with the addition of a the Park Tourism function and a Marine Conservation marine function. The ABI will have a coordination function with the Park Manager of the Park (Figure 3).

Park capacity is not only defined by development of current staff, but requires the holistic management of the appropriate human capital. Including creation of a learning environment, developing leadership skills, the sharing of knowledge and experiences 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.

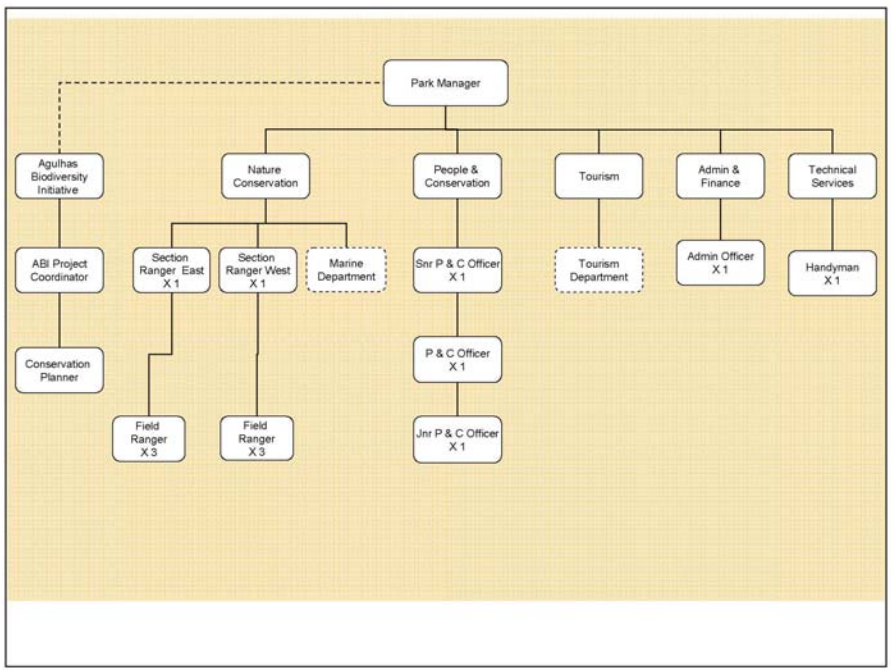

Figure 3: Current (Solid) and future (Dashed) staffing and reporting structure for the Park

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

3.1 Monitoring of Strategic Delivery

Section 43 of the Protected Areas Act requires the 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. The scorecard comprises high-level objectives (Figure 2), measures and targets. These are grouped into four operational quadrants, namely mandate & financial; customer; internal and learning and growth. Although the targets will change as the operational circumstances shift, the high level measures for the management objectives should be constant for the management period.

Table 23: Strategic Measure for Agulhas National Park

Management Objective	**Strategic Measure**
Core Park Objectives	
Biodiversity Management	State of Biodiversity as per SANParks State of Biodiversity Report
Heritage Management	State of Heritage as per SANParks State of Heritage Report
Tourism Management	% Occupancy level % increase in total number of visitors
People Constituency Building	Number of person-days on temporary jobs created % Rand Value of Procurement from SMME Suppliers and Service Providers Number of Community-based socio-economic initiatives implemented
Effective Park Management	
Park Consolidation	% Progress against the Parks Consolidation Program
Corporate Governance	Park Forum in Place Reduction in Risk Profile State of Area Integrity Management
Financial Sustainability	% Budget Variance Income to Cost Ratio % Increase in revenue
Institutional Development	Percentage of approved Fixed Term and Permanent Establishment posts filled The % of Park Training budget Spent
Research, Monitoring & Evaluation	% Progress against implementation of Park's Science Plan The percentage of research reports received from researchers

3.2 Adaptive Management Reviews

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. Adaptive management is based on a circular – rather than a linear – management process, which allows information concerning the past to feed back into and improve the way management is conducted in future. This approach helps management to adapt and improve through a learning process. SANParks has identified 8 feedback loops that need to be in place in order for the parks objectives being realistic in achieving the parks desired state. These feedback loops are:

- Feedback that the management action, as decided upon and specified, is carried out;

- Feedback whenever a TPC (specifying the endpoints of any biodiversity objective) or other management target is violated, or is credibly predicted to be violated in the future;
- Feedback that the predicted outcome of a management intervention, in response to the exceedance of a TPC or management target, is achieved, or what materialised instead in its place;
- Feedback as to whether the monitoring programme and list of TPC's and management targets is parsimonious and effective;
- Feedback as to whether overall park objectives need adjustment in the longer-term
- Feedback regarding, or at least latent preparation for, surprises;
- Feedback to SANParks Head Office of the overall performance of the park relative to its stated objectives; and
- Feedback as to whether organizational or societal acceptance of the consequence of an intervention is, as agreed on previously, still acceptable;

When embarking on annual and 5-yearly management reviews, the underlying management condition (Figure 4) which can be grouped into three large "themes" of management: design (context and planning), appropriateness/adequacy (inputs and processes) and delivery (outputs and outcomes).

Figure 4:Framework for reviewing park management effectiveness

4. Conclusion

The rational of establishing a National Park on the Agulhas Plain is to protect the lowland Fynbos and exceptional wetland systems; the unique geographic location at the southern tip of Africa where the Indian and Atlantic Oceans meet; to protect the diverse marine life along the coast and to manage the cultural historical features of the area. In addition, unlocking the tourism potential of the southern tip of Africa and the Cape Agulhas Lighthouse precinct along with contributions to economic development are key activities that the Park needs to focus on .

This plan outlines the consolidation strategy required to establish the Agulhas National Park as well as the Biodiversity, Cultural Heritage, Tourism and Conservation Constituency Building Programs that are required to shift the Park towards a preferred Desired State.