



This Implementation Plan outlines and enables the joint undertaking of activities and interventions by TMNP Management and stakeholders for the management of the Tokai and Cecilia areas.

Revised Draft Tokai and Cecilia Implementation Plan

Table Mountain National Park

19 May 2023

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PREAMBLE

The document set out hereunder is the Revised Draft Tokai Cecilia Implementation Plan (TCIP) which has been prepared in terms of the Tokai Cecilia Management Framework (TCMF) Review Process. This Implementation Plan outlines and enables the joint undertaking of activities and interventions by SANParks and stakeholders for the management of the Tokai and Cecilia areas. The Revised Draft TCIP is made available for a 31-day public comment period to 19 June 2023.

The fundamental change to the Draft Tokai Cecilia Implementation Plan is that the Revised Draft TCIP;

- Recognises the issues and concerns raised by stakeholders during the initial engagement and public participation process, and clearly shows how this information is incorporated into the revised Plan.
- Addresses the concerns about confusion amongst stakeholders by abandoning (1) the grouping of proposals into projects and programmes, and (2) the two-tick/dash classification system wherein proposals were previously reviewed in terms of their suitability and feasibility for implementation.
- Is informed by the outcome of in-depth follow-up one-on-one sessions with various stakeholder groups as well as focused Working Groups, held as and when it was requested, as enrichment toward better understanding the concerns raised and recommendations proposed by such stakeholder groups and Working Groups.
- Follows a structured outline of presenting the issues and concerns raised in the different phases in a logical and consistent order, albeit inevitably a comprehensive document.
- Frames the stakeholder recommended proposals of stakeholders as Outcome Goals; each defined with a visioning statement, objectives and associated strategic actions and milestones for implementation.
- Shows a clear linkage of the actual proposals workshopped by the different Working Groups with the Outcome Goals.
- Abandons roles and responsibilities, and funding sources and replace it with the inclusion of an implementation roadmap as the basis for unpacking the Programme of Work for the implementation of each Outcome Goal.
- Presents the implementation of strategic actions and associated milestone along SANParks 5-year Strategic Performance Plan, instead of the open-ended timeline as in the previous Draft Implementation Plan, to allow for systematic and cyclic performance reporting against planned activities.
- The Revised Draft TCIP is to be considered for incorporation into the revised Park Management Plan for the Table Mountain National Park during the Park Management Plan review process.

EXECUTIVE SUMMARY

The Revised Draft Tokai Cecilia Implementation Plan comprises of 12 Outcome Goals. These Outcome Goals are defined by a vision, objectives and strategic actions for implementation over a 5-year period.

Outcome Goal 1: Implementation of the Tokai Manor Precinct Plan towards a multi-use gateway with a wide range of commercial, tourism recreational and related activities appropriate to the context and heritage of Tokai. This will be achieved through releasing the primary concession for the Precinct to promote a substantial investment into upgrades of infrastructure, parking, facilities and heritage across the Tokai landscape. The primary concession will provide opportunities for secondary opportunities for the Precinct to promote successful business opportunities in a designated high volume visitor site. The establishment of a First Nations People cultural site and addressing the provision of appropriate housing living conditions to the Tokai Bosdorp families will become part of the integrated management and access to the Precinct.

Outcome Goal 2: Tokai Braai site upgrade and diversification of use become a social place and space for families, communities and visitors. This will be achieved by managing the Tokai braai and picnic site as a key visitor facility serving the broader Cape Town community, including steps to retain shade trees and secure long-term shade by replacing aging trees. It is important to investigate and implement the various aspects of the upgrade and landscape plan for the braai and picnic site for the purpose of releasing commercial opportunities. This will also be achieved through refining and implementing the various proposals for enhanced usage and family focused event and activities at the Tokai braai and picnic site emanating from in the TCMF review process, including (a) wider range of activities in the braai site such as safe spaces for family orientated activities (e.g. kids parties, recreational and adventure opportunities); (b) a wider array of usage and potential small scale commercial opportunities in braai and picnic site (e.g. refreshments, events etc.). Baboon management at the Tokai braai and picnic site would need to improve.

Outcome Goal 3: Tokai Arboretum upgrade to be a fully optimised visitor-used site. This will be achieved by a phased approach towards opening the Lister's Place to provide information and interpretation on the Arboretum, including a working nursery (medicinal garden), exhibitions and collections. This would also entail the investigation of the reopening of Lister's Place to serve basic refreshments. To improve the current state and visitor use of the Tokai Arboretum it will require the preparation of recreational use zones, including improvements to the path network, parking area, wheelchair access and security. The Tokai Arboretum would also require the protection from future fires. There is a need to increase volunteerism work on the rehabilitation of the two wetlands inside Arboretum, including phasing out problematic species as well as an investigation into the expansion of the Arboretum to include nearby river courses and corridor.

Outcome Goal 4: Shade and planted landscapes where the placement, type and extent of shade in the landscape provides for human-centred benefits and experiences. It is important to acknowledge that trees and associated landscapes (including Constantia-Tokai Valley) are valued by many stakeholders and provide a range of values and benefits (e.g. scenic, cultural, recreational shade). It is also important to recognise that treed areas include both naturally occurring indigenous trees as well as planted trees such as those in the commercial plantations. A number of shaded and identified historic / heritage trees and plantings would need to be managed in line with heritage requirements (e.g. oak trees leading to the Tokai

Manor House, the Arboretum, along Rhodes Drive, Cathedral Grove, Redwood Grove, etc.) for recreation in shaded landscapes. To achieve this outcome goal, it will also be required to develop and implement a range of options and identify appropriate sites for the retention and introduction/provision of continued trees and planted landscapes (including replanting and inter-planting of appropriate indigenous tree species), including possible extension (and possible amendments) of Tokai Cecilia Exit Lease for the remaining plantations beyond 2024 for recreation in shaded landscapes subject to negotiations with other entities and the lessee.

Outcome Goal 5: Safety and security is such a high priority to the extent that Tokai and Cecilia are considered a heightened safe and security area. This will be achieved through the improvement of security at parking areas as well as the improvement of current security surveillance through using appropriate technology, including cameras, panic buttons, etc. This will also entail the increased visibility and presence through patrolling and viewing platforms by working together in volunteerism and partnership. It will be important to improve the flow of safety and security related information through different communication mediums, including emergency contact numbers and centralised incidents reporting.

Outcome Goal 6: Environmental education and interpretation are presented as an improved education and interpretation about the environment and heritage resources experienced. This will be achieved through the develop and implement environmental educational material for several natural, cultural and heritage features for inclusion into the Parks' Environmental Education Programme. This will also be achieved through the development of education materials on cultural heritage for Tokai Arboretum interpretation at Lister's Place as well as the development of interpretation materials for the Tokai Manor Precinct. There is a need to develop and maintain interpretation materials on fynbos restoration, including biodiversity interpretation, restoration trail and fire awareness. Linked to the development of environmental education and interpretation material will be the consideration of the opportunity for additional heritage studies / research on Tokai and Cecilia. Furthermore, there is a need to develop and implement additional guided fynbos interpretation trails in Tokai and Cecilia areas through the work of volunteers. It is important to establish a fynbos interpretation and/or medicinal garden (possibly linked to the Tokai Manor House precinct) as well as the need to establish a heritage walk created with markers, medicinal plants, rest points & education interpretation.

Outcome Goal 7: Fire management towards a fire-safe interface managed and implemented through prescribed burning and awareness creation. This will be achieved through the reduction and improved management of fuel loads on the urban interface and in proximity to heritage assets. This would also be achieved through ensuring that firebreaks are maintained and undertaking prescribed burning where and when required. There is the need to increase fire awareness and communication whilst ensuring adequate budgets and resources are in place. There is a need to ensure fire-fighting readiness in partnership with volunteers.

Outcome Goal 8: Invasive species management through effective and efficient alien vegetation clearing through working together and partnerships. This is being achieved by undertaking regular clearing of undesirable invasive species in postfire, post harvested and forest restoration areas. This also requires high quality invasive species follow-ups and monitoring emerging invasive (EDRR) species and implement rapid responses. There is a need to increase funding and volunteer support for invasive species clearing.

Outcome Goal 9: Biodiversity and ecosystem services rehabilitation where the species rich, highly threatened and of globally important fynbos and fauna in Tokai and Cecilia are being rehabilitated and restored. This is being achieved by capturing the importance of Tokai and Cecilia biodiversity's value in the Park's CFRWH Site status and applicable Outstanding Universal Value criteria in terms of ecological process (WHS OUV criterion ix) and biodiversity (WHS OUV criterion x). There is a need to conserve the 3 important vegetation types i.e. the 'critically endangered' Cape Flats Sand Fynbos (CFSF), Peninsula Granite Fynbos (PGF) and the 'endangered' Peninsula Sandstone Fynbos (PSF). There is a further need to facilitate the recovery and diversity of locally indigenous species in critical fynbos areas as well as the need to update and implement rehabilitation action plans for terrestrial systems, wetlands and rivers for the Tokai-Cecilia areas, including threatened species and Species of Special Concern. Furthermore, active and passive rehabilitation interventions and processes in Tokai and Cecilia plantation areas must continue to be implemented. There is a need to continue to undertake rehabilitation of important wetlands and riverine corridors/aquifer recharge areas, including assessments of wetlands and freshwater systems, restoration/stabilisation of riverbanks. There is also the need to continue increasing volunteerism and involvement of citizen science in flora and fauna surveys. Baboon management and monitoring activities in areas demarcated for dog walking and at places where food is being consumed (i.e. Tokai Picnic Braai Site, Lister's Place and the Arboretum) must be intensified.

Outcome Goal 10: Tokai and Cecilia recreational activities and events where the society relates to nature and healthy lives through physical, emotional and spiritual experiences. This will be achieved by supporting the Working Group proposals received, by embracing and developing inclusive consolidated recreational use zones for Tokai and Cecilia areas that allows for a variety of recreational and leisure activities to be undertaken in designated areas and routes in accordance with a set of Code of Conduct (i.e. compliance and etiquette aspects) for each activity. There is a need to review and maintain tracks, footpaths and trails, including increased volunteerism work and improvement of signage for all recreational user groups in Tokai and Cecilia areas. More family / visitor friendly facilities such as children's playground areas and facilities, universal access, and benches, including improvement of existing (and/or create new where required) public ablutions and parking areas. It is important to provide for options for commercial recreational user-group events and family experiences. There is a need to implement an online permit system.

Outcome Goal 11: Tokai and Cecilia heritage where the history and heritage resources of the Tokai and Cecilia areas continue to be acknowledged and celebrated. This will be achieved through the management of Tokai and Cecilia as heritage areas (layers) relating to pre-colonial, slavery, agriculture, forestry, religion, biodiversity and recreational aspects. There is a need to undertake further research in these multitude layers of heritage and continue with current heritage studies relevant to Tokai and Cecilia areas, including the history and photographs of historical structures in Cecilia area. A memorial site must be established that will acknowledge the significant contributions to social upliftment and the fight against gender-based violence. There is a need to establish a structured garden with a list of edible and medicinal plants with their Khoi and Dutch/Afrikaans vernacular names. Information, education and interpretation boards on the history of the Tokai and Cecilia areas, including the pre-colonial history and/or history of the indigenous people and aspects relating to the importance of restoring and protecting the cultural landscape of the Constantia Tokai Valley, the Manor House, historical buildings and its use over time must be developed. There is a need to facilitate organised and planned ceremonial visits by the First Nation's People to the Tokai and Cecilia areas. It is important to manage heritage areas in accordance with heritage guidelines and recommendation.

Outcome Goal 12: Communication through effective communications with stakeholder and in social media. This will be achieved by managing the official messages in the media by guiding and positively influencing the ‘public conversation’ through mass media platforms. There is a need to foster amicable public relations and facilitate two-way conversations with key external stakeholders. It is important to improve stakeholder and partnership management, promote events that result in consistent positive coverage of SANParks as well as improving social media management.

The following activities will be undertaken towards the implementation of the Revised TCIP;

- The development of a detailed Programme of Work for each Outcome Goal in consultation with relevant stakeholders.
- The monitoring and evaluation of implementation progress.

DEFINITIONS AND ACRONYMS

CFRPAWHS	Cape Floral Region Protected Areas World Heritage Site
Constantia-Tokai Valley cultural landscape	The natural and transformed landscapes in the valley that includes historic farm, planted areas and natural landscapes of which the natural landscape has been assigned Outstanding Universal Value (OUV) in terms of the CFRWHS status by UNESCO.
Milestones	Key tasks (sub-actions) to indicate the progress toward the Action.
OUV	Outstanding Universal Value means cultural and/or natural significance which is so exceptional as to transcend national boundaries and to be of common importance for present and future generations of all humanity.
Park Management Plan (PMP)	The Minister-approved plan to ensure the protection, conservation and management of the protected area in a manner which is consistent with the objectives of NEMPAA and the purpose for which the Park was declared.
Partnerships	Use of “Partnerships” refers to where SANParks envisions working with volunteers, external contractors and commercial operators to implement actions.
SANParks 5-year Strategic Performance Plan	SANParks 5-year Strategic Performance Plan is a requirement by government’s Medium-Term Expenditure Framework in accordance with the Public Finance Management Act No. 1 of 1999 that allow for systematic and cyclic performance reporting against planned activities and budgetary commitments.
SEAM Team	Park department that is engaged in Park safety and security operations
Strategic Actions	The overarching action that is to be undertaken in terms of the Implementation Plan
Timeframe	When the milestone is envisioned to be undertaken, following the sign-off of the TCIP

1. INTRODUCTION

1.1 Context to the Revised Draft Tokai Cecilia Implementation Plan

The Tokai Cecilia Management Framework (TCMF) emerged from the national government's decision in 2004 to phase out commercial plantations in the Western Cape, including those of Tokai and Cecilia areas, thereby transition from commercial forestry to national protected area. The TCMF (2005-2025) presented a 'framework for planning' for the future management of Tokai and Cecilia areas as integral parts of Table Mountain National Park and articulated a long-term, 20-year vision by setting out the broad landscape level proposals to guide the change from commercial forestry plantations to National Park. Against this background, SANParks made the undertaking to review the TCMF (2005-2025) through a transparent and interactive stakeholder and public engagement process. Hence, the Tokai Cecilia Implementation Plan (TCIP) emanated from and was developed through this stakeholder engagement and public participation process. It considered the views of all stakeholders and presents a balanced outcome of the engagement and public participation process, covering a number of different environs and each requiring its own Programme of Work for implementation.

1.2 Purpose of this Implementation Plan

The purpose of this Implementation Plan is to outline and enable the joint undertaking of activities and interventions by SANParks and stakeholders for the management of the Tokai and Cecilia areas. The implementation of these activities and interventions follows the implementation process as described in Section 8 (Roadmap Implementation) of this Implementation Plan.

1.3 Outline of the Revised Draft Tokai Cecilia Implementation Plan

The outline of this Implementation Plan follows the sequence of stakeholder engagement and public participation undertaken during the TCMF Review Process;

- Phase 1 is an attempt to understanding the current context, issues and concerns about the management of the Tokai and Cecilia areas;
- Phase 2 focuses on workshops for unpacking these issues and concerns, including proposals by stakeholders to address issues and concerns;
- Phase 3 focuses on the anticipated outcomes when strategic actions and milestones are implemented.

The strategic actions and milestones are scheduled to align with SANParks' five (5) year Strategic Performance Plan, where short-term budgets are linked to SANParks' operational budgets, medium-term funding to SANParks' strategic budgets, and long-term funds are linked through to the Park Management Plan. The timeframe ('years') indicated will commence once the Implementation Plan has been finalised

and signed-off by SANParks Executive Management and the first annual operational budget cycle has commenced. It should be recognised that some of the strategic actions are already underway and being implemented on an ongoing basis. Certain actions are not within SANParks' legislative jurisdiction but could be implemented by stakeholders. It is envisaged that the strategic actions will be implemented by TMNP Management jointly and in collaboration with stakeholders and partners. Importantly, implementation is always subject to budget and resource availability, and this may delay the immediate implementation of strategic actions.

2. OVERVIEW OF THE TCMF STAKEHOLDER ENGAGEMENT AND PUBLIC PARTICIPATION PROCESS

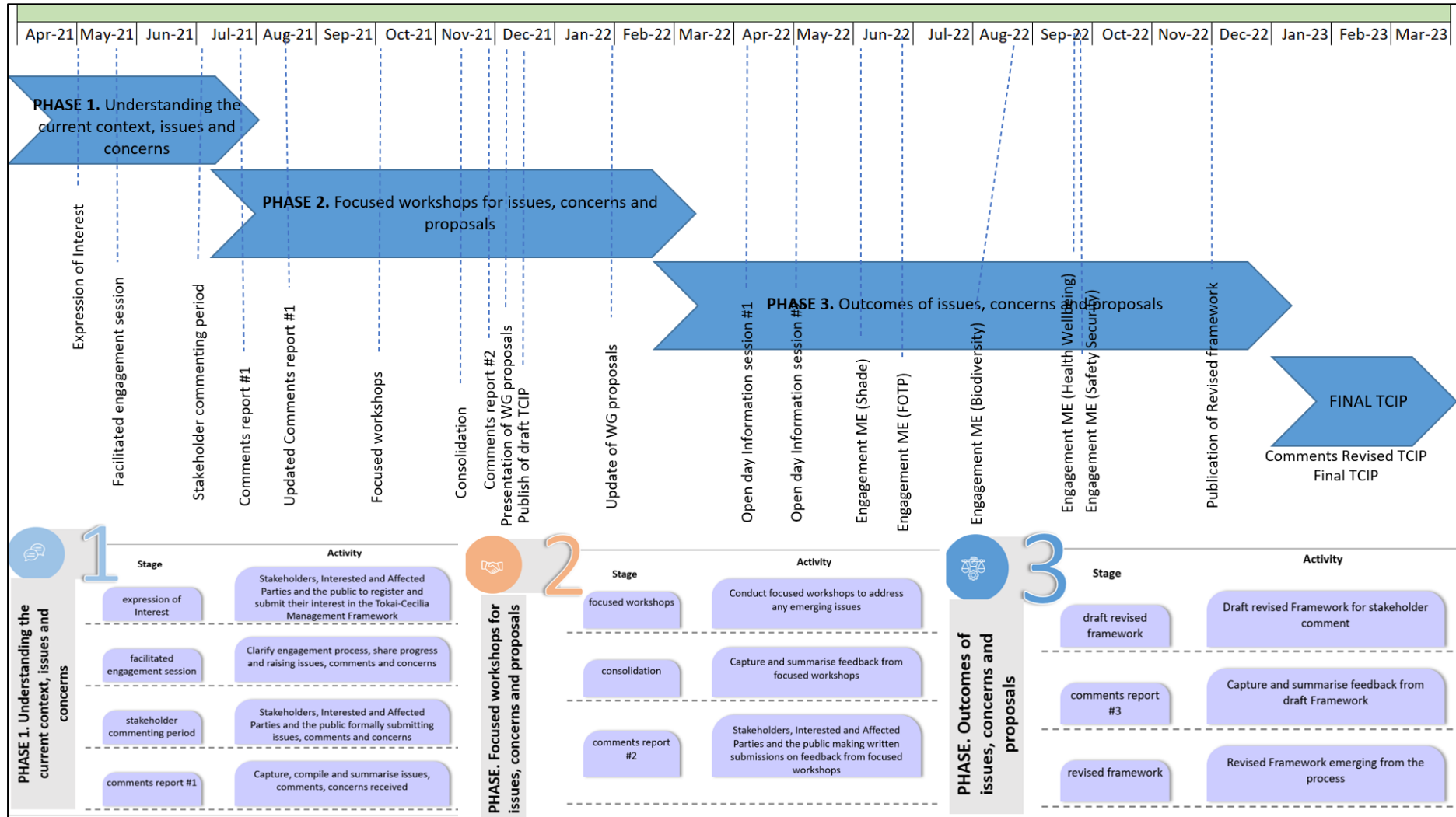
The TCMF Review Process kicked off on Tuesday 25 May 2021 with more than 200 stakeholders participating during Phase 1, i.e., commenting period whereby stakeholders were requested to make written submissions by 30 June 2021 which were published online in full (available on website as Phase 1 Report: Detailed Stakeholder Comments Received) and as a summary report (available on website as Phase 1 Report: Summary of Stakeholders Issues, Comments and Opportunities).

Upon receiving written submission during Phase 1, Phase 2 of the TCMF Review Process comprised of focused workshops with stakeholders on the various issues, concerns and proposals emanated from Phase 1. All Working Group submissions were published in full (available on website as Phase 2 Report: Stakeholder Working Groups Proposals Received) and as a summary report (available on website as Phase 2 Report: Summary of Stakeholder Working Groups Proposals Received).

Phase 3 of this stakeholder and public engagement process considered all the proposals received from the stakeholders during the focused workshops and consolidated the suggestions into meaningful projects and programmes of action for implementation and published for public comment on 13 December 2021 (available on website as Phase 3: Draft Tokai Cecilia Implementation Plan) (Draft TCIP). In addition to comments received from stakeholders, an open information was held whilst Managing Executive of SANParks also engaged with Working Groups and interested stakeholder groups to discuss their concerns about the Draft TCIP. This report represents the Revised Draft Tokai Cecilia Implementation Plan Report (Revised Draft TCIP), with the accompanying 'Draft Tokai Cecilia Implementation Plan Comments and Response Report', and contains the revisions made to the Draft TCIP after considered the stakeholder inputs during the public commenting period.

The figure below provides a graphical representation of stakeholder engagement and public participation process, inclusive of timelines and milestones.

Figure 1. Graphical representation of stakeholder engagement and public participation process, including timelines and milestones.



3. WORK CONTAINED IN THE DIFFERENT PHASES OF THE TCMF REVIEW PROCESS

3.1 Phase 1: Understanding the current context, issues and concerns

Phase 1 of the TCMF Review Process provided an opportunity to compile existing information with the aim to understand the nature of issues and concerns pertained to the management of the Tokai and Cecilia areas. These became the aspects of focus relevant to the Review Process in a comprehensive manner. Phase 1 commenced with an Expression of Interest to register as an Interested and Affected Stakeholder in the TCMF Review Process followed with a Stakeholder and Public Engagement meeting on 25 May 2021 at the Education Centre, Kirstenbosch Botanical Gardens in Cape Town (Table 1). A Comments Report was produced which captured a summary of the issues and concerns received from all the stakeholders.

Table 1. Summary of the stakeholder participation during the Stakeholder and Public Engagement meeting on 25 May 2021.

Synopsis of Stakeholders		
<i>25 May 2021</i>		
	In-person	Virtual
Institutions	44	24
Community members	82	126

3.2 Phase 2: Focused workshops for issues, concerns and proposals

Phase 2 of the TCMF Review Process provided for facilitated Working Groups to draft detailed proposals for consideration for the future management of the Tokai and Cecilia areas within the Table Mountain National Park. The process took place from August 2021 to January 2022. In this Phase, seven (7) Working Groups were formed; Biodiversity Management Working Group, Communications Working Group, History and Cultural Heritage Management Working Group, Facilities Working Group, Fire Management Working Group, Health and Well Being Working Group, and Safety & Security Working Group. These Working Groups comprised of stakeholders and SANParks' representatives.

The Working Group proposals have made an exceptionally rich contribution to the Tokai Cecilia Framework Review Process. Over 300 proposals for action towards the management of the Tokai and Cecilia areas were included in the submissions by the stakeholders following these focused workshops. The submissions by each group cover the broad diversity of interests and issues in use and management of these areas, and recommended proposals and actions to address these.

3.3 Phase 3: Outcomes of issues, concerns and proposals

In this Phase 3 of the TCMF Review Process, the WGs put forward a wide range and variety of proposals of which many are similar and often overlapping. These proposals and recommendations were documented to provide the basis for a revised draft Implementation Plan for the management of the Tokai and Cecilia

areas. The wide range of proposals prepared and submitted by the Working Groups are available on the website, which contains every proposal or action suggested by the seven Working Groups. Each proposal was recorded verbatim and catalogued to ensure consistent cross-referencing with the revised draft Implementation Plan. To streamline these into an Implementation Plan that SANParks and stakeholders can work with and implement, the proposals have been grouped and are presented in the revised TCIP in a summary table format.

The wide-ranging and varied set of Working Group proposals, from broad visionary intentions to specific actions, have been streamed into Outcome Goals. Comments submitted on the Draft TCIP were recorded in the 'Draft TCIP Comments Report' and SANParks responses are provided in the 'Draft TCIP Responses Report' and have informed this revised draft Implementation Plan indicated in the Responses report.

4. PHASE 1 - OVERVIEW OF THE INITIAL THEMATIC AND INFORMATION GATHERING WORK

4.1 Compilation of information

Seventy-five (75) individual comments were received from stakeholders representing individuals, organisations, and authorities (Annexure A). These comments ranged from a single statement to full reports with accompanying maps. The outstanding feature of this wide range of comments is that for nearly all comments raised by stakeholders, there were common recurrent topics including fire, fynbos, shade, recreation and safety & security. For some of the topics (i.e. fire and safety & security) the issues and concerns raised were generally unanimous. For the other topics, the issues and concerns presented are widely divergent and often opposing views. In addition to these main topics, there were an additional 51 unique topics that have been distilled from the submissions. These topics fall into two broad categories, firstly general topics that relate to the Framework and secondly, topics that relate to the review process being followed to review the Framework. From the Seventy-five (75) comments submitted and received, stakeholders put much thought, time and effort into the preparation and submission of the comments. A complete in-depth interpretation into the nuances and rich detail of information in each written submission was not presented but individual written submissions were made available to the public upon consent of those who submitted submissions. The full scope and details of all submissions were considered in Phase 2 of the TCMF Review Process.

4.2 Summary of inputs and comments on thematic issues made by stakeholders

4.2.1 Fire: Issues and concerns on fire management were strongly and repeatedly raised. Generally, comments steered away from the actual type of fire, being alien species or fynbos fire, to the need to put in place appropriate fire management measures. High fuel loads (from a variety of sources including cut material from alien vegetation, standing alien trees, etc.) particularly close to the urban edge were a prominent concern. More specific comments related to the burning of fynbos in term of conservation

requirements, frequency, seasonality, permit requirements and the plausibility of managing fire close to residential areas. Fire as a landscape event in Tokai was also highlighted where currently dry fuel loads (from alien vegetation clearing operations) increased the risk of a fire escaping out of the Tokai area (driven by south easterly winds) and the potential danger to residential areas if a fire were to be driven by north westerly winds into and beyond the lower Tokai area. The need to protect heritage assets from fire, such as the Tokai Arboretum and the long-term costs for fire management were complementary fire comments. In Cecilia, the possibility of hot dry berg winds leading to fires was noted. In general, the comments called for a clear fire management plan for Tokai (also for Cecilia) that included managing fuel loads, revisiting the firebreak network, pre-scribed burning schedules, protecting heritage assets and fire awareness education.

4.2.2 Safety and Security: Overall, the comments refer to the safety of recreational users in Tokai and Cecilia. The view is that criminal activity has increased in the Tokai area where the nature of the crime can be serious including violent criminal acts. Some comments link the increase in criminal activity to the presence of fynbos in lower Tokai, while others highlight the lack of ranger visibility as a contributing factor. Many stakeholders feel safer in the pine plantation compartments of lower Tokai as this provides for clear views and good surveillance. It was noted that in areas that attracted more visitors, the users felt safer due to the effect of safety in numbers. Although some user groups, e.g. horse riders, have a visual advantage over other groups, many still feel vulnerable to attack in the lower Tokai area. Comments highlighted that criminal activity occurred in areas that were less well frequented or when users were not in larger groups.

Due to the open access nature of the lower Tokai area, stakeholders pointed to the need for increased visual surveillance. Suggestions included additional 'look-out' platforms, the wider use of CCTV and supplementing the SANParks rangers with private security companies and car guards. On the upper slopes of Tokai (and elsewhere in TMNP) the lack of cell phone reception was a key limitation to implementing effective security measures. The overall outcome for stakeholders is to feel safe in the TMNP, particularly in the accessible and well-used area of lower Tokai. To increase security in the area requires a combination of increased ranger visibility, the option of utilising private or contract security to support the Park and the use of volunteers. Improving the use of technology is necessary especially where cell phone reception is lacking in some high-risk areas.

4.2.3 Shade for Recreation: The topic of recreational shade in the landscape appeared in many comments and the degree to which shade has been included or excluded from Tokai and Cecilia landscape is a central theme informing many comments. Stakeholder views of shade in the landscape are diverse. This is primarily due to shade changing both the nature of the user experience as well as the natural environment where it is present. Stakeholders who support the provision of shade point out that this comes with an array of human centred benefits. This includes greater enjoyment of the environment due to moderated climatic conditions, increased feeling of safety and visibility, the intrinsic value of trees, potential value provided by some species as a firebreak and the space to move freely and unhindered. The

stakeholders that are proposing less shade provision do not necessarily disagree with these qualities and values that shade provides. The difference between stakeholders is where and how shade should be placed in the landscape, as well as considerations of biodiversity trade-offs.

Overall, stakeholders agree that there is the opportunity to greatly improve the 'green infrastructure' within the City of Cape Town. At a city-wide level, open spaces and green belts of Newlands and Hout Bay as well as the areas on the Cape Flats can all do with improvements through additional tree planting. Closer to Tokai and Cecilia, the green-belt network in Constantia and Tokai were identified as being suitable. While there is no contestation between stakeholders regarding these public open spaces, it is the space within the boundaries of the Protected Area (i.e. TMNP) where stakeholder views diverge sharply. Within a relatively limited space, such as lower Tokai, stakeholders are proposing a range of objectives for the area which are not always mutually compatible as shade areas and fynbos areas are by their nature mutually exclusive. Many of the comments then seek to motivate why one landform type (either shade or fynbos) is preferable to the other. Some of the stakeholders have sought to find a resolution. The common approach in the proposals is to make use of spatial separation between the landscape objectives of shade and fynbos. In the proposals, the placement and extent of shaded landscape differs depending on the secondary aspects of the proposals, for example the impacts on biodiversity, fire issues, access potential, recreational utility, heritage qualities and how quickly shade can be introduced into the landscape. A common thread in the proposals was for the shade-fynbos outcome to be permanent. For some stakeholders, the uncertainty as to what the future holds is what needs to be clearly addressed. Detailed proposals have been received, many with a range of spatial layouts (where would shade be best suited), type of shade (planting of which trees), the extent (how much shade) as well as endangered fynbos restoration plans (excluding shade from restorable fynbos areas). These also need to be considered to address the issue of shade provision in the landscape of the Tokai and Cecilia areas.

4.2.4 Fynbos: Most stakeholders have an understanding that fynbos in Tokai and Cecilia is species rich, highly threatened and of global importance. Comments highlight that these once widespread fynbos vegetation types are now largely lost to urban development and agriculture and only small areas remain in Protected Areas such as Tokai and Cecilia in the TMNP. Comments were also made regarding the need for rehabilitation and restoration which are long-term processes. The fact that fynbos seeds have survived for so long despite the many years of forestry practice is nothing short of a miracle and should be appreciated. Several stakeholders express the view that the activities in the landscape should not compromise the re-establishment and re-emergence of the unique fynbos and natural heritage of Tokai and Cecilia which are part of the Cape Floral Region Protected Areas World Heritage Site inscribed in terms of UNESCO's Outstanding Universal Value (OUV) criteria ix) ecological process and x) biodiversity and contributes to South Africa's internationally agreed biodiversity targets.

Some stakeholders point out that it is not the fynbos itself that is the issue, but rather the change in experiential use of these restored fynbos areas through the loss of shade, the restriction of movement onto designated paths and tracks, the requirement for periodic burning and perceived increased safety risk. As

with the proposals for shaded areas, stakeholders have presented potential solutions that separate these land-use types spatially with a range of proposals allocating the placement and extent of fynbos areas differently in the landscape. These proposals range from having no fynbos areas in lower and much of Tokai, the idea of limiting fynbos to a managed garden type landscape, to having only a core area of fynbos, to area-wide rehabilitation of viable and self-sustaining fynbos areas. Detailed proposals have been received all with a range of spatial layouts (where would fynbos be best suited) and the extent (how much fynbos). These can be considered to find a long-lasting resolution to the question of provision of areas for rehabilitation and regeneration of natural fynbos and conservation of its biodiversity within protected areas such as Tokai and Cecilia.

4.2.5 Recreational Activities: Stakeholders identified Tokai and Cecilia as important spaces for recreation and outdoor leisure use. The importance of the lower Tokai area is mainly due to perceived lack of alternative opportunities within the nearby suburbs for expansive, flat, shaded, open space usage. For some local residents, Tokai and Cecilia - particularly lower Tokai - are viewed more as an extension of the City urban centred environment rather than that of a Protected Area. The perceived lack of City planning to cater for recreation within the city environments seems to have led to a loss in opportunities for the realisation of recreational diversity in the wider landscape beyond the Park. In addition, certain traditional user groups, e.g. horse riders and walkers with dogs have come under spatial pressure in recent years as the areas available for these activities has been steadily reduced. Tokai and Cecilia are seen as important areas for continuing to maintain the diversity of recreational use in the landscape.

With the popularity of the areas for diverse recreational activities, conflict between users is inevitable. Although most stakeholders report that user groups are amicable to each other's needs, there have been a few cases of direct conflict. There was the general view from the comments, that Tokai and Cecilia are popular public recreational spaces and usage is likely to increase into the future. Stakeholders raised the poor conditions of tracks and trails in the area as a concern. With recreation being a main activity in the landscape, there is an expectation that the trails and tracks should be a top priority, yet many are overgrown or eroded. In some cases, paths and tracks seem to be ill-placed in the landscape and should be realigned or closed. Management tracks that were no longer in use could be re-purposed to footpaths. Questions were also raised as to the role of volunteers maintaining most paths in the area when funding from recreational permit sales could be diverted for this purpose. Some stakeholders also felt excluded from management decision to open or close paths, for example the opening of the upper Tokai Waterfall path for Mountain biking, or the closing of tracks in lower Tokai. Also related to trail usage were comments that general signage (directional and informative or educational) could be greatly improved. Stakeholders raised a wide range of recreational topics that included the environmental impact of MTB downhill riding on the slopes of upper Tokai, consideration for whether or not to restrict dog-walking to leash to avoid conflict with horse riders, cyclists and other users and opening new areas to some of the traditional activities for example permitting walker with dogs into the Arboretum. Stakeholders are generally asking for areas and paths allocated to user groups to be reviewed. Stakeholders, e.g. horse riders, are looking for confirmation that their activities are not going to be curtailed as in other areas near Tokai and mutual use of

the area as with other user groups. Stakeholders also sought to ensure that the area would remain inviting and accessible for family recreation and have proposed a range of suggestions for improving particular sites.

4.2.6 Legal, Governance and Policy: Stakeholders raised concerns as to whether the outcome of the TCMF review process and the implementation of proposals would fulfil the requirements of a multitude of legal, governance and policy 'layers' that are applicable to the Protected Area. These include international agreements and targets (e.g. Convention on Biological Diversity and the subsequent Aichi Targets), South African Constitution, National Environmental legislation, SANParks' mandate and policies and the Park Management Plan. Included in this are references to historical work to protect the CPPNE such as the Fuggle 'multi-use' studies and the Huntley report. A few stakeholders also point to the more recent 'Court Order' and 'Court Judgement' that need to be recognised. Stakeholders would like to see that these be considered in-line with the current TCMF overarching vision of managing Tokai and Cecilia into the future in terms of legal requirements, applicable policies and agreements.

