



## REQUEST FOR QUOTATION

Terms of Reference

**APPOINTMENT OF A SERVICE PROVIDER TO UNDERTAKE AN ASSESSMENT OF TMNP PARK  
MANAGEMENT PLAN 2015-2025**

**RFQ- TMNP105/2024-25**

# REQUEST FOR QUOTATION

You are hereby invited to submit price quotation for:  
APPOINTMENT OF A SERVICE PROVIDER TO UNDERTAKE AN ASSESSMENT OF TMNP PARK  
MANAGEMENT PLAN 2015-2025

<b>RFQ NUMBER:</b>	RFQ- TMNP105/2024-25
<b>ADVERTISEMENT DATE:</b>	25 November 2024
<b>CLOSING DATE:</b>	13 December 2024
<b>CLOSING TIME:</b>	11.00 am
<b>RFQ DOCUMENT DELIVERY ADDRESS:</b>	<a href="mailto:Noxolo.Taboyi@sanparks.org">Noxolo Taboyi &lt;Noxolo.Taboyi@sanparks.org&gt;</a> and (Please note that any submissions made to any other email other than the designated email will not be accepted)
<b>RFQ VALIDITY PERIOD:</b>	90 days (commencing from the RFQ Closing Date)
<b>TECHNICAL RELATED QUERIES</b>	Chad Cheney ( <a href="mailto:chad.cheney@sanparks.org">chad.cheney@sanparks.org</a> )
<b>SCM RELATED QUERIES</b>	Noxolo Taboyi < <a href="mailto:Noxolo.Taboyi@sanparks.org">Noxolo.Taboyi@sanparks.org</a> >

Bidders should ensure that bids are delivered timeously to the correct address. If the bid is late, it will not be accepted for consideration.

Bidders shall submit proposal responses in accordance with the prescribed manner of submissions as specified above. Bids received after the time stipulated shall not be considered.

Where applicable, the successful bidder will be required to fill in and sign a written Contract Form (SBD 7).

Bidders are not allowed to contact any other SANParks staff in the context of this RFQ other than the indicated officials under SBD 1 or as indicated above.

**NB: No proposal shall be accepted by SANParks if submitted in any manner other than as prescribed above.**

**PART A  
INVITATION TO BID**

<b>YOU ARE HEREBY INVITED TO BID FOR REQUIREMENTS OF THE (NAME OF DEPARTMENT/ PUBLIC ENTITY)</b>					
BID NUMBER:	RFQ- TMNP105/2024-25	CLOSING DATE:	13 December 2024	CLOSING TIME:	11:00
DESCRIPTION	APPOINTMENT OF A SERVICE PROVIDER TO UNDERTAKE AN ASSESSMENT OF TMNP PARK MANAGEMENT PLAN 2015-2025				
<b>BID RESPONSE DOCUMENTS MAY BE DEPOSITED IN THE BID BOX SITUATED</b>					
VIA EMAIL: Noxolo.Taboyi@sanparks.org					
<b>BIDDING PROCEDURE ENQUIRIES MAY BE DIRECTED TO</b>			<b>TECHNICAL ENQUIRIES MAY BE DIRECTED TO:</b>		
CONTACT PERSON	Goodman Mawela		CONTACT PERSON	Chad Cheney	
TELEPHONE NUMBER	021 714 2320		TELEPHONE NUMBER	021 741 2305	
E-MAIL ADDRESS	goodman.mawela@sanparks.org		E-MAIL ADDRESS	chad.cheney@sanparks.org	
<b>SUPPLIER INFORMATION</b>					
NAME OF BIDDER					
POSTAL ADDRESS					
STREET ADDRESS					
TELEPHONE NUMBER	CODE		NUMBER		
CELLPHONE NUMBER					
E-MAIL ADDRESS					
VAT REGISTRATION NUMBER					
SUPPLIER COMPLIANCE STATUS	TAX COMPLIANCE SYSTEM PIN:		OR	CENTRAL SUPPLIER DATABASE No:	MAAA
ARE YOU THE ACCREDITED REPRESENTATIVE IN SOUTH AFRICA FOR THE SERVICES OFFERED?	<input type="checkbox"/> Yes <input type="checkbox"/> No [IF YES ENCLOSE PROOF]		ARE YOU A FOREIGN BASED SUPPLIER FOR THE SERVICES OFFERED?	<input type="checkbox"/> Yes <input type="checkbox"/> No [IF YES, ANSWER THE QUESTIONNAIRE BELOW]	
<b>QUESTIONNAIRE TO BIDDING FOREIGN SUPPLIERS</b>					
IS THE ENTITY A RESIDENT OF THE REPUBLIC OF SOUTH AFRICA (RSA)?				<input type="checkbox"/> YES <input type="checkbox"/> NO	
DOES THE ENTITY HAVE A BRANCH IN THE RSA?				<input type="checkbox"/> YES <input type="checkbox"/> NO	
DOES THE ENTITY HAVE A PERMANENT ESTABLISHMENT IN THE RSA?				<input type="checkbox"/> YES <input type="checkbox"/> NO	
DOES THE ENTITY HAVE ANY SOURCE OF INCOME IN THE RSA?				<input type="checkbox"/> YES <input type="checkbox"/> NO	
IS THE ENTITY LIABLE IN THE RSA FOR ANY FORM OF TAXATION?				<input type="checkbox"/> YES <input type="checkbox"/> NO	
<b>IF THE ANSWER IS "NO" TO ALL OF THE ABOVE, THEN IT IS NOT A REQUIREMENT TO REGISTER FOR A TAX COMPLIANCE STATUS SYSTEM PIN CODE FROM THE SOUTH AFRICAN REVENUE SERVICE (SARS) AND IF NOT REGISTER AS PER 2.3 BELOW.</b>					

**PART B**  
**TERMS AND CONDITIONS FOR BIDDING**

<b>1. BID SUBMISSION:</b>
1.1. BIDS MUST BE DELIVERED BY THE STIPULATED TIME TO THE CORRECT ADDRESS. LATE BIDS WILL NOT BE ACCEPTED FOR CONSIDERATION.
1.2. <b>ALL BIDS MUST BE SUBMITTED ON THE OFFICIAL FORMS PROVIDED (NOT TO BE RE-TYPED) OR IN THE MANNER PRESCRIBED IN THE BID DOCUMENT.</b>
1.3. THIS BID IS SUBJECT TO THE PREFERENTIAL PROCUREMENT POLICY FRAMEWORK ACT, 2000 AND THE PREFERENTIAL PROCUREMENT REGULATIONS, THE GENERAL CONDITIONS OF CONTRACT (GCC) AND, IF APPLICABLE, ANY OTHER SPECIAL CONDITIONS OF CONTRACT.
1.4. <b>THE SUCCESSFUL BIDDER WILL BE REQUIRED TO FILL IN AND SIGN A WRITTEN CONTRACT FORM (SBD7).</b>
<b>2. TAX COMPLIANCE REQUIREMENTS</b>
2.1 BIDDERS MUST ENSURE COMPLIANCE WITH THEIR TAX OBLIGATIONS.
2.2 BIDDERS ARE REQUIRED TO SUBMIT THEIR UNIQUE PERSONAL IDENTIFICATION NUMBER (PIN) ISSUED BY SARS TO ENABLE THE ORGAN OF STATE TO VERIFY THE TAXPAYER'S PROFILE AND TAX STATUS.
2.3 APPLICATION FOR TAX COMPLIANCE STATUS (TCS) PIN MAY BE MADE VIA E-FILING THROUGH THE SARS WEBSITE WWW.SARS.GOV.ZA.
2.4 BIDDERS MAY ALSO SUBMIT A PRINTED TCS CERTIFICATE TOGETHER WITH THE BID.
2.5 IN BIDS WHERE CONSORTIA / JOINT VENTURES / SUB-CONTRACTORS ARE INVOLVED; EACH PARTY MUST SUBMIT A SEPARATE TCS CERTIFICATE / PIN / CSD NUMBER.
2.6 WHERE NO TCS PIN IS AVAILABLE BUT THE BIDDER IS REGISTERED ON THE CENTRAL SUPPLIER DATABASE (CSD), A CSD NUMBER MUST BE PROVIDED.
2.7 NO BIDS WILL BE CONSIDERED FROM PERSONS IN THE SERVICE OF THE STATE, COMPANIES WITH DIRECTORS WHO ARE PERSONS IN THE SERVICE OF THE STATE, OR CLOSE CORPORATIONS WITH MEMBERS PERSONS IN THE SERVICE OF THE STATE."

**NB: FAILURE TO PROVIDE / OR COMPLY WITH ANY OF THE ABOVE PARTICULARS MAY RENDER THE BID INVALID.**

SIGNATURE OF BIDDER: .....

CAPACITY UNDER WHICH THIS BID IS SIGNED: .....

(Proof of authority must be submitted e.g. company resolution)

DATE: .....

## 1. PURPOSE

The purpose of this RFQ is to appoint a service provider to undertake an assessment of the implementation of the Table Mountain National Park, Park Management Plan (2015-2025)

## 2. BACKGROUND

South African National Parks (SANParks) is a public entity functioning under *National Environmental Management: Protected Areas Act 57 of 2003 (Act 57 of 2003)*; with the mandate to conserve; protect; control; and manage national parks and other defined protected areas and their biological diversity (Biodiversity). As a public entity, SANParks is also governed by the *Public Finance Management Act, Act 1 of 1999 (as amended by Act 29 of 1999)*, and it is listed as *Schedule 3 Part A: 25 public entities*.

Table Mountain National Park is currently being funded by the Agence Française de Développement (AFD), the French Development Agency, The programme seeks to enable strategic learning exchange between the leaders of Table Mountain National Park and Reunion Island National Park. For this RFQ, the learning exchange is focused on how to build a positive relationship between a Protected Area Management Authority and its critical stakeholders.

This RFQ is approved by both SANParks and AFD in terms of the Procurement requirements of both institutions, and as such, this body of work is subject to meeting the Procurement requirements of both institutions.

South African National Parks (SANParks) seeks to undertake an independent external assessment of the Table Mountain National Park's (TMNP) progress in implementing the 2015-2025 Park Management Plan (PMP). The PMP was prepared in 2015 by SANParks in-line with the requirements of the National Environmental Management: Protected Areas Act. This plan was implemented over the subsequent period and is due for a revision in 2025. This assessment will form part of the process to revise the current Park Plan for the next plan period from 2025.

The current park plan can be downloaded from:

[https://www.sanparks.org/wp-content/uploads/2021/06/tmnp\\_approved\\_plan.pdf](https://www.sanparks.org/wp-content/uploads/2021/06/tmnp_approved_plan.pdf)

## 3. SCOPE OF WORK

### 3.1 Overview

1. Review the degree of achievement of the stated 'Primary and Sub-objectives' in the Plan;
2. Assess the progress of implementation of stated 'Strategies' and 'Actions';
3. Describe the management decision making environment (See Appendix 1)
4. Provide feedback in terms of SANParks and Dept. of Environment Affairs (DEA) adaptive management frameworks (Appendix 1).
5. Meet the requirement of the Heads of Agreement between SANParks and the City of Cape Town for an independent body to review and evaluate the management of TMNP by SANParks, based on the 'Operational Environmental Management System.
6. Provide guidance from this assessment process for the revised, updated Park Management Plan by identifying areas of successful implementation, issues of

concern and areas where a change of direction or additional focus may be warranted, programmes that should be carried over to the new management plan etc.

### **3.2 Assessment**

1. Evaluate the performance of the Park against the set objectives, strategies and key actions;
2. Use the checklist approach based on the tabular format of the current plan to evaluate the performance of the Park;
3. Undertake interviews with the TMNP Managers and key staff, units such as Scientific Services and Park Planning and Development, etc;
4. Integrate assessment in terms of:
  - SANParks Adaptive Management Review templates.
  - Protected areas METT (Management Effectiveness Tracking Tool); and
  - World Heritage METT.
5. Compile and electronic Portfolio of evidence in support of the assessment.

### **3.3 Interviews**

The structured interviews with the Management and key staff members are a fundamental part of the assessment. Allocation should be made for the following interviews;

- Park Manager
- TMNP Operations South
- TMNP Operations North
- TMNP Marine
- Cape Research Centre
- People and Conservation
- TMNP Fire Management Dept.
- TMNP Admin and Finance Dept.
- TMNP Planning Dept.
- Tourism Dept.
- Human Resources Dept.
- Marketing and Communications Dept.

### **3.4 Reporting**

One formal report back to TMNP & SANParks Management (based in Cape Town) and 3 project set-up and progress meetings (based in Cape Town).

### **3.5 Final Product**

#### **Report**

1. Compile a single, concise report showing the degree of progress against the strategies set in the PMP in a tabular format with written comments and the summaries of the Adaptive Management review.
2. Identify factors within control and above/beyond control that contributed the degree of progress.
3. Identify critical areas and issues for further review.
4. List lessons learnt from the whole assessment exercise to assist the formulation of the revised plan; and
5. Provide recommendations for inclusion in the revised plan.
6. Collate and upload the electronic documentation evidence in the form of a 'Portfolio of Evidence'
7. Produce a short (10 slides max) Power Point presentation of the findings.

8. MS-Word version of the Final Report and Excel version of the Adaptive Management review

#### 4. ELIGIBILITY CRITERIA

Only those service providers who satisfy the following eligibility criteria proceed to the next phase of technical evaluation.

The bidder must indicate its compliance / non-compliance to the requirements and should substantiate its response with supporting evidence to be attached as part of the submission.

NO	CRITERIA	COMPLY	NOT COMPLY
1	Familiar with Protected Area and/or Nature Reserves Management Plan preparation		
2	Familiar with Protected Area Management Plan and/or Protected Area Management assessments and reviews		
3	5 years' experience in the field of environmental management in terms of Strategic Environmental Assessments, METT's and/or World Heritage Site Management		

#### 5. TECHNICAL REQUIREMENTS

*In this phase All service providers that met all the mandatory requirements in terms of mandatory evaluation process will be evaluated as per the below set of criteria:*

##### **NB: Qualification Thresholds**

**Bidders must submit all requested information under Technical Requirements for consideration to the next phase evaluation.** *Service Provider(s) who do not met the required minimum threshold of **70%** on the below technical requirements or score 0 in any individual category, will be eliminated and will not proceed further for evaluation on price.*

The service provider must furnish the following information as part of the BID response.

FUNCTIONALITY CRITERIA			MAXIMUM TO BE AWARDED
FUNCTIONALITY	Weights	Points	Points
1. Proven track record of <b>planning</b> strategic level environmental projects or environmental management plans.	<b>Weight:</b>  <b>25</b>		Point will be awarded for each of the functional areas, as follows: <b>10 = Exceptional:</b> The track record & experience demonstrates exceptional ability to deliver on the requirements. <b>7 = Good:</b> The track record & experience is clear and relevant and demonstrates good ability to deliver on the requirements. <b>5 = Average:</b> The track record & experience provided demonstrate average ability to deliver on the requirements. <b>2 = Low:</b> The track record & experience provided demonstrates low ability to deliver on the requirements. <b>0 = Insufficient:</b> Nothing was presented, or it could not be found, or does not demonstrate any ability to deliver on the requirements.
2. Track record of reviewing or <i>developing</i> Protected Area's or Nature Reserve management effectiveness measures and targets	<b>25</b>		As above
3. Track record of undertaking <i>assessments</i> in terms of Strategic Environmental Tools such as Strategic Adaptive Management, SoAim, METT's, Goal Audits for Protected areas, Nature Reserves or World Heritage Sites.	<b>25</b>		As above
4. Suitable project team, supported by an abridged CV for each key project team member, as well as an overall company profile.	<b>25</b>		As above

## 6. PRICE EVALUATION

This quote will be evaluated on:

- Eligibility Criteria (Section 4),
- Technical Requirements (Section 5),
- “Price and Preference” method of evaluation (Section 10),
- The 80/20 principal will be applied (see SBD6.1).

## 7. FEE SUMMARY

	<b>APPOINTMENT OF A SERVICE PROVIDER TO UNDERTAKE PRODUCTIVITY SAMPLING OF TEAMS INVOLVED IN CLEARING ALIEN VEGETATION</b>	<b>PRICE</b>
1	Undertake an assessment of TMNP park management plan 2015-2025 as per section 3 (Scope of Works)	
	<b>Total</b>	<b>R</b>
	<b>VAT @ 15%</b>	<b>R</b>
	<b>Total Incl VAT</b>	<b>R</b>

## 8. COMPLIANCE AND GOVERNANCE VERIFICATION DOCUMENTS (Standard Bidding Documents)

*In this phase all proposals received will be verified for compliance and completeness of the submitted proposal per the set of **minimum requirements as listed below**. Service Providers who comply with the listed requirements progresses to the next phase.*

The verification during this phase is to assess the bid responses for purposes of verifying compliance with RFQ requirements, whereby a bidder may be disqualified if they do not fully comply which requirements as stipulated below:

- Submission of fully completed SBD1 (Invitation to Bid),
- Submission of fully completed SBD 4 (Bidder's disclosure),
- Submission of fully completed SBD7.2 (Contract Form),
- TCS PIN
- Submission of fully completed AFD Statement of Integrity

## 9. CENTRAL SUPPLIER DATABASE INFORMATION

Bidders are required to be registered on the Central Supplier Database (CSD) of National Treasury. Failure to submit the requested information may lead to disqualification. **(Please provide proof of registration on the Central Supplier Database).**

## 10. EVALUATION CRITERIA AND WEIGHTING

The RFQ stipulated that the responses to be evaluated using the 80/20 preference points system in accordance with the PPPFA guidelines. Based on this system the points will be allocated as follows:

CRITERIA	POINTS
Price	80
Specific Goals/BEE	20
<b>Total</b>	<b>100</b>

## 11. EVALUATION FORMULA FOR PRICE

The following formula will be applied to calculate the scores:

### Price Formula

The following PPPFA formula was used to evaluate the price proposals submitted by bidders, this formula was used because price was the only criterion that was scored i.e. the whole 80 points were allocated to price.

$$P_s = 80 \left( 1 - \frac{P_t - P_{\min}}{P_{\min}} \right)$$

$P_s$  = Points scored for price of the bid under consideration.

$P_t$  = Rand value of bid under consideration.

$P_{\min}$  = Rand value of lowest acceptable bid

## 12. PROTECTION OF PERSONAL INFORMATION ACT, 4 OF 2013 (POPIA)

SANParks adheres to the Protection of Personal Information Act, 4 of 2013 (POPIA) requirements regarding personal information which came into effect 1 July 2021.

As SANParks, we are committed to protecting your privacy and ensuring that personal information collected is used properly, lawfully and transparently.

## 13. TIMELINES

It is anticipated that the assignment to be completed by the end of February 2025 but is dependent on the scheduling of WfW contracts.

## 14. FINANCIAL PAYMENT

Payment will be made in accordance to the PFMA (within 30 days of receipt of invoice) after delivery of service rendered or goods delivered.

## 15. FINAL AWARD

SANParks nominates the bidder with the highest combined score for the contract award subject to the bidder having supplied the relevant administrative documentation.

SANParks reserves the right not to award to the highest points scorer in accordance with S 2(1) (f) of the Act (PPPFA).

## BIDDER'S DISCLOSURE

### 1. PURPOSE OF THE FORM

Any person (natural or juristic) may make an offer or offers in terms of this invitation to bid. In line with the principles of transparency, accountability, impartiality, and ethics as enshrined in the Constitution of the Republic of South Africa and further expressed in various pieces of legislation, it is required for the bidder to make this declaration in respect of the details required hereunder.

Where a person/s are listed in the Register for Tender Defaulters and / or the List of Restricted Suppliers, that person will automatically be disqualified from the bid process.

### 2. BIDDER'S DECLARATION

2.1 Is the bidder, or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest<sup>1</sup> in the enterprise, employed by the state? **YES/NO**

2.1.1 If so, furnish particulars of the names, individual identity numbers, and, if applicable, state employee numbers of sole proprietor/ directors / trustees / shareholders / members/ partners or any person having a controlling interest in the enterprise, in table below.

Full Name	Identity Number	Name of State institution

2.2 Do you, or any person connected with the bidder, have a relationship with any person who is employed by the procuring institution? **YES/NO**

2.2.1 If so, furnish particulars:

.....  
 .....

2.3 Does the bidder or any of its directors / trustees / shareholders / members / partners or any person having a controlling interest in the enterprise have any interest in any other related enterprise whether or not they are bidding for this contract? **YES/NO**

<sup>1</sup> The power, by one person or a group of persons holding the majority of the equity of an enterprise, alternatively, the person/s having the deciding vote or power to influence or to direct the course and decisions of the enterprise.

2.3.1 If so, furnish particulars:

.....  
.....

**3. DECLARATION**

I, the undersigned, (name) ..... in submitting the accompanying bid, do hereby make the following statements that I certify to be true and complete in every respect.

- 3.1 I have read and I understand the contents of this disclosure;
- 3.2 I understand that the accompanying bid will be disqualified if this disclosure is found not to be true and complete in every respect;
- 3.11 The bidder has arrived at the accompanying bid independently from, and without consultation, communication, agreement or arrangement with any competitor. However, communication between partners in a joint venture or consortium<sup>2</sup> will not be construed as collusive bidding.
- 3.12 In addition, there have been no consultations, communications, agreements or arrangements with any competitor regarding the quality, quantity, specifications, prices, including methods, factors or formulas used to calculate prices, market allocation, the intention or decision to submit or not to submit the bid, bidding with the intention not to win the bid and conditions or delivery particulars of the products or services to which this bid invitation relates.
- 3.13 The terms of the accompanying bid have not been, and will not be, disclosed by the bidder, directly or indirectly, to any competitor, prior to the date and time of the official bid opening or of the awarding of the contract.
- 3.14 There have been no consultations, communications, agreements or arrangements made by the bidder with any official of the procuring institution in relation to this procurement process prior to and during the bidding process except to provide clarification on the bid submitted where so required by the institution; and the bidder was not involved in the drafting of the specifications or terms of reference for this bid.
- 3.15 I am aware that, in addition and without prejudice to any other remedy provided to combat any restrictive practices related to bids and contracts, bids that are suspicious will be reported to the Competition Commission for investigation and possible imposition of administrative penalties in terms of section 59 of the Competition Act No 89 of 1998 and or may be reported to the National Prosecuting Authority (NPA) for criminal investigation and or may be restricted from conducting business with the public sector for a period not exceeding ten (10) years in terms of the Prevention and Combating of Corrupt Activities Act No 12 of 2004 or any other applicable legislation.

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<sup>2</sup> Joint venture or Consortium means an association of persons for the purpose of combining their expertise, property, capital, efforts, skill and knowledge in an activity for the execution of a contract.

I CERTIFY THAT THE INFORMATION FURNISHED IN PARAGRAPHS 1, 2 and 3 ABOVE IS CORRECT.

I ACCEPT THAT THE STATE MAY REJECT THE BID OR ACT AGAINST ME IN TERMS OF PARAGRAPH 6 OF PFMA SCM INSTRUCTION 03 OF 2021/22 ON PREVENTING AND COMBATING ABUSE IN THE SUPPLY CHAIN MANAGEMENT SYSTEM SHOULD THIS DECLARATION PROVE TO BE FALSE.

.....  
**Signature**

.....  
**Date**

.....  
**Position**

.....  
**Name of bidder**

**PREFERENCE POINTS CLAIM FORM IN TERMS OF THE PREFERENTIAL PROCUREMENT  
REGULATIONS 2022**

This preference form must form part of all tenders invited. It contains general information and serves as a claim form for preference points for specific goals.

**NB: BEFORE COMPLETING THIS FORM, TENDERERS MUST STUDY THE GENERAL CONDITIONS, DEFINITIONS AND DIRECTIVES APPLICABLE IN RESPECT OF THE TENDER AND PREFERENTIAL PROCUREMENT REGULATIONS, 2022**

**1. GENERAL CONDITIONS**

**1.1** The following preference point systems are applicable to invitations to tender:

- the 80/20 system for requirements with a Rand value of up to R50 000 000 (all applicable taxes included); and

**1.2 To be completed by the organ of state**

- a) The applicable preference point system for this tender is the **80/20** preference point system.
- b) The **80/20 preference point system** will be applicable in this tender. The lowest/ highest acceptable tender will be used to determine the accurate system once tenders are received.

**1.3** Points for this tender (even in the case of a tender for income-generating contracts) shall be awarded for:

- (a) Price; and
- (b) Specific Goals.

**1.4 To be completed by the organ of state:**

The maximum points for this tender are allocated as follows:

	<b>POINTS</b>
<b>PRICE</b>	80
<b>SPECIFIC GOALS</b>	20
<b>Total points for Price and SPECIFIC GOALS</b>	<b>100</b>

**1.5** Failure on the part of a tenderer to submit proof or documentation required in terms of this tender to claim points for specific goals with the tender, will be interpreted to mean that preference points for specific goals are not claimed.

**1.6** The organ of state reserves the right to require of a tenderer, either before a tender is adjudicated or at any time subsequently, to substantiate any claim in regard to preferences, in any manner required by the organ of state.