4.2.7 Tokai Arboretum and Lister's Place: Stakeholders commented that Tokai Arboretum is a special place being a national monument (now Provincial Heritage Site) and of international heritage importance. The consensus is that the Tokai Arboretum is undermanaged and this needs to be urgently addressed. There needs to be agreement on the detailed management actions required and the allocation of the required resources to realise these actions. These include the ongoing maintenance of trees, upgrading of footpaths, interpretation of historical significance, continual biomass fuel reduction, maintaining fire preventive measures (e.g. fire breaks and perimeter stack burning), increasing the capacity of the active volunteer heritage group and the formalisation of garden type layouts (seating, tables, etc.). Included in this upgrade should be the allowance for wheelchair access to and through the Arboretum. A key issue raised relates to the public accessing the Arboretum. After the 2015 fires the Arboretum has never fully re-opened. The Arboretum parking area remains closed and while alternative parking is available i.e. in the Tokai Braai Site, this is generally unsuitable for all users who cannot make the more than 1 km walk from the allocated parking area to the Arboretum due to age, disability or other reasons.

Tied to the Arboretum is Lister's Place. It was originally developed to be an Environmental Education and Interpretation Centre. Before 2015, it operated as a small, yet popular tea-room which formed part of the Arboretum experience. Since the 2015 fire, the tea-room has been closed with no sign of re-opening. Stakeholders are enquiring about the future of the tea-room as it is currently unclear. Some stakeholders have requested that the tea-room be re-opened, while others highlight that it should revert back to its original intent and design of being part of the environmental education and interpretation of the area (Arboretum, forestry, fynbos, etc. Stakeholders are looking for active management of the Arboretum, improved access to the site, being involved in the required upgrades to the area and being informed as to the future of Lister's Place.

4.2.8 Alien Vegetation: Although some stakeholders commented that some progress had been made in clearing the alien vegetation that emerged after the 2015 fire, the ongoing presence of large tracts of alien vegetation is of concern and needs to be addressed. Stakeholders highlight that dense alien vegetation not only poses a direct threat to biodiversity but impedes effective fire management and could lead to uncontrollable wildfires in the area. There is recognition that alien vegetation management will be a long-term endeavour given its vigorous growth and the persistent soil stored seedbanks from the plantation era. Due to alien vegetation clearing being such an ongoing long-term requirement, the sustainable funding, and resources to undertake this are questioned. In terms of the alien clearing already undertaken, stakeholders have emphasised that the quality of work can be improved and that some alien species need different methods of clearing as the standard method applied has been ineffective. Stakeholders have varying views on volunteer involvement in the alien clearing program. Some have the view that TMNP is reliant on volunteer groups as it is unable to complete the task itself, whilst others are of the view that volunteers can make a positive and personal contribution to improvement of the area. There is the suggestion that volunteer involvement (not only in alien clearing) should be greatly encouraged and increased. Stakeholders would like to see an improvement in management and quality work of alien vegetation clearing in Tokai and Cecilia. Securing sustainable budgets and resources to complete the task is important. Communication on the alien clearing plans and progress needs to be made to stakeholders. The fuel loads and the stacking of cut material that result from alien clearing operations need to be better managed, especially in the proximity of the urban interface and Arboretum.

4.2.9 Infrastructure and Buildings: Comment's related mainly to hard infrastructure and buildings in Tokai, including the Tokai Manor. Overall, the consensus view from stakeholders was that buildings in the Tokai area were in a poor and deteriorating condition and some almost verging on a state of neglect. Many of the buildings are of provincial / national heritage value and improved upkeep and use is required. Due to their heritage significance, they offered tourism value but as buildings are in poor condition (and sometimes unsafe) and closed off to the public, these opportunities are not being realised. Stakeholders queried as to why the Tokai Manor Precinct Plan, that proposed a multi-use gateway with the buildings planned for a variety of uses, has yet to be implemented.

There was a call to better consider the auxiliary uses associated with infrastructure in the Tokai Precinct. For example, although there is overall support for horse stables and riding in the area, the layout of the horse paddocks required rethinking as the current layout is impacting on non-motorised access between lower and upper Tokai and is causing environmental damage to the riverbanks. With the increasing usage of certain areas, it was noted that small infrastructure items such as litter bins, signage, fence up-keep was lacking. In addition, as areas have become attractive, parking has become an issue and often overflows into areas outside of the Park. When upgrading areas, traffic studies should be included as well as looking at areas where parking is exceeding capacity. In line with the amenity function, there were ideas for play equipment for kids, swings, etc. Stakeholders request that buildings, especially those with heritage value be maintained as a matter of urgency. The proposals in the Tokai Manor Precinct Plan need to be taken

forward to realise the full value of the area. There is the call for the TMNP to provide adequate parking at areas that are attracting visitors.

4.2.10 Commercial and Tourism Development: Generally, stakeholders that engaged on the development of commercial and eco-tourism aspects of Tokai all agreed that there is huge potential, but little is currently being realised. The Tokai Manor Precinct Plan is a well-received document, but very few of the proposals (restaurants, accommodation, retail outlets) have been carried forward. This has led to stakeholder scepticism about SANParks being able to implement and achieve the intended outcome of the Tokai Manor Precinct Plan. Linked to the commercial proposals of the Tokai Manor Precinct Plan are suggested eco-tourism events that would be additional eco-tourism income sources. Commercial mountain biking events have the potential to generate sizable income as in other National Parks. The rich heritage of Tokai and Cecilia are noted to be worthy of eco-heritage activities including amongst others heritage or cultural guided tours relating to both infrastructure such as Tokai Manor as well as traditional practices and uses of plants and animals. Stakeholders have also suggested that localised coffee / food stops be considered in higher use areas such as lower Tokai and the Tokai Braai Site, in addition to proposals for Lister's Place. Stakeholder request TMNP to implement the proposals in the Tokai Manor Precinct Plan and develop and recognise eco-heritage-tourism opportunities.

4.2.11 Heritage Layers and Markers: Heritage stakeholders raised concern regarding the lack recognition of heritage resources of the area in terms of the site and landscapes within the Framework. It was pointed out that heritage composes numerous layers and markers, each of these having a different context and significance. Caution is necessary when assigning greater value of one heritage resource over another. A further area for discussion is the division between natural heritage and cultural heritage and how these can both be realised. Caution was given to accepting heritage informants without due research and understanding of the heritage significance within the context of Tokai and Cecilia. The traditional knowledge and practices of FIRST NATIONS people are to be recognised. In Cecilia it was noted that the impressive blue gum trees adjacent to Rhodes Drive should be regarded as managed as heritage trees. The inscription into the World Heritage Site as a natural heritage site was highlighted as important which should be considered. Stakeholders asked that the importance, protection and celebration of heritage resources, both natural and cultural be acknowledged. Examples are the Arboretum, Tokai Manor and projects such as an active medicinal garden to acknowledge the significance of both natural and cultural heritage of the area. Many aspects of cultural heritage are available to be explored further including the FIRST NATIONS people and Muslim heritage layers that were currently under-represented.

4.2.12 Tokai as a Social Place/ Space: Stakeholders have commented that the area is not only important as a recreational space, but a social space for local residents. Families and friends are able to meet and enjoy the outdoor space with shaded areas being highlighted as supportive to social gatherings (e.g. picnics, kid's parties under the trees). Some stakeholders have also commented that this lifestyle behaviour demonstrates that the forced social inequalities of the past continue in the Constantia Valley. Users of the area are also able to engage in personal pursuits such as bird watching, photography, etc. As part of the

social landscape, stakeholders have commented on the Tokai Braai Site. The area is viewed as well shaded but generally underutilised, except as a parking area. It has been known for some time (15 years now) that the tall shade trees are nearing the end of their lifespan and why has planting of new replacement trees not commenced? Stakeholders that TMNP relook at the use Tokai Picnic Site and start replanting shade trees to replace aged trees. Suggestions include increased investment into the area to formalise it into more of a public park such as Wynberg City Park. Upgrades could include food and beverage offerings and options for environmental educational experiences for school groups. There are suggestions to expand the current braai site or create additional formal picnic/braai area near the Arboretum.

4.2.13 Creating Shade Areas: Stakeholders seem to all agree that fynbos as a vegetation type does not have suitable species that can provide natural, tall canopy shade for users wanting shaded areas. As such, to provide shade within a protected area landscape, the shade would need to be created via the use of surrogate species.

Stakeholders proposing shaded areas have highlighted four possible ways to achieve this outcome.

- Firstly, retain areas that are currently shaded. The pine compartments in lower Tokai (and possibly Cecilia) should be kept as permanent shade areas (i.e. plantation trees not be harvested as per the Exit Lease requirements). This is viewed as the quickest solution to securing shade.
- The second option is to plant suitable indigenous (to South Africa) trees underneath the current pine trees with the idea that once these trees have been established, the over-story pine canopy can be incrementally removed to create a new canopy layer of permanent indigenous shade, provided that indigenous trees can successfully grow in the lower sandy soils.
- Thirdly, look for new locations within Tokai and Cecilia where trees are likely to establish, e.g. on the upper granite slopes of Tokai which seem to be able to support tree vegetation, and/or expand other areas where (non-pine) trees are currently planted, such as the Tokai picnic site, Arboretum and lower slopes of Cecilia to create permanent shade areas.
- Lastly, some stakeholders still support the concept of 'transitional planting' of pine trees to provide temporary shade in designated locations and with mosaic planting providing for continual shade in the landscape at the various designated locations as per the original TCMF proposal. Many stakeholders however acknowledge that this is not a satisfactory or practically sustainable solution.

In addition, there is consensus that more could be done to provide shade planting outside of the Protected Area in the City's green open spaces and generally within the City's urban area was an urgent requirement. The importance of having a treed environment was noted as this creates a sense of health and wellness and a desire for more outdoor living in an area. Stakeholders have also highlighted that creating tree shade is not a simple or easy task. Numerous factors need to be considered when altering the ecosystem in Protected Area such as Tokai and Cecilia which includes feasibility of the proposals, use of cover crops, implementation responsibility and natural processes such as fire and disease. Stakeholders are divided on

implementing shade areas within the Protected Area, but all agree that there is opportunity to plant more trees throughout the City. A range of specific proposals were submitted for creating shade in the landscape.

4.2.14 Fauna and Ecosystem Processes: The stakeholder comments cover general subjects on biodiversity that were not only the focus of critically endangered or endangered fynbos. In this regard, stakeholders have commented that although the biodiversity focus is primarily on the flora in the Protected Area, there are aspects of the fauna that should be considered. With the restoration of the natural vegetation, there have been a positive impact on the fauna with birds, insects, bees, buck, Cape fox and caracal having increased in abundance in the fynbos areas. Vegetation with low (close to the ground) cover was important for many ground animals, such as the endangered Western Cape Leopard Toad who seek cover to hide during the day. The reduction in tree cover has also resulted in faunal changes. Raptors are being sighted less frequently and there are suggestions that the alien grey squirrel is being displaced into neighbouring gardens. Special mention was made of baboons and the much-needed management of this species. Stakeholders felt that baboons need intensive and constant management. It was noted that baboons are attached to pine trees and as such these trees should be removed from urban interface. Reference was also made to the potential dangers between baboons and walkers with dogs and baboons should be kept out of areas demarcated for walking with dogs. Baboons also conflict with humans at places where food is being consumed. This includes the Tokai Picnic Braai Site, Lister's Place and the Arboretum. Comments reflected the need to safeguard human usage, especially children in these areas from raiding baboons. Comments were made that waste streams e.g. from picnic areas, need to be better managed though the use of baboon proof bins to lower the attraction of baboons to these areas.

The changes in tree cover have also resulted in changes in water movement in the landscape. Although this was generally seen as a positive, the design of the infrastructure to deal with water in the landscape seems to be unable to accommodate the increased flows. For example, the channel flowing through lower Tokai is precariously full after rains. Mention was also made of observing increased water tables in fynbos areas. Many stakeholders remarked positively on the rehabilitation of fynbos areas. There is awareness from some stakeholders that due to the long-term disturbance of the area, rehabilitation is possible albeit over a long timeframe. Other stakeholders point out that due to constant presence of alien vegetation, problematic fire regimes, changes in nutrient inputs (e.g. nitrogen), missing species diversity and human impacts, the rehabilitation effort - although admirable - is doomed in the long-term. Stakeholders proposed a range of suggestions for biodiversity restoration can be considered that include, active rehabilitation of fynbos areas, restore river flows (Tokai and Cecilia), replant indigenous trees in natural Afromontane areas, appropriate baboon management, improving connectedness, reducing soil erosion, improving research and monitoring and reporting on progress.

4.2.15 The Urban Park, Land Tenure and Adjacent Land-Use: Some stakeholders expressed concerns about the perceived overall lack of public recreational opportunities in the suburbs and around Tokai. It was noted that SANParks does collaborate with the City of Cape Town towards providing adequate land for recreation in the suburb. Tokai and Cecilia plantations has never been part of the City's town planning

schemes. Largely because of this inadequate town planning, some stakeholders hold the view that parts of the Protected Area, notably the area east of Orpen Road in lower Tokai, should be seen, and as such managed, as an extension of the City's urban environment for recreational purposes. The view of these stakeholders is that biodiversity objectives should be secondary to that of human centred needs and that the notion of an 'Urban Park' needs to prevail.

Some stakeholders are of the view that a perceived 'Urban Park' with its infrastructure and permanent landscape changes as being incompatible with the management of the Protected Area. They have suggested that portions of land that would form part of an 'Urban Park' should be excluded from the Protected Area and handed over to other authorities whose function it is to manage such recreational areas. The comments suggest that SANParks should be primarily concerned with biodiversity management as per its mandate, while intensive recreation areas that may compromise biodiversity be permanently excluded from the Protected Area. Other stakeholders have acknowledged that areas like lower Tokai are finite and contested spaces. They have questioned why all the activities need to take place in such a small space within the Protected Area. There are areas and opportunities (not yet formalised and fully explored) in the neighbouring urban landscape for intensive recreation which can be permanently transformed to accommodate treed shade areas for intensive recreational activities and usage. This would alleviate pressure on lower Tokai, a protected area with critically endangered biodiversity. Areas such as the Porter Estate, surrounding City open spaces and green belts have been noted where permanent landscape change would not negatively impact biodiversity and, in many cases, could enhance biodiversity in the broader landscape. Stakeholders' suggestions include managing recreational areas differently to biodiversity areas, handing over recreational and/or transformed land to the City to manage, and City (or Province) to upgrade adjacent areas to allow for increased recreational use.

4.2.16 Environmental Education, Interpretation and Experience: Stakeholders that focused on aspects of environmental education held similar views. Environmental education, interpretation and experience was sorely missing from the offering at Tokai. With many aspects of the environment and heritage resources that were available for interpretation, including the Arboretum, fynbos, fauna, wetlands, climate change, cultural heritage in a relatively small area, this omission should be addressed. There should be a concerted effort to improve environmental education and interpretation at Tokai. There was the suggestion that the Lister's Place be repurposed (or reinstated its original purpose) to an education centre for the area. School and youth outdoor visits should be implemented, and these visits could even have a practical component based on a variety of topics including nature as a place of healing, forestry, medical use of fynbos, etc. Many aspects of cultural heritage were available to be explored further including the FIRST NATIONS people and Muslim heritage layers that were currently under-represented. There was good potential for partnerships in the environmental education sphere, for example partnering with the Chrysalis Academy in development and delivery of the programme. Stakeholders are asking for the development and implementation (in partnership) an Environmental Education and Interpretation programme to be based at Tokai.

4.2.17 Tokai Bosdorp: The Tokai 'Bosdorp' families, some of whom were previous forestry workers, raised the issue of being marginalised by the exit of forestry and the introduction of conservation. SANParks management has not interacted positively with the residents of the Bosdorp since SANParks took over management of the area. They noted that their communal facilities had been taken away from them and turned into a Research Centre, they have been restricted from using other buildings in the area and that no maintenance on the buildings has been done for many years. They expressed concern that the TCMF ignored them as being important in the future of Tokai. The residents of Bosdorp want to be part of the TCMF review process and want to be part of the future of Tokai.

4.3 General issues that have a wider scope than Tokai and Cecilia areas raised by stakeholders in their written submissions

4.3.1 Climate Change: Stakeholders highlighted two points in relation to climate change. The first was the notion that proactively planting trees has been proposed to reduce the impacts of climbing atmospheric CO₂ levels, though other stakeholders point out that there are several problems and contradictions with this idea. The second is that for Cape Town, the expected climate changes will be towards hotter and drier conditions. Linked to this is the likelihood of increased wildfires that need to be considered in the future of Tokai and Cecilia.

4.3.2 Volunteers: Stakeholders referred to the positive role that volunteers could play in realising the objective of the TCMF. Although there was mention of several volunteer groups and individuals already involved in different activity areas, it was felt that the role of volunteers could be further expanded. Some comments were of the view that volunteers were necessary as SANParks had become reliant on volunteer services to undertake its required objectives. Volunteers themselves have expressed concern that persons external to the volunteer groups undermine their work done through not being directly involved and complicating working relationships.

4.3.4 SANParks Management: SANParks staff, from a range of departments have engaged with a diversity of stakeholders over the past decade. Several positive and negative interactions have been recorded by stakeholders. Positive interactions include working with volunteers and adjacent landowners. Negative interactions cited include lack of visibility, lack of accessible staff, lack of communication and impolite or evasive behaviour. As an overarching concept, there were suggestions to relook at the management structure of SANParks towards one of co-management with the local community where this type of management model has is in place and explored in other National Parks such as the Richtersveld National Park. Stakeholders are asking for clear communication channels and feedback timelines and a visible ranger presence.

4.3.5 'Framework for Planning' versus "Plan for Implementation": Many stakeholders view TCMF as a 'plan for implementation' rather than its original stated and agreed intention of being a 'framework for planning' which identified a series of lower-level plans to be prepared. Most stakeholders are of the view that implementation of plans is what is needed rather than further rounds of planning. Priority areas for

implementation included for example, tourism and commercial development, the Arboretum plan, alien clearing plan, fire management plan. Linked to the implementation of these plans was the need to monitor and report on implementation progress to stakeholders. Stakeholders would like to see implementation of the plans identified in the TCMF and monitored and reported against rather than a framework for more planning.

4.3.6 SANParks Finance and Budgets: Some stakeholders expressed the view not only is TMNP underfunded but that the majority of income derived from the Park is channelled away from Cape Town into SANParks national budgets. The poor state of infrastructure, limited safety and security capacity, degraded footpath network, lack of maintenance of management tracks, large areas invaded by alien vegetation are testament to this. Recreational users feel particularly aggrieved as Permit fees should be used to keep footpaths and other facilities maintained. There is a call for SANParks to open the TMNP budget for public viewing and input. There are proposals to create a fund for donations and volunteer contributions and allocating dedicated funds (such as the permit fees) towards maintenance.

4.3.7 Political Landscape: Several stakeholders allude to tension in the political landscape, which may have implications for future city and countrywide priorities and budgets and as such hence implications for the ability to see current proposals to fruition.

4.3.8 Stakeholder Identification and Inclusiveness: A concern was raised that not enough effort went into identification of stakeholders to participate in the process. The stakeholder net should have been cast wider and accounted for stakeholders that had participated previously in similar processes or the current contactable recreational users. In addition, due to the COVID-19 pandemic, some stakeholder groups may not be currently active.

4.3.9 Flawed Process and Lack of Transparency: The review process started after a big gap in the intended review cycle. This has resulted in the intervals between the reviews (and public engagement) being too long where issues might have been addressed sooner. A retrospective analysis would have been a useful starting point in terms of what has and has not worked in the TCMF to date. Stakeholders were concerned that SANParks officials cannot be independent in the role of facilitation, and as such that the review process is flawed as there is likely to be conflicting interest between stakeholder groups. Stakeholders have requested an explanation of how decisions regarding the TCMF review will be reached. Issues such as gate keeping via committees, interest groups, Facebook have been noted as problems.

4.3.10 'Blank Page' Future Approach: Stakeholders commented on the lack of a SANParks position in the review process. Although the process had been described as a review of the current TCMF, at the same time stakeholders were given 'a blank page' with which to work with no clearly defined parameters. At the initial public information sessions, a review of some of the plans prepared was presented but no SANParks' view, or vision was put forward. Stakeholders noted that the planning framework must support the long-

term survival (more than 100 years) of the Protected Area and within it, must clearly explain SANParks' mandate inclusive of the whole history and environment, a heritage for all in South Africa.

5. PHASE 2 - PROPOSALS FROM STAKEHOLDER ENGAGEMENT AND PUBLIC PARTICIPATION

Phase 2 of the TCMF Review Process provided for facilitated Working Groups (WG) to draft detailed proposals for consideration for the future management of the Tokai and Cecilia areas within the Table Mountain National Park. The process took place from August 2021 to January 2022.

5.1 DETAILED PROPOSALS

In Phase 2, seven (7) Working Groups were formed; Biodiversity Management Working Group, Communications Working Group, Cultural Heritage Management Working Group, Facilities Working Group, Fire Management Working Group, Human Well Being Working Group, and Safety & Security Working Group. These Working Groups comprised of stakeholders and SANParks' representatives. This section summarises the focal issues and recommendations of each of the Working Group submissions (full proposals are available on the website).

5.1.1 Biodiversity Management

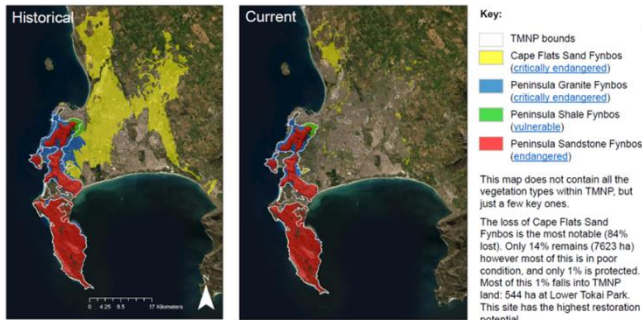
Represented civil society, public interest groups, ratepayers' associations, tertiary institutions, SANBI, City of Cape Town, Honorary Rangers and SANParks staff, the WG's proposal identified the required key actions that support and promote the Cape Floral Region World Heritage Site status as well as the applicable Outstanding Universal Value criterion (OUV) for the area, as the area transitions from commercial plantation management to national park zoned for biodiversity conservation. This was based on two guiding principles;

- Biodiversity Guiding Principle 1: People need biodiversity not only for survival as we rely on essential ecosystem services, but also for recreation, stress reduction, general health and well-being, employment, income-generating opportunities, and education.
- Biodiversity Guiding Principle 2: SANParks' primary mandate and top priority is biodiversity conservation whereby;
 - The Biodiversity WG's proposal fully aligns with SANParks' primary mandate.
 - Tokai and Cecilia are vitally important management sections of Table Mountain National Park for the conservation of Cape Flats Sand Fynbos, Peninsula Granite Fynbos, Peninsula Sandstone Fynbos, Southern Afrotropical Forest and wetlands.
 - All three fynbos vegetation types are Critically Endangered and endemic to Cape Town.
 - However, Cape Flats Sand Fynbos is of the highest conservation priority.
 - Lower Tokai alone is home to c. 550 indigenous plant and 95 vertebrate species.

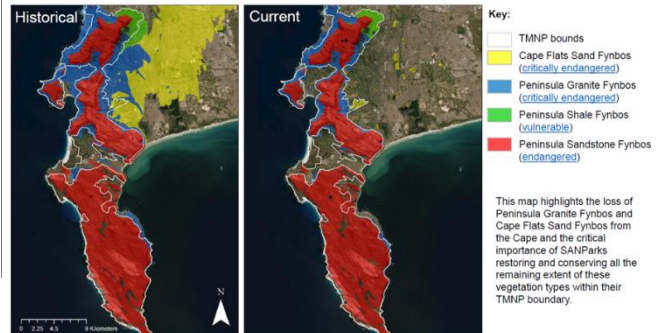
Pictures extract from the Biodiversity Management Working Group proposal.



Map of threatened vegetation types within TMNP



Map of threatened vegetation types within TMNP



With the biodiversity objective of restoring native terrestrial and aquatic biodiversity and ecosystem processes, by updating and implementing the appropriate restoration plans, the WG proposed that restoration and biodiversity conservation of Critically Endangered vegetation types (Cape Flat Sand Fynbos, Peninsula Granite Fynbos and Peninsula Sandstone Fynbos) in the Protected Area will help make Cape Town a sustainable and resilient city through the ecosystem services provided by natural ecosystems. This objective addresses the management actions required during the remaining transition from plantation forestry to national park areas zoned for biodiversity conservation. And therefore, the following recommended management actions should be continued through appropriate implementation of a revised TMNP Protected Area Management Plan;

- active and passive restoration of Critically Endangered vegetation and habitat types, including restoration of rivers and wetlands;
- active fire management that supports natural process while protecting the urban-wildland interface;
- undertaking timeous invasive alien plant control;
- managing faunal diversity;
- planning for climate change;
- undertaking erosion control; and
- improved communication with stakeholders and the public on biodiversity issues.

All actions proposed (a) can be implemented in the short-term (most are already in progress) and with SANParks operational budget, (b) list activities for SANParks to implement and (c) have recommended indicators to measure success. The biodiversity take home message should be:

- Tokai and Cecilia sections of TMNP are globally unique, both in their rich and threatened biodiversity, and in their spatial position in the landscape.
- Critically Endangered vegetation types need as much space as possible. The unique connection between the lowlands and mountain slopes must be maintained.
- Ecological restoration (through implementation of appropriate fire regimes, alien clearing, erosion control and faunal management) is possible and should be prioritised.
- Ecological restoration is key to climate change mitigation by improving ecosystem services and increasing resilience for TMNP, Cape Town and her people.

5.1.2 Communications

The WG's proposal seeks to guide significant communication and reputation management initiatives for the TCIP, and in context together with the TMNP. This integrated communications approach combines internal communications with staff, and supports external stakeholder engagement, monitoring, and evaluation in relation to the TCIP.

The primary focus of the proposal is to ensure effective communication that builds a positive identity for TMNP amongst its internal and external stakeholders, to counteract inaccurate narratives about the Tokai Cecilia Management Framework and to promote achievements made in the process. A system of proactive, consistent messaging will:

- position SANParks as contributing to the social capital of South Africa through sustainable management of the conservation of biodiversity and cultural heritage; diverse and responsible tourism; and socio-economic transformation.
- Activate ongoing feedback loops with TCFM stakeholders post submission of the TCIP stakeholder report, including the final plan and implementation schedule.
- enable knowledgeable staff participation while creating a sense of ownership and entrenching a culture of service delivery.

- counteract misconceptions and misrepresentations of SANParks and its activities.

Communications needs emerging from other WGs included;

- Communications by SANParks is not pro-active and is seemingly situation dependent.
- For instance, SANParks is effective in communicating on current fire situations within the park, but ineffective in educational awareness regarding fire safety.
- SANParks communications is not always agile enough as approval for the release of statements often takes too long.
- There is perceived lack of transparency by SANParks as many internal policies and decisions are not published online or in the media.
- There's a lack of trust between the park and the stakeholders who often question the expertise of park officials.
- User groups have a general lack of knowledge regarding the TCMF.
- More information needs to be shared through electronic communications, online campaigns, signage, media statements, video footage etc.
- First encounter with the public is also important; staff need to be trained in customer relations.
- The organisation is in the fortunate position where, in the main, it receives positive media coverage and sentiment; it is however not immune to highly damaging negative social and mainstream media coverage.
- Tokai and Cecilia areas face criticism about various issues such as safety and security incidents, fires and lack of maintenance, leading to the public questioning the overall competence of the management of TMNP.
- Relationships between the team responsible for the management of Tokai and Cecilia areas and user groups requires ongoing attention and the building of trust.

In addressing the identified communications needs, there is the intention to combine information dissemination and relationship and trust building with the organisation's multiple stakeholders.

The WG proposal works toward identifying Key Core Messages around the TCMF process and wider TMNP (and SANParks) topics that include conservation management, tourism management and socio-economic development. In order to allow for information dissemination and two-way engagement with stakeholders, the proposal identified a mix of communication mediums that include;

- Media and Public Relations
- Internal Communications
- Marketing, and promotions support
- Public Participation Processes
- Public information and education campaigns – permitting systems (dog walking, World Heritage status of the TMNP, Cape Floral Kingdom, Fire Management and prevention)

- Signage and Information boards
- Social Media management
- Video footage to support all these functions

5.1.3 History and Cultural Heritage Management

The WG submitted a comprehensive proposal which details the significant heritage layers and key / important heritage markers for Tokai and Cecilia areas. The proposal covers a broad range of topics that put many of the cultural and heritage issues currently under debate into context. These topics include discussion on the built heritage environment of Tokai and Cecilia areas, previous land-use practices in the area, social-cultural interfacing, and key heritage sites such as the Tokai Arboretum. The proposal refers to recent heritage, wherein the notion of cultural landscapes is discussed and discouraged, while acceptance of the Cape Floral Region World Heritage Site as a Natural site is encouraged. The WG proposal has the following objectives;

- To reveal hidden aspects of the history of Tokai-Cecilia and to correct misrepresentations in the TCMF 2009
- To contribute to the identification of cultural heritage markers
- To evaluate and address heritage issues raised by stakeholders (2021) and weigh them up against the history of Tokai-Cecilia
- To provide the parameters for heritage by investigating several Acts and departmental directives

Along with the detailed historical account of the areas, the WG outline numerous and specific recommendations to enhance the educational value, interpretation and contemporary use of the heritage sites. These include the multi-use of the wider Tokai Manor heritage area, rehabilitation of natural fynbos heritage, historical plantings in Cecilia, establishing an active education facility and improved management and potential extension of the Tokai Arboretum. The actions include;

- To remedy shortcomings in current and newly identified cultural heritage markers
- To establish a SETA Governmental support school teaching the conservation of nature and culture
- To promote public education, tourism and inclusivity by maintaining a presence at heritage sites
- To establish and promote a specialized, SANParks-supported Heritage Volunteer Group

5.1.4 Facilities

The WG comprised stakeholders with interest in and/or represent cycling, equestrian, Lower Tokai, TMNP Forum, First Nation, heritage, conservation and Park Management with a collective experience of approx. 200 years in procurement, hospitality, HR, finance, marketing, and facility maintenance. Proposal explores the best use of the Tokai and Cecilia areas as park-user destinations with varying income generating opportunities. The proposal considered developing 'Facilities' that will attract Park users to these areas, keep visitors safe, and are aligned with a customer-centred focus.

The development proposals are grouped into short-, medium- and long-term options for different areas of Tokai and Cecilia, along with high level budget requirements for the successful implementation thereof. In the short and medium term for Tokai lower, middle & top sections & Cecilia, the cost estimation includes an approx. 60% resourcing plan of R 100m. The long term focuses on park conservation, with biodiversity, is best served by responsible park use & appreciation where families, cyclists, hikers, culture gatherings, family, dog walkers & equestrian, are in harmony with conservation. These options include;

Short term (now)(6months):

- Fix now: Aliens, security, fire & roads. R3m in arrears.
- Show good intentions. Transitional planting & paths. R2m.
- Open Lister's. Shift visitors up the hill.

Medium term (18months):

- Expand picnic area use as family hub. R2m
- Arenas for education, cultural & equestrian events. R2m.
- Partner with volunteers, activities, donors, City, Chrysalis, Forum.
- Prepare for new lower Tokai.

Longer term (36months):

- Manor House boutique hotel & gardens. R80m.
- Cluster with education, heritage, Khoi San, Arboretum, events. R6m.
- Link Tokai paths & hikes to the Peninsular.
- Change to prepared Lower Tokai R3m.

Extract from Facilities Working Group proposal.

Section	Short term	Medium Term	Longer Term
Lower Tokai	<ol style="list-style-type: none"> 1. Transitional tree planting, before anymore felling..** 2. Fix security in fynbos.** 3. Resolve shade vs fynbos.** 	<ol style="list-style-type: none"> 1. <i>Structured fynbos garden.</i> 2. Paths safe multiuse + shade. 3. <i>Franziska monument.</i> 4. <i>Structure car guards.**.</i> 	<ol style="list-style-type: none"> 1. Security in fynbos. 2. Link to City green belt. 3. Shade trees along streams.** 4. Bridge Orpen road.
Picnic area	<ol style="list-style-type: none"> 1. Secure shade trees. ✓ 2. Expand weekday use. 3. SANParks host arrival. ✓ 4. All users numbered. 	<ol style="list-style-type: none"> 1. Base for family excursions. 2. <i>Cycling & horse riding.</i> 3. <i>Coffee kiosk for services.</i> 4. <i>Trained baboon monitors.</i> 	<ol style="list-style-type: none"> 1. Long term shade trees 2. Chrysalis entry via The Range. 3. Host events.** 4. Parking shuttle service.
Manor Arboretum	<ol style="list-style-type: none"> 1. Open Lister's. 2. Open upper parking. 3. Secure shade trees 	<ol style="list-style-type: none"> 1. Equestrian & cultural arenas. 2. <i>Use Manor precinct.</i> 3. <i>Work with Chrysalis Academy.</i> 	<ol style="list-style-type: none"> 1. Manor H. boutique hotel. 2. Khoi San Cultural centre. 3. Link to Porter Estate
Upper Tokai	<ol style="list-style-type: none"> 1. Signage to self regulate. 2. Fix roads & tracks. 3. Control 5% deviants. 4. Better cut-to-burn plan. 	<ol style="list-style-type: none"> 1. <i>Cultural Centre (corp picnic)</i> 2. <i>Transparent funding.</i> 3. <i>On-line & club permits.</i> 4. Fix the aliens, with funding. 	<ol style="list-style-type: none"> 1. Natural fynbos burns & fire load on urban edge. 2. Link to Peninsula. 3. Activities in harmony.
Cecilia	<ol style="list-style-type: none"> 1. Fix reads & paths now. 2. Secure precious shade trees. 3. Clearer signage for all. 	<ol style="list-style-type: none"> 1. <i>Expand parking with security</i> 2. <i>Coffee kiosk & service toilets.</i> 3. <i>Transitional planting</i> 	<ol style="list-style-type: none"> 1. Good emergency jeep tracks 2. Non-conflicting cycle tracks 3. Good paths

The primary tourism development of the proposal focuses on the Tokai Manor Precinct. Required improvement to key current management activities such as fire management and alien vegetation clearing are also highlighted. The proposal highlights that recreational tracks and footpath need better maintenance and that the poor budgeting models for the Park need to be improved.