## 2. DEFINITIONS

- (a) “**tender**” means a written offer in the form determined by an organ of state in response to an invitation to provide goods or services through price quotations, competitive tendering process or any other method envisaged in legislation;
- (b) “**price**” means an amount of money tendered for goods or services, and includes all applicable taxes less all unconditional discounts;
- (c) “**rand value**” means the total estimated value of a contract in Rand, calculated at the time of bid invitation, and includes all applicable taxes;
- (d) “**tender for income-generating contracts**” means a written offer in the form determined by an organ of state in response to an invitation for the origination of income-generating contracts through any method envisaged in legislation that will result in a legal agreement between the organ of state and a third party that produces revenue for the organ of state, and includes, but is not limited to, leasing and disposal of assets and concession contracts, excluding direct sales and disposal of assets through public auctions; and
- (e) “**the Act**” means the Preferential Procurement Policy Framework Act, 2000 (Act No. 5 of 2000).

## 3. FORMULAE FOR PROCUREMENT OF GOODS AND SERVICES

### 3.1. POINTS AWARDED FOR PRICE

#### 3.1.1 THE 80/20 PREFERENCE POINT SYSTEMS

A maximum of 80 points is allocated for price on the following basis:

#### 80/20

$$Ps = 80 \left( 1 - \frac{Pt - Pmin}{Pmin} \right)$$

Where

Ps = Points scored for price of tender under consideration

Pt = Price of tender under consideration

Pmin = Price of lowest acceptable tender

## 4. POINTS AWARDED FOR SPECIFIC GOALS

- 4.1. In terms of Regulation 4(2); 5(2); 6(2) and 7(2) of the Preferential Procurement Regulations, preference points must be awarded for specific goals stated in the tender. For the purposes of this tender the tenderer will be allocated points based on the goals stated in table 1 below as may be supported by proof/ documentation stated in the conditions of this tender:
- 4.2. In cases where organs of state intend to use Regulation 3(2) of the Regulations, which states that, if it is unclear whether the 80/20 preference point system applies, an organ of state must, in the tender documents, stipulate in the case of—
  - (a) an invitation for tender for income-generating contracts, that either the 80/20 preference point system will apply and that the highest acceptable tender will be used to determine the applicable preference point system; or

- (b) any other invitation for tender, that either the 80/20 preference point system will apply and that the lowest acceptable tender will be used to determine the applicable preference point system, then the organ of state must indicate the points allocated for specific goals for both the 80/20 preference point system.

**Table 1: Specific goals for the tender and points claimed are indicated per the table below.**

**Note to tenderers: The tenderer must indicate how they claim points for each preference point system.)**

The specific goals allocated points in terms of this tender	Number of points allocated (80/20 system) (To be completed by the organ of state)	Number of points claimed (80/20 system) (To be completed by the tenderer)
<b>1) Enterprises with B-BBEE Procurement Recognition</b>		
Enterprises with B-BBEE Procurement Recognition Level 1	<b>16</b>	
Enterprises with B-BBEE Procurement Recognition Level 2	<b>12</b>	
Enterprises with B-BBEE Procurement Recognition Level 3	<b>8</b>	
Enterprises with B-BBEE Procurement Recognition Level 4	<b>4</b>	
<b>2) Exempted Micro Enterprise</b>		
Exempted Micro Enterprise (annual turn-over below R10 million)	<b>4</b>	
<b>3) Qualifying Small Enterprises</b>		
Qualifying Small Enterprises (annual turn-over between R10 million & R50 million)	<b>2</b>	

NB: Bidders with B-BBEE Level 5-8 and who are not EMEs can still tender but will not claim points for specific goals

**DECLARATION WITH REGARD TO COMPANY/FIRM**

4.3. Name of company/firm.....

4.4. Company registration number: .....

4.5. TYPE OF COMPANY/ FIRM

- Partnership/Joint Venture / Consortium
- One-person business/sole propriety
- Close corporation
- Public Company
- Personal Liability Company
- (Pty) Limited
- Non-Profit Company
- State Owned Company

[TICK APPLICABLE BOX]

- 4.6. I, the undersigned, who is duly authorised to do so on behalf of the company/firm, certify that the points claimed, based on the specific goals as advised in the tender, qualifies the company/ firm for the preference(s) shown and I acknowledge that:
- i) The information furnished is true and correct;
  - ii) The preference points claimed are in accordance with the General Conditions as indicated in paragraph 1 of this form;
  - iii) In the event of a contract being awarded as a result of points claimed as shown in paragraphs 1.4 and 4.2, the contractor may be required to furnish documentary proof to the satisfaction of the organ of state that the claims are correct;
  - iv) If the specific goals have been claimed or obtained on a fraudulent basis or any of the conditions of contract have not been fulfilled, the organ of state may, in addition to any other remedy it may have –
    - (a) disqualify the person from the tendering process;
    - (b) recover costs, losses or damages it has incurred or suffered as a result of that person’s conduct;
    - (c) cancel the contract and claim any damages which it has suffered as a result of having to make less favourable arrangements due to such cancellation;
    - (d) recommend that the tenderer or contractor, its shareholders and directors, or only the shareholders and directors who acted on a fraudulent basis, be restricted from obtaining business from any organ of state for a period not exceeding 10 years, after the *audi alteram partem* (hear the other side) rule has been applied; and
    - (e) forward the matter for criminal prosecution, if deemed necessary.

	.....
	<b>SIGNATURE(S) OF TENDERER(S)</b>
<b>SURNAME AND NAME:</b>	.....
<b>DATE:</b>	.....
<b>ADDRESS:</b>	.....
	.....
	.....
	.....

**CONTRACT FORM - RENDERING OF SERVICES**

**THIS FORM MUST BE FILLED IN DUPLICATE BY BOTH THE SERVICE PROVIDER (PART 1) AND THE PURCHASER (PART 2). BOTH FORMS MUST BE SIGNED IN THE ORIGINAL SO THAT THE SERVICE PROVIDER AND THE PURCHASER WOULD BE IN POSSESSION OF ORIGINALLY SIGNED CONTRACTS FOR THEIR RESPECTIVE RECORDS.**

**PART 1 (TO BE FILLED IN BY THE SERVICE PROVIDER)**

1. I hereby undertake to render services described in the attached bidding documents to (name of the institution)..... in accordance with the requirements and task directives / proposals specifications stipulated in Bid Number..... at the price/s quoted. My offer/s remain binding upon me and open for acceptance by the Purchaser during the validity period indicated and calculated from the closing date of the bid .
2. The following documents shall be deemed to form and be read and construed as part of this agreement:
  - (i) Bidding documents, viz
    - Invitation to bid;
    - Proof of tax compliance status;
    - Pricing schedule(s);
    - Filled in task directive/proposal;
    - Preference claim form for Preferential Procurement in terms of the Preferential Procurement Regulations;
    - Bidder’s Disclosure form;
    - Special Conditions of Contract;
  - (ii) General Conditions of Contract; and
  - (iii) Other (specify)
3. I confirm that I have satisfied myself as to the correctness and validity of my bid; that the price(s) and rate(s) quoted cover all the services specified in the bidding documents; that the price(s) and rate(s) cover all my obligations and I accept that any mistakes regarding price(s) and rate(s) and calculations will be at my own risk.
4. I accept full responsibility for the proper execution and fulfilment of all obligations and conditions devolving on me under this agreement as the principal liable for the due fulfillment of this contract.
5. I declare that I have no participation in any collusive practices with any bidder or any other person regarding this or any other bid.
6. I confirm that I am duly authorised to sign this contract.

NAME (PRINT) .....

CAPACITY .....

SIGNATURE .....

NAME OF FIRM .....

DATE .....

<b>WITNESSES</b>	
1	.....
2	.....

## **CONTRACT FORM - RENDERING OF SERVICES**

### **PART 2** (to be filled in by the purchaser)

1. I ..... in my capacity as ..... accept your bid under reference number .....: **APPOINTMENT OF A SERVICE PROVIDER TO UNDERTAKE AN ASSESSMENT OF TMNP PARK MANAGEMENT PLAN 2015-2025** for the rendering of services indicated hereunder and/or further specified in the annexure(s).
2. An official order indicating service delivery instructions is forthcoming.
3. I undertake to make payment for the services rendered in accordance with the terms and conditions of the contract, within 30 (thirty) days after receipt of an invoice.

DESCRIPTION OF SERVICE	PRICE (all applicable taxes included)	COMPLETION DATE	B-BBEE STATUS LEVEL OF CONTRIBUTION	MINIMUM THRESHOLD FOR LOCAL PRODUCTION AND CONTENT (if applicable)
Undertake an assessment of TMNP park management plan 2015-2025 as per section 3 (Scope of Works)				N/A
				N/A

4. I confirm that I am duly authorised to sign this contract.

SIGNED AT ..... ON .....

NAME (PRINT) .....

SIGNATURE .....

OFFICIAL STAMP

WITNESSES

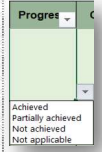
1 .....

2 .....

DATE .....

**Column Descriptions:**

Filtering Option is only required for filtering of annual actions ("Timeframe") and responsible persons ("Responsibility"), not for further completion of this document.

Programme	High-level objective	Objective	Sub-objective	Actions	Responsibility	POE	Timeframe	Reference	*Progress (with narrative)	*Challenges	*Corrective action - Recommendation - Concern
After input from various internal and external stakeholders, certain programmes were identified to be implemented during the 10-year lifetime of the Park Implementation Plan. Each programme can have various objectives and sub-objectives.				These are the actions we/SANParks indicated will be completed in order to achieve the various objectives.	These are the departments or positions which are deemed to take responsibility for a specific action.	The <b>Portfolio of Evidence</b> which will be used as proof that the action was achieved. Certain actions may require specific documents such as reports or attendance registers to show that it was successfully achieved. <b>Keep these on hand to upload to the intranet for auditing purposes. This also allows for institutional knowledge to be transferred during staff changes.</b>	An indication of when the action is likely to be completed, indicated by year in the planning cycle, e.g. Year 1. Certain actions need to be repeated on a monthly, quarterly or annual basis while others may only be required once or twice in the plan's lifecycle.	Reference documents such as lower level plans (LLPs), agreements etc. which need to be consulted in order to implement the specific action.	<p><b>Progress</b> is completed by choosing from the drop-down list in the applicable cell.</p> <p><b>Progress can be:</b></p> <p><b>Achieved:</b> Completed in full</p> <p><b>Partially Achieved:</b> Not completed in full</p> <p><b>Not Achieved:</b> No progress on this action at all</p> <p><b>Not Applicable:</b> Certain actions must be completed as required or as identified and may not have been needed in the applicable year.</p> 	<p>Challenges experienced during implementation, that prevented an action from being achieved/fully achieved</p> <p>Complete only where an action was <b>Not Achieved or Partially Achieved.</b></p> <p>Please choose the most relevant of the options available in the drop-down list.</p>	<p><b>Corrective measures</b> that needs to be implemented to ensure the action will be achieved/achieved in full in future.</p> <p><b>If Achieved, but</b></p> <p>there are <a href="#">recommendations</a> on how we can further improve on this action,</p> <p>OR</p> <p>there are <a href="#">concerns</a> with regards to the future implementation of an action.</p>
<p><i>Only actions to be achieved in the applicable timeframe along with any "partially achieved" and "not achieved" actions from previous periods, should be visible.</i></p>								<p><i>*these are the only 5 columns where your input is required during the review process</i></p>			

<b>Achieved</b>	The action is Completed in full: all aspects are completed and the Portfolio of Evidence available. No corrective action is required. <b>Concerns</b> or <b>Recommendations</b> can be noted.
<b>Partially achieved</b>	The action is Not completed in full: not all aspects are completed or has Portfolio of Evidence shortcomings. <b>Corrective action</b> is required.
<b>Not achieved</b>	No progress on this action at all. <b>Corrective action</b> is required.
<b>Not applicable</b>	Certain actions must be completed on an "as required", "as identified" etc. timeframe and may not have been needed in the applicable year, <b>OR</b> actions that has become so as a result of SANParks adaptive management applied.