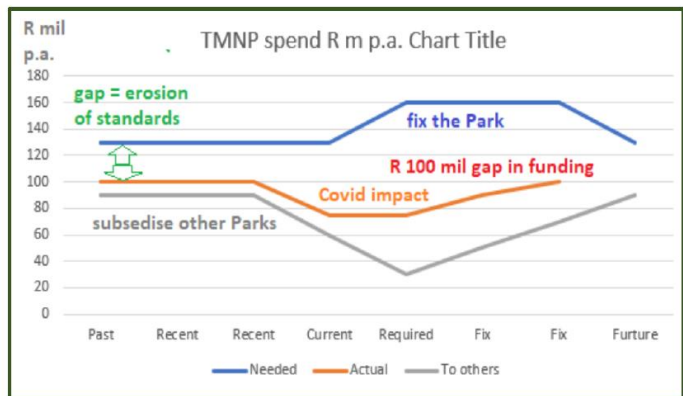
Extract from Facilities Working Group proposal.

- Manor House & Arboretum – Long-term**
1. The jewel Manor House requires significant funding to maintain and unlock full value. A R 60m investment boutique hotel is proposed. On tough template to ensure public access & appreciation. Offering 24/7 security & linked events.
 2. Linked lower farm house ex reformatory to be valued and show-cased.
 3. Khoi San Cultural centre, Arboretum, as part an array of family & tourist educational visit offerings. Food, beverage & craft trade to make self funding
 4. Link to a Porter Estate master plan to be demanded from Province. Youth cultural programs can claim Porter estate access.

Discussion doc private - Facilities Working Group

Resourcing The Plan.

- 2/3 of funding can be secured.
- Donors invest on track-record.
- SANParks has World Class science access, however there are gaps in contracting, project delivery, hospitality & operational excellence.
- N.S.R.I. is R 100 m donor funded.
- H.R.s can assist with donor trust.



	For Proj.M.	R+20%
1. Kruger Station, Sk.	Lower	3 000 000
2. Geelbek, Lange.	Picnic	2 000 000
3. De Hoop Collection	Arber. & Arena	7 000 000
4. Overseer's House.	Upper	1 000 000
5. Panoramic, Lange.	Upper arrears	2 000 000
6. Wash rooms, Vred.	SANParks	18 000 000
	Hotel M.H.	80 000 000

5.1.5 Fire Management

The WG's proposal adopted the guiding principle of collective agreement that fire is an important part of the ecosystem and needs to be correctly managed. This includes;

- Following a responsible approach
- Perform fire awareness, education, and communication
- Fire management needs an integrated approach between role players
- Fires do not wait for budgets to be approved
- To adequately manage fires, maintenance of infrastructure and resources are key

Pictures extracted from Fire Management Working Group proposal.



The WG's proposal aims to improve fire management in Tokai and Cecilia areas through the formulation of six long-term objectives for fire management in Tokai and Cecilia. These are;

- implementing and managing a fire-safe interface between the Park and neighbouring communities and farms;
- safe-guarding identified heritage assets from fire;
- implementing prescribed burning for biodiversity needs and community safety;
- improving fire awareness, education, and communication with neighbouring communities and Park users;
- ensuring adequate budgets and resources are available for fire management (effective and flexible budgets); and
- maintaining the access networks (tracks and footpaths) and other infrastructure that support infrastructure.

The WG proposal highlighted key points around fire management including that: (a) fire is a natural process and is important for the health of fynbos ecosystems; (b) fire management needs to be implemented in a responsible manner that minimises threats to surrounding areas and heritage assets; (c) and that fire management (preparedness and fire-fighting) requires an integrated approach among the role players, including from SANParks, City of Cape Town, MTO Forestry, CPFPA, Working on Fire and firefighting volunteers and neighbouring communities.

The WG proposal also makes several key high-level actions that focus on fire preparedness and being practical, implementable and budget friendly;

(a) fuel load management

- Create a low-fuel-load interface with urban areas and heritage assets
- Regular alien vegetation clearing (at least every 2 years)
- Maintenance and review of required firebreaks

(b) prescribed burning

- biodiversity regeneration and Safety & Security linkages

(c) budgeting and resourcing

- Fires don't wait for budgets
- Aging fire vehicle fleet, helicopter availability and human resource concerns
- Fire preparedness infrastructure and information

(d) communication, education and awareness

- Importance of fire in a fire prone and fire dependant environment
- Adjacent landowner responsibilities

5.1.6 Health and Well-Being

The WG is a diverse group of 22 people comprising of First Nations, hikers, families, schools, communities, mountain bikers, horse riders, dog-walkers and mushroom pickers seeking sanctuary, respite, worship in nature – in healthy ecosystems & diverse landscapes. The aim is to create physical, mental, emotional, and spiritual experiences leading to healthy people, leading to healthy communities, leading to a healthy country, and championing the Park.

The WG's proposal seeks to celebrate the human connection with nature and provide for healthy lives by promoting physical, emotional and spiritual experiences within the Tokai and Cecilia areas, including

TMNP. The proposal identifies core themes that present the use of the area for human wellness through the following objectives;

(a) to represent Humanity Khoexa!nâsib Ubuntu which is a desire to heal and build nation through the restoration of original holistic vision for the Park (Fuggle Report), including;

- Cultural, scenic, shaded and biodiverse landscapes
- Healthy ecosystems vital for human, flora, fauna survival
- Celebrate deep human connection to nature and Park = temple
- Celebrate the unique “Cape-ness” of Constantia Valley
- Recognise interfaces – humanity, climate change, communities

(b) To create urban shade, urban trees/forests – human & community benefits, climate change mitigation

(c) To nurture cultural heritage especially where neglected

(d) To celebrate diverse cultures

(e) To recognise cultural linkages

(f) To build partnerships (public-private, community-public-private, corporates)

(g) To manage concessionaires & eco-tourism to enhance visitor experience

(h) To build better stakeholder and Park relationships = sustainability

Pictures extract from Health and Wellbeing Working Group proposal.



It acknowledged and discussed the diversity of people in cities and their connection to nature, which allows for de-stressing, recharging, respecting, connecting, healing and nation building. A core focus of the proposal centres on the benefit provided to people by trees and shaded areas which reflect the cultural and scenic landscape of the Tokai-Constantia Valley. The proposal calls for the establishment of permanent shade areas in the Protected Area through planting of suitable trees.

The WG proposal indicates that the Tokai and Cecilia areas are valued and celebrated by a diverse range of groups and users with multiple opportunities for development of the landscape for the benefit of both users and the Park. The proposal recommends a comprehensive list of activities in relation to developing cultural heritage and cultural landscapes, education, social outreach and upliftment, mountain biking, horse riding, dog walking, hiking, mushroom gathering, community development, remembrance, and child and youth development.

The proposal calls for the following actions:

- Details contained in Group proposal – including Manor House, Arboretum, picnic site, lower Tokai, Cecilia
- Retain existing & recreate part of lost – shaded – cultural landscapes
- Build ecosystem benefits valued by diverse range of groups
- Ensure track & trail maintenance, create new tracks and trails = reduced user pressure
- Create areas for worship, ritual, healing
- Recognize, honour, respect all groups = improved brand value
- Build better stakeholder and Park relationships = sustainability
- Create accessibility for all
- Ensure safety for all
- Create safe spaces for education, outreach, upliftment, recreation, community development, remembrance, healing
- Build partnerships through synergies – create a shared vision that benefits all

The WG proposal provides for greater social connection through the establishment of First Nation Indigenous Cultural Heritage Centre, developing places of healing for traumatised youth, adults, and a Memorial as a representation against gender-based violence.

5.1.7 Safety & Security

The WG's proposal highlights the context of crime in the Park in terms of the Park being open access in a dense and densifying urban environment. Visibility and high user numbers ensure safety in Tokai and Cecilia. In Tokai, user activity also serves to protect the urban edge from crime. The proposal emphasises that crime, particularly opportunistic crime, is a reality for the Park. Although perception of crime in the Tokai and Cecilia areas varies, with crime statistics appearing to be low, this is most likely due to the extensive activities carried out by local stakeholder groups together with the sheer volume of user

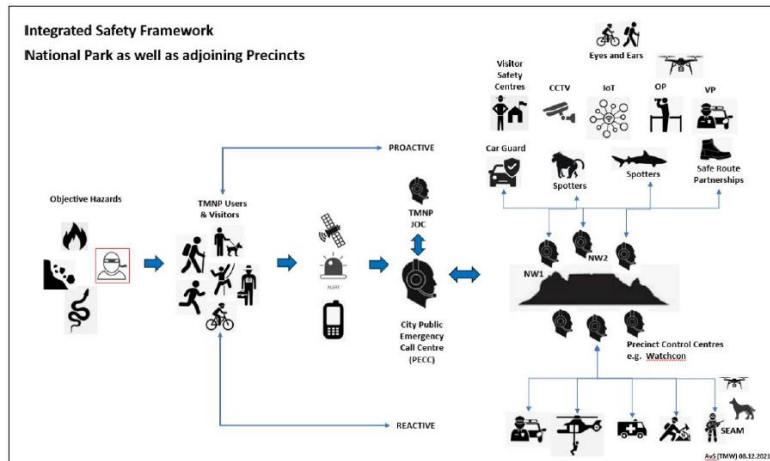
numbers, particularly in the plantation section of Lower Tokai. The WG proposal is also mindful that Tokai and Cecilia areas are used as a means of ingress and egress between suburbs and the Park by those with criminal intent. The objective is to;

- Work together
- Ensure safe user environments within the Tokai Cecilia area
- Acknowledge the realities of an open access park
- Acknowledge the realities of urban environments surrounding the park
- Devise joint, sustainable strategies that can succeed
- Develop partnerships
- Use technology
- Adopt measures to suit specific risks in different areas
- Retain and ensure visibility in all areas
- Use this framework as a model for the broader National Park

The WG proposal puts forward several practical approaches to lessening the crime risk in the Tokai and Cecilia area. These include;

- (a) centralised place to respond to and/or to log an incident, maintenance of emergency access routes, the use of new technology (camera, drones and panic buttons),
- (b) Partner with security providers
- (c) Increased high visibility patrols by user groups and honorary rangers
- (d) Additional SANParks visibility patrols
- (e) Record incidents centrally and make these available to partners
- (f) High site viewers / Observation Posts
- (g) Appropriate usage of drones
- (h) Visibility, high user numbers secure safety in Tokai Cecilia

Extract from Safety and Security Working Group proposal.



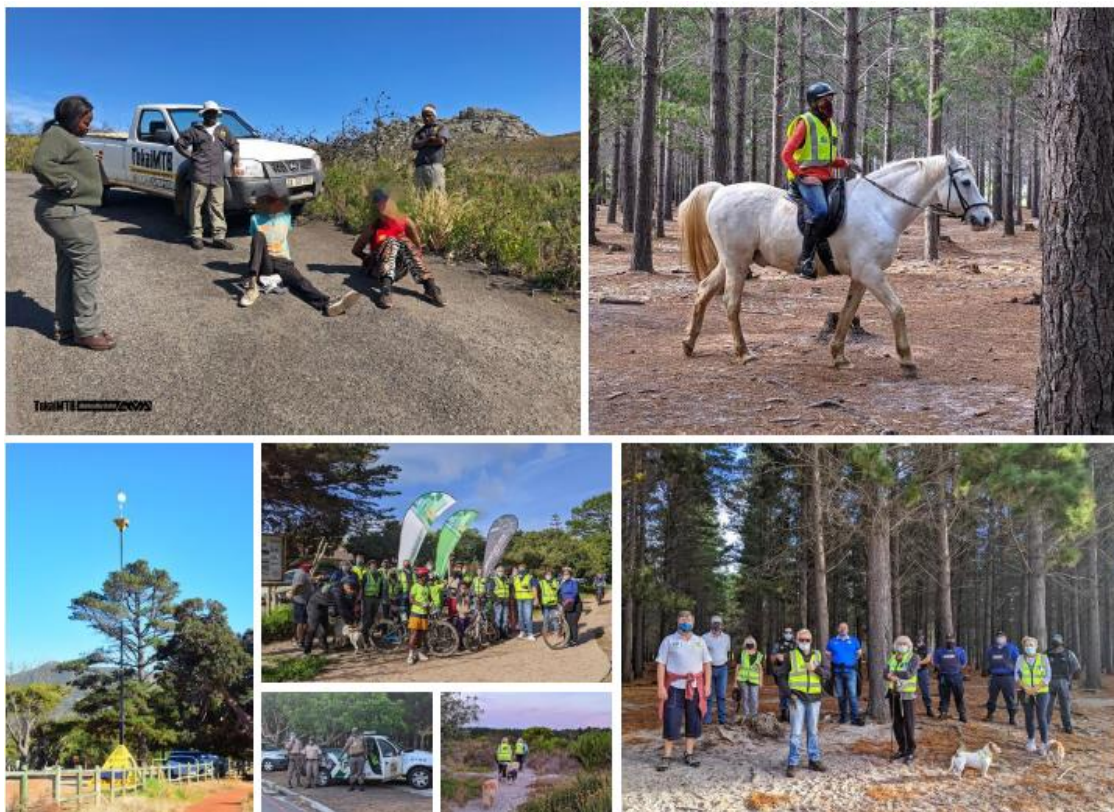
Actions

- Leverage existing and virtual communications centres for incident reporting
- Ensure multiple emergency access routes are maintained & accessible
- Fixed and mobile panic buttons
- Cameras / IoT Technology
- Formalise car guards
- Empower communities
- Crime Prevention Through Environmental Design (CPTED)

The following actions to specific areas could mitigate crime in the area and be kept at bay;

- Lower Tokai: Retain and ensure visibility in Lower Tokai high canopy trees, wider paths in fynbos areas, limit plant height, viewing decks, provide horse and emergency tracks, high mounted mobile PTZ cameras, drones, high visibility patrols.
- Middle Tokai: increase traffic, open to other users, develop additional “eyes and ears” capabilities.
- Upper Tokai: user group solutions in partnership with providers, high visibility patrollers, high sight viewers, observation posts (Elephants Eye).
- Cecilia Forest: formalized car guards, vendors, cameras, IoT hidden detection technology.

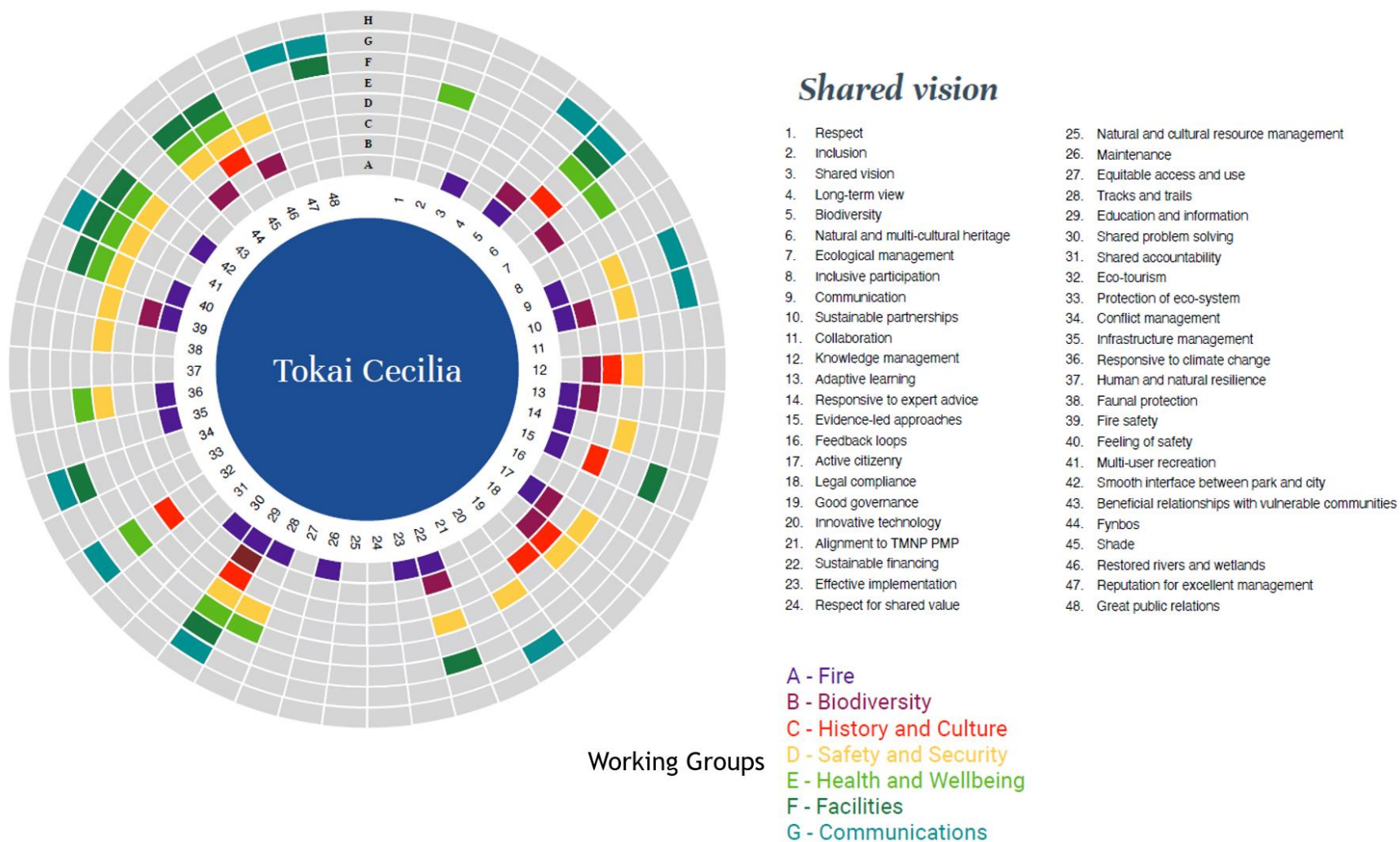
Pictures extract from Safety and Security Working Group proposal.



5.2 SYNERGY AND OVERLAP BETWEEN THE VARIOUS PROPOSALS

Figure 2 represents a visualisation of the areas where overlap and synergies, and shared questions and opportunities between the various proposals were found. Every proposal, for example, mentions education and information, and has detailed and specific information to be shared with the public. As such, this presented a further opportunity for (a) improving public understanding and informing of activities on a variety of topics, (b) strengthening and integrating communications and (c) supporting the public relations of TMNP. Safety, multiple-user recreation and sustainable financing are other outcomes where there is significant overlap and where work in one area may support or leverage work in another.

Figure 2. A visualisation of the areas where overlap and synergies, and shared questions and opportunities between the various proposals.



6. PHASE 3 - FRAMING AND PRESENTING RECOMMENDATIONS FROM WORKING GROUPS

The Working Group proposals made an exceptionally rich contribution to the Tokai-Cecilia Framework Review Process. The proposals cover the broad diversity of interests and issues in use and management of these areas, and recommended proposals and actions to address these. In Phase 3 of the TCMF Review Process, the recommendations are being documented to provide the basis for a revised draft implementation plan which is made available for public comment.

Based on all the detailed proposals received from Working Groups, 12 Outcome Goals are identified. Outcome Goals are defined as specific focused areas of performance in achieving the overall aim of managing the Tokai and Cecilia areas. The basis for each of the Outcome Goals is framed against the following to ensure that the Revised Draft Implementation Plan is appropriately outlined;

- context of importance;
- vision for collective understanding;
- objectives for achieving its vision;
- proposed linkage between the different phases; and
- related Working Group proposals.

These Outcome Goals contain strategic actions for implementation along a SANParks 5-year Strategic Performance Plan. SANParks 5-year Strategic Performance Plan is a requirement by government's Medium-Term Expenditure Framework in accordance with the Public Finance Management Act No. 1 of 1999 that allow for systematic and cyclic performance reporting against planned activities and budgetary commitments.

6.1 IMPLEMENTATION OF THE TOKAI MANOR PRECINCT PLAN (OUTCOME GOAL 1)

(a) Context:

Many buildings in the Tokai area are in a poor and deteriorating condition, despite some being of heritage value. Due to their heritage significance, they offer a cultural heritage tourism value but these opportunities are not being realised. The Tokai Manor Precinct Plan was prepared with full public engagement and subsequently approved by SANParks and heritage authorities in 2012 with input from the City of Cape Town. It is also aligned to the current TMNP Park Management Plan Concept Development Plan and Conservation Development Framework. The Tokai Manor Precinct Plan proposes a multi-use gateway with the buildings planned for a variety of uses. The Precinct is proposed to be upgraded through a long-term Public-Private-Partnership concession opportunity as a multi-use Park gateway and public facility with a wide range of facilities and activities. Substantial investment will be required by the selected operator / concessionaire into bulk infrastructure upgrades, parking areas, safety, security, heritage conservation, baboon management, interpretation etc. A wide range and innovative proposals have been presented in the TCMF review process and add to the richness of the Precinct opportunity for consideration e.g.

proposals for First Nations People / indigenous cultural opportunities, heritage interpretation. To date, some aspects of the Precinct Plan have been implemented (e.g. upper Tokai Road upgrade, infrastructure upgrades, new TMNP offices). There is the call for the TMNP to provide adequate parking at areas that are attracting visitors. There is also a call for the TMNP to address the concerns raised by the Tokai Bosdorp families of being marginalised by the exit of forestry. Their concerns include that SANParks will be taking their communal facilities away from them for making space for other development, including additions to the Research Centre, and/or being restricted from using other buildings in the area. No maintenance on the buildings has been done for many years for which the Bosdorp residents had to do themselves.

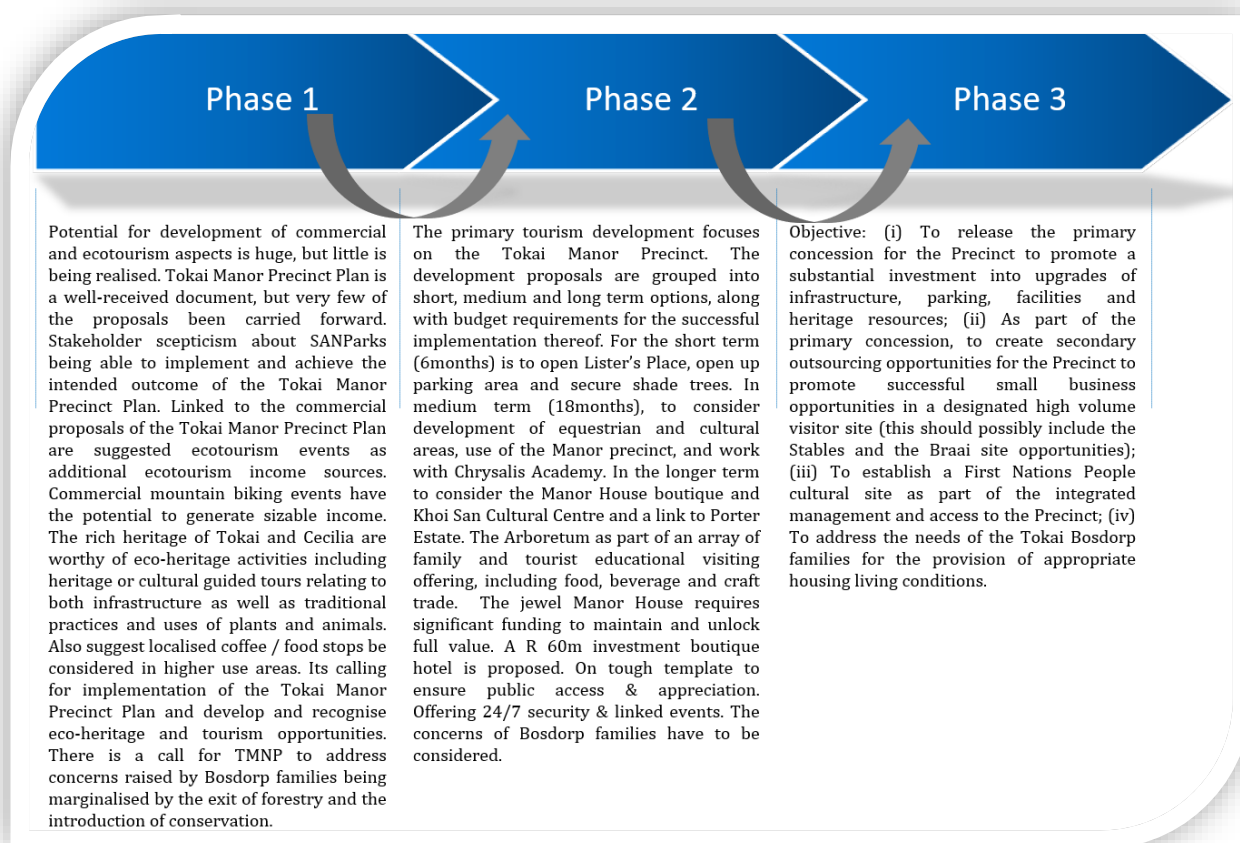
(b) Vision:

The Tokai Manor Precinct is a multi-use gateway with a wide range of commercial, tourism recreational and related activities appropriate to the context and heritage of Tokai.

(c) Objectives:

- (i) To release the primary concession for the Precinct to promote a substantial investment into upgrades of infrastructure, parking, facilities and heritage resources;
- (ii) As part of the primary concession, to create secondary outsourcing opportunities for the Precinct to promote successful small business opportunities in a designated high volume visitor site (this should possibly include the Stables and the Braai site opportunities);
- (iii) To establish a First Nations People cultural site as part of the integrated management and access to the Precinct;
- (iv) To address the needs of the Tokai Bosdorp families for the provision of appropriate housing living conditions.

(d) Proposal link between the 3 different phases in TCMF Review Process



(e) Working Group proposals:

This programme considers the following Working Group proposals as listed verbatim.

No.	Working Group	WG Reference	Verbatim working group Proposal
240	Facilities	Picnic area – Longer Term	Chrysalis entry via The Range for improved SANParks welcome entry. Reduce traffic past family destination
241	Facilities	Manor House & Arboretum – Short-term	Public toilet. Option of free basic or R 2 for smart option
242	Heritage	Recreation	To provide public amenities (toilets).
243	Heritage	Recreation	To convert the flat of the sappier into public amenities (toilets) which are totally lacking in the core area.
244	Facilities	Manor House & Arboretum – Medium-term	Use Manor House, with expansions coming. Fit with master development plan. Filming, events, weddings & celebrations with controls
245	Facilities	Manor House & Arboretum – Long-term	Manor House funding to maintain and unlock full value. A R 80m investment boutique hotel proposed. Template to ensure public access & appreciation. Offering 24/7 security & linked events.
247	Health and Wellbeing	Tokai Manor House concession	Restored by heritage experts to form part of precinct, possibly an activity hub including arts and culture centre with interactive museum elements and restaurant.
248	Health and Wellbeing	Tokai Manor House concession	Restore surrounding heritage buildings for restaurant-linked accommodation - model per Leeu Collection's Le Quartier Français connect to corporate picnic area.

No.	Working Group	WG Reference	Verbatim working group Proposal
249	Facilities	Manor House & Arboretum – Long-term	Linked lower farm house ex-reformatory to be valued and showcased
250	Heritage	Recreation	To convert the old workshop of the Porter School to a restaurant.
251	Heritage	Recreation	To establish an historic walk: to map the heritage sites in the sub-precincts and main precinct of the manor, to link them with an easy path or use signposts to link the sites and to sell a map that gives the history of the sites.
252	Heritage	Infrastructure and Buildings	To convert the Tokai manor house as a working museum, but also to display the heritage of this area (mixed-user area with cross funding support). To finance the project, the house can also be used for office meetings, a small conference meeting venue or recitals. Book clubs, scout or other groups can meet there; and visiting exhibitions of art, or any kind of exhibition in co-operation with the Iziko Museums, botanical gardens and visiting ecology exhibitions.
253	Heritage	Tokai Manor Precinct	To restore and update the hall of the Porter hostel as a venue for meetings, lectures, etc.
254	Heritage	Tokai Manor Precinct	To consider repairing the single jail cells either for accommodation or offices or small workshops for craft making.
255	Heritage	Tokai Manor Precinct	To convert the old workshop as a restaurant for all layers of the population. Some of the rooms of the Stable complex may be used for private dining to generate income for Tokai Park.
256	Heritage	Tokai Manor Precinct	To allow for a secluded wine garden in co-operation with e.g. Steenberg Wine Farm on site of the Cellar footprint.
258	Health and Wellbeing	Tokai Manor House concession	Maintain and enhance the significances of the core Tokai Manor House werf within its overall cultural landscape context, recognising its linkages to different areas, functions and interventions over time, including grazing lands, vineyards, plantations and arboretum, orchards, vegetable gardens and ‘waterleidings’, as well as significant historical routes, avenues, axes and settings.
259	Health and Wellbeing	Tokai Manor House concession	Better access road access to precinct under the guidance of City of Cape Town.
260	Heritage	Recreation	To redirect the exit road of the cyclists and horses from upper Tokai to the service road
261	Health and Wellbeing	8.4.4 Lower Tokai	Create employment opportunities for community members, particularly those from Westlake and local First Nations’ people.
262	Facilities	Manor House & Arboretum – Long-term	Equestrian and other use arena based at the old bowling green for community out-rides
263	Facilities	Manor House & Arboretum – Medium-term	Open multi-use arena for equestrians, riding lessons, pony rides, trail ride start and finish, cultural events, event finish, school picnics etc. With ablutions, parking, solar street lights, water points, ranch fencing, timber log seating
264	Health and Wellbeing	Middle Tokai	Create equestrian centre with associated facilities, including start point for commercial and security related riding activities (Refer Realisation.. of the Tokai Manor Precinct Plan.. Plan and TDRA maps).

No.	Working Group	WG Reference	Verbatim working group Proposal
266	Heritage	Environmental Education	To allow and support a SETA government founded school
267	Heritage	Environmental Education	To allow for controlled flower picking on Tokai and Cecilia and the selling of flowers. Stall must be on the premises
268	Heritage	Environmental Education	To allow for private indigenous nurseries to sell their plants over weekends on the oval in the manor precinct.

6.2 TOKAI BRAAI SITE UPGRADE AND DIVERSIFICATION OF USE (OUTCOME GOAL 2)

(a) Context:

The Tokai braai and picnic site is a designated 18-hectare area in Middle Tokai and is a key visitor facility serving the broader Cape Town community. Various proposals regarding the Tokai braai site were presented in the TCMF review process. These include a wider range of activities in the braai site such as safe spaces for family orientated activities (e.g. kids parties, recreational and adventure opportunities); a wider array of usage and potential small scale commercial opportunities (e.g. refreshments, events etc.); improved baboon management and steps to secure long-term shade by replacing aging pines. In accordance with the current recreational EMP for walking with dogs, the Tokai braai site is a paid-for-gated venue and not open to dog walkers, horse riders and mountain bikers.

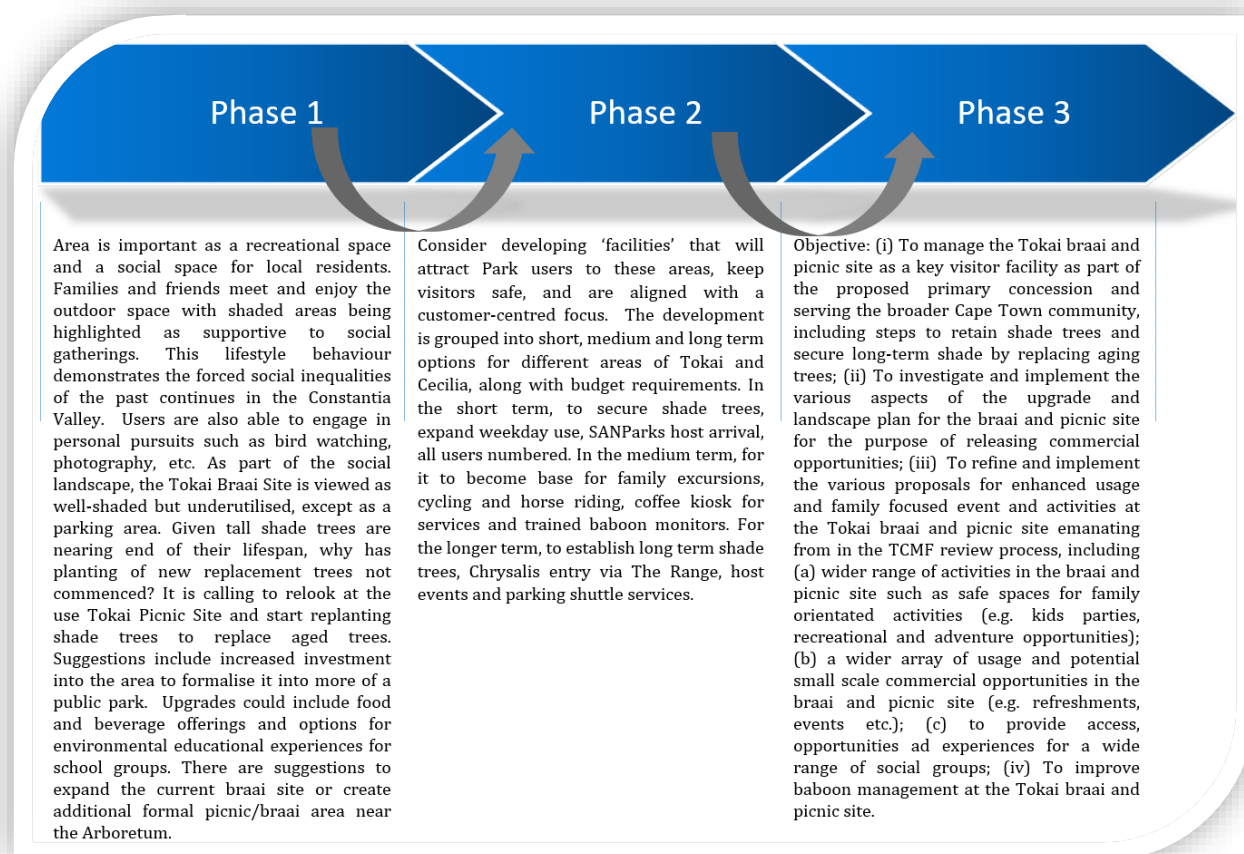
(b) Vision:

Tokai braai and picnic site is a social place and space for families, communities and visitors.

(c) Objectives:

- (i) To manage the Tokai braai and picnic site as a key visitor facility as part of the proposed primary concession and serving the broader Cape Town community, including steps to retain shade trees and secure long-term shade by replacing aging trees;
- (ii) To investigate and implement the various aspects of the upgrade and landscape plan for the braai and picnic site for the purpose of releasing commercial opportunities;
- (iii) To refine and implement the various proposals for enhanced usage and family focused event and activities at the Tokai braai and picnic site emanating from in the TCMF review process, including (a) wider range of activities in the braai and picnic site such as safe spaces for family orientated activities (e.g. kids parties, recreational and adventure opportunities); (b) a wider array of usage and potential small scale commercial opportunities in the braai and picnic site (e.g. refreshments, events etc.); (c) to provide access, opportunities ad experiences for a wide range of social groups;
- (iv) To improve baboon management at the Tokai braai and picnic site.

(d) Proposal link between the 3 different phases in TCMF Review Process



(e) Working Group proposals:

This programme considers the following Working Group proposals as listed verbatim.