#	Challenges Experienced	Description:
1	Adaptive management applied	<i>Not a challenge, but rather the SANParks management process followed: It was a Park/ SANParks decision to not implement the action due to learning from new research available; legislation changes; or continued non-achievability due to external factors. These actions will become "not applicable" for the remainder of the management plan or until other matters preventing implementation, are resolved.</i>
2	Administrative processes	<i>Challenges related to internal administrative matters such as Portfolios of Evidence requiring more attention; and specific plans/ documents lacking or outdated.</i>
3	Beyond Park or SANParks control	<i>For example, when other external (to the Park/ SANParks) departments are the main drivers for the action.</i>
4	Budget or Financial constraints	<i>The Park/ SANParks does not have the required budget or there were financial factors such as SCM/ CSD constraints.</i>
5	Donor dependent	<i>The Park/ SANParks requires donor funding to implement certain actions. This may include BSP/ EPWP funding, institutions such as IUCN; national departments other than the DFFE; and volunteers/ volunteer services such as Honorary Rangers.</i>
6	Equipment or Vehicle or Mechanical limitations	<i>Specific Equipment (e.g. required for water monitoring); vehicles (for anti-poaching patrols or fire management); and mechanical (graders for gravel roads) may be lacking in the Park or SANParks. Includes specialised vehicles such as water- and aircraft.</i>
7	Human resources constraints	<i>This is not limited to additional staff needs but may mean relevant training (vocational/ legal requirements/ for career development) of staff is required; there are possible Labour Relations issues; OHS concerns; uniform matters, etc.</i>
8	Infrastructure constraints	<i>For example, no environmental education centre for EE programmes; no hazardous materials storage facilities; roads; inadequate or no IT/connectivity infrastructure etc.</i>
9	Institutional arrangements / Legal context	<i>There are differences between contractual partners and SANParks, which are challenging. Contractual arrangements that cause frustrations and/or that involve legal aspects, with private partners (including communal landowners) or government institutions.</i>
10	Natural processes	<i>A natural process such as predation, droughts, herbivory, erosion, etc. may play a role in the non-achievement of the action. For example: the reintroduction of a rare species is influenced by predators, or rehabilitation efforts are hampered by erosion/drought/herbivory pressure.</i>
11	Natural/ Manmade disaster	<i>Natural disasters such as flooding or fires caused by lightning. Manmade disasters such as fires caused by arson, etc. Due to these disasters, specific actions may not be achievable, such as restoration efforts, reaching visitor or income targets, alien invasive plant species clearing, etc.</i>
12	Systems issues	<i>Certain systems may not be fully aligned with the requirements of a park, or procedures employed are cumbersome or allow for duplication of efforts.</i>
13	Unachievable within the specified timeframe	<i>Initial planning may have been overly optimistic in the expected timeframe linked to the specific action. It can still be achieved, but will take longer than expected.</i>
14	Other: Specified under "Narrative"	<i>Items that cannot be grouped under #1 to #13 above.</i>
15	Multiple: Specified under "Narrative"	<i>More than one reason is applicable as listed from #1 to #14 above.</i>

## Acronyms and abbreviations (as per Management Plan)

1	BSP	Biodiversity social projects
2	CARA	Conservation of Agricultural Resources Act (Act 43 Of 1983)
3	CDF	Conservation development framework
4	CFR	Cape Floristic Region: refers to the smallest of the six recognised floralkingdoms of the world
5	CFRPAWHS	Cape Floral Region: the proclamation of the Cape Floral Region Protected Areas as a world heritage site
6	CPF	Coordinated policy framework (SANParks)
7	CPPNE	Cape Peninsula Protected Natural Environment
8	CRMF	Corporate risk management framework
9	CSD	Conservation services division
10	DCA	Damage Causing Animals
11	DEA	Department of Environment Affairs
12	DAFF	Department of Agriculture Forestry and Fisheries
13	EE	Environmental education
14	EIA	Environmental Impact Assessment
15	EMP	Environmental Management Plan or Programme
16	EPWP	Expanded Public Works Programme
17	FEPA	Freshwater priority area
18	GG	Republic of South Africa Government Gazette
19	GN	Government notice
20	JMC	Joint Management Committee for World Heritage Site management
21	HR	Human resources
22	IDP	Infrastructure development plan (referring to City of Cape infrastructure)
23	IDP	Integrated development plan (referring to humans resources development)
24	IUCN	International Union for the Conservation of Nature
25	LLP	Lower Level Plan
26	MPA	Marine Protected Area (for Table Mountain MPA)
27	NBSAP	National Biodiversity Strategy and Action Plan
28	NEMA	National Environmental Management Act (Act 107 of 1998)
29	NEM:BA	National Environmental Management: Biodiversity Act (Act 10 of 2004)
30	NEM:PAA	National Environmental Management: Protected Areas Act (Act 57 of 2003)
31	NGO	Non-governmental organisation
32	PDI	Previously Disadvantaged Individual
33	OHS	Occupational health and safety
34	PPP	Public Private Partnership
35	SAHRA	South African Heritage Resources Agency
36	SANBI	South African National Biodiversity Institute
37	SANDF	South African National Defence Force
38	SANParks	South African National Parks
39	SHR's	SANParks Honorary Rangers
40	SAPS	South African Police Service
41	SDF	Spatial development framework
42	SMME	Small, medium and micro enterprises
43	SHDF	Signal Hill – Kloofnek - Tafelberg Road Development Framework
44	SANavy	South African Navy
45	SSC	Species of special concern
46	TMNP	Table Mountain National Park
47	TOPS	Threatened or Protected Species
48	Unesco	United Nations Educational, Scientific and Cultural Organization
49	WHCA	World Heritage Convention Act (Act 49 of 1999)
50	WHS	World Heritage Site
51	WWF-SA	Worldwide Fund for Nature South Africa

# 1. Bioregional management

Programme	High-level objective:	Objective:	Sub-objective	Actions	Responsibility	POE	Timeframe	Reference	Progress (with narrative and POE)	Challenges	Corrective action - Recommendation - Concern
1.1. Land (park) consolidation	To conserve ecological systems and processes within and around the Park and to make a significant contribution to the conservation of the CFRPAWHS by consolidating land into the Park and influencing development affecting the Park.	To holistically manage conservation worthy land on the Cape Peninsula as part of a consolidated National Park.	To consolidate and protect all conservation worthy land on the Cape Peninsula	1.1.1. Maintain inventories of land (private, municipal, and State) to be incorporated into the Park.	PM CSD	Land Database	Year 1, on-going		Achieved		Corrective action - Concern
				1.1.2. Revise and update the private land consolidation strategy	PM CSD	Land Consolidation Strategy	On-going		Partially achieved	Adaptive management applied	corrective action
				1.1.3. Prioritise land for inclusion	PM CSD	Land Database	On-going	Land Consolidation Strategy	Not achieved	Beyond Park or SANParks control	corrective action
				1.1.4. Co-ordinate the Private Land Consolidation Working Group; the City Land Working Group and with the various State Departments.	PM CSD	Working Group Meetings	On-going	Land Consolidation Strategy	Achieved		recommended
				1.1.5. Consolidate private and public land into the Park through the appropriate mechanisms	PM CSD	Land Database	On-going	Land Consolidation Strategy			
				1.1.6. Support the declaration of identified properties	PM CSD, Legal Dept.	Government Gazette	On-going				
				1.1.7. Determine flight corridors as they relate to Park consolidation	PM CSD	Flight corridor	Year 2				
1.2. Mainstreaming biodiversity	To conserve ecological systems and processes within and around the Park and to make a significant contribution to the conservation of the CFRPAWHS by consolidating land into the Park and influencing development affecting the Park.	To engage with neighbours, communities and management authorities bordering the Park to establish and maintain meaningful and beneficial relationships.	To engage key stakeholders affecting the Park in order to facilitate the establishment of ecological linkages.	1.2.1. Maintain relationships to facilitate ecological linkages in the broader Cape Peninsula landscape and BioNet.	PM		Meetings	On-going			
				1.2.2. Pro-actively inform and engage landowners wrt environmental legislation to ensure habitat representation.	PM Regional Comms	Reports, Meetings, Pamphlets	As required				
				1.2.3. Engage with and inform adjacent landowners of the responsibility to environmental legislation.	PM	Reports, Meetings	As required	Legislative framework			
			To address the threat of development pressure on the Park.	1.2.4. Review, engage and comment on all environmental, heritage and land-use development applications adjacent to the Park.	PM	Comments	On-going	Regulatory and legislative framework			
				1.2.5. Participate in city and province IDP and SDF processes	PM	SDF & IDP Comments	On-going	Legislative framework			
				1.2.6. Identify current and potential informal and formal encroachments.	PM CSD	Land Database	On-going				
				1.2.7. Implement management actions.	PM CSD, Legal Services	Land Database	On-going	Legislative framework			
				1.2.8. To network and implement best international practice for managing urban National Parks.	PM CSD	Meetings, Workshops	On-going	IUCN BiodiverCities Programmes			
				1.2.9. To establish relevant coastal, development, environmental and related setback lines.	PM	Reports	As required	Legislation			
1.3. World Heritage Site management	To conserve ecological systems and processes within and around the Park and to make a	To manage the TMNP component of the Cape Floral Region Protected Areas World Heritage Site in collaboration with	To manage and promote the TMNP in accordance with its WHS status.	1.3.1. Actively participate with the CFR management authorities through the CFR WHS Joint Management Committee (JMC).	PM CSD	JMC Meetings	Annually				

Programme	High-level objective:	Objective:	Sub-objective	Actions	Responsibility	POE	Timeframe	Reference	Progress (with narrative and POE)	Challenges	Corrective action - Recommendation - Concern
	significant contribution to the conservation of the CFRPAWHS by consolidating land into the Park and influencing development affecting the Park.	Site in collaboration with the partner authorities and in accordance with international and national standards and conventions.		1.3.2. Ensure that properties consolidated into the TMNP are included in future WHS Extension applications.	CSD PM	Extension submission	As per JMC schedules				
1.3.3. Ensure that the TMNP WHS status is promoted				PM	Signage, media and information	On-going					

## 2. Biodiversity management

Programme	High-level objective:	Objective:	Sub-objective	Actions	Responsibility	POE	Timeframe	Reference	Progress (with narrative and POE)	Challenges	Corrective action - Recommendation - Concern	
2.1. Ecosystem services: Functional ecosystems	To maintain natural patterns and processes of the terrestrial and coastal zones of the TMNP. Ecosystem services: To ensure that conservation of biodiversity within the Park remains functional and provide for continued operation of the ecosystems in an urban park.	To ensure that the natural patterns and processes of the landscapes and coastal zone within TMNP are maintained and improved.	To manage the unique habitats within TMNP.	2.1.1. Identify unique habitats and processes within the Park.	PM CSD	Reports, Maps	Year 1, on-going					
				2.1.2. Assess and quantify threats to habitats and make recommendations.	CSD	Maps, Reports	On-going					
				2.1.3. Develop and implement protocols.	CSD PM	Protocols	Year 1, on-going					
				2.1.4. Monitor and update protocols.	PM CSD	Reports	Annually					
				To manage impacts of activities on functional ecosystems.	2.1.5. Research impacts of visitors, recreational use, developments, etc. within and on the Park boundaries.	CSD	Report	Year 2	Responsible Tourism Programme			
					2.1.6. Investigate the limits of acceptable change for habitat wrt visitor activities and make recommendations	PM CSD	Report	Year 3				
			2.1.7. Implement actions and co-operate with authorities to limit the impacts of activities on Park ecosystems.		PM CSD	Reports, Minutes	On-going					
			2.1.8. Monitor and report on actions taken.		PM CSD	Reports	Annually					
			To understand climate change in the Park.	2.1.9. Collect, archive and analyse weather data.	PM CSD	Database	Year 1, on-going					
				2.1.10. Document and collate climate related impacts in the Park.	PM CSD	Database	Year 1, on-going					
				2.1.11. Research Park vulnerabilities and develop climate change scenarios.	CSD PM	Scientific Report, Minutes	Year 2, on-going					
				2.1.12. Develop and recommend adaptation and mitigation strategies.	CSD PM	Report, Guidelines	Year 3, on-going					
				2.1.13. Implement recommendations and monitor.	PM CSD	Report, Guidelines	Year 4, on-going					
2.2. Ecosystem services: Integrated fire management	To maintain natural patterns and processes of the terrestrial and coastal zones of the TMNP. Ecosystem services: To ensure that conservation of biodiversity within the Park remains functional and provide for continued operation of the ecosystems in an urban park.	To manage fire regimes so that natural patterns and processes are maintained and to respond appropriately to fire threats facing social, economic and environmental assets.	To manage the urban interface to reduce wildfire risk.	2.2.1. Maintain and improve the existing wildfire Incidence Command System.	PM	Incidence Command System	On-going					
				2.2.2. Maintain the cooperation with local and provincial agencies.	PM	Meetings, Membership	On-going					
				2.2.3. Ensure effective communication with visitors and neighbours on fire risks.	PM Regional Comms	Meetings, Articles, Press releases	Annually	Fire Management Plan				
				2.2.4. Collaborate with the City of Cape Town and contribute to the maintenance of the circumpeninsula firebreak network	PM	Reports	Annually	Fire Management Plan				
				2.2.5. Increase fire awareness of neighbouring communities and schools through new and existing projects and programs	PM Regional Comms	Educational Material, Press releases	Annually	Environmental Education				
				2.2.6. Participate in reviews of infrastructure design guidelines on the urban edge	PM	Guidelines	On-going					