No.	Working Group	WG Reference	Verbatim working group Proposal
269	Health and Wellbeing	Tokai Picnic area	Start to replace old pines with local species, non-invasive tall canopied species (sterile or non-invasive Pinus species also an option), enhance area, include cultural elements and tuck shop.
270	Health and Wellbeing	Tokai Picnic area	Consider PPP proposal to a concessionaire given resource constraints.
271	Facilities	Picnic area - Medium Term	Coffee kiosk for services. Target families after long rides etc. Extra toilet block needed on upgraded Porter Estate side.
272	Facilities	Picnic area – Longer Term	Host events . Mountain eventing start and finish. Evening events, solar power street lamps
273	Health and Wellbeing	Tokai Picnic area	Create family and commercial hub.
274	Facilities	Picnic area - Medium Term	Base for family excursions into adjacent paths for family cycling, walks etc. PPA cycle easy hires. No alcohol family facility.
275	Health and Wellbeing	Tokai Picnic area	Create a space big enough for multi-cultural events
276	Facilities	Picnic area – Short Term	Expand weekday use. Family cycling, riding, day discounts, dogs on leads. Coffee trailer options to clean toilets etc.

No.	Working Group	WG Reference	Verbatim working group Proposal
277	Facilities	Picnic area – Short Term	Baboon monitors & electric fencing to be fixed
278	Facilities	Picnic area - Medium Term	Trained baboon monitors given food access. Friendly Ranger presence required
279	Facilities	Picnic area - Medium Term	Cycling perimeter inside fence & with horse riding outside fence. Family ride options. Support active & educational days out.
280	Facilities	Picnic area – Longer Term	Activity links to Porter Estate. Increased access gates for weekend staffing proposed
281	Facilities	Picnic area – Longer Term	Parking for upper park and shuttle service to key nodes

6.3 TOKAI ARBORETUM UPGRADE (OUTCOME GOAL 3)

(a) Context:

The Tokai Arboretum is considered a special place by stakeholders. It is a provincial heritage site originally planted from 1886 onwards as an experimental forestry site to determine appropriate exotic trees for plantation purposes. The consensus is that the Tokai Arboretum is undermanaged and this needs to be urgently addressed.

Strategic actions for the site identified in the TCMF review process, include the ongoing maintenance of trees, upgrading of footpaths (as well as the allowance for wheelchair access to and through the Arboretum), interpretation of historical significance, continual biomass fuel reduction, maintaining fire preventive measures (e.g. fire breaks and perimeter stack burning), increasing the capacity of the active volunteer heritage group and the formalisation of garden type layouts (seating, tables, etc.). The Arboretum parking area requires upgrade and ongoing maintenance.

Tied to the Arboretum is Lister’s Place and requires a phased opening to provide information and interpretation on the Arboretum and to serve basic ‘refreshments’ (possibly tea-room); to improve its current state through the preparation of a management and landscape plan; to facilitate increased visitor use and appreciation and for protection from future fires. Some stakeholders have requested that the tea-room be re-opened, while others highlight that it should revert to its original intent and design of being part of the environmental education and interpretation of the area (Arboretum, forestry, fynbos, etc.). The proposed activities are summarised and presented in the table below. The estimated cost of implementing such activities not covered by normal Park budgets amounts to approximately R1.5 million that will have to be secured via fund raising, external partners and/or as a special project.

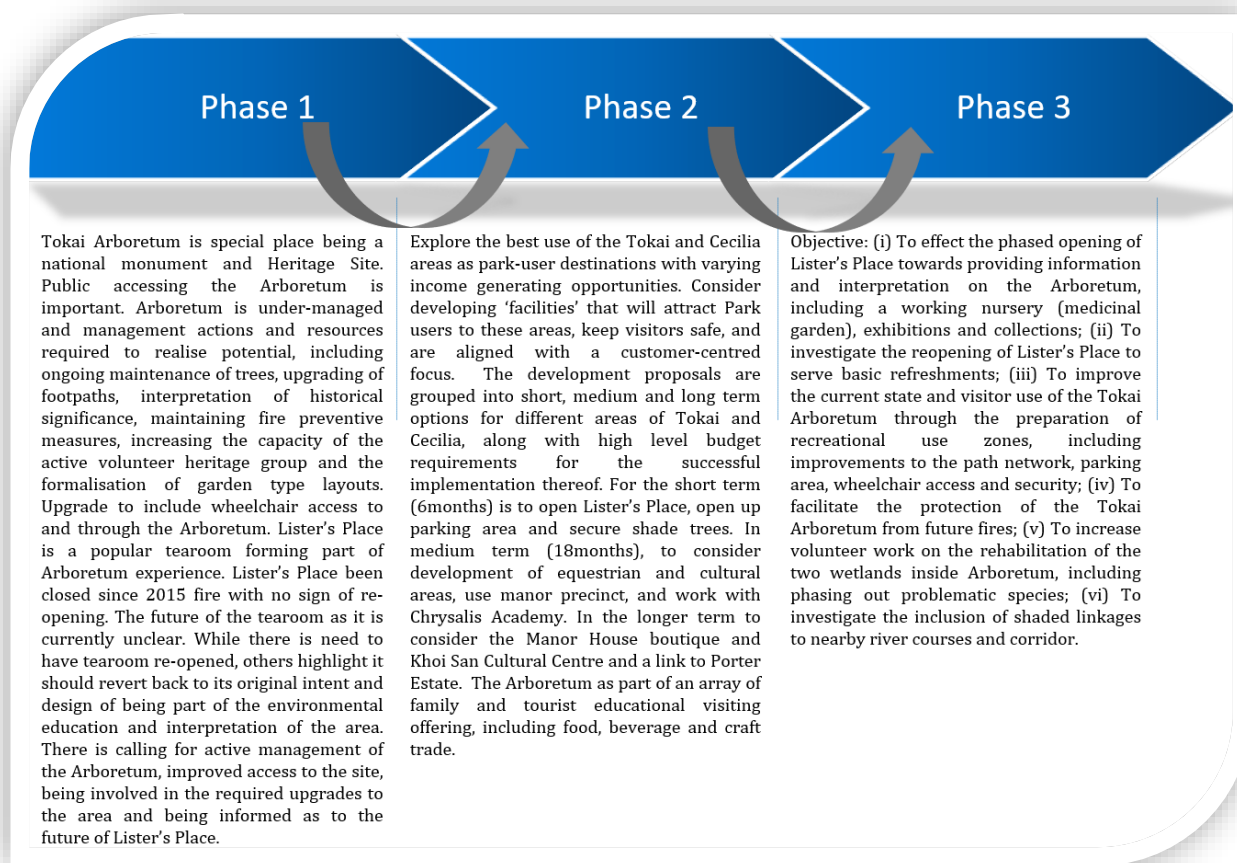
(b) Vision:

A fully optimised visitor-used site.

(c) Objectives:

- (i) To effect the phased opening of Lister's Place towards providing information and interpretation on the Arboretum, including a working nursery (medicinal garden), exhibitions and collections;
- (ii) To investigate the reopening of Lister's Place to serve basic refreshments;
- (iii) To improve the current state and visitor use of the Tokai Arboretum through the preparation of recreational use zones, including improvements to the path network, parking area, wheelchair access and security;
- (iv) To facilitate the protection of the Tokai Arboretum from future fires;
- (v) To increase volunteer work on the rehabilitation of the two wetlands inside Arboretum, including phasing out problematic species;
- (vi) To investigate the inclusion of shaded linkages to nearby river courses and corridor.

(6.3d) Proposal link between the 3 different phases in TCMF Review Process



(e) Working Group proposals:

This programme considers the following Working Group proposals as listed verbatim.

No.	Working Group	Verbatim working group Proposal
001	Heritage	To reintroduce the information centre with appropriate material, exhibitions and collections. Modern ways to disseminate information must also be considered.
002	Heritage	To restore the Arboretum Museum and make it functional again as a classroom, a venue for meetings and an area for exhibitions and talks.
003	Health and Wellbeing	Create educational opportunities.
004	Heritage	To subdivide the collection of trees into smaller units and erect interpretive signage that includes a tree-list for each unit.
005	Heritage	To give honour to the fathers of forestry or the likes of Sir D.E. Hutchins and others
006	Heritage	consider a demonstration plantation or use the canary pine stand for education purposes
007	Health and Wellbeing	Lister's reopened as a tearoom/restaurant, serving light meals, with information centre and curio shop, and an early learning centre
008	Heritage	Listers Place a building is an educational centre and not a tearoom
009	Facilities	Open Lister's now. Baboon monitor included. 4 years lease for kitchen upgrade funding
010	Heritage	To consider a piece of land for the cultivation of medicinal plants endemic to this area.
011	Heritage	that land is allocated to the establishment for a medicinal garden in the area
012	Heritage	To consider land allocation for the establishment of a medicinal garden and that in the case of a breach of contract the permission is terminated according to the Protected Areas Act
013	Heritage	To create a play-park for children – complete with a tree-house
014	Health and Wellbeing	Effective baboon management, appoint baboon monitors, Consider fencing in the Arboretum and Tokai Manor Precinct to prevent conflict with baboons.
015	Health and Wellbeing	Additional parking (per Tokai Manor Precinct Plan)
016	Health and Wellbeing	Exclude dog walkers, riders, cyclists
017	Heritage	To determine a new theme for the Arboretum collection that will enhance the heritage value for generations to come, and to accommodate the new environment of indigenous vegetation without disregard of the forestry legacy that must stay in place. The planting of an avenue of indigenous trees on the edges can begin in the new winter season. Trees like the wild almond (used for Van Riebeeck's hedge), the mountain cedar that coppices after a fire, and other similar trees can be considered. An edge of real yellowwood is established along the northern border and the saplings are looking promising.
018	Health and Wellbeing	Appoint manager for maintenance of Arboretum (per guidance from Department of Forestry).
019	Health and Wellbeing	Proper markers for Arboretum (per guidance Department of Forestry)
020	Health and Wellbeing	Provide for wheelchair accessibility and benches.
021	Heritage	To promote the three main arboretum principles: research, conservation and education. Recreation is an incidental outcome and may be used for the generation of funds
022	Heritage	To extend the land of the Arboretum by including historic show-block land, by considering the 2012 land extensions and doing away with indentations
023	Heritage	Expand the Arboretum to the Redwood stand via the riverine corridor.
024	Health and Wellbeing	Create a trail and treed riverine corridor using Afrotemperate seedlings to Redwoods along the water course.
025	Heritage	To encourage responsible management with regards to vulnerable issues.
026	Heritage	To investigate financing models of other state parks and arboreta that could be implemented.

No.	Working Group	Verbatim working group Proposal
027	Heritage	To involve teams to begin with river rehabilitation, the rehabilitation of the two wetlands inside the Arboretum, and to consider a water feature to enhance the ambience of the Arboretum.
028	Heritage	To acknowledge problematic species and phase them out gradually, replace them with more appropriate species
029	Heritage	To consider a rose garden of old species as they were once grown in the nursery (a heritage marker).
030	Heritage	To indicate the nursery as a very important heritage site
031	Heritage	To make the Arboretum glass-free, smoke-free, gas-stove free, and free of veneration ceremonies that will upset the public
032	Heritage	To upgrade the stand of California redwoods at Level 2 and fill the area with indigenous trees as used to be
033	Heritage	To upgrade the path network to all areas of the Arboretum, depending on the provision for extension
034	Heritage	Link the footpath system to a jog/running course
035	Facilities	Path clean-up with signage required.
036	Heritage	To “borrow” ideas from other arboreta and parks and to implement those according to the unique set-up locally: From the Paarl Arboretum the ramada or covered pergola with a table and benches and an open-air classroom made from stumps. From the Botanical Garden of Eden: an education centre for children and productive use of water features; from an arboretum in Switzerland (suggested by I. van der Merwe) a knotted rope walk (pictures available).
037	Heritage	To rather flatten stumps for benches and paint them.
038	Heritage	To consider an area where an amphitheatre can be laid out – the place must be accommodated to need of other users
039	Heritage	A working nursery can attract visitors and income
040	Heritage	Place warning signs under the Eucalyptus stand and avoid any public activities in that area
041	Facilities	Open upper parking for non-mobile & permit visitors (the elderly/ frail, disabled and children). Structured car guard. Clean-up is required. Wheelchair accessibility and benches
042	Heritage	To be considered: a granite fynbos self-interpretation garden in the old paddock, sub-precinct SW of manor (Above the previous pine parking lot of the Arboretum).
043	Heritage	To plan for an application to upgrade the heritage status as the above is progressing
053	Heritage	To investigate the possibility of one national monument on the Table Bay side for the KhoiSan people. That a structure of national interest for the KhoiSan People be considered at a site that will have an excellent view of Table Bay, the West Coast, False Bay and the Plains towards Hottentots-Hollands
054	Health and Wellbeing	Create a working medicine garden for traditional healers from the First Nations People, working with experts in this field in the area due north of the Block A14c.
061	Health and Wellbeing	Ensure security – CCTV cameras.
236	Health and Wellbeing	Extend Arboretum by minimum of 30m to south of stream, extended west to level 1 and north to include corporate picnic site link to old gum grove area (Fairie Glen via introduced species (non-invasive or ‘sterile pines’) to create permanent shade.
246	Heritage	To discourage refreshments inside the Arboretum, but to offer the services of a restaurant at the manor complex – e.g. the workshop and not the manor house.
265	Heritage	To establish a self-guided fynbos garden above the old arboretum parking area

6.4 SHADE AND PLANTED LANDSCAPES (OUTCOME GOAL 4)

(a) Context:

Treed environments are considered to be important as it creates a sense of health and wellness, and a desire and encouragement for more outdoor living. Proactively planting trees generally reduces the impacts of climbing atmospheric CO₂ levels throughout the world. In fact, there is agreement amongst stakeholders that there is the opportunity to greatly improve the 'green infrastructure' within the City of Cape Town, including improvements through additional tree planting in areas on the Cape Flats, open spaces and green belt networks of Newlands, Hout Bay, Constantia, Tokai, etc.

Stakeholder views of shade in the landscape are diverse; i.e. the nature of the user experience that this comes with an array of human centred benefits arguably based on greater enjoyment of the environment due to moderated climatic conditions, increased feeling of safety and visibility, the intrinsic value of trees, potential value provided by some species as a firebreak and the space to move freely and unhindered versus those in support of less shade provision in the natural environment not so much in disagree with the qualities and values that shade provides but more so on where and how shade should be placed in the landscape, and considerations of biodiversity trade-offs thereof. However, despite the divergent views amongst stakeholders about the best use of relatively limited spaces such as the Tokai and Cecilia areas, the common approach viewed by stakeholders is to make use of spatial separation between the landscape objectives, for example between shade and fynbos (i.e. not always mutually compatible as shade areas and fynbos areas are by their nature mutually exclusive). Inherently this implies a range of spatial layouts (where would shade be best suited), type of shade (planting of which trees) and the extent (how much shade) in the landscape of the Tokai and Cecilia areas. To provide shade within the landscape, the shade need to be created via the use of surrogate species. Four possible ways; (1) retain areas that are currently shaded, i.e. pine compartments kept as permanent shade areas to securing shade; (2) plant suitable indigenous trees underneath the current pine trees so that over-story pine canopy can be incrementally removed to create a new canopy layer of permanent indigenous shade; (3) look for new locations within area where trees are likely to establish and/or expand other areas where trees are currently planted, such as the Tokai picnic site and Arboretum, to create permanent shade areas; and (4) transitional planting of pine trees to provide temporary shade in designated locations and with mosaic planting providing for continual shade in the landscape at the various designated locations. This includes where more meaningful, the transition from pine and gum species to local indigenous species especially where broken shade on the perimeter of Lower Tokai (excluding firebreak) is insufficient to meet user needs and to avoid user conflict by crowding too many people into too small a space. There is the need to protect growing tree saplings in a nursery environment to avoid being damaged by prevailing strong winds and therefore, retaining nursery environments provide young trees of indigenous species with protection while taking advantage of ongoing shade space of existing trees. Insofar it relates to the perimeter, firebreaks must be reasonably free of inflammable material capable of carrying a veldfire across it and, as such, broken shade or shaded perimeter planting should comprise trees suitable as a barrier against radiant heat and wind-borne burning embers ideally outside the firebreak and wide enough to carry a mixed-use recreational user (e.g. horse

riders, dog walkers, soft cyclists, families with children, the elderly, people with disability, etc.) without conflict. While there is division in implementing shade areas, a range of specific proposals were submitted in support of creating shade in the landscape and therefore inclusive to the Programme of Work for the implementation of this Outcome Goal. The Programme of Work must also make a clear delineation in shaded areas for and between dog walkers, walkers, runners, horse riders and cyclists/bikers as well as parking and access for and between paid-for-gated venues (e.g. picnic sites). Notably, whilst excluded from the National Park administratively as land that does not belong nor managed by SANParks, the use of the City greenbelts is considered as areas that already provide shade areas in the Tokia and Cecilia environs, but not offered as alternative treed areas for shaded recreation to the Tokai and Cecilia areas for the purpose of this TCIP.

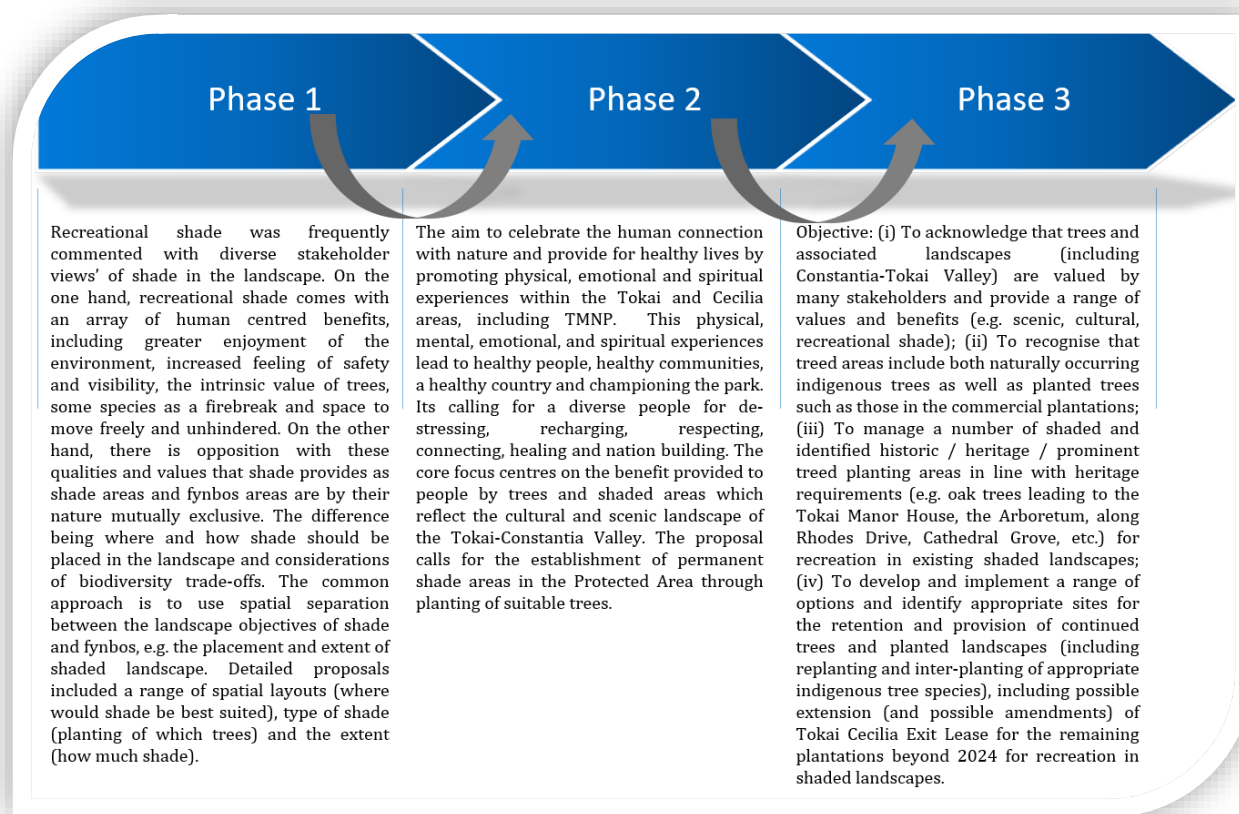
(b) Vision:

The placement, type and extent of shade in the landscape provides for human-centred benefits and experiences.

(c) Objectives:

- (i) To acknowledge that trees and associated landscapes (including Constantia-Tokai Valley) are valued by many stakeholders and provide a range of values and benefits (e.g. scenic, cultural, recreational shade);
- (ii) To recognise that treed areas include both naturally occurring indigenous trees as well as planted trees such as those in the commercial plantations;
- (iii) To manage a number of shaded and identified historic / heritage / prominent treed planting areas in line with heritage requirements (e.g. oak trees leading to the Tokai Manor House, the Arboretum, along Rhodes Drive, Cathedral Grove, etc.) for recreation in existing shaded landscapes.
- (iv) To develop and implement a range of options and identify appropriate sites for the retention and provision of continued trees and planted landscapes (including replanting and inter-planting of appropriate indigenous tree species), including possible extension (and possible amendments) of Tokai Cecilia Exit Lease for the remaining plantations beyond 2024 for recreation in shaded landscapes.

(d) Proposal link between the 3 different phases in TCMF Review Process



(e) Working Group proposals:

This programme considers the following Working Group proposals as listed verbatim.

No.	Working Group	Verbatim working group Proposal
224	Facilities	Secure shade trees.
225	Health and Wellbeing	Protect and preserve Karri gums (Cathedral Grove) and heritage cork oak avenue
226	Heritage	To consider the historic oak hedges /lanes that were planted to act as windbreakers for the vineyards planted in the Ondertuine (Lower Gardens, Lion's Gate).
227	Heritage	To answer to the question: Is recreation in the shade on Tokai-Cecilia unique and a non-renewable resource? The same applies to commercial pine trees.
228	Heritage	To professionally address heritage definitions that are currently used for shade and recreation and are not in line with South African Acts
229	Facilities	Maintain shaded walks in valley sections
230	Health and Wellbeing	Create Afrotemperate shade plantings along major walking trails
231	Heritage	To plant the upper kloofs with indigenous species – the kloofs/ravines had timber wood during the Dutch era
232	Facilities	Shade trees along streams, Accepted principle. Extension of Tokai.

No.	Working Group	Verbatim working group Proposal
233	Health and Wellbeing	Replant hardwood grove around the Thatch Cottage
234	Health and Wellbeing	Follow the Shout 4 Shade Proposal for shade provision viz. Formal planting between Tokai Arboretum and old gum stand and along the boundary with the wine farms
235	Health and Wellbeing	Replant the old gum grove area (Fairie Glen) with mixed species (non-invasive introduced and Afrotperate)
237	Health and Wellbeing	Retain stands of existing pines as a shade canopy between which tall-canopied local species and non-invasive exotics can be grown on a phased transition basis. Transition planting from pines to local species to commence as matter of priority in current plantation by creating 10, 15 and 30m clearings between pines planted with seedlings of Afrotperate and introduced non-invasive species.
238	Facilities WG	Transitional tree planting, with non-invasive trees
239	Health and Wellbeing	Retain existing plantation and allow thinning to allow Afrotperate forest to expand naturally into these "nursery" areas

6.5 SAFETY AND SECURITY (OUTCOME GOAL 5)

(a) Context:

Safety and security (of especially recreational users) is considered a key concern in the Tokai and Cecilia areas. It is viewed that criminal activity has not just increased but also the nature of the crime has become serious (e.g. violent criminal acts) as a result of urban crime spill over into the open access, where people use non-gated areas of the Park intermittently and opportunistically across the Park. Occasionally crime can be serious and of a violent nature. Some stakeholders link the increase in criminal activity to the presence of fynbos in lower Tokai while others highlight the lack of ranger visibility as a contributing factor and consider criminal activity occurring in areas that are less well-frequented or when users are not in larger groups. Stakeholders apparently feel safer not just in the pine plantation compartments where it provides for clear views and good surveillance, but also feel safer in areas that attract more visitors due to the effect of safety in numbers. Although some user groups, e.g. horse riders, have a visual advantage over other groups, many still feel vulnerable to attack. Therefore, the focus must be on the need for increased visibility and visual surveillance throughout the Tokai and Cecilia areas. The focus must also be on improvements to current safety and security operations, increased capacity in the SEAM Team and the involvement of community organisations to improve to the flow of security related information, surveillance, and visual presence. This may include additional 'look-out' platforms, the wider use of CCTV and supplementing the SANParks rangers with private security companies and car guards. Notably, the lack of cell phone reception on the upper slopes of Tokai must be addressed since its currently a key limitation to implementing effective security measures. While improving the use of technology is necessary, it is acknowledged that the cost of specialised equipment is substantial, but this could potentially become a special stakeholder-funded project and, as such, there is a need to formalise initiatives and partnerships. Notwithstanding technology, increasing security in the Tokai and Cecilia area requires a combination of increased ranger visibility, the option of utilising private or contract security to support the Park and the use of volunteers. Plantations that provide good visibility over distances, high volumes of people, and mixed

usage groups all act as deterrent for criminal activities. User groups that benefit from the security may need to pay for these measures and maintain them; this would require sufficient numbers of users to fund initiatives in partnership with SANParks in order to make the Tokai and Cecilia areas safe.

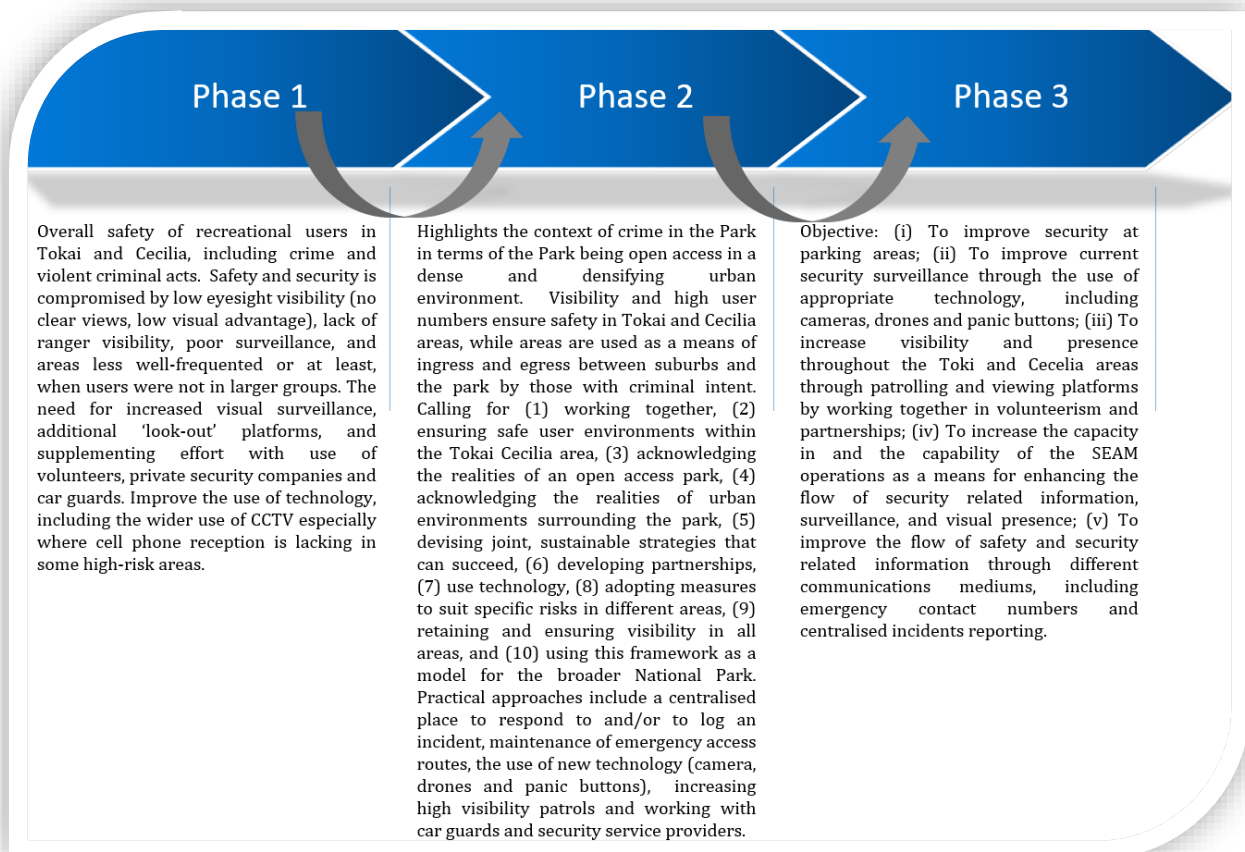
(b) Vision:

A heightened safe and secure area.

(c) Objectives:

- (i) To improve security at parking areas;
- (ii) To improve current security surveillance through the use of appropriate technology, including cameras, drones and panic buttons;
- (iii) To increase visibility and presence throughout the Toki and Cecelia areas through patrolling and viewing platforms by working together in volunteerism and partnerships;
- (iv) To increase the capacity in and the capability of the SEAM operations as a means for enhancing the flow of security related information, surveillance, and visual presence;
- (v) To improve the flow of safety and security related information through different communications mediums, including emergency contact numbers and centralised incidents reporting.

(6.5d) Proposal link between the 3 different phases in TCMF Review Process



(e) Working Group proposals:

This programme considers the following Working Group proposals as listed verbatim.

No.	Working Group	Verbatim working group Proposal
282	Health and Wellbeing	Improve security at parking area
283	Facilities	Work with Chrysalis Academy for security, Ranger training, family events, Porter Estate coordination
284	Heritage	To provide the public with a workable emergency phone number – the 086 number is not effective
285	Heritage	Place warning signs under the Eucalyptus stand and avoid any public activities in that area
286	Safety	Create a centralised place where it is easy to reach for a response or to log an incident
287	Safety	Make a common app or divide available for reporting incidents and/or creating alerts
288	Safety	Formalise, screen and train car guards for active service at designated parking sites
289	Safety	Use cameras to monitor car guards
290	Safety	Use horse and cyclist patrols
291	Safety	Use drones to monitor security in hard to reach places
292	Safety	Install and monitor security cameras with large field of view
293	Health and Wellbeing	Provide safety for users through visible patrolling, wider walking paths, viewing platforms and analytic cameras.
294	Safety	Draft/update well organized response plan
295	Facilities	Convert forester housing to staff housing, with 24h call-up
296	Facilities	Maintain fynbos vegetation at a height of between 1.2 - 1.4 meters
297	Facilities	To improve security in fynbos areas, allow for 5 year burning of fynbos
298	Safety	Install fixed panic buttons that can operate independently of cellular providers

6.6 ENVIRONMENTAL EDUCATION AND INTERPRETATION (OUTCOME GOAL 6)

(a) Context:

There is a wide range of opportunities in Tokai and Cecilia for education and interpretation for several natural, cultural and heritage features, including the important declared heritage sites such as Tokai Arboretum and the Tokai Manor House. In addition, the area's natural heritage is captured in the Cape Floral Region World Heritage Site status and the Outstanding Universal Value (ix) ecological process and (x) biodiversity criteria and the natural fynbos fires. Cultural heritage extends from the First Nations people though to the modern era. Opportunities identified include guided interpretation trails, interpretative fynbos / medicinal gardens, Tokai Manor precinct (concessionaire) and Arboretum interpretation (stakeholders, community). EE programmes can be integrated into the Parks current EE programme. Linked to the development of the EE and Interpretation material is the opportunity for additional heritage studies / research on Tokai and Cecilia.

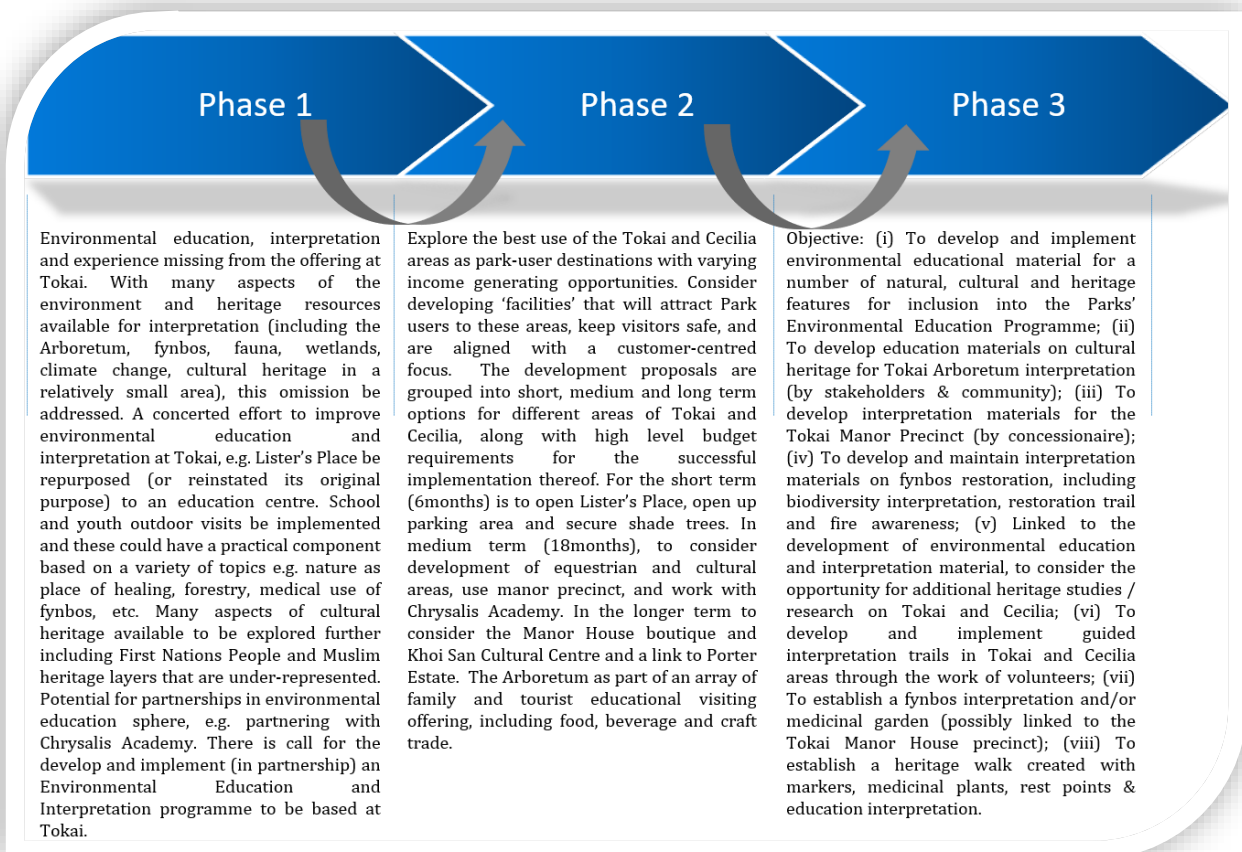
(b) Vision:

An improved education and interpretation about the environment and heritage resources experienced.