Programme	High-level objective:	Objective:	Sub-objective	Actions	Responsibility	POE	Timeframe	Reference	Progress (with narrative and POE)	Challenges	Corrective action - Recommendation - Concern
			To comply with the National Veld and Forest Fire Act.	2.2.7. Maintain an active CPFFA and association with the Cape Metro FPA.	PM	FPA Membership Meetings	Quarterly	Veld and Forest Act			
				2.2.8. Implement the fire management plan for the Park.	PM CSD	Reports, Maps	On-going				
				2.2.9. Review fire management plan for the Park.	PM CSD	Updated Fire Management Plan	Year 2				
			To ensure implementation of ecological burning and post fire monitoring.	2.2.10. Implement, maintain and review the prescribed burning plan.	PM CSD	Report	Annually				
				2.2.11. Align the prescribed burning plan with other Restoration programmes.	PM CSD	Report	On-going	Restoration Programme			
				2.2.12. Implement post fire recovery monitoring, reporting and feedback.	PM CSD	Report	On-going				
			To maintain accessible, accurate and current spatial records of all fires.	2.2.13. Ensure regular record keeping and evaluation of the fire regime to inform relevant operational plans.	PM CSD	Fire Database	As requested				
				2.2.14. Align fire cost-recovery procedure with those of the Cape Peninsula Fire Protection Association and the City of Cape Town.	PM CSD	Cost Recovery Procedure	Year 2	Financial Administration			
			To source and ensure capacity for fire management.	2.2.15. Ensure service level agreements are in place prior to fire season commencement.	PM	SLA's	Annually	Financial Administration			
				2.2.16. Ensure recapitalization of appropriate fire equipment and assets.	PM	Asset register	On-going	Financial Administration			
				2.2.17. Maintain equipment and vehicles for integrated fire management activities.	PM	Inventory, Maintenance schedules	As required				
				2.2.18. Develop staff capacity to assist with integrated fire management.	PM	Training attendance records	Annually				
				2.2.19. Support the Volunteer Wildfire Service to assist with fire suppression.	PM	MOA	On-going				
2.3. Ecosystem services: Fauna management	To maintain natural patterns and processes of the terrestrial and coastal zones of the TMNP. Ecosystem services: To ensure that conservation of biodiversity within the Park remains functional and provide for continued operation of the ecosystems in an urban park.	To understand and where required, manage the fauna related ecosystem processes including herbivory and predation within TMNP.	To determine and manage the impact of fire on fauna.	2.3.1. Investigate the interactions between fire and fauna.	CSD	Report	Year 3				
				2.3.2. Monitor the impact of herbivores on post-fire veld.	CSD	Report	Annually				
				2.3.3. Develop prescribed burning protocol for herbivore impacts.	CSD	Protocol	Year 3				
				2.3.4. Implement protocol and monitor actions.	PM	Reports	On-going				
			To manage Damage Causing Animals (DCA) according to SANParks policy.	2.3.5. Investigate appropriate preventative measures and implement where feasible to limit the impacts of DCA.	PM CSD	Reports	On-going				
				2.3.6. Develop and implement communication protocols for DCA management.	PM Regional Comms	Protocols	Year 1, on-going				
				2.3.7. Engage with developers regarding appropriate infrastructure design to limit impacts from DCA.	PM	Application Comments, Meetings	As required				

Programme	High-level objective:	Objective:	Sub-objective	Actions	Responsibility	POE	Timeframe	Reference	Progress (with narrative and POE)	Challenges	Corrective action - Recommendation - Concern				
			To manage the impacts of user groups and anthropogenic mortalities on fauna.	2.3.8. Participate in the DCA fora.	PM CSD	Meetings	Quarterly								
				2.3.9. Manage damage causing DCA within the Park.	PM	Reports	On-going								
				2.3.10. Identify known and emerging user groups and related impacts on fauna.	PM CSD	Reports	Year 1, on-going								
				2.3.11. Review recreational EMP's and implement measures to mitigate impacts.	CSD PM	Report	As required								
				2.3.12. Identify anthropogenic related mortalities and displacements.	PM	EMP's	Annually								
				2.3.13. Communicate awareness to mitigate anthropogenic faunal mortalities and displacements.	PM Regional Comms	Press release, articles	As required								
				To develop faunal management plan for herbivore and predator populations.	2.3.14. Establish a species database for priority species and areas in which they occur.	PM CSD	Database	Year 3							
					2.3.15. Identify and recommend historically occurring species for potential reintroduction.	PM CSD	Report	Year 2, on-going							
					2.3.16. Develop and maintain faunal management plan with updated research and protocols.	PM CSD	Wildlife Management Plan	Year 2, on-going							
					2.3.17. Develop a disease management programme.	CSD	Report	Year 1							
			2.3.18. Research the genetic integrity of key faunal species in the Park.		CSD	Report	On-going								
			2.3.19. Implement introductions and translocations for genetic integrity of populations.		PM CSD	Report	On-going								
			2.3.20. Implement standardized monitoring programmes.		PM CSD	Report	On-going	BMS							
			2.4. Alien and invasive species		To maintain natural patterns and processes of the terrestrial and coastal zones of the TMNP.	To implement invasive alien species control programmes in order to restore the natural patterns and processes of degraded landscapes within the Cape Peninsula.	To ensure long-term efficiency of alien clearing.	2.4.1. Review successes and impacts of current alien clearing practises.	PM CSD, BSP	Report	Year 3				
								2.4.2. Develop long-term strategic plan.	PM BSP	Plan	Year 4, on-going				
								2.4.3. Assess impact and map all existing floral invasive alien species.	PM CSD, BSP	Maps	On-going				
				2.4.4. Review criteria that prioritise areas and species.				PM CSD	Protocol	Year 1					
				2.4.5. Collaborate with partners to co-ordinate clearing activities.				PM CSD, BSP	Meeting	On-going					
				2.4.6. Review and implement improved alien control mechanisms.				PM CSD, BSP	Lower level business plans	Annually					
				2.4.7. Undertake and monitor clearing activities and efficiency.				PM CSD, BSP	Annual Plans of Operations; Hectares cleared	On-going					
To manage emerging invasive alien plants.	2.4.8. Identify emerging invasive alien plants in the Park.	PM CSD, BSP		Report			Year 1, on-going								

Programme	High-level objective:	Objective:	Sub-objective	Actions	Responsibility	POE	Timeframe	Reference	Progress (with narrative and POE)	Challenges	Corrective action - Recommendation - Concern
				2.4.9. Develop a plan to manage emerging invasive alien plants.	CSD PM, BSP	APO	As required				
				2.4.10. Engage with partners working on rapid response programmes for alien species to implement plan.	PM CSD, BSP	Meeting	As required				
				2.4.11. Monitor implementation of plan.	PM BSP	Report	As required				
			To manage shaded and planted landscapes.	2.4.12. Identify and delineate shaded and planted landscapes that are retained for heritage and recreational purposes.	CSD PM	Map, List	Year 3	CARA, Heritage			
				2.4.13. Review and update the management plan for planted / shaded landscapes.	PM BSP, CSD	Plan	Year 2				
				2.4.14. Develop and implement a removal plan for identified indigenous extra-limital species.	PM CSD, BSP	Report	As required				
				2.4.15. Monitor management actions.	PM	Plan	Year 5				
			To eradicate or bring under control invasive alien fauna species within the Park.	2.4.16. Identify alien and invasive fauna and develop species specific removal programmes.	PM CSD	Report	On-going				
				2.4.17. Communicate actions for removal of alien and invasive fauna.	PM Regional Comms	Notices, Press release, Articles	As required				
				2.4.18. Implement removal programmes and communication protocols.	PM	Report	Year 5, on-going				
				2.4.19. Monitor management actions.	PM CSD	Report	Annually				
<b>2.5. Species of special concern</b>	To maintain natural patterns and processes of the terrestrial and coastal zones of the TMNP.	To identify, understand and manage Species of Special Concern (SSC) with regards to threats and pressures on the habitat and the species.	To understand the distribution and population status of prioritised species of special concern.	2.5.1. Identify species and threats and prioritize a list of SSC for the Park.	CSD PM	List	Year 2	Biodiversity Monitoring Framework			
				2.5.2. Develop management plans for priority species.	CSD PM	Plans	Year 4, on-going				
				2.5.3. Identify and implement research needs for SSC.	CSD PM	Research List	Year 1, on-going				
				2.5.4. Provide input into National Biodiversity Management Plans for Species (TOPS).	CSD PM	Report, comments	As required				
				2.5.5. Ensure population viability through supplementation and re-introductions of identified floral SSC.	CSD PM	Report	As required				
				2.5.6. Develop and maintain a SSC database.	CSD PM	Database	Year 3				
				2.5.7. Implement research and monitoring of effects of habitat fragmentation on SSC.	CSD PM	Scientific Report	Year 3				
<b>2.6. Resource use</b>	To maintain natural patterns and processes of the terrestrial and coastal zones of the TMNP.	To study and collate the knowledge needed for sustainable, controlled and appropriate consumptive use of natural resources to strengthen the links between people and natural environments.	To understand the needs for consumptive use of natural resources and the available alternatives.	2.6.1. Engage with groups and determine the social motivations for resource use.	PM CSD	Meetings, Workshops, interviews	Year 1				
				2.6.2. Develop and maintain a database on resource use and user groups.	PM CSD	Database	Year 2				
				2.6.3. Determine the sustainable use thresholds for species in consumptive demand.	CSD PM	Report	Year 2				

Programme	High-level objective:	Objective:	Sub-objective	Actions	Responsibility	POE	Timeframe	Reference	Progress (with narrative and POE)	Challenges	Corrective action - Recommendation - Concern
				2.6.4. Determine feasibility of resource use per species.	CSD PM	Report	Year 3				
				2.6.5. Investigate alternatives to extraction of Park resources.	PM CSD, BSP	Report	Year 3				
<b>2.7. Habitat degradation and rehabilitation</b>	To maintain natural patterns and processes of the terrestrial and coastal zones of the TMNP.	To rehabilitate or restore, where appropriate, the natural patterns and processes of degraded areas within the TMNP.	To rehabilitate or restore degraded areas and habitats.	2.7.1. Map and prioritize degraded areas.	PM CSD, BSP	Map	Year 2				
				2.7.2. Develop, implement and monitor restoration and rehabilitation plans for priority areas.	PM CSD, BSP	Restoration Plan, Report	Year 1, on-going				
				2.7.3. Assess, prioritize and decommission obsolete infrastructure.	PM BSP	Report	Year 1, on-going				
			To rehabilitate the Tokai and Cecilia plantations.	2.7.4. Review and implement the Tokai and Cecilia Management Framework.	PM BSP	Progress report	Year 2, on-going	Tokai and Cecilia Management Framework			
				2.7.5. Ensure that the harvesting is undertaken in accordance with the applicable agreements.	PM	Report	Year 1, on-going	MTO lease			
<b>2.8. Freshwater</b>	To maintain natural patterns and processes of the terrestrial and coastal zones of the TMNP.	To maintain and improve, where appropriate, the present ecological state of freshwater ecosystems.	To understand and manage the freshwater ecosystems in the Park.	2.8.1. Implement the National Freshwater and Estuarine Biodiversity Monitoring Programme.	CSD PM	Report	Year 2				
				2.8.2. Research recreational use of freshwater bodies and impact.	PM CSD	Report	Year 3				
				2.8.3. Participate in relevant management fora, to address trans-boundary challenges, including Source to Sea.	PM CSD	Meetings	Annually	Water Act, NEMA, ICM Act			
				2.8.4. Assess, implement and monitor the removal/realignment of inappropriate infrastructure within the Park.	PM CSD	Report	Year 2, on-going				
				2.8.5. Liaise with City of Cape Town wrt water related infrastructure.	PM CSD	Meetings	On-going				
			To manage water use in and from the Park.	2.8.6. Engage DWA to regulate water use licencing.	PM CSD	Meeting	On-going				
				2.8.7. Liaise with DWA to determine the ecological reserve of all rivers in the Park.	PM CSD	Report	Year 3	Water Act			
				2.8.8. Implement a fine scale assessment of water resources in the Park.	CSD	Map, Report	Year 4				
				2.8.9. Liaise with City of Cape Town wrt water related infrastructure in the Park.	PM	Meetings	On-going				
				<b>2.9. Marine management</b>	To maintain natural patterns and processes of the terrestrial and coastal zones of the TMNP.	To safe-guard the sustainable use of marine resources within the Table Mountain Marine Protected Area (TMNP MPA).	To develop effective measures for user compliance for the TMNP MPA.	2.9.1. Manage the TMNP MPA in terms of the requirements of the Government Notices, legislation and policies.	PM	Monthly reports	On-going
2.9.2. Enforce compliance with legislation in conjunction with other marine authorities.	PM	Monthly reports	As required								
2.9.3. Ensure adequate resources and suitable equipment for effective monitoring and management.	PM	Asset register	Year 1								