(c) Objectives:

- (i) To develop and implement environmental educational material for a number of natural, cultural and heritage features for inclusion into the Parks' Environmental Education Programme;
- (ii) To develop education materials on cultural heritage for Tokai Arboretum interpretation (by stakeholders & community);
- (iii) To develop interpretation materials for the Tokai Manor Precinct (by concessionaire);
- (iv) To develop and maintain interpretation materials on fynbos restoration, including biodiversity interpretation, restoration trail and fire awareness;
- (v) Linked to the development of environmental education and interpretation material, to consider the opportunity for additional heritage studies / research on Tokai and Cecilia.
- (vi) To develop and implement guided interpretation trails in Tokai and Cecilia areas through the work of volunteers;
- (vii) To establish a fynbos interpretation and/or medicinal garden (possibly linked to the Tokai Manor House precinct);
- (viii) To establish a heritage walk created with markers, medicinal plants, rest points & education interpretation.

(d) Proposal link between the 3 different phases in TCMF Review Process



(e) Working Group proposals:

This programme considers the following Working Group proposals as listed verbatim.

No.	Working Group	Verbatim working group Proposal
300	Facilities	Link to a Porter Estate master plan from Province. Youth cultural programs can claim Porter Estate access
301	Biodiversity	Run inclusive education programmes, and produce education and awareness materials, that highlight the value of biodiversity and the role of Tokai and Cecilia in conserving Critically Endangered biodiversity.
302	Biodiversity	Develop and disseminate materials on how citizens can contribute to the restoration work by improving the ecological status of greenbelts and other areas on the boundary of TMNP.
303	Health and Wellbeing	Create educational awareness within the Park pertaining to biodiversity, conservation, culture and heritage and climate mitigation.
304	Fire	To develop and integrate fire awareness and fynbos fires into the Parks' EE programme.
305	Facilities	Info-boards for arboretum etc
306	Heritage	To promote the historical importance of fynbos locally with exhibitions at the local library, in the Arboretum and at the Tokai manor.
307	Heritage	To invite members of these communities to attend the proposed SETA school
316	Heritage	To support in principle the education of children from the KhoiSan communities on an orderly and scheduled program in co-operation with a well-established institution and under the guidance of SANParks rangers
330	Heritage	SANParks is getting into negotiations with Cape Nature and the Provincial authorities to address the situation in the Ondertuine. This should include the removal of manure from the original wetland area; the clearing of all alien trees and assistance in farming produces to increase their income

6.7 FIRE MANAGEMENT (OUTCOME GOAL 7)

(a) Context:

In 2015 a wildfire burnt large areas of fynbos and destroyed mature pine trees that formed the commercial plantation in upper Tokai. As a result, high fuel loads left over by post commercial harvesting or cut material from alien clearing operations and remaining stands of pine trees particularly close to the urban edge are prominent concerns. Insofar it relates to the burning of fynbos in term of conservation requirements, frequency, seasonality, permit requirements and the plausibility of managing fire close to residential areas, fire as a landscape event in Tokai in dry fuel loads from alien vegetation clearing operations increases the risk of a fire escaping out of the Tokai area (driven by south easterly winds) and the potential danger to residential areas if a fire is to be driven by north westerly winds into and beyond the lower Tokai area. The need to protect heritage assets from fire, such as the Tokai Arboretum and the long-term costs for fire management are considered complementary to fire concerns. In Cecilia, the possibility of hot dry berg winds often leads to fires. There is therefore the need to put appropriate fire management measures in place. Fire management measures must include improving protection of the Park interface by managing and/or reducing urban edge fuel loads, revisiting the firebreak network, scheduling and undertaking prescribed burning, protecting heritage assets, updating local fire related information and create fire awareness and education, and looking at potential capacity constraints in undertaking fire management in Tokai and Cecilia. Fire management is also inextricably linked to climate change whereby for Cape Town,

the expected climate changes will be towards hotter and drier conditions with the likelihood of increased wildfires that need to be taken into account in the future of Tokai and Cecilia.

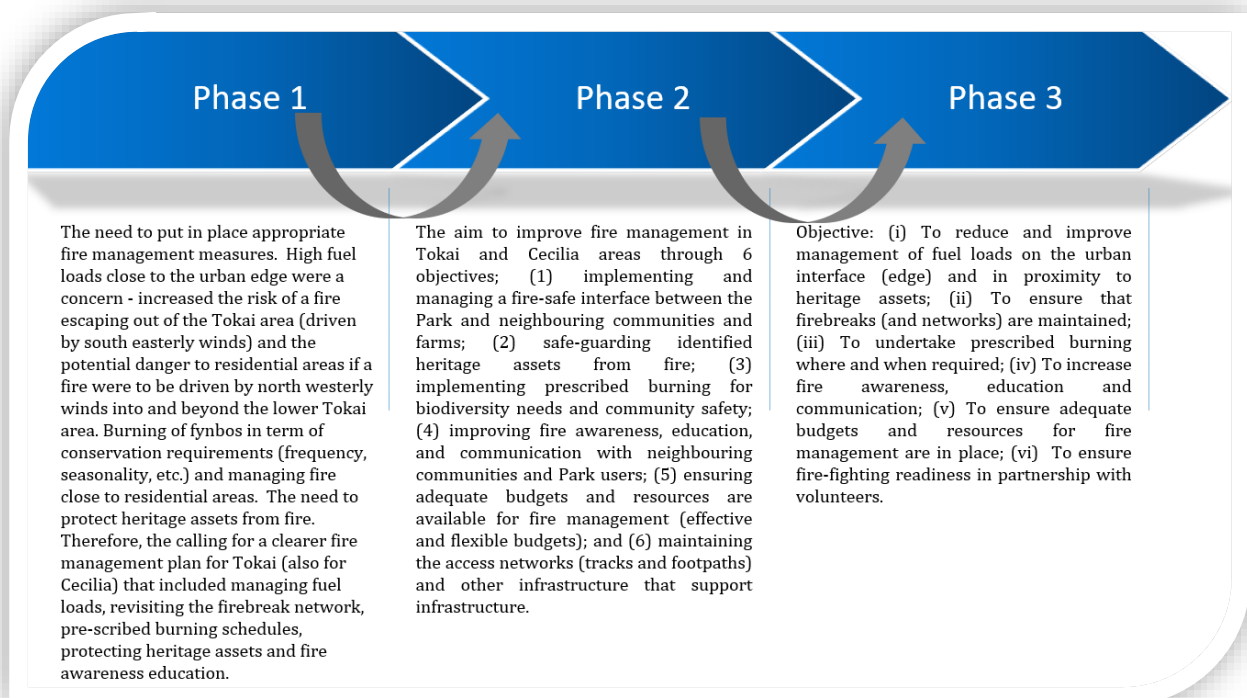
(b) Vision:

A fire-safe interface managed and implemented through prescribed burning and awareness creation.

(c) Objectives:

- (i) To reduce and improve management of fuel loads on the urban interface (edge) and in proximity to heritage assets;
- (ii) To ensure that firebreaks (and networks) are maintained;
- (iii) To undertake prescribed burning where and when required;
- (iv) To increase fire awareness, education and communication;
- (v) To ensure adequate budgets and resources for fire management are in place;
- (vi) To ensure fire-fighting readiness in partnership with volunteers.

(d) Proposal link between the 3 different phases in TCMF Review Process



(e) Working Group proposals:

This programme considers the following Working Group proposals as listed verbatim.

No.	Working Group	Verbatim working group Proposal
062	Health and Wellbeing	Clear existing fuel loads, create fire breaks, co-ordinate volunteer clearing efforts, and consider and revise existing fire management plans and ensure fire management plans are adhered to.
063	Fire	Urgent creation of a low-fuel-load interface (up to 100 meters) on the southern border of the Lower Tokai Plantation with the houses in Dennendal.
064	Fire	The removal of all plantation trees in the urban interface zone
065	Fire	No stacking of cut alien material in the interface zone;
066	Health and Wellbeing	Provide protection from fire – ensure fire breaks are maintained, and fuel reduction and ecological burns are undertaken timeously. Understory of “forest” to be kept clear of woody debris.
067	Biodiversity	Keep the urban edge clear of stacked material and slash.
068	Biodiversity	Implement appropriate fire breaks with minimal impact on biodiversity, and which are as narrow as is practically appropriate.
069	Fire	Maintenance of required firebreaks and a frequent and regular review of their position and dimensions.
070	Heritage	To ensure that the fire-belt between the plantation next to Dennendal and Soetvlei /Sweet Valley is getting immediate attention given the leafy appearance of the suburbs and the Keyser Wetland.
071	Fire	The continual reduction in fuel loads in heritage areas either through manual removal of material or stack burning.
072	Fire	No stacking of cut alien material adjacent to the heritage areas;
073	Fire	The removal of all plantation type trees adjacent to the heritage areas
074	Fire	The maintenance of vegetation in heritage areas to prevent the establishment of ‘ladder fuels’ - especially important in the arboretum
075	Fire	Active removal of post commercial harvesting material either through burning or manual removal away from heritage areas;
076	Fire	Maintenance of required firebreaks within the heritage areas.
077	Fire	Review the placement and positioning of fire-fighting related resources to ensure that they are adequately placed in the landscape e.g. placement of refilling of water and other resources
088	Facilities	Natural fynbos burns are the post alien era target. Timing adjusted to reduce risk of runaway fires. Urban edges must be protected against ecological, fuel reduction burns and wildfires.
099	Fire	Active removal of post commercial harvesting material either through burning or manual removal;
100	Fire	Regular prescribed burning (at, on average, ten year intervals in Cape Flats Sand Fynbos & Peninsula Granite Fynbos areas) to keep the fynbos in this area ‘young’ with manageable fuel levels;
101	Health and Wellbeing	Ensure fire management regimen, including fuel reduction and ecological burns within prescribed protocols - communities to be advised with due notice, test burns to be done to test for weather inversions.
102	Biodiversity	Implement prescribed burning to achieve an average fire-return interval of 10 years for CFSF and 15 years for PGF.
103	Biodiversity	Increase the block sizes that are burned to realise the prescribed burning schedule.
104	Biodiversity	Stack burning should be kept to a minimum area, and only conducted in winter when the soil is wet, to minimise soil damage. Chipping and/or removal of stacks is preferable from a biodiversity perspective.
105	Fire	Regular prescribed burning (on average, a ten-year fire interval) to keep the fynbos in the areas surrounding the Tokai Manor heritage areas ‘young’;
106	Fire	In the lower Tokai area, establish 5 to 6 fynbos areas of different ages that are separated by 2-3 years of growth.
107	Fire	To not undertake prescribed burning in the middle and upper areas of Tokai that were burnt in the 2015 fire, until 2025.

No.	Working Group	Verbatim working group Proposal
108	Fire	To divide middle and upper Tokai into burning blocks in preparation for future prescribed burning.
109	Fire	To investigate further (but with urgency) a burning plan for Cecilia that can be implemented by 2025, once the pines and gums have been harvested as per the lease.
110	Fire	To secure a budget for prescribed burning early on during the planning process.
111	Fire	To see if and how the processes and conditions attached to City of Cape Town's burning permit can be reviewed and improved upon.
127	Biodiversity	Ensure effective, timely communication around planned prescribed burns.
128	Biodiversity	Increase awareness of fire prevention and management activities appropriate for a fire-prone environment.
129	Fire	To continue to improve communication and relationship between the structures and the various agencies involved in fire management.
130	Fire	Develop awareness material that covers the different types of fire and risks
131	Fire	Undertake awareness and open up communication with adjacent landowners on fire issues, concerns and opportunities for collaboration.
132	Fire	Implement communication around prescribed burning that includes the 'What, When, Where, Why and How'.
133	Fire	To make use of multi-media platforms to engage with communication and awareness, e.g. broadcast media, local newspapers, websites, social media, community forums, etc.
134	Fire	Collect information and auxiliary information needed for fore planning, preparedness and operations.
135	Fire	Package and make available information for parties involved in fire-fighting.
136	Heritage	To erect notice boards prohibiting any form of fire where there are not already such notices.
137	Heritage	To erect notice boards prohibiting any form of fire where there are not already such notices.
328	Facilities	Partner with local communities to collect firewood, latte and crafting timber, before stacking for burns

6.8 INVASIVE SPECIES MANAGEMENT (OUTCOME GOAL 8)

(a) Context:

Invasive species management is a Park-wide challenge, particularly the ongoing presence of large tracts of alien vegetation. Dense alien vegetation not only poses a direct threat to biodiversity but impedes effective fire management and could lead to uncontrollable wildfires in the area. In the Tokai and Cecilia areas, this has been accentuated by the presence of century old commercial plantations. Invasive vegetation poses a substantial management activity for the Park, especially in areas that have experienced wildfires. There is recognition that alien vegetation management will be a long-term endeavour given its vigorous growth and the persistent soil stored seedbanks from the plantation era. Due to alien vegetation clearing being such an ongoing long-term requirement, the sustainable funding, and resources to undertake this are questioned. From 2017 onwards, between 4 to 6 million rand has been spent annually on invasive alien species clearing operations in Tokai and Cecilia.

The key invasive vegetation clearing proposals emerging in the TCMF process focus on timeous follow-up clearing in areas already cleared, completing the initial clearing in post fire, post harvested and forest restoration areas. The emphasis should be on the quality of work that can be improved and that some alien species need different methods of clearing as the standard method applied has been ineffective. The fuel

loads and the stacking of cut material that result from alien clearing operations need to be better managed, especially in the proximity of the urban interface and Arboretum. Securing sustainable budgets and resources to complete the task is important. Invasive alien species clearing operations in Cecilia are hampered by the continued presence for commercial plantation areas. Coordinating and increasing volunteerism groups can contribute positivity to the invasive alien clearing efforts. Communication on the alien clearing plans and progress needs to be made to stakeholders.

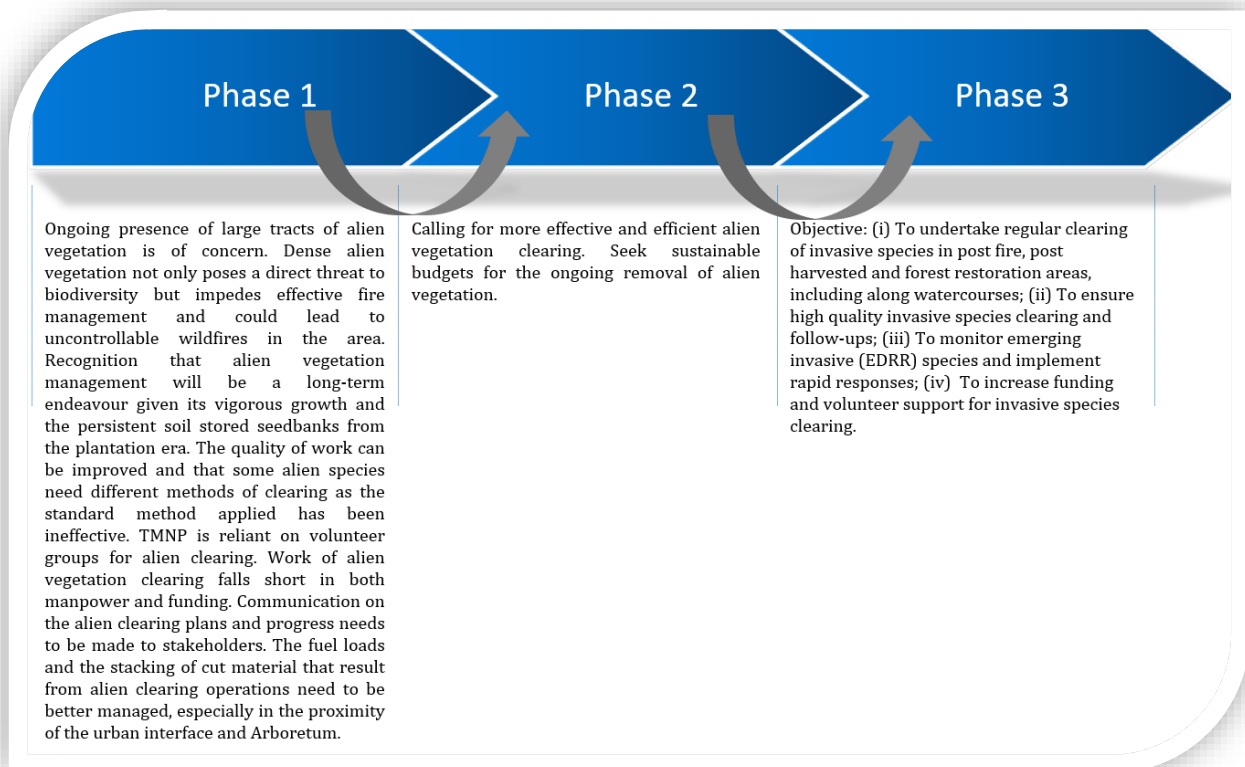
(b) Vision:

Effective and efficient invasive alien vegetation clearing through working together and partnerships.

(c) Objectives:

- (i) To undertake regular clearing of invasive species in post fire, post harvested and forest restoration areas, including along watercourses;
- (ii) To ensure high quality invasive species clearing and follow-ups;
- (iii) To monitor emerging invasive (EDRR) species and implement rapid responses;
- (iv) To increase funding and volunteer support for invasive species clearing.

(d) Proposal link between the 3 different phases in TCMF Review Process



(e) Working Group proposals:

This programme considers the following Working Group proposals as listed verbatim.

No.	Working Group	Verbatim working group Proposal
079	Biodiversity	Clear invasive alien plants using appropriate techniques and ensuring appropriate follow-up.
080	Health and Wellbeing	Invasives to be removed from ravines, and ravines to be treed with Afrotemperate species. Natural forest expansion allowed out of ravines to increase tree canopy.
081	Heritage	To clear alien vegetation from the ravines and plant indigenous trees.
082	Facilities	Fully resourced sustainable alien vegetation containment plan required
083	Health and Wellbeing	Invasive alien clearing fast tracked, with necessary ecological and fuel reduction burns.
084	Health and Wellbeing	In areas already cleared, actively manage and control non-plantation alien invasive species to allow for fynbos restoration.
085	Fire	Regular alien vegetation clearing (annually or at least every 2 years);
086	Biodiversity	Invasive alien plant control is integrated with fire management and restoration.
087	Biodiversity	Ensure high quality alien clearing and follow-ups.
089	Fire	Regular alien vegetation clearing (annually or at least every 2 years) in and around heritage areas;
090	Facilities	Better cut-to-burn plan. 500 tons dry stacking in burn season not acceptable
096	Biodiversity	Prioritise clearing of invasive alien species along watercourses.
112	Biodiversity	Monitor for EDRR species and implement rapid response.
113	Biodiversity	Control alien animals species, such as sambar and German wasp.
114	Biodiversity	Report emerging (EDRR) invasive alien species, for example Guttural Toad.
138	Biodiversity	Make use of well-coordinated and appropriately trained volunteer groups.

6.9 BIODIVERSITY AND ECOSYSTEM SERVICES REHABILITATION (OUTCOME GOAL 9)

(a) Context:

The Park's Cape Floral Region World Heritage Site status and the applicable was inscribed in terms of UNESCO's Outstanding Universal Value criteria in terms of for ecological process (WHS OUV criterion ix) and biodiversity (WHS OUV criterion x). These OUV criteria underpin the importance of biodiversity value (i.e. species rich, highly threatened and of global importance) of the Tokai and Cecilia areas. Three important vegetation types are found in Tokai being the 'critically endangered' Cape Flats Sand Fynbos, Peninsula Granite Fynbos and the 'endangered' Peninsula Sandstone Fynbos. The latter two vegetation types are the main vegetation types in Cecilia. Stakeholders expressed concern that these once widespread fynbos vegetation types are now largely lost to urban development and agriculture and only small areas remain in Protected Areas such as Tokai and Cecilia in the TMNP. They also expressed the view that the activities in the landscape should not compromise the re-establishment and re-emergence of the unique fynbos and natural heritage of Tokai and Cecilia which are part of the Cape Floral Region Protected Areas World Heritage Site and contributes to South Africa's internationally agreed biodiversity targets.

There is a need for rehabilitation and restoration which are long-term processes. It is considered that it is not the fynbos itself that is the issue, but rather the change in experiential use of these restored fynbos areas though the loss of shade, the restriction of movement onto designated paths and tracks, the

requirement for periodic burning and perceived increased safety risk. Potential solutions could include a separation of land-use types spatially with a range of options in allocating the placement and extent of fynbos areas differently in the landscape. These can be considered to find a long-lasting resolution to the question of provision of areas for rehabilitation and regeneration of natural fynbos and conservation of its biodiversity within protected areas such as Tokai and Cecilia.

The Tokai and Cecilia plantation areas are planned for a change in land use from plantation to a protected area and therefore requires both active and passive rehabilitation interventions and processes for the purpose of restoring the natural environment and the protection of its biodiversity. Rehabilitation and restoration refer to the process of assisting the recovery of an ecosystem that has been degraded, damaged or destroyed. Key rehabilitation proposals emerging from the TCMF review process include rehabilitation of important wetlands and aquifer recharge areas and facilitating the recovery of critical fynbos area. Rehabilitation contributes to important climate change preparedness by increasing water provisioning and providing an elevation corridor for species to disperse to cooler areas.

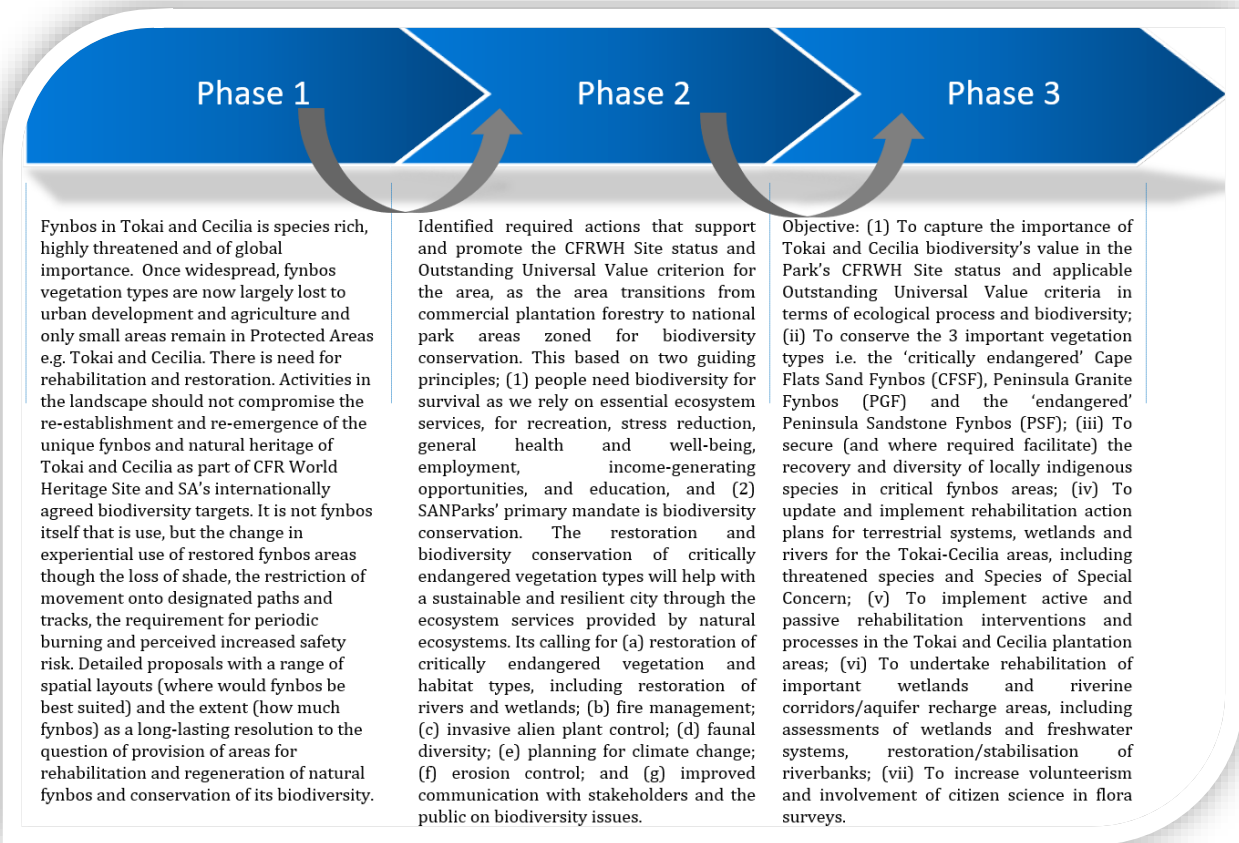
(b) Vision:

The species rich, highly threatened and of globally important fynbos and fauna in Tokai and Cecilia are rehabilitated and restored.

(c1) Objectives for fynbos management:

- (i) To capture the importance of Tokai and Cecilia biodiversity's value in the Park's CFRWH Site status and applicable Outstanding Universal Value criteria in terms of ecological process (WHS OUV criterion ix) and biodiversity (WHS OUV criterion x);
- (ii) To conserve the 3 important vegetation types i.e. the 'critically endangered' Cape Flats Sand Fynbos (CFSF), Peninsula Granite Fynbos (PGF) and the 'endangered' Peninsula Sandstone Fynbos (PSF);
- (iii) To secure (and where required facilitate) the recovery and diversity of locally indigenous species in critical fynbos areas;
- (iv) To update and implement rehabilitation action plans for terrestrial systems, wetlands and rivers for the Tokai-Cecilia areas, including threatened species and Species of Special Concern;
- (v) To implement active and passive rehabilitation interventions and processes in the Tokai and Cecilia plantation areas;
- (vi) To undertake rehabilitation of important wetlands and riverine corridors/aquifer recharge areas, including assessments of wetlands and freshwater systems, restoration/stabilisation of riverbanks;
- (vii) To increase volunteerism and involvement of citizen science in flora surveys.

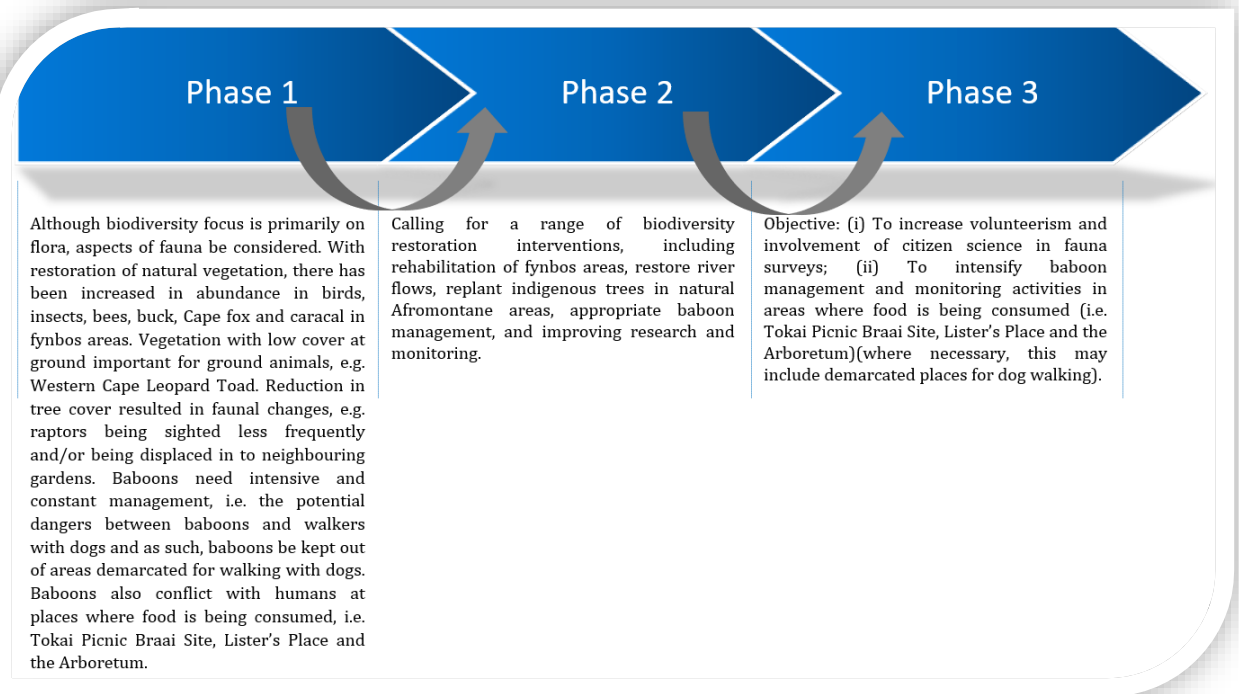
(d1) Proposal link between the 3 different phases in TCMF Review Process



(c2) Objectives for fauna management:

- (i) To increase volunteerism and involvement of citizen science in fauna surveys;
- (ii) To intensify baboon management and monitoring activities in areas where food is being consumed (i.e. Tokai Picnic Braai Site, Lister's Place and the Arboretum)(where necessary, this may include demarcated places for dog walking).

(d2) Proposal link between the 3 different phases in TCMF Review Process



(e) Working Group proposals:

This programme considers the following Working Group proposals as listed verbatim.

No.	Working Group	Verbatim working group Proposal
078	Biodiversity	Undertake post-harvest restoration procedures: manage slash, clear aliens and conduct early autumn restoration burns.
091	Biodiversity	Update and implement the Habitat Degradation and Rehabilitation Plan Table Mountain National Park 2012-2017.
092	Biodiversity	Incorporate the recommendations relating to Cecilia stream outlined in the Table Mountain Ghost Frog Action Plan into relevant plans and management action.
093	Biodiversity	Update and implement the Tokai and Cecilia Park Restoration and Rehabilitation Plan 2014
094	Biodiversity	Establish threatened species restoration monitoring programmes.
095	Biodiversity	Update and implement the Source-To-Sea Management and Rehabilitation Action Plan for the Prinskasteel / Keysers Rivers 2006.
097	Heritage	To reach out to the people of the Flanders Nursery, in particular with regards to wetland conservation
115	Health and Wellbeing	Fast track wetland and riverine conservation, create shady groves and bird/animal hides for enjoyment and education.
116	Biodiversity	Update and implement the Working for Wetlands Phase 2 Planning Report Draft Rehabilitation Plan 2010 and Tokai and Cecilia Park Restoration and Rehabilitation Plan 2014 (also relevant to Soetvlei wetland).
117	Biodiversity	Manage threats to wetlands, including inappropriate infrastructure.
118	Health and Wellbeing	Stabilise the riverbanks, slow water flow to boost wetlands and aquifer, encouraging a healthy underground biodiversity.
119	Health and Wellbeing	Protect, preserve and maintain riverine corridors.
120	Biodiversity	Manage water resources according to the principle of ecological reserves.
121	Biodiversity	Conduct a Wet-Health Assessment (to assess the present ecological condition of wetlands and their projected trajectories of change) in Tokai and Cecilia.
122	Biodiversity	Use stream health surveys from the Freshwater Ecosystems of Table Mountain Project to assess current ecosystem condition and future responses to management actions.
123	Health and Wellbeing	Create treed riverine corridor from Orpen Road to big bridge with groves of trees on either side of the river. Removal of gabions would allow the river to meander and the roots of trees would stabilise the riverbanks and slow water flow, creating a health underground environment.
124	Heritage	To restore the damage of the riverbanks caused by horses and invasive vegetation and to restore riverine vegetation
139	Heritage	To re-establish fynbos in the area.
140	Biodiversity	Monitor passive vegetation recovery and map re-emerging communities.
141	Biodiversity	Lower Tokai: The maximum area of CFSF at Lower Tokai needs to be protected and restored to meet national and international biodiversity targets and remain within the CFRWHS OUV criteria
142	Biodiversity	Actively reintroduce missing species following IUCN procedures.
143	Biodiversity	Assess population viability of key species, and augment species and population numbers where necessary. Take care not to damage and change growth forms of recovering fynbos vegetation.
144	Biodiversity	Manage direct threats such as poaching (including flowers, bulbs and bark), invasive alien species and erosion.
145	Biodiversity	Investigate options for appropriate reintroductions of species (e.g. Table Mountain Ghost Frog in Cecilia, and small antelope and keystone invertebrates in Tokai).
146	Health and Wellbeing	Protect and preserve existing fauna.

No.	Working Group	Verbatim working group Proposal
147	Biodiversity	SANParks continues to be actively involved in the Baboon Technical Team. Baboon management is a park-wide issue to be raised at the Park Forum.
148	Facilities	Ensure animals (baboons) remain within the Park through ongoing monitoring.
149	Biodiversity	Conserve and restore the maximum available extent of endemic biodiversity and associated ecosystem processes to build climate change resilient communities and adaptation corridors
150	Biodiversity	Involve citizen scientists in detailed surveys.
330	Heritage	SANParks is getting into negotiations with Cape Nature and the Provincial authorities to address the situation in the Ondertuine. This should include the removal of manure from the original wetland area; the clearing of all alien trees and assistance in farming produces to increase their income

6.10 TOKAI AND CECILIA RECREATIONAL ACTIVITIES AND EVENTS (OUTCOME GOAL 10)

(a) Context:

The Tokai and Cecilia areas are considered important spaces for recreation and outdoor leisure use. There is recognition for concern about the overall lack of public recreational opportunities in suburbs in and around Tokai and Cecilia areas. The importance of the lower Tokai area is mainly due to perceived lack of alternative opportunities within the nearby suburbs for expansive, flat, shaded, open space usage. The perceived lack of City planning to cater for recreation within the city environments seems to have led to a loss in opportunities for the realisation of recreational diversity in the wider landscape beyond the Park. In addition, certain traditional user groups, e.g. horse riders and walkers with dogs have come under spatial pressure in recent years as the areas available for these activities has been steadily reduced. While parts of the area east of Orpen Road in lower Tokai could be seen and managed as an extension of the City's urban environment for recreational purposes and could be handed over to authorities whose function it is to manage such recreational areas, others view that an urban park (with its infrastructure and permanent landscape changes) is incompatible with the management of the Protected Area. Yet other stakeholders acknowledge areas like lower Tokai are finite and contested spaces, and therefore questioned why all the activities need to take place in such a small space within the Protected Area. Notwithstanding these views, Tokai and Cecilia are seen as important areas for continuing to maintain the diversity of recreational use in the landscape; a variety of recreational and leisure activities are currently undertaken in Tokai and Cecilia areas. Aside from hiking, walking, and running, the main activities are dog walking, horse riding and mountain biking which are undertaken in terms of the recreational EMPs, which designate areas and routes for each respective activity and set out 'codes of conducts' for that activity.

Stakeholders are requesting that areas and paths allocated to user groups to be reviewed. Stakeholders highlighted the increasing numbers of recreational users in the area across the board and the increase in levels of conflict and incidents between users. With recreation being a main activity in the landscape, there is an expectation that the trails and tracks should be a top priority. In some cases, paths and tracks seem to be ill-placed in the landscape and should be reviewed. Management tracks that were no longer in use could be re-purposed to footpaths. Questions were also raised as to the role of volunteers maintaining most paths

in the area when funding from recreational permit sales could be diverted for this purpose. Some stakeholders also felt excluded from management decision to open or close paths. Also related to trail usage were concerns that general signage (directional and informative or educational) could be greatly improved. Stakeholders raised a wide range of recreational topics that included the environmental impact of MTB downhill riding on the slopes of upper Tokai, consideration for whether to restrict dog-walking to leash to avoid conflict with horse riders, cyclists and other users and opening new areas to some of the traditional activities for example permitting walker with dogs into the Arboretum. Stakeholders, e.g. horse riders, are looking for confirmation that their activities are not going to be curtailed as in other areas near Tokai and mutual use of the area as with other user groups. Stakeholders also sought to ensure that the area would remain inviting and accessible for family recreation and have proposed a range of suggestions for improving particular sites. Concerns were expressed regarding the future status and use of the plantation management tracks. As such, proposals were made regarding track and trail maintenance, improved signage for all recreational user groups, more family / visitor friendly facilities such as benches, children facilities, the expansion of existing parking areas, provision of public ablutions and options for commercial recreational user group events. Therefore, the revised TCIP recognises the variety of users, the increase in user numbers as well as the increased risk of user conflict as a result.

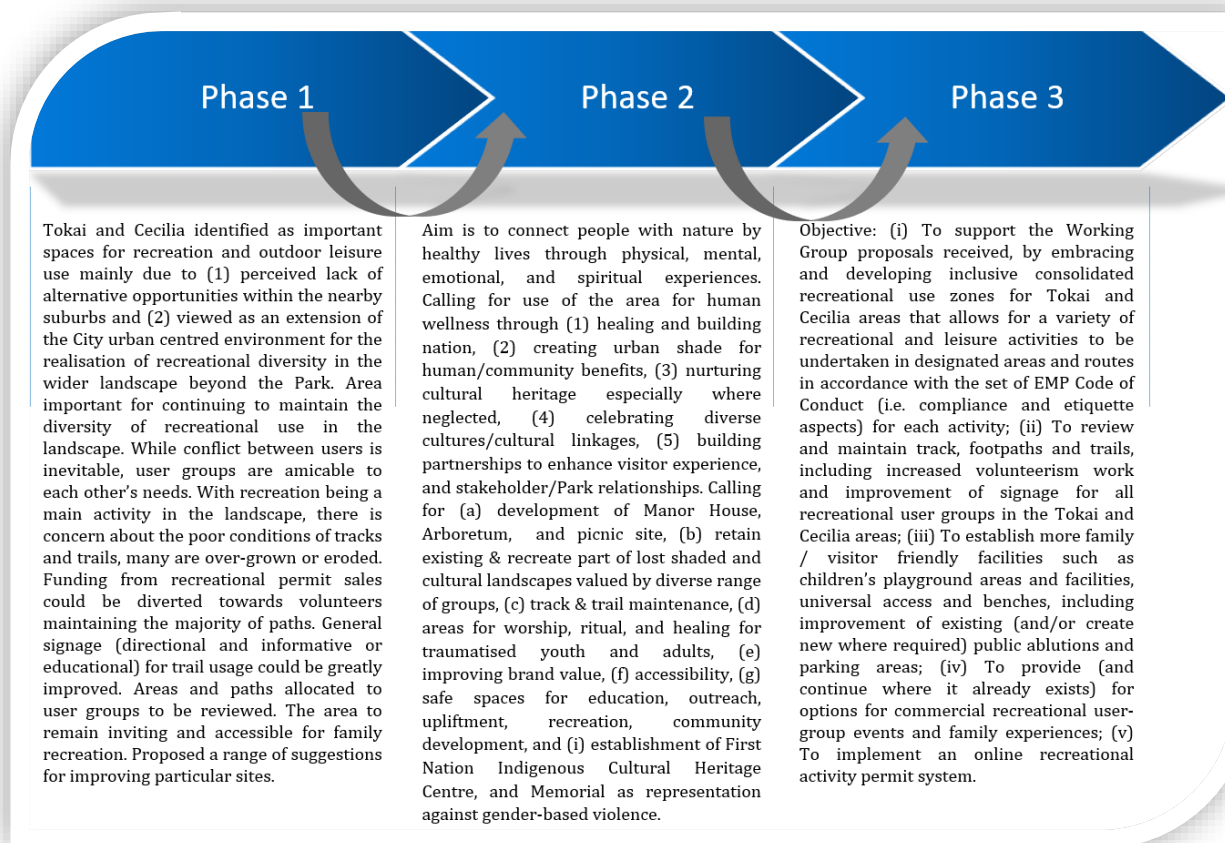
(b) Vision:

A society connected with nature and healthy lives through physical, emotional and spiritual experiences.

(c) Objectives:

- (i) To support the Working Group proposals received, by embracing and developing inclusive consolidated recreational use zones for Tokai and Cecilia areas that allows for a variety of recreational and leisure activities to be undertaken in designated areas and routes in accordance with the set of EMP Code of Conduct (i.e. compliance and etiquette aspects) for each activity;
- (ii) To review and maintain track, footpaths and trails, including increased volunteerism work and improvement of signage for all recreational user groups in the Tokai and Cecilia areas;
- (iii) To establish more family / visitor friendly facilities such as children's playground areas and facilities, universal access and benches, including improvement of existing (and/or create new where required) public ablutions and parking areas;
- (iv) To provide (and continue where it already exists) for options for commercial recreational user-group events and family experiences;
- (v) To implement an online recreational activity permit system.

(d) Proposal link between the 3 different phases in TCMF Review Process



(e) Working Group proposals:

This programme considers the following Working Group proposals as listed verbatim.

No.	Working Group	Verbatim working group Proposal
154	Biodiversity	Identify trails and roads for closure and rehabilitation. Minimise new and widening of tracks cutting across rehabilitation and core biodiversity areas.
155	Safety	Maintain emergency routes and where necessary reopen closed routes (see proposal for map of new proposed tracks)
156	Fire	An assessment of the condition of all tracks and paths in Tokai and Cecilia and their long-term rational use
157	Biodiversity	At Upper Tokai, keep only the level 5 road and Constantiaberg mast road; and repurpose other roads for recreation or decommissioning.
158	Biodiversity	Reconsider downhill tracks.
159	Fire	Actively maintain or close tracks and paths, and rehabilitate where required
160	Health and Wellbeing	Improved signage and safety precautions on multi-user jeep tracks.
161	Health and Wellbeing	All tracks next to wine farms to be maintained properly so that mounted police can patrol, and commercial horseback activities can take place. In areas a double track may be required to avoid conflict with mountain bikers. Create shade route.
162	Biodiversity	Set appropriate limits for use of trails, including seasonal trail closure if needed.
163	Facilities	Expand on current usage, using signage, education & numbering for improved group control. Fix roads now & improve emergency access.
164	Biodiversity	Adapt engineering solutions for the roads to the dams on the Back Table, to dissipate rather than concentrate runoff water.
165	Biodiversity	Ensure sound maintenance of retained trails.
166	Health and Wellbeing	Jeep and MTB cycle tracks restored and maintained, including effective drainage and erosion mitigation measures.

No.	Working Group	Verbatim working group Proposal
167	Biodiversity	Monitor trail maintenance to ensure that surfacing materials brought in do not introduce alien seeds or harmful nutrients. Use of woodchips is not recommended, as it may introduce pathogens.
168	Health and Wellbeing	Improve condition of jeep tracks and maintenance of trails to ensure the prevention of erosion.
169	Heritage	To maintain the single tracks with steps to prevent further erosion
170	Biodiversity	Involve volunteers in trail maintenance.
172	Facilities	Use all tracks with signed crossing & fund earning events. Sharing amongst user groups.
173	Facilities	Path clean-up with signage required.
174	Health and Wellbeing	Exclude dogwalkers, riders, cyclists
175	Health and Wellbeing	Cycling restricted to soft cycling.
176	Health and Wellbeing	Widen paths through fynbos, and re-open old tracks for horse riders.
177	Health and Wellbeing	Provide for wheelchair accessibility and paths throughout the area.
178	Health and Wellbeing	Create scenic family spaces at the big pools, including an informal children's play area at the Labrador Pool (next to the big bridge).
179	Health and Wellbeing	Create safe children's play and adventure areas, together with fun educational programs, which create a gateway to nature and conservation.
180	Health and Wellbeing	Create a shaded grassed area for picnics, events and children's play area. Area to serve as a culturally diverse hub for events
181	Facilities	Structured fynbos garden with educational, wheelchair access, herb garden, info boards, safe adventure climbing
182	Health and Wellbeing	Identify and create areas for parking – in pine stand on the corner of Orpen Road and Dennendal West Avenue. (Block A19cw.)
188	Health and Wellbeing	Provide for or support existing market opportunities for social upliftment through a Westlake focused craft market and the working herb and medicine garden in Block A14c.
189	Health and Wellbeing	Create and maintain heritage and cultural programmes, particularly as pertains to First Nations People, including art installations
191	Facilities	A few are damaging relations and endangering with other visitors. A combination of SANParks presence (e-bikes) & numbering to assist
192	Facilities	Expand car park, with security & safe exit
193	Facilities	Build public toilets, correct parking security, serviced by coffee trailer operator
194	Health and Wellbeing	Create toilet facilities at the parking area
195	Health and Wellbeing	Create toilet facilities.
195	Facilities	Formalised car guards, safety in groups, coffee kiosk
196	Safety	Have vendors (food trucks, plant and curio sellers) at various sites
197	Health and Wellbeing	Consider food truck for parking area
198	Heritage	To bring the 1970 dog-walking permission in line with the new dispensation from 1994 out of respect for the suffering of the people who were forcibly removed from their land in Constantia
199	Heritage	To complete an impact assessment on horse-riding and its impact on Tokai and Cecilia.

No.	Working Group	Verbatim working group Proposal
200	Heritage	Need for carrying capacity report and reconsideration of paddocks in sensitive area for horse-riding on Tokai Park
201	Heritage	To relocate the paddocks in the sub-precinct of Tokai elsewhere to allow for the rehabilitation of the soil
202	Heritage	To restore the damage of the riverbanks caused by horses and invasive vegetation and to restore riverine vegetation
203	Facilities	On-line permits as agreed
204	Heritage	build a hiking track from Level 5 to the waterfall and from the waterfall to the Level 6 footpath
205	Health and Wellbeing	Keep horse riding, hiking and trail running routes separate from cycle paths except where agreed to by both user groups and in line with user safety precautions
206	Health and Wellbeing	Existing MTB area to be sufficiently maintained and developed to be a "destination" for mountain bikers.
207	Health and Wellbeing	Create trails to link from Tokai to Cecilia for horse riders, mountain bikers, hikers and trail runners.
208	Health and Wellbeing	Create gateways - between the urban edge to core conservation areas.
209	Health and Wellbeing	Accommodate the needs of all community members - indigenous peoples, conservationists, ramblers, dog walkers, horse-riders, runners, cyclists, families.
210	Health and Wellbeing	Provide opportunities for local and national tourism. Ensure signage with regards to rights of way, directions, regulations.
211	Health and Wellbeing	Ensure space between paths to accommodate diverse users - limit crowding.
212	Health and Wellbeing	Ensure that dog and horse trails - existing and new - are kept separate where possible.
213	Facilities	Build a bridge over Orpen road, maybe 3 x high bricked crossing, vegetated bridge with ramps.
214	Facilities	Horse rides to Noordhoek via Ou Wa pad to Silvermine Village
215	Facilities	Upper level access to drinking water to be considered for hot months.
216	Health and Wellbeing	Ring-fence funding by user groups for trail maintenance.
217	Health and Wellbeing	Create safe overpass across Orpen Road - from lower to middle to upper
218	Health and Wellbeing	Dogs permitted up to Level 1.5 - all dogs to be leashed at all times. Access to Level 1.5 via Tokai Section Office. Baboon monitors will be necessary.
219	Health and Wellbeing	Consider incorporating provincial land to the south of Lower Tokai into the national park but kept as shaded community space for enclosed dog play park and children/families
220	Health and Wellbeing	Create turning circle for horse boxes with place to offload and upload horses and riders
221	Health and Wellbeing	Cable way to Constantiaberg mast per plans ex 2006 (subject to economic feasibility study). Additional parking would be required.
222	Heritage	To restore the forestry cottage in the accommodation block and to rent it out as accommodation
223	Heritage	To restore the old picnic site in Cecilia.

6.11 TOKAI AND CECILIA HISTORY AND HERITAGE (OUTCOME GOAL 11)

(a) Context:

The Tokai and Cecilia areas represent a multitude of heritage layers relating to pre-colonial, slavery, agriculture, forestry, religion, biodiversity and recreational aspects. These layers need to be recognised, researched, and interpreted. Substantial information on the history of the areas and a wide range of proposals emerged from the WGs including aspects relating to the Manor House, landscapes, buildings, and biodiversity and its use over time. These, as well as social aspects that include rights of First Peoples, crime and gender violence have been included under this programme.

Cultural landscape may not be synonymous with planted landscapes. To this end, heritage authorities assess cultural landscape not about so-called 'heritage markers' but indeed all about the whole landscape, i.e. understanding what makes a particular landscape special, beautiful and remarkable, with a strong 'sense of place'. This defines the Constantia-Tokai Valley as a cultural landscape. There is acceptance that the plantations were included in the original World Heritage Site nomination and that they reflect the history, heritage and "Capeness" of the Constantia Valley which recognizes the critical recreational value provided to the public by the plantations.

The lack in recognising heritage resources of the Tokai and Cecilia areas in terms of the site and landscapes is a concern. Heritage composes numerous layers and markers, each of these having a different context and significance both in terms of natural heritage and cultural heritage. Heritage informants must also be considered within due research and understanding of the heritage significance within the context of the Tokai and Cecilia areas. For this reason, the traditional knowledge, and practices of FIRST NATIONS people ought to be recognised including the under-representation of Muslim heritage layers.

(b) Vision:

The history and heritage resources of the Tokai and Cecilia areas acknowledged and celebrated.

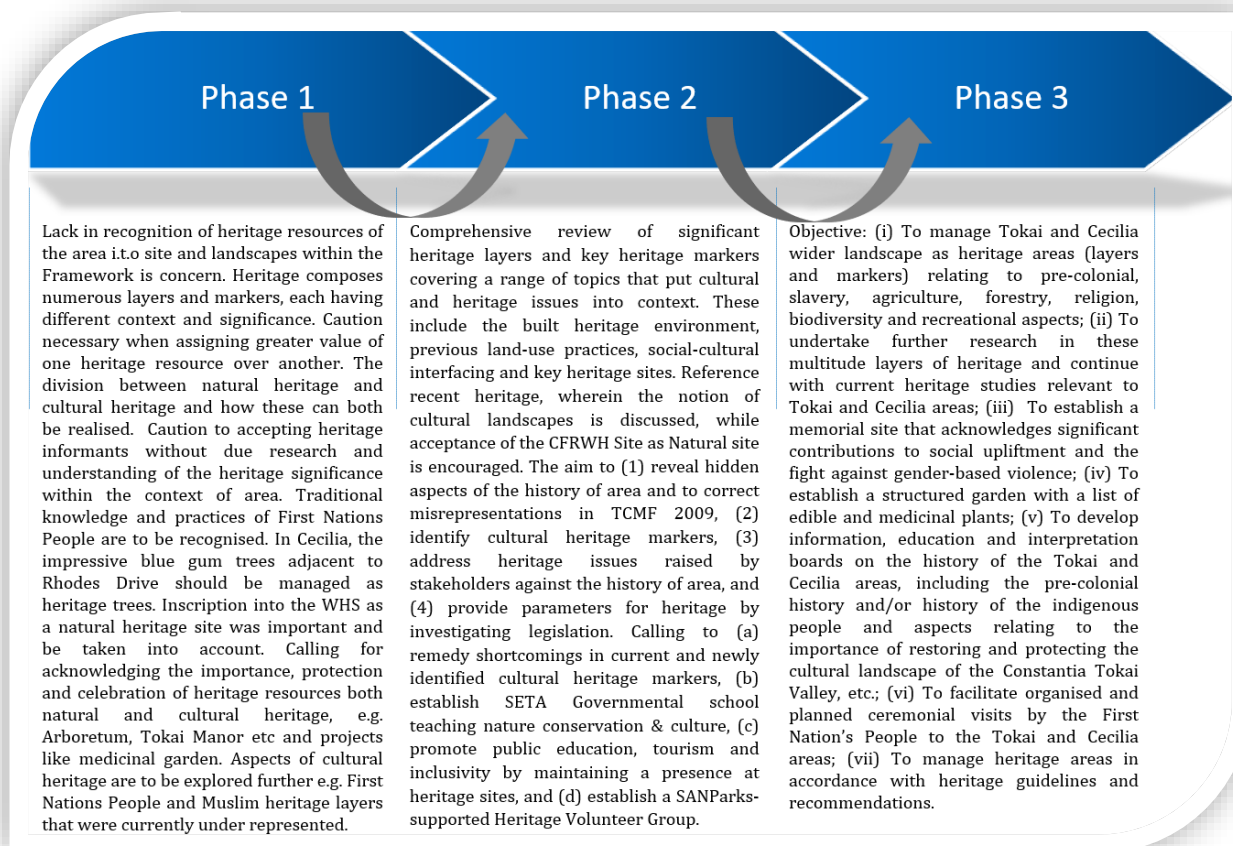
(c) Objectives:

- (i) To manage Tokai and Cecilia wider landscape as heritage areas (layers and markers) relating to pre-colonial, slavery, agriculture, forestry, religion, biodiversity and recreational aspects;
- (ii) To undertake further research in these multitude layers of heritage and continue with current heritage studies relevant to Tokai and Cecilia areas, including the history and photographs of historical structures in Cecilia area;
- (iii) To establish a memorial site (Wall of Remembrance) that acknowledges significant contributions to social upliftment and the fight against gender-based violence;
- (iv) To establish a structured garden with a list of edible and medicinal plants with their Khoi and Dutch/Afrikaans vernacular names;
- (v) To develop information, education and interpretation boards on the history of the Tokai and Cecilia areas, including the pre-colonial history and/or history of the indigenous people and

aspects relating to the importance of restoring and protecting the cultural landscape of the Constantia Tokai Valley, the Manor House, historical buildings and its use over time;

- (vi) To facilitate organised and planned ceremonial visits by the First Nation’s People to the Tokai and Cecilia areas;
- (vii) To manage heritage areas in accordance with heritage guidelines and recommendations.

(d) Proposal link between the 3 different phases in TCMF Review Process



(e) Working Group proposals:

This programme considers the following Working Group proposals as listed verbatim.

No.	Working Group	Verbatim working group Proposal
257	Heritage	To use history and cultural heritage markers to promote Tokai Park and Cecilia
308	Health and Wellbeing	Preserve the Ribbon Gate.
309	Health and Wellbeing	Create a Wall of Remembrance for those who made significant contribution to societal upliftment.
310	Facilities	Franziska hard build monument with design competition, safety security reminder and linked to structured garden
311	Heritage	To compile a list of edible and medicinal plants on Tokai and Cecilia respectively

No.	Working Group	Verbatim working group Proposal
312	Heritage	To consider the protection of Khoi and Dutch/Afrikaans vernacular names for fynbos on an ongoing basis.
313	Heritage	To seek clarification from the South African government on the land issue for indigenous people with regards to the 2017 United Nations Convention
314	Heritage	That all land issues relating to KhoiSan people be referred to the TMNP Forum and with the co-operation of the KhoiSan Council
315	Heritage	To establish a policy that any land issue should be accompanied by a history before a request for activities should be considered.
317	Heritage	To restore the sub-precinct for public recreation with information boards to indicate heritage sites
318	Heritage	History studies are recommended to address gaps done in co-operation with an academic institution. Alternatively or in co-existence a SETA school
319	Heritage	Archaeological study recommended to verify if pre-colonial people burned fynbos to enhance the growth of pastures or for the collection of edible plants.
320	Heritage	Study of Colonial period as record of burning lacking
321	Heritage	Study recommended on Forestry period as record of fires in documentation (past & present) incomplete
322	Heritage	Study of edible and medicinal plants endemic to Tokai - Cecilia Park
323	Heritage	To incorporate the history of the fynbos with the history of the heritage of Tokai Park.
324	Heritage	To place the precolonial history or history of the indigenous people in perspective by requesting a written history and to verify the information.
325	Heritage	To support archaeological excavations and/or studies on Tokai Park – possible sites are around the palmiet area; in the Pondok Wetland area to locate the Buffelskraal hut and the Elephant's Eye Cave to see if it was indeed part of the silvermine of the 1680's.
326	Heritage	To involve academic people or scholars to help with the research and/or writing or assessment of such a history.
327	Heritage	To list all the structures on Cecilia land with photographs and a summary of its history (Baseline study).
329	Heritage	To verify the identity of people who are using pseudonyms for indigenous rituals on SANParks land

6.12 COMMUNICATION (OUTCOME GOAL 12)

(a) Context:

Effective communication is required to build a positive identity for TMNP amongst both its internal and external stakeholders and to provide a balanced narrative about the Park and about Tokai and Cecilia. Key activities in the communication programme are to highlight SANParks contribution to social capital of South Africa through sustainable management of conservation of biodiversity and cultural heritage; diverse and responsible tourism and socio-economic transformation; counteract misconceptions and misrepresentations of SANParks and its activities; and provide ongoing feedback to stakeholders on activities and events in Tokai, Cecilia and the Park.

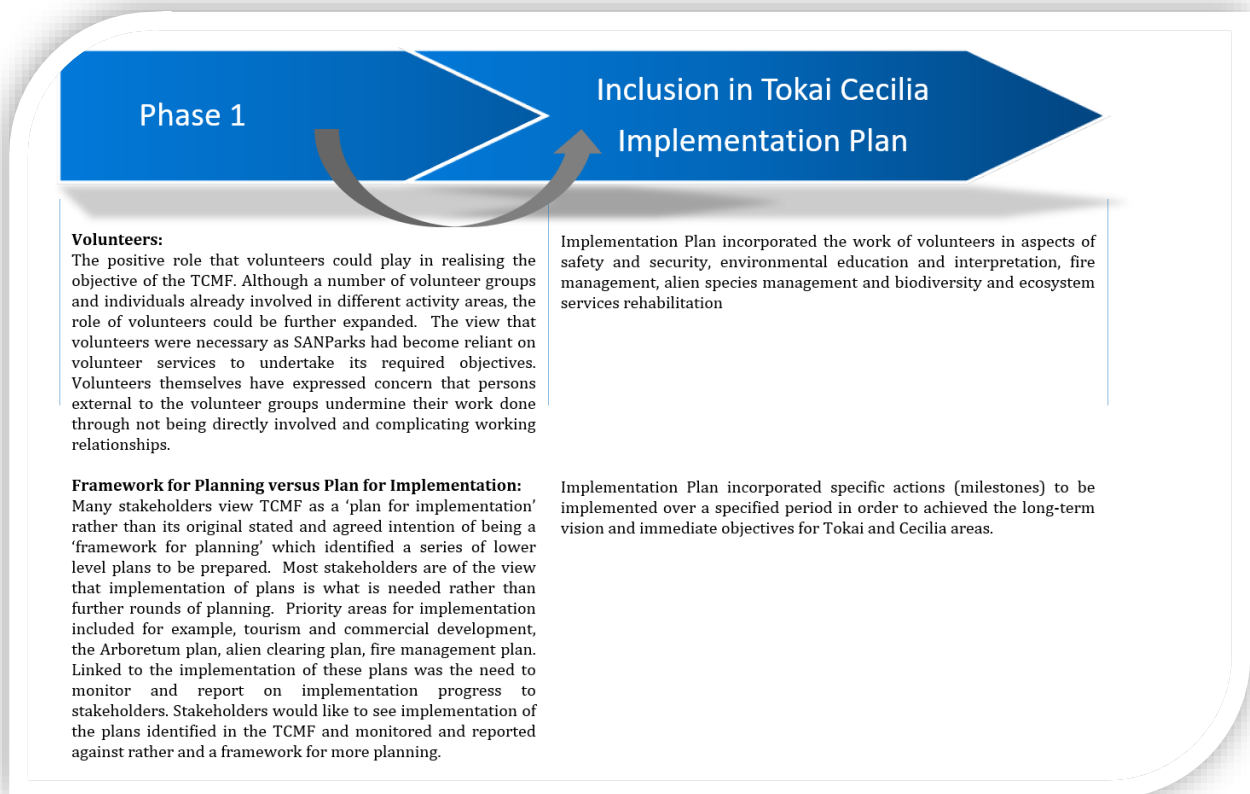
(b) Vision:

Effective communications with stakeholder and in social media

(c) Objectives:

- (i) To manage the official messages in the media by guiding and positively influencing the ‘public conversation’ through mass media platforms;
- (ii) To foster amicable public relations and facilitate two-way conversations with key external stakeholders;
- (iii) To improve stakeholder and partnership management;
- (iv) To promote events that result in consistent positive coverage of SANParks;
- (v) To improve social media management.

6.13 OTHER ISSUES AND CONCERNS RAISED BY STAKEHOLDERS AND HOW THEY HAVE BEEN CONSIDERED IN THE REVISED DRAFT TCIP



Phase 1

Inclusion in Tokai Cecilia Implementation Plan

SANParks Management:

SANParks staff, from a range of departments have engaged with a diversity of stakeholders over the past decade. A number of positive and negative interactions have been recorded by stakeholders. Positive interactions include working with volunteers and adjacent landowners. Negative interactions sited include lack of visibility, lack of accessible staff, lack of communication and impolite or evasive behaviour. As an overarching concept, there were suggestions to relook at the management structure of SANParks towards one of co-management with the local community. Stakeholders suggest clear communication channels and feedback timelines and a visible ranger presence.

Implementation Plan did not incorporate aspects of the Management structure. The Plan incorporated the improvement of clear communication under Communications section and the need for a visible ranger presence under Safety and Security section.

SANParks finance and budgets:

Some stakeholders expressed the view not only is TMNP underfunded but that the majority of income derived from the Park is channelled away from Cape Town into SANParks national budgets. The poor state of infrastructure, limited safety and security capacity, degraded footpath network, lack of maintenance of management tracks, large areas invaded by alien vegetation are testament to this. Recreational users feel particularly aggrieved as Permit fees should be used to keep footpaths and other facilities maintained. There is a call for SANParks to open the TMNP budget for public viewing and input. Suggestions put forward include creating a fund for donations and volunteer contributions, allocating dedicated funds towards maintenance such as the permit fees.

Implementation Plan did not incorporate an action specific to TMNP making its budget open for public viewing and input. TMNP finance and budgets will be made available to the TMNP Park Forum. The Implementation Plan incorporated increased support for funding in enterprise development of the Precinct and volunteer work in aspects of safety and security, environmental education and interpretation, fire management, alien species management and biodiversity and ecosystem services rehabilitation.

Phase 1

Inclusion in Tokai Cecilia Implementation Plan

Political landscape:

Several stakeholders allude to tension in the political landscape, which may have implications for future city and countrywide priorities and budgets and as such hence implications for the ability to see current proposals to fruition.

Implementation Plan did not incorporate any aspects of the political landscape of the Tokai and Cecilia areas, other than the legislative prescripts that governs these areas.

'Blank page' future approach:

Stakeholders commented on the lack of a SANParks position in the review process. Although the process had been described as a review of the current TCMF, at the same time stakeholders were given 'a blank page' with which to work with no clearly defined parameters. At the initial public information sessions, a review of some of the plans prepared was presented but no SANParks view or vision was put forward. Stakeholders noted that the planning framework must support the long-term survival (more than 100 years) of the Protected Area and within it, must clearly explain SANParks' mandate inclusive of the whole history and environment, a heritage for all of South Africa.

Implementation Plan did not incorporate an action specially in response to a 'blank page' future approach. Ordinarily a stakeholder engagement and public participation process commences with the presentation of a draft document for stakeholders and the public to comment. However, the TCMF Review Process followed a facilitated co-creation approach where the stakeholders and public collectively developed an Implementation Plan with SANParks.



Stakeholder identification and inclusiveness:

A concern was raised that not enough effort went into identification of stakeholders to participate in the process. The stakeholder net should have been cast wider and accounted for stakeholders that had participated previously in similar processes or the current contactable recreational users. In addition, due to the COVID-19 pandemic, some stakeholder groups may not be currently active.

Implementation Plan did not incorporate an action specifically in response to stakeholder identification and inclusiveness. The review process takes the form of an open, systematic and transparent stakeholder and public engagement process. There is acceptance that implementing a stakeholder public engagement process is vital in a democratic society and to fulfil public needs. However, public engagement is sometimes constrained and many factors may impede public engagement. This Plan is an attempt to best incorporate and provide for the needs of all stakeholders.

Flawed process and lack of transparency:

The review process started after a big gap in the intended review cycle. This has resulted in the intervals between the reviews (and public engagement) being too long where issues might have been addressed sooner. A retrospective analysis would have been a useful starting point in terms of what has and has not worked in the TCMF to date. Stakeholders were concerned that SANParks officials cannot be independent in the role of facilitation, and as such that the review process is flawed as there is likely to be conflicting interest between stakeholder groups. Stakeholders have requested an explanation of how decisions regarding the TCMF review will be reached. Issues such as gate keeping via committees, interest groups, Facebook have been noted as problems.

Implementation Plan did not incorporate an action specifically in response to flawed process and lack of transparency. The Plan must be read together with the Summary Consolidated Documents as well as Comments and Response Documents.

7. IMPLEMENTATION PLAN: OUTCOME GOALS, STRATEGIC ACTIONS AND MILESTONES

The tables below capture all the outcome goals, objectives and strategic actions emanating from discussions by participants in the TCMF Review Process. The implementation of actions will be a joint undertaking where SANParks and the stakeholders collectively agree in a transparent process in the allocation of roles and responsibilities, including funding sources. See Section 8. Implementation Roadmap.

Outcome Goal 1: Implementation of the Tokai Manor Precinct Plan						
<i>Vision: The Tokai Manor Precinct is a multi-use gateway with a wide range of commercial, tourism recreational and related activities appropriate to the context and heritage of Tokai.</i>						
Objectives	Strategic Actions	Year 1 milestone	Year 2 milestone	Year 3 milestone	Year 4 milestone	Year 5 milestone
(i) To release the primary concession for the Precinct to promote a substantial investment into upgrades of infrastructure, parking, facilities and heritage resources. The primary concession is proposed to include the core Manor precinct, the stables and braai site. Secondary opportunities are to be created within the primary concession.	⇒ Prepare concession specifications ⇒ Commence concession bidding process ⇒ Appoint concessionaire to undertake the planning, obtain necessary approvals and commence implementation of the Tokai Manor Precinct upgrade.	- Draft specifications - Approval of specifications	- Advertise specifications - Complete bid evaluation process	- Complete bid adjudication process - Award successful bidder - Sign Service Level Agreement	- Complete information compliance assessment - Obtain the required approval for development - Planning for implementation	- Commence implementation of the Tokai Manor Precinct upgrade - Completion of Tokai Manor Precinct upgrade (ongoing)
(ii) As part of primary concession, to create secondary outsourcing opportunities for the Precinct to promote successful small business opportunities in a designated high volume visitor site (this should possibly include the Stables and the Braai site opportunities).	⇒ Identify activities or opportunities additional to the Tokai Manor PPP opportunity that could be outsourced	- Consult with relevant stakeholders to identify opportunities additional to the Tokai Manor PPP opportunity that could be outsourced	- Conduct feasibility of identified opportunities additional to the Tokai Manor PPP opportunity that could be outsourced	- Complete planning of identified opportunities additional to the Tokai Manor PPP opportunity for outsourcing - Commence implementation of identified opportunities additional to the Tokai Manor PPP opportunity for outsourcing	- Ongoing implementation of identified opportunities additional to the Tokai Manor PPP opportunity for outsourcing	- Ongoing implementation of identified opportunities additional to the Tokai Manor PPP opportunity for outsourcing
(iii) To establish a First Nations People cultural site as part of the integrated management and access to the Precinct.	⇒ Investigate site for placement First Nations cultural site linked to the Tokai Precinct	- Consultation with all relevant stakeholders - Compile Portfolio of Information	- Prepare Expression of Interest of Partnership - Advertise Expression of	- Complete design and layout - Planning and site establishment for	- Commence construction of cultural site	- Completion of cultural site

Outcome Goal 1: Implementation of the Tokai Manor Precinct Plan

Vision: The Tokai Manor Precinct is a multi-use gateway with a wide range of commercial, tourism recreational and related activities appropriate to the context and heritage of Tokai.

Objectives	Strategic Actions	Year 1 milestone	Year 2 milestone	Year 3 milestone	Year 4 milestone	Year 5 milestone
	⇒ Planning and establishment of First Nations cultural site linked to the Tokai Manor Precinct		Interest of Partnership - Select and appoint development partner	placement cultural site		
(iv) To address the needs of the Tokai Bosdorp families for the provision of appropriate housing living conditions.	⇒ Provide Tokai Bosdorp families with appropriate housing living conditions	- Consult with Tokai Bosdorp families to establish their expectations of appropriate housing living conditions - Consult with the relevant authorities on its expectations of and options for expectations of appropriate housing living conditions for Tokai Bosdorp families	- Consider and assess feasibility all the options available for appropriate housing living conditions for Tokai Bosdorp families	- Complete the planning for the identified option for appropriate housing living conditions for Tokai Bosdorp families - Commence with implementation of the identified option for appropriate housing living conditions for Tokai Bosdorp families	- Ongoing implementation of the identified option for appropriate housing living conditions for Tokai Bosdorp families	- Ongoing implementation of the identified option for appropriate housing living conditions for Tokai Bosdorp families

Outcome Goal 2: Tokai Braai site upgrade and diversification of use

Vision: Tokai braai and picnic site is a social place and space for families, communities and visitors.

Objectives	Strategic Actions	Year 1	Year 2	Year 3	Year 4	Year 5
(i) To manage the Tokai braai and picnic site as a key visitor facility as part of the proposed primary concession and serving the broader Cape Town community, including steps to retain shade trees and secure long-term shade by replacing aging trees.	⇒ Plan for replanting and/or replacement of trees	- Consult with relevant stakeholders on criteria and procedures - Identify shade trees to be retained	- Implementation of replanting/replacement of trees	- Ongoing implementation of replanting/replacement of trees	- Ongoing implementation of replanting/replacement of trees	- Ongoing implementation of replanting/replacement of trees

Outcome Goal 2: Tokai Braai site upgrade and diversification of use

Vision: Tokai braai and picnic site is a social place and space for families, communities and visitors.