Programme	High-level objective:	Objective:	Sub-objective	Actions	Responsibility	POE	Timeframe	Reference	Progress (with narrative and POE)	Challenges	Corrective action - Recommendation - Concern
				2.9.4. Building staff capacity to address specialised skills required for the effective management of the MPA.	PM	Skills Development Plan	Year 1				
				2.9.5. Improve management of slipways through establishing an operation management plan.	PM	OMP	Year 1				
				2.9.6. Improve inter-agency coordination and cooperation including engagement on the management of public launch sites.	PM CSD	OMP	As required				
				2.9.7. Establish marine gateways at appropriate access sites to the TMNP MPA.	CSD PM	Infrastructure	Year 7				
			To develop awareness of the TMNP MPA in recreational users.	2.9.8. Maintain appropriate signage at all relevant access points, slipways and information centres.	PM CSD	Signage	On-going				
				2.9.9. Foster relationships with traditional fishing communities.	PM	Meetings	As required				
				2.9.10. Communicate marine information with communities.	PM Regional Comms	Media release, articles, brochures	Year 1, on-going				
			To understand biology and use of the TMNP MPA.	2.9.11. Monitor extractive recreational use in the TMNP MPA to inform resource management.	CSD PM	CSD Report	On-going				
				2.9.12. Conduct research and monitoring of biological elements within the TMNP MPA.	CSD PM	Research projects	Year 2, on-going				
				2.9.13. Analyse existing marine data of the TMNP MPA.	CSD PM	Scientific Reports	Year 1, on-going				
			To effectively manage estuaries.	2.9.14. Identify and verify existing estuaries within the Park.	PM	none linked	Year 1, on-going				
				2.9.15. Develop an estuary management plan accordingly.	PM CSD	EMP	Year 4	Estuarine Protocol			

### 3. Cultural heritage management

Programme	High-level objective:	Objective:	Sub-objective	Actions	Responsibility	POE	Timeframe	Reference	Progress (with narrative and POE)	Challenges	Corrective action - Recommendation - Concern
3.1. Cultural heritage management	To identify, understand and manage the tangible and intangible heritage of the Park through the celebration of these rich and diverse cultural resources.	<b>Heritage management:</b> To understand and manage heritage resources of cultural significance.	To identify and understand heritage resources in the Park.	3.1.1. Revise the Park Heritage Resources Management Plan (HRMP).	PM CSD	Plan	Year 2				
				3.1.2. Research, audit, map and grade an inventory of tangible and intangible heritage resources of cultural significance.	PM CSD	Inventory	Year 2				
				3.1.3. Submit inventory to Heritage Authority to confirm grading identified heritage resources.	PM CSD	Inventory	Year 3				
				3.1.4. Facilitate research and oral history programmes.	PM CSD	Report	On-going				
			To effectively manage the heritage resources of the Park.	3.1.5. Identify, prioritise and prepare heritage conservation plans for key heritage sites.	PM CSD	Plans, Report	Year 4, 5, 6				
				3.1.6. Manage the prioritised sites according to heritage conservation plans.	PM	Conservation Plans	On-going				
				3.1.7. Develop interpretation strategies for identified sites.	PM CSD, Tourism	Interpretation Material	On-going	SANParks Interpretation Protocol			
				3.1.8. Implement effective heritage restoration by rediscovering, rehabilitating and nurturing heritage resources.	PM CSD	Plans, Reports	Year 1, on-going				
		<b>Intangible heritage:</b> To recognise and encourage the expression and celebration of the intangible heritage of the Park, including the diverse cultures, spiritual significance and living heritage and cultural linkages associated with the Park.	To allow the expression of cultural and spiritual heritage in the Park through research, community linkages and developing guidelines.	3.1.9. Identify, research and document information on the cultural and spiritual elements of the Park.	PM CSD	Report	Year 4				
				3.1.10. Identify and promote cultural linkages of the Park with communities having an interest in the Park for cultural and spiritual purposes.	PM	Database	On-going	Stakeholder Programme			
				3.1.11. Develop guidelines to manage impacts and access and engage stakeholders and users having an interest in the Park for cultural and spiritual purposes.	PM CSD	Guidelines	Year 1				
		<b>Cultural landscapes:</b> To conserve and restore cultural landscapes, natural sites and scenic resources of the Park.	Research and prepare guidelines for management of cultural landscapes.	3.1.12. Update, research, map and grade cultural and scenic landscapes and sites in the Park.	PM CSD	Heritage Database	Year 5				
				3.1.13. Review management guidelines for conservation and restoration of landscapes.	PM CSD	Heritage Resource Management Plan	Year 6				
		<b>Institutional capacity:</b> To develop institutional capacity and actively work with heritage authorities to implement best practice heritage management in the Park.	To develop institutional capacity through partnership, training and by securing the Parks heritage status.	3.1.14. Establish a heritage stakeholder working group to engage on heritage issues and projects.	PM CSD	Meetings	Year 1				
				3.1.15. Explore partnership opportunities to assist in identifying and implementing best practises and projects in heritage management.	PM	Projects, initiatives	On-going				

Programme	High-level objective:	Objective:	Sub-objective	Actions	Responsibility	POE	Timeframe	Reference	Progress (with narrative and POE)	Challenges	Corrective action - <i>Recommendation</i> - <i>Concern</i>
				3.1.16. Facilitate the national heritage site declaration of the TMNP.	PM SAHRA	National Declaration	Year 2	National Heritage Resources Act			
				3.1.17. Training of Park staff on cultural landscape conservation and allocate resources.	PM CSD	Training schedule	Year 3				

4. Responsible tourism management

Programme	High-level objective:	Objective:	Sub-objective	Actions	Responsibility	POE	Timeframe	Reference	Progress (with narrative and POE)	Challenges	Corrective action - Recommendation - Concern			
4.1. Responsible tourism management	To develop, manage and enhance a range of responsible tourism attractions and products for visitors, recreational users and disadvantaged communities, to experience and appreciate the rich marine and terrestrial biodiversity and cultural history of the TMNP.	<b>Responsible tourism strategy:</b> To develop a responsible tourism programme for TMNP that aligns with SANParks Responsible Tourism Strategy.	To develop a Responsible Tourism Programme.	4.1.1. Prepare a responsible tourism programme in line with SANParks responsible tourism strategy.	SANPark PMs Tourism Division	Responsible Tourism programme	Year 1	SANParks RT Framework & RT Strategy						
				4.1.2. Implement programme.	PM	Responsible Tourism programme	Year 2, 3, 4, 5, 6, 7, 8, 9, 10	SANParks RT Framework & RT Strategy						
				4.1.3. Communicate the tourism programme to key TMNP operations and stakeholders.	PM Regional Comms	Comms Plan	Year 2	SANParks RT Framework & RT Strategy						
		<b>Responsible tourism product management:</b> To manage tourism attractions and products in terms of the responsible tourism programme, growing tourism markets and thus revenue through a conservation driven economy.	To manage and assess Responsible Tourism Performance.			4.1.4. Implement and monitor Tourism Programme actions.	PM	Responsible Tourism Audit Report	Year 3, on-going					
						4.1.5. Monitor and mitigate the impact of visitor activities on biodiversity, heritage and tourism resources of the Park.	PM	Responsible Tourism Audit Report	Year 3, on-going					
						4.1.6. Undertake Tourism Grading, Quality Assurance and Universal assessments.	PM	Reports	Year 1, on-going					
						4.1.7. Develop measures for continuous improvement of sustainable operations; considering climate change risks to socio-cultural, environmental and economic management.	PM CSD	Guidelines	Year 3, on-going	National Development Plan (climate change)				
						To Establish Responsible Tourism requirements for the tourism sector, commercial and PPP partners.	4.1.8. Engage with the tourism sector, commercial and PPP operators regarding SANParks' commitment to Responsible Tourism principles.	PM BDU	Updated agreements, Assessment reports	Year 3	Individual PPP agreements			
							4.1.9. Review existing contracts with commercial partners to ensure responsible tourism standards are reflected.	BDU PM	As required	Year 4				
							4.1.10. Monitor implementation of responsible tourism by commercial partners.	PM BDU	Site Check Reports	Year 1				
		To grow the tourism market within TMNP to drive revenue growth through a conservation driven economy.				4.1.11. Actively engage with tourism role players to promote the Park.	PM Regional Marketing	Meetings	Year 1, on-going					
						4.1.12. Develop and implement a Film Functions and Event Rules and Regulations for TMNP to reflect the Responsible Tourism Programme.	PM	TMNP Film Events and Functions, Rules and Regulations	Year 1	SANParks Film and Event Policy				
						4.1.13. Promote and manage film, functions and events in the Park to grow Park revenue in line with a conservation driven economy.	PM	TMNP Film Events and Functions, Rules and Regulations	Year 1, on-going	SANParks Film and Event Policy Tariffs				
		<b>Service quality:</b> To enable appropriate customer focused service excellence.	Continual enhancement of customer service standards applicable to all visitors and other			4.1.14. Manage and resolve feedback received from the public within the Park.	PM		Annually					

Programme	High-level objective:	Objective:	Sub-objective	Actions	Responsibility	POE	Timeframe	Reference	Progress (with narrative and POE)	Challenges	Corrective action - Recommendation - Concern	
			travellers, including tourists and recreational users.	4.1.15. Review and analyse guest feedback provided within the Customer Service Survey, providing targets for improvement.	PM	Customer Service Assessment	Monthly					
				4.1.16. Act on customer service recommendations and targets received.	Park Management		On-going					
				4.1.17. Assess action taken to address customer service recommendations and targets, reporting on these in the Tourism Quality Assurance Assessment Report.	PM	Tourism Quality Assurance Assessment Report	Annually					
			Grow loyalty of all visitors and other travellers, including tourists and recreational users.	4.1.18. Develop and sell loyalty initiatives and/or membership to visitors and recreational users.	PM	Membership database	On-going					
				4.1.19. Communicate loyalty products in appropriate user media.	PM Regional Comms	Articles	As required					
			Conduct appropriate research to understand and address visitor and recreational users expectations.	4.1.20. Identify research and survey requirements for visitors and recreational users and their needs when accessing the Park.	PM	Report	As required					
				4.1.21. Conduct customer surveys to understand visitor numbers, expectations, preferences, Park use and trends.	Tourism	Visitor Survey Report	As required					
				4.1.22. Conduct tourism research to understand visitor numbers, expectations, preferences, Park use and trends.	Tourism	Research Report	As required					
				4.1.23. Conduct research to understand recreational user behaviour patterns and impacts on existing Park products and desired activities.	Tourism	Research Report	As required					
		<b>Responsible tourism product enhancement:</b> To enhance the tourism attractions and existing and new products within TNMP in line with the recommendations of the responsible tourism programme.	To enhance customer service standards.	4.1.24. Manage and resolve feedback received from the public within the Park.	PM	Customer Complaints Log	Monthly					
					4.1.25. Review and analyse guest feedback to provide targets for improvement.	PM	Customer Service Assessment	Monthly				
					4.1.26. Conduct customer surveys to understand visitor numbers, expectations, preferences, park use and trends.	Tourism	Visitor Survey Report	As required				
		To analyse and review pricing, to optimise financial returns.		4.1.27. Provide input into tariffs during annual review process.	PM	Tariff Document	Annually					
					4.1.28. Explore and implement dual pricing mechanisms.	PM	Feasibility Report	Year 1				
					4.1.29. Implement yield management for high-demand products.	PM	Reports, Roomseeker Programme	On-going				