Objectives	Strategic Actions	Year 1	Year 2	Year 3	Year 4	Year 5
		- Identify aging trees which require replacement				
(ii) To investigate and implement the various aspects of the upgrade and landscape plan for the braai and picnic site for the purpose of releasing commercial opportunities.	<ul style="list-style-type: none"> ⇒ Investigation into the viability and structure of commercial opportunities ⇒ Release commercial opportunity 	- Completion of feasibility study for viability commercial opportunities	<ul style="list-style-type: none"> - Advertise Expression of Interest for Partnership - Select and appoint business partner 	- Commence implementation of commercial opportunities	- Ongoing implementation of commercial opportunities	- Ongoing implementation of commercial opportunities
(iii) To refine and implement the various proposals for enhanced usage and family focused event and activities at the Tokai braai and picnic site emanating from in the TCMF review process, including (a) wider range of activities in the braai site such as safe spaces for family orientated activities (e.g. kids parties, recreational and adventure opportunities); (b) a wider array of usage and potential small scale commercial opportunities in braai and picnic site (e.g. refreshments, events etc.); and (c) to provide access, opportunities and experiences for a wide range of social groups.	⇒ Investigate possible family focused multi-cultural events and activities that could be introduced within the braai and picnic site	<ul style="list-style-type: none"> - Consult with relevant stakeholders and user groups - Identify proposed family focused multi-cultural events and activities 	<ul style="list-style-type: none"> - Advertise Expression of Interest for Coordinator Partnership - Select and appoint coordination partner 	- Commence implementation of family focused multi-cultural events and activities	- Ongoing implementation of family focused multi-cultural events and activities	- Ongoing implementation of family focused multi-cultural events and activities
(iv) To improve baboon management at the Tokai braai and picnic site.	⇒ Provide for baboon management, including trained baboon monitors and ranger visibility	- Ongoing implementation of existing baboon monitoring and management	- Ongoing implementation of existing baboon monitoring and management	- Ongoing implementation of existing baboon monitoring and management	- Ongoing implementation of existing baboon monitoring and management	- Ongoing implementation of existing baboon monitoring and management

Outcome Goal 3: Tokai Arboretum upgrade						
<i>Vision: A fully optimised visitor-used site.</i>						
Objectives	Strategic Actions	Year 1	Year 2	Year 3	Year 4	Year 5
<p>(i) To effect the phased opening of Lister's Place towards providing information and interpretation on the Arboretum, including a working nursery (medicinal garden), exhibitions and collections.</p> <p>(ii) To investigate the reopening of Lister's Place serving basic refreshments.</p>	<p>⇒ Attend to bulk services infrastructure requirements.</p> <p>⇒ Investigate the reopening of Lister's Place serving basic refreshments.</p> <p>⇒ External Partnership appointed to manage to the site and operations</p>	<ul style="list-style-type: none"> - Identify bulk services infrastructure requirements - Advertise Expression of Interest for Business Partnership - Select and appoint external business partner to manage to the site and operations 	<ul style="list-style-type: none"> - Commence implementation in operations - Consult with relevant stakeholders and user groups on information and interpretation - Compile portfolio of information and interpretation 	<ul style="list-style-type: none"> - Develop information and interpretation material, including working nursery 	<ul style="list-style-type: none"> - Ongoing usage of information and interpretation material, including working nursery 	<ul style="list-style-type: none"> - Ongoing usage of information and interpretation material, including working nursery
		<p>(iii) To improve the current state and visitor use of the Tokai Arboretum through the preparation of recreational use zones, including improvements to the path network, parking area, wheelchair access and security.</p>	<p>⇒ Prepare recreational use zones for Tokai Arboretum, including the possible expansion of Arboretum</p>	<ul style="list-style-type: none"> - Consult with relevant stakeholders - Commence preparation of recreational use zones for Tokai Arboretum 	<ul style="list-style-type: none"> - Completion of recreational use zones for Tokai Arboretum 	<ul style="list-style-type: none"> - Commenced with a phased approach for the implementation of recreational use zones for Tokai Arboretum
	<p>⇒ Improve path network, parking area, wheelchair access and security</p>	<ul style="list-style-type: none"> - Commence planning and preparation of improvement to paths, upper parking area, wheelchair accessibility and security 	<ul style="list-style-type: none"> - Implement improvements to paths, upper parking area, wheelchair accessibility and security 	<ul style="list-style-type: none"> - Ongoing usage and management of paths, upper parking area, wheelchair accessibility and security 	<ul style="list-style-type: none"> - Ongoing usage and management of paths, upper parking area, wheelchair accessibility and security 	<ul style="list-style-type: none"> - Ongoing usage and management of paths, upper parking area, wheelchair accessibility and security
	<p>⇒ Baboon Management in place for Arboretum</p>	<ul style="list-style-type: none"> - Ongoing baboon management in place for Arboretum 	<ul style="list-style-type: none"> - Ongoing baboon management in place for Arboretum 	<ul style="list-style-type: none"> - Ongoing baboon management in place for Arboretum 	<ul style="list-style-type: none"> - Ongoing baboon management in place for Arboretum 	<ul style="list-style-type: none"> - Ongoing baboon management in place for Arboretum

Outcome Goal 3: Tokai Arboretum upgrade						
<i>Vision: A fully optimised visitor-used site.</i>						
Objectives	Strategic Actions	Year 1	Year 2	Year 3	Year 4	Year 5
(iv) To facilitate the protection of the Tokai Arboretum from future fires.	⇒ Reduce fuel loads within Arboretum	- Continue reducing fuel loads within Arboretum	- Ongoing reduction fuel loads within Arboretum	- Ongoing reduction fuel loads within Arboretum	- Ongoing reduction fuel loads within Arboretum	- Ongoing reduction fuel loads within Arboretum
	⇒ Maintain low fuel load perimeter	- Continue with activities for lower fuel load at perimeter	- Maintain low fuel load at perimeter	- Maintain low fuel load at perimeter	- Maintain low fuel load at perimeter	- Maintain low fuel load at perimeter
	⇒ Maintain required fire breaks	- Maintain required firebreaks	- Maintain required fire breaks	- Maintain required fire breaks	- Maintain required fire breaks	- Maintain required fire breaks
(v) To increase volunteer work on the rehabilitation of the two wetlands inside Arboretum, including phasing out problematic species.	⇒ Volunteer teams to continue with Arboretum maintenance and rehabilitation (trees, river, wetlands, etc.) (where required, establish additional volunteer support)	- Volunteer teams continue with terrestrial and river rehabilitation - Where additional support required, advertise a calling for interest on notice boards, formalise volunteers and begin with rehabilitation work	- Ongoing terrestrial and river rehabilitation work	- Ongoing terrestrial and river rehabilitation work	- Ongoing terrestrial and river rehabilitation work	- Ongoing terrestrial and river rehabilitation work
(vi) To investigate the inclusion of shaded linkages to nearby river courses and corridor.	⇒ Investigate inclusion of shaded linkages to nearby river courses and corridor up to Redwood stand	- Investigate the feasibility to include shaded linkages to nearby river courses and corridor up to Redwood stand	- Consider the recommendations of feasibility study to include shaded linkages to nearby river courses and corridor up to Redwood stand	-	-	-

Outcome Goal 4: Shade and planted landscapes						
<i>Vision: The placement, type and extent of shade in the landscape provides for human-centred benefits and experiences.</i>						
Objectives	Strategic Actions	Year 1	Year 2	Year 3	Year 4	Year 5
(i) To acknowledge that trees and associated landscapes (including Constantia-Tokai Valley) are valued by many stakeholders and provide a range of values and benefits (e.g. scenic, cultural, recreational shade).	⇒ Create awareness of the value of trees and associated landscapes, including Constantia-Tokai Valley cultural landscape	<ul style="list-style-type: none"> - Create a repository of information showcasing the value of trees - Compile a brochure of the value of trees and associated landscapes 	<ul style="list-style-type: none"> - Ongoing sharing brochure of the value of trees and associated landscapes at entry points and during events 	<ul style="list-style-type: none"> - Ongoing sharing brochure of the value of trees and associated landscapes at entry points and during events 	<ul style="list-style-type: none"> - Ongoing sharing brochure of the value of trees and associated landscapes at entry points and during events 	<ul style="list-style-type: none"> - Ongoing sharing brochure of the value of trees and associated landscapes at entry points and during events
(ii) To recognise that treed areas include both naturally occurring indigenous trees as well as planted trees such as those in the commercial plantations.	⇒ Create awareness of the different treed areas	<ul style="list-style-type: none"> - Identify and map all the different treed areas - Identify the variety of both naturally occurring indigenous trees as well as planted trees in the different treed areas 	<ul style="list-style-type: none"> - Compile a brochure of all the different treed areas, including the variety of both naturally occurring indigenous trees as well as planted trees in the different treed areas 	<ul style="list-style-type: none"> - Ongoing sharing of brochure of all the different treed areas (including the variety of both naturally occurring indigenous trees as well as planted trees in the different treed areas) at entry points and events 	<ul style="list-style-type: none"> - Ongoing sharing of brochure of all the different treed areas (including the variety of both naturally occurring indigenous trees as well as planted trees in the different treed areas) at entry points and events 	<ul style="list-style-type: none"> - Ongoing sharing of brochure of all the different treed areas (including the variety of both naturally occurring indigenous trees as well as planted trees in the different treed areas) at entry points and events
(iii) To manage a number of shaded and identified historic / heritage / prominent trees and plantings in line with heritage requirements (e.g. oak trees leading to the Tokai Manor House, the Arboretum, along Rhodes Drive, Cathedral Grove, Redwood Grove, etc.) for recreation in shaded landscapes.	⇒ Develop and implement Heritage Tree Management Plan for heritage trees and plantings	<ul style="list-style-type: none"> - Consult with relevant stakeholders - Draft Heritage Tree Management Plan for heritage trees and plantings 	<ul style="list-style-type: none"> - Adoption of Draft Heritage Tree Management Plan for heritage trees and plantings - Commence implementation of Heritage Tree Management Plan for heritage trees and plantings 	<ul style="list-style-type: none"> - Ongoing implementation of Heritage Tree Management Plan for heritage trees and plantings 	<ul style="list-style-type: none"> - Ongoing implementation of Heritage Tree Management Plan for heritage trees and plantings 	<ul style="list-style-type: none"> - Ongoing implementation of Heritage Tree Management Plan for heritage trees and plantings

Outcome Goal 4: Shade and planted landscapes

Vision: The placement, type and extent of shade in the landscape provides for human-centred benefits and experiences.

Objectives	Strategic Actions	Year 1	Year 2	Year 3	Year 4	Year 5
<p>(iv) To develop and implement a range of options and identify appropriate sites for the retention and introduction/provision of continued trees and planted landscapes (including replanting and inter-planting of appropriate indigenous tree species), including possible extension (and possible amendments) of Tokai Cecilia Exit Lease for the remaining plantations beyond 2024 for recreation in shaded landscapes.</p>	<p>⇒ Investigate extension (including possible amendments) of the plantations Exit Lease with a view of retaining trees (1) in perpetuity, or for the course of their lifetime and (2) as nursery zones in which new indigenous tree species can be grown</p>	<ul style="list-style-type: none"> - Investigate extension of the plantations Exit Lease - Investigate amendments to Exit Lease for retaining trees (1) in perpetuity, or for the course of their lifetime and (2) as nursery zones in which new indigenous tree species can be grown - Announce outcome on extension of the plantations Exit Lease 	-	-	-	-
	<p>⇒ Management of existing shaded areas in Tokai and Cecilia</p>	<ul style="list-style-type: none"> - Identify all existing shaded areas in Tokai and Cecilia - Commence management of existing shaded areas in Tokai and Cecilia 	<ul style="list-style-type: none"> - Ongoing management of existing shaded areas in Tokai and Cecilia, including replanting and inter-planting of appropriate indigenous tree species 	<ul style="list-style-type: none"> - Ongoing management of existing shaded areas in Tokai and Cecilia, including replanting and inter-planting of appropriate indigenous tree species 	<ul style="list-style-type: none"> - Ongoing management of existing shaded areas in Tokai and Cecilia, including replanting and inter-planting of appropriate indigenous tree species 	<ul style="list-style-type: none"> - Ongoing management of existing shaded areas in Tokai and Cecilia, including replanting and inter-planting of appropriate indigenous tree species
	<p>⇒ Tree planting for existing shaded areas in Tokai and Cecilia, including expansion for tree planting with</p>	<ul style="list-style-type: none"> - Identify shade provided by existing areas (include expanding areas) as nursery zones 	<ul style="list-style-type: none"> - Commence with tree planting in nursery zones with appropriate indigenous tree 	<ul style="list-style-type: none"> - Ongoing tree planting of appropriate indigenous tree species in Tokai and Cecilia areas 	<ul style="list-style-type: none"> - Ongoing tree planting of appropriate indigenous tree species in Tokai and Cecilia areas 	<ul style="list-style-type: none"> - Ongoing tree planting of appropriate indigenous tree species in Tokai and Cecilia areas

Outcome Goal 4: Shade and planted landscapes

Vision: The placement, type and extent of shade in the landscape provides for human-centred benefits and experiences.

Objectives	Strategic Actions	Year 1	Year 2	Year 3	Year 4	Year 5
	appropriate indigenous tree	for tree planting with appropriate indigenous tree species in Tokai and Cecilia areas	species in Tokai and Cecilia areas			
	⇒ Support the extension, establishment and management of tree plantings around Tokai and Cecilia areas to provide cultural and shaded recreational landscape in keeping with the 'Capeness' of the Constantia-Tokai Valley.	<ul style="list-style-type: none"> - Establish partnership for tree planting around Tokai and Cecilia areas, - Implement tree planting around Tokai and Cecilia areas 	<ul style="list-style-type: none"> - Ongoing implementation of tree planting around Tokai and Cecilia areas 	<ul style="list-style-type: none"> - Ongoing implementation of tree planting around Tokai and Cecilia areas 	<ul style="list-style-type: none"> - Ongoing implementation of tree planting around Tokai and Cecilia areas 	<ul style="list-style-type: none"> - Ongoing implementation of tree planting around Tokai and Cecilia areas

Outcome Goal 5: Safety and security

Vision: A heightened safe and security area.

Objectives	Strategic Actions	Year 1	Year 2	Year 3	Year 4	Year 5
(i) To improve security at parking areas.	⇒ Formalise, screen and train car guards for active service at designated parking sites	<ul style="list-style-type: none"> - Consult with the different car guard individuals / agents - Formalise, screen and train car guards - Deploy car guards for active service at designated parking sites 	<ul style="list-style-type: none"> - Ongoing facilitation and monitoring of car guards for active service at designated parking sites 	<ul style="list-style-type: none"> - Ongoing facilitation and monitoring of car guards for active service at designated parking sites 	<ul style="list-style-type: none"> - Ongoing facilitation and monitoring of car guards for active service at designated parking sites 	<ul style="list-style-type: none"> - Ongoing facilitation and monitoring of car guards for active service at designated parking sites

Outcome Goal 5: Safety and security

Vision: A heightened safe and security area.

Objectives	Strategic Actions	Year 1	Year 2	Year 3	Year 4	Year 5
<p>(ii) To improve current security surveillance through using appropriate technology, including cameras, drones and panic buttons.</p>	<p>⇒ Support a network of security surveillance using cameras.</p>	<ul style="list-style-type: none"> - Investigate feasibility for network of security surveillance - Establish partnerships for network of security surveillance cameras 	<ul style="list-style-type: none"> - Commence implementation for network of security surveillance cameras 	<ul style="list-style-type: none"> - Ongoing implementation of network of security surveillance cameras 	<ul style="list-style-type: none"> - Ongoing implementation of network of security surveillance cameras 	<ul style="list-style-type: none"> - Ongoing implementation of network of security surveillance cameras
	<p>⇒ Make use of drone and panic button technology.</p>	<ul style="list-style-type: none"> - Investigate feasibility for using drone and panic button technology - Establish partnerships for using drone and panic button technology 	<ul style="list-style-type: none"> - If feasible, commence implementation of drone and panic button technology 	<ul style="list-style-type: none"> - Ongoing implementation of drone and panic button technology 	<ul style="list-style-type: none"> - Ongoing implementation of drone and panic button technology 	<ul style="list-style-type: none"> - Ongoing implementation of drone and panic button technology
<p>(iii) To increase visibility and presence through patrolling and viewing platforms by working together in volunteerism and partnerships.</p>	<p>⇒ Improved management of car guards and local refreshment outlets at key sites</p>	<ul style="list-style-type: none"> - Consult with car guard representatives - Publish Expression of Interest for local refreshment outlets at key sites 	<ul style="list-style-type: none"> - Formalise and implement car guard representatives - Formalise and implement local refreshment outlets at key sites 	<ul style="list-style-type: none"> - Ongoing management of car guard representatives - Ongoing implementation of local refreshment outlets at key sites 	<ul style="list-style-type: none"> - Ongoing management of car guard representatives - Ongoing implementation of local refreshment outlets at key sites 	<ul style="list-style-type: none"> - Ongoing management of car guard representatives - Ongoing implementation of local refreshment outlets at key sites
	<p>⇒ Increased community and partnership led patrols at designated sites, including clear paths</p>	<ul style="list-style-type: none"> - Formalise and implement community and partnership led patrols at designated sites, including clear paths 	<ul style="list-style-type: none"> - Ongoing implementation of community and partnership led patrols at designated sites, including clear paths 	<ul style="list-style-type: none"> - Ongoing implementation of community and partnership led patrols at designated sites, including clear paths 	<ul style="list-style-type: none"> - Ongoing implementation of community and partnership led patrols at designated sites, including clear paths 	<ul style="list-style-type: none"> - Ongoing implementation of community and partnership led patrols at designated sites, including clear paths

Outcome Goal 5: Safety and security

Vision: A heightened safe and security area.

Objectives	Strategic Actions	Year 1	Year 2	Year 3	Year 4	Year 5
(iv) To increase the capability of the SEAM operations as a means for enhancing the flow of security related information, surveillance, and visual presence.	⇒ Effective and efficient SEAM operations enhance flow of security related information, surveillance, and visual presence	- Establish needs analysis for enhanced SEAM operations - Invest in capability of SEAM operations	- Ongoing investment in capability of SEAM operations - Enhance flow of security related information, surveillance, and visual presence	- Ongoing flow of security related information, surveillance, and visual presence	- Ongoing flow of security related information, surveillance, and visual presence	- Ongoing flow of security related information, surveillance, and visual presence
(v) To improve the flow of safety and security related information through different communication mediums, including emergency contact numbers and centralised incidents reporting.	⇒ Maintain safety and security coordination (and establish where necessary) of Tokai and Cecilia with the Park's Safety & Security Centre.	- Planning and establish centralised Safety & Security Centre for the Tokai and Cecilia, also servicing the Park	- Implement centralised Safety & Security Centre for the Tokai and Cecilia, also servicing the Park	- Ongoing management of centralised Safety & Security Centre for the Tokai and Cecilia, also servicing the Park	- Ongoing management of centralised Safety & Security Centre for the Tokai and Cecilia, also servicing the Park	- Ongoing management of centralised Safety & Security Centre for the Tokai and Cecilia, also servicing the Park
	⇒ Common Park specific / linked 'app' available for reporting incidents and/or creating alerts.	- Investigate feasibility for Park specific/linked APP - Establish a partnership for Park specific / linked APP	- Implement Park specific/linked APP for reporting incidents and/or creating alerts	- Ongoing implementation of Park specific/linked APP for reporting incidents and/or creating alerts	- Ongoing implementation of Park specific/linked APP for reporting incidents and/or creating alerts	- Ongoing implementation of Park specific/linked APP for reporting incidents and/or creating alerts

Outcome Goal 6: Environmental education and interpretation

Vision: An improved education and interpretation about the environment and heritage resources experienced.

Objectives	Strategic Actions	Year 1	Year 2	Year 3	Year 4	Year 5
(i) To develop and implement environmental educational material for a number of natural, cultural and heritage features for inclusion into the Parks' Environmental Education Programme.	⇒ Develop Environmental Educational material for inclusion into the Parks' EE programme.	- Identify aspects for incorporation into environmental education and interpretation activities, including natural,	- Implement the Park's environmental education and interpretation activities	- Ongoing implementation of the Park's environmental education and interpretation activities	- Ongoing implementation of the Park's environmental education and interpretation activities	- Ongoing implementation of the Park's environmental education and interpretation activities

Outcome Goal 6: Environmental education and interpretation						
<i>Vision: An improved education and interpretation about the environment and heritage resources experienced.</i>						
Objectives	Strategic Actions	Year 1	Year 2	Year 3	Year 4	Year 5
		cultural and heritage features - Develop environmental education material and interpretation activities				
	⇒ Develop interpretation materials for Tokai Arboretum	- Identify aspects of Tokai Arboretum for incorporation into interpretation material - Commence development of interpretation material	- Implement Tokai Arboretum interpretation activities	- Ongoing implementation of Tokai Arboretum interpretation activities	- Ongoing implementation of Tokai Arboretum interpretation activities	- Ongoing implementation of Tokai Arboretum interpretation activities
	⇒ Develop interpretation materials for Tokai Manor Precinct	- Identify aspects of Tokai Precinct for incorporation into interpretation material - Commence development of interpretation material	- Implement Tokai Precinct interpretation activities	- Ongoing implementation of Tokai Precinct interpretation activities	- Ongoing implementation of Tokai Precinct interpretation activities	- Ongoing implementation of Tokai Precinct interpretation activities
(ii) To develop education materials on cultural heritage for Tokai Arboretum interpretation at Lister's Place (by stakeholders & community).	⇒ Develop materials for Tokai Arboretum interpretation by stakeholders & community ⇒ Upgrade Lister's Place	- Identify aspects of Tokai Arboretum for incorporation into interpretation material by stakeholders & community - Plan for upgrading of Lister's Place - Commence development of	- Commence upgrade of Lister's Place - Implement Tokai Arboretum interpretation activities by stakeholders & community	- Ongoing update upgrade of Lister's Place - Ongoing implementation of Tokai Arboretum interpretation activities by stakeholders & community	- Ongoing implementation of Tokai Arboretum interpretation activities by stakeholders & community	- Ongoing implementation of Tokai Arboretum interpretation activities by stakeholders & community

Outcome Goal 6: Environmental education and interpretation						
<i>Vision: An improved education and interpretation about the environment and heritage resources experienced.</i>						
Objectives	Strategic Actions	Year 1	Year 2	Year 3	Year 4	Year 5
		interpretation material				
(iii) To develop interpretation materials for the Tokai Manor Precinct (by concessionaire).	⇒ Develop materials for Tokai Manor Precinct interpretation by concessionaire	<ul style="list-style-type: none"> - Identify aspects of Tokai Precinct for incorporation into interpretation material - Commence development of interpretation material by concessionaire 	<ul style="list-style-type: none"> - Implement Tokai Precinct interpretation activities by concessionaire 	<ul style="list-style-type: none"> - Ongoing implementation of Tokai Precinct interpretation activities by concessionaire 	<ul style="list-style-type: none"> - Ongoing implementation of Tokai Precinct interpretation activities by concessionaire 	<ul style="list-style-type: none"> - Ongoing implementation of Tokai Precinct interpretation activities by concessionaire
(iv) To develop and maintain interpretation materials on fynbos restoration, including biodiversity interpretation, restoration trail and fire awareness.	⇒ Develop interpretation material on fynbos restoration, including biodiversity interpretation, restoration trail and fire awareness.	<ul style="list-style-type: none"> - Identify aspects of fynbos restoration for incorporation into interpretation material - Commence development of interpretation material 	<ul style="list-style-type: none"> - Implement fynbos restoration interpretation activities on biodiversity, restoration and fire awareness 	<ul style="list-style-type: none"> - Ongoing implementation of fynbos restoration interpretation activities on biodiversity, restoration and fire awareness 	<ul style="list-style-type: none"> - Ongoing implementation of fynbos restoration interpretation activities on biodiversity, restoration and fire awareness 	<ul style="list-style-type: none"> - Ongoing implementation of fynbos restoration interpretation activities on biodiversity, restoration and fire awareness
(v) Linked to the development of environmental education and interpretation material, to consider the opportunity for additional heritage studies / research on Tokai and Cecilia.	⇒ Consider opportunities for heritage studies / research on Tokai and Cecilia areas	<ul style="list-style-type: none"> - Identify and document heritage studies / research opportunities - Invite and collaborate with prospective research partners on the identified heritage studies / research opportunities 	<ul style="list-style-type: none"> - Ongoing collaboration with research partners on identified heritage studies / research opportunities 	<ul style="list-style-type: none"> - Ongoing collaboration with research partners on identified heritage studies / research opportunities 	<ul style="list-style-type: none"> - Ongoing collaboration with research partners on identified heritage studies / research opportunities 	<ul style="list-style-type: none"> - Ongoing collaboration with research partners on identified heritage studies / research opportunities

Outcome Goal 6: Environmental education and interpretation						
<i>Vision: An improved education and interpretation about the environment and heritage resources experienced.</i>						
Objectives	Strategic Actions	Year 1	Year 2	Year 3	Year 4	Year 5
(vi) To develop and implement a guided fynbos interpretation trails in Tokai and Cecilia areas through the work of volunteers.	⇒ Develop fynbos interpretation trail in Tokai and Cecilia	<ul style="list-style-type: none"> - Consult relevant stakeholders for a fynbos interpretation trail, including the upgrade existing trail - Identify route of trail and other requirements for the fynbos interpretation trail 	<ul style="list-style-type: none"> - Planning design and layout of a fynbos interpretation trail - Commence with establishment of a fynbos interpretation trail 	<ul style="list-style-type: none"> - Ongoing establishment and management of a fynbos interpretation trail 	<ul style="list-style-type: none"> - Ongoing establishment and management of a fynbos interpretation trail 	<ul style="list-style-type: none"> - Ongoing establishment and management of a fynbos interpretation trail
(vii) To establish a fynbos interpretation and/or medicinal garden (possibly linked to the Tokai Manor House precinct).	⇒ Establish a fynbos interpretation and/or medicinal garden.	<ul style="list-style-type: none"> - Consult relevant stakeholders for a fynbos interpretation garden (possibly include medicinal elements) - Identify site ad route for establishment of a fynbos interpretation garden 	<ul style="list-style-type: none"> - Planning design and layout of a fynbos interpretation garden 	<ul style="list-style-type: none"> - Commence with establishment of a fynbos interpretation garden 	<ul style="list-style-type: none"> - Ongoing establishment of a fynbos interpretation garden 	<ul style="list-style-type: none"> - Ongoing establishment of a fynbos interpretation garden
(viii) To establish a heritage walk created with markers, medicinal plants, rest points & education interpretation.	⇒ Establish heritage walk created with markers, medicinal plants, rest points & education	<ul style="list-style-type: none"> - Consult relevant stakeholders for establishment of heritage walk Identify site ad route for establishment of heritage walk 	<ul style="list-style-type: none"> - Planning design and layout of heritage walk, including markers, medicinal plants, rest points & education 	<ul style="list-style-type: none"> - Commence with establishment of heritage walk with markers, medicinal plants, rest points & education 	<ul style="list-style-type: none"> - Ongoing establishment of heritage walk with markers, medicinal plants, rest points & education 	<ul style="list-style-type: none"> - Ongoing establishment and management of heritage walk with markers, medicinal plants, rest points & education

Outcome Goal 7: Fire management						
<i>Vision: A fire-safe interface managed and implemented through prescribed burning and awareness creation</i>						
Objectives	Strategic Actions	Year 1	Year 2	Year 3	Year 4	Year 5
(i) To reduce and improve management of fuel loads on the urban interface and in proximity to heritage assets.	⇒ Establish a low fuel load Park interface	- Identify activities for a low fuel load park interface	- Implement identified activities for a low fuel load park interface	- Ongoing implement of identified activities for a low fuel load park interface	- Ongoing implement of identified activities for a low fuel load park interface	- Ongoing implement of identified activities for a low fuel load park interface
	⇒ Investigate risk posed by post-harvesting and alien clearing activities	- Conduct a risk assessment posed by post-harvesting and alien clearing activities	- Implement risk mitigation activities	- Ongoing implementation of risk mitigation activities Assess annual risk improvement status	- Ongoing implementation of risk mitigation activities Assess annual risk improvement status	- Ongoing implementation of risk mitigation activities Assess annual risk improvement status
	⇒ Undertake regular alien clearing in the interface area	- Conduct alien clearing in the interface area	- Ongoing alien clearing in the interface area	- Ongoing alien clearing in the interface area	- Ongoing alien clearing in the interface area	- Ongoing alien clearing in the interface area
(ii) To ensure that firebreaks are maintained.	⇒ Review and maintain firebreaks	- Revisit all firebreaks - Implement appropriate firebreaks	- Maintain all firebreaks	- Maintain all firebreaks	- Maintain all firebreaks	- Maintain all firebreaks
(iii) To undertake prescribed burning where and when required.	⇒ Perform prescribed burning	- Consult and plan for prescribed burning	- Implement prescribed burning	- Ongoing implementation of prescribed burning	- Ongoing implementation of prescribed burning	- Ongoing implementation of prescribed burning
	⇒ Conduct winter stack burning	- Consult and plan for winter stack burning	- Implement winter stack burning	- Ongoing implementation of winter stack burning	- Ongoing implementation of winter stack burning	- Ongoing implementation of winter stack burning
	⇒ Review prescribed burning requirements for Cecilia	- Consult with relevant stakeholders - Identify aspects of the current prescribed burning plan of concern	- Review concerned aspects of the current prescribed burning plan - Finalise the revised prescribed burning plan	- Commence with implementation of revised prescribed burning plan	- Ongoing implementation of revised prescribed burning plan	- Ongoing implementation of revised prescribed burning plan
(iv) To increase fire awareness and communication.	⇒ Communication with adjacent landowners and users on awareness of fire prevention and management activities	- Inform adjacent landowners and users of fire management and risks	- Ongoing engagement with adjacent landowners and users on fire management issues	- Ongoing engagement with adjacent landowners and users on fire management issues	- Ongoing engagement with adjacent landowners and users on fire management issues	- Ongoing engagement with adjacent landowners and users on fire management issues

Outcome Goal 7: Fire management						
<i>Vision: A fire-safe interface managed and implemented through prescribed burning and awareness creation</i>						
Objectives	Strategic Actions	Year 1	Year 2	Year 3	Year 4	Year 5
		- Create awareness of fire management through factsheets and notice boards	- Ongoing awareness creation of fire management through various communication media	- Ongoing awareness creation of fire management through various communication media	- Ongoing awareness creation of fire management through various communication media	- Ongoing awareness creation of fire management through various communication media
	⇒ Fire infrastructure audit and mapping	- Identify all fire infrastructure - Complete planning for fire infrastructure audit and mapping	- Commence fire infrastructure audit and mapping	- Complete fire infrastructure audit and mapping Address fire infrastructure audit concerns	- Ongoing management of fire infrastructure concerns	- Ongoing management of fire infrastructure concerns
	⇒ Review of a track network for fire management access and suppression	- Identify existing track network for fire management access and suppression	- Review of a track network for fire management access and suppression - Commence with implementation of improving track network for fire management access and suppression	- Ongoing implementation of improving track network for fire management access and suppression	- Ongoing implementation of improving track network for fire management access and suppression	- Ongoing implementation of improving track network for fire management access and suppression
(v) To ensure adequate budgets and resources are in place.	⇒ Provide adequate budget	- Identify the various aspects of fire management - Assess the operational cost and resource requirements for fire management - Seek partnerships for additional sourcing of adequate budgets	- Adequate budgets and resources finalise and partnerships formalised	- Annual review of adequate budgets and resources, including partnerships	- Annual review of adequate budgets and resources, including partnerships	- Annual review of adequate budgets and resources, including partnerships
(v) To ensure fire-fighting readiness in partnership with volunteers.	⇒ Fire-fighting readiness in place	- Consult with relevant stakeholders to	- Implement mechanisms for improving level of	- Maintain high-level of fire-fighting readiness	- Maintain high-level of fire-fighting readiness	- Maintain high-level of fire-fighting readiness

Outcome Goal 7: Fire management						
<i>Vision: A fire-safe interface managed and implemented through prescribed burning and awareness creation</i>						
Objectives	Strategic Actions	Year 1	Year 2	Year 3	Year 4	Year 5
		assess level of fire-fighting readiness	fire-fighting readiness			

Outcome Goal 8: Invasive species management						
<i>Vision: Effective and efficient alien vegetation clearing through working together and partnerships.</i>						
Objectives	Strategic Actions	Year 1	Year 2	Year 3	Year 4	Year 5
(i) To undertake regular clearing of invasive species in postfire, post harvested and forest restoration areas.	⇒ Initial invasive species clearing areas completed	- Ongoing implementation of invasive species in postfire, post harvested and forest restoration areas	- Ongoing implementation of invasive species in postfire, post harvested and forest restoration areas	- Ongoing implementation of invasive species in postfire, post harvested and forest restoration areas	- Ongoing implementation of invasive species in postfire, post harvested and forest restoration areas	- Ongoing implementation of invasive species in postfire, post harvested and forest restoration areas
	⇒ Follow-up invasive species clearing areas treated timeously	- Follow-up up invasive species clearing areas treated timeously	- Follow-up up invasive species clearing areas treated timeously	- Follow-up up invasive species clearing areas treated timeously	- Follow-up up invasive species clearing areas treated timeously	- Follow-up up invasive species clearing areas treated timeously
	⇒ Regular invasive species clearing along the Park interface and active rehabilitation areas	- Conduct invasive species clearing along the park interface and active rehabilitation areas	- Ongoing invasive species clearing along the park interface and active rehabilitation areas	- Ongoing invasive species clearing along the park interface and active rehabilitation areas	- Ongoing invasive species clearing along the park interface and active rehabilitation areas	- Ongoing invasive species clearing along the park interface and active rehabilitation areas
	⇒ Undertake invasive species clearing in heritage sites using appropriate methods	- Clear invasive species in heritage sites using appropriate methods	- Ongoing clearing of invasive species in heritage sites using appropriate methods	- Ongoing clearing of invasive species in heritage sites using appropriate methods	- Ongoing clearing of invasive species in heritage sites using appropriate methods	- Ongoing clearing of invasive species in heritage sites using appropriate methods
(ii) To ensure high quality invasive species follow-ups.	⇒ Implement effective and efficient invasive species follow-ups	- Monitor and report invasive species and implement follow-ups if required	- Monitor and report invasive species and implement follow-ups if required	- Monitor and report invasive species and implement follow-ups if required	- Monitor and report invasive species and implement follow-ups if required	- Monitor and report invasive species and implement follow-ups if required

Outcome Goal 8: Invasive species management						
<i>Vision: Effective and efficient alien vegetation clearing through working together and partnerships.</i>						
Objectives	Strategic Actions	Year 1	Year 2	Year 3	Year 4	Year 5
(iii) To monitor emerging invasive (EDRR) species and implement rapid responses.	⇒ Monitor and treat new emerging invasive species as and when discovered	- Monitor and treat new emerging invasive species as and when discovered	- Monitor and treat new emerging invasive species as and when discovered	- Monitor and treat new emerging invasive species as and when discovered	- Monitor and treat new emerging invasive species as and when discovered	- Monitor and treat new emerging invasive species as and when discovered
(iv) To increase funding and volunteer support for invasive species clearing.	⇒ Support and coordinate volunteers in activities that contribute to the reduction of invasive species	- Support and coordinate volunteers in activities that contribute to the reduction of invasive species	- Support and coordinate volunteers in activities that contribute to the reduction of invasive species	- Support and coordinate volunteers in activities that contribute to the reduction of invasive species	- Support and coordinate volunteers in activities that contribute to the reduction of invasive species	- Support and coordinate volunteers in activities that contribute to the reduction of invasive species