Programme	High-level objective:	Objective:	Sub-objective	Actions	Responsibility	POE	Timeframe	Reference	Progress (with narrative and POE)	Challenges	Corrective action - Recommendation - Concern
			To develop new tourism products, activities and facilities.	4.1.30. Identify and prioritise all possible sites, activities and facilities that may be considered viable income generating opportunities.	PM BDU, Tourism	Product Development Framework	Annual	Park Management Plan			
				4.1.31. Conduct a feasibility study of priority opportunities.	PM BDU, Tourism	Feasibility Report	As required	SANParks Product Development Framework & Strategy			
				4.1.32. Plan for and implement identified projects.	PM BDU	TMNP Tourism Plan	On-going				
				4.1.33. Identify and package tourism opportunities with existing and/or 3rd party operators.	PM Marketing	Identified packages	As opportunity presents				
			To improve existing tourism products and activities.	4.1.34. Improve efficiency of access to key high-volume visitor sites.	PM	Precinct Plans	Linked to corporate process				
				4.1.35. Identify and implement technology to improve visitor flow at access points.	Tourism PM	Gate Efficiency Report	Linked to corporate process				
				4.1.36. Identify and prioritise key sites for major upgrades.	Tourism PM	Product Development Framework	Linked to corporate process				
				4.1.37. Implement universal access at suitable tourism facilities.	PM	SANParks Universal Access Targets	As required				
				4.1.38. Maintenance of tourism facilities and infrastructure according to tourism standards.	PM	Annual Infrastructure Maintenance Schedule, Grading Assessment	Annual				
		<b>Products and services promotion:</b> To promote the experience and appreciation of the TMNP tourism attractions and products.	To market TMNP, WHS and SANParks tourism products, facilities and activities.	4.1.39. Identify Park specific markets, and devise strategies for expanding on these markets.	SANPark Regional Sales & Marketing, PM g	Sales and Marketing Plan	Annually				
				4.1.40. Implement strategies to attract and increase visitor numbers for black middle class and PDI markets.	Regional Marketing PM	SANParks Sales and Marketing Strategy and Regional Plan	On-going				
				4.1.41. Conduct market research and surveys.	Regional Marketing PM	Survey report	As required				
				4.1.42. Develop and sell loyalty initiatives and / or membership to visitors and recreational users.	PM	Membership database, Loyalty products	On-going				
				4.1.43. Communicate successes and improvements to stakeholders and public.	PM	Annual Report	On-going				
			To ensure effective Visitor Management in the Park.	4.1.44. Develop and implement a Park Visitor Management Plan.	PM	Visitor Management Plan	Year 2, on-going				
				4.1.45. Develop and implement a Park Interpretation Plan.	PM	Interpretation Plan	Year 2, on-going	Environmental Education Programme			
				4.1.46. Review and implement the Signage Manual.	PM	Signage Manual	Year 2				
				4.1.47. Explore technological solutions to enhance visitor experiences.	PM	Product Development Framework	On-going				

Programme	High-level objective:	Objective:	Sub-objective	Actions	Responsibility	POE	Timeframe	Reference	Progress (with narrative and POE)	Challenges	Corrective action - Recommendation - Concern
		<b>Equitable access:</b> To facilitate equitable access to TMNP tourism products and facilities for all targeted communities and user groups.	To promote equitable access to the TMNP.	4.1.48. Maintain and enhance equitable access mechanisms.	PM	Special Access Permits	On-going				
				4.1.49. Interact with relevant authorities to improve public transport to the Park.	PM	Meetings with relevant authorities	On-going				
				4.1.50. Implement and monitor annual permit rates for recreational users.	PM	Annual Tariff Documents	Annually	Rates Review			
		<b>Recreational Activities:</b> Provide for and manage recreational activities in the Park, within the parameters of the applicable legislation and regulations.	To provide for recreational activities in the Park.	4.1.51. To provide a recreation activity permitting system that is updated on an ongoing basis.	PM	Permit System	Year 1, on-going	Responsible Tourism Plan			
				4.1.52. Communicate with recreational users through various media and platforms.	PM	Communication	Year 1, on-going	Communication Plan			
				4.1.53. Annual review of recreational permit pricing.	PM	Tariffs	Year 1, on-going				
				4.1.54. To engage recognised, organised recreational user groups, as required, in the management of activities in the Park.	PM	Meetings	Year 1, on-going				
			To manage the different users groups' impacts on each other and the Park.	4.1.55. Develop and periodically review EMPs for recreational activities that impact on the environment and other Park users.	PM	EMPs	Year 1, on-going				
				4.1.56. Ensure compliance with rules and legislation applicable to a National Protected Area.	PM	none linked	On-going	NEMA:PAA			

5. Constituency-building

Programme	High-level objective:	Objective:	Sub-objective	Actions	Responsibility	POE	Timeframe	Reference	Progress (with narrative and POE)	Challenges	Corrective action - Recommendation - Concern	
5.1. Constituency-building	To build constructive relationships with organised groups and other interested stakeholders towards the support of conservation and heritage management for the long term sustainability of the Park and benefit of South Africans.	<b>Stakeholder management:</b> To facilitate mutually beneficial dialogues with stakeholders; build their understanding, trust and support for SANParks' conservation objectives.	To facilitate mutually beneficial dialogues with stakeholders; build their understanding and support for SANParks' conservation objectives.	5.1.1. Establish a stakeholder engagement plan in line with SANParks Guidelines for Stakeholder Participation.	PM	Regional Comms	Plan	Year 2				
				5.1.2. Develop and maintain a stakeholder database.	PM	Regional Comms	Strategy Document	Year 1				
				5.1.3. To review and implement a Communications and Public Relations strategy that engages all media platforms in order to manage the Park's public reputation and SANParks brand awareness.	PM	Regional Comms	Database	Year 2	Information Management			
				5.1.4. Monitor and evaluate the impact of the Stakeholder Engagement Plan.	PM	Regional Comms	Annual Report	Year 1				
		<b>Local socio-economic development and empowerment:</b> To promote local economic empowerment through outsourcing, job-creation, and the harnessing of Expanded Public Works Programmes and poverty relief projects.	To implement local economic development through outsourcing, job creation and the harnessing of Expanded Public Works Programmes and Poverty Relief Projects.	5.1.5. Compile and maintain a list of SMME's in the target communities from whom the Park can procure services.	PM		Database	Year 1				
				5.1.6. To facilitate entrepreneurial development programmes.	PM		Training Manual	On-going				
				5.1.7. Review and implement a fair recruitment process for EPWP contractors and workers.	PM	BSP	PM	On-going				
				5.1.8. Facilitate EPWP contractor development and exit strategy in conjunction with BSP.	PM	BSP	Training Material	Year 1				
				5.1.9. Build and update a database of successful EPWP contractors and workers.	PM	BSP	Database	Year 1				
				5.1.10. Identify and implement potential high impact projects for community beneficiation.	PM	CSD, BSP	Report	Year 3				
				To assess the value of the socio-economic impact on the beneficiary communities.	5.1.11. Develop means to quantify the benefits of socio-economic programmes in beneficiary communities.	PM		Report	Year 1			
					5.1.12. Measure efficiency of socio-economic development programs.	PM		Report	Year 3			
					5.1.13. Communicate benefits to stakeholders and public.	PM	BSP	Media Releases	On-going			
				<b>Environmental experience, awareness and interpretation:</b> To assist government and nongovernmental organisations in shaping environmentally conscious citizens, while adopting a more sustainable lifestyle in order to promote the needs of the environment.	To provide an Environmental Experience programme that enhances education and visitor experiences.	5.1.14. Review and implement environmental education programs and wilderness experiences.	PM		Programmes	Year 1		
		5.1.15. Facilitate and record access to non-gated areas of the park for educational groups.	PM				Database	Year 1				
		5.1.16. Maintain the annual Junior Ranger programme.	PM				Program	Year 1, on-going				
		5.1.17. Train Volunteer Guides to run EE programmes.	PM				Training Manual	Year 1				

Programme	High-level objective:	Objective:	Sub-objective	Actions	Responsibility	POE	Timeframe	Reference	Progress (with narrative and POE)	Challenges	Corrective action - Recommendation - Concern	
		<b>Volunteer management:</b> To have a well-managed interactive volunteer programme reflective of the various needs of the Park in order for the Table Mountain National Park to be a Park for all, Forever.	To develop and maintain a vibrant and active volunteer corps in the TMNP.	5.1.18. Develop and implement a Volunteer Management Plan.	PM	Plan	Year 1					
					5.1.19. Contribute to training of volunteers.	PM	Training Materials	On-going				
					5.1.20. Ensure recruitment of volunteers from all sectors of communities.	PM	none linked	On-going				
				To co-ordinate the functions of the TMNP Honorary Rangers.	5.1.21. Identify and prioritise suitable projects.	PM	Plan	Year 1				
					5.1.22. Support Honorary Rangers in implementation of projects.	PM	Training Materials	On-going				
					5.1.23. Communicate success stories to stakeholders and general public.	PM	none linked	On-going				
		<b>Youth development:</b> To provide the youth through partnerships with learning institutions and youth organisations from local communities with access to a quality environmental and wilderness experience as well as a learning hub.	To facilitate the use of the Park for youth development programmes.	5.1.24. Develop a database of CBOs that have youth development objectives.	PM	Database	Year 1					
					5.1.25. Encourage youth development CBOs to use the Park and its wilderness experiences.	PM	List	Year 2				
					5.1.26. Engage institutions of higher learning to improve efficiency of youth development programmes.	PM	none linked	Year 3				
					5.1.27. Contribute environmental awareness to Internship Programmes.	PM	none linked	On-going				
					5.1.28. Implement regular Monitoring & Evaluation of the programme and its participants.	PM	Report	Year 3				

**6. Effective park management**

Programme	High-level objective:	Objective:	Sub-objective	Actions	Responsibility	POE	Timeframe	Reference	Progress (with narrative and POE)	Challenges	Corrective action - Recommendation - Concern
<b>6.1. Environmental management</b>	To provide integrated support services to enable effective management of biodiversity, heritage, tourism and constituency-building objectives, and balance these effectively.	To manage and reduce the impacts of park activities on the key attributes of the Park.	To ensure compliance with legislation and best practice principles for all management activities.	6.1.1. Make available all relevant legislation, policies and guidelines to Park management.	PM	Updated legislation database	On-going	NEMA			
				6.1.2. Conduct internal scoping of all activities that may potentially impact on the environment and ensure EIA's and Heritage Impacts are assessed.	PM	As required	On-going	CDF			
			To undertake monitoring, reporting and review of Park Management Programme implementation.	6.1.3. Ensure management review in accordance with national PA management assessment tools.	PM	Assessment	On-going	Park Management Plan			
				6.1.4. Undertake periodic adaptive management review of programmes and actions of the Park Management Plan.	PM CSD	Reviews	On-going	Park Management Plan			
<b>6.2. Risk management</b>	To provide integrated support services to enable effective management of biodiversity, heritage, tourism and constituency-building objectives, and balance these effectively.	To establish and maintain effective, efficient and transparent systems of risk management.		6.2.1. To identify and assess risks for all business operations in the Park.	PM	Risk register	Year 1, ongoing				
				6.2.2. To develop responses to address and prevent or mitigate issues of risk.	PM	Risk response plan	Year 1, ongoing	PFMA, OHS Act, NEM:PAA regs etc.			
				6.2.3. To monitor effectiveness in terms of the risk response plan and improve as needed.	PM	none linked	On-going				
				6.2.4. Identify and develop interventions to ensure visitor safety.	PM	Visitor safety plan	Year 1, ongoing				
<b>6.3. Financial management and administration</b>	To provide integrated support services to enable effective management of biodiversity, heritage, tourism and constituency-building objectives, and balance these effectively.	To ensure sound financial management and administration.	To attain effective financial management of the TMNP.	6.3.1. To ensure internal control systems of SANParks are in place.	PM	Statements with <1% variance	On-going	Financial systems			
				6.3.2. Ensure that financial management system facilitate the growing of revenue and increasing new revenue streams.	PM	Opportunities identified in line with policy. New income streams	On-going	Financial systems			
				6.3.3. Prepare accurate and realistic annual budgets in consultation with management team that are in line with the sound management plan objectives.	PM	Annual budgets prepared	On-going	Annual budgets			
				6.3.4. Implement and maintain the corporate asset management system.	PM	Asset Register	On-going	Asset Management Policy			
				6.3.5. Implement the SANParks supply chain management system.	PM	Monthly Reports	On-going	Supply Chain Management Policy			
			To ensure financial accountability and align financial management systems.	6.3.6. Facilitate annual audits as per SANParks audit program.	PM	Audit report	On-going	Audit program			
				6.3.7. Safeguard access to financial records as required by PFMA.	PM	Availability of financial records	On-going	Record Filing System			
<b>6.4. Human capital development</b>	To provide integrated support services to enable effective management of biodiversity, heritage, tourism and constituency-building objectives, and balance these effectively.	To ensure sufficient and effective staff capacity to achieve management objectives by adhering to corporate human resource policies and guidelines.	To implement the corporate selection and recruitment policy.	6.4.1. Ensure the Park attracts and retains the most suitable human capital to meet its needs.	PM	HR Procedures	On-going	SANParks recruitment and selection policy			
				6.4.2. Support government initiatives with regard to job creation efforts by participating in the appointment of learnerships, EM'S, etc.	PM	Learnership programmes	none linked				

Programme	High-level objective:	Objective:	Sub-objective	Actions	Responsibility	POE	Timeframe	Reference	Progress (with narrative and POE)	Challenges	Corrective action - Recommendation - Concern
			To administer the Park's Human Resources.	6.4.3. Ensure adherence to all policies, codes and procedures.	PM	Policies, prescripts, codes and regulations	On-going	BPM and HR systems			
				6.4.4. Ensure implementation of the prescribed Disciplinary Code & Procedures.	PM	Disciplinary action	On-going	Code of Conduct			
				6.4.5. To implement the performance management system.	PM	Performance Contracts/ Performance appraisal documents	Quarterly				
			To implement skills development strategies.	6.4.6. Review and implement Skills Development Plan.	PM	Human Resources Division	IDP's	On-going	TMNP training plan		
				6.4.7. Ensure all skills development interventions are aligned to organisational objectives.	none linked	none linked	none linked				
			To promote Employment Equity.	6.4.8. Establish and sustain Employment Equity forum.	PM		Meetings	On-going			
				6.4.9. Ensure adherence to EE legislation and prescripts.	PM		EE Report	none linked			
			To promote and implement organisational health and productivity.	6.4.10. Review and implement employee assistance and wellness programmes.	PM		Workshops, information sessions, brochures and wellness activities	On-going	Corporate HIV and other policies		
				6.4.11. Commemorate all events related to wellness (e.g. AIDS day, world blood donor day, days of activism on non-violence against women).	PM		Reports	As required	People Well-being Policy		
<b>6.5. Information management</b>	To provide integrated support services to enable effective management of biodiversity, heritage, tourism and constituency-building objectives, and balance these effectively.	To ensure that information resulting from relevant research, monitoring and management records is readily retained and shared with managers and relevant stakeholders.	To develop and maintain Park information that enables all staff and stakeholders have access to relevant information.	6.5.1. Manage a Park information databases to facilitate strategic and operational decision-making.	PM	Database	On-going	Biodiversity Management, Heritage Management			
			To maintain a records management and file plan for the Park in accordance with SANParks policies and procedures.	6.5.2. Review the existing records management and file plans within the various areas of the Park, and implement a single file plan.	PM	Draft records management and file plan	Year 1				
				6.5.3. Implement the records management and file plan.	PM	Records and documents filed into plan	On-going	Corporate file plan and policy			
				6.5.4. Ensure appropriate access to Park files and records in accordance to corporate records management policy and guidelines.	PM	Access procedures recorded and implemented	On-going	Corporate file plan and records management policy			
<b>6.6. Infrastructure management</b>	To provide integrated support services to enable effective management of biodiversity, heritage, tourism and constituency-building objectives, and balance these effectively.	To maintain and upgrade existing infrastructure and develop new infrastructure in support of conservation and tourism in Table Mountain National Park.	To ensure that infrastructure in the Park is maintained to a desired state.	6.6.1. Maintain an inventory of all infrastructure in the Park, assess construction types and determine extent of maintenance needed.	PM	Inventory	Year 3				
				6.6.2. Document the scope of maintenance needs in accordance with relevant specifications.	PM	Reports	Year 3	Building and Electrical regulations			

Programme	High-level objective:	Objective:	Sub-objective	Actions	Responsibility	POE	Timeframe	Reference	Progress (with narrative and POE)	Challenges	Corrective action - Recommendation - Concern
				6.6.3. Prioritise maintenance needs and develop a 10-year maintenance plan for the Park.	PM	Maintenance plan, schedules	Year 3, on-going				
				6.6.4. Implement the 10-year maintenance plan according to the annual maintenance schedules.	PM	Monthly and annual reports	On-going				
				6.6.5. Assess progress, revise annual maintenance schedules and evaluate standard of work.	PM	Annual report	On-going				
			To ensure continual improvement of the Park's IT infrastructure to support operational requirements.	6.6.6. Maintain IT network infrastructure integrating SANParks corporate and Park's requirements.	PM	IT Network	On-going				
				6.6.7. Review new and innovative IT for relevance to park performance.	PM	none linked	As required				
			To ensure that all mechanical and electrical equipment is maintained to a desirable state.	6.6.8. Compile an inventory of all mechanical and electrical equipment in the Park, determine maintenance schedules of each and list service providers.	PM	Inventory	Year 3				
				6.6.9. Develop an annual maintenance schedule for all equipment.	PM	Schedule	On-going				
				6.6.10. Implement the annual maintenance schedule.	PM	Schedule	On-going				
			To regulate all unwanted structures and facilities.	6.6.11. Identify and list all such structures.	PM	List	Year 1				
				6.6.12. Regulate or remove relevant structures.	PM	Reports, notices	Year 2				
			To develop infrastructure maintenance capacity.	6.6.13. Ensure adequate capacity across the Park to undertake required maintenance and upkeep infrastructure and equipment.	PM	none linked	Year 2				
				6.6.14. Monitor state of infrastructure.	PM	Infrastructure report	Quarterly				
			To interface with the City of Cape Town regarding infrastructure development projects.	6.6.15. Assess the impacts of increased activity in the Park on adjacent city infrastructure.	PM	Planning Reports	On-going				
6.7. Safety and security	To provide integrated support services to enable effective management of biodiversity, heritage, tourism and constituency-building objectives, and balance these effectively.	To minimise the threats to the Park, its visitors and staff by implementing a safety and security plan.	To implement the Park's safety and security plan, including concessionaires.	6.7.1. Review and update the safety and security plan to include threats to physical and natural resources.	PM	Updated plan	On-going				
				6.7.2. Allocate adequate and appropriate resources to the plan	PM	Funding, training, equipment, assets	Annual				
				6.7.3. Explore technological advancements to improve security measures.	PM	Applied technology	On-going				
				6.7.4. Assist and facilitate mountain rescues.	PM	Rescue Reports	As required				
				6.7.5. Implement and monitor the plan to address risks and threats.	PM	Reports	Annual				

Programme	High-level objective:	Objective:	Sub-objective	Actions	Responsibility	POE	Timeframe	Reference	Progress (with narrative and POE)	Challenges	Corrective action - Recommendation - Concern
			To collaborate with relevant law enforcement agencies to improve overall Park safety.	6.7.6. Align safety and security activities and operations with external partners when required.	PM	Meetings, joint operations	On-going				
				6.7.7. To actively participate in various external safety and security forums.	PM	Safety and security plan	On-going				
			To manage public perception around safety and security in the Park.	6.7.8. Communicate pro-actively with the public on issues of personal safety and precautionary measures.	PM	Regional Comms Media, brochures, signage, campaigns	Year 1, ongoing				
				6.7.9. Manage negative public perceptions to improve the Park's image and relationships.	PM	Regional Comms Media statements, campaigns	Year 1, ongoing				
<b>6.8. Effective park communications</b>	To provide integrated support services to enable effective management of biodiversity, heritage, tourism and constituency-building objectives, and balance these effectively.	To promote a positive public perception of the Park by implementing SANParks Communications & Public Relations Plan	To effectively manage the traditional medium of communication i.e. print and broadcast.	6.8.1. Issue relevant media statements and media alerts.	PM	Regional Comms	Communications plan	Year 1, ongoing			
				6.8.2. Ensure timeous responses to media queries.	PM	Regional Comms	none linked	Year 1, ongoing			
				6.8.3. Write feature articles which clarifies the Park's position on topical matters.	PM	Regional Comms	Articles published	Year 1, ongoing			
				6.8.4. Build relationships with the print and broadcast media.	PM	Regional Comms	none linked	Year 1, ongoing			
				6.8.5. Ensure that the Park's media database is updated on a regular basis.	none linked		Media database	Year 1, ongoing			
				6.8.6. Organise and host relevant exhibitions.	PM	Regional Comms	Number of exhibitions	Year 1, ongoing			
			Using events and activities to promote effective Public Relations (Brand Awareness).	6.8.7. Promote SANParks week.	PM	Regional Comms	News clip report	Year 1, ongoing			
				6.8.8. Organise and participate in events that raise Brand Awareness.	PM	Regional Comms	Number of joint operations	Year 1, ongoing			
				6.8.9. Update the SANParks website as required.	PM	Regional Comms	Increase in website traffic	Year 1, ongoing			
			To invest in online communications.	6.8.10. Use current and popular social media platforms.	PM	Regional Comms	Increase in online presence	Year 1, ongoing			
				6.8.11. Encourage direct posting on TMNP social media pages.	PM	Regional Comms	Communications plan	Year 1, ongoing			
				6.8.12. Create and maintain a database of online and freelance writers.	PM	Regional Comms	Database	Year 1, ongoing			
				6.8.13. Keep abreast of the latest developments in social media.	PM	Regional Comms	Introduction of new platforms	Year 1, ongoing			
				6.8.14. Improve internal staff communications e.g. the 'Cape Vine' newsletter.	PM	Regional Comms	none linked	Year 1, ongoing			
			Manage effective internal communication.	6.8.15. Ensure all staff have access to SANParks communication.	PM		none linked	Year 1, ongoing			
				6.8.16. Disseminate policies, legislation and decision effectively to all staff.	PM	Regional Comms	none linked	Year 1, ongoing			

# Statement of Integrity

## MARKET THIRD

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This declaration is part of AFD Group's anti-corruption compliance system, pursuant to Law No. 2016-1691 of 9 December 2016 on transparency, the fight against corruption and the modernization of economic life, known as the Sapin II law. The purpose of this declaration is to enable the identification and assessment of the risk of corruption associated with AFD's third-party market parties at the time of entry and throughout the business relationship with them in the context of its market operations.

This declaration is also part of AFD Group's system for compliance with financial and economic sanctions, which prohibits it from making funds available to a person or entity appearing on the lists of financial sanctions that apply to a French taxable person by regulation.

All information provided in this statement will be considered confidential: it is not intended to be made public and is intended to be used only in the context of the contractual relationship envisaged by the departments needing to know it. The processing of the data collected on this occasion will be carried out in compliance with the laws and regulations applicable to personal data.

We thank you for your cooperation and kindly ask that you return this completed and signed declaration.

Note: Please consider the "entity" as a "credit institution or investment firm" that intends to enter/is in a business relationship with AFD for market operations.

Please provide the following:

<b>General information about the entity:</b>	
Legal name	
Legal form	
Head Office Contact Information	
Corporate purpose / sector(s) of activity	
Composition of the shareholding structure with more than 25% of the share capital or voting rights and identification of the beneficial owner, if applicable <sup>1</sup>	

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<sup>1</sup> Indicate the composition of the entity's shareholding (natural persons and/or commercial entities) going back to the beneficial owner, understood as the natural person directly or indirectly owning more than 25% of the capital or voting rights of your entity, or, failing that, the person exercising control over the management or management bodies.

Key Executives	
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**STATEMENTS**

Hereby, \_\_\_\_\_, as represented by its duly authorized signatory:

Certifies that neither it nor any of its managers and shareholders or beneficial owners directly or indirectly holding more than 25% of the capital or voting rights are on the financial sanctions lists adopted by the United Nations, the European Union and/or France, and undertakes to inform AFD without delay of any change in situation in this regard

\_\_\_\_\_ Certifies that neither it nor any of its managers and shareholders or beneficial owners directly or indirectly holding more than 25% of the capital or voting rights have been subject for less than five years to administrative sanctions, investigations, criminal prosecutions or convictions that may be linked to acts of money laundering or fraud, corruption, influence peddling (or any other equivalent and related offence) and undertakes to inform AFD without delay in the event that such sanctions, investigations, prosecutions or convictions take place, throughout its relationship with AFD (in the event of administrative sanctions, investigations, prosecutions or convictions, please provide additional information)

Certifies that it and none of its managers and shareholders or beneficial owner is in a situation of conflict of interest in the context of the planned market transactions with FCA (in the event of a conflict of interest, please describe the situation)

Acknowledges that it has read and adheres to AFD's commitments in the fight against corruption as reproduced in particular in the AFD Group Code of Conduct available here [and its general policy on the fight against Prohibited Practices available here](#)

By signing this declaration, the undersigned declares that he/she is duly authorized to make the above commitments and certifies that all the information provided is accurate and complete, knowing that any false or misleading statement on his/her part could result in the termination of the contract with AFD.

On \_\_\_\_\_, at \_\_\_\_\_.

Mr/Mrs/Ms/Prof/Dr \_\_\_\_\_, acting as \_\_\_\_\_.

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Signature

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Date