Outcome Goal 9: Biodiversity and ecosystem services rehabilitation						
<i>Vision: The species rich, highly threatened and of globally important fynbos and fauna in Tokai and Cecilia are rehabilitated and restored.</i>						
Objectives	Strategic Actions	Year 1	Year 2	Year 3	Year 4	Year 5
Flora management						
(i) To capture the importance of Tokai and Cecilia biodiversity's value in the Park's CFRWH Site status and applicable Outstanding Universal Value criteria in terms of ecological process (WHS OUV criterion ix) and biodiversity (WHS OUV criterion x).	⇒ Showcase the importance of Tokai and Cecilia biodiversity's value in the Park's CFRWH Site status and applicable Outstanding Universal Value criteria in terms of ecological process (WHS OUV criterion ix) and biodiversity (WHS OUV criterion x).	- Consult with relevant stakeholders to identify applicable information for showcasing - Plan and design layout of brochure/poster showcasing the importance of Tokai and Cecilia biodiversity - Implement brochure/poster at designated areas to showcase the importance of	- Ongoing implementation of brochure/poster at designated areas to showcase the importance of Tokai and Cecilia biodiversity	- Ongoing implementation of brochure/poster at designated areas to showcase the importance of Tokai and Cecilia biodiversity	- Ongoing implementation of brochure/poster at designated areas to showcase the importance of Tokai and Cecilia biodiversity	- Ongoing implementation of brochure/poster at designated areas to showcase the importance of Tokai and Cecilia biodiversity

Outcome Goal 9: Biodiversity and ecosystem services rehabilitation						
<i>Vision: The species rich, highly threatened and of globally important fynbos and fauna in Tokai and Cecilia are rehabilitated and restored.</i>						
Objectives	Strategic Actions	Year 1	Year 2	Year 3	Year 4	Year 5
		Tokai and Cecilia biodiversity				
(ii) To conserve the 3 important vegetation types i.e. the 'critically endangered' Cape Flats Sand Fynbos (CFSF), Peninsula Granite Fynbos (PGF) and the 'endangered' Peninsula Sandstone Fynbos (PSF).	⇒ Conserve the 3 important vegetation types i.e. the 'critically endangered' Cape Flats Sand Fynbos (CFSF), Peninsula Granite Fynbos (PGF) and the 'endangered' Peninsula Sandstone Fynbos (PSF).	- Ongoing efforts in conserving the 'critically endangered' Cape Flats Sand Fynbos, Peninsula Granite Fynbos and the 'endangered' Peninsula Sandstone Fynbos.	- Ongoing efforts in conserving the 'critically endangered' Cape Flats Sand Fynbos, Peninsula Granite Fynbos and the 'endangered' Peninsula Sandstone Fynbos.	- Ongoing efforts in conserving the 'critically endangered' Cape Flats Sand Fynbos, Peninsula Granite Fynbos and the 'endangered' Peninsula Sandstone Fynbos.	- Ongoing efforts in conserving the 'critically endangered' Cape Flats Sand Fynbos, Peninsula Granite Fynbos and the 'endangered' Peninsula Sandstone Fynbos.	- Ongoing efforts in conserving the 'critically endangered' Cape Flats Sand Fynbos, Peninsula Granite Fynbos and the 'endangered' Peninsula Sandstone Fynbos.
(iii) To secure (and where required facilitate) the recovery and diversity of locally indigenous species in critical fynbos areas.	⇒ Support recovery and diversity of locally indigenous species in critical fynbos areas.	- Consult with relevant stakeholders to identify species requiring reintroduction Investigate options to reintroduce the identified species in critical fynbos areas	- Planning for phased reintroduction of the identified species - Commence with the reintroduction of identified locally indigenous species in critical fynbos areas	- Ongoing reintroduction of identified locally indigenous species in critical fynbos areas	- Ongoing reintroduction of identified locally indigenous species in critical fynbos areas	- Ongoing reintroduction of identified locally indigenous species in critical fynbos areas
	⇒ Monitor passive vegetation recovery and map re-emerging communities	- Conduct annual monitoring of passive vegetation recovery and map re-emerging communities	- Conduct annual monitoring of passive vegetation recovery and map re-emerging communities	- Conduct annual monitoring of passive vegetation recovery and map re-emerging communities	- Conduct annual monitoring of passive vegetation recovery and map re-emerging communities	- Conduct annual monitoring of passive vegetation recovery and map re-emerging communities
	⇒ Monitor populations of Species of Special Concern	- Conduct annual monitoring of populations of Species of Special Concern	- Conduct annual monitoring of populations of Species of Special Concern	- Conduct annual monitoring of populations of Species of Special Concern	- Conduct annual monitoring of populations of Species of Special Concern	- Conduct annual monitoring of populations of Species of Special Concern

Outcome Goal 9: Biodiversity and ecosystem services rehabilitation						
<i>Vision: The species rich, highly threatened and of globally important fynbos and fauna in Tokai and Cecilia are rehabilitated and restored.</i>						
Objectives	Strategic Actions	Year 1	Year 2	Year 3	Year 4	Year 5
(iv) To update and implement rehabilitation action plans for terrestrial systems, wetlands and rivers for the Tokai-Cecilia areas, including threatened species and Species of Special Concern.	⇒ New research and information included into updated rehabilitation action plans for terrestrial systems, wetlands and rivers for the Tokai-Cecilia areas, including threatened species and Species of Special Concern	<ul style="list-style-type: none"> - Identify relevant research and information applicable to rehabilitation action plans - Update rehabilitation action plans with identified research and information 	<ul style="list-style-type: none"> - Integrate rehabilitation action plans into BSP Park-wide projects - Commence implementation of updated rehabilitation plans 	<ul style="list-style-type: none"> - Integrate rehabilitation plans into BSP Park-wide projects - Commence implementation of updated rehabilitation action plans 	- Ongoing implementation of updated rehabilitation action plans	- Ongoing implementation of updated rehabilitation action plans
(v) To implement active and passive rehabilitation interventions and processes in Tokai and Cecilia plantation areas.	⇒ Rehabilitation of suitable plantation areas for the natural environment and the protection of its biodiversity	<ul style="list-style-type: none"> - Identify pockets of plantation areas suitable for rehabilitation - Identify potential active and passive rehabilitation interventions 	- Commence with implementation of identified active and passive rehabilitation interventions in identified pockets of plantation areas	- Ongoing implementation of identified active and passive rehabilitation interventions in identified pockets of plantation areas	- Ongoing implementation of identified active and passive rehabilitation interventions in identified pockets of plantation areas	- Ongoing implementation of identified active and passive rehabilitation interventions in identified pockets of plantation areas
(vi) To undertake rehabilitation of important wetlands and riverine corridors/aquifer recharge areas, including assessments of wetlands and freshwater systems, restoration/stabilisation of riverbanks.	⇒ Conduct River & Wetland Health assessments	- Consultation, plan and design river and wetland assessment approach	- Conduct river and wetland assessments	- Completion of river and wetland assessments	- Investigate and consider available options for implementing river flow reserves	- Commence with implementation of identified river flow reserve option
	⇒ Active rehabilitation of wetland and riverine systems, including re-establishment of flora and fauna.	<ul style="list-style-type: none"> - Identify wetland and riverine areas that require rehabilitation - Identify suitable sites for re-establishment of identified wetland and riverine flora and fauna species 	<ul style="list-style-type: none"> - Commence with active rehabilitation of wetland and riverine areas - Commence with re-establishment of identified wetland and riverine flora and fauna species in identified sites 	- Ongoing active rehabilitation of wetland and riverine areas, including re-establishment of identified wetland and riverine flora and fauna species in identified sites	- Ongoing active rehabilitation of wetland and riverine areas, including re-establishment of identified wetland and riverine flora and fauna species in identified sites	- Ongoing active rehabilitation of wetland and riverine areas, including re-establishment of identified wetland and riverine flora and fauna species in identified sites

Outcome Goal 9: Biodiversity and ecosystem services rehabilitation

Vision: The species rich, highly threatened and of globally important fynbos and fauna in Tokai and Cecilia are rehabilitated and restored.

Objectives	Strategic Actions	Year 1	Year 2	Year 3	Year 4	Year 5
(vii) To increase volunteerism and involvement of citizen science in flora surveys.	⇒ Involve citizen scientists in detailed fauna and flora surveys	- Coordinate involvement of citizen scientists in annual detailed fauna and flora surveys	- Coordinate involvement of citizen scientists in annual detailed fauna and flora surveys	- Coordinate involvement of citizen scientists in annual detailed fauna and flora surveys	- Coordinate involvement of citizen scientists in annual detailed fauna and flora surveys	- Coordinate involvement of citizen scientists in annual detailed fauna and flora surveys
	⇒ Support Species of Special Concern management	- Identify Species of Special Concern for monitoring	- Ongoing monitoring of identified Species of Special Concern	- Ongoing monitoring of identified Species of Special Concern	- Ongoing monitoring of identified Species of Special Concern	- Ongoing monitoring of identified Species of Special Concern

Fauna management

Objectives	Strategic Actions	Year 1	Year 2	Year 3	Year 4	Year 5
(i) To increase volunteerism and involvement of citizen science in fauna surveys.	⇒ Conduct an annual fauna citizen science survey	- Establish a coordinating Task Team - Develop the approach and organising detail for an annual fauna citizen science survey	- Coordinating Task Team invite interested individuals and launch the annual fauna citizen science survey	- The annual fauna citizen science survey is taking place	- The annual fauna citizen science survey is taking place	- The annual fauna citizen science survey is taking place
	⇒ Monitoring of alien fauna	- Conduct annual monitoring of alien fauna and make recommendations for management/removal thereof - Implement the management/removal of alien fauna	- Implement the management/removal of alien fauna	- Conduct annual monitoring of alien fauna and make recommendations for management/removal thereof - Implement the management/removal of alien fauna	- Implement the management/removal of alien fauna	- Conduct annual monitoring of alien fauna and make recommendations for management/removal thereof - Implement the management/removal of alien fauna

Outcome Goal 9: Biodiversity and ecosystem services rehabilitation						
<i>Vision: The species rich, highly threatened and of globally important fynbos and fauna in Tokai and Cecilia are rehabilitated and restored.</i>						
Objectives	Strategic Actions	Year 1	Year 2	Year 3	Year 4	Year 5
(ii) To intensify baboon management and monitoring activities in areas where food is being consumed (i.e. Tokai Picnic Braai Site, Lister's Place and the Arboretum)(where necessary, this may include demarcated places for dog walking)	⇒ Implement appropriate baboon monitoring activities in areas where food is being consumed (where necessary, this may include demarcated places for dog walking)	- Identify all areas where food is being consumed that require baboon monitoring activities (where necessary, this may include demarcated places for dog walking)	- Implement baboon monitoring activities at identified areas including Tokai Picnic Braai Site, Lister's Place and the Arboretum (where necessary, this may include demarcated places for dog walking)	- Ongoing implementation of baboon monitoring activities at identified areas at Tokai Picnic Braai Site, Lister's Place and the Arboretum (where necessary, this may include demarcated places for dog walking)	- Ongoing implementation of baboon monitoring activities at identified areas at Tokai Picnic Braai Site, Lister's Place and the Arboretum (where necessary, this may include demarcated places for dog walking)	- Ongoing implementation of baboon monitoring activities at identified areas at Tokai Picnic Braai Site, Lister's Place and the Arboretum (where necessary, this may include demarcated places for dog walking)
Outcome Goal 10: Tokai and Cecilia recreational activities and events						
<i>Vision: A society connected with nature and healthy lives through physical, emotional and spiritual experiences.</i>						
Objectives	Strategic Actions	Year 1	Year 2	Year 3	Year 4	Year 5
(i) To support the Working Group proposals received, by embracing and developing inclusive consolidated recreational use zones for Tokai and Cecilia areas that allows for a variety of recreational and leisure activities to be undertaken in designated areas and routes in accordance with the set of EMP Code of Conduct (i.e. compliance and etiquette aspects) for each activity.	⇒ Integrate Working Group proposals into recreational use zones for Tokai and Cecilia areas that showcase the variety of recreational and leisure activities available to different user-groups	- Identify all recreational routes and areas available to different user-groups - Consult with all recreational users on the review of routes and areas	- Compile draft recreational use zones for a variety of recreational and leisure activities - Consult draft recreational use zones with recreational users - Commence with implementation of recreational use zones for a variety of recreational and leisure activities	- Ongoing implementation of recreational use zones for a variety of recreational and leisure activities	- Ongoing implementation of recreational use zones for a variety of recreational and leisure activities	- Ongoing implementation of recreational use zones for a variety of recreational and leisure activities
	⇒ Promote shared routes etiquette	- Develop a shared routes etiquette protocol	- Implement a shared routes etiquette protocol	- Ongoing implementation of a shared routes etiquette protocol	- Ongoing implementation of a shared routes etiquette protocol	- Ongoing implementation of a shared routes etiquette protocol

Outcome Goal 10: Tokai and Cecilia recreational activities and events						
<i>Vision: A society connected with nature and healthy lives through physical, emotional and spiritual experiences.</i>						
Objectives	Strategic Actions	Year 1	Year 2	Year 3	Year 4	Year 5
	⇒ Enforce adherence to recreational EMP Code of Conduct (i.e. compliance and etiquette aspects)	- Ongoing awareness campaign of existing recreational EMP Codes of Conduct	- Enforce adherence to recreational EMP Codes of Conduct	- Ongoing enforce adherence to recreational EMP Codes of Conduct	- Ongoing enforce adherence to recreational EMP Codes of Conduct	- Ongoing enforce adherence to recreational EMP Codes of Conduct
(ii) To review and maintain tracks, footpaths and trails, including increased volunteerism work and improvement of signage for all recreational user groups in Tokai and Cecilia areas.	⇒ Review and maintain tracks, footpaths and trails for increased user access and reduced user conflict	- Identify and map existing tracks, footpaths and trails	- Identify which of the existing tracks, footpaths and trails need to be maintained/rehabilitated and where required, be reopened/closed - Identify areas where new tracks, footpaths and trails need to be developed for future use - Consult with relevant stakeholders on (1) existing tracks, footpaths and trails need to be maintained/rehabilitated and where required, be reopened/closed and (2) where new tracks, footpaths and trails need to be developed for future use	- Commence rehabilitating existing tracks, footpaths and trails that need to be maintained - Commence commissioning of tracks, footpaths and trails that need to be reopened /closed - Commence development of new tracks, footpaths and trails for future use - Implement activities for improve of signage for all recreational user groups	- Ongoing rehabilitation of existing tracks, footpaths and trails that need to be maintained - Ongoing commissioning of existing tracks, footpaths and trails that need to be reopened /closed - Ongoing development of new tracks, footpaths and trails for future use - Ongoing improvement of signage for all recreational user groups	- Ongoing rehabilitation of existing tracks, footpaths and trails that need to be maintained - Ongoing commissioning of existing tracks, footpaths and trails that need to be reopened /closed - Ongoing development of new tracks, footpaths and trails for future use - Ongoing improvement of signage for all recreational user groups
	⇒ Identify tracks and footpaths required for emergency services (e.g. fire, crime, medical, etc.)	- Identify and map existing tracks and footpaths used for emergency services	- Identify potentially new tracks and footpaths required for emergency services	- Implementation of maintaining existing tracks and footpaths used for emergency services - Implementation of development new tracks and footpaths required	- Ongoing implementation and management of existing tracks and footpaths used for emergency services - Ongoing implementation of developing new tracks and footpaths	- Ongoing implementation and management of existing tracks and footpaths used for emergency services - Ongoing implementation of developing new tracks and

Outcome Goal 10: Tokai and Cecilia recreational activities and events

Vision: A society connected with nature and healthy lives through physical, emotional and spiritual experiences.

Objectives	Strategic Actions	Year 1	Year 2	Year 3	Year 4	Year 5
				for emergency services	required for emergency services	footpaths required for emergency services
	⇒ Implement a comprehensive maintenance and erosion control programme on tracks, footpaths and trails	-	- Establish partnerships for the implementation of a comprehensive maintenance and erosion control programme on tracks, footpaths and trails	- Roll-out comprehensive maintenance and erosion control programme on tracks, footpaths and trails	- Ongoing rolling-out comprehensive maintenance and erosion control programme on tracks, footpaths and trails	- Ongoing rolling-out comprehensive maintenance and erosion control programme on tracks, footpaths and trails
	⇒ Clearly mark routes and areas with signposts, including areas not open to user-groups	- Identify all routes and areas for clear signposts - Commence implementation of putting up signposts on identified routes and in Tokai and Cecilia areas	- Ongoing implementation of putting up signposts on routes and in Tokai and Cecilia areas	- Ongoing implementation of putting up signposts on routes and in Tokai and Cecilia areas as when and where required	- Ongoing implementation of putting up signposts on routes and in Tokai and Cecilia areas as when and where required	- Ongoing implementation of putting up signposts on routes and in Tokai and Cecilia areas as when and where required
	⇒ Support volunteers in activities that contribute to the improvement and maintenance of tracks, footpaths and trails	- Establish and formalise a Working Group (Tracks, Footpaths and Trails) for volunteers - Operationalise the Working Group (Tracks, Footpaths and Trails) for volunteers in activities that contribute to the improvement and maintenance of	- Ongoing Working Group (Tracks and Footpaths) activities for the improvement and maintenance of tracks, footpaths and trails	- Ongoing Working Group (Tracks and Footpaths) activities for the improvement and maintenance of tracks, footpaths and trails	- Ongoing Working Group (Tracks and Footpaths) activities for the improvement and maintenance of tracks, footpaths and trails	- Ongoing Working Group (Tracks and Footpaths) activities for the improvement and maintenance of tracks, footpaths and trails

Outcome Goal 10: Tokai and Cecilia recreational activities and events						
<i>Vision: A society connected with nature and healthy lives through physical, emotional and spiritual experiences.</i>						
Objectives	Strategic Actions	Year 1	Year 2	Year 3	Year 4	Year 5
		tracks, footpaths and trails				
(iii) To establish more family / visitor friendly facilities such as children’s playground areas and facilities, universal access and benches, including improvement of existing (and/or new where required) public ablutions and parking areas.	⇒ Investigate additional parking areas at key sites in Tokai and Cecilia, including universal access and turning circles for horse boxes	- Identify existing parking sites and additional parking areas at key sites in Tokai and Cecilia areas including universal access and turning circles for horse boxes	- Implement activities for improvement of existing parking areas - Investigate feasibility of additional parking areas at key sites in Tokai and Cecilia, including universal access and turning circles for horse boxes	- Investigate feasibility of additional parking areas at key sites in Tokai and Cecilia, including universal access and turning circles for horse boxes	- Complete planning of agreed additional parking areas at key sites in Tokai and Cecilia - Commence implementation of planned additional parking areas at key sites in Tokai and Cecilia	- Ongoing implementation of planned additional parking areas at key sites in Tokai and Cecilia, including universal access and turning circles for horse boxes
	⇒ Installation of children’s play areas and equipment, including play activities, educational outreach and healing work in Tokai and Cecilia areas	- Consult with relevant stakeholders on their expectation of children’s play areas and equipment - Identify appropriate sites for children’s play areas and equipment, including play activities, educational outreach and healing work	- Planning for implementation of children’s play areas and equipment, including play activities, educational outreach and healing work - Commence implementation of children’s play areas and equipment, including play activities, educational outreach and healing work	- Ongoing implementation and management of children’s play areas and equipment, including play activities, educational outreach and healing work	- Ongoing implementation and management of children’s play areas and equipment, including play activities, educational outreach and healing work	- Ongoing implementation and management of children’s play areas and equipment, including play activities, educational outreach and healing work
	⇒ Improve existing (and/or provide where required) public ablutions at parking areas	- Continue improvement of existing public ablution. - Investigate feasibility of new public ablution facilities at	- Ongoing improvement of existing public ablution. - Implementation of new public ablution facilities at parking areas at key sites in Tokai and Cecilia	- Ongoing improvement of existing public ablution. - Ongoing implementation and management of new public ablution	- Ongoing improvement of existing public ablution. - Ongoing implementation and management of new public ablution	- Ongoing improvement of existing public ablution. - Ongoing implementation and management of new public ablution

Outcome Goal 10: Tokai and Cecilia recreational activities and events						
<i>Vision: A society connected with nature and healthy lives through physical, emotional and spiritual experiences.</i>						
Objectives	Strategic Actions	Year 1	Year 2	Year 3	Year 4	Year 5
		parking areas at key sites in Tokai and Cecilia		facilities at parking areas at key sites in Tokai and Cecilia	facilities at parking areas at key sites in Tokai and Cecilia	facilities at parking areas at key sites in Tokai and Cecilia
	⇒ Provide for universal access and benches where appropriate	- Identify suitable areas for universal access, including placement of benches	- Investigate feasibility of suitable areas for universal access, including placement of benches	- Complete planning for suitable areas for universal access, including placement of benches - Commence implementation of suitable areas for universal access, including placement of benches	- Ongoing implementation of suitable areas for universal access, including placement of benches	- Ongoing implementation and management of suitable areas for universal access, including placement of benches
(iv) To provide (and continue where it already exist) for options for commercial recreational user-group events and family experiences.	⇒ Improved visitor and tourism welcome signage	- Identify existing areas with visitor and tourism welcome signages - Identify new areas which require visitor and tourism welcome signages	- Complete planning for improvement of existing and new areas that require visitor and tourism welcome signages - Commence implementation of updating and/or putting up visitor and tourism welcome signages at existing and new areas	- Ongoing implementation of updating and/or putting up visitor and tourism welcome signages at existing and new areas	- Ongoing implementation of updating and/or putting up visitor and tourism welcome signages at existing and new areas	- Ongoing implementation of updating and/or putting up visitor and tourism welcome signages at existing and new areas
	⇒ Expand commercial recreational offering in Tokai and Cecilia areas (e.g. market opportunities for curio sellers, food truck, coffee kiosk, commercial horse riding, cycling, etc.)	- Consult with relevant stakeholders on the current status and future expectation of commercial recreational activities - Identify a range of commercial recreational	- Investigate feasibility of identified commercial recreational opportunities to be offered	- Complete planning for expanded commercial recreational offerings - Commence implementation of expanded commercial recreational offerings	- Ongoing implementation of expanded commercial recreational offerings	- Ongoing implementation of expanded commercial recreational offerings

Outcome Goal 10: Tokai and Cecilia recreational activities and events						
<i>Vision: A society connected with nature and healthy lives through physical, emotional and spiritual experiences.</i>						
Objectives	Strategic Actions	Year 1	Year 2	Year 3	Year 4	Year 5
		opportunities to be offered				
(v) To implement an online recreational activity permit system.	⇒ Implement an online recreational activity permit system for the Park.	<ul style="list-style-type: none"> - Investigate a workable online permit system - Planning and develop proposed online permit system 	<ul style="list-style-type: none"> - Commence with implementation of proposed online recreational activity permit system 	<ul style="list-style-type: none"> - Ongoing implementation of proposed online recreational activity permit system 	<ul style="list-style-type: none"> - Ongoing implementation of proposed online recreational activity permit system 	<ul style="list-style-type: none"> - Ongoing implementation of proposed online recreational activity permit system

Outcome Goal 11: Tokai and Cecilia history and heritage						
<i>Vision: The history and heritage resources of the Tokai and Cecilia areas acknowledged and celebrated.</i>						
Objectives	Strategic Actions	Year 1	Year 2	Year 3	Year 4	Year 5
(i) To manage Tokai and Cecilia wider landscape as heritage areas (layers & markers) relating to pre-colonial, slavery, agriculture, forestry, religion, biodiversity and recreational aspects.	⇒ Create awareness of heritage areas (layers & markers)	<ul style="list-style-type: none"> - Identify all heritage areas (layers & markers) of Tokai and Cecilia (e.g. pre-colonial, slavery, agriculture, forestry, religion, biodiversity and recreational aspects) - Compile a repository of information for all identified heritage areas (layers & markers) 	<ul style="list-style-type: none"> - Compile a repository of information for all identified heritage areas (layers & markers) 	<ul style="list-style-type: none"> - Develop a brochure for each of the identified heritage areas (layers & markers) - Create awareness by making brochures for each of the identified heritage areas (layers & markers) available at entry points and during events 	<ul style="list-style-type: none"> - Ongoing awareness creation of each of the identified heritage areas (layers & markers) available at entry points and during events 	<ul style="list-style-type: none"> - Ongoing awareness creation of each of the identified heritage areas (layers & markers) available at entry points and during events

Outcome Goal 11: Tokai and Cecilia history and heritage						
<i>Vision: The history and heritage resources of the Tokai and Cecilia areas acknowledged and celebrated.</i>						
Objectives	Strategic Actions	Year 1	Year 2	Year 3	Year 4	Year 5
(ii) To undertake further research in these multitude layers of heritage and continue with current heritage studies relevant to Tokai and Cecilia areas, including the history and photographs of historical structures in Cecilia area	⇒ Awareness raised of heritage research area and topics	- Create awareness about heritage research area and topics through an annual newsletter	- Publish an annual newsletter about heritage research area and topics	- Publish an annual newsletter about heritage research area and topics	- Publish an annual newsletter about heritage research area and topics	- Publish an annual newsletter about heritage research area and topics
	⇒ Document the historical structures in Cecilia area	- Identify all the historical structures in Cecilia area - Photograph and document all the historical structures	- Ongoing photography and documentation all the historical structures in Cecilia area	- Ongoing photography and documentation all the historical structures in Cecilia area	- Ongoing photography and documentation all the historical structures in Cecilia area	- Ongoing photography and documentation all the historical structures in Cecilia area
	⇒ Long-term research needs identified, initiated and documented	- Identify, initiate and document long-term research needs - Invite and collaborate with prospective research partners in long-term research studies	- Ongoing collaboration with research partners in long-term research studies	- Ongoing collaborate with research partners in long-term research studies	- Ongoing collaborate with research partners in long-term research studies	- Ongoing collaborate with research partners in long-term research studies
(iii) To establish a memorial site that acknowledges significant contributions to social upliftment and the fight against gender-based violence	⇒ Establishment of memorial site (e.g. Wall of Remembrance) in Lower Tokai area	- Consult with relevant stakeholders on the themes and content of the memorial site	- Complete site identification for memorial site - Complete planning for memorial site	- Commence and complete establishment of memorial site	- Ongoing management of memorial site	- Ongoing management of memorial site
(iv) To establish a structured garden with a list of edible and medicinal plants with their Khoi and Dutch/Afrikaans vernacular names	⇒ Establish a structured garden with a list of edible and medicinal plants with their Khoi and Dutch/Afrikaans vernacular names	- Consult with relevant stakeholders - Identify and list edible and medicinal plants with their Khoi and Dutch	- Planning and design of structured garden - Commence establishment of structured garden with edible and medicinal plants with their Khoi	- Ongoing management of structured garden with edible and medicinal plants with their Khoi and Dutch/Afrikaans vernacular names	- Ongoing management of structured garden with edible and medicinal plants with their Khoi and Dutch/Afrikaans vernacular names	- Ongoing management of structured garden with edible and medicinal plants with their Khoi and Dutch/Afrikaans vernacular names

Outcome Goal 11: Tokai and Cecilia history and heritage						
<i>Vision: The history and heritage resources of the Tokai and Cecilia areas acknowledged and celebrated.</i>						
Objectives	Strategic Actions	Year 1	Year 2	Year 3	Year 4	Year 5
		/Afrikaans vernacular names	and Dutch/Afrikaans vernacular names			
(v) To develop information, education and interpretation boards on the history of the Tokai and Cecilia areas, including the pre-colonial history and/or history of the indigenous people and aspects relating to the importance of restoring and protecting the cultural landscape of the Constantia Tokai Valley, the Manor House, historical buildings and its use over time	⇒ Integrate heritage studies into the Park's environmental education and interpretation activities	<ul style="list-style-type: none"> - Identify aspects of heritage studies to be incorporated into environmental education and interpretation activities - Draft environmental education and interpretation activities on heritage studies 	<ul style="list-style-type: none"> - Implement heritage studies into the Park's environmental education and interpretation activities 	<ul style="list-style-type: none"> - Ongoing implementation of heritage studies into the Park's environmental education and interpretation activities 	<ul style="list-style-type: none"> - Ongoing implementation of heritage studies into the Park's environmental education and interpretation activities 	<ul style="list-style-type: none"> - Ongoing implementation of heritage studies into the Park's environmental education and interpretation activities
(vi) To facilitate organised and planned ceremonial visits by the First Nation's People to the Tokai and Cecilia areas	⇒ Facilitate organised and planned ceremonial visits by the First Nation's People to the Tokai and Cecilia areas	<ul style="list-style-type: none"> - Consult with relevant stakeholders of First Nation's People - Plan and schedule organised ceremonial visits to designated areas in Tokai and Cecilia areas 	<ul style="list-style-type: none"> - Ongoing planning, scheduling and implementation of organised ceremonial visits to designated areas in Tokai and Cecilia areas 	<ul style="list-style-type: none"> - Ongoing planning, scheduling and implementation of organised ceremonial visits to designated areas in Tokai and Cecilia areas 	<ul style="list-style-type: none"> - Ongoing planning, scheduling and implementation of organised ceremonial visits to designated areas in Tokai and Cecilia areas 	<ul style="list-style-type: none"> - Ongoing planning, scheduling and implementation of organised ceremonial visits to designated areas in Tokai and Cecilia areas
(vii) To manage heritage areas in accordance with heritage guidelines and recommendations.	⇒ Restoration upgrade of heritage facilities	<ul style="list-style-type: none"> - Identify all heritage facilities which require restoration upgrade - Complete planning, including costing, for restoration upgrade of 	<ul style="list-style-type: none"> - Commence with the restoration upgrade of identified heritage facilities 	<ul style="list-style-type: none"> - Ongoing restoration upgrade of identified heritage facilities 	<ul style="list-style-type: none"> - Ongoing restoration upgrade of identified heritage facilities 	<ul style="list-style-type: none"> - Ongoing restoration upgrade of identified heritage facilities

Outcome Goal 11: Tokai and Cecilia history and heritage						
<i>Vision: The history and heritage resources of the Tokai and Cecilia areas acknowledged and celebrated.</i>						
Objectives	Strategic Actions	Year 1	Year 2	Year 3	Year 4	Year 5
		identified heritage facilities				
Outcome Goal 12: Communication						
<i>Vision: Effective communications with stakeholder and in social media</i>						
Objectives	Strategic Actions	Year 1	Year 2	Year 3	Year 4	Year 5
(i) To manage the official messages in the media by guiding and positively influencing the 'public conversation' through mass media platforms.	⇒ Undertake proactive, constant and consistent issue-driven approach to communications	<ul style="list-style-type: none"> - Identify mechanism for issue-driven approach to communications - Implement proactive, constant and consistent issue-driven communication 	- Ongoing implementation of proactive, constant and consistent issue-driven communication	- Ongoing implementation of proactive, constant and consistent issue-driven communication	- Ongoing implementation of proactive, constant and consistent issue-driven communication	- Ongoing implementation of proactive, constant and consistent issue-driven communication
(ii) To foster amicable public relations and facilitate two-way conversations with key external stakeholders.	⇒ Key stakeholder engagements	<ul style="list-style-type: none"> - Conduct a key stakeholder analysis - Implement quarterly stakeholder engagements on key and topical issues 	- Ongoing implementation of quarterly stakeholder engagements on key and topical issues	- Ongoing implementation of quarterly stakeholder engagements on key and topical issues	- Ongoing implementation of quarterly stakeholder engagements on key and topical issues	- Ongoing implementation of quarterly stakeholder engagements on key and topical issues
(iii) To improve stakeholder and partnership management.	⇒ Partnerships established	<ul style="list-style-type: none"> - Identify key partners to management of Tokai and Cecilia areas - Establish and formalise key strategic partnerships 	- Ongoing implementation of areas of collaboration with key strategic partnerships	- Ongoing implementation of areas of collaboration with key strategic partnerships	- Ongoing implementation of areas of collaboration with key strategic partnerships	- Ongoing implementation of areas of collaboration with key strategic partnerships

Outcome Goal 12: Communication						
<i>Vision: Effective communications with stakeholder and in social media</i>						
Objectives	Strategic Actions	Year 1	Year 2	Year 3	Year 4	Year 5
		- Implement areas of collaboration with key strategic partnerships				
(iv) To promote events that result in consistent positive coverage of SANParks.	⇒ Hosting events	- Identify current and potentially new events - Planning for implementation of events - Implementation of identified and planned events	- Annual implementation of planned events	- Annual implementation of planned events	- Annual implementation of planned events	- Annual implementation of planned events
(v) To improve social media management.	⇒ Review social media management	- Identify strengths and weaknesses of current social media management - Identify mechanisms for improving social media management - Implement mechanisms for improving social media management	- Ongoing implementation of mechanisms for improving social media management	- Ongoing implementation of mechanisms for improving social media management	- Ongoing implementation of mechanisms for improving social media management	- Ongoing implementation of mechanisms for improving social media management

8. IMPLEMENTATION ROADMAP

The Revised Draft Tokai Cecilia Implementation Plan outlines and enables the joint undertaking of activities and interventions by TMNP Management and stakeholders for the management of the Tokai and Cecilia areas. This roadmap describes the necessary steps to be jointly undertaken that will ensure the collective agreement and transparency in the allocation of role and responsibilities in the implementation of the Revised Draft TCIP. The first Step is to develop a detailed Programme of Work for each Outcome Goal in consultation with relevant stakeholders. The intent is to get the relevant stakeholders to refine the actions and milestones of their respective interest in the form of a Programme of Work with clear indication of how best to implement all the actions and the potential source funding for the implementation thereof. This process will take about 5 months whereafter each Programme of Work is then mainstreamed into the Management Plan and Operations of the Table Mountain National Park as Lower Level Plans.

Step 1.1	Activities to be undertaken:	Step 1.2	Timeline:
The development of a detailed Programme of Work for each Outcome Goal in consultation with relevant stakeholders.	1.1 Identification of key stakeholders for each Outcome Goal.		1 week
	1.2 Engagements with relevant stakeholders on Programme of Work for each Outcome Goal.		2 weeks
	1.3 Consultation to discuss implementation methods.		1 month
	1.4 Consider Programme of Work for each Outcome Goal.		3 months
	1.5 Costing of each Programme of Work and funding sources.		2 weeks
	1.6 Finalise and adopt each Programme of Work.		1 week
	1.7 Implement each Programme of Work.		5 years + ongoing
	1.8 Mainstream Programme of Work with the TMNP Park Management Plan and Operations.		TMNP PMP Review

The successful implementation of each Programme of Work is dependent on the monitoring and evaluation of the implementation progress. Here, TMNP Management and stakeholders are required to agree on how they will collaborate and facilitate the implementation of each Programme of Work (possibly through workstreams) in the most effective and efficient manner whilst systematically review and reallocate financial and human resources to cover identified gaps.

Step 2.**The monitoring and evaluation of implementation progress****Each Programme of Work to consider the following:**

2.1 Agreed collaborative and facilitator structures (Workstreams) and arrangements that promote collaboration, inclusivity, and partnerships that promote effective and efficient implementation.

2.2 Improved co-operative governance and reduced inefficiencies across Workstreams in line with Outcome Goals and Objectives, building on current initiatives underway within the Operations of TMNP.

2.3 Development and implementation of cooperative governance tools such as Memoranda of Understanding with organs of states and key strategic partners on operational support and implementation mechanisms.

2.4 The review and reallocation of financial and human resources to cover identified gaps, and new areas of operation required for Programme of Work implementation.

9. ACKNOWLEDGEMENTS

SANParks is appreciative of all Working Group participants for sharing their knowledge, experience and insights towards the future management of the Tokai and Cecilia areas